



LONDON BOROUGH OF ENFIELD

**AGENDA FOR THE COUNCIL MEETING
TO BE HELD ON WEDNESDAY, 4TH JULY, 2012
AT 7.00 PM**

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

Please Reply to: James Kinsella
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Date: 29 June 2012

Dear Councillor,

You are summoned to attend the meeting of the Council of the London Borough of Enfield to be held at the Civic Centre, Silver Street, Enfield on Wednesday, 4th July, 2012 at 7.00 pm for the purpose of transacting the business set out below.

Yours sincerely

J.P.Austin

Assistant Director, Corporate Governance

- 1. ELECTION (IF REQUIRED) OF THE CHAIRMAN/DEPUTY CHAIRMAN OF THE MEETING**
- 2. MAYOR'S CHAPLAIN TO GIVE A BLESSING**
The Mayor's Chaplain to give a blessing.
- 3. MAYOR'S ANNOUNCEMENTS (IF ANY) IN CONNECTION WITH THE ORDINARY COUNCIL BUSINESS**
- 4. MINUTES (Pages 1 - 14)**

To approve, as a correct record, the minutes of the following Council meetings held on:

- (a) Wednesday 4 May 2012 (Annual Council meeting)
- (b) Thursday 24 May 2012 (Freedom of Borough ceremony)

5. APOLOGIES

6. DECLARATION OF INTERESTS (Pages 15 - 16)

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

7. OPPOSITION BUSINESS - HELPING ENFIELD'S HIGH STREET SHOPS & BUSINESSES (Pages 17 - 20)

An issues paper prepared by the Opposition Group is attached for the consideration of Council.

The Constitution Procedure Rules relating to Opposition Business are attached for information.

8. NEW LIBRARY STRATEGY (Pages 21 - 66)

To receive a report from the Director of Regeneration, Leisure and Culture seeking approval of the Library Strategy.(Report No.14)

The recommendations set out in the report were endorsed and recommended onto to Council for approval, by Cabinet on 20 June 2012. **(Key Decision – Reference 3387)**

9. STANDARDS COMMITTEE ANNUAL REPORT 2011/12 (Pages 67 - 72)

To receive the annual report of the London Borough of Enfield's Standards Committee for 2011/12. The report sets out the key issues dealt with by the committee during the past year.

The report was agreed at the Standards Committee meeting held on 5 March 2012.

10. DEVELOPMENT OF A JOINT SERVICE CENTRE (Pages 73 - 94)

To receive a report from the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services regarding the development of a Joint Service Centre. (Report No.241)

Please note Report No.243 on the Part 2 agenda also refers.

Members are asked to note that the recommendations in the report were approved by Cabinet on 25 April 2012. Council is only being asked to approve the addition of the scheme to the Council's Capital Programme, which has been included as an issue within the Part 2 report referred to above. The Part 1 report has therefore only been attached for information, as background to the recommendation made to Council.**(Key decision – Reference 3488)**

11. HOUSING REVENUE ACCOUNT (HRA) ASSET MANAGEMENT STRATEGY (Pages 95 - 104)

To receive a report from the Director of Health, Housing and Adult Social Care seeking approval of the HRA Asset Management Strategy for recommendation to full Council. (Report No.11A)

Members are asked to note that the recommendations set out in the report were approved by Cabinet on 20 June 2012 for recommendation onto Council. **(Key Decision – Reference 3485)**

Please note a copy of the HRA Asset Management Strategy is available (for reference) in the Members' Library and Group Offices. If required, additional copies can also be obtained by contacting James Kinsella (Governance Team Manager).

12. ENFIELD'S HOUSING STRATEGY 2012-2027 (Pages 105 - 118)

To receive a report from the Director of Health, Housing and Adult Social Care presenting Enfield's 15 year Housing Strategy for approval.

Members are asked to note that the recommendations set out in the report were approved by Cabinet on 20 June 2012 for recommendation onto Council. **(Key Decision – Reference 3421)**

Please note a copy of the Enfield's Housing Strategy 2012-2027 is available (for reference) in the Members' Library and Group Offices and also via the Democracy page of the Council's website. If required, additional copies can also be obtained by contacting James Kinsella (Governance Team Manager).

13. DEPOT RELOCATION (Pages 119 - 150)

To receive a report from the Director of Environment seeking approval to the consolidation of depot functions onto a single site. (Report No.16)

Please note Report No.17 on the Part 2 agenda also refers).

Members are asked to note that the recommendations in the report were approved by Cabinet on 20 June 2012 for recommendation onto Council. **(Key decision – reference number 3488)**

14. DRAFT FINANCIAL REGULATIONS (Pages 151 - 196)

To receive the report of the Director of Finance, Resources & Customer Services detailing the outcome of a review of the Council's Financial Procedure Rules and amendments proposed as a result. (Report No,230A)

Members are asked to note that amended Financial Procedure Rules were

considered and approved by Audit Committee on 4 April 2012 for recommendation onto Council.

15. REGULATION OF INVESTIGATORY POWERS ACT 2000 (RIPA) - POLICY & PROCEDURE (Pages 197 - 228)

To receive the report of the Director of Finance, Resources and Customer Services detailing the results of a review of the Council's policy and procedure in relation to use of the Regulation of Investigatory Powers Act 2000 and changes proposed as a result. (Report No.233A)

Members are asked to note that the revised RIPA policy and procedures were considered and approved by Audit Committee on 4 April 2012 for recommendation onto Council.

16. THE LOCALISM ACT 2011 - REPLACING THE STANDARDS REGIME (Pages 229 - 260)

To receive a report from the Director of Finance, Resources & Customer Services on the standards regime and new arrangements for dealing with issues around councillor conduct. (Report No.20A)

Members are asked to note that the new arrangements set out in the report have been subject to consideration at both the Members & Democratic Services Group (6 June 12) and Councillor Conduct Committee (13 June 2012) prior to recommendation onto Council for approval.

17. SCRUTINY ANNUAL REPORT 2011/12 (Pages 261 - 294)

To receive the Scrutiny Annual Report detailing the work undertaken by the Council's scrutiny function over the 2011/12 municipal year. (Report No.25)

Members are asked to note that the report was agreed at the Overview & Scrutiny Committee held on 19 April 2012.

18. USE OF THE COUNCIL'S URGENCY PROCEDURES (Pages 295 - 296)

Council is asked to note the details provided of decisions taken under the Council's urgency procedure relating to the waiver of call-in and, where necessary, the Forward Plan along with the reasons for urgency. These decisions have been made in accordance with the urgency procedures set out in Paragraph 17.3 of Chapter 4.2 (Scrutiny) and Paragraph 16 of Chapter 4.6 (Access to Information) of the Council's Constitution.

19. COUNCILLORS' QUESTION TIME (TIME ALLOWED - 30 MINUTES) (Pages 297 - 326)

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

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

Please note that the Mayor will decide whether a question is urgent or not.

The definition of an urgent question is “An issue which could not reasonably have been foreseen or anticipated prior to the deadline for the submission of questions and which needs to be considered before the next meeting of the Council.”

Submission of urgent questions to Council requires the Member when submitting the question to specify why the issue could not have been reasonably foreseen prior to the deadline and why it has to be considered before the next meeting. A supplementary question is not permitted.

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

The list of fifty eight questions received and their written responses are attached to the agenda.

20. MOTIONS

20.1 In the name of Councillor Lavender

This Council recognises the important role played by the Green Belt in:

- (i) providing passive open space,
- (ii) providing publicly accessible recreation (particularly enjoyed by those who otherwise do not have access to private gardens),
- (iii) maintaining a sustainable environment for wildlife,
- (iv) inhibiting inappropriate development and arresting climate change and
- (v) preserving a sense of history and identity to Enfield, Edmonton and Southgate.

This Council recognises that its ability to maintain, preserve and provide such facilities and/or attributes is enhanced when its powers as planning authority are combined with the proper exercise of its power as landlord.

This council notes the uproar and concern caused by recent decisions of the Labour Council to dispose of interests in the Green Belt within the London Borough of Enfield.

This council therefore resolves not to make any further decision to

dispose of any property interest within the Green Belt applicable to any land within the boundaries of the London Borough of Enfield:

- (i) without a full impact assessment being published in relation to the above issues; and
- (ii) unless such decision is made by cabinet and is not subject to delegation to members or officers.

20.2 In the name of Councillor Neville

This council notes its failure to recover over 40% (£2.5m) of penalty charges issued in the financial year 2011-2012 and also notes the fact that over £1.2million of housing benefit was overpaid by the council due to its own errors in the financial year 2011-2012. It also notes that in total £5.8m of housing benefit was overpaid and not recovered in the financial year 2011-2012.

This council regrets its failure to properly safeguard public resources particularly at a time of severe austerity and instructs the Overview and Scrutiny Committee to investigate the causes of these failures and to provide a report to council.

20.3 In the name of Councillor Hamilton

This council deplores the 100s of police vacancies, plus secondments out to other boroughs that is the current situation in Enfield, which is having a detrimental impact on Safer Neighbourhood teams especially in our most deprived wards.

Knife and gang crime is a serious concern and the Council is opposed to any shortfall and reduction to police numbers in the borough which would limit the ability to apprehend offenders who are members of gangs and carry and use knives.

We urge the GLA and MOPAC to review the policing numbers in Enfield and raise staffing levels to the numbers required to meet the Borough's policing priorities.

This Council also believes that imprisoning people for violent knife crime is only half the battle. It is vital that the criminal justice system provides the resources and expertise required to rehabilitate all young offenders rather than allowing them to languish in prison and become hardened criminals.

21. MEMBERSHIPS

To confirm the following changes to committee memberships:

- (a) Crime and Safety and Stronger Communities Scrutiny Panel

Councillor Chamberlain to replace Councillor Hall

(b) Councillor Conduct Committee

Councillor Murphy to replace Councillor Cranfield

(c) Green Belt Forum

Councillor D.Pearce to replace Councillor East

Councillor Laban to replace Councillor Waterhouse

(d) Schools Forum

Councillor Simbodyal to replace Councillor Orhan

22. NOMINATIONS TO OUTSIDE BODIES

To confirm the following changes to nominations to outside bodies:

(a) Edmonton United Charities

Councillor Hall to replace Councillor Chamberlain on expiry of his term of office (18 July 2012).

23. CALLED IN DECISIONS

None received.

24. DATE OF NEXT MEETING

To note that the next meeting of the Council will be held on Wednesday 19 September 2012 at 7.00 p.m. at the Civic Centre.

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 item of business listed on the 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).

COUNCIL - 9.5.2012

MINUTES OF THE MEETING OF THE COUNCIL HELD ON WEDNESDAY, 9 MAY 2012**COUNCILLORS****PRESENT**

Christiana During (Mayor), Kate Anolue (Deputy Mayor), Jayne Buckland, Chaudhury Anwar MBE, Alan Barker, Ali Bakir, Caitriona Bearryman, Chris Bond, Yasemin Brett, Alev Cazimoglu, Lee Chamberlain, Bambos Charalambous, Yusuf Cicek, Christopher Cole, Andreas Constantinides, Ingrid Cranfield, Christopher Deacon, Dogan Delman, Marcus East, Patricia Ekechi, Achilleas Georgiou, Del Goddard, Jonas Hall, Christine Hamilton, Ahmet Hasan, Elaine Hayward, Robert Hayward, Ertan Hurer, Tahsin Ibrahim, Chris Joannides, Eric Jukes, Jon Kaye, Nneka Keazor, Joanne Laban, Henry Lamprecht, Michael Lavender, Paul McCannah, Chris Murphy, Terence Neville OBE JP, Ayfer Orhan, Ahmet Oykenner, Anne-Marie Pearce, Daniel Pearce, Martin Prescott, Geoffrey Robinson, Michael Rye OBE, George Savva MBE, Rohini Simbodyal, Toby Simon, Alan Sitkin, Edward Smith, Andrew Stafford, Doug Taylor, Glynis Vince, Ozzie Uzoanya, Tom Waterhouse and Lionel Zetter

ABSENT

Denise Headley, Dino Lemonides, Derek Levy, Simon Maynard, Donald McGowan and Ann Zinkin

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

Reverend Martin Legg from Bush Hill Park United Reform Church gave the blessing.

2**DECLARATION OF INTERESTS**

No interests were declared by members at the meeting.

3**ELECTION OF MAYOR**

Councillor Taylor moved and Councillor Lavender seconded the nomination of Councillor Kate Anolue as Mayor of the London Borough of Enfield for the 2012/13 Municipal Year.

AGREED that Councillor Kate Anolue be elected as Mayor of the London Borough of Enfield for the 2012/13 Municipal Year.

The motion was agreed unanimously (without a vote). Councillor Anolue then made and signed a Declaration of Acceptance of Office and was invested with the badge of office by the retiring Mayor, Councillor Christiana During.

COUNCIL - 9.5.2012

4

MAYORS ACCEPTANCE SPEECH

The Mayor made the following acceptance speech:

“Good evening and thank you for joining me today in this wonderful diverse borough of Enfield.

Welcome Councillors, officers, friends and families and a very special welcome to the Igwe-In-Council of Cabinet and Honorary Chiefs of Nanka, Ajie Nanka, Odenigbo Nanka, Ezeudo Nanka, Onwa Nanka, Ikeoha Nanka and all high chiefs present representing Your Royal Highness, Igwe G.N. Ofomata, the Obu Nanka who could not be here in person. Also a special welcome to all the dignitaries from Nigeria and other countries and to my guests who are joining us via video link, seated in Committee Rooms 1 & 2.

First of all I offer my sincere thanks and appreciation to all Members of the Council, especially Members from my side. Without your support and belief in me, I would not be standing here today.

I would like to take this opportunity to provide you all with some background information about myself. Mine has been a happy, but also at times a painful journey, however with determination and discipline I have plodded on. Thanks to my church St Judes Catholic Church Nanka, St Edmunds R/C Edmonton, Nigerian Chaplaincy and all prayers from friends and well wishers. Especially staff from the maternity unit in North Middlesex Hospital.

As must be obvious, I am from Nanka, a town made up of seven villages in South Eastern Nigeria with about 50,000 people, excluding those in diaspora. Within this community we have over 92 Professor's and PhD's. Education is a major trade of the community, and there is hardly any family in Nanka without a University/polytechnic graduate. The major drawback for the town is the menace of gully erosion which is scattered all over the seven villages. Some of the erosion sites are among the hidden routes exploited by the slave dealers and their local collaborators during the notorious slave trade. The community and Government are fighting the menace of erosion through planting of cashew seedlings, control of flooding and other measures and also looking forward to international help.

I am the eldest daughter of deeply religious parents. I was one of two girls and five boys brought up in a strict, old fashioned and God fearing environment, my mother being the disciplinarian. She is also a princess, the daughter of the first son of the King. Hence I am also from the Royal lineage as are my brothers who are with me tonight.

From the age of five, I was very well versed in etiquette, good manners and behaviour. In other words, there was little scope or even desire for youthful rebellion. I attended a convent school run by the Catholic missionary sisters which was even stricter. I realised that I was a clever girl who excelled in all subjects and I always worked hard.

COUNCIL - 9.5.2012

After my Primary education I started Teacher training and half way into a four year course, I was to leave to join my spouse in England. With seven children and the end of civil war, it's no wonder my father married me off. He had no choice. Nevertheless I do applaud my father who believed in gender equality, he gave me the same chance in education as any other child. I promised my father that I would continue with my education and follow a nursing profession as this was his wish.

I must share some of my first experiences and surprises in England. First of all there were the chimneys. I had never seen chimneys like these and I automatically assumed that everyone in England baked and ate a lot of bread. Kissing on the doorstep was simply outrageous and not becoming of a woman. This would have given my mother a heart attack.

I knew I was in England because it was not long before the weather became something of a preoccupation. Needless to say, I found the climate a real trial and the business of putting money in the gas meter to gain warmth was something else, not to talk of paraffin heaters which baffled me.

During my first winter I marvelled at how all the clothes pegged out on washing lines seemed to have starched themselves. I had never experienced the phenomenon of frost. I soon learned. Then there was the snow. I had sung about snow many times as a child and read about it in many books, but seeing it at first hand was a revelation. I had problems walking on snow, not to mention frozen fingers and toes and the steam coming out of my mouth. The countless times I fell on snow, I am surprised that I am not riddled with arthritis.

In 1972 less than a year after my arrival into the country and armed and empowered with my background skills, I gained admission at North Middlesex University Hospital, this was the beginning of my nursing career. I was fulfilling my father's wish.

In the same year I moved into Enfield Borough after living briefly in South West London. From a class of fifteen Student Nurses, there were four from an ethnic minority, three from Malaysia and me the only black African. I also became a member of St Edmund's R/C Church Edmonton, where I have been worshipping for the last forty years and am a very active member. Reverend Father Emmanuel, the Parish Priest of St Edmund's R/C Church, Edmonton will be my Chaplain in my Mayoral year.

After qualifying as a State Registered Nurse (as it was then called) I worked as a Staff Nurse in the Intensive Care Unit for one year, before embarking on another journey to train as a Midwife. Following my qualification as a midwife in July 1977, I worked in the Labour Ward until June 1984 and as a Community Midwife up to December 2010. In the last year I worked in Maternity Triage, first port of call for all pregnant women who attend the Maternity Unit.

COUNCIL - 9.5.2012

My duty as a midwife involves caring for women from antenatal period to birth, giving parental education and advice on informed choices. I prepare the women and their partner/spouse by guiding them in their emotional, mental, physiological and psychological needs where possible. I also mentor Student Midwives and Medical Students.

Within these years I was also fulfilling my duty as a wife. I have been blessed with four children, two boys and two girls and tragically widowed when my youngest was only 18 months old, hence I became a single mother. Today these children are all graduates and working. Thank you children for not disappointing me. In addition to my family are my daughter-in-law and my first grand-daughter, almost two and a half years old.

During all these years there was something that my heart was nurturing and that was to study Law. In 1992 I gained admission at the University of North London and embarked on a five year part-time program to study Law, my dream ambition. The boot of my car became my library and wardrobe. I am very good at multi-tasking hence I was able to juggle my studies, children and a demanding full time job. I proved that nothing is impossible as long as you put your mind to it. The Lord was my strength and salvation.

After five years of studying so hard and gaining my Bachelor of Law degree, it did not take me a second to decide where my loyalty lay. I am highly intoxicated with the miracle of the world and that is pregnancy and babies. I found it very difficult to leave the midwifery profession; it is a very fulfilling career. My friends moved on and now run their own Law firm, but I was happy to remain with my babies. However I made sure that I utilized my knowledge in Law, by becoming the midwives union rep (RCM Steward), representing and supporting my colleagues in time of need. At this point I would like to introduce one of my babies who now works at North Middlesex Hospital.

If midwifery was my vocation, it could be argued that politics and working within the community became my mission and my inspiration. However, today we are here for Mayor Making in which politics play no part. Instead I will endeavour to serve this multi-cultural borough to the best of my ability.

Youth will be the main emphasis of my charity appeal, especially those who are in care and care leavers aged 16 – 18. These are the forgotten youths, who once they are 18 are pushed out to the world unguided, and may end up in bad company. Funding raised from my Mayoral year will go towards providing mentor support for these identified young people living in Enfield. Funding could also help to extend the E18HTEEN project to more young people in care in Enfield. This project is currently helping to mentor 160 people across Haringey, Enfield, Waltham Forest and Barnet.

The Mayor's charity will also support "Our Voice" this is a parent-led organisation seeking to improve services for children with disabilities in Enfield.

COUNCIL - 9.5.2012

As midwives, we deliver many children but their outcome and future we don't normally know. The plight of these young people is what I wish to highlight in my Mayoral year.

I hope that my charity can also support the Enfield Sickle Cell and Thalassaemia organisation. This is a hereditary blood disorder which affects mainly people from Afro-Caribbean and Mediterranean origins and it is one of the main screenings in pregnancy.

I would also like to provide some support for the North Middlesex Maternity Unit as without it many of us would not have come into this world.

In my Mayoral year I would like us to celebrate and recognise the achievement of all our children and young people by having a dedicated day called Enfield Youths Day, which I would like to be an annual event. This would also be an opportunity to remember and celebrate the short life of our children, and young people who have passed away.

I would also like to mention the following individuals for their special help - Steve and Norman who are wonderful chauffeurs and have helped me so much in my year as the Deputy Mayor. Rhoda who is always on the computer and phone arranging engagements, and the rest of Democratic services. I have no doubt that we are going to have an exciting year.

In conclusion, my greatest thanks to my late father Ichie Fidelis Ezeobuoha Ezeasor for believing in gender equality, thus giving me the opportunity to pursue my academic career despite having five boys to care for. I thank my late husband Mr Ifeanyichukwu Festus Anolue who honoured my father's wish to allow me to continue with my academic career on my arrival to England. May their souls rest in peace.

I miss my mum who could not be here with us today. I have no doubt she is holding her Rosary and praying for me. Mummy thank you especially for breast feeding me for nearly four years, that must be where my energy and good health came from. In my years as a Community midwife I do encourage the mums by telling them this little fact about me and breast feeding.

Also many thanks to all past and present managers, midwives and the entire staff at North Middlesex University Hospital, for their support and contributions in the early days and years of my widowhood. You were my rock and that helped me to maintain my full time job.

Special thank you to my siblings, family and friends including my childhood friend since nursery school who is here tonight from Dallas. I also wish to extend my greatest appreciation to Umudala Community Nanka, for recognising their hard working daughter in diaspora and who delivered your argument successfully to Igwe Ofomata, Obu Nanka and his Cabinet. Hence I was honoured with the Chieftaincy title in 2008 "Ada Jeru Mba Turu Ugo" meaning "Daughter that went to foreign land and brought us glory".

COUNCIL - 9.5.2012

As the First Citizen of Enfield, I will represent the Borough with dignity and I hope to work to your expectation. I have no doubt that you will support my Charity in any way you can. This year of the Olympics and Diamond Jubilee, it is going to be fantastic.

Thank you all for coming and God Bless.

5

APPOINTMENT OF MAYORESS

The Mayor announced the appointment of Miss Chinelo Anolue as the Mayoress for the 2012/13 Municipal Year. She then invested Miss Anolue with her badge of office.

6

APPOINTMENT OF DEPUTY MAYOR

The Mayor confirmed the appointment of Councillor Chaudhury Anwar MBE as Deputy Mayor for the 2012/13 Municipal Year. The Deputy Mayor then made and signed a Declaration of Acceptance of Office and was invested by the Mayor with his badge of office. Councillor Anwar then made a speech thanking the Mayor and Council for his appointment.

7

APPOINTMENT OF DEPUTY MAYORESS

The Deputy Mayor announced the appointment of Mrs Quamrun Anwar as Deputy Mayoress for the 2012/13 Municipal Year. He invested Mrs Anwar with her badge of office.

8

APPOINTMENT OF DEPUTY LEADER OF THE COUNCIL AND CABINET

Councillor Taylor confirmed the appointments as set out below:

Deputy Leader – Councillor Achilleas Georgiou

Cabinet member for Adult Services, Care and Health – Councillor Don McGowan

Cabinet member for Business and Regeneration – Councillor Del Goddard

Cabinet member for Children and Young People – Councillor Ayfer Orhan

Cabinet member for Community Wellbeing and Public Health – Councillor Christine Hamilton

Cabinet member for Culture, Leisure, Youth and Localism – Councillor Bambos Charalambous

COUNCIL - 9.5.2012

Cabinet member for Environment – Councillor Chris Bond

Cabinet member for Finance and Property – Councillor Andrew Stafford

Cabinet member for Housing – Councillor Ahmet Oykener

9

PRESENTATION OF THE PAST MAYOR AND MAYORESS' BADGES

The Mayor presented past Mayor's and Mayoress badges and certificates recording the Council's appreciation to the retiring Mayor, Councillor Christiana During and Mayoress Mrs Doreen Lawrence.

The Mayor, on behalf of the Council, thanked them for the contribution they had made as Mayor and Mayoress during the 2011/12 Municipal Year.

The Leaders of both Groups were also presented with a token of appreciation for their support over the year.

10

MAYORS ANNOUNCEMENTS (IF ANY) IN CONNECTION WITH THE ORDINARY COUNCIL BUSINESS

The Mayor informed Council that her Civic Mass and Thanksgiving had been arranged for 2pm on Sunday 22 July 2012. The service would be taking place at St Edmunds R/C Church, Edmonton and all members would be welcome to attend.

11

MINUTES

AGREED that the minutes of the Council meeting held on Wednesday 28 March 2012 be confirmed and signed as a correct record.

As the Leader of the Opposition had not been present at the meeting on the 28 March 2012 for the past Mayor's speech reviewing her year in office, he took the opportunity to personally thank Councillor During for the way she had represented the Borough and conducted herself in her role as Mayor over the previous year.

12

APOLOGIES (IF ANY)

Apologies for absence were received from Councillors Denise Headley, Dinos Lemonides, Derek Levy, Simon Maynard, Don McGowan and Ann Zinkin.

13

COUNCILLORS' QUESTION TIME (TIME ALLOWED - 30 MINUTES)

None received.

**14
MOTIONS**

None received.

**15
MEMBERSHIP OF COMMITTEES AND PANELS**

Councillor Brett moved and Councillor Waterhouse seconded the report of the Director of Finance, Resources & Customer Services (No.1) asking the Council to determine the constitution and political balance of the committees, joint committees and panels that had been set up for discharge of the Council's functions.

AGREED that

- (1) the seats allocated to each political party on the committees and boards to which Section 15 of the Local Government and Housing Act 1989 apply, be approved as set out in Appendix A of the report.
- (2) in accordance with paragraph 3.3 of the report, Council resolves without dissent that the rules of political proportionality should not apply to those bodies marked with an * in Appendix A of the report.

**16
APPOINTMENT OF COUNCIL BODIES FOR 2012/2013**

AGREED

- (1) To the establishment of the Council bodies for the 2012/13 Municipal Year and appointment of their memberships, as set out in the yellow list circulated in advance of the meeting.
- (2) To confirm the Terms of Reference of those bodies set out in Part 2 of the Constitution (pages 2-11 to 2-16 for scrutiny) (pages 2-23 to 2-24 for cabinet) and (pages 2-25 to 2-67 for other committees and panels).

Members noted that the Terms of Reference for the newly established Councillor Conduct Committee were due to be presented to Council on 4 July 2012 for consideration and formal approval.

**17
REPRESENTATIONS ON OTHER BODIES AND ORGANISATIONS**

AGREED the Council's representation on other bodies and organisations as detailed on the green list circulated in advance of the meeting.

COUNCIL - 9.5.2012

18

COUNCIL SCHEME OF DELEGATION

AGREED the authority's Scheme of Delegation, as set out in Part 3 (pages 3-3 to 3-12) of the Constitution.

19

CALENDAR OF MEETINGS

NOTED that the calendar of meetings included indicative dates for future meetings of the Council up until May 2014.

AGREED

- (1) the calendar of meetings of the Council, including the next Council meetings, which had been scheduled on Thursday 24 May 2012 (Freedom of the Borough ceremony) & Wednesday 4 July 2012 (ordinary business meeting).
- (2) that approval of any further amendments to the calendar be delegated to the Director of Finance, Resources and Customer Services, in consultation with both party groups.

20

CALLED IN DECISIONS

None received.

21

DATE OF NEXT MEETING

NOTED that

1. the next meeting of the Council would be the Freedom of the Borough ceremony, which would be taking place at 7pm on Thursday 24 May 2012 in the Civic Centre.
2. the next ordinary business meeting of the Council would be held at 7pm on Wednesday 4 July 2012 at the Civic Centre.

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MINUTES OF THE MEETING OF THE COUNCIL HELD ON THURSDAY, 24 MAY 2012

COUNCILLORS

PRESENT

Kate Anolue (Mayor), Chaudhury Anwar MBE (Deputy Mayor), Alan Barker, Ali Bakir, Caitriona Bearryman, Chris Bond, Yasemin Brett, Lee Chamberlain, Bambos Charalambous, Yusuf Cicek, Christopher Cole, Andreas Constantinides, Ingrid Cranfield, Christopher Deacon, Christiana During, Patricia Ekechi, Achilleas Georgiou, Del Goddard, Ahmet Hasan, Elaine Hayward, Robert Hayward, Ertan Hurer, Tahsin Ibrahim, Chris Joannides, Eric Jukes, Jon Kaye, Nneka Keazor, Joanne Laban, Henry Lamprecht, Michael Lavender, Derek Levy, Paul McCannah, Donald McGowan, Chris Murphy, Terence Neville OBE JP, Ahmet Oykener, Anne-Marie Pearce, Daniel Pearce, Martin Prescott, Geoffrey Robinson, Michael Rye OBE, George Savva MBE, Rohini Simbodyal, Toby Simon, Alan Sitkin, Andrew Stafford, Doug Taylor, Glynis Vince, Ozzie Uzoanya, Tom Waterhouse, Lionel Zetter and Ann Zinkin.

ABSENT

Jayne Buckland, Alev Cazimoglu, Dogan Delman, Marcus East, Jonas Hall, Christine Hamilton, Denise Headley, Dino Lemonides, Simon Maynard, Ayfer Orhan and Edward Smith

22

ELECTION (IF REQUIRED) OF THE CHAIR/DEPUTY CHAIR OF THE MEETING

Not required.

23

APOLOGIES

Apologies for absence were received from Councillors Jayne Buckland, Alev Cazimoglu, Dogan Delman, Marcus East, Jonas Hall, Christine Hamilton, Denise Headley, Dino Lemonides Simon Maynard, Ayfer Orhan and Edward Smith.

Apologies for lateness were received from Councillors Ali Bakir, Christopher Cole, Ahmet Hasan, Martin Prescott and Ozzie Uzoanya.

24

DECLARATION OF INTERESTS

None received.

25

HONORARY FREEDOM OF THE LONDON BOROUGH OF ENFIELD - CEREMONY

Councillor Taylor moved the following motion inviting the Council to confer the Freedom of the Borough on the individuals nominated. In moving the motion he highlighted:

- the origins of the role enjoyed by Freeman of the Borough;
- that the award, whilst no longer conveying any specific legal rights or responsibilities (other than ceremonial), was now used to recognise where local people had either achieved something outstanding or made a significant contribution to their locality or local community. It was felt this could clearly be demonstrated in the case of the ten new Honorary Freeman who had been nominated for the award.

“That in pursuance of the Local Government Act 1972, The Honorary Freedom of the London Borough of Enfield be conferred upon:

Alex Mattingly

in recognition of his long and valuable service to the community in the Borough. For his outstanding contribution as a councillor to personnel issues and as an expression of the high esteem in which he is held.

Bevin Betton

in recognition of his long and valuable service to the community in the Borough. For his outstanding contribution to community relations as Chair of Enfield Racial Equality Council and as an expression of the high esteem in which he is held.

Geoffrey Mills

in recognition of his long and valuable service to the community in the Borough. For his outstanding contribution to education and as independent chair of the Council’s Standards Committee and as an expression of the high esteem in which he is held

Jeff Rodin

in recognition of his long and valuable service to the community in the Borough. For his outstanding contribution as Leader of the Council and as a councillor and as an expression of the high esteem in which he is held.

John Boast

in recognition of his long and valuable service to the community in the Borough. For his outstanding contribution as a councillor to education and housing and as an expression of the high esteem in which he is held

COUNCIL - 24.5.2012

Norma Morris

in recognition of her long and valuable service to the community in the Borough. For her outstanding contribution to the local arts community working for Chickenshed and as an expression of the high esteem in which she is held.

Rita Miller

in recognition of her long and valuable service to the community in the Borough. For her outstanding contribution to the voluntary sector, in particular the Women's Voluntary Service and Dr Johnson's House and as an expression of the high esteem in which she is held.

Dr Stephen Dowbiggin OBE

in recognition of his long and valuable service to the community in the Borough. For his outstanding contribution to education as Chief Executive & Principal of Capel Manor College and as an expression of the high esteem in which he is held.

Tony Dey

in recognition of his long and valuable service to the community in the Borough. For his outstanding contribution as a councillor to planning and conservation and as an expression of the high esteem in which he is held.

Vivien Giladi

in recognition of her long and valuable service to the community in the Borough. For her outstanding contribution as a councillor to health and as an expression of the high esteem in which she is held.

Councillor Lavender seconded the motion, endorsing and supporting the comments made by Councillor Taylor in moving the motion. He also provided further detail on the origins and background on the role of Honorary Freeman, before congratulating all of the individuals nominated on their award.

The Mayor then invited the Council to agree the motion. The Council unanimously agreed the motion (as set out below).

RESOLVED that pursuant to the Local Government Act 1972, The Honorary Freedom of the London Borough of Enfield be conferred upon:

Alex Mattingly
Bevin Betton
Geoffrey Mills
Jeff Rodin
John Boast
Norma Morris

COUNCIL - 24.5.2012

Rita Miller
Dr Stephen Dowbiggin OBE
Tony Dey
Vivien Giladi.

The Mayor then called upon the Chief Executive to administer the Oath of an Honorary Freeman, as follows:

“Do you, Alex Mattingly, Bevin Betton, Geoffrey Mills, Jeff Rodin, John Boast, Norma Morris, Rita Miller, Dr Stephen Dowbiggin OBE, Tony Dey and Vivien Giladi.

Solemnly and sincerely declare that you will abide in peace and tranquillity within the London Borough of Enfield, and with all those who have their lawful business within its bounds, including the Mayor and Council, whom you will aid with your best counsel and advice, and uphold and defend the provisions of the Charter granted by our Sovereign Lady Queen Elizabeth the Second, and all observances and customs of this London Borough defend and keep.”

All of the Honorary Freeman replied “I do”.

The Mayor then rose and said to each of the ten new Honorary Freeman, in turn:

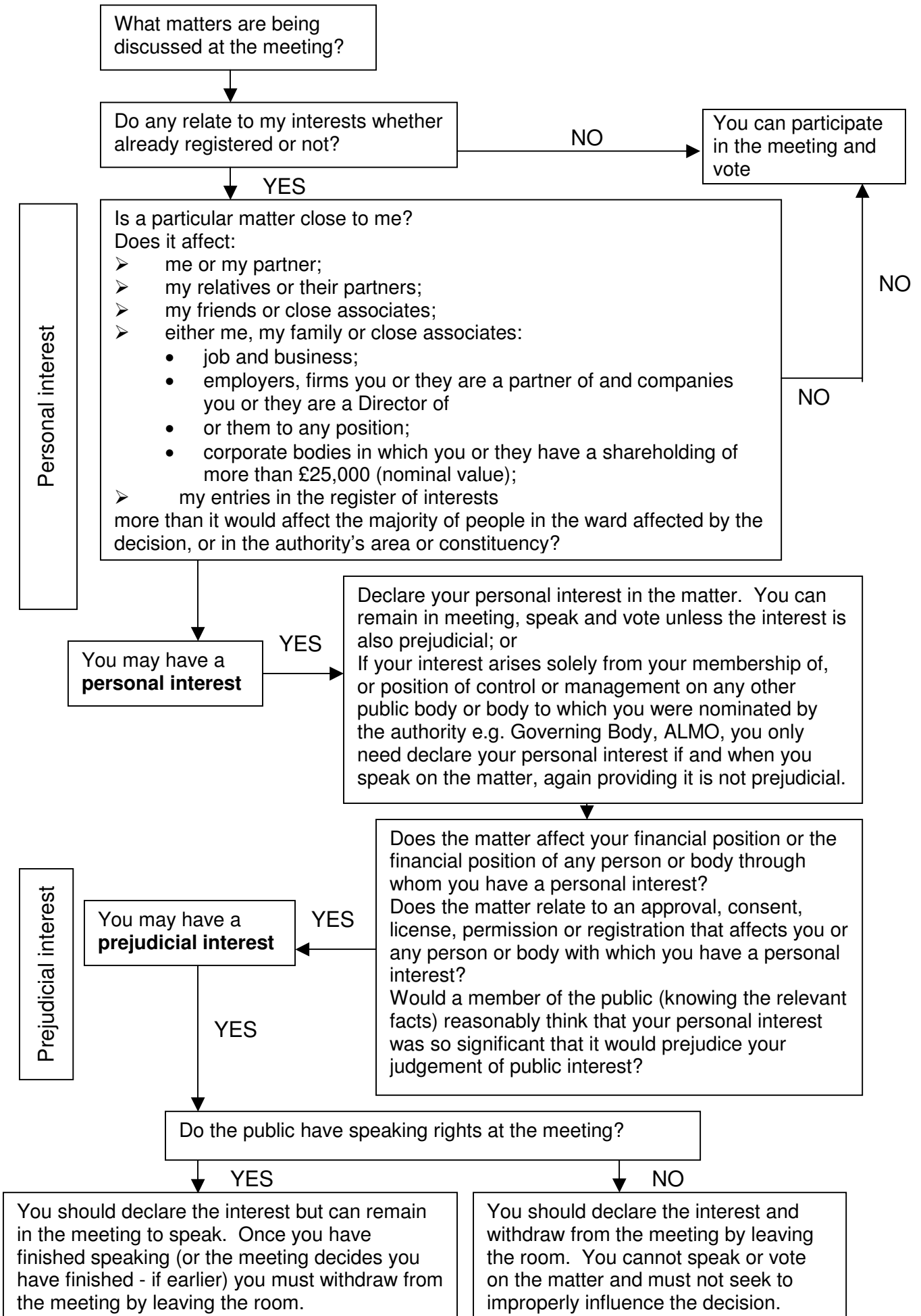
“Honorary Freeman of the London Borough of Enfield, in accordance with the ancient custom I give you the hand of Friendship as an Honorary Freeman of the London Borough and I now invite you to sign the Roll of Honorary Freeman and to accept this Badge and certificate of Freedom”.

The Mayor, having witnessed each of the new Honorary Freeman sign the Roll of Honorary Freeman, along with the Chief Executive, then presented each of them with a badge and certificate.

Having accepted their badge and certificate each of the new Honorary Freeman then addressed the Council, in turn, taking the opportunity to offer their thanks for the award.

The Mayor then closed the meeting and invited all of the Honorary Freeman and their guests, along with members of the Council to join her for a reception.

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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OPPOSITION BUSINESS PAPER – COUNCIL 4 JULY 2012**Opposition Priority Business: The need to review the imposition of Sunday parking charges and for a free 20 minute parking period on street at all times.**

Given choice most people wish to have free parking. That is an unquestionable fact of life that we have to accept whether we like it or not.

In the context of the current debate the correlation between free unlimited parking in shopping centres and the volume of retail spend is well established. Various research over recent years including that undertaken on behalf of the last Labour government and more recently by Mary Portas has come to that conclusion. Retailers of course know it to be the case and this accounts for the overwhelming desire on the part of the retail industry when entering into new developments to seek to have control over parking, either through outright ownership or arrangements with local authorities.

The duration of any such free parking provided by retailers will often depend on the nature of the shopping – food shopping alone does not require as long as shopping for non food comparison goods hence freestanding supermarkets will tend to have a 2 hour free period after which the retailer will impose a charge, while non food shopping centres will encourage almost unlimited free parking.

The economy of the town centre in Enfield is undoubtedly in decline – this is attributable to the current extended downturn in the national economy and this behoves the council to do what it can to assist retail in these circumstances, because by assisting retail in this way, they are doing what they have a duty to do - which is to promote economic success in their area.

It follows that imposing charges, where none existed before, in times of economic recession is the height of folly and demonstrates a real lack of any understanding of the impact of parking policy on a local economy; or at its simplest of the link between shopping and the convenience of parking.

We must also not forget the impact of Sunday parking on vast numbers of churchgoers in the borough particularly in the Enfield town area.

All of this is borne out by the anger of shoppers, churchgoers and businesses alike resulting in a petition which will be given to the mayor during the course of this debate which contains over **7500 signatures!** The largest petition that we have seen in Enfield in 26 years. The administration has seriously underestimated the strength of feeling of this issue.

The reality is that people living in Enfield do have a choice – they can choose to drive within half an hour in opposite directions – to Brent Cross or to Brookfield Farm where there are thousands of free parking places at all times and a huge selection of quality shopping; within 15 minutes most can reach the A10 retail park for a very good selection of food and non-food shops.

They do not have to pay the charges that this Labour administration has chosen to impose on Sundays, nor the higher rate charges that it has imposed through the week throughout the borough.

While we have referred extensively to Enfield Town, the fact of the matter is that our shopping districts require some help, although those outside of Enfield Town are not affected by Sunday parking charges. Small businesses in local shopping districts rely on the ability of shoppers to be able to stop to buy newspapers, confectionary, deposit dry cleaning, call at cash machines etc. The ability to do this is diminished by an on street charging regime that effectively requires every minute to be paid for, for fear of incurring hugely inflated penalty charges. What is required is a short period of free on street parking in all shopping districts where on street parking control exists, sufficient to allow potential customers to park their cars and effect the necessary transactions in local shops. This we believe would provide a significant boost to small local traders.

Recommendations

- (1) that the decision of the Cabinet and subsequently the Cabinet Member for Environment to impose charges on Sunday parking be immediately reversed
- (2) that the council introduces across the borough free parking for a period of up to 20 minutes where on street parking controls exist.

However if the Council is not minded to make these decisions now:

- (3) that the Council refers the decision of the Cabinet and subsequently the Cabinet Member for Environment to impose charges on Sunday parking to the Overview and Scrutiny Committee;
- (4) that the Council refers the question of the introduction across the borough of free parking for a period of up to 20 minutes where on street parking controls exist to the Overview and Scrutiny Committee;
- (5) that a full report be prepared for the Overview and Scrutiny Committee by officers that explores fully the costs and benefits of the above two options;
- (6) that the Conservative opposition be permitted to present the report to the Overview and Scrutiny Committee.

Council Constitution: Part 4 Chapter 4.1 – Council Procedure Rules

13. OPPOSITION BUSINESS

(Updated: Council 23/1/08 & Council 1/4/09 & Council 11/11/09)

13.1 The Council will, at four meetings a year, give time on its agenda to issues raised by the Official Opposition Party (second largest party). This will be at the 1st meeting (June), and then the 3rd, 4th and 6th meetings out of the 7 ordinary meetings programmed each year (unless otherwise agreed between the political parties). A minimum 45 minutes will be set aside at each of the four meetings.

13.2 All Council meetings will also provide opportunities for all parties and individual members to raise issues either through Question Time, motions or through policy and other debates.

(Updated: Council 11/11/09)

13.3 The procedure for the submission and processing of such business is as follows:

(a) The second largest party shall submit to the Assistant Director, Corporate Governance a topic for discussion no later than 21 calendar days prior to the Council meeting. This is to enable the topic to be fed into the Council agenda planning process and included in the public notice placed in the local press, Council publications, plus other outlets such as the Council's web site.

(b) The Assistant Director, Corporate Governance will notify the Mayor, Leader of the Council, the Chief Executive and the relevant Corporate Management Board member(s) of the selected topic(s).

(c) Opposition business must relate to the business of the Council, or be in the interests of the local community generally.

(d) If requested, briefings on the specific topic(s) identified will be available to the second largest party from the relevant Corporate Management Board member(s) before the Council meeting.

(e) No later than 9 calendar days (deadline time 9.00 am) prior to the meeting, the second largest party must provide the Assistant Director, Corporate Governance with an issues paper for inclusion within the Council agenda. This paper should set out the purpose of the business and any recommendations for consideration by Council. The order in which the business will be placed

on the agenda will be in accordance with paragraph 2.2 of Part 4, Chapter 1 of this Constitution relating to the Order of Business at Council meetings.

- (f) That Party Leaders meet before each Council meeting at which Opposition Business was to be discussed, to agree how that debate will be managed at the Council meeting

(Updated: Council 11/11/09)

- (g) The discussion will be subject to the usual rules of debate for Council meetings, except as set out below. The Opposition business will be conducted as follows:

(i) The debate will be opened by the Leader of the Opposition (or nominated representative) who may speak for no more than 10 minutes.

(ii) A nominated member of the Majority Group will be given the opportunity to respond, again taking no more than 10 minutes.

(iii) The Mayor will then open the discussion to the remainder of the Council. Each member may speak for no more than 5 minutes but, with the agreement of the Mayor, may do so more than once in the debate.

(iv) At the discretion of the Mayor the debate may take different forms including presentations by members, officers or speakers at the invitation of the second largest party.

(v) Where officers are required to make a presentation this shall be confined to background, factual or professional information. All such requests for officer involvement should be made through the Chief Executive or the relevant Director.

(vi) The debate should contain specific outcomes, recommendations or formal proposals

(Updated: Council 22/9/10)

(vii) Before the Majority party concludes the debate, the leader of the Opposition will be allowed no more than 5 minutes to sum up the discussion.

(viii) The Majority Group will then be given the opportunity to say if, and how, the matter will be progressed.

(ix) If requested by the Leader of the Opposition or a nominated representative, a vote will be taken

(updated Council: 22/9/10)

MUNICIPAL YEAR 2012/2013 REPORT NO. 14

MEETING TITLE AND DATE:

Cabinet 20th June 2012
Council – 4 July 2012

REPORT OF:

Neil Rousell
Director of Regeneration, Leisure
& Culture

Contact officer and telephone number:
Julie Gibson

E mail: Julie.gibson@enfield.gov.uk

| | |
|---|----------------|
| Agenda - Part: 1 | Item: 8 |
| Subject: New Library Strategy | |
| Wards: All | |
| Cabinet Member consulted: Councillor Bambos Charalambous | |

1. EXECUTIVE SUMMARY

The Library Strategy outlines how over the next 3–5 years we will realise our ambition to develop our existing provision to create a dynamic service that plays a key role in supporting the delivery of the Council's Corporate Plan by engaging local people through the provision of accessible, high quality and relevant services.

2. RECOMMENDATIONS

- 2.1 Council is asked (following its referral by Cabinet) to approve the Library Strategy.

3. BACKGROUND

- 3.1 The public library service is a statutory service, governed by the Public Libraries and Museums Act 1964. The Act requires library authorities to provide a “comprehensive and efficient library service to all those desiring to make use thereof”.
- 3.2 Since the 2007-12 Library Strategy was published, Local Authorities have seen a period of substantial change and development and whilst the Library Service has seen significant improvements, it is time to review how library services are delivered in the future. This updating of the Library Strategy outlines how over the next 3–5 years we will realise our ambition to develop our existing provision to create a dynamic service that plays a key role in

supporting the delivery of the Council's Corporate Plan by engaging local people through the provision of accessible, high quality and relevant services.

- 3.3 This report presents a revised and updated Library Service Strategy for approval.

4. PUBLIC CONSULTATION

- 4.1 The review of the library service was part of the LEANER Programme of Strategic Service Reviews which ensures that the Council's services meet the LEANER objectives of:

- **Less bureaucracy – faster decision making**
- **Eliminate waste and duplication**
- **Automate what we can**
- **New ways of working**
- **Excellent staff and services**
- **Reduce overheads**

As part of this strategic review of library services in the borough, consultation was set up in the Summer of 2011 to elicit the library needs and priorities of the local community. An online and paper survey was designed by an external consultant for library users as well as residents not currently using the libraries. This was launched on the 1st July and was live on the London Borough of Enfield website until 30th September 2011.

- 4.2 Alongside the survey, the external consultant moderated six group discussions to explore future options for the library service in some detail. These groups were run in July and September 2011, and involved people from across the borough. Those participating broadly reflected the breadth of the local population, including those from smaller communities and those not currently using the service.

- 4.3 Specifically, the consultation addressed the following key questions:

- how is the library service currently being used?
- what should a modern library service be for?
- who should a modern library service be for?
- what prevents the use or greater use of libraries in the borough?
- what would encourage the use, or greater use, of libraries in the borough?
- how can the library service be improved or modernised?

- 4.4 In total, over 1600 people participated in the consultation. In addition to the formal consultation methods, the public made their views known more informally by talking with library staff during the period of the consultation.

5. KEY OUTCOMES OF THE CONSULTATION

5.1 As a result of assessing the current performance of the service and in response to the consultation results, four broad priorities for improvement have been identified for the service. They are:

- Books and reading
- Lifelong learning and literacy
- Digital services and access to information
- Buildings and community space

5.2 These broad priorities need to be supported by developments in:

- Partnership and community engagement
- Staff and skills
- Marketing and promotion

6. BOOKS AND READING

The consultation showed us that physical books remain important to local people. Books and reading for inspiration, pleasure, knowledge, and personal growth are at the heart of our library service, promoting enjoyment of reading as well as improving literacy and the ability to access and use information. We will continue to improve the provision and access to a range of books and other materials that meet the needs of the communities of Enfield.

7. LIFELONG LEARNING AND LITERACY

Learning through informal and stimulating activities for individuals, families and communities can raise confidence, skills and aspirations to create a lifelong love of learning. A key issue arising from the consultation was that almost two thirds of current users feel the library service should focus its efforts on promoting literacy and learning among children while around half of users would like the service to focus its efforts on promoting literacy and learning amongst adults. The service must, therefore broaden the range of available learning opportunities and work with other learning organisations to engage with new and diverse users.

8. DIGITAL SERVICES AND ACCESS TO INFORMATION

Libraries have a vital role to play in delivering access to the Internet and e-Government services. They are also key to supporting democratic engagement for people who do not have access to the Internet for whatever reason. Enfield Library Service must ensure that libraries are seen as the first point of contact for providing access to quality information resources delivered by knowledgeable staff who are aware of the latest developments and able to provide access to and make efficient use of new technologies to ensure equality of opportunity for all.

9. BUILDINGS AND COMMUNITY SPACE

The Library service needs to be prepared to meet the needs of the growing population and take advantage of opportunities that arise to ensure that our service is delivered in locations that meet the needs of the customer and ensures a wide range of services on offer. Dual use facilities can be a cost effective way of providing a joint service benefiting distinct user groups and we need to ensure that full advantage is

taken of opportunities to be located with and to work in partnership with other services where it meets the needs of our customers. We also need to work with neighbouring authorities on shared service improvements such as reviewing mobile libraries, investigating improvements to stock purchasing and sharing good services, such as the School Library Service.

In some authorities, notably the London Borough of Brent, the decision has been made to achieve savings through the closure of library service points. Enfield may still have buildings which are not well located and in need of investment. However, whilst those authorities closing libraries may believe it to be best value to provide fewer well resourced sites spread geographically across the borough with extended opening hours, we know that local communities value local library provision and not all customers are able to travel to access library services. This was a point made very clear during the recent public consultation and is a key challenge for the delivery of Enfield Library Service moving forward.

10. RESOURCE ISSUES

10.1 Services must be delivered in future that meet national and local needs and are designed around customers. The Library Service is delivered from 17 static library service points. This includes the recently developed a small service point in Millfield House which has been funded via the Residents Priority Fund. Opened on 15th May this year, it gives Enfield the most libraries of any London borough.

Any changes must be delivered within the constraints of current resources, which are reducing. In order to bring about an improvement in library services it must be acknowledged that provision cannot be maintained in the same way and at current levels across the existing network of libraries.

10.2 The total income target for the Core Public Library Service is £436k. With the changing pattern of use, particularly more IT use, it has become impossible to meet this target. The two main income targets for the Library Service are fines - £100k (23% of overall target) and charges for DVDs - £123k (28% of overall target). Income from fines is entirely reliant on customers returning their items late and issues of material on DVD is falling drastically as people access new technologies. Higher charges do not increase income achieved and 24/7 renewal capability has exacerbated this problem. The shortfall in income for 2011/12 is estimated at £130k which is money the service will need to redirect from other budgets.

10.3 Despite an increase in the number of library service points, there has been no corresponding increase in the resources fund.

However, we do take full advantage of consortium purchasing arrangements, efficient supply chains, increased discounts and supplier selection to enable us to make better use of our resources.

10.4 There is a tension between the need to ensure adequate staff at the counter and the enquiry desk, and the need to free up staff to deliver other core

services such as school class visits, homework support and under-fives sessions. Specific developmental projects normally come with dedicated staffing initially although they add to this staffing pressure if they have to be mainstreamed without additional ongoing funding.

However, the recent review of our staffing structure has enabled us to ensure that staff resources are utilised in the most efficient and cost effective way. We will continue to challenge how services can be made more effective and efficient by ensuring ownership and commitment from library staff to the essential changes required to deliver customer focused services. Strong customer focus is fundamental to the way in which all members of staff see and fulfil their roles and we need to regularly review our staff and skills to ensure that we identify capacity for implementing change. We also need to enhance the skills of library staff to ensure that those skills match whole-Council service requirements.

We are also minimising our use of service desks and enquiry points and increasing our use of self-issue and discharge. This will allow users to borrow or return library materials without intervention by library staff, releasing them to perform other functions.

11. ALTERNATIVE OPTIONS CONSIDERED AND REASONS FOR RECOMMENDATIONS

A strategy of having fewer but larger library buildings has been rejected as following the public consultation; it was considered that a reduction in the total number of library buildings would not be in the interests of residents.

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

12.1 Financial Implications

The Library Strategy in itself does not commit the Council to additional expenditure. Any future proposals with cost implications would need to be subject to separate reports and full financial appraisals.

The library strategy includes an action plan and identifies funding for this plan. A majority of actions will be funded from within existing resources and staff time.

12.2 Legal Implications

12.2.1 Under section 7 of the Public Libraries and Museums Act 1964, the Council is under a duty to provide a comprehensive and efficient library service to all persons desiring to make use thereof who reside, work or are in full-time education within the library area of the Council. The Council further has power under section 111 of the Local Government Act 1972 to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of its functions.

12.2.2 The procurement of any goods works or services must be conducted in accordance with the Council's Constitution, in particular Contract Procedure Rules. Any resulting contracts must be in a form approved by the Assistant Director of Legal Services.

12.3 Property Implications

12.3.1 Property Services consider that dual use of facilities is a very cost effective use of property assets and is considering this across the Council's Property Estate generally. The Property Review Team and Property Services will assist the Library Service in using its property assets to meet the needs of the growing population and take advantage of opportunities to ensure that the service is delivered in locations that meet the needs of the customers. Enfield may still have buildings which are not well located and in need of investment and Property Services will assist in reviewing the options available for these buildings to ensure that the level of service provided is maximised and best value is achieved for all the property assets of the Library Services. Working in partnership with other services, Property Services will also assist in bringing to the Library Services any potential sharing of services and generally continue to review savings on property costs

13. KEY RISKS

Having a clear Library Strategy over the next three to five years should help mitigate identified risks and to ensure that the relevant opportunities are seized, subject to due diligence

14. IMPACT ON COUNCIL PRIORITIES

14.1 Fairness for All

The Library Service supports this:

- By providing a wide geographical spread of local libraries offering services which are free at the point of delivery, supplemented with a Mobile and Housebound deliveries for those who are unable to access us via one of our branches
- By giving equality of access to information and learning opportunities for people of all ages
- Through free public access to Internet and WiFi

14.2 Growth and Sustainability

The Library Service Supports this:

- By providing high quality spaces, modern services and environments which support informal learning
- By providing free access to study space and learning resources, open in the evenings and at weekends
- By acting as an access point for Council information

14.3 Strong Communities

The Library Service supports this:

- By working with local people to ensure that the service meets community requirements
- By developing partnerships with a wide network of agencies, including those of council and partner agencies, which all contribute to bringing about sustainable and active communities
- By delivering in a range of flexible ways through engagement with local communities and volunteers to help extend the range and reach of our existing core library service

15. PERFORMANCE MANAGEMENT IMPLICATIONS

Implementation of the Library Strategy will contribute to the achievement of a range of Council Priorities including educational attainment, resident engagement, narrowing the digital divide and increased customer satisfaction

16. HEALTH AND SAFETY IMPLICATIONS

There are no Health and Safety implications

17. EQUALITY IMPACT IMPLICATIONS

A predictive equality impact assessment/analysis of the proposed Library Strategy has been undertaken that illustrates that significant consultation on the strategy has been carried out with a wide range of residents, including both users and non-users of the service. As a result, the proposals contained within the strategy are likely to maintain, if not improve, levels of access to the service and facilities by all groups in the community. The Community Engagement Team will be setting targets and standards in relation to community outreach as part of their work programme, and monitoring the impact

Background Papers

Equality Impact Assessment

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Contents

Foreword from Cabinet Member for Culture, Leisure, Youth and Localism

Executive Summary

- I. Introduction
- II. legislative and policy context
- III. LEANER Review
- IV. Public Consultation
- V. Libraries as gateways to Council services
- VI. Other strategic documents

1. Introduction

- 1.1 Our Enfield
- 1.2 Our libraries

2. Key Drivers for the future

- 2.1 Council Business Plan
- 2.2 Enfield Strategic Partnership
- 2.3 Regeneration, Leisure and Culture
- 2.4 Equality and Diversity
- 2.5 Customer First – Customer Access Model

3. Service Overview – where are we now?

- 3.1 Service priorities and principles
- 3.2 Customers
- 3.3 Resources
- 3.4 IT and Digital Services
- 3.5 Partnership
- 3.6 Systems, policies and procedures
- 3.7 Performance, monitoring and evaluation

4. Key Objectives for the next 5 years

- 4.1 Where do we want to be?
- 4.2 Medium Term Financial Plan
- 4.3 Modernisation and transformation of services
- 4.4 Books and reading
- 4.5 Lifelong learning and literacy
- 4.6 Digital services and access to information
- 4.7 Buildings and community space
- 4.8 Partnership and community engagement
- 4.9 Staff and skills
- 4.10 Marketing and promotion

5. Conclusion and the way forward

6. Action/Implementation Plan 2012-2017

Foreword by Councillor Bambos Charalambous, Cabinet Member for Culture, Leisure, Youth and Localism

This Library Strategy 2012–2015 sets out a clear vision for libraries over the next three years. We aim to make libraries the gateway to wider Council services, extend access by involving partner organisations and to use self service, digital resources and outreach to bring the service to a wider community than is currently served by our network of local and mobile library provision. At the same time, our libraries must continue to meet community requirements by providing high quality spaces, modern services and opening hours that suit all lifestyles. It must also have a skilled, customer focussed workforce who all share the same vision.

Since the 2005 Library Strategy was published, there have been some very exciting developments:

- In January 2009, Fore Street Library opened in Fore Street, Upper Edmonton in the shopping parade replacing the old Weir Hall Library. Situated in a prime location with good transport links, the library offers more services and has the benefit of a space available for community use
- March 2009 saw the launch of Enfield island Village Library bringing a full range of local library and information resources for all residents living on Enfield island Village without the need to travel to Ordnance Road Library
- Refurbishment of Bush Hill Park Library reopening in January 2010 as the renamed John Jackson Library following a successful bid for almost £1 million to the Community Library Lottery Fund
- The reopening of Enfield Town Library following refurbishment with much fanfare and acclaim, culminating with success in the London Planning Awards in the Best Built category in January 2010
- A new Museum space at the Dugdale Centre, Thomas Hardy House opened in March 2011 with the Stories of the World funded 'Roman Enfield' exhibition
- A recently developed small service point in Millfield House which has been funded via the Residents Priority Fund. Opened on 15th May this year, it gives Enfield the most libraries of any London borough.

This Strategy not only represents the Council's vision for Enfield Library Service, but also takes into consideration the views of the local community. Customer expectations have changed and we need to provide new and regularly refreshed services based on community need. At a time when authorities have made the decision to reduce their number of libraries, Enfield recognises that local communities value local library provision and not all customers are able to travel to access a library.

Working with other Council and partner services this strategy will help us build on the efficiencies already achieved and support us in further changes to delivery in the future, building on the role libraries are already fulfilling in engaging with and empowering local communities.

**Councillor Bambos Charalambous
Cabinet Member for Culture, Leisure, Youth and Localism**

EXECUTIVE SUMMARY

I. Introduction

Enfield Council regards libraries as a resource which should be at the heart of the community, linking with and improving access to other services across the Borough.

Since the 2007-12 Library Strategy was published, Local Authorities have seen a period of substantial change and development and whilst the Library Service has seen significant improvements, it is time to review how it is delivered in the future. This Strategic Plan outlines how over the next 3–5 years we will realise our ambition to create dynamic libraries which play a key role in supporting the delivery of the Council's Corporate Plan by engaging local people through the provision of accessible, high quality and relevant services.

II. Legislative and policy context

The library Service within Enfield borough is a statutory requirement under the Public Libraries and Museums Act, 1964 which sets out the following general duty of library authorities.

'It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof'.

Local councils are under increasing pressure to deliver high quality services which represent value for money. However, there has been a rise in customer expectations both of the range and quality of what they require and advances in technology have altered the way customers wish to access our services. There has been a decrease in the budget and as part of the drive to more efficient delivery models; libraries have embraced the use of technology to support new ways of working.

III. The LEANER Review

The review of libraries was part of the LEANER Programme of Strategic Service Reviews which ensures that all departments within the Council meet the LEANER objectives of:

- **Less bureaucracy – faster decision making**
- **Eliminate waste and duplication**
- **Automate what we can**
- **New ways of working**
- **Excellent staff and services**
- **Reduce overheads**

IV. Public consultation

As part of this strategic review of libraries in the borough, consultation was set up in the Summer of 2011 to elicit the library needs and priorities of the local community. An online and paper survey was designed by an external consultant for library users as well as residents not currently using the libraries. This was launched on the 1st July and was live on the London Borough of Enfield website until 30th September 2011.

Alongside the survey, the external consultant moderated six group discussions to explore future options for libraries in some detail. These groups were run in July and September 2011, and involved people from across the borough. Those participating broadly reflected the breadth of the local population, including those from smaller communities and those not currently using the service.

Specifically, the consultation addressed the following key questions:

- how are libraries currently being used?
- what should a modern library be for?
- who should a modern library be for?
- what prevents the use or greater use of libraries in the borough?
- what would encourage the use, or greater use, of libraries in the borough?
- how can the library service be improved or modernised?

In total, over 1600 people participated in the consultation. In addition to the formal consultation methods, the public made their views known more informally by talking with library staff during the period of the consultation.

[INSERT DOCUMENT LINK TO FULL CONSULTATION REPORT](#)

V. Libraries as gateways to Council Services

In line with wider council priorities, as a result of assessing the current performance and in response to the consultation results, the Library and Museum Service sees the main focus of modernisation to be the recognition of local libraries as gateways to wider council services. Open longer than most other Council services and strategically located within local communities, libraries already serve as key access points, gateways to services and avenues for participation in local democracy. The ambition is to achieve wider recognition by all sectors of the community and council officers of the significant role libraries have to play in bringing local communities together. This ambition is underpinned by four broad priorities. They are:

v.i Books and reading

Improving the library stock to ensure that books and reading remain as core priorities.

v.ii Lifelong learning and literacy

Broadening the range of available learning opportunities and work with partners to engage with new and diverse users. We can develop our buildings to create environments that are conducive to learning and exploit our electronic networks to open up access to e-learning opportunities.

v.iii Digital services and access to information

Ensuring that Enfield Libraries are seen as the first point of contact for providing access to quality information resources delivered by knowledgeable staff aware of the latest developments and able to

provide access to and make efficient use of new technologies to ensure equality of opportunity for all

v.iv Buildings and community space

Providing modern, welcoming and accessible libraries at the heart of local communities

These broad priorities are supported by developments in:

v.v Partnership and community engagement

Working actively with local people and internal and external potential partners to improve library buildings, increase access to council and other partner services and create local community hub resource bases

v.vi Staff and skills

Ensuring that staff are customer focussed with the key skills to deliver 21st century libraries shaped and informed by local people

v.vii Marketing and promotion

Engaging effectively with local people and marketing libraries to existing and potential customers to ensure the widest possible reach

VI. Other Strategic documents

The Strategic Plan also reflects key themes of recent policy documents and current literature concerning the future direction of library services. These include:

vi.i The Public Libraries and Museums Act, 1964

Critically the Public Libraries & Museums Act 1964 set out that:
“It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons to make use thereof”

vi.ii A Local Inquiry into the Public Library Service provided by Wirral Metropolitan Borough Council, Department for Culture, Media and Sport (DCMS), September 2009.

vi.iii What makes a good Library Service? Guidelines on public library provision in England for portfolio holders in local Councils, Chartered Institute of Library and Information Professionals (CILIP), October 2009.

vi.iv The Modernisation Review of Public Libraries, DCMS, March 2010 building on both Framework for the Future and A passion for Excellence, the 2008 strategy to support local government with improvement of cultural and sport services.

vi.v Future Libraries:Change, Option and How to get there. Local Government Group, August 2011.

vi.vi Culture, knowledge and understanding:great museums and libraries for everyone. Arts Council England, September 2011

1. Introduction

Libraries benefit everyone. They stand for intellectual freedom, democratic engagement, community cohesion, social justice and equality of opportunity.¹

1.1 Our Enfield

Enfield is based in north London and is one of London's largest boroughs, being home to nearly 300,000 people. Yet two thirds of Enfield is open spaces or designated green belt land with a wealth of country and urban parks, farmland and fields.

Enfield has a proud and distinguished history, being home to a Royal palace, several country houses, ancient monuments and a host of famous people, past and present.

Enfield continues to be a thriving place to live, work, study and do business supported by a four star local Council, and offers visitors a range of activities.

1.2 Our libraries

Libraries in Enfield have been through a period of change with a programme of refurbishments including an award winning building at the heart of Enfield Town, investment in IT and a staff development programme to ensure that we keep the customer at the heart of what we do.

Our customers too have changed and they have an increasing expectation of services delivered to meet their changing needs. These significant social changes can be captured as follows;

- changing user demands and expectations, including greater sophistication in delivery of retail and the growth in the range of leisure and recreational activities available
- change in work patterns, working practices and career expectations
- general growth in affluence but with it a greater need to address the needs of those who are socially excluded for financial or other reasons
- change in the cultural mix of communities
- explosive growth of ICT and other technologies

This social shift has been set against the changing context in which local government operates in particular:

- broad shift from the traditional model of the local authority as a provider towards a role as a community leader procuring and enabling service provision in partnership with others
- requirement for efficiency savings
- much greater focus on performance and performance measurement

A key priority for libraries will be to raise our profile so that we are able to work with other partners to improve local democracy, health and wellbeing, learning and public access to services.

¹ What Makes a Good Library Service? Chartered Institute of Library and Information Professionals (CILIP), 2009

2. Key drivers for the future

The vision for Enfield Council is 'to make Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities'.

2.1 Council Business Plan: Enfield A Fairer Future for All 2011/2014

The Library Service embodies the values of the Council and strives to be 'more flexible, collaborative, creative, empowered, representative, customer focused and respectful.'² The Council's aims provide the overall direction for libraries and with their wider role as a community focal point and source of information for residents about a whole range of local and council services they do this in the following ways:

Fairness for All

- By providing a wide geographical spread of local libraries offering services which are free at the point of delivery, supplemented with a Mobile and Housebound deliveries for those who are unable to access us via one of our branches
- By giving equality of access to information and learning opportunities for people of all ages
- Through free public access to Internet and WiFi

Case study: *Via our library based UK Online Centres we offer free public access to the Internet giving local people increased lifelong learning opportunities through training in the use of computers and other computer-based training as well as offering the ability to access Council services on-line. The development of a Thin Client approach to delivering our public Internet will vastly improve the service to customers as it is an innovative approach which will enable a wide range of applications to be accessed across the whole service. It will also mean that the specialist service delivered via the Jules Thorn Centre for People with Sensory Impairment can be rolled out across the borough.*

Growth and Sustainability

- By providing high quality spaces, modern services and environments which support informal learning
- By providing free access to study space and learning resources, open in the evenings and at weekends
- By acting as an access point for Council information

Case study: *Whilst maintaining books and reading at the heart of our libraries, we now offer extensive online access to digital content with online learning resources free at the point of delivery. Subscribing to 'Zinio' gives our public free access to a wide range of digital magazines both in our libraries and remotely from their homes. On the same basis, we also have access to language learning with a subscription to 'Transparent Language Online'(TLO) which offers tuition in a wide range of languages.*

² Enfield: A Fairer Future for All. The Council Business Plan 2011/2012

Strong Communities

- By working with local people to ensure that the service meets community requirements
- By developing partnerships with a wide network of agencies, including those of council and partner agencies, which all contribute to bringing about sustainable and active communities.
- By delivering in a range of flexible ways through engagement with local communities and volunteers to help extend the range and reach of our existing core library service.

Case study: *John Jackson Library in Bush Hill Park was extended and refurbished in 2009 as part of the BIG Lottery's Communities Library Project. An important element of the bid was the development of a Community Engagement Plan the main outcome of which was that communities are actively involved in the development, delivery and management of the library. Consultation took place with the local community to ensure that what was delivered in the library was what they wanted to see. Consultation continues to enable the service to be reactive to the views of the local community and their representatives. The library has become a focal point for the local community offering the traditional library services and providing a meeting facility for third, public and private sector organisations offer advice and guidance sessions. The Project also enabled the Library and Museum Service to pilot the use of volunteers to provide 'add on' services.*

This Strategic Plan will ensure that the libraries embody the Council's Core Values of:

- Working as One Team

Case study: *The Mobile Library was rebranded as a Council Access Point in January 2011 with the staff receiving training in CRM to enable them to respond to enquiries about Enfield Council and its services. The timetable was changed so that stops would target those communities that had been identified in Residents' Surveys as having low participation rates in the democratic process and Council Services. In the summer of 2011 the Mobile took part in the 'On Your Doorstep' project working with other Council departments to target these areas by bringing the Council to their doorsteps. This project will take place again in the summer of 2012.*

- Putting Customers First

Case study: *Enfield is an active member of the London Libraries Consortium which is a group of 15 London Library authorities that have come together to give the public access to their stock of almost 5 million items across around 150 branches libraries in the member boroughs. Through shared procurement discounts we are also able to respond to future IT developments and ensure that we get best value for all of our local residents.*

- Achieving Service Excellence

Case Study: *To enable our staff to give the best possible service to our customers, we have undertaken a comprehensive training programme for staff at all levels over the last 6 months. This has included leadership, performance management and community engagement and the programme was designed to give staff the skills and confidence to deliver excellent and inclusive services. We intend to invest in continuing development for our staff, recognising that customer expectations change and that we need to provide regularly refreshed services. We are also exploring access to qualifications for staff as they are engaged daily in customer service dealing with 1.7 million customer visits every year. We intend to grow and develop these staff as customer service professionals.*

- Empowering people

Case studies: *The Library and Museum Service benefitted from three bids to the Enfield Residents' Priority Fund (ERPF). Firstly a new facility is due to open within Millfield House providing self service material loans and access to the internet for local residents and users of the House. Students from the nearby school and visitors to Millfield are being consulted on the profile of the stock. Enfield Highway Library opened a new Work Club in March 2011 with money from this fund with Jobsnet providing advice and guidance as part of this service. Finally we have been able to provide a Community Notice Board outside of Southgate Circus Library where local people can post notices and find out what is going on in their local area.*

This Strategic Plan also prioritises and delivers against key policy objectives to ensure:

- Development of a modern infrastructure for libraries
- Delivering excellent customer services
- Continued development of an enhanced lifelong learning offer
- Improved marketing to increase take up and participation
- Ensure equality of access
- Continued development of a performance management framework culture to effect change

The Library Strategy also supports the following local strategies and plans.

2.2 Enfield Strategic Partnership

The Enfield Strategic Partnership (**ESP**) brings together major public sector organisations, local businesses, community and voluntary groups to work together to improve the quality of life for local people. The ESP Board has a strategic overview of the Sustainable Community Strategy, Place Shaping Strategy and Thematic Action Groups which work towards achieving the ESP priorities.

Enfield Strategic Partnership has four overarching priorities. They are:

- **Prosperous Communities** – covering economic prosperity, employment and training opportunities and educational attainment
- **Cohesive Communities** - covering community engagement and capacity building for the local community
- **Healthier Communities** – addressing health issues across the Borough and across all communities
- **Safer Communities** – covering community safety and to the built environment.

The Leisure and Culture Partnership is a Thematic Action Group of the ESP and is responsible for supporting this plan in relation to leisure and cultural activity in Enfield. These ambitions are embedded within our Library Strategy. An important priority for the ESP is creating successful, strong communities. The ESP is committed to engaging with the community, promoting active citizenship and involving local voluntary and community organisations through its Community Cohesion Strategy ensuring that local people play an important role in shaping the priorities for library provision into the future

2.2.1 The Sustainable Community Strategy

The strategy sets out the vision of the Enfield Strategic Partnership to make Enfield “*A healthy, prosperous, cohesive community living in a borough that is safe, clean and green*”. It is the overarching framework for all key services in the borough and the needs of the community are at the heart of this strategy, which seeks to improve the borough for the benefit of all. The key commitments of the strategy relating to libraries are:

- Improved community cohesion
- Improving communities’ confidence through better engagement
- Active citizenship and involvement in decision making
- Increased skills levels

2.2.2 The Community Cohesion Strategy

The ESP’s Community Cohesion Strategy “*Enfield Together*” looks to ‘*building a cohesive borough that all people can identify with, feel proud of and where everyone is valued, built upon positive relationships within and across local communities that create a sense of belonging.*’

Key aims are to create a borough where:

- Local people play an active part in civic and community life, and contribute to local decision making
- Local people feel safe and are safe

The strategy aims to promote equality of access and engender good relations between all residents, using the ESP as a community leader, to share information and learning to help achieve this.

Libraries support these aims by:

- Providing high quality library spaces where people from diverse backgrounds can come together
- Ensuring that everyone has access to informal learning opportunities
- Providing activities for young people in our libraries

2.3 Regeneration, Leisure and Culture

Previously sitting within Education, Children's Services and Leisure, libraries are now part of Regeneration, Leisure and Culture under the leadership of our new Director Neil Rousell. The purpose of this department is to deliver across a range of cross cutting agendas:

- To improve the **economic base** by driving and delivering the strategic direction for new business development, regeneration, transport, leisure, culture housing and development priorities of the Council and its partners, encouraging new, sustainable, solutions and new ways of working.
- To develop **innovative and creative solutions** by developing sustainable communities via carefully planned and executed master plans
- With colleagues across the learning sector, to equip residents with **higher level skills** to develop, access and compete in new economic sectors.
- To **retain talent**, both in terms our teams, residents and businesses by making Enfield a place where people are inspired to live, learn, visit, invest and grow their businesses.
- To **improve the life chances** of our most deprived residents by developing and supporting the capacity of people to fully realise their potential, aligning their growth to that of the Borough, and recognising the unique opportunity which arises from Enfield's diversity.
- To understand and develop Enfield's role within the global economy by recognising and exploiting the **international** opportunities, challenges which already join our business and residents with others across the world.

The Library and Museum Service supports these key Regeneration themes to make a difference to local people. Much of the work of the Library and Museum Service is informal but the delivery of library services can make a huge difference in people's lives. A lot has already been written about the links to early library use and literacy. Research by the National Literacy Trust in 2009³ showed that children who use their local public library are twice as likely to be above average readers. A recent Guardian article showed how

³ Young People's Reading and Writing. An in-depth study focusing on enjoyment, behaviour, attitudes and attainment. Christina Clark and Jonathan Douglas. National Literacy Trust 2011

libraries have been playing a key role in reducing isolation and improving job prospects among those with no internet access.⁴

In Enfield the library service has been developing a broad approach to these very issues. For students all libraries play a key role in encouraging study and providing a safe place for those with no study space at home. Queuing for space is the order of the day during the exam periods. Observers at Edmonton Green will see the sheer diversity of local communities accessing ICT to search for jobs, update their CVs and keep in touch with family and friends at home and abroad, children using the homework centre and regulars simply enjoying the newspapers and borrowing books. 400,000 people a year take advantage of the services on offer. A recent project to collect and display stories of courage from around the world brings local people together and explores our similarities while celebrating diversity.

Job clubs are now a feature of 5 libraries in Enfield with users of the Ordnance Road Library Job Club reporting that the Job Club was a factor in them finding work after only 3 months of operation. Intergenerational work at John Jackson Library is bringing communities together and improving understanding between old and young to the benefit of the local community. Older people have been offered the opportunity to talk about war time and other experiences in Bush Hill Park, while young people have been able to share their expertise with ICT. Both groups have participated and developed a new respect for each other that is impossible to measure and not available through more formal or less local channels.

2.3.1 The Enfield Plan 2010-2025

The Council's aim to build prosperous communities throughout the borough is set out in this strategy which recognises that regeneration is not only concerned with changing and improving the physical landscape of the borough, but is also about building prosperous communities.

This means planning now for good quality new homes, shops and businesses, improved transport systems, and better employment opportunities. It means planning to conserve the Borough's attractive built heritage areas, including its archaeology, parkland and open landscapes whilst enhancing the environment elsewhere to bring it up to the standard of the best.

Libraries support these aims by:

- Providing stimulating opportunities for learning and discovery
- Providing access to accurate and up to date information
- Helping people to improve their digital and research skills

⁴ Bridges over the digital divide by David Batty.
<http://www.guardian.co.uk/publicservicesawards/bridge-over-the-digital-divide>

- Helping local people to develop skills for work and access employment information
- Helping people to develop a sense of belonging to their community through access to the borough's heritage collections
- Bringing together people from different backgrounds, cultures and ages in safe and comfortable spaces to build stronger, safer and more sustainable communities
- Enhancing wellbeing, including mental health, by firing people's imagination and inspiring them to get involved in a range of activities including reading and volunteering
- Promoting economic vitality including improving adult skills and the learning and skills of socially excluded people.

2.3.2 Priority regeneration areas

Enfield's Local Plan focuses change in the areas of the Borough that need it most – the south and east. It also aims to protect and enhance those parts of the Borough which already offer a good quality of life to residents.

Recreation, leisure, sport, culture and the arts contribute significantly to quality of life and wellbeing of communities and their cohesion, enhancing learning and contributing to regeneration and the economy. They cover a wide variety of activities and industries.

The Core Strategy states that 'The Council will seek to protect existing assets and provision, and promote and encourage the increased use of recreation, leisure, culture and arts facilities in the Borough by:

- Resisting the loss of existing recreation, leisure, heritage, culture and arts facilities, unless it can be demonstrated that they are no longer required or will be provided elsewhere
- Supporting the implementation of Council's strategies which help to identify current and future needs for recreation, leisure, culture, heritage and arts facilities in the Borough
- Supporting the relocation of libraries to high street locations in town centres, subject to suitable sites being available'

2.4 Equality and Diversity

Libraries have a key role to play in tackling social exclusion, building community identity and developing citizenship by operating as a community space for targeted activity to meet the needs of particular customer groups, including access to formal and informal learning and information.

For the majority of local people, libraries are acknowledged as safe, welcoming, neutral spaces open to all. For libraries to continue to play this role in civic life the council must take into account the needs of those who currently under use us as well as those who use them regularly. Engaging with non users as well as users will inform an approach to providing our

services which can respond to the changing demographic profile of the borough and ensure that we remain relevant to the needs of local people.

To ensure that there is capacity to continue to develop services to vulnerable and disadvantaged groups, our most recent staffing restructure created a new Community Engagement Team. Headed up by the Community Engagement Manager, this team comprises a suite of services, including Museums and Local Studies and performs the key strategic role of consolidating existing customer engagement and developing new audiences across the whole service.

Our Community Engagement Statement outlines their approach and overarching work programme [INSERT DOCUMENT LINK TO COMMUNITY ENGAGEMENT STATEMENT](#)

2.5 Customer First – Customer Access Model

A focus on customers and improving access is a key priority for the Council which aims to:-

- Act as community leader in enabling people, especially those most in need, to access all services
- Be responsive to meet people's needs and offer choice about how and when to access services
- Continue to maximise technology and the skills of our workforce to remain efficient and cost effective

The Council recognises that some parts of the Borough do not have the same access to face-to-face channels – particularly in the north east and south west of the Borough. However, there is a key role for libraries to be gateways to Council services not just in these areas, but across the board. There is also recognition that not everyone has access to or is able to use online resources. Libraries are at the heart of the community and are natural centres for learning and access to a wide range of resources. They provide both free Internet and introductory sessions to using computers and online information. The People's Network machines are a supporting mechanism for the Council's Channel Shift Strategy to migrate customers to more cost effective online service delivery mechanisms as required under Customer First. In doing so they provide a significant contribution to the Council's aim to reduce barriers to access.

3. Service overview – where are we now?

Libraries deliver from 17 service points. They are currently categorised into 4 tiers, and the service aims, through a reasonable geographic spread, to meet customer needs in their own communities as follows:

- A1 Major libraries in the 3 main shopping centres/focal points in the borough, open a minimum of 49.5 hours per week
- A2 Large libraries at 3 further strategic locations, in shopping centres or at major intersections within the borough, open 44.5 to 49.5 hours per week
- B Medium-sized libraries (4) at minor shopping centres or intermediate locations open 36 hours per week, capable of catering for most everyday reading, homework and simple information requirements
- C Small libraries (7) to meet the needs of those who cannot travel to a large or medium-sized library, in locations poorly served by public transport or cut off by major roads/railways from larger libraries.

The Council also has a mobile library. This serves outlying parts of the borough in the Green Belt and densely populated “inner city” urban areas where the residents are relatively remote or cut off from other libraries. A new mobile library with disabled access, onboard WC and online ICT commenced service in February 2009.

Libraries provide direct access not only to books, audio visual material, IT and information, but also to local community events and activities. Outreach including to housebound readers, and a wide range of events and activities including the Summer Reading Challenge, under fives story times and reading groups widen our reach. Public access is available to libraries electronically at any time from any computer with internet access, via our 24 hour online service.

3.1 Service priorities and Principles

In line with wider council priorities, as a result of assessing the current performance and in response to the consultation results, the Library and Museum Service sees the main focus of modernisation to be the recognition of local libraries as gateways to wider council services. To support this overarching agenda, our strategic priorities are:

- Books and reading
- Libraries as centres of learning
- Lifelong learning and literacy
- Digital Services and access to information
- Buildings and community space

Supported by developments in:

- Partnership and community engagement
- Staff and skills
- Marketing and promotion

Underpinning these priorities are some important principles for ensuring the delivery of high-quality services and activities in line with the Council's Core Values. These are:

- **Customer focused** libraries providing excellent service for all
- **Finding out** what customers want and then delivering it
- Getting it **Right First Time**
- Recognising that the libraries are part of the **One Team** that is Enfield Council
- Ensuring we are **inclusive**
- Developing relevant **partnerships**
- Ensuring **ICT** enhances and facilitates increased access
- Recognising that **evaluation and review** is key to informing and enabling us to improve what we do
- Developing a **communications** and marketing strategy
- Developing an effective structure and **robust policies and procedures**
- Using health and safety to ensure libraries are **safe spaces**
- Ensuring services are delivered in an **environmentally friendly** way

3.2 Customers

Libraries are a universal service and as such aim to meet the needs of all sections of the community. We believe that the provision of a quality library service is about supporting individuals and local communities to achieve their aspirations and to provide access to books, information and learning opportunities in a variety of ways and in partnership with others.

We need to assess and take into account the needs of those wishing to use libraries in order to meet those needs. The challenge is that in focusing on meeting the disparate needs of many in a universal library offer we may be in danger of not meeting the specific needs of the few; those very people who may in some way be more vulnerable and in greater need of the benefits of access to a library service.

3.2.1 Key Service Information

| | Registered Borrowers | Enfield population |
|--------------------|-----------------------------|---------------------------|
| Under fives | 8.34% | 8.2% |
| 5 -19 | 31.89% | 19.3% |
| 20 - 24 | 8.39% | 6.3% |
| 25 - 34 | 16.90% | 15.9% |
| 35 - 44 | 13.61% | 15.2% |
| 45 - 54 | 9.48% | 13.2% |
| 55 - 64 | 5.38% | 9.3% |
| 65 - 74 | 3.45% | 6.6% |
| 75 or over | 2.56% | 6.0% |

| | Registered Borrowers | Enfield population |
|------------------------------------|-----------------------------|---------------------------|
| Men | 43.0% | 49.3% |
| Women | 57.0% | 50.7% |
| | | |
| Disabled | 3.0% | 15.6% |
| Not disabled | 97% | 84.4% |
| | | |
| Bangladeshi | 2.3% | 1.8% |
| | | |
| Black Caribbean | 8.9% | 5.2% |
| Black other | 1.4% | 0.6% |
| Chinese | 1.1% | 1.7% |
| Greek | 0.5% | 0.9% |
| Greek Cypriot | 1.5% | 5.8% |
| Indian | 3.1% | 3.9% |
| Kurdish | 0.2% | 0.9% |
| Other | 5.9% | 1.9% |
| Other Asian | 5.6% | 2.6% |
| Other Black African | 8.8% | 6.4% |
| Other mixed | 1.3% | 1.1% |
| Pakistani | 0.9% | 0.8% |
| Somali | 2.4% | 1.5% |
| Turkish | 5.5% | 4.9% |
| Turkish Cypriot | 1.0% | 3.1% |
| White & Asian | 0.6% | 1.2% |
| White & Black African | 0.7% | 0.6% |
| White & Black Caribbean | 0.7% | 1.4% |
| White British | 39.8% | 44.7% |
| White Irish | 1.6% | 2.9% |
| White other | 6.2% | 7.2% |

3.3 Resources

3.3.1 Books and reader development activity

Books still remain core to the delivery of libraries in the borough and one of our main purposes is to provide access to high quality and relevant books, both modern titles as well as 'classics'. We continue to deliver innovative programmes to children across the borough which enhance literacy and support educational attainment via initiatives such as First Steps and the Summer Reading challenge. Books for both adults and children will continue to be central to provision but not all that we offer.

3.3.3 Buildings

Public usage levels can be greatly influenced by the location of library buildings and since the 2007 Library Strategy, the service has benefitted from capital investment which has delivered the relocation of Weir Hall Library into shop front premises at Fore Street and the redevelopment of Enfield Town Library. We have also received almost £1m from Lottery funding for the refurbishment and development of John Jackson Library.

Traditionally, the core of the library service has been within stand alone library buildings across the borough. This physical presence will remain at the heart of what we do, but with the focus on libraries as an integral part of Community Hub facilities. Development proposals for Ponders End High Street include a new library facility with improved frontage as well as an efficient approach to delivering a locally tailored facility which could also benefit from colocation with other cultural, commercial and community services as part of the development. A decision has already been made to redevelop Palmers Green Library as part of the reconfiguration of the Southgate Town Hall buildings. This is in line with our previously stated position in the Library Strategy and Development Plan (2007-2012) to provide a modern, fit for purpose library on the existing site. Ordnance Road Library will also be redeveloped on its existing site as part of a new Joint Service Centre which will house a GP Surgery (including Dentistry), community space and a small number of additional housing units.

All libraries are DDA (Disability Discrimination Act) Compliant to the public with the exception of Bowes Road Library which is on the first floor of a 1939 building with no lift. However, the Council is currently considering options for the Bowes Road buildings which may assist in making this library more accessible to the public.

Enfield Libraries are now open for a total of 622 hours a week with Enfield Town Library open seven days a week. We also provide a 24/7 access through the website and access to online resources.

3.3.4 Staffing

The Library Service employs 128 full time equivalent employees representing a range of skilled and dedicated staff who are committed to their communities and customers. Libraries have been part of a LEANER review and the first phase of this review saw the reconfiguration of the staffing structure. The new structure is flatter in line with current Council policy and provides a more efficient, flexible and balanced staffing which better serves the needs of the service and has delivered on required savings.

For the majority of frontline staff, generic job descriptions have given us the flexible workforce that will be needed in the future to respond to changing demands and situations. This greater flexibility combined with an internal development programme will provide greater opportunities to broaden experience and enhance career prospects. In future, the use of generic job descriptions will also enable the Council to establish common standards of competence for jobs.

The Library Management Team that provides strategic leadership has been reduced by 50% and now comprises:

- Head of Libraries & Museums: Julie Gibson
- Library and Museum Service Business Manager: Madeline Barratt
- Community Engagement Manager: Pam Tuttiett

3.4 IT and digital services

For Enfield the technological march has been astounding over the last 5 years. We started from the position of having an 11 year old library circulation and management information system and an Acquisitions Department that was completely paper based. However, the Council has supported the service through a dramatic turn around and we are now at the cutting edge of technology and seen as a leader in London for business processes and ICT based customer service.

Much of the technological advancement has been through the medium of the London Libraries Consortium which has facilitated the complete overhaul and upgrade of our Library Management System in partnership with our provider Axiell. We are also making significant IT changes in Local Studies and the Museum Service and as a result, customers will be able to search across library resources, archive materials and museum objects.

Customers currently have access to a suite of online resources taking the library into every home that wants it. Transactions can be completed 24/7 through the Callpoint service and we are now able to send targeted text messages through the Quick Text service.

We have been transforming the way lend items with the introduction of self service machines at six libraries. This allows customers to issue and return stock without staff intervention. It is part of the overall library strategy for

improving IT provision in libraries and enhancing the customer experience by reducing queuing time. Newly developed self service kiosks have coin boxes to enable customers to pay loan charges and fines, reducing queues even further. The requirement for staff at counters will be reduced releasing them for other duties and possibly increasing opening hours by reducing the time spent on the counter issuing and returning items for customers

Ebooks and audio downloads are also on offer and set to increase in use over the next few years.

Local information has also been a key offer to the public with improved staff training and increased use of electronic information resources that can be accessed via a library card not just in a library but also from home. These resources are now being accessed literally thousands of times by the public. Notable highlights between April and December 2010 are 20,000 plus searches on Ancestry.com, 15,500 searches on Britannica online, 11,300 searches on the Infotrac newspaper database and nearly 6,500 online theory driving tests completed.

Customers are increasingly managing their accounts on line and without staff intervention. Renewal of items online grew by 81% from 86,199 in 2008/2009 to 155,786 in 2009/2010; items requested online grew 94% from 16,156 in 2008/2009 to 31,414 in 2009/2010 and use of the automated phone line grew a staggering 1840% from 956 transactions in 2008/2009 to 18,546 transactions in 2009/2010.

We also offer online registration for users as well as various automated methods for notifications, including text, email and telephone.

3.5 Partnership

Our current strategic partners are:

- Enfield Community Learning
- Arts and Events Team
- Parks & Open Spaces
- Social Services
- Local schools
- Enfield Learning Panel
- Local Community Organisations and businesses
- Enfield Disability Action
- Family Learning Network
- Children's Centres
- Enfield Leisure and Cultural Partnership
- Department for Culture, Media and Sport
- Arts Council England
- Museums Association
- Chartered Institute of Library and Information Professionals
- Association of London Chief Librarians
- Society of Chief Librarians
- Association of Schools, Children's and Education Librarians
- Barnet and Southgate College
- Youth Services
- Enfield Refugee Forum

- Chief Leisure Officers Association
- London Libraries Consortium
- Enfield Racial Equality Council
- Lesbian, Gay, Bi-sexual and Transgender Network

3.6 Systems, policies and procedures

The Library Service works closely with colleagues from across the Council to ensure that Council policies and procedures are adhered to. Work is underway to produce new and updated library policies and procedures to support our future direction of travel. This Strategic Plan will form the cornerstone of that documentation.

Another key document will be the Marketing and Communications Plan that will outline the detail of the strategy to maximise opportunities to present and promote libraries effectively.

3.7 Performance, monitoring and evaluation

3.7.1 LEANER Review & efficiencies

The allocated budget for the Library Service in 2012/2013 is around £6.6 million, including an income target of £436,000.

As part of the LEANER process and as a result of the unforeseen financial challenges which local government now faces the Library Service has been under increasing pressure to transform in order to reduce inefficiency and improve the quality of experience for our customers.

Enfield Libraries are part of the London Libraries Consortium (**LLC**). This is a group of 15 London Library authorities that have come together to establish a common ICT system to deliver materials to their users. LLC is not the only consortia operating in London, but it is the only one with over a third of London authorities that offers both stock contract and a circulation/catalogue system.

The ethos behind the London Libraries Consortium is to:

- To achieve economies of scale by banding together
- Share knowledge, expertise and best practice in the field of ICT delivery
- Offer the best possible customer experience for our users
- Build in some future proofing so we can continue to remain relevant for our users as technology develops.

Through shared procurement we were able to update our eleven year old computer system taking advantage of the fact that tendering had already been carried out and that consortium prices were lower than if we purchased the same system alone.

Funded by the London Libraries Change Programme (**LCCP**) we have started work with Barnet on analysing customer needs across our borough boundaries. This will enable us to explore the potential to deliver some services on a shared basis where it would achieve better customer access and realise cost efficiencies for both partners

'Back room' efficiencies have been achieved by moving to electronic ordering, invoicing and integration with the Council's SAP payment system, reducing workloads not just for library staff but also for the payments team.

We have introduced a Dynamic Stock System. This means that stock automatically gets reassigned to the branch it is sent to, i.e when a customer requests a book from Edmonton to go to Ridge Avenue it stays at Ridge Avenue. By doing this stock becomes more responsive to customer need but also reduces staff work load. Boxes in transit have already reduced by 50% since its introduction limiting the amount of shelving and packing being done in the branches. Further work is being done in the LLC to reduce transport costs.

Alongside this, direct delivery of library stock has been rolled out. Major suppliers deliver new stock directly to branches reducing the work load of the 'back room staff'. Staffing levels have been reduced to reflect this as a saving.

A new cash management system has been introduced enabling us to track cash transactions on the public counters and produce detailed reports on every item we sell, enabling us to reduce errors and monitor income more efficiently. A further phase will link the transactions to SAP electronically reducing manual banking both for our staff and cashiers.

Initial work has begun to allow online payments to be made via the council website for library fees, charges and fines.

3.7.2 Mystery Shopping

Our most recent staffing restructure was designed to introduce greater flexibility into the workforce. To explore how these changes have impacted on service for the customer, we commissioned some mystery shopping across the library network, whereby agents made anonymous visits and enquiries, to give a snapshot of the quality of customer service received.

Two visits were made to each of the then sixteen borough libraries between 24th November and 9th December 2011. On each visit, two enquiries were made. Consequently, four enquiries were made at each library. Agents reported back on their experiences of the following:

- the external access to and appearance of the library

- the entrance area and transition zone
- the internal environment
- staff greeting
- enquiry handling
- farewell and exit
- overall assessment of customer service

Overall, the majority of agents would be 'very likely' to recommend the library which they visited to other people living in the area, and a majority also were 'very likely' to feel they would return. Without prompting, half of the agents said that the best aspect of their visit had been the staff or the service which they had received. About a third more were most impressed by a welcoming atmosphere. About a third of agents could not think of any ways that their experience could have been better.

Whilst these results support the recent public consultation by reflecting back to us that our users are very satisfied with the service they receive, elements of the mystery shopping exercise do also underpin the need to improve performance in certain areas. Areas for improvement were cited as; more detailed answers to queries, in some cases staff need to be a little more customer-aware or knowledgeable and in some libraries the building or decor was in need of updating and the reception or entrance area could be improved. These findings have been incorporated into our overall improvement planning.

3.7.3 Performance management & benchmarking

The table below shows benchmarking for the 15 members of the London Libraries Consortium⁵

| | Population | Number of Libraries | Active Borrowers as a % of Enfield population | Stock numbers | Issues | Issue per item of stock |
|-----------------------------|--------------------|---------------------|---|--------------------|----------------------|-------------------------|
| Wandsworth | 284,000 (3) | 11 | 43 (1) | 615,231 (2) | 1,396,407 (1) | 2.27 |
| Richmond | 180,100 | 14 (3) | 37 (2) | 331,379 | 975,922 (5) | 2.95 (2) |
| Enfield | 287,600 (2) | 17 (1) | 34 (3) | 481,251 (5) | 1,276,921 (3) | 2.65 (6) |
| Redbridge | 257,600 (6) | 13 | 34 (3) | 758,087 (1) | 1,381,002 (2) | 1.82 |
| Merton | 201,400 | 7 | 30 (4) | 310,972 | 670,980 | 2.16 |
| Barking and Dagenham | 168,900 | 15 (2) | 27 (5) | 523,824 (3) | 653,680 | 1.25 |
| Ealing | 309,000 (1) | 15 (2) | 27 | 497,737 (4) | 989,564 (4) | 1.99 |
| Lewisham | 261,600 (5) | 13 | 25 | 355,421 | 497,894 | 1.40 |
| Tower Hamlets | 220,500 | 7 | 25 | 324,893 | 880,347 (6) | 2.71 (5) |
| Hackney | 212,200 | 7 | 22 | 408,411 (6) | 724,856 | 1.77 |
| Waltham Forest | 223,200 | 11 | 22 | 277,800 | 634,830 | 2.29 |
| Havering | 230,100 | 15 (2) | 21 | 347,035 | 801,833 | 2.31 |
| Newham | 249,500 | 10 | 20 | 230,929 | 718,191 | 3.11 (1) |
| Brent | 270,600 (4) | 15 (2) | 14 | 276,797 | 771,196 | 2.79 (3) |
| Kingston | 160,100 | 7 | 10 | 240,442 | 665,871 | 2.77 (4) |

⁵ Information dated January 2012

3.7.4 Local performance indicators

| Local Indicator | 2008/2009 | 2009/2010 | 2010/2011 |
|----------------------------------|----------------|-----------|-----------|
| Visits in person | 1608512 | 1655187 | 1764559 |
| New borrowers | 26555 | 25402 | 26262 |
| Online usage | 681298 | 599702 | 923375 |
| RFID (self service) transactions | Not applicable | 51% | 68% |
| PC usage | 45% | 52% | 54% |

Improving the approach to monitoring and evaluation is an immediate priority. The extent to which our business and activities are currently monitored and evaluated is patchy. A robust performance management framework will enable us to

- Assess strengths and plan improvements
- Provide evidence of the impact of activities
- Improve strategic and operational performance

4. Key objectives for the next 3–5 years

4.1 Where do we want to be?

The key objective over the next 3–5 years is to achieve a modern, dynamic and responsive service that excels in the provision of high quality customer care. Taking direction from the public consultation we aim to do this by:

- Improving the quality of and access to books and reading
- Improving digital access to services and resources
- Delivering a range of opportunities for lifelong learning
- Ensuring best use of our resources, buildings and community spaces
- Develop partnerships to deliver services to better meet the needs of the local community

We will also ensure that:

- Staff gain the skills to deliver excellent services to the public
- We support the delivery of excellent services through high quality marketing and promotion

4.2 Medium Term Financial Plan

This sets out the Council's medium term financial aims and its approach to delivering improvement and value for money over the next 5 years.

By 2014/15 the Council will have had to save around £69 million. Libraries will have to make a significant contribution to assist in meeting this target for the council as a whole. However, in spite of this we are confident of providing comprehensive and good quality libraries for the people of Enfield.

Value for money is a key driver for the Council and the Library and Museum Service is keen to support the delivery of best value for local residents. Reduced operating costs have been supported by a more flexible and responsive workforce who are keen to deliver a quality service with a more streamlined approach.

Services must be delivered in future that meet national and local needs and are designed around customers. Any change must be delivered within the constraints of current resources, which are reducing. In order to bring about an improvement in libraries it must be acknowledged that provision cannot be maintained at current levels across the existing network of libraries. Future developments in the service will be achieved against the background of sound business investment principles based on identified Council priorities and within existing resources

We are also looking at how working together with neighbouring authorities can support us to increase efficiency and make improvements for example in the delivery of our mobile library, our stock purchasing and the Schools Library Service.

4.2.1 Efficiencies

A significant risk for libraries is delivering these savings while retaining the capacity to deliver a transformational change programme. We need to build on efficiencies already achieved and look at ways to further change service delivery in the future.

We aim to:

- Continue the roll out of self service technology
- Review budgets to ensure that monies are aligned to priority areas and ensure good budgetary management
- Seek additional funding from external sources to enhance existing provision
- Develop offers to deliver services with and on behalf of other local authorities and partners
- Review fees and charges to improve our ability to generate income
- Increase investment in and usage for online resources
- Review all vacancies to assess potential efficiencies
- Pilot a debt management process
- Introduce chip and pin technology to make payment easier

4.3 Modernisation and transformation

Enfield Council is transforming how services are delivered in ways that bring benefits to local people. Libraries are often seen as the main point at which customers 'touch' the Council, providing an outstanding opportunity for them to act as the gateway to a wide range of services and to maximise the use of library buildings strategically placed throughout the borough.

In order to attract more customers and make better use of its capital resource, the Library Service must continue to modernise and transform to present a more vibrant and relevant image to local communities. Libraries must be seen as a valuable community resource offering attractive and welcoming places to visit. They also need to develop appropriately to the changing social, economic and technological background.

Customer expectations change and we need to provide new and regularly refreshed services based on community need. We also need to empower local people and enable them to shape and choose the services they use on a personal basis so that they can influence the way they are delivered. The recent consultation process identified some key areas for improvement which will help us deliver a quality experience for our customers.

4.4 Books and reading

Books and reading for inspiration, pleasure, knowledge, and personal growth are at the heart of our libraries, promoting enjoyment of reading as well as improving literacy and the ability to access and use information. We can also enable people to use information technology to access information about books and reading and providing opportunities for online reader development activities. By developing library outreach programmes which support access to books, reading and learning and by working increasingly in partnership with

others who share the same aims, we can improve outcomes for people and foster equality of opportunities.

The consultation showed us that physical books remain important. Libraries are seen as a key resource for people who want to browse and read books without (or before) buying them.

We aim to:

- Provision and access to a range of books and other materials that meet the needs of the communities of Enfield
- Ensure an inclusive events programme to promote community cohesion

4.5 Lifelong learning and literacy

Learning through informal and stimulating activities for individuals, families and communities can raise confidence, skills and aspirations to create a lifelong love of learning. Libraries have always been 'streetcorner universities' offering a neutral, safe environment which welcomes those for whom more formal learning places may not suit their learning needs.

A key issue arising from the consultation was that almost two thirds of current users feel that libraries should focus its efforts on promoting literacy and learning among children while around half of users would like the focus to be on promoting literacy and learning amongst adults.

We aim to:

- Become recognised as a key in providing opportunities for informal learning and to ensure that people have the capabilities, skills and confidence to participate in the digital society
- Broaden the range of available learning opportunities and work with other learning organisations to engage with new and diverse users.
- Develop our buildings to create environments that are conducive to learning and exploit our electronic networks to open up access to e-learning opportunities.
- Increase access and participation in informal learning activities

4.6 Digital services and access to information

Libraries have a vital role to play in delivering access to the Internet and e-Government services. They are also key to supporting democratic engagement for people who do not have access to the Internet for whatever reason.

Our role as local public information provider is fundamental to the Government's vision for libraries and locally we are able to increase awareness of Council activity, make information readily available to all, improve communication with the local community and promote greater democratic participation. We have library staff who are skilled information professionals, able to help the community access authoritative sources and provide opportunities for groups within the community to engage with local and national government.

The growth of smart phones and hand held devices, in addition to mobile working and the growth of small businesses looking for space and online services, is an opportunity for libraries to become a vital link in the online communication chain. The provision of WiFi across the board is essential to meet this demand and encourage new library users.

Access to digitised content is increasingly the expectation of those using the Local History and Museum Services and is important to ensure equality of opportunity for all sections of the community for whom mobility is an issue, whether through physical disability, or social circumstance.

Social media has quickly become the preferred method of communication of younger people and in order to grow this audience we will look to integrate library content with existing social media. We will also look to partners to provide apps, interactive content and the ability to connect via Callpoint in a more streamlined way to market our services as widely as possible.

Our information sources can support the health and wellbeing of the people of Enfield and we provide an inclusive service which meets the needs of the vulnerable and 'hard to reach'. We need to increase our digital resources via 'virtual' library services and by doing so extend access to people who may never use a library building. [INSERT DOCUMENT LINK TO ICT STATEMENT](#)

The emerging Council IT Strategy aims to:

- Deliver better for less by working collaboratively with partners
- Support new and more efficient ways of working
- Make services more accessible to local people

And to achieve this by:

- Adopting industry standards of best practice
- Developing Governance arrangements to ensure that new ICT solutions comply with strategy objectives
- Increased standardisation and modularisation of business processes and supporting technologies to create a platform from which the Council can deliver new models of open and innovative public services
- Greater engagement with departments and suppliers to remove cultural as well as technical barriers.

Libraries will support this approach by seeking out innovative solution to service delivery including collaboration with other partners to reduce duplication and maximise our use of digital and online resources.

This is echoed in the results of the consultation which showed that the most frequently endorsed developments by both users and non-users were to improve stock and resources and offer more digital access.

We aim to:

- Ensure that Enfield Libraries are seen as the first point of contact for providing access to quality information resources delivered by knowledgeable staff who are aware of the latest developments and able to provide access to and make efficient use of new technologies to ensure equality of opportunity for all
- Ensure that we upgrade and introduce new technology to modernise and meet the needs of customers as appropriate
- Increase use of self-issue machines to give staff more time to spend with each customer
- Ensure that the content of library web pages is fully accessible
- Support and develop the application of relevant equipment and software to improve access for people with additional needs
- Increase participation in digital citizenship
- Use evidence from Best Practice case studies to improve access to all 'hard to reach groups' e.g. homeless people and young carers

4.7 Buildings and community space

Library buildings should be attractive, fit for purpose and well maintained, building on good practice in library design. They should also reflect the council's corporate signage in order that they promote a consistent, cohesive 'One Team' identity. The developments at Fore Street, John Jackson and Enfield Town are highly visible improvements which have made them more attractive to use to a greater number of people.

Libraries are perceived as neutral havens in a way that other public buildings are not and the social contact provided through libraries is often as valuable as the services themselves. Because of this, visitors will generally be more relaxed, feel more at ease and more inclined to try out what is on offer. Our objective is shared community hub provision while maintaining our current geographical spread across the borough.

With this in mind, the Council wants libraries to support access, so that they become a both a face-to-face and 'front door' or 'electronic portal' through which people access a range of other council, community and partner agency provision.

Libraries need to be prepared to meet the needs of the growing population and take advantage of opportunities that arise to ensure that our service is delivered in locations that meet the needs of the customer and the services on offer. Dual use facilities can be a cost effective way of providing a joint service benefitting distinct user groups. Enfield Library Service is committed to developing new models of provision based on partnership working to support the local economy and regeneration and to ensure that our resources are used as efficiently and effectively as possible.

Well used and attractive library buildings draw people to town centres and so contribute to economic activity. The atmosphere and general layout of libraries can create barriers. Older libraries, in particular, can be intimidating for some people to use, with 'official-looking' facades and formal layouts. Libraries such

as Enfield Town, Fore Street and John Jackson offer modern, attractive and flexible spaces which help create a sense of community, offering a safe, welcoming environment, particularly to those who may find more traditional libraries off-putting.

The 'hub' approach will see the development of libraries as part of a joint service at local level where the community can access a range of neighbourhood and information services; a seamless delivery model which provides best value use of physical buildings and assets within the community. Hubs can involve cross council services as well as shared service opportunity with other partners.

Group discussion during the consultation highlighted how much some of our buildings have moved away from the image that people still had of libraries. They used words like 'inviting' and 'modern' to describe the appearance of buildings such as John Jackson and Enfield Town. The consultation also demonstrated a significant resistance to any reduction in the number of libraries in the borough. The key arguments against the closure of libraries were related to the importance of a library to its immediate local community and the importance of access, especially for those with limited mobility or the less affluent.

4.7.1 Accessible libraries

It is vital that public libraries are readily accessible to the whole community, including those with disabilities. The Disability Discrimination Act, 1995 sets out certain requirements, but we also need to consider the access needs of parents and carers and those who speak and/or read languages other than English.

Our libraries offer spaces that are welcoming, safe and non-judgmental for all sections of the community and reflect the unique cultural diversity of Enfield. Our libraries are used on a regular basis by other partners for surgeries for the public, ranging from Councillors, to pensions, to community support officers and the police.

We aim to:

- Ensure that Enfield's stock of public libraries adequately meet modern requirements and are located appropriately
- Ensure that full advantage is taken of opportunities to be located with and to work in partnership with other Council and partner services where it meets the needs of our customers
- To maintain our previously stated position to seek opportunities where appropriate to relocate libraries to more prominent positions in order to make them more visible and accessible, thus increasing visitor numbers
- Develop our visual signage both internally and externally to ensure consistent high-quality branding across all libraries
- Ensure all libraries provide attractive and welcoming environments to all sections of the community

- Ensure that the library is recognised as the hub of the local community where access to Council services is facilitated – a place to meet in large or small groups or as a third place of choice after home and work
- Use evidence from Best Practice case studies to improve access to all ‘hard to reach groups’ e.g. homeless people and young carers

4.7.2 Opening hours

Opening hours are often the number one access issue for most people. Whilst online 24/7 services have gone some way to widen access, the number of hours that any library is open and a degree of consistency across the borough are clearly crucial to the success of any library meeting the needs of the local community. This was reflected in comments made during the consultation where it was felt that libraries were not open on enough days or late enough.

We aim to:

- Have opening hours that suit community needs and reflect the pattern of people’s lives
- Where appropriate to use volunteers to extend the times libraries are available to the community

4.8 Partnership and community engagement

Libraries are anchors for neighbourhoods and local communities, acknowledged as safe, welcoming neutral spaces open to all. For libraries in Enfield to continue to play this stabilising role in civic life, we need to remain relevant to the needs of all within our local community. We also need to increase our effort to reach lapsed users and non users and to maintain our current user base.

People who find reading difficult and groups in the community most at risk of social exclusion may find libraries intimidating rather than seeing them as symbols of community.

One route to reach non users is through closer collaboration with other public bodies, working in a network of alliances and partnerships with local schools, colleges, social services, the police, museums and leisure services. Libraries should be seen as part of a wider network of provision, including those of council and partner agencies, which all contribute to bringing about sustainable and active communities. Our developing partnership with the London Borough of Barnet underpins this approach which seeks to deliver the widest possible access to local services through joint working.

We also need to establish programmes that will engage hard to reach groups by identifying them and establishing what their particular needs are and by redesigning provision where necessary so that there are no barriers to inclusion. To be successful, we need to involve communities themselves in the design and implementation of what we do. These services need to be delivered in a range of flexible ways through engagement with these

communities and volunteers to help extend the range and reach of what we currently offer.

As a result of our most recent staffing restructure, we have created a Community Engagement Team whose purpose is to survey and review the needs of the community, particularly those who do not currently use libraries but who might be attracted to do so and might benefit disproportionately from what we offer

We aim to:

- Increase our profile so that we are able to work with other partners to improve local democracy, health and wellbeing, learning and public access to services
- Seek partnership opportunities to deliver services where appropriate

4.9 Staff and skills

4.9.1 Staff

The staff are our most important resource and their relationship with the public is essential in achieving the highest standards of customer service. As the way the operate changes and the offer grows and develops to meet the needs of the community, we need to ensure that the Libraries' workforce has the right mix of leadership, skills, knowledge, commitment and enthusiasm.

'Libraries employ a committed workforce that is animated by public service values'⁶ and strong customer focus is fundamental to the way in which all members of staff see and fulfil their roles. Enfield libraries are typified by strong team work with staff performing duties that need to be done rather than placing the emphasis on individual job descriptions, status or professional qualifications. However, we need to challenge how we can be more effective and efficient by ensuring ownership and commitment from library staff to the essential changes required to deliver customer focused services.

The consultation confirms that the knowledge and helpfulness of the staff and the role of libraries in boosting community cohesion are highly valued and the public are keen to see staff numbers retained to ensure good customer experience.

We aim to:

- Ensure that core values and behaviours are embedded and that staff are informed about and are able to embrace the vision for the Council as a whole
- Engage in continuous staff development to support new ways of working
- Ensure that staff are appropriately deployed to deliver excellent customer service

⁶ Framework for the Future, Department for Culture, Media & Sport (DCMS), 2003

- Establish a volunteer network to support the delivery of community based services
- Ensure all frontline and other staff as appropriate are fully trained and able to use assistive/adaptive technology for people with disabilities

4.9.2 Volunteering

The consultation on the use of volunteering showed us a mixed view with some local people strongly in favour of using volunteers to help maintain provision at lower cost and others a little more cautious.

Bringing volunteers into libraries can add value to what we provide as well as be a way of encouraging local community participation and involvement and provide an opportunity for extending social inclusion.

Library services around the country are using volunteers to:

- Become computer buddies to support IT learners
- Give homework support to children and young people
- Facilitating reading groups
- Help support under fives programmes such as Bookstart
- Help support in library activities and events

The Council already has a process for the engagement of volunteers and to date we have worked with this in a small way. However, we want to explore extending our use of volunteers to give local people the opportunity to become involved, influence service development, enhance what we offer, and help us connect to the communities around us.

We aim to use volunteers to:

- Extend and add value
- Use the varied expertise of volunteers to improve what we do by importing skills we may lack
- Increase our knowledge of and standing within the local community
- Support community capacity by sharing skills between different ages and sectors of the community.

4.10 Marketing and promotion

The public consultation has shown us that almost nine out of ten users or 88% are satisfied with the library provision overall. In the recent Residents' Satisfaction Survey, libraries scored 83%, ranking third in the Council overall. Our customers see the library as a trusted and well-loved brand. However, comments from some respondents also show us that in some cases, beyond book-lending, public awareness of other library products and services varies widely, and in some cases is muddled. For example, many current users do not know books can be reserved or renewed online.

There has clearly been a lack of consistency in the way library services have been delivered overall which means potential users do not know what to expect in a library. Users believe they are well informed about what libraries

do (although they are not always), but 'lapsed' users and non-users are much less likely to feel this way.

The need to communicate clear and coherent messages about what libraries offer and to market these services to appropriate audiences is more relevant than ever as competition for people's leisure time, attention and custom increase. We need to build awareness of the full range of what we have on offer. Although virtually everyone knows that libraries lend books, there is significant scope for raising awareness about our full range of provision.

Many library authorities are developing their library offer in innovative and exciting ways and in some cases repackaging the entire service. However, these changes must make sense to the public and either fit with their existing expectations of the 'Public Library' brand, or be perceived as a logical extension to it. There is no benefit in alienating a loyal customer base by moving too far away from a universally recognised brand.

We aim to:

- Develop a new brand and robust Marketing Plan to transform the promotion of the service including a focus on users who have failed to use us in the last 6 months
- Develop a consultation approach for current and potential users to provide feedback and views on services to ensure that they are in line with customer needs and demands
- Undertake a strategic marketing campaign to raise the profile of local libraries
- Improve internal and external signage
- Staff development programme to ensure a customer focussed approach
- Establish Friends Groups as appropriate

5. Conclusion and the way forward

It is clear that standing still is not an option for Enfield's library service. Like all local government services, we are constantly striving to do more with less, or to provide better services for the same amount of money.

Our commitment to the development of services that contribute to a better quality of life for the people of Enfield remains strong. The task for the next 3-5 years will be to improve our performance, work with communities to develop and deliver a service that is relevant and meets their needs, increase visits and book issues and maintain high levels of user satisfaction, whilst managing the competing priorities of budgets and the inevitable effect of inflation on core services. Existing planned budgets can deliver a number of our aims and we will continue to work positively and creatively with our partners to secure external and additional funding for individual projects and targeted work with communities. We will retain library services in communities across the borough and provide customer choice and value for money through modernisation, transformation and partnership.

6. Action/Implementation Plan

| Library Strategy Objective | Key Actions | Timescale | Lead | Resources | Delivery Plan |
|--|---|----------------|---|---|--------------------------------------|
| Improve the quality of and access to books and reading | Annual activities programme scheduled and communicated to staff | Ongoing | Library & Museum Service Business Manager | Communications bid submitted Existing resources and staff time | Library & Museum Service Centre Plan |
| | Stock Management Strategy reviewed and implemented | April 2013 | Library & Museum Service Business Manager | Existing resources and staff time | Library & Museum Service Centre Plan |
| Improve digital access to services and resources | Upgrade and introduce new technology to modernise the service and meet the needs of customers | End March 2013 | Library & Museum Service Business Manager | Corporate IT Funding Existing resources and staff time | Library & Museum Service Centre Plan |
| | Work with other organisations to minimise the duplication of information services | End March 2013 | Community Engagement Manager | Existing resources and staff time | Library & Museum Service Centre Plan |

| Library Strategy Objective | Key Actions | Timescale | Lead | Resources | Delivery Plan |
|--|--|-----------------------------|---|-----------------------------------|--------------------------------------|
| Deliver a range of opportunities for lifelong learning | Provide a programme of learning opportunities for adults and children | End March 2012 and annually | Community Engagement Manager | Existing resources and staff time | Library & Museum Service Centre Plan |
| Support the delivery of excellent services through high quality marketing and promotion. | Library and Museum Service Marketing Plan completed | End September 2012 | Library & Museum Service Business Manager | Existing resources and staff time | Library & Museum Service Centre Plan |
| | Community engagement Strategy implementation programme in place | End April 2012 | Community Engagement Manager | Existing resources and staff time | Library & Museum Service Centre Plan |
| Ensure staff gain the skills to deliver excellent services to the public | Develop staff skills to manage and support volunteers | End March 2013 | Community Engagement Manager | Existing resources and staff time | Library & Museum Service Centre Plan |
| Ensure best use of | Training and development plan to be produced for all staff Seek opportunities | End March 2013 | Library & Museum Service Business Manager | Existing resources and staff time | Library & Museum Service Centre Plan |

| Library Strategy Objective | Key Actions | Timescale | Lead | Resources | Delivery Plan |
|---|---|-------------------------------|--|--|--|
| Library and Museum Service resources, buildings and community spaces | to improve the use of library spaces including shared services and co-location Review of opening hours | Ongoing End March 2013 | Head of Libraries & Museums Head of Libraries & Museums Community Engagement Manager | Existing resources and staff time Existing resources and staff time | Library & Museum Service Centre Plan Library & Museum Service Centre Plan |
| Develop partnerships to deliver services to better meet the needs of the local community | Work in partnership to provide a wide range of employment and informal learning opportunities | Ongoing | Community Engagement Manager | Existing resources and staff time | Library & Museum Service Centre Plan |

London Borough of Enfield

Standards Committee

Annual Report 2011/12

1. INTRODUCTION

This is the ninth Annual Report of the London Borough of Enfield's Standards Committee. It sets out the key issues we have dealt with during the past year

2. MEMBERSHIP

The Standards Committee in 2011/12 comprised 9 members, as follows:

Three Independent Members

| | |
|--------------------|---------------|
| Lawrence Greenberg | Chairman |
| Dr Elliot Finer | Vice-Chairman |
| Simon James | |

Six Councillors

Councillors: Alan Barker (Conservative), Ingrid Cranfield (Labour) - replaced Yasemin Brett (6 July 2011), Don Delman (Conservative), Chris Murphy (Labour), Michael Rye (Conservative) and Toby Simon (Labour).

Officers

The Committee's lead officers were John Austin (Assistant Director of Governance and Monitoring Officer), Asmat Hussain (Assistant Director Legal Services and Deputy Monitoring Officer) and Penelope Williams (Standards Committee Secretary).

3. TERMS OF REFERENCE

The terms of reference of the Standards Committee were set out in the Council's Constitution (see Chapter 2.7 – Section 32). The Committee was responsible for the promotion and monitoring of high standards of conduct among Enfield councillors. The Committee provided advice on the local code of conduct for both councillors and co-opted members, member training.

The terms of reference provided for the granting dispensations to members from requirements relating to interests set out in the members' Code of Conduct. And for considering applications for exemption from political restriction for the holder of a post in respect of any post within the Council. However the Committee was not called upon to make decisions on these matters during the year.

Sub committees were set up to consider cases of alleged councillor misconduct.

4. MEETINGS

The Committee held four public meetings during the year: on Tuesday 5 July 2011, Monday 3 October 2011, Wednesday 3 January 2012 and Monday 5 March 2012.

The Assessment Sub Committee held two meetings and the Consideration Sub Committee met once.

5. RAISING PROFILE OF THE COMMITTEE

During the year, the Committee carried various activities that helped to raise its profile within the Council. These included:

- As chairman, I gave oral updates on the activities I had undertaken at each meeting of the committee.
- Independent members also attended other meetings of the Council e.g. full Council, Licensing Committee, Planning Committee on an ad-hoc basis to observe and monitor compliance with the Council's ethical governance framework. The Committee received regular feedback reports from them.
- The Vice-Chairman and I met with the Leader of the Council and the Chief Executive to discuss the Standards Regime and the implications for the Council.
- The Vice-Chairman and I attended regular meetings with the Monitoring and Deputy Monitoring Officers to discuss standards and ethical issues.
- As Chairman, I attended the Council meeting on 6 July 2011 and presented the Committee's Annual Report for 2010/11.

6. THE COMMITTEE'S WORK PROGRAMME - 2011/12

We adopted a work programme for the year, which focused on the emerging changes to the standards regime. We also considered a range of other issues. The main items are listed below.

6.1 Changes to the Standards Regime

The Localism Act (The Act) received Royal Assent in November 2011. The Act makes fundamental changes to the system of regulation of standards of conduct for elected and co-opted members of local authorities.

On 3 January 2012 the Committee received a report setting out the main changes to the Standards Regime including changes to the

Standards Committee itself, the Code of Conduct, dealing with misconduct complaints, independent persons, the register and disclosure of interests, single member decision making and sensitive issues and dispensations.

At the meeting members discussed:

- Whether the Council should maintain a separate Standards Committee.
- Inclusion in the new code of conduct the three principles underpinning the current code which will no longer apply - respect for others, duty to uphold the law and stewardship.
- Giving delegated authority to the Monitoring Officer to determine whether a complaint merits investigation and seeking alternative ways to resolve a complaint.
- The number and role of the new independent persons.
- Annual updating of the Register of Interests
- Disclosure and withdrawal from meetings
- Delegating the power to grant dispensations

Recommended options for the future Standards Framework in Enfield were developed, through discussions by our committee, the political groups and the Members and Democratic Services Group and proposals were considered at full Council on 28 March 2012.

The Council agreed to create a Councillor Conduct Committee to oversee councillor's conduct and to appoint two independent persons to provide advice and guidance on standards issues. The new standards framework come into force in July 2012 and a new code of conduct and complaints procedure have been put together; they are due to be approved at full Council on 4 July 2012.

6.2 Member Code of Conduct - Complaints Handling

Provisional dates for the Assessment Sub-Committee meetings are shown on the Council's Calendar of meetings in accordance with Standards for England Guidance.

Since May 2011, we have dealt with three cases of alleged breaches of the Code. These were:

- i) a complaint by one councillor against two others
- ii) a complaint against one councillor from a member of the public
- iii) a complaint against four councillors from another

At the two meetings of the Assessment Sub Committee it was agreed:

i) & ii) that no further action be taken

iii) one of the councillors accused should be referred for local investigation. An investigating officer was appointed and an investigation carried out. Once the investigation was complete, a meeting of the Consideration Sub Committee was arranged. Members of this committee agreed with the Investigating Officer's finding that there had been no breach of the code and therefore no further action should be undertaken.

The Monitoring Officer also resolved a number of informal complaints during the year without the need for a formal investigation.

6.3 Annual Governance Statement

We discussed the Annual Governance Statement for 2010/11, noting that an action plan was being produced to ensure that the issues highlighted for attention were addressed.

6.4 London Wide Members Allowances Panel and Other Councils Payments

We considered a briefing paper on the operation (including payments) of Members Allowances Schemes across London for 2010/11.

We were advised that Enfield's basic allowance was in line with most other authorities but the Special Responsibility Allowances (SRAs) were in the lower quartile and had been for a number of years.

The Committee considered that all councillors in receipt of an SRA should have job descriptions and be subject to performance monitoring. They also agreed that there was scope for a jointly agreed process between the groups. This view was referred to the Members and Democratic Services Group for consideration when they review the scheme for next year.

6.5 Whistleblowing Update

We considered a briefing paper on the number of cases and issues raised under the Council's Whistleblowing Policy. This year there had been no cases involving councillors.

6.6 Bribery Act 2010

The Committee received a report setting out the work that the Council is doing to implement the workings of the Act. The Act introduces a corporate offence for failing to prevent bribery which will apply to bribery in the context of commercial or business activities. The Council is developing an action plan to ensure compliance with the legislation.

As a public authority it will have to be sure that it has the systems and processes in place to ensure accountability and probity. The Committee asked to be kept updated on progress with the action plan.

6.7 Data Protection

The Committee received a report on the proposals and obligations within the Data Protection Act, including information on how these will relate to councillors. The majority of councillors had been registered as data controllers with the Information Commissioner, those who had not were being encouraged to do so. The Committee were informed that the Information Commissioner's powers had been extended so that they could undertake compulsory external audits of local authority data protection arrangements.

7. TRAINING ON THE LOCAL ASSESSMENT OF COMPLAINTS PROCESS

No new councillors have been trained.

8. STANDARDS FOR ENGLAND BULLETINS AND GUIDANCE

We continued to receive the Bulletins produced by Standards for England (SfE). These were circulated to members of the Committee as soon as possible to ensure that they were fully aware of the latest news and advice. They were also reported to the Standards Committee for consideration. Under the Localism Act Standards for England has now ceased to exist.

9. STANDARDS COMMITTEE WEBPAGE

Our webpage provided information about the Committee, its role and purpose and on making a complaint against councillors and co-opted members. This webpage was within the 'Council and Democracy' section of the Council's website. The information contained was updated on a regular basis.

11. CONCLUSION

As Chairman, I would like to take this opportunity to thank my fellow committee members for their sound and thoughtful contributions towards the encouragement and maintenance of a robust local standards regime during the year. On behalf of the Standards Committee, I would like to thank the officers of the Council who have supported the work of the Committee.

Lawrence Greenberg
Chairman of Enfield's Standards Committee
2011/2012

MUNICIPAL YEAR 2011/2012 REPORT NO. **241**

MEETING TITLE AND DATE:

Cabinet 25th April 2012
Council 4th July 2012

REPORT OF:

Director of Health, Housing and Adult Social Care & Director of Finance, Resources and Customer Services

| | |
|---|-----------------|
| Agenda – Part: 1 | Item: 10 |
| Subject: Development of a Joint Service | |
| Wards: Enfield Lock | |
| Cabinet Members consulted: Councillors Charalambous, McGowan, Oykenner, Stafford | |

Contact officer and telephone number:

Brian Smart 020 8379 4101

E mail: brian.smart@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1** In 2009, the Overview and Scrutiny Committee were made aware of the difficulties experienced by local residents when attempting to make appointments to see a GP at the Ordnance Road Surgery. The issue was referred to the Health Scrutiny Panel in 2010 and following an investigation it was concluded that the primary care infrastructure in the Enfield Lock ward, particularly around Ordnance Road, is inadequate both in terms of capacity and quality. There is an urgent need to deliver improved primary care facilities in the area to address these limitations, and Enfield Council has been working with NHS North Central London to identify suitable premises for a new GP Practice in Enfield Lock.
- 1.2** This work has also highlighted the requirement for a new Dental Practice and improved facilities for the current Ordnance Road Library and Kettering Hall. Enfield Council and NHS North Central London have therefore considered potential sites in the area to accommodate a “Joint Service Centre” that will provide a new GP Practice, Dental Practice, library and community space.
- 1.3** Drivers Jonas Deloitte have worked with the Council to assess the development opportunities for two potential sites: the Hertford Road Site, which currently accommodates the Ordnance Road Library, and the Ordnance Road Site, currently occupied by a Public House and Kettering Hall. The feasibility study and the NHS North Central London options appraisal concluded that the Hertford Road Site is the most appropriate site from both a planning and functionality perspective.
- 1.4** This report seeks approval to proceed with the development of a Joint Service Centre on the Hertford Road Site, subject to NHS London approval and a full public consultation. Subject to no planning delays, the Joint Service Centre could be operational by Summer 2014.

2. RECOMMENDATIONS

Council is asked to note that Cabinet agreed the following:

- 2.1** Agree to proceed with the development of a Joint Service Centre (GP Practice, Dental Practice, library and community space) on the Hertford Road Site, including the:
- Appointment of a design team
 - Submission of an application for planning permission
 - Public consultation.
- 2.2** Note the requirement that until the Occupation Start Date quarterly updates will be provided to the Director of Finance, Resources and Customer Services and the Cabinet Member for Finance and Property.
- 2.3** Note that the recommendation to proceed is subject to the Director of Finance, Resources and Customer Services approving under an operational decision the:
- Terms between the Council and the NHS
 - Terms between the Council and the Dental Practice
 - Most appropriate procurement process
 - Appointment of appropriate consultants
 - The identification of temporary library accommodation during the development of the new premises.
- 2.4** Delegate authority to decide the future use of the Ordnance Road Site to the Cabinet Member for Housing and the Cabinet Member for Finance and Property.
- 2.5** Please see Part 2 report.

3 BACKGROUND

- 3.1 On 1st October 2009 the Overview and Scrutiny Committee were made aware of the difficulties experienced by local residents when attempting to make an appointment to see a GP at the Ordnance Road Surgery in Enfield Lock. This issue was then referred to the Health Scrutiny Panel as a Councillor Call for Action on 30th March 2010.
- 3.2 An investigation carried out by the Health Scrutiny Panel concluded that a key issue is the unsuitability of the current Ordnance Road Surgery property. The inadequacy of the primary care infrastructure in terms of both quality and capacity, both in Enfield Lock and the borough more widely, has also been identified by NHS North Central London. The restrictions imposed by the current primary care estate prevent the delivery of better, more efficient and more integrated services that will improve the patient experience.
- 3.3 Enfield's Primary Care Strategy seeks to deliver improvements to primary care facilities across the borough generally, and there is an urgent need to deliver new, modern primary care facilities in Enfield Lock. Enfield Council and NHS North Central London have been seeking to identify suitable premises for a new GP Surgery to meet this requirement.
- 3.4 The requirement for a new GP Practice with improved premises is also supported by information on the health of the local population. The current Ordnance Road Surgery has higher than average (higher than both the Enfield average and national average) of patients with established hypertension; diabetes; cancer; psychoses; and depression. Additionally, of the 14,959 population in Enfield Lock, less than half (7,253, 48%) are registered with a GP, so there is a clear requirement to increase capacity of primary care facilities in the area.
- 3.5 During exploration of potential sites the requirement for a new Dental Practice and improved facilities for the current Ordnance Road Library and Kettering Hall have also been highlighted. Kettering Hall was identified as being in need of development and formed part of Phase Three of the Community Halls Modernisation Programme; however has since been removed from the programme of works. Equally, Ordnance Road Library, a concrete construction built in 1973, requires improvement and modernisation to ensure it is fit for purpose. The most recent condition survey undertaken in 2009 highlighted that extensive repair works were required as a result of concrete spalling, as well as repairs needed to the roof and roof lights. Whilst the current concrete building has two storeys, the first floor is currently inaccessible to the general public and as such is rarely used, so the space is being used very inefficiently.

3.6 Enfield Council and NHS North Central London have considered potential sites in the area to accommodate a “Joint Service Centre”, which will provide a new GP Practice, Dental Practice, library and community space. The development of a new landmark building forming a hub of activity, coupled with external investment in local infrastructure, is likely to increase footfall to the surrounding area and, over time, increase the prosperity of the Hertford Road High Street.

3.7 The floor area requirements for the Joint Service Centre are currently:

- GP & Dental Practice: 747m²
- Library: 850m²
- Community Hall: 100m².

The floor area requirements are likely to change as the project evolves.

3.8 Two potential sites owned by the Council have been considered in detail:

- Hertford Road Site – currently the site of the Ordnance Road Library (645 Hertford Road)
- Ordnance Road Site – refers to two plots of land that are currently the site of Kettering Hall and Ordnance Public House.

Please see Appendix 1 for a location plan of the two sites.

3.9 The key characteristics to note of each site are as follows:

| Hertford Road Site | Ordnance Road Site |
|--|---|
| <ul style="list-style-type: none"> A General fund property | <ul style="list-style-type: none"> A Housing Revenue Account property |
| <ul style="list-style-type: none"> Site area: 2,063sm | <ul style="list-style-type: none"> Site area: 1,885sm |
| <ul style="list-style-type: none"> Predominantly single storey concrete frame library building | <ul style="list-style-type: none"> Two plots of land which accommodate a vacant Public House and Kettering Hall |
| <ul style="list-style-type: none"> First floor is inaccessible to the general public and is rarely used | <ul style="list-style-type: none"> Kettering Hall is a single storey timber frame building with a flat roof. Building has low energy efficiency and is in need of repair |
| <ul style="list-style-type: none"> Repairs and replacement are needed to the Library roof, roof lights, ceilings and concrete walling | <ul style="list-style-type: none"> Public House is derelict and has been occupied by squatters |
| <ul style="list-style-type: none"> The Library needs annual inspections as concrete on the frame is spalling | |
| <ul style="list-style-type: none"> Any closure would require temporary re-provision of the library on another site | |

3.10 The Council appointed Drivers Jonas Deloitte (DJD) to consider the development opportunities for the two potential sites, recommend the most suitable site for the Joint Service Centre and identify potential uses for the other site. With regards to the principles of development it has been agreed that all services should be co-located onto one site and the individual services within the Joint Service Centre should work together collectively and have a unified appearance, as opposed to looking at three distinct buildings co-located. The feasibility study considered both sites in detail and concluded that the current buildings on each site are unsuitable for renovation and adaptation for new uses, therefore a re-build would be necessary.

3.11 The feasibility study and other work to date have highlighted the following factors for consideration for each site:

| Hertford Road Site | Ordnance Road Site |
|--|--|
| <ul style="list-style-type: none"> Largest of the two sites (larger by 178m²) | <ul style="list-style-type: none"> Smaller of the two sites |
| <ul style="list-style-type: none"> Dominant corner location in a mixed residential/commercial/retail use area | <ul style="list-style-type: none"> Located in a broadly residential area |
| <ul style="list-style-type: none"> Provides an opportunity to create a landmark civic building | <ul style="list-style-type: none"> Lacks ability to create a landmark civic building |
| <ul style="list-style-type: none"> Site can accommodate all services to form part of the Joint Service Centre | <ul style="list-style-type: none"> Site <u>cannot</u> accommodate all services to form part of the Joint Service Centre |
| <ul style="list-style-type: none"> Scale/massing of the development can be accommodated on the site as a three, potentially four, storey development | <ul style="list-style-type: none"> A three storey development would not be acceptable |
| <ul style="list-style-type: none"> Offers the opportunity for an active street frontage for the Joint Service Centre, suitable for a High Street location | <ul style="list-style-type: none"> Concerns about overlooking and increased traffic |
| <ul style="list-style-type: none"> Would not require a change to planning use if developed as a Joint Service Centre | <ul style="list-style-type: none"> Change of planning use would be required if developed as a Joint Service Centre |
| <ul style="list-style-type: none"> Greater potential to secure additional off-site parking | <ul style="list-style-type: none"> Less potential to secure additional off-site parking |
| <ul style="list-style-type: none"> Clear preference of NHS North Central London | <ul style="list-style-type: none"> Not the preferred option of NHS North Central London |
| <ul style="list-style-type: none"> Residential development is not the most suitable use for the site | <ul style="list-style-type: none"> Site provides a good opportunity for a new residential development |

3.12 The feasibility study also highlighted that the following factors are common to both sites:

- Good transport links, including a bus stop adjacent to each site
- Fronting busy roads
- Close proximity to local pharmacies
- Car parking issues need further consideration.

3.13 The feasibility report and the NHS North Central London options appraisal both concluded that the Hertford Road site is the preferred option from both a planning and functionality perspective, in line with the features in 3.9 and 3.11.

3.14 Parallel to obtaining formal approval from the Council's Cabinet to proceed with the development of a Joint Service Centre on the Hertford Road site, NHS North Central London is seeking formal approval from NHS North Central London and NHS London and anticipate being in a position to confirm a decision in May 2012.

3.15 Further work is required to confirm the cost and funding arrangements of the new development as the detailed design is agreed. However, the development can be, in part, funded by the following:

- A capital receipt from the disposal of the Ordnance Road site which may be used to fund the re-provision of the existing community facility - the new community facility will remain within the Housing Revenue Account;
- Receipts under a proposed lease agreement with the NHS for the GP Practice and the Dental Practice which will seek to recover the Council's capital investment in creating these facilities (subject to NHS London approval).

Investigations are being made to ascertain if additional funding can be obtained from a "Regional Growth Fund".

3.16 Following approval of this outline business case, a full public procurement and consultation process will be required. An aggressive programme plan has been produced by Drivers Jonas Deloitte and indicates that, providing that there aren't any planning delays or difficulties obtaining approval at Enfield Council or NHS London, the Joint Service Centre will 'go live' in Summer 2014.

3.17 The feasibility report also concluded that the most appropriate use for the Ordnance Road site would be residential, and a separate report will be produced regarding proposals for this site.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 The existing services could continue to operate from the current premises. However, this would fail to increase primary care capacity in Enfield Lock and considerable investment would be required to the current buildings for each service.

4.2 The development could be split across two sites; however this option has been discounted as this would fail to co-locate all services onto one site to create a Joint Service Centre, reduce the potential to benefit from economies of scale and limit the ability to maximise the potential of each site.

4.3 The location of the Joint Service Centre on the Ordnance Road site has been discounted as planning restrictions limit the size of the development therefore it would not be possible to accommodate the GP Practice, Dental Practice, community hall and library onto the site.

5. REASONS FOR RECOMMENDATIONS

Approval is sought to proceed with detailed plans for a Joint Service Centre on the Hertford Road Site for the following reasons:

- The feasibility study concluded that it was the most appropriate site from both a planning and functionality perspective
- It is the preferred site of NHS North Central London therefore it is more likely to obtain approval to proceed without delays
- It can accommodate the scale of development required
- It creates an opportunity to provide a civic/landmark building
- It is in a highly accessible location
- It will deliver improved premises for key local services in the Enfield Lock Ward
- The current Ordnance Road Library building is in need of repair and modernisation, to ensure it continues to be fit for purpose.

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

6.1 Financial Implications

6.1.1 There is a range of detailed financial issues that can necessarily only be addressed once detailed bids are available following the public procurement process explained above. In particular the terms of the lease to be agreed between the Council and the two occupiers (the NHS and a dental practice) should ensure that the Council does not subsidise any external occupier and that the cost to the Council of providing the surgeries does not exceed the value of the assets created.

6.1.2 However, the initial work by Drivers Jonas Deloitte suggests that the business case falls into three distinct elements. The GP and dental practices will be paid for using rental rates agreed by the NHS and District Valuer, and the detailed designs etc will work within these parameters. The library expenditure will fall to the Council's capital programme, and decisions about the precise design, facilities, space etc, will balance cost and performance, in the usual way (i.e. to take view on the value for money of the facility). The Community Hall will be provided in line with existing practice, so that, again, services are improved within the funding available.

6.1.3 The new premises will be a multi purpose establishment. The construction costs will need to be apportioned between the three uses; the library (a General Fund service), a community facility (a HRA service) and a GP Practice/Dental Practice (General Fund Investment Properties). Ongoing building operating costs and shared services (utilities, rates, insurance etc) will be attributable to the different occupiers.

6.1.4 The Council's Capital Programme does not currently include any provision for this development. It is noted that the construction of the community facility can be funded from the disposal of the Ordnance Road site; however, there

may also be the requirement to appropriate the proportion of the land at the Hertford Road site relating to the new community facility to the HRA.

- 6.1.5 Assuming that the remaining elements of the project will be funded from prudential borrowing, General Fund revenue provision will be needed to meet additional Minimum Revenue Provision costs effective from the year after the new premises becomes operational (based on the expected useful economic life of the building) and interest costs accruing from the additional borrowing both during and after the construction phase.
- 6.1.6 The Council's investment costs will be partly offset against the lease rental income accruing from the surgery leases from the start dates of the proposed lease agreements. However, the lease agreements will need to be evaluated to determine whether they are operating or finance. This will require detailed information on the value of the buildings subject to each lease, their economic life and residual values at the end of the lease term. It should be noted that under a finance lease, the building assets will be accounted for as disposals and the repayment of the principal element of the lease will be accounted for as a capital receipt. This will have an impact on the financial evaluation of the development.

6.2 Legal Implications

- 6.2.1 The Localism Act 2011 (Commencement No. 3) Order 2012 (*SI 2012/411*) brought the general power of competence into force for principal local authorities. The general power of competence is set out in s. 1(1) of the Localism Act 2011 and states that a local authority has power to do anything that individuals generally may do. The proposed arrangements within this report are in accordance with this power.
- 6.2.2 Legal services will be instructed to ensure that the procurement of all goods, works and services will be procured in accordance with the Councils Constitution, in particular Contract Procedure Rules and EU rules. In addition, Legal Services will be instructed to deal with any legal property issues and compliance with the Property Procedure Rules and any property/planning legislation.
- 6.2.3 Legal agreements will need to be in a form approved by the Assistant Director of Legal Services.

6.3 Property Implications

- 6.3.1 The proposal will help to generate High Street activity in the nearby Hertford Road. It will result with the vacation and subsequent development of the Ordnance Road site.
- 6.3.2 A decision to proceed with the project will materially reduce the proposed expenditure for repairs and maintenance on the current accommodation.
- 6.3.3 The Joint Service Centre will have lower maintenance costs than the current accommodation. It will also be significantly more energy efficient.

- 6.3.4 When the project has greater certainty, terms between the Council and the NHS and terms between the Council and the dental practice will be finalised.

7. KEY RISKS

7.1 The key risks associated with this development are as follows:

- Time slippage delaying the delivery of improved primary care facilities in Enfield Lock. This risk is mitigated by putting in place appropriate project governance arrangements (e.g. project board, project plan, adequate resourcing etc).
- NHS North Central London and NHS London approval to proceed not obtained. This risk is being mitigated by LBE staff working closely with NHS staff at all stages, so that there is joint understanding and resolution of any outstanding issues.
- Cost of the development may exceed the budget available. This risk is mitigated by working within pre-agreed cost parameters for the NHS facilities, and by funding the library and community hall spaces in line with existing Enfield practices.
- Opposition from local residents regarding changes to service facilities during the development phase, which will be mitigated by the consultation exercise and ongoing media programme to explain the benefits of this facility to the local community and other stakeholders (such as the GPs themselves).
- The Ordnance Road site may not be sold within the timescales which could have an adverse impact on funding for the Joint Service Centre. This is essentially an issue of timing, which can be handled through the day-to-day management of the Council's cash flow, as long as the sale takes place within a reasonable time period.
- Delays in identifying appropriate solutions for the operational issues highlighted, for example the availability of the required number of car parking spaces. Staff at Enfield Council are working on resolving these issues as a matter of urgency, and as part of the detailed design and implementation work needed to make this facility a reality.

7.2 Subject to approval to proceed, a detailed risk register will be created and maintained for this project, to consider the likelihood of identified risks and mitigating actions that can be taken. This risk register will be monitored on a regular basis by the Joint Programme Board.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The development of a Joint Service Centre will benefit all members of the Enfield Lock Ward and the surrounding area. The development will deliver high quality, improved premises and thus improve access to a GP Practice, Dental Practice, library and community hall. In particular the development of the GP Practice will increase capacity of primary care services in the local area, improving services for local residents.

8.2 Growth and Sustainability

The development of a Joint Service Centre will add vitality to Enfield Lock, particularly around Hertford Road. The co-location of a number of key services will support growth and sustainability in the local area.

8.3 Strong Communities

By co-locating a number of key services on the Hertford Road site, relations between different community groups will be strengthened and facilitate greater community integration.

9. EQUALITIES IMPACT IMPLICATIONS

An Equalities Impact Assessment has been undertaken and is attached as Appendix 2. This highlights the need for a full public consultation and the production of a detailed communication plan should approval to proceed be obtained.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The proposal will help to meet the following aims outlined within the Council's Business Plan:

- Aim 1: Build prosperous, sustainable communities
- Aim 6: Provide high quality and efficient services

This development will also increase capacity of primary care in the area and improve the quality of the premises in which local residents receive this care, having positive performance management implications for NHS North Central London and thus leading to improved services for local residents.

11. HEALTH AND SAFETY IMPLICATIONS

The proposal will have to be carefully controlled to minimise health and safety risks.

Background Papers:

- Council Call for Action Health Scrutiny Panel 7 March 2011
- Equalities Impact Assessment
- Feasibility Report.



Site 1: The Hertford Road Site

Site 2: The Ordnance Road Site.

Predictive: assessing and analysing proposed changes to services, policies and budgets

Enfield Council

Predictive Equality Impact Assessment (EQIA) - Equality Analysis

**JOINT SERVICE CENTRE
MARCH 2012**

Predictive equality impact assessment/equality analysis template

| | |
|---|--|
| Proposed change to service/policy/budget | Development of a Joint Service Centre |
| Officer completing the assessment | Hayley Coates |
| Extension Number | X 3087 |
| Service | Strategy & Resources |
| Department | Health, Housing and Adult Social Care |
| Date impact assessment completed | 20/03/2012 |

Section 1 – About the service, policy or budget, and proposed change

Q1. Please provide a brief description of the service/ policy/budget

Currently the following services are provided from separate buildings in North East Enfield:

- Ordnance Road Library (Hertford Road site) – Council service
- Kettering Hall – Council service
- GP Practice (117 Ordnance Road) – NHS Service

Following a Councillor Call for Action in 2010 the Council has been working with NHS Enfield to identify suitable premises for a new GP surgery due to concerns with the quality of existing practices in the area and the premises they operate from. In addition the Council has been seeking to identify a site with the capacity to host a new Library and a community facility alongside the new GP Surgery and Dental Practice to create a “Joint Service Centre” in North East Enfield. The preferred site for development is the “Hertford Road Site” which is currently occupied by the Ordnance Road Library.

Q2. Please provide a brief description of the proposed change(s) to the service/ policy/budget

It is proposed that the existing Ordnance Road Library be demolished and the site used to create a Joint Service Centre consisting of a new library, GP Practice, Dental Practice and a community hall. This would also include relocating Kettering Hall to within the new development and seeking an alternative use for this site.

The proposed changes will affect existing services in the following ways:

- The development of new premises for a GP Surgery and Dental Practice will improve the physical environment in which residents in the area receive their primary care and dental services
- The Ordnance Road Library will operate from a modern, fit-for-purpose development when the building works are complete. However, during the development and construction phase the library service will need to be re-provided from alternative premises
- Kettering Hall will be re-located to the new development once completed and therefore will benefit from improved facilities. However, during the development phase potential opportunities for an alternative facility may need to be explored as the hall is in need of repair.
- Accessibility to services will increase as the design must incorporate the requirements of the Disability Discrimination Act and the co-location of services will facilitate easier access to different services and promote community integration.

Q3. Does equalities monitoring of your service show that the beneficiaries in terms of the recipients of the service, policy or budget, and the proposed change, include people from the following groups?

| | |
|----------|--|
| R | Yes – the Joint Service Centre will be available to all local residents and will not make exclusions based on race |
| D | Yes – the new building will be fully Disability Discrimination Act compliant and fully accessible to people with physical services. The Joint Service Centre will not make exclusions based on disabilities |
| G | Yes – the services provided from the new development will be available to all and will not make exclusions based on gender |
| A | Yes – the services provided from the new development will be available to all and will not make exclusions based on age. The design of the building will consider needs of particular groups, for example by ensuring that upper floors are fully accessible to people with mobility difficulties. |
| F | Yes – the services provided from the new development will be available to all and will not make exclusions based on faith |
| S | Yes – the services provided from the new development will be available to all and will not make exclusions based on sexual orientation |
| T | Yes – the services provided from the new development will be available to all and |

| | |
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| | will not make exclusions based on transgender |
| M | Yes – the services provided from the new development will be available to all and will not make exclusions based on whether a person is married or not |
| P | Yes – the services provided from the new development will be available to all and will not make exclusions based on whether a woman is pregnant or not. The design of the new building will ensure that all floors are fully accessible via lifts. The site has good public transport links and the development will include some on site parking to ensure local residents are easily able to access the site. |
| Q4. If you answered 'no' to any of the groups listed in Q3, please state why? | |
| N/A | |
| Q5. How will the proposed change eliminate discrimination, promote equality of opportunity, or promote good relations between groups in the community? | |
| <p>The Joint Service Centre will combine the following services in a single building: GP Practice, Dental Practice, Library and a community hall. All members of the community will have access to the services available (subject to following the appropriate registration process e.g. registering at the GP Practice). This will facilitate interaction between different community groups attending the centre for the variety of services available and it is anticipated that this will have a positive effect on relations between groups in the community.</p> <p>The Joint Service Centre will meet the requirements of the Disability Discrimination Act and thus will enable people with disabilities and mobility difficulties to easily access the building and in this sense will promote equality of opportunity.</p> | |

Section 2 – Consultation and communication

| Q6. Please list any recent consultation activity with disadvantaged groups carried out in relation to this proposal | |
|---|---|
| R | <p>The proposed development is in response to concerns raised by local residents regarding the quality of primary care facilities in North East Enfield, particularly around Ordnance Road. Local Ward Councillors and Cabinet Members have been involved in the development of this Joint Service Centre and have fed back views of local residents informally through this engagement.</p> <p>However, a formal consultation process has not yet commenced with local groups. Planning for the consultation process is ongoing and it is anticipated that the consultation will commence at the end of April/May following a Cabinet decision to proceed with the proposed development, subject to taking into consideration the view of local residents in the more detailed planning stage, to be highlighted as part of the consultation process. The consultation process will seek to involve all disadvantaged groups and will work with local voluntary and community sector groups and other community networks to engage with 'hard to reach' groups within the local community.</p> |
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| Q7. Please state how you have publicised the results of these consultation exercises, and what action you have taken in response | |
| R | <p>As above, the formal consultation has not yet commenced so there have not been any results to publish. Following the consultation process the results of the consultation will be analysed and published and the detailed design and plans will reflect the comments received from local residents. The format of the published consultation results is to be determined once the method of consultation has been agreed, though it is likely publication will involve a summary on the Council's website as a minimum.</p> |
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Section 3 – Assessment of impact

Q8. Please describe any other relevant research undertaken to determine any possible impact of the proposed change

- An options appraisal has been carried out to assess which of the potential sites is the most suitable for this development
- A feasibility study has been carried out by Drivers Jonas Deloittes for the two most suitable sites. This included an arboricultural report, topographical survey and an initial consideration of the affect of the proposed development on local highways.

Q9. Please list any other evidence you have that the proposed change may have an adverse impact on different disadvantaged groups in the community

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|---|---|
| R | To date there is not any evidence to suggest that the proposed development will have an adverse impact on the different disadvantaged groups in the community in the long term. During the development there would be a requirement to re-provide the library service from an alternative site; however, opportunities will be explored in the local area to ensure an accessible site in close proximity to the existing site is found, therefore it is not anticipated that this would have an adverse impact on disadvantaged groups and steps will be taken to ensure that any alternative site is fully accessible to all community groups, including people with a disability or mobility difficulty. |
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Q10. Could the proposal discriminate, directly or indirectly, and if so, is it justifiable under legislation? Please refer to the guidance notes under the heading, 7. Useful Definitions

The proposed development will not discriminate, either directly or indirectly and the services will be accessible to all members of the local community. As the building will be designed in way that is fully DDA compliant, access to the services present will be improved.

Q11. Could the proposal have an adverse impact on relations between different groups? If so, please describe

It is not anticipated that the proposed development would have an adverse impact on the relations between different groups. In fact, it is anticipated that the development would positively impact on different groups as a number of services will be co-located thus promoting interaction and ease of access to different facilities, bringing together different groups of people.

Q12. How could this proposal affect access to your service by different groups in the community?

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| R | As the proposal is to develop a new, fully DDA complaint building, access to the services co-located within the proposed Joint Service Centre will be improved therefore there will be a positive impact on access to services. The proposed location of the Joint Service Centre has good public transport links and there will be some on-site parking available to facilitate easy access. For services located on the upper floors of the proposed development lifts will be available. |
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Q13. How could this proposal affect access to information about your service by different groups in the community?

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| R | There will be a requirement to inform the local community about the new location of the services and keep them informed as development progresses. A detailed communication plan will be produced to ensure that all relevant parties are aware of any changes to services during the development e.g. temporary re-location of the library, and then changes to services following completion of the development. The |
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| T | communication plan will take into account the needs of different groups e.g. ensuring information is available in different languages and formats. |
| M | |
| P | |

Section 5 – Tackling socio-economic inequality

Q14. Will the proposal in any way specifically impact on communities disadvantaged through the following socio-economic factors? Please explain below. If it does not, please state how you intend to remedy this (if applicable to your service), and include it in the action plan
Communities living in deprived wards/areas

The new Joint Service Centre will improve the facilities of four services in the Enfield Lock ward and will therefore be of benefit to local residents. This will ensure that local residents are able to access primary care, make use of a community facility and use a library therefore benefiting their health and well-being and providing a leisure facility.

People not in employment, education or training

People not in employment, education or training will benefit from an improved library facility operating from modern, re-furnished premises. Co-location of the library service alongside other community facilities will be more convenient to residents as they can combine a visit with access to other services.

People with low academic qualifications

The proposed development will maintain the library service which will operate from improved premises. This will ensure access to books and other library resources is available to all local residents alongside the other services to be located within the development.

People living in social housing

The proposed Joint Service Centre will ensure all members of the local community, including those living in social housing, are able to access an improved GP Practice, Dental Practice and library and community hall.

Lone parents

The proposed Joint Service Centre will ensure easier access to local services by lone parents, as the co-location will allow visits to be combined, increasing convenience for lone parents.

People on low incomes

The Joint Service Centre will be accessible to all community groups, including those on low incomes. The co-location of services on one site potentially may reduce travel costs for local residents as they will be able to access a GP Practice, Dental Practice, library and community hall on one site.

People in poor health

People in poor health who make regular visits to their local GP will benefit from improved GP facilities, should their practice be one of the ones to locate in the new development. Of the 14959 people in Enfield Lock, only 7253 people are registered with a GP in Enfield Lock (48.4%) therefore the development of a new GP Practice will increase primary care capacity in the local area which will ultimately be of benefit to people in poor health who visit the GP regularly.

Any other socio-economic factor

None.

Section 6 – Impact on staff

Q15. How have you consulted, or otherwise engaged with, all relevant staff about this proposal (including any staff on sickness or maternity leave)?

A formal consultation is planned following Cabinet approval to proceed with this development.

Q.16 If your proposal involves a staff restructuring, how have you discussed this with relevant trade unions?

N/A

Q17. Does job matching of existing staff against the new proposed staff structure, following any assimilation process, indicate that any particular groups of staff are adversely affected more than others?

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| R | N/A |
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Q.18 Are there any proposed changes to working hours, work locations or duties likely to have a negative impact on particular groups of staff?

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| R | <p>There will be temporary changes to the work location of library staff if the service is re-located throughout the development stage. Staff will be engaged in identifying a suitable alternative during this period. However any alternative site chosen will need to be in close proximity to the existing library site to ensure both staff and customers can continue to access the library easily.</p> <p>Staff/volunteers working at Kettering Hall and the local GP Practices (should any re-locate) will experience a change to their work location; however the proposed development is in close proximity to the existing services and is supported by good transport links. It should be noted that these staff are not employed by Enfield Council therefore the NHS and Federation of Enfield Community Associations (FECA) will be responsible for engaging with these groups.</p> <p>As the development progresses further work will be required to consider if any changes to opening hours of the services and thus working hours, and also staff duties are needed. At this stage a change to staff duties or working hours has not been explored.</p> |
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Section 7 - Miscellaneous

Q19. Do you plan to publicise the results of this assessment? Please describe how you plan to do this

This assessment will accompany the Cabinet report to seek approval to proceed with the development of the Joint Service Centre on the Hertford Road site. The assessment will be listed in the Council's Equality and Diversity Scheme Annual report and the full assessment will be published on the Council's website

Q20. How and when will you monitor and review the effects of this proposal?

The progress of this development will be monitored on a monthly basis by the Joint Programme Board and any sub-groups that are formed to aid further development of this Joint Service Centre. A plan to review the suitability of the new building will be devised as this project becomes more advanced.

Action plan template for proposed changes to service, policy or budget

Proposed change to, or new, service, policy or budget: Development of a Joint Service Centre

| Issue | Action required | Lead officer | Timescale | Costs | Comments |
|--|--|--|--|-----------------|---|
| Approval to proceed | Obtain Cabinet decision to proceed | Brian Smart | April 2012 | | |
| Consultation | Produce consultation plan & implement consultation process, to include a review and publication of results | Brian Smart Colin Harb (NHS North Central London) | April 2012 - July 2012 (exact dates to be confirmed) | To be confirmed | To include close working with NHS NCL to ensure consistency |
| Communication Plan | Produce and implement a communication plan | Brian Smart Colin Harb (NHS NCL) | April 2012 | To be confirmed | To include close working with NHS NCL to ensure consistent messages are delivered |
| Requirement for the re-provision of the library during the development | Identification of alternative premises for library site | Brian Smart/Julie Gibson | To be confirmed following approval at Cabinet to proceed | To be confirmed | |

APPROVAL BY THE RELEVANT ASSISTANT DIRECTOR - Brian Smart

MUNICIPAL YEAR 2012/2013 REPORT NO. **11A**

MEETING TITLE AND DATE:

Council
4th July 2012

REPORT OF:

Director of Health, Housing and
Adult Social Care and Director of
Property and Technical Services –
Enfield Homes

Contact officers and telephone
numbers:

Helen Waring x4058 and Ron
Pooley 0208 375 8266

| | |
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| Agenda 1 | Item: 11 |
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| <p>Subject: Housing Revenue Account (HRA) Asset Management Strategy</p> |
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| <p>Wards: All</p> |
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| <p>Cabinet Members consulted: Cllr Oykener, Cllr Stafford</p> |
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1. EXECUTIVE SUMMARY

- 2.1 The HRA Asset Management Strategy is available in the Members' Library and Group Offices. This document sets the direction for managing the Council's HRA assets over the next 30 years. It is designed to inform the developing 30-year HRA Business Plan, which is due to be presented to Cabinet this month, and then sit alongside it as a complementary document.
- 2.2 The strategy proposes the development of a new standard for maintaining the HRA housing stock. This is referred to as "sustainable high quality accommodation". It also proposes a methodology by which the Council will prioritise its capital investment in the stock over the Business Plan period. This will serve to ensure that future targeting of capital investment is based on agreed objective criteria such that all stakeholders understand the order in which major works investment will be undertaken and why this will be the case.
- 2.3 The Business Plan is supported by a financial model, and the eventual level of capital investment included in the Business Plan will be based on affordability and best value.
- 2.4 Both documents are informed by and will support the objectives of the Council's Housing Strategy, its Local Plan, its Regeneration Strategy and its Corporate Property Strategy. They will set out the proactive and forward thinking approach that Enfield wishes to take to managing its HRA business in the context of HRA Self Financing.

2. RECOMMENDATIONS

2.1 To approve the HRA Asset Management Strategy.

2.2 To note that this document is integral to the further development of the Council's HRA Business Plan, which is due to be presented to Cabinet this month, and will then sit alongside it as a complementary document.

2.3 To note that an Estate Renewal/Area Improvement Framework, which will set out the proposed estate/area investment direction for the next 30 years, will be presented to Cabinet in the autumn.

2.4 To note that a fully costed five year capital programme will also be presented to Cabinet in the autumn.

3. BACKGROUND

3.1 The Government's Localism Act replaced the former Housing Subsidy system with a system of HRA self-financing with effect from 1st April 2012. Under the old subsidy system, Enfield was required to make an annual payment (of £8m) to the Government from its HRA. From 1st April 2012, the Council, along with all other English Housing Authorities, keeps its own rental income to pay for capital investment in its stock, management costs and repayment of debt.

3.2 In order to manage the transition to the new system, the Government prepared a valuation of each Council's HRA business. Enfield's HRA business was valued at £198.015m (an average £17,532 per dwelling). Based on this valuation, the Council paid the Government £28.789m on 28th March 2012 to buy itself out of the subsidy system.

3.3 The Government expects Councils to manage their HRA businesses using a 30-year Business Plan backed by an Asset Management Strategy and a Treasury Management Plan. These should be prepared in consultation with interested parties, especially tenants. This report sets out Enfield's proposed HRA Asset Management Strategy. It precedes the Business Plan because the asset base and our ability to manage it proactively and to our best advantage are critical components in creating a good, sustainable, long term Business Plan.

4. THE STRUCTURE OF THE STRATEGY

4.1 The strategy has eleven short chapters, the first two of which set out the background, context and objectives of the strategy.

4.2 Chapter 3 then comments on involving stakeholders in the HRA Self-Financing project. In recent meetings with tenant and leaseholder groups,

the notion of “sustainable high quality accommodation” and the proposed approach to prioritising areas for investment have been well received. The chapter also introduces the proposal to create a HRA Advisory Board to oversee and scrutinise the 30-year Business Plan and HRA Asset Management Strategy, and their associated delivery targets. This Board will consist of a variety of stakeholders, including tenants and independents.

- 4.3 Chapters 4 to 6 set out the current position regarding the HRA asset base and how it is managed.
- 4.4 Chapters 7 and 8 describe the Council’s priorities and aspirations for the future and how they will be delivered. Further commentary on these chapters is provided in this report.
- 4.5 Chapters 9 and 10 set out the resources available to deliver the strategy followed by an analysis of potential risks.
- 4.6 Lastly, Chapter 11 indicates the necessity to review certain parts of the asset base to ensure that the Council makes optimum use of its investments. There are a number of areas for review, including HRA shops and community halls. These reviews will be achieved within the timescales set out in the document, and progress towards their completion will be monitored along with the rest of the delivery plan when this is formulated.

5. THE OVERARCHING PRINCIPLES OF THE STRATEGY

- 5.1 The strategy has been prepared in the context of managing the HRA business within the following overarching principles. These are set out in chapter 2. They have been formulated in consultation with tenants and residents:
 - a) Construct a business plan which shows the Council controlling at least the same number of tenanted housing units in 2042/43 as it does now (11,300), and, subject to affordability and achievability, seek to increase this number. This principle will require regular review, especially if there is a change in accessibility to funding sources.
 - b) Review the opportunities for further development on infill sites and out of borough estates.
 - c) Ensure that there is a balance of stock within the business which meets need and is desirable for tenants.
 - d) Define the term “sustainable high quality accommodation” and achieve that standard for all stock within the 30-year period, subject to affordability and other constraints (for example, physical features).
 - e) Prepare an Estate Renewal/Area Investment Framework based on an objective ranking methodology and affordability (cost neutrality).

- f) Review the options for all properties which are contributing negatively to the business plan.
- g) Create job, training and apprenticeship opportunities.
- h) Ensure that future development plans give due consideration to community safety issues, the prevention of anti social behaviour, the creation of leisure facilities and making Enfield's council homes better places to live.
- i) Continue to provide a high quality management and repairs service.
- j) The preference is to set rents at social rent levels. However, tenants are in favour of attaching a new build premium to new homes and accepting increases in rent as long as there is a clear connection between the rent level and the standard of accommodation and services received.
- k) Longer term tenancies are preferable to support sustainable communities.

6. THE EARLY YEARS

Tackling Decent Homes and Other Capital Works Backlogs

- 6.1 The base 30-year business plan shows that resources will be scarce in years 1-10. This is due to the need to address the decent homes and other capital works backlogs whilst undertaking four major estate renewals and paying for the additional HRA debt taken on when Enfield became self-financing.
- 6.2 Chapter 7 of the HRA Asset Management Strategy describes that the Council's priorities in the first five years will be:
 - to develop a prioritisation methodology which will lead to investment by area and ensure that there will be no Decent Homes or other elemental backlog by the end of year 5. The term "elemental backlog" in this context means those building elements that are at, or have gone beyond their expected life-cycle. Enfield Homes' database holds information showing which elements will require replacement when, based on their expected asset lives. For example a bathroom may need replacing every 30 years. It is envisaged that, by the end of 2016/17, all elements that are due for renewal under the asset management policy will have been replaced so that from 2017/18 onwards there is no longer a backlog
 - to give appropriate priority to Health and Safety and other legislative investment
- 6.3 The projected level of investment associated with delivering these priorities has been costed into the base Business Plan and is affordable. The costings and life cycles of elements, as recorded in the Enfield

Homes database, have been the subject of external validation by Savills. They are essentially based on replacement of each element on a like for like basis. In a number of instances it may be necessary to upgrade the elements when they are replaced.

Prioritisation of Capital Investment by Area

6.4 Chapter 7 then describes the scoring matrix that has been developed by Enfield Homes in order to inform the prioritisation of capital investment within areas of the borough in the first five years. The results of this exercise are shown at Appendix 7a of the strategy. The matrix uses the following criteria, which are weighted equally:

- Projected % Non Decency in the Stock by the end of 2014/15
- Average Energy Efficiency (SAP Rating)
- Average Day to Day Maintenance cost per Dwelling in 2011

to reach a ranking order for the 28 areas of the borough and a basis on which a fully costed capital programme can be constructed.

(note: the areas referred to in this piece of work reflect Enfield Homes' repairs contract areas, split into manageable groups of 350-400 dwellings. The map at Appendix 7b shows these areas, colour coded to reflect prioritisation order, and overlaid with ward boundary information).

6.5 The outcome of this piece of work will be that the areas in most pressing need of investment will be improved prior to those with a lower ranking. It will allow targeted intervention across whole areas, achieving a maximum impact whilst reducing overall costs.

6.6 However, in order to catch up on all of the backlog in the first five years of the Business Plan, it follows that improvement works will take place in all areas within that period. The capital investment programme for Year 1 (2012/13) is shown as Appendix 8 of the strategy document. The five year capital programme is due to be reported in detail to Cabinet in the autumn.

6.7 In terms of Estate Renewal, the current programme, which will regenerate Highmead, Ladderswood, New Avenue and the Alma Estate, represents the maximum that the HRA business can afford in the early years.

7. THE LATER YEARS

Definition of Sustainable High Quality Accommodation

7.1 Chapter 7 moves on to give a definition of "sustainable high quality accommodation". The HRA Asset Management Strategy sets out that, in principle, all of its housing stock should reach this standard by year 30. The definition covers:

- Modern Facilities

- Physical Structure
- Energy Efficiency
- Common Parts
- Accessibility
- Estate Environment
- Maintenance Regime

7.2 However, at this stage, the proposed definition and the associated costs and delivery constraints require further work in consultation with tenants and other interested stakeholders. Choices may have to be made around accepting a lower standard, or possibly extending the investment period beyond the 30 years if affordability becomes an issue.

Prioritisation of Area Investment/Estate Renewal in the Longer Term

7.3 Chapter 8 develops a methodology for prioritising investment in the longer term. This work will build on the scoring matrix proposed by Enfield Homes' staff for use in the first five years. It will result in a prioritisation order for investment in the estates with more than 50 dwellings owned by the Council (including Alma and New Avenue), shown in Appendix 3 of the Strategy. From this piece of work, an Estate Renewal/Area Investment Framework will be formulated, which will extend out beyond the estates themselves to take in the surrounding properties in each area. Detailed options appraisals and consultation will be undertaken before finalising the preferred approach to each individual area. For example, one area may require demolition and regeneration whereas another would benefit from refurbishment.

7.4 It should be noted that affordability may prevent the Council from upgrading or regenerating the estates in strict ranking order. For example, some estates may need to be redeveloped ahead of others where there is the possibility of a net capital receipt, or improved rental income streams, which will in turn facilitate the development of other, less viable, estates. Also, at this stage, an assessment still needs to be made as to how many areas can be upgraded in the 30-year period.

8. MAINTAINING OR POTENTIALLY INCREASING THE NUMBER OF DWELLINGS IN THE HRA

8.1 The principle of maintaining the current level of dwellings within the HRA will present challenges in affordability terms, particularly in the early years, but appears from recent costings to prove the preferable option in the longer term to sustain the viability of the HRA business plan. An accountancy company has been engaged to assess the options available to the Council to achieve this goal, and this piece of work will include describing alternative finance vehicles for delivery.

8.2 The outcome of this work will be reported back to Cabinet in due course, together with the preferred option, or options, so that any associated decisions can be taken to allow this initiative to move forward.

8.3 In addition, Sector, who is the company that validates Enfield's HRA Business Plan, has undertaken a desktop appraisal of the Council's ability to retain capital receipts from the sale of properties under the new Right to Buy legislation and deliver "one for one replacement". It is clear from this appraisal that it is both achievable and beneficial to the Council to keep its receipts for reinvestment into affordable housing. Cabinet therefore agreed that the Central Government retention agreement to this effect should be signed by 27th June 2012 so that Enfield could participate in the "local delivery with agreement" model.

8.4 It should be noted that not only can government and other funding sources be subject to change, but also at present it is still too early to estimate the impact of the new right to buy legislation on sales of the housing stock. It is therefore important that this whole area is kept under continual review so that the Council can change its approach if necessary.

9. ALTERNATIVE OPTIONS CONSIDERED

9.1 The Council needs to have a HRA Asset Management Strategy to support its 30-year Business Plan and therefore no alternative options were considered.

10. REASONS FOR RECOMMENDATIONS

10.1 Approving the overall direction and proposed prioritisation processes as set out in this report will mean that the strategy document can inform further updates of the 30-year HRA Business Plan and allow the necessary evaluation of affordability of various scenarios to take place.

10.2 It will also mean that future targeting of capital investment in the HRA stock is based on agreed objective criteria such that all stakeholders understand the order in which major works investment will be undertaken and why this will be the case.

10.3 The next stage will be to crystallise this work into a 30-year capital investment programme based on the proposed direction and methodology set out in this report, and to create an action plan to ensure that the programme remains on track.

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

11.1 Financial Implications

The overall approach as described in the HRA Asset Management Strategy document will underpin the setting of the capital investment programme and the prioritisation of resources over the 30 year life cycle. The document introduces the proposed five year

HRA capital investment programme and gives a brief overview of resources.

It should be noted that the current base Business Plan remains constrained within the first ten years, and it is only after this time that cash balances start to increase. The overarching principles outlined in paragraph 5, particularly the achievement of sustainable high quality dwellings for all, in addition to a significant estate renewal programme and the ambition to maintain the existing level of stock, may lead to resource constraints and choices may have to be made in the later years.

However, it is intended to explore opportunities to use alternative funding vehicles to alleviate the resource position. One of these options may be the use of pension funds to facilitate borrowing, for example.

The HRA Business Plan, which will be the subject of a future cabinet report, will build on the strategy outlined in this document and will include detail on the overall financial position of the HRA.

It should also be noted that it is too early to estimate the impact of the change in the right to buy legislation and this remains a risk because of its potential impact on the business plan. This will be kept under review.

11.2 Legal Implications

The concept of 'self financing' is set out specifically under 'Housing Finance' in Chapter 3 of Part 7 of the Localism Act 2011. 'Self financing' is a system for financing council housing to replace the HRA subsidy system. Sections 167 to 175 of the Localism Act 2011 provide for the new system. The HRA Subsidy system will end and local authorities currently operating a HRA will keep all of their rental income and use it to support their own housing stock.

The reforms will only have implications for each stock-retaining local authority's ring-fenced HRA and will not impact on General Fund finances or on other local authorities.

Local authorities will still be required to account to their tenants for income from and expenditure on council housing separately from income and spending on other functions and services. Capital funding will also be provided to tackle the Decent Homes backlog.

The recommendations proposed in this report comply with the reforms set out in the Localism Act 2011.

Under Section 76 of the Local Government and Housing Act 1989 there is a duty imposed on local authorities to prevent a debit balance on the HRA.

11.3 Property Implications

Representatives from Property Services are fully engaged in the HRA Asset Management Strategy working group meetings and their comments and views have been reflected within the strategy document.

The objectives of the Corporate Property Strategy are set out in chapter 1 of the HRA Asset Management Strategy and the two documents are appropriately aligned.

12. KEY RISKS

The risks associated with this strategy are set out in Chapter 10 of the document. Appendix 12 to the document is a risks, issues and opportunities register.

13. IMPACT ON COUNCIL PRIORITIES

HRA Self-Financing allows the Council and Enfield Homes greater opportunity to manage their Housing Revenue Account business in line with their own priorities rather than those imposed by Central Government. The production of the HRA Asset Management Strategy sets the direction for our approach to managing our assets in this context into the long term future.

13.1 Fairness for All

Council tenants and other interested stakeholders are closely involved with the HRA business planning project, and their views have been taken into account in developing the HRA Asset Management Strategy. The strategy is designed to tackle inequality and provide a better place to live for all Council tenants, starting with those who are living in the areas most in need of capital investment.

13.2 Growth and Sustainability

The HRA Asset Management Strategy addresses growth and sustainability issues, with particular reference to the aspirations to increase stock numbers and to develop sustainable accommodation for the future.

13.3 Strong Communities

The Council's HRA stock is sizeable and therefore the choices it makes through the HRA Asset Management Strategy and business planning processes can and will have a significant impact on local neighbourhoods within the Borough.

14. PERFORMANCE MANAGEMENT IMPLICATIONS

- 14.1 The 30-year Asset Management Strategy will lead to an action plan once affordability has been tested through the Business Planning process. A governance structure is in place to monitor progress. The 2012/13 capital programme is appended to the document, and a five year programme is currently being developed. These will require constant monitoring to ensure that they stay on target, both in budgetary and physical delivery terms.

15. EQUALITIES IMPACT IMPLICATIONS

- 15.1 The adoption of the "sustainable high quality accommodation" standard, together with the area prioritisation scoring matrices proposed in this report are specifically designed to address issues of inequality in the borough so that all tenants live in better standard accommodation and neighbourhoods are improved.

16. HEALTH AND SAFETY IMPLICATIONS

- 16.1 Health and Safety issues have been weighted appropriately when considering prioritisation for HRA stock investment over the 30 year period. In addition, it is acknowledged in the HRA Asset Management Strategy that Health and Safety will continue to be given absolute priority in the event that significant issues arise.

Background Papers

- "Implementing Self-Financing for Council Housing" DCLG (February 2011)
- "The HRA and Self-Financing Determinations" DCLG (July 2011)
- "Self-Financing – Planning the Transition" DCLG (July 2011)
- "Depreciation and Treasury Management under the Self-Financing of Council Housing" CIPFA (August 2011)
- "Consultation on the Draft Determinations to Implement Self-Financing for Council Housing" DCLG (November 2011)
- "The Housing Revenue Account Self-Financing Determinations" DCLG (February 2012)

MUNICIPAL YEAR 2012/2013 REPORT NO. **12**

MEETING TITLE AND DATE:

Cabinet – 20 June 2012
Council – 4 July 2012

REPORT OF:

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

| | |
|--|-----------------|
| Agenda – Part: 1 | Item: 12 |
| Subject: Enfield’s Housing Strategy 2012-2027 | |
| Wards: All | |
| Cabinet Member consulted: | |
| Councillor Oykenor | |

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1. EXECUTIVE SUMMARY

- 1.1 This report presents Enfield’s 15 year Housing Strategy and Delivery Plan for endorsement by Cabinet. Copies can be found in the Members Library and Group Offices.
- 1.2 Enfield Council is a Strategic Housing Authority. This role is made up of the “strategic decisions and activities associated with effective planning and delivery to meet the housing needs of all residents across all tenures.”¹ Enfield’s Housing Strategy will enable the Council to fulfil its statutory and strategic functions and achieve its housing aims in a planned and co-ordinated way.
- 1.3 The coalition government has set a new direction for housing through a series of policy reforms to social housing, welfare benefits and the health agenda. This required a full and timely review of the local housing context and outcomes have fed into the development and content of Enfield’s Housing Strategy.
- 1.4 The timeframe of 15 years coincides with the LDF Core Strategy and neighbourhood regeneration plans. Many housing and related strategies are already in place providing the foundations for delivering Enfield’s Housing Strategy. A partnership approach for delivery is essential to achieving successful outcomes.
- 1.5 The vision of Enfield’s Housing Strategy is:

| |
|---|
| <p>“increase the supply of well managed, good quality and affordable homes; promote housing choices and build strong neighbourhoods”</p> |
|---|

¹ The Strategic Housing Role of Local Authorities: Powers and Duties, CLG, 2008

1.6 The Aims of the Strategy are:

Aim 1: Address housing need and promote personalised housing advice, options and choices

Aim 2: Increase housing supply to meet the needs of local people

Aim 3: Improve the quality of homes and neighbourhoods and contribute to strong communities

1.7 Sitting under each aim is a set of objectives. They are set out in the report below.

1.8 Development of the vision, aims and objectives has involved consultation and engagement with a range of stakeholders including residents, tenants and council officers. Enfield's Housing Strategy has been subject to a 12 week consultation period with the public.

1.9 The Housing Strategy Delivery Plan sets out priority actions for the first three years of the strategy, as well as for the medium and long term. Key priority actions for the first three years are set out in the report below.

2. RECOMMENDATIONS

2.1 Council is asked (following its referral from Cabinet) to approve Enfield's Housing Strategy 2012-2027 and Delivery Plan.

3. BACKGROUND

The requirement to develop a Housing Strategy

Enfield Council is a Strategic Housing Authority. This role is made up of the "strategic decisions and activities associated with effective planning and delivery to meet the housing needs of all residents across all tenures."² Enfield's Housing Strategy sets out the strategic framework for delivering statutory and strategic functions and housing aims. This integrates spatial planning and neighbourhood regeneration with plans to address housing

² The Strategic Housing Role of Local Authorities: Powers and Duties, CLG, 2008

need. The Strategy aligns with housing ambitions set out in the Sustainable Community Strategy and Enfield Council's Business Plan.

National Strategic Context

The Government has set a new national direction for housing, health and welfare benefits through a series of policy reforms. These reforms have been reviewed in detail and outcomes fed into the development and content of Enfield's Housing Strategy.

Regional Strategic Context

Enfield's Housing Strategy conforms with the Mayor of London's Revised Housing Strategy. The Delivery Plan for Enfield's Housing Strategy will be reviewed in light of any changes to the Mayor's housing policies.

Local Strategic Context

The 15 year timeline for Enfield's Housing Strategy coincides with the LDF Core Strategy which guides the borough's long-term planning requirements including neighbourhood regeneration plans.

Many housing and related strategies are already in place providing the foundations for delivering Enfield's Housing Strategy. These include the Borough Investment Plan, Neighbourhood Regeneration Plans, Health and Wellbeing Strategy, Supporting People Strategy and the Homelessness Strategy. A full list is set out in the Housing Strategy Delivery Plan.

Partnership Working

The Strategy has been developed with input from Enfield's Housing Strategic Partnership Thematic Action Group (HSP). Enfield Council will lead on delivering the Housing Strategy's challenging aims and objectives by working together with the HSP, Enfield's Strategic Partnership and other stakeholders. The full range of partners that provide services to support delivery are identified in the Strategy.

Monitoring and review of the Delivery Plan

As national and regional policy reforms progress we will review the Delivery Plan, making sure we continue to fulfil our strategic functions and address the housing needs of our local community. Enfield's HSP will play a key role in reviewing and monitoring outcomes from the Delivery Plan.

Enfield's Housing Strategy 2012-2027

Enfield's Housing Strategy sets borough-wide priorities for housing over the next 15 years providing clear direction for local people and external partners including government departments, RSLs, developers, advice services and community organisations.

Enfield's Housing Strategy brings together many of the Council's housing ambitions to achieve positive outcomes which are set out in the Delivery Plan.

To achieve these outcomes along with our other housing ambitions Enfield's Housing Strategy has a clear vision, aims and objectives. The vision of Enfield's Housing Strategy is:

"increase the supply of well managed, good quality and affordable homes; promote housing choices and build strong neighbourhoods"

Housing Strategy Aims and Objectives

The aims and objectives of the Strategy are:

Aim 1: Address housing need and promote **personalised** housing advice, options and choices

Our objectives to achieve this aim are:

1. Preventing homelessness
2. Addressing severe overcrowding
3. Delivering housing related support services

Aim 2: Increase housing supply to meet the needs of local people

Our objectives to achieve this aim are:

1. Increasing the number and mix of homes of all tenures including affordable and family sized homes
2. Providing the right type and number of accessible and specialist homes
3. Making the best use of our housing stock

Aim 3: Improve the quality of homes and neighbourhoods and contribute to **strong communities**

Our objectives to achieve this aim are:

1. Improving the quality and sustainability of existing homes and neighbourhoods
2. Improving standards and management of homes in the private rented sector
3. Delivering well designed, environmentally sustainable new homes and neighbourhoods
4. Addressing worklessness with a focus on the social rented sector

Consultation and Engagement

Consultation on the draft vision, aims and objectives

Development of the draft vision, aims and objectives involved a range of stakeholders including:

- Enfield's Housing Strategic Partnership Thematic Action Group

- 60 representatives from 23 partner organisations attended a Housing Strategy Engagement Event
- 110 residents, council tenants and leaseholders via a bespoke questionnaires made available at community festivals in Southgate and Meridian Water, events in shopping centres at Enfield Town and Edmonton Green, an annual Tenants and Leaseholders Conference and Supporting People service user event
- A joint HHASC and RLC Senior Officer group meeting
- Senior Officers across Council

Formal Public Consultation

A 12 week consultation period was undertaken between 20 January and 13 April 2012. Enfield's Housing Strategy has taken into account responses to the consultation.

Outcomes from the consultation can be found in the Housing Strategy Consultation Report located in the Members Library.

Priorities for the first 3 years

Enfield's Housing Strategy Delivery Plan sets out short, medium and long term priorities for meeting our statutory duties, strategic functions and housing aims. It will be reviewed and updated annually.

Short term priorities for the first 3 years of the strategy are set out below.

At a strategic level we plan to:

- Produce a new Allocations Scheme
- Develop a Statutory Tenancy Strategy
- Develop an Affordable Rent Policy
- Develop a Housing Revenue Account (HRA) Business Plan
- Refresh Enfield's Supporting People Strategy
- Refresh Enfield's Empty Property Policy

Key short term priorities for meeting each aim are:

Aim 1: Address housing need and promote personalised housing advice, options and choices:

- Keep under review the impact arising from government reforms to social housing policy and welfare benefits and monitor to the impact on increased homelessness
- Introduce an on-line process for housing register applications and assessments linked to wider housing options for residents
- Develop an Action Plan to reduce overcrowding in social rented housing
- Implement the revised Housing Assistance Policy for people with care and support needs living in the private sector

Aim 2: Increase housing supply to meet the needs of local people:

- Contribute to Mayor of London's new homes target for Enfield of an average of 560 per year to 2021
- Ensure compliance with planning requirements for adaptable and accessible new homes
- Source housing options in the private rented sector for homeless households
- Use the Empty Property Policy bring long term empty properties back into residential use
- Reduce under occupation in social rented homes

Aim 3: Improve the quality of homes and neighbourhoods and contribute to strong communities:

- Implement the Council's Decent Homes Programme
- Implement Enfield's Estate Renewal Programme
- Expand membership of the Accredited Landlords Scheme for private sector landlords
- Work with RSLs to provide training and employment opportunities on new housing development sites

Resources for delivering the Housing Strategy

Enfield's Housing Strategy sets out the framework for delivering our housing aims. The Strategy will be delivered through existing Council services, plans and strategies and those of our housing partners such as the Greater London Authority, Registered Social Landlords and voluntary and community groups. Resources for delivering the Strategy lie in this partnership approach and Council resources and will be identified drawing on service budgets and new and existing funding streams.

The Housing Strategy takes account of government initiatives designed to enable continued development of services and the supply of affordable housing e.g. Affordable Rent Tenancy, New Homes Bonus, Housing Revenue Account self-financing.

4. ALTERNATIVE OPTIONS CONSIDERED

Enfield Council requires an up to date Housing Strategy in order to deliver its strategic housing functions and achieve its housing ambitions in a planned and co-ordinated way.

5. REASONS FOR RECOMMENDATIONS

To enable implementation of Enfield's 15 year Housing Strategy and Delivery Plan.

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

6.1 Financial Implications

The delivery of the Enfield Housing Strategy is through having a sound Housing Revenue Account (HRA) and General Fund (GF) budget framework. The strategy is supported by a sustainable thirty year HRA Business plan and robust Medium Term Financial Strategy. The delivery of the Housing Strategy in the current year is supported by the 2012/13 HRA budget, Community Housing budgets and Housing Capital budgets. Resources available to support this Strategy in 2012/13 are detailed in the table below:

| Available Resources | HRA Budget | GF Budget |
|----------------------------|-------------------|------------------|
| | 2012/13 | 2012/13 |
| | £'000 | £'000 |
| Revenue Budget | 53,493 | 332 |
| Capital Budget | 43,342 | 6,976 |
| Earmarked Reserves | 15,930 | 5,748 |
| Grants (2012-13 only) | | 1,055 |
| Total | 112,765 | 14,111 |

The breakdown of the budgets included in the table above is detailed on Appendix 1 and 2 of the report. In addition to the budgets above, there will be a call on other Council services to work jointly with Housing, and Service Centre Managers would be expected to access the resources from other services. Grant allocations are for 2012/13 only and the Earmarked Reserves budget will change to reflect the unspent balance at the end of the 2011/12 financial year.

The Community Housing General Fund revenue budget

This budget supports the Temporary Accommodation Team, the Housing Options and Advice Team, the Private Sector Housing Team and Strategy Team.

Housing Revenue Account - HRA

The Housing Revenue Account provides an account of expenditure and income in the provision of housing to Council tenants. The HRA operates as a ring-fenced account under government guidelines and in the interest of the tenants. The budget for 2012/13 includes £55.9m in rents and income from Garages, Commercial Shops and Leaseholder Service charges £5.9m totalling £61.8m. The HRA budget also includes the expenditure for managing and maintaining Council's properties and the borrowing cost of the HRA.

The Localism Act, has abolished the subsidy system and replaced it with a system known as HRA self financing which commenced from 1st April 2012. As a result, the Council has made a debt repayment of £28.8m to the CLG.

Furthermore, the Council is required to maintain a thirty year HRA Business Plan to cover the revenue and capital investment needs.

Housing Capital Programme

The Housing Capital Programme is managed by Enfield Homes. The Capital programme in 2011/12 is £33.7m. For 2012/13 the capital resources is estimated to be £43.3m. This is made up of capital grant of £18m, major repairs reserve of £14.2m and receipts and other income of £11.1m.

In addition to the general works and the Decent Homes work, £7.3m is set aside to fund estate renewals and regeneration. It is anticipated that the estates renewal programme will cost £6.4m in 2012/13. This figure is provisional.

The total General Fund Capital programme is £6.9m in 2012/13. This is made up of Disabled Facilities Grants budget of £2.7m; Housing assistance Grant budget of £1.3m and the Affordable Housing budget of £2.9m.

6.2 Legal Implications

The Council is a Local Housing Authority for the purposes of the Housing Act 1985. The Local Government Act 2003 obliges each local housing authority to devise and publish its own housing strategy which should set out its vision for housing in its area with its objectives and housing role. The strategy document provides an overarching framework against which the authority considers and formulates other policies on more specific housing issues. The legislation allows the Council to add to the strategy over time so it may produce supporting documents to the strategy over time to reflect changing events. This is likely to be the case as social housing is undergoing further changes introduced by the Localism Act 2011 ("the Act").

The Act will have a significant impact on social housing going forward. It establishes the power to formulate a locally focused allocations policy. Further the Act will enable Housing authorities to utilise different lengths of housing tenure and introduces the duty to provide homelessness support by use of private sector letting. However before any of the changes introduced by the Act are implemented, all local authorities are required under section 150 of the Act to prepare and publish a tenancy strategy setting out matters to which registered providers of social housing are to consider in formulating policies regarding a list of issues set out at section 150 (1). It is recommended that the Tenancy strategy should sit as a sub-strategy to the Housing Strategy.

6.3 Property Implications

There are no direct property implications on the Council's property portfolio arising from the Housing Strategy. The Housing Strategy does however point to a number of items of work and other strategies that will have an impact on the future rental streams of the housing estate.

7. KEY RISKS

As significant national policy transformation continues, a risk is the Delivery Plan for Enfield's Housing Strategy will require more frequent reviews. To mitigate the risk, annual reviews of the Delivery Plan have already been programmed.

Budget reductions affecting most public services including housing will influence the way in which we meet our local aspirations set out within the Strategy. These include welfare benefit reforms and reductions in capital grant programmes. Through joint working we will continue to pool resources, build capacity, deliver efficiency savings and attract inward investment for housing in Enfield, as well as the services we deliver for local people.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

An Equality Impact Assessment has been carried out for Enfield's Housing Strategy and is located in the Members Library.

Enfield's Housing Strategy supports this priority by promoting accessible and individual housing advice, options and choices for all, and addressing housing need to tackle inequality. The following aims and objectives support this priority:

Aim 1: Address housing need and promote personalised housing advice, options and choices

Objective 1: Preventing homelessness

Objective 2: Addressing severe overcrowding

Objective 3: Delivering housing related support services

8.2 Growth and Sustainability

Enfield's Housing Strategy supports this priority by promoting sustainable housing growth and development and the creation of mixed communities. The following aims and objectives support this priority:

Aim 2: Increase housing supply to meet the needs of local people

Objective 1: Increasing the number and mix of new homes of all tenures
including affordable and family sized homes

Objective 2: Providing the right type and number of accessible and specialist homes

Objective 3: Making the best use of our housing stock

Aim 3: Improve the quality of homes and neighbourhoods and contribute to strong communities

Objective 4: Addressing worklessness with a focus on the social rented sector

8.3 Strong Communities

Enfield's Housing Strategy supports this priority by supporting community safety initiatives and making sure local people have access to good quality new homes and support to make their current home safe and healthy. The following aims and objectives support this priority:

Aim 3: Improve the quality of homes and neighbourhoods and contribute to strong communities

Objective 1: Improving the quality and sustainability of existing homes and neighbourhoods

Objective 2: Improving standards and management of homes in the private rented sector

Objective 3: Delivering well designed, environmentally sustainable new homes and neighbourhoods

Objective 4: Addressing worklessness with a focus on the social rented sector

9. EQUALITIES IMPACT IMPLICATIONS

A Predictive Equalities Impact Assessment (EQIA) has been carried out and Action Plan developed. Promoting equality and diversity is a key principle of Enfield's Housing Strategy. The EQIA provides information about the consultation undertaken and shows how the Strategy will support disadvantaged groups, eliminate discrimination and promote equality of opportunity.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The Housing Strategy Delivery Plan will be monitored annually which will coincide with established reporting mechanisms (such as Community Housing Services Performance Board) and monitoring of related strategies. Outcomes will be reported to the Health, Housing and Adult Social Care DMT and the Housing Strategic Partnership TAG.

11. HEALTH AND SAFETY IMPLICATIONS

Not applicable.

Background Papers

Housing Strategy - Equalities Impact Assessment 2011 (Members Library)
Enfield's Housing Strategy Consultation Report 2012 (Members Library)
Enfield's Housing Strategy Background Review 2011
Enfield's Housing Strategy Evidence base 2011
Housing Strategy for England 2011
Mayor of London's Housing Strategy 2011

Council's Business Plan 2011-2014
Enfield's Core Strategy 2010
Homelessness Strategy 2008-2013
Borough Investment Plan 2010
Health and Wellbeing Strategy
Joint Strategic Needs Assessment 2010-2012
Children and Young People's Plan 2011-2015
Supporting People Strategy 2008-2011

Appendix 1**Community Housing Available Resources**

| | |
|---|--------------------------|
| <u>Revenue Budget 12/13</u> | 2012/13 £'000 |
| Temporary Accommodation Expenditure Budget | 23,600 |
| Temporary Accommodation Income Budget | -25,591 |
| Net TA Budget | -1,991 |
| Housing Options and Advice | 1,505 |
| Private Sector Housing and Residential Services | 425 |
| Housing Strategy GF allocation | 349 |
| Housing Other | 44 |
| Total Community Housing Revenue Budget | 332 |
| | |
| <u>Earmarked Reserves as at 1/4/2011</u> | £'000 |
| Homelessness Initiatives | -3,691 |
| Repairs Fund for private sector housing - leased to the Council | -1349 |
| New Homes Bonus | -528 |
| Deposit Bond Guarantee | -180 |
| Total Earmarked Reserve | -5,748 |
| | |
| <u>Community Housing Grants 12/13</u> | £'000 |
| Preventing Repossessions Fund (Mortgage Rescue Scheme) | -109 |
| "RE:NEW" Programme | -181 |
| Housing Benefit Reforms Transitional Funding | -215 |
| Homelessness Grant | -550 |
| Total Grants | -1,055 |
| | |
| <u>Capital Budget 12/13</u> | £'000 |
| Disabled Facilities Grant (£1.151m grant funded) | 2,700 |
| Sub Regional Housing Grants for Decent Homes | 375 |
| Housing Assistance Grants for repairs to housing | 1,024 |
| Affordable Housing Enabling Schemes | 2,877 |
| Total Capital Budget | 6,976 |

Appendix 2

HOUSING REVENUE ACCOUNT 2011/12 TO 2015/16

| | 2011-12 Estimate £'000 | 2012-13 Estimate £'000 | Variations £'000 | See Para | 2013-14 Projection £'000 | 2014-15 Projection £'000 | 2015-16 Projection £'000 |
|--------------------------------------|------------------------------|------------------------------|---------------------|-------------|--------------------------------|--------------------------------|--------------------------------|
| Expenditure | | | | | | | |
| S&M General | 15,663 | 14,368 | -1,295 | 9.1 | 12,733 | 12,638 | 12,607 |
| S&M Special | 5,169 | 5,372 | 203 | 9.2 | 5,329 | 5,408 | 5,489 |
| Rent Rates and other Charges | 246 | 125 | -121 | | 129 | 132 | 136 |
| Rent Rebates | 600 | 0 | -600 | 8.4 | 0 | 0 | 0 |
| Cost of Capital | 4,551 | 7,456 | 2,905 | 8.2 | 7,295 | 7,856 | 8,299 |
| Depreciation | 10,249 | 13,282 | 3,033 | 8.5 | 13,419 | 13,477 | 13,657 |
| Repairs and Maintenance | 13,263 | 12,390 | -873 | 9.4 | 15,973 | 16,283 | 15,598 |
| Provision for bad and doubtful debts | 300 | 500 | 200 | 9.9 | 1,000 | 1,025 | 1,050 |
| Total Expenditure | 50,041 | 53,493 | 3,452 | | 55,878 | 56,819 | 56,836 |
| Income | | | | | | | |
| HRA Subsidy - MRA | -10,309 | 0 | 10,309 | 8.1 | 0 | 0 | 0 |
| HRA Subsidy - Housing Element | 18,454 | 0 | -18,454 | 8.1 | 0 | 0 | 0 |
| Net Subsidy | 8,145 | 0 | -8,145 | | 0 | 0 | 0 |
| Rent Income | | | | | | | |
| Dwellings | -52,339 | -55,875 | -3,536 | 9.5 | -55,247 | -57,038 | -57,711 |
| Garages | -707 | -656 | 51 | 9.6 | -757 | -766 | -776 |
| Shops/Commercial | -2,182 | -2,154 | 28 | 9.7 | -2,336 | -2,366 | -2,396 |
| Leaseholder service charges | -2,976 | -3,150 | -174 | 9.8 | -3,174 | -3,275 | -3,379 |
| Total Income | -50,059 | -61,835 | -11,776 | | -61,514 | -63,445 | -64,262 |
| Net cost of services | -18 | -8,342 | -8,324 | | -5,636 | -6,626 | -7,426 |
| Cost of Premiums and Discounts | 95 | 108 | 13 | 9.3 | 112 | 96 | 102 |
| Interest on Balances | -76 | -297 | -221 | | -638 | -718 | -632 |
| RTB Mortgage Interest | -1 | -1 | 0 | | -1 | 0 | 0 |
| Net Operating expenditure | 0 | -8,532 | -8,532 | | -6,163 | -7,248 | -7,956 |

| | | | | | | | |
|--|----------|----------|----------|-----|----------|----------|----------|
| Contribution to Reserves | 0 | 8,532 | 8,532 | | 3,573 | 5,856 | -5,440 |
| Revenue Contribution for Capital Outlay | 0 | 0 | 0 | 8.3 | 2,590 | 1,392 | 13,396 |
| Net Operating expenditure | 0 | 0 | 0 | | 0 | 0 | 0 |

MUNICIPAL YEAR 2012/2013 REPORT NO. **16**

MEETING TITLE AND DATE:
Cabinet – 20 June 2012
Council – 4 July 2012
REPORT OF:

Director – Environment
 Director - Finance,
 Resources and Customer
 Services

Agenda – Part: 1
Item: 13
Subject: Depot Relocation
Wards: Ponders End
Cabinet Members consulted:
Councillor Chris Bond
Councillor Andrew Stafford

Contact officer and telephone number:

 E mail: neil.isaac@enfield.gov.uk - ext 3760

1. EXECUTIVE SUMMARY

1.1 At present, operational services within the Environment Department are based at three main operating depot sites:-

- **Refuse** operates from Advent Way on a short term lease from London Waste Limited expiring in June 2013
- **Recycling** services are based at Carterhatch Depot along with Fleet Management, SEN Transport; and
- **Street Cleansing** services are based at Bury Street West.

1.2 None of these depot sites have a secure long-term future, nor does any site fully meet the needs of the service and significant investment is necessary to improve working conditions. In fact, the lack of suitable, long-term depot provision arguably represents the single biggest risk to future stable, efficient and cost effective service delivery.

1.3 Over several years, the Council has explored how to consolidate the depot functions onto a single site to secure future viability of the service and improve operational efficiency. After a thorough and exhaustive site search and detailed site evaluation, a site owned by J. Murphy and Sons Ltd (“Murphy”) in Morson Road, Ponders End is recommended as the preferred site. The leased site will deliver an excellent location for all the key services located at Advent Way, Bury Street West and Carterhatch. The depot will provide a safe and effective base and will free Carterhatch and Bury Street West for alternative uses.

1.4 Since November 2011, a design has been agreed and Murphy’s are in the process of obtaining planning permission for their site. Detailed terms of an agreement for lease are being negotiated conditional on the receipt of planning permission.

- 1.5 The new depot will include refuse, recycling, street cleansing, fleet services including a 5 bay workshop, graffiti team, pest control, special educational needs (SEN) transport (mainly buses), Enfield Community Transport (mainly mini buses) and an emergency salt store. The fleet parking and maintenance provision will be supported by offices and welfare facilities and other infrastructure to support up to 340 staff and operate a fleet of up to 150 vehicles from the site.
- 1.6 In order to complete the works and decommission the existing site, there is a capital investment requirement by the Council in project management, garage equipment, furniture, lockers and white goods, CCTV and security systems and ICT equipment. This will allow the Operations teams to deliver the New Ways of Working at the new location.
- 1.7 Despite the Morson Road site being the most suitable option, there is still a shortfall in revenue budgets. The Council will need to address the funding shortfall in the MTFP process and confirm planned disposals and dates accordingly.

2. RECOMMENDATIONS

Following approval by Cabinet (20 June 2012) Council is asked to approve:

- 2.1 The relocation of the operations from the existing depots at Carterhatch, Advent Way and Bury Street West to Murphy's site at Morson Road Enfield.
- 2.2 The Council enters into an agreement to lease the Morson Road site from Murphy on the terms set out in this Report, the lease to be completed after the Depot has been constructed by Murphy.
- 2.3 The necessary capital and revenue expenditure and agree that provision is made within the Council's MTFS process for the required expenditure to be incurred.
- 2.4 The delegation of minor amendments to the Cabinet Member for Environment in consultation with the Director of Environment.

3. BACKGROUND

3.1 Existing arrangements

3.1.1 At present, operational services within the Environment Department are based at three main operating depot sites including:

- **Refuse** operates from Advent Way on a lease from London Waste Limited expiring in June 2013
- **Recycling** services are based at Carterhatch Depot along with Fleet Management, SEN Transport and others; and
- **Street Cleansing** services are based at Bury Street West.

A location plan is included in Appendix 1.

3.1.2 **Refuse Service - Advent Way Depot, Edmonton.** The refuse team moved onto this site in 1999 under a lease agreement with London Waste Limited (LWL) who are now wholly owned by the North London Waste Authority. LWL has agreed in principle with the Council to extend the existing lease to June 2013, however the future development of this site means that further extension to the lease are unlikely to be granted and the Council will need to vacate the site. It is now critical that alternative secure depot facilities are identified.

3.1.3 **Street Cleansing Service - Bury Street West, Enfield:** this is the main depot site for the street cleansing service. A further small satellite depot for street cleansing is located at Lodge Drive. The Council has previously expressed its ambition to vacate Bury Street West and redevelop the site either returning the site to parkland or open space with an associated housing development. The facilities are in a dilapidated condition requiring capital investment to meet required working conditions for our staff.

3.1.4 **Recycling Service (and Fleet Maintenance) - Carterhatch depot, Enfield.** Carterhatch houses a number of Council activities and operations including the recycling service, fleet maintenance, highways offices, transport operations (SEN buses), pest control, graffiti removal and other storage and parking activities. The operation is surrounded by housing and legal pressure and complaints from local residents have constrained operational flexibility. The highways offices moved to the Civic Centre in October 2011. Relocating these services will free this site up for alternative use.

3.1.5 None of these depot sites have a secure long-term future, nor does any site fully meet the needs of the service. In fact, the lack of suitable, long-term depot provision arguably represents the single biggest risk to future stable, efficient and cost effective service delivery.

3.16 There is a distinct operational need to vacate the existing locations and relocate to a more specific and 'fit for purpose' location from which all Operational Services could operate. This will remove a significant service failure risk associated with losing one of these facilities.

3.2 Site search

3.2.1 Between 2002 and 2010, many site searches and detailed surveys were completed including buying or leasing sites in Picketts Lock lane (the old Coca Cola site), Montagu Road, Iveco, Pickfords and Visteon sites. Works were also completed on building a new facility on a brown-field site. However no suitable commercial, operational or financial arrangement could be reached.

3.2.2 In 2010, following the appointment of the Assistant Director Waste Street Scene and Parks, a new focus was placed upon locating a suitable site which met all the requirements of the Council. As a result, an experienced project team was established to consider the options and identify a suitable solution. Navigant Consulting were appointed to project manage the process and provide technical assistance.

3.2.3 The key requirements for a suitable site were:

- A location in Enfield which provided at least 5 acres with accommodation for all current depot based services.
- Industrial location with good highway links and close to the Eco Park;
- Suitable location in relation to the local plan, limited environmental impact and ability to secure planning permission.
- Long term lease (at least 20 years) and viable commercial terms.

3.2.4 Over the last few years, a number of sites have been identified. Reports have been prepared on various options and have been considered by the Corporate Management Board with requests for approval including:

- **March 2010** – explore relocation to Biffa MRF at Ardra Way and appoint Navigant consultant;
- **July 2010** – update on Biffa at Ardra Way and approval to proceed with further negotiations;
- **January 2011** – approval to continue project and complete revised site search following failure of Ardra Way site
- **June 2011**- Approval for further options appraisal at 3 sites including Morson Road

- **November 2011**- approval to proceed with negotiations on the site in Morson Road and planning application and associated design

3.3 Site evaluation

The June 2011 report including an options appraisal of the following sites:

- a. Morson Road
- b. Suez Road
- c. Old Norfolk Trucks site in Mollison Avenue
- d. Biffa MRF at Ardra Way.

A site location plan is included in Appendix 2. Designs were completed for each site and the advantages and disadvantages of each option were considered.

a. **Murphy, Morson Road, Ponders End.** – Recommended Site

- The site is located on the old Aesica works in Morson Road on the Meridian Industrial Park. J. Murphy & Sons Ltd purchased the 10 acre site in 2011 and will use part of the site for a depot and workshop to support their tunnelling and highways operations. The remainder of the site is available for the Council to lease for a long term period. Despite several discussions there is no option to purchase the site.
- The site will accommodate all operations at the Council's existing 3 sites including Enfield Community Transport and a new emergency salt store. The design process has demonstrated that there are some minor constraints but that the site is large enough to accommodate all the operations and will be suitable for a long term sustainable depot for the key services. The site will however require a change in planning use to a *Sui Generis* depot use.
- The Council will need to provide some investment into specialist equipment like CCTV and security, ICT and telephones and garage equipment. Murphy's are currently seeking planning approval to enable the site to be used as a depot.

b. **Suez Road** – the site was considered to be suitable to accommodate all operational services. Approaches were made to purchase the site however the landlord confirmed that the site was only available on a maximum lease term of 10 years. The site was discounted as no longer financially viable.

- c. **Old Norfolk Trucks site, Mollison Road** – The Norfolk Trucks site was available on a long term lease or to purchase at a cost of £7.5M. Further capital investment of around £5M being required to make the site fit for purpose. Unfortunately detailed designs confirmed that the site was heavily constrained with no capacity head room and significant safety concerns surrounding vehicle movements.
- d. **Biffa MRF, Ardra Way** – the original project was based on the concept of relocating the refuse and recycling fleet to the Biffa MRF at Ardra Way. The site could accommodate the fleet around the periphery of the existing building and there was sufficient space to accommodate the appropriate office and welfare facilities. Eventually, Biffa confirmed that the introduction of the Council fleet would compromise their operation and that they could no longer support the project.

4. MORSON ROAD DEPOT PROPOSAL

4.1 Following the approval by CMB in November 2011 to develop the Morson Road site option the design process has progressed, a planning application has been submitted for the site and commercial negotiations have been completed. The project now requires final approval from the Cabinet and Council to continue with the recommended course of action.

4.2 It is now recommended that approval is given:

- To consolidate the existing depots into one location at Morson Road;
- To sign the lease, subject to planning approval
- To the required capital and revenue budget.

4.3 Design details

4.3.1 A design brief has been developed and is available as background information. In summary, the depot will include:

- Accommodation for 340 staff and 150 vehicles
- Office and welfare facilities for all Council and ECT staff and operatives including booking on areas
- Security building to be retained with 24 hour site security
- Vehicle parking
- Sweeper parking building (for compact and pavement cleaning vehicles)
- Car parking
- Five bay maintenance facility with pit including office, small workshop and part store (to be located into existing building)
- Fuel tanks and fuelling system for diesel, gas and electric vehicles

- Drive through wash bay
- Sweeper wash bay (approx 10m x 10m)
- Storage buildings and areas
- Bulking bay (approx 5m x 5m)
- Storage and access for CNG to fuel the dual fuel refuse vehicle
- External area for bin storage and bin cleaning
- Salt store for storing and handling at least 1,000 tonnes of salt.

A site layout and drawings are included in Appendix 3.

4.3.2 Development of the design and layout is continuing. A team of officers is working on the detailed design alongside the project team. Internal layouts have been completed by the Council's Facilities Management team and are included in Appendices 4.1, 4.2 and 4.3. Careful consideration has been given to the logistics of getting all the vehicles, cars and pedestrians in and out safely and efficiently using a clear one way system and pedestrian routes and separate entrance and parking areas for the staff cars and operational vehicles.

4.3.3 The design process has demonstrated that the site is fit for purpose and will provide a sustainable long term option for the Council. The site accommodates all the required elements but allows limited opportunity for expansion.

4.4 Agreement to lease

The key terms include:

- **Term** - A new lease to be granted inside the security of tenure provisions of the Landlord and Tenant Act 1954. No break clauses are included.
- **Rent** - Rent will be payable quarterly in advance on the usual quarter day.
- **Rent review** - The lease will contain rent reviews at the end of each 5 years of the term to the greater of the passing rent, or the open market rental value of the premises.
- **Building works** – A full design and build specification for a 'fit-for-purpose' facility for which the Council will supply the required specification and which the Council can occupy with limited 'fitting out' work.
- **Repairs** - The lease will be drawn on full repairing and insuring terms and as such the lessee shall be responsible for keeping the interior and exterior of the buildings and all demised areas in repair.

4.5 Key dates

A project programme is attached in Appendix 5. Key dates include:

| | |
|----------------|--|
| July 2012 | Detailed design |
| September 2012 | Start of construction works |
| May 2013 | Finish testing and commissioning |
| May 2013 | Start moving in to site |
| June 2013 | Complete relocation |
| July 2013 | Clear Advent Way, Bury Street West and Carterhatch and refurbish Lodge Drive |

4.6 Costs

Details of the main items are included below.

4.6.1 Building works

A full design and build specification for a 'fit-for-purpose' facility for which the Council will supply the required specification and which the Council can occupy with limited 'fitting out' work is to be prepared. This will include obtaining a planning permission and will also include obtaining other necessary consents including building control.

4.6.2 Other capital works

The works include a number of elements where the Council are best placed to procure the works under existing framework arrangements to ensure that the Council maintains control. These elements include:

- **Project management** and due diligence – Navigant Consulting existing contract includes for managing the project to completion and testing. Due diligence will be completed by Enfield Architectural Services
- **Garage equipment** – budget prices have been received from three potential suppliers for a range of plant and equipment including compressed air systems, fume extraction, oil delivery and collection systems. A formal tender process will be completed to appoint a supplier and to ensure compliance with the Council procurement policies. A supplier will be appointed and a specification agreed in October.
- **Furniture** – a detailed list of furniture, white goods, lockers and other equipment has been agreed with the operations and facilities teams based on the layouts. The equipment list has been costed by the Council's supplier, JSP Triumph.
- **ICT and telephones** – Based on the New Ways of Working approach and the drawings included in appendix 4, the IT and Business Solutions team in association with the specialist contractors has priced up a comprehensive IT system for the new depot and has included for laptops and a new phone system for the site.

- **CCTV and security** – the Community Safety team and Cartel Security has costed a comprehensive CCTV and security system including the Janus access system based on the Council's agreed specification and practices. The system will be controlled by the Enfield Public Safety Centre and will be monitored on site by the 24hour security personnel based in the security lodge. The system will include 23 cameras and will be linked to the Meridian Way Industrial Estate system and surrounding areas.

4.6.3 Decommissioning costs

Costs of decommissioning for Advent Way, Bury Street West and Carterhatch have been included. Advent Way will be cleared and Carterhatch made secure. Bury Street West costs will include the removal and demolition of the greenhouses and sheds and the clearance of the area at the back of the site, together with clearing all temporary buildings and storage units on the front part of the site. The fuel tanks will be moved from Bury Street West to the existing Pymmes Park Depot.

4.6.4 Lodge Drive refurbishment

Lodge Drive is a small satellite site that allows the street cleansing operation a local base in the South West of the borough. The accommodation needs replacing and the infrastructure upgrading.

4.6.5 Revenue costs

Revenue costs have been built up from the existing budgets and revised to take into account the new location and the new ways of working. Additional revenue budgets required for the new depot will be included in 2013/14 MTFP.

5. **ALTERNATIVE OPTIONS CONSIDERED**

5.1 Throughout the project to date, a number of alternative sites have been considered as identified in Section 3.2 and 3.3 of this report. Various approaches to funding the project have also been considered.

5.2 The option for the operational services to remain in the current three sites was considered for completeness. This was rejected as it does not provide a secure long term sustainable future for the operation and does not allow the Council to meet the aspirations for the sites at Carterhatch and Bury Street West. Caterhatch has constrained operating times and Bury Street West requires significant capital investment to improve standards. The site at Advent Way is on a short

term lease (currently being extended to 30 June 2013) and the service will be required to relocate shortly.

- 5.3 An alternative option would be to externalise some or all of these services and allow the private sector to find a suitable depot. However depot costs will still be incurred (with an additional administration charge). Local employment may be affected as services may be based outside of the borough. Furthermore experience suggests that letting contracts for these services without depot provision leads to low competition and resultant higher costs.
- 5.4 To purchase rather than lease the site. However Murphy are clear that they wish to retain the freehold.

6. REASONS FOR RECOMMENDATIONS

- 6.1 The Council has a definite need to relocate their existing depot facilities as all three of their current locations do not have a sustainable future and potentially put the council at financial legal and operational risk. The project requirements have always been to find a suitable location for this department on a single site thereby creating the possibility for further efficiencies to be achieved. The latest requirement of the Council which is to provide an alternative to accommodate the remaining activities carried out from the Carterhatch depot has also been included.
- 6.2 The most appropriate solution is the Morson Road site. It accommodates operational services in their entirety. Whilst it would be preferable to own depot facilities, no suitable freehold sites are available. Financially the site offers the best solution and the long lease provides stability and the Council is advised by Property Services that the lease costs are within expected parameters.
- 6.3 Based on the costs analysis and the analysis of the other key issues and risks, it is recommended that the Council sign the agreement to lease, subject to suitable planning approval being achieved.
- 6.4 Progressing this proposal will allow the Council to move forward on vacating Carterhatch depot and Bury Lodge. The Council owned site at Montagu Road has been held vacant for the depot project and can now be released for other purposes or commercial letting.

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

7.1 Financial Implications

- 7.1.1 As detailed elsewhere in the report, a number of site options have previously been presented to CMB for consideration. Full financial

evaluations were carried out for these sites. As the Council has been looking for a site that can accommodate all Depot Operations and including Enfield Community Transport in one single depot, the Morson Road site has been identified as an option that will meet the operational requirements and the Council's long term objectives. An affordability assessment was carried out on the Morson Road site and formed part of the basis for the recommendation to CMB in November 2011, that the Council pursued the option to lease the Morson Road site.

- 7.1.2 The Murphy site option requires a relatively low capital investment from the Council as the landlord has agreed in principle to design and construct a fit-for-purpose facility for the Council. The initial investment required by the Council in the new depot mainly relates to the fit out costs, including equipment, CCTV and security system. In addition some capital costs are anticipated in 2013/14 with regards to de-commissioning works in existing depots. Subject to the confirmation the cost of CCTV may be partially funded from a S106 agreement for Meridian Business Park.
- 7.1.3 Despite the Morson Road site being the most suitable site for this depot relocation project following an extensive site search, it presents a significant revenue implication that the Council will have to address in order to meet the ongoing financial commitments.
- 7.1.4 Although some revenue savings can be realised from vacating existing sites, these are not sufficient to fully offset the additional annual revenue costs for operating at the Morson Road site. Given the development of this project, the revenue pressure in the medium term has been reviewed and taken into account at the early stage of the 2013/14 MTFP process. The additional revenue costs can therefore be managed within the 2013/14 MTFP.
- 7.1.5 As the costs of operating in the new depot are higher than those in existing ones, service users of the new depot should expect an increase in accommodation recharges. Overall there is an increase of 80% in accommodation costs primarily due to the rent payment as a result of the lease arrangement. This could adversely affect the performance indicators in financial terms for some service areas.
- 7.1.6 Under the new requirements to prepare the Council's accounts in accordance with the International Financial Reporting Standards, the terms and nature of the lease will need to be reviewed to establish whether it is an operating or finance lease. Given the proposed length of this lease, it is likely that the 'building' asset is treated as a finance lease, of which the leasehold value will be included on the Council's balance sheet. The accounting treatment of the lease as a part finance lease, however, will not affect the cash flows of the agreement nor have a budget impact. It is important that a lease evaluation exercise is carried out once the relevant information is made available as this will

disclose the true cost of the proposed arrangement for the provision of the assets under the lease.

7.2 Legal Implications

7.2.1 The taking of a new lease and investment in to a new site is within the Council's statutory powers under the Local Government Acts 1972, 2000 and the Localism Act 2011. In particular s.1 of the Localism Act 2011 provides the Council with the power of general competence which gives a local authority the power to do anything that individuals generally may do this includes the taking of a lease and investment in to a new site. Section 2 sets out the boundaries of the general power which requires local authorities to act in accordance with all statutory limitations or restrictions.

7.2.2 The Council have a duty under the Local Government Act 1999 to achieve best value and must have regard to that duty in considering the way in which the works, goods and services are provided or procured. This report demonstrates that best value has been achieved in the present economic climate and financial constraints.

7.2.3 The terms of the proposed lease must be valued against the level of capital investment the Council are making in to each particular site. The tenancy will be taken with the benefit of the Landlord and Tenant Act 1954 which gives tenants a right of renewal at the expiry of their lease.

7.2.4 The agreement for lease will be based on terms agreed by the Assistant Director (Property Services) and in a form approved by the Assistant Director (Legal Services) and in particular will be conditional on the receipt of Planning Permission, the approval of Full Council and the satisfactory construction of the Depot facilities..

7.2.5 Any attempt to use compulsory purchase powers to acquire the freehold interest in the site is likely to be damaging to the Council's reputation

7.3 Property Implications

7.3.1 The terms of the lease for the Morson Road site will reflect market value for a depot use.

7.3.2 The Council over several years has explored how to consolidate the depot functions onto a single site based on the efficiency savings that could be realised.

7.3.3 The recommended option to move to the Morson Road site provides the best value for money solution for the Council.

8. KEY RISKS

This initiative presents an opportunity to secure suitable longer term provision for stable, efficient, and cost-effective service delivery. Risks identified include:

- 8.1 Cost overrun on Enfield capital works and change to the depot requirements will affect the revenue gap. In particular, consultation and requirements from GLA may result in additional constraints and potential costs.
- 8.2 Delays to the programme may require further extension of the existing arrangements and a loss in the short term of the efficiency savings.
- 8.3 There are at present no plans in place for arrangements at the end of the lease.

9. EQUALITIES IMPACT IMPLICATIONS

- 9.1 Corporate advice has been sought in regard to equalities and an agreement has been reached that, on this occasion, an equalities impact assessment needs to be completed in line with staff relocation necessary.
- 9.2 The HR department and the trade unions have been kept fully informed throughout on the consequences of the relocation of the staff. Further consultation will be undertaken as the project progresses.

10. IMPACT ON COUNCIL PRIORITIES

10.1 Fairness for All

- 10.1.1 The proposal to pursue the development of a new depot for all operational services into a new facility that is fit for purpose will need to take into account both the positive and negative impact on local communities around the selected site. Any recommendations arising from the review would need to take residents' views into account.
- 10.1.2 The planning application prepared by Murphy's has considered the impact of the development on the local community and the impact on the local highways network in particular. There were no significant impacts identified.

10.2 Growth and Sustainability

10.2.1 The provision of appropriate and adequate depot facilities is key for the longer term operation of key Council front line services to be located at the new depot. This is in terms of the service operation as well as the management of the services and welfare of the staff. Renewable energy will be provided on site in the form of solar panels. Surface water will be recovered and reused where possible.

10.2.2 A travel to work report will encourage the move away from single occupancy car journeys to car sharing, public transport and cycling to work.

10.2.3 A private company will operate from the southern end of the site and will employ up to 40 people on site bringing employment to the borough.

10.3 Strong Communities

None

11. PERFORMANCE MANAGEMENT IMPLICATIONS

Provision of a depot that is an accessible location and provides all the facilities needed by Waste, Recycling, Street Cleansing, SEN Transport and other operational and depot services is integral to the future development and improvement in performance of these services.

12. HEALTH AND SAFETY IMPLICATIONS

12.1 The Health and Safety at Work etc Act 1974 imposes a number of general duties on all employers to ensure their business is conducted in a manner that minimises health and safety risks to its employees, customers and third parties such as contractors.

Employer's general duties to employees on the new site would include:

- Devising and maintaining a safe system of work
- Providing and maintaining equipment
- Ensuring that the use, handling, storage and transport of articles and substances are carried out safely
- Providing training and supervision
- Maintaining the workplace including entrances and exits in a safe condition and
- Providing a safe working environment which includes adequate facilities.

12.2 It is a legal requirement that the risk assessment considers all foreseeable risks on the new site. A series of design meetings and workshops have been carried out and will be continued through the detailed design phase.

- 12.3 One key area to consider is that traffic routes in workplace should allow pedestrians and vehicles to circulate safely. The circulation routes are based on a one way system with clearly identified routes that will be clearly marked and signed. The site has been planned to give the safest route within the constraints of the site and the various routes are wide enough for the safe movement of the largest vehicles permitted on site. There are safe areas for fuelling, loading and unloading and staff cars and operational vehicles are segregated.
- 12.4 The facilities have been designed to take into account the new ways of working. Appropriate welfare facilities are provided including a dedicated building that will also provide training and first aid facilities. Sufficient facilities are provided to enable everyone at work to use them.
- 12.5 This site will enable significant improvement in the safety of council operations.

13. HR Implications

There are no significant HR implications. Staff will be expected to relocate from the existing locations. Consultation has started with the Council staff and the trade unions.

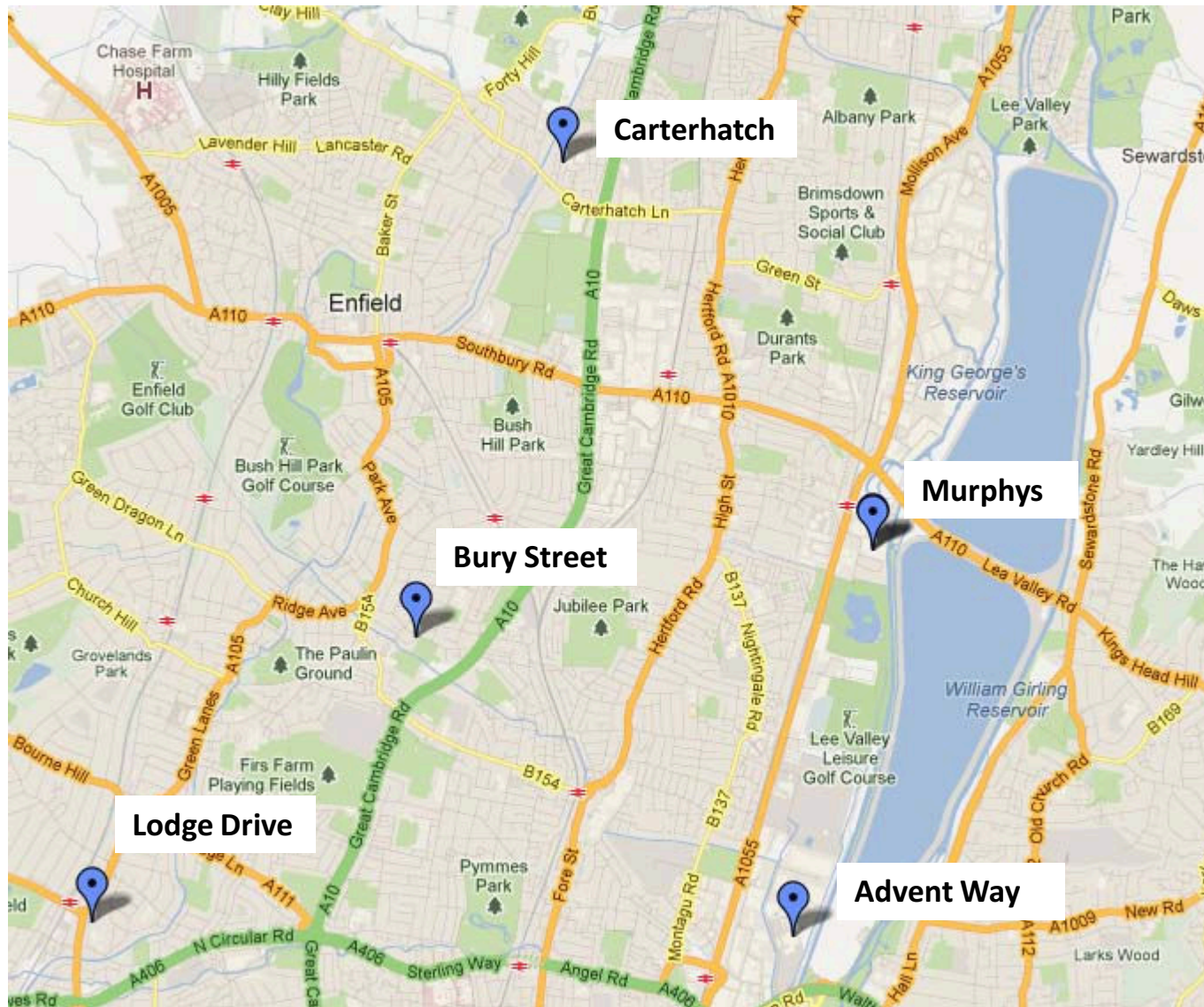
Background Papers

Design brief and depot requirements

Appendices

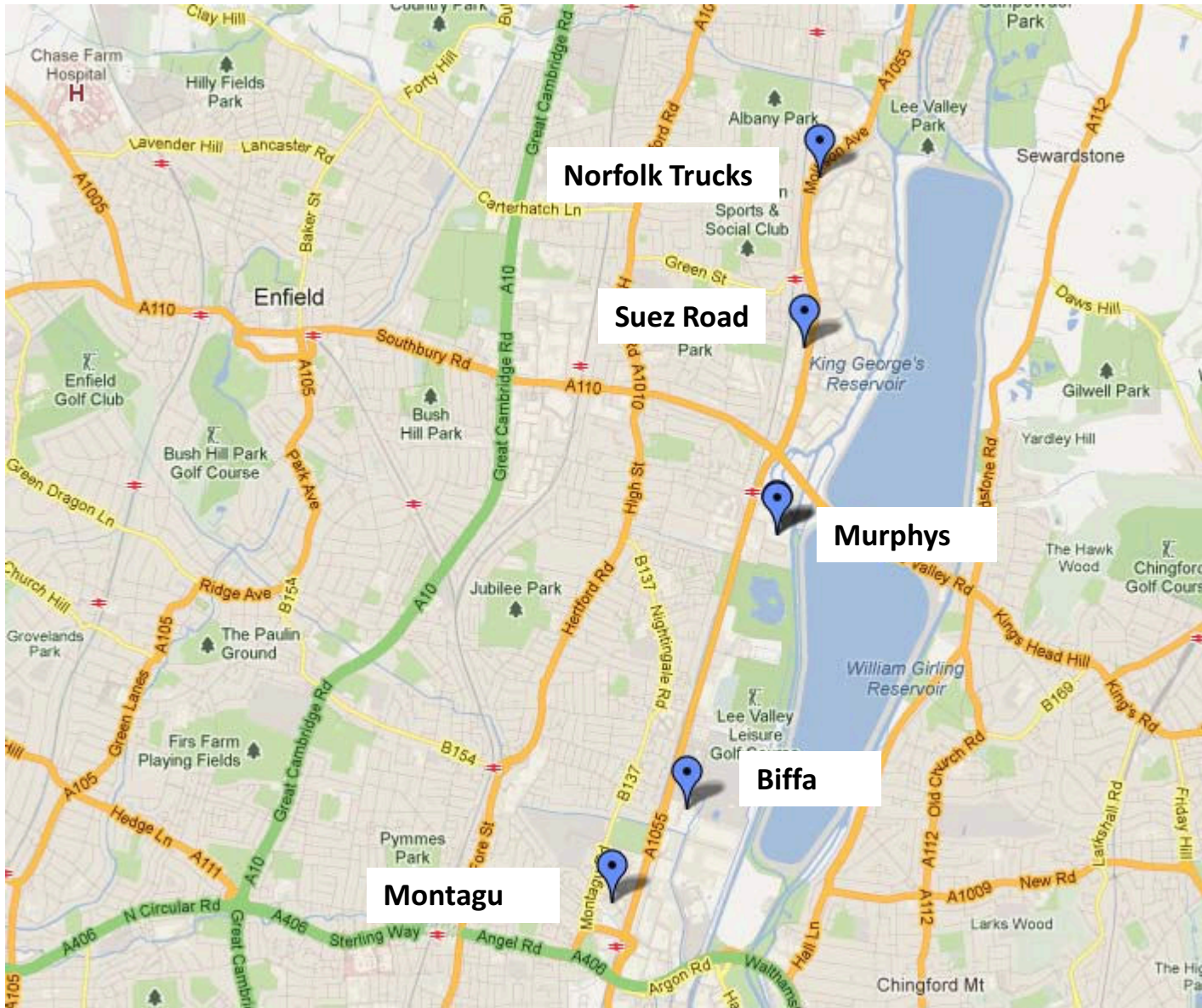
1. Existing sites location plan
2. Site locations for evaluated sites
3. Site layout drawing
4. Internal building layout drawings
5. Project programme

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Appendix 1 - Existing Sites

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Appendix 2 Potential Sites Evaluated

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LEGEND

- ① SITE ENTRANCE - WIDENED FOR TWO WAY ACCESS
- ② SITE SECURITY BUILDING (EXISTING)
- ③ LANDSCAPED AREA (PLEASE REFER TO HOYDBORE LANDSCAPE DRAWING 2342/SK002, SK003)
- ④ LBE CAR PARK - TOTAL CARS 143No.
- ⑤ CAR PARK ENTRANCE
- ⑥ VISITORS CAR PARK 13 No.
- ⑦ BICYCLES 35No. COVERED
- ⑧ GROUND + FIRST FLOOR OFFICE
- ⑨ CANTEEN/ STAFF WELFARE/ MESS ROOM/ TRAINING. NEW SOLAR PANELS TO ROOF
- ⑩ 1000 TONS SALT STORE. 11m. FLAT GREEN ROOF
- ⑪ 26 TRANSIT CREW CABS + 1 RECYCLING
- ⑫ VEHICLE WASH BAY
- ⑬ FUELLING STATION INC. DIESEL
- ⑭ LPG STORE 2X3
- ⑮ EXISTING FIRE STATION
- ⑯ BULKING BAY, 3m RC WALL
- ⑰ NEW FRAME BUILDING. FLAT GREEN ROOF
6No. HAKO 1200
2No. HAKO JOHNSON 650
4No. HAKO 2000

- ⑱ 5 BAY MAINTENANCE FACILITY WITH ASSOCIATED OFFICE + STORE. FLAT GREEN ROOF
- ⑲ 54No. REFUSE VEHICLES
1No. 26T GRAB LORRY
- ⑳ SEN 29No. COACH BAYS (INCLUDING MINIBUSES) WITH ELECTRICAL CHARGING SUPPLY FOR LIBRARY VEHICLE
- ㉑ SEN 2No. SMALL VANS
- ㉒ SEN 40No. CAR PARKING
- ㉓ 9No. LIGHT VANS
- ㉔ 5No. 7.5T TIPPER
- ㉕ EXTERNAL BIN STORE AND BIN CLEANING
- ㉖ CHEMICAL STORE
- ㉗ SWEEPER WASH BAY, PLASTIC SCREEN 3m HIGH STEEL
- ㉘ 16 ENFIELD COMMUNITY TRANSPORT MINIBUS
- ㉙ 5 No. VEHICLE PARKING SPACES FOR HIRED VEHICLES
- ㉚ PEST CONTROL + GRAFFITI: 11 VEHICLES AND 4 TRAILERS
- ㉛ 4No. 6.1 x 2.4m CONTAINER STORAGE UNITS
2No. 40,000 LITRE DIESEL FUEL TANK 9.7 x 2.8m
TO HOUSE FOUR PUMPS
- ㉜ GREEN ROOF
- ㉝ 10,000 GAS TANK
- RETAINED BUILDINGS
- - - PEDESTRIAN ROUTES

SITE AREAS
TOTAL MAIN SITE: 9 acres/ 3.64 hectares

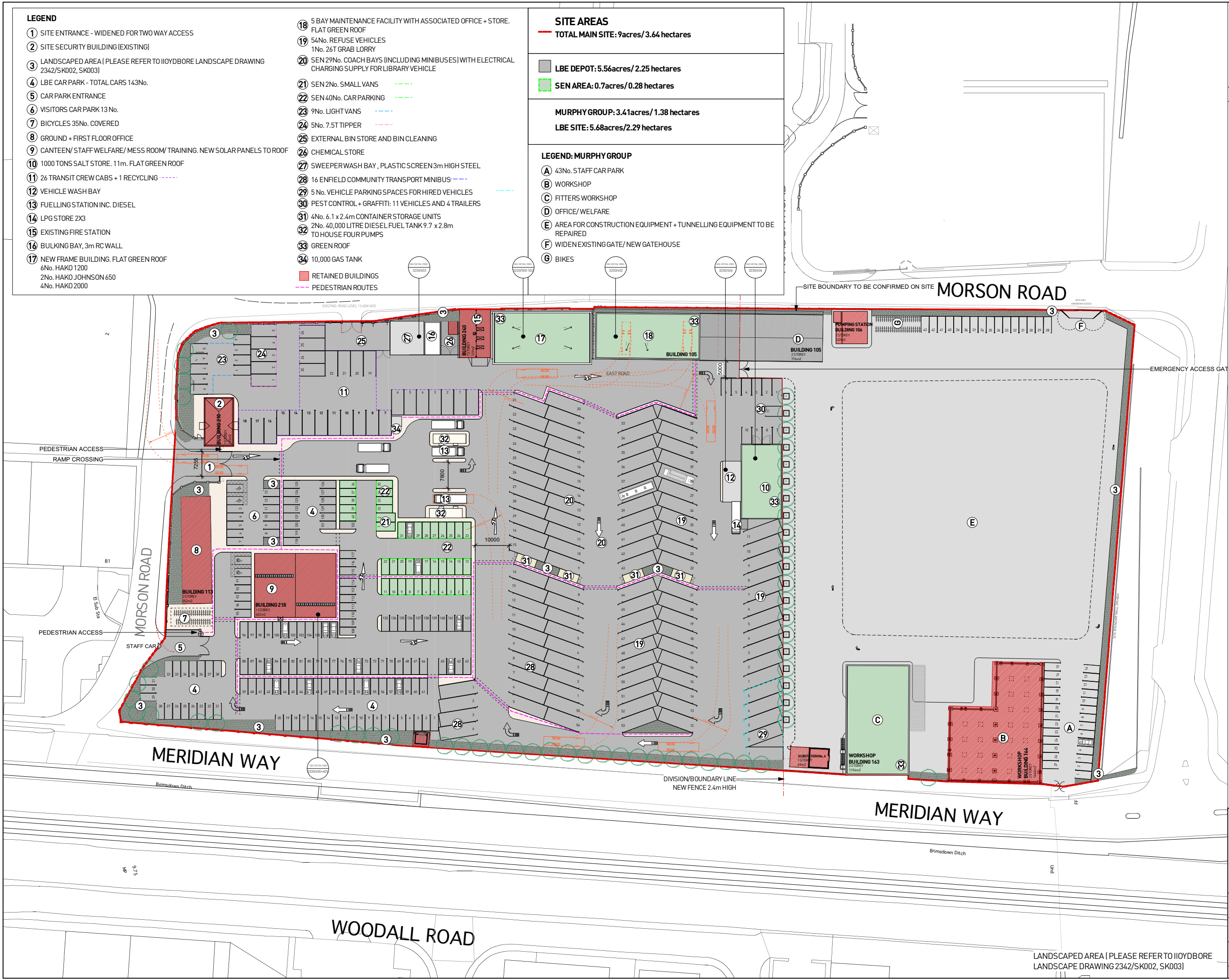
■ LBE DEPOT: 5.56 acres/ 2.25 hectares
 ■ SEN AREA: 0.7 acres/ 0.28 hectares

MURPHY GROUP: 3.41 acres/ 1.38 hectares
LBE SITE: 5.68 acres/ 2.29 hectares

- LEGEND: MURPHY GROUP**
- Ⓐ 43No. STAFF CAR PARK
 - Ⓑ WORKSHOP
 - Ⓒ FITTERS WORKSHOP
 - Ⓓ OFFICE/ WELFARE
 - Ⓔ AREA FOR CONSTRUCTION EQUIPMENT + TUNNELLING EQUIPMENT TO BE REPAIRED
 - Ⓕ WIDEN EXISTING GATE/ NEW GATEHOUSE
 - Ⓖ BIKES

GENERAL NOTES:
 Do not scale from this drawing.
 Check drawing on receipt and immediately report any discrepancies to the Architect.
 Verify all dimensions and levels on site prior to construction.
 The contents of this drawing are Stiff + Trevillion Architects LLP copyright and shall not be re-used without their written permission.

| No. | Date | Revision Notes |
|-----|---------|---|
| R | 28/2/12 | LAYOUT UPDATE |
| S | 28/2/12 | LBE CAR PARK AMENDED. ROAD ALIGNMENT CHANGED. |
| T | 29/2/12 | LAYOUT REDESIGNED |
| U | 1/3/12 | NOTES ADDED. LOSS OF 5 CAR PARK SPACES |
| V | 12/3/12 | MADE LANDSCAPE. 11 SPACES TO PEST CONTROL. VEHICLE WASHBAY RELOCATED |
| W | 13/3/12 | - 2 No. VISITORS PARKING. CONTAINER STORAGE UNITS MOVED TO ALLOW FOR PLANTING |



PLANNING

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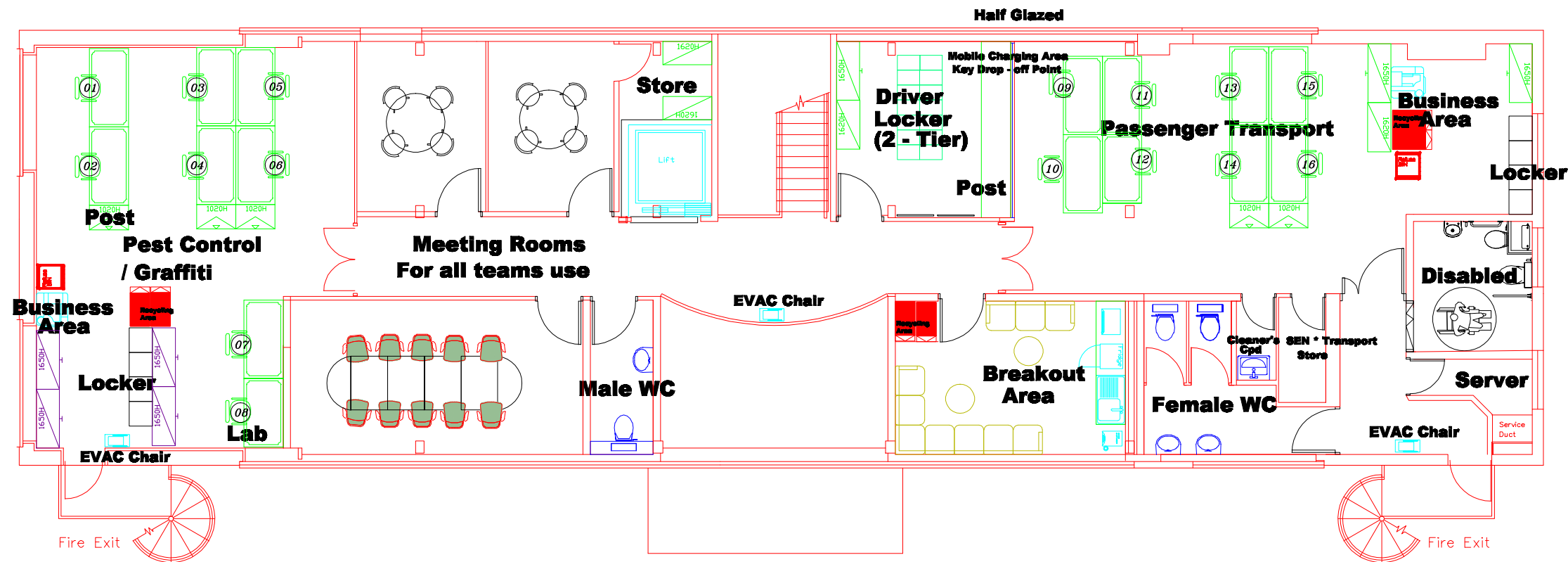
Project **ENFIELD MORSON ROAD DEPOT ENFIELD EN3 7TJ**
 Drawing **PROPOSED SITE PLAN**

| Project No | Drawing No | Revision |
|-------------|------------|----------|
| 3230 | 101 | W |

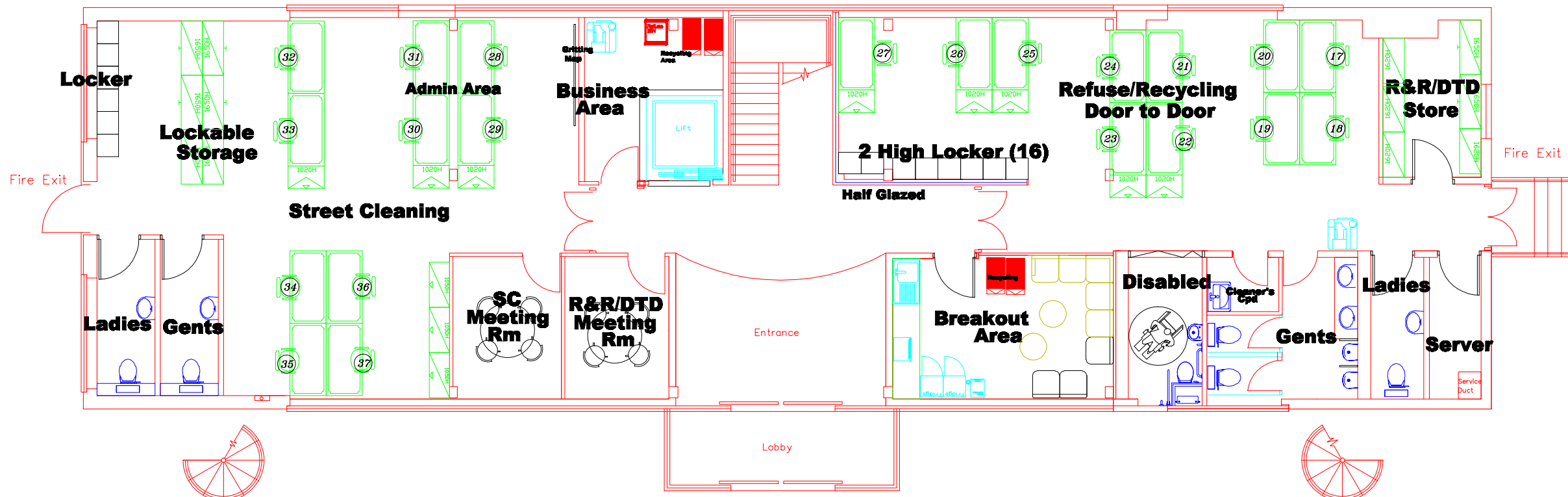
Scale 1:500 B A1
1:1000 B A3
Date MARCH 2012
Revised 00/00/0000

LANDSCAPED AREA (PLEASE REFER TO HOYDBORE LANDSCAPE DRAWING 2342/SK002, SK003)

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FIRST FLOOR



GROUND FLOOR
MORSON ROAD
UNIT113 GROUND AND FIRST FLOOR PLAN

- NOTES**
- Do not scale from this drawing, check dimensions on site.
 - Building outline taken from planning approval.
 - Subject to statutory approval.
 - Subject to site survey.

LEGENDS

| NO | DESCRIPTION | BY | DATE |
|----------------------|-------------|----|------|
| REVISION INFORMATION | | | |

ENFIELD COUNCIL
 Civic Centre
 150 High Street
 ENFIELD
 EN8 5BT

LAB
 PROJECT NO: MORSON ROAD
 PROJECT DESIGN: ENFIELD
 PROJECT NO:

| | | | |
|-------------|------------|-------------|---------|
| DESIGNED BY | DATE | APPROVED BY | DATE |
| JC | 11/04/2016 | DEANALY | DEANALY |

MORSON ROAD
 UNIT113
 PROPOSED LAYOUT

PROJECT NO: P102_BUILDING113_PropT

1 OF 1

NTB AS

(THIS DRAWING IS CONSIDERED PROVISIONAL ONLY UNLESS IT HAS A VALID SIGNATURE)

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Passenger Transport / Post & Store Room

Server Rm

Waiting Area

Meeting Room

Reception Counter

CCTV

Security Office

Business Area

ECT

DTD Key Cab.

Cleaner's Cpd

Toilet (Share)


Lobby

GENERAL LAYOUT

MORSON ROAD
UNIT 210 FLOOR PLAN

- NOTES**
1. Do not scale from this drawing, check dimensions on site.
 2. Building outline taken from drawings provided.
 3. Subject to statutory approval.
 4. Subject to site survey.

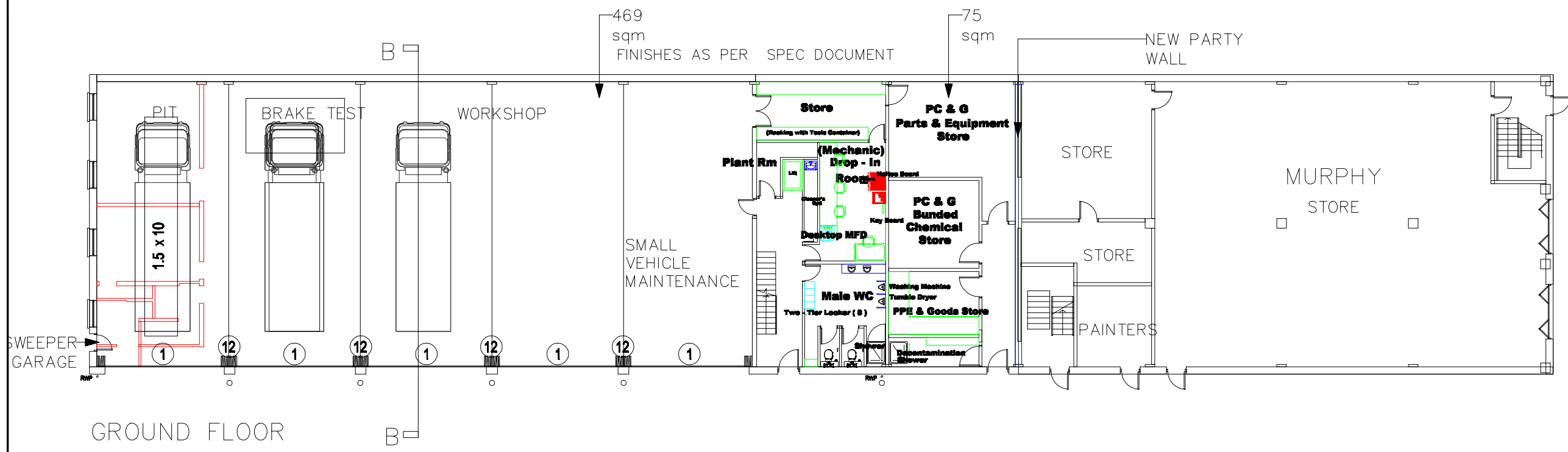
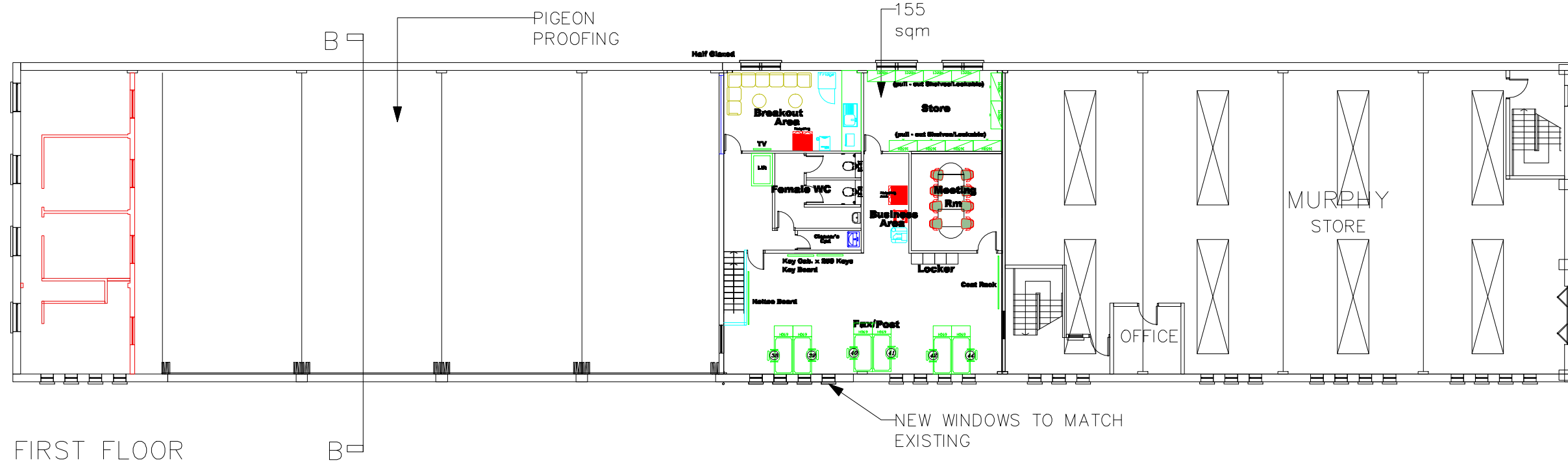
LEGENDS

| | | | |
|---|-------------|---|---------|
| REV | DESCRIPTION | BY | DATE |
| REVISION INFORMATION | | | |
|  ENFIELD COUNCIL Civic Centre Silver Street ENFIELD EN8 5BY | | DATE L/S PROJECT NO MORSON ROAD PROJECT NAME ENFIELD PROJECT NO | |
| DESIGNED BY | DATE | APPROVED BY | DATE |
| JD | 11/04/2016 | DEANALY | DEANALY |
| DRAWING TITLE MORSON ROAD UNIT 210 PROPOSED LAYOUT | | | |
| DRAWING NO P182_BUILDING210_PropE | | | |
| SHEET NO | | SCALE | |
| 1 OF 1 | | NTB A3 | |

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- NOTES**
1. Do not scale from this drawing, check dimensions on site.
 2. Building outline taken from drawings provided.
 3. Subject to statutory approval.
 4. Subject to site survey.

LEGEND

| NO | DESCRIPTION | BY | DATE |
|----------------------|-------------|----|------|
| REVISION INFORMATION | | | |
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| | | | |
| | | | |

ENFIELD COUNCIL
 Civic Centre
 5th Floor
 200th St
 EN1 3BT

ENFIELD COUNCIL
 Project Name
 Project Design
 Project No

DATE: 15/03/2024
 DRAWN BY: JG
 CHECKED BY: JG
 APPROVED BY: JG

**UNIT 105
 MORSON ROAD
 PROPOSED PLAN**

P182_MR_BUILDING105_PropG

**MORSON ROAD
 UNIT 105 FLOOR PLAN**

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MORSON ROAD PROGRAMME

| ID | Task Name | Duration | Start | Finish | 2013 | | | | | | | | | | | | 201 | | | | | | | | | |
|----|-----------------------------|-----------------|---------------------|---------------------|---------|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-------------|-----|-----|-----|-----|
| | | | | | Quarter | | 3rd Quarter | | | 4th Quarter | | | 1st Quarter | | | 2nd Quarter | | | 3rd Quarter | | | 4th Quarter | | | 1st | |
| | | | | | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan |
| 1 | LBE approvals | 57 days? | Mon 04/06/12 | Tue 21/08/12 | | | | | | | | | | | | | | | | | | | | | | |
| 2 | CMB approval | 0 days | Tue 12/06/12 | Tue 12/06/12 | | | | | | | | | | | | | | | | | | | | | | |
| 3 | Cabinet approval | 0 days | Wed 20/06/12 | Wed 20/06/12 | | | | | | | | | | | | | | | | | | | | | | |
| 4 | Planning determination | 17 days? | Mon 04/06/12 | Tue 26/06/12 | | | | | | | | | | | | | | | | | | | | | | |
| 5 | Planning approval | 0 days | Tue 26/06/12 | Tue 26/06/12 | | | | | | | | | | | | | | | | | | | | | | |
| 6 | Judicial review period | 8 wks | Wed 27/06/12 | Tue 21/08/12 | | | | | | | | | | | | | | | | | | | | | | |
| 7 | Full council approval | 0 days | Wed 04/07/12 | Wed 04/07/12 | | | | | | | | | | | | | | | | | | | | | | |
| 8 | Murphys works | 255 days | Mon 04/06/12 | Fri 24/05/13 | | | | | | | | | | | | | | | | | | | | | | |
| 9 | Detailed design | 13 wks | Mon 04/06/12 | Fri 31/08/12 | | | | | | | | | | | | | | | | | | | | | | |
| 10 | Mobilisation | 4 wks | Mon 03/09/12 | Fri 28/09/12 | | | | | | | | | | | | | | | | | | | | | | |
| 11 | Groundworks | 20 wks | Mon 01/10/12 | Fri 15/02/13 | | | | | | | | | | | | | | | | | | | | | | |
| 12 | Building works | 8 wks | Mon 21/01/13 | Fri 15/03/13 | | | | | | | | | | | | | | | | | | | | | | |
| 13 | Fit out of buildings | 8 wks | Mon 11/03/13 | Fri 03/05/13 | | | | | | | | | | | | | | | | | | | | | | |
| 14 | Testing and commissioning | 3 wks | Mon 06/05/13 | Fri 24/05/13 | | | | | | | | | | | | | | | | | | | | | | |
| 15 | Hand over to LBE | 0 days | Fri 24/05/13 | Fri 24/05/13 | | | | | | | | | | | | | | | | | | | | | | |
| 16 | LBE works | 283 days | Wed 04/07/12 | Fri 02/08/13 | | | | | | | | | | | | | | | | | | | | | | |
| 17 | Procurement | 20 wks | Wed 04/07/12 | Tue 20/11/12 | | | | | | | | | | | | | | | | | | | | | | |
| 18 | Fit out works | 8 wks | Mon 11/03/13 | Fri 03/05/13 | | | | | | | | | | | | | | | | | | | | | | |
| 19 | Testing and commissioning | 3 wks | Mon 06/05/13 | Fri 24/05/13 | | | | | | | | | | | | | | | | | | | | | | |
| 20 | Relocate operations | 6 wks | Mon 27/05/13 | Fri 05/07/13 | | | | | | | | | | | | | | | | | | | | | | |
| 21 | Decommission existing sites | 6 wks | Mon 24/06/13 | Fri 02/08/13 | | | | | | | | | | | | | | | | | | | | | | |

Project: Morson Road Programme 12C
Date: Thu 07/06/12

| | | | | | |
|----------|--|-----------------|--|--------------------|--|
| Task | | Milestone | | External Tasks | |
| Split | | Summary | | External Milestone | |
| Progress | | Project Summary | | Deadline | |

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MUNICIPAL YEAR 2012/2013 REPORT NO. **230A**

MEETING TITLE AND DATE:

Council – 4th July 2012

REPORT OF:

Director of Finance Resources and
Customer Services
Contact officer and telephone number:
Graham Dixon
Graham.dixon@enfield.gov.uk
0208 379 4630

| | |
|---|-----------------|
| Agenda - Part: 1 | Item: 14 |
| Subject: Draft Financial Regulations | |
| Wards: All | |
| Cabinet Member consulted: Councillor Andrew Stafford | |

1. EXECUTIVE SUMMARY

The purpose of this report is to seek Council approval to the Council's re-drafted Financial Regulations.

2. RECOMMENDATIONS

That the re-drafted Financial Regulations are approved and incorporated in the Council's Constitution as recommended by the Audit Committee at its meeting on 4th April 2012.

That the Financial Regulations include an additional regulation, considered subsequent to the meeting of the Audit Committee, as set out in paragraph 3.6.

3. BACKGROUND

- 3.1** The Council's Financial Regulations form part of the Council's Constitution. They contain both strategic and operational regulations that underpin the governance framework for the financial management of the Council and seek to ensure compliance with statutory requirements.
- 3.2** To ensure compliance with Financial Regulations, each Department is required to have an up to date Scheme of Delegation in place that identifies the specific officers authorised to take decisions and sets out the scope and extent of their authority in applying the Regulations. The Regulations refer to more detailed information and guidance on specific issues that is available separately and which assist in the practical interpretation of the Regulations.

3.3 Financial Regulations were last reviewed during 2006. The main drivers behind undertaking the current review of the Regulations were:

- The adoption of the CIPFA Accounting Code of Practice based on International Financial Reporting Standards which places specific emphasis on the evaluation of lease agreements and other forms of contract for the provision of assets. The Code also includes new accounting requirements for grants and contributions from external bodies and for non-current assets with regard to their valuation, classification and presentation in the Council's financial statements.
- The need to update the Regulations for changes and developments taking effect since the last review particularly in connection with procurement and invoice payment procedures.
- To strengthen the requirements for effective controls within the Council's financial management procedures and to clarify roles and responsibilities.
- To review the Council's existing practices in such areas as Debt Write Offs.

3.4 The review was undertaken within the Finance, Resources and Customer Services Department by representatives of Corporate Finance, Treasury Management, Corporate Procurement, Exchequer Services, Internal Audit and Risk Management, Legal Services and Revenues and Benefits. Early drafts were considered and discussed at meetings of the FRCS Departmental Management Team, the Budget Planning Group and CMB.

3.5 The draft Financial Regulations were also considered by the Audit Committee at its meeting on 4th April 2012. The Committee approved the draft regulations and recommended onto Council their adoption and incorporation in the Council's constitution. The current draft incorporates revisions and changes arising from those discussions.

3.6 The draft Regulations also include an additional regulation as a result of further comments received subsequent to the meeting of the Audit Committee which suggest that it would appropriate to include a specific reference in the Regulations to ensuring that adequate budget provision has been made before proceeding to invitation tender stage for the contractual provision of goods and services.

Regulation 10 (d)

Service Managers shall ensure that adequate provision has been set aside in the Council's revenue or capital budgets as appropriate before proceeding to the invitation to tender stage in the process for the procurement of goods and services.

3.7 The draft Regulations are attached at Appendix 2 to this report. Appendix 1 sets out the principal changes to the current Regulations for ease of reference.

Each Regulation has a Lead Officer responsible for interpreting the Regulation and is preceded by a statement of the Regulation objectives. Each Regulation is divided into strategic and operational elements.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 None – It is considered essential that Financial Regulations reflect current business and statutory requirements.

5. REASONS FOR RECOMMENDATIONS

5.1 To ensure the Council's Financial Regulations reflect current business and statutory requirements.

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

6.1 Financial Implications

Contained in the draft Regulations.

6.2 Legal Implications

Contained in the draft Regulations.

6.3 Property Implications

Contained in the draft Regulations.

7. KEY RISKS

It is essential that the Council's Financial Regulations are up to date and establish clearly the roles and responsibilities for the proper conduct of the Council's financial affairs.

8. IMPACT ON COUNCIL PRIORITIES

Ensuring that Financial Regulations are reviewed regularly and provide up to date guidance on the Council's financial procedures supports effective corporate governance and financial administration.

9. PERFORMANCE MANAGEMENT IMPLICATIONS

To ensure the Council's business is conducted in accordance with good practice and in compliance with statutory requirements.

10. HEALTH AND SAFETY IMPLICATIONS

None

11. EQUALITIES IMPACT

Financial Regulations underpin the corporate governance framework for the financial management of the Council and ensure compliance with statutory requirements.

Background Papers

APPENDIX 1

Review of Financial Regulations

Comments and Principal Changes

Overall

Each Regulation has a Lead Officer responsible for the interpretation of the Regulation. Each Regulation is preceded by a statement of the Regulation objectives and is presented according to strategic and operational elements.

While the individual departmental roles and responsibilities for implementing Financial Regulations is specified in departmental schemes of delegation, the Financial Regulations themselves provide clearer guidance on the levels at which those responsibilities shall be exercised.

1. Introduction and General Principles

Emphasises Section 151 role of Director of Finance, Resources and Customer Services and need for up to date schemes of delegation to be in place for each department.

2. Financial Supervision

Requirement for **all** reports (Director's Delegated Action, Cabinet Lead Member, Cabinet and Council and CMB to have financial implications prepared by the Director of Finance, Resources and Customer Services.

Strengthens the requirement for changes to all systems containing financial information to be approved by the Director of Finance, Resources and Customer Services.

Requirement for Service Managers to consult with the Financial Management Services Division in the submission of bids for external funding to ensure there is proper consideration of the financial implications.

Strengthens the requirement for control reconciliations to be identified and have nominated officers responsible for them.

3. Revenue and Capital Estimates

Note the requirement to produce a revenue and capital strategy to be agreed by Cabinet and approved by Council.

4. Revenue Expenditure

Includes a new Regulation for the annual review of charges including amendments to existing charges and the introduction of new charges. Gives greater prominence to the process for the authorisation of virements (no change is proposed in the current authorisation levels). Includes new Regulations covering allocations from Central Contingency and Earmarked Reserves – the latter refers to the treatment of unapplied revenue grants where conditions have been met. The Regulation also now states that the monitoring process shall include consideration of opportunities for achieving revenue savings and service developments as they are identified.

5. Capital Expenditure

Sets out the role of the Budget Planning Group to supervise the capital programme, consider proposals to amend the programme and make recommendations on changes to the capital programme.

Requires Directors to inform the Budget Planning Group where new earmarked capital resources have been identified or notified to the Council.

Clarifies that the virement process applies to capital expenditure as well as revenue expenditure.

Requires capital scheme estimate reports to include an evaluation of the impact the proposed expenditure will have on the Council's asset base.

6. Final Accounts

New Regulation to emphasise the requirement for Departments to provide information for closure of accounts and the Director of Finance, Resources and Customer Services responsibility to circulate detailed guidance on the closedown process and the information required.

7. Leasing, Hire or Similar Agreements

New Regulation requiring all lease agreements above the specified materiality levels (and all other arrangements involving the procurement of the use of assets) to be evaluated under IFRS accounting rules. This includes PFI or similar types of arrangement and service contracts which may include embedded leases. Also requires the occupation of Council owned premises to be formalised on terms and conditions agreed by the Assistant Director - Property Services.

The Regulation requires the use of leasing for the procurement of assets to be approved by the Strategic Procurement Board.

Emphasises that only the Assistant Director – Property Services is authorised to negotiate and agree the terms of all leases of land or of land and buildings.

8. Asset Register

New Regulation to require Departments to advise the Capital Accountant of acquisitions, disposals and impairments of assets.

9. Disposal of Council Property

Requirement for consultation with Corporate Procurement where the estimated disposal proceeds exceed £10,000.

Emphasises that only the Assistant Director – Property Services has the authority to acquire and dispose of land and buildings and confirms the budget responsibility for the running cost of premises that have been declared surplus to requirements.

10. Procurement of Goods and Services

New Regulation referring to the need to follow the Council's Corporate Procurement Strategy and Contract Procedure Rules and the requirement for

contracts including supporting documents to be recorded in the Corporate Contracts Database.

Requirement for Service Managers to ensure that adequate provision has been made in the Council's budget before inviting tenders in the process for the procurement of goods and services.

11. Contract Payments

No material change

12. Purchase Orders, Invoices and Payments

Fully revised to reflect recent changes in systems and procedures – also emphasises the requirement for departments to maintain correctly their purchase order records on SAP.

13. Purchase Cards

New Regulation to reflect introduction of purchase cards

14. Imprest Accounts

No material change – however, emphasises Council Policy to cease using imprest accounts wherever possible.

15. Payroll and Pensions

No material change

16. Taxation

New Regulation to emphasise the Director of Finance, Resources and Customer Services' responsibilities for Construction Industry Scheme, PAYE issues, taxation on employee expenses and benefits and VAT.

17. Treasury Management

No material change

18. Banking Arrangements

No material change

19. Internal Audit

Expanded to include more details of the scope of audit work.

20. Income

No material change

21. Stores

No material change

22. Inventories

No material change – but in due course, inventories may need to be valued and included in the balance sheet.

23. Risk Management and Insurance

Refers to requirement for the Director of Finance, Resources and Customer Services to formulate a Risk Management Strategy

24. Custody of property under s.48 of the National Assistance Act, 1948

No material change

25. Debt Write Off Policy and Procedure

Requirement that debt write offs shall be carried out in accordance with the Corporate Debt policy.

Includes revised authorisation levels for the write off of uncollectable debts.

Previous levels:

| | |
|--------------|------------------------------|
| Up to £2,500 | Relevant Director |
| Over £2,500 | Relevant Cabinet Lead Member |

Proposed levels:

| | |
|---------------|--|
| Up to £2,500 | Nominated officers as designated in the service scheme of delegation |
| Up to £5,000 | Nominated Heads of Service as designated in the service scheme of delegation |
| Up to £10,000 | Service Director |
| Up to £25,000 | Director of Finance, Resources and Customer Services - unlimited authority in the case of bankruptcy, liquidation, deceased and no assets, debtor cannot be traced |
| Above £25,000 | Cabinet Lead Member for Finance and Property unless covered by the authority of the Director of Finance, Resources and Customer Services |

Categorises debts according to each income stream for which separate write off reports shall be prepared.

New requirement for a six monthly summary report to be submitted to the relevant Cabinet Lead Member.

APPENDIX 2

FINANCIAL REGULATIONS

1. INTRODUCTION AND GENERAL PRINCIPLES

- (a) Financial Regulations provide the strategic and operational framework for the financial governance of the Council. Their objective is to enable officers to carry out their financial responsibilities in a manner that is consistent with good practice and sound financial management.
- (b) In addition, the Local Government Act 1972 (Section 151) requires that an employee of the Council is recognised as the responsible finance officer. In the London Borough of Enfield that officer is the Director of Finance, Resources and Customer Services. The Director of Finance, Resources and Customer Services therefore has responsibility for the administration of the Council's financial affairs and for the preparation, review and amendment of these Regulations. Any issues arising from the interpretation of these Regulations shall be resolved by the Director of Finance, Resources and Customer Services.
- (c) Financial Regulations shall form part of the Council's Constitution. Their purpose is to regulate the ways money is spent and received and to provide a framework that ensures compliance with statutory and corporate requirements including the Accounts and Audit (England) Regulations 2011 (as amended). In these respects, all decisions and all actions of officers shall have regard to them.
- (d) The Council's scheme of delegation to officers reflects a business approach to decision making, enabling the Council itself to concentrate on issues of wider strategic importance.
- (e) Each Department shall, therefore, have an up to date scheme of delegation in place that identifies the officers who are authorised to take decisions and sets out the scope and extent of their authority in applying these Regulations.
- (f) Each Director shall be responsible for ensuring that sufficient resources are allocated toward achieving sound financial administration in their Departments. It is the responsibility of each Director to ensure that his/her Department has adequate systems and procedures for effecting compliance with these Regulations and is organised in such a way as to enable his/her officers to fulfil the responsibilities that are delegated to them.
- (g) The Director of Finance, Resources and Customer Services shall, after consultation with the Director concerned, report immediately to the Chief Executive and then to a subsequent meeting of the Audit Committee, any material non-compliance with Financial Regulations.
- (h) Each section of these Financial Regulations is headed by one or more objectives that the rules are intended to achieve and details of the relevant Lead Officer who can advise on their interpretation. The detailed

Regulations are divided into **strategic** and **operational** Regulations.

- (i) In applying these regulations, officers shall adhere to the Council's **Employee Code of Conduct**, in particular with regard to:
 - (i) acting with integrity and honesty in carrying out their duties and responsibilities and in the use of Council assets;
 - (ii) notifying management of any conflict of interest or pecuniary interest that may arise in connection with the Council carrying out its functions.
- (j) These regulations shall apply to all activities of the Council. There shall be separate Financial Regulations governing Council Maintained Schools and other entities controlled by the Council which shall be consistent with the principles and objectives of these regulations.

2. FINANCIAL SUPERVISION

Lead Officer: Assistant Director – Finance

Objectives:

Financial records and systems meet all statutory and corporate requirements

Financial systems include adequate levels of control

Strategic Regulations

- (a) The Director of Finance, Resources and Customer Services shall have overall responsibility for establishing and maintaining appropriate systems for:-
 - (i) compiling detailed accounting records;
 - (ii) producing financial management information; and
 - (iii) preparing the Council's Statement of Accounts.
- (b) The form of financial records maintained outside the Finance, Resources and Customer Services Department shall be kept under review by the relevant Service Manager and Finance Business Partner. All new financial systems and significant amendments to existing financial systems (manual or electronic) shall be approved by the Director of Finance, Resources and Customer Services who shall authorise their implementation.
- (c) Service Managers shall ensure the Financial Management Services Division is supplied with such information as may be required for the purposes of closing the Council's accounts, compiling the Council's Statement of Accounts and the preparation of the Council's budget and financial monitoring statements.
- (d) Service Managers shall supply to the Service Finance Business Partner, in advance, details of any proposal that has financial implications, which their commissioning Director intends to take as a Director's, Cabinet Lead Member, Cabinet, or Council decision. No report shall be submitted for decision or presented to the Council Management Board (CMB) without a clear statement of the financial implications provided by the Financial Management Services Division.
- (e) Service managers shall consult with the Service Finance Business Partner, and Legal Services where appropriate, in the preparation and acceptance of all bids to external funding bodies in order that proper consideration is given to the terms and conditions of such funding, the nature of the proposed expenditure and any requirement for council match funding. The submission and acceptance of all bids shall be approved by the Director of Finance, Resources and Customer Services.

- (f) Where a matter within a Department arises which may affect materially the finances of the Council, the Director shall consult with the Director of Finance, Resources and Customer Services before any further commitment is entered into. The Director of Finance, Resources and Customer Services shall satisfy himself or herself that such information relating to the matter is accurate and otherwise appropriate before a report is finalised and published and a decision is taken.
- (g) It shall be within the discretion of the Director of Finance, Resources and Customer Services, for the purposes of individual Regulations, to determine whether matters are "material", "significant" or "substantial" but in practice discretion will be governed by the following principles:
 - (i) monetary value - increases in expenditure or reductions in income that cannot be contained within existing Department budgets (see Regulation 3 for further details).
 - (ii) non-compliance leading to a finding by Internal Audit of "limited" or "nil" assurance.
 - (iii) the reputational impact on the Council.

Operational Regulations

- (h) Financial records shall not be disposed of other than in accordance with arrangements as specified in the Council's **Document Retention Policy**.
- (i) The Financial Management Services Division shall make arrangements for co-ordinating, completing and certifying all grant claims and other financial returns as required by Government and other bodies. Service Managers shall maintain such records as necessary to enable such claims and returns to be made.
- (j) The Financial Management Services Division shall keep a record of all control reconciliations and details of the nominated officers responsible for completing them and for taking any further appropriate action to maintain the integrity of the relevant financial systems and procedures.
- (k) All systems containing financial information and operating outside the Council's main accounting system (SAP) shall be reconciled to it in a format as specified by the Financial Management Services Division. The reconciliations shall be prepared to comply with the timetable as prescribed by the Financial Management Services Division. Actions arising from such reconciliations shall be taken promptly to maintain the integrity of the relevant systems.

3. REVENUE AND CAPITAL ESTIMATES

Lead Officer: Assistant Director – Finance

Objective:

To ensure the Council's annual revenue and medium term revenue and capital budgets for the General Fund and HRA are prepared accurately and approved

Strategic Regulations

- (a) The Director of Finance, Resources and Customer Services shall report to the Cabinet and Council meetings that are considering and deciding upon the forthcoming year's revenue and capital budgets and council tax. The report shall deal with the robustness of the estimates and the adequacy of the earmarked reserves and general balances allowed for in the budget proposals.
- (b) The Cabinet shall agree and recommend to Council the revenue budget for the coming year and a medium term revenue plan. This will cover estimates for the General Fund and HRA and recommendations on Council Tax and HRA rent levels for the forthcoming year.
- (c) The Cabinet shall agree, and recommend to Council for approval, a capital strategy and medium term capital plan. The Cabinet shall review and update the medium term capital plan each year, and at the beginning of each financial year, Cabinet shall agree and recommend to Council a list of capital projects to be included in the capital programme.
- (d) In accordance with legislation, the Cabinet shall agree and recommend to Council indicators as defined in the CIPFA Prudential Code that include the setting of external borrowing limits, the estimated level of total capital expenditure and of the total capital financing requirement for the forthcoming year and for the following two years.
- (e) In making recommendations to Council, the Cabinet shall inform and consult with Scrutiny Panels and other consultative groups in a manner to be determined by Cabinet.
- (f) The Cabinet, when making its recommendations, and the Council, when making its decisions on the revenue and capital budgets, shall have regard to the reports of the Director of Finance, Resources and Customer Services.

Operational Regulation

- (g) The details of the budget estimates for the coming year shall be established by the Chief Executive and Directors within the framework of the recommendations made by Cabinet and the subsequent decisions made by the Council.

4. REVENUE EXPENDITURE

Lead Officer: Assistant Director – Finance

Objective:

To ensure the Council's annual revenue budget is controlled and monitored to ensure estimates are not overspent

Strategic Regulations

- (a) The Cabinet, CMB and Service Managers within their respective areas of responsibility shall be accountable for the delivery of the Council's planned services and programmes within the budget approved by the Council, unless:-
 - (i) otherwise directed by the Council;
 - (ii) expenditure on a project or service requires the approval of a Government department, or any other person or body, and that approval has not been received.
- (b) The following principles must be observed when incurring revenue expenditure during the year:-
 - (i) Departmental budgets are fixed. It is the responsibility of Service Managers to ensure that their detailed operational budgets are realistic, achievable and are monitored to ensure expenditure can be contained within their approved budget;
 - (ii) Where it appears that any estimate head may be materially exceeded or where there is a need to incur expenditure for which there is no, or insufficient, budgetary provision it shall be the duty of the appropriate Director, in conjunction with the Departmental Management Team, to identify the management action that is required to keep within the Department's total approved budget:-
 - (a) by meeting any additional sum or shortfall in income from savings made elsewhere from within the Department's approved budget;
 - (b) by meeting any additional sum or shortfall in income by transferring budget provision from one budget head to another.
- (c) Assistant Directors – Resources (or equivalent) shall ensure monitoring reports on their Departments' revenue expenditure and income are submitted to the Financial Management Services Division and where the amount of any projected outturn on an expenditure or income head varies by a significant amount from the budget then an explanation is included in the monitoring report together with an action plan to bring adverse variations

down to the overall cash limit.

- (d) Financial Management Services shall prepare an overall Corporate Revenue Monitoring report which shall be submitted to CMB and Cabinet in accordance with the prescribed timetable. The Cabinet shall review the financial position regularly and shall take appropriate action if there is a deterioration in the overall revenue position.
- (e) The Revenue Monitoring process shall consider and report on opportunities for achieving revenue savings and/or service developments as they are identified and can be quantified and implemented.

Operational Regulations

- (f) Service Managers shall review existing charges annually. Revised charges shall take into account forecast inflation and corporate objectives. Proposals to vary the method of charging or to introduce new charges shall be considered as part of the revenue monitoring and budget processes. Directors shall seek Cabinet Lead Member approval to introduce or amend charges.
- (g) The reallocation or redirection of existing resources within the revenue budget is subject to the Council's virement approval procedures unless the reallocation or redirection is in respect of a restructuring approved by Cabinet or Council or is necessary to accommodate the accounting requirements of the CIPFA Accounting Code of Practice.

Within Departmental Budgets

| | |
|----------------------|---------------------------------|
| up to £100,000 | Approval by Director |
| £100,001 to £500,000 | Approval by Cabinet Lead Member |
| above £500,000 | Approval by Cabinet |

Between Departmental Budgets

| | |
|----------------------|--|
| up to £100,000 | Approval by the two or more Directors involved |
| £100,001 to £500,000 | Approval by Cabinet Lead Members and Directors |
| above £500,000 | Approval by Cabinet |

- (h) The Council's budget includes a central contingency to cover additional expenditure arising from circumstances that could not be anticipated at the time the budget was set. Allocations from central contingency are subject to the following process:

| | |
|----------------------|--|
| up to £100,000 | Approval by the Director of Finance, Resources Customer Services |
| £100,001 to £500,000 | Approval by the Cabinet Lead Member For Finance and Property |
| above £500,000 | Approval by Cabinet |

- (i) Earmarked reserves shall be set aside to fund future spending plans and proposals subject to the approval of the Director of Finance, Resources and Customer Services in consultation with the Council Management Board and with Cabinet as appropriate. Funding from earmarked reserves shall be drawn down in accordance with conditions that shall be specified at the time the reserve is created and shall depend on the purpose for which the reserve was established. The continuing need for existing earmarked reserves shall be reviewed annually. Earmarked Reserves shall include the carry forward of any revenue grants or contributions receivable from external parties where there are no outstanding conditions that require the grant or contribution to be repaid to the awarding body and have not yet been applied in the funding of relevant expenditure.

5. CAPITAL EXPENDITURE

Lead Officer: Assistant Director – Finance

Objective:

To ensure the Council's capital programme is controlled and monitored to ensure estimates are not overspent

To ensure the impact of the Council's investment on the valuation of the Council's assets are evaluated as part of the capital programme

Strategic Regulations

- (a) No contract for a capital scheme shall be let until:-
 - (i) the Council has approved the inclusion of the scheme in the capital programme (see Regulation 3(c) above), or the scheme has been added to the programme in accordance with 5(g) below;
 - (ii) the appropriate Service Manager has obtained the approval of the appropriate government department and the approval of any other person or body as may be necessary;
 - (iii) where the scheme is estimated to cost in total more than £500,000, a scheme estimate report including an option appraisal and whole life costing has been subject to a Cabinet Lead Member, Cabinet or Council decision;
 - (iv) where the scheme is estimated to cost up to but not exceeding £500,000, a scheme and estimate report has been subject to a Director's decision.
- (b) Capital scheme estimate reports shall contain a realistic profile of planned expenditure and an evaluation of the impact the proposed capital investment will have on the value and classification of the Council's assets.
- (c) All contracts on capital schemes must be let in accordance with **Contract Procedure Rules**.
- (d) The Budget Planning Group shall have oversight of the Capital Programme, shall consider proposals to amend the Capital Programme and shall make recommendations on such matters to Cabinet.
- (e) Assistant Directors – Resources (or equivalent) shall advise the Budget Planning Group of any proposed change to their capital allocations including notification of new earmarked funding.

- (f) Assistant Directors – Resources (or equivalent) shall ensure monitoring reports on their Departments’ capital allocations are submitted to the Financial Management Services Division in accordance with the prescribed timetable.
- (g) The Financial Management Services Division shall prepare an overall capital monitoring report on the overall capital monitoring position comprising expenditure, available funding streams and performance against prudential indicators to CMB and Cabinet each quarter.
- (g) The allocation of additional Council resources to schemes in the approved programme, or to new schemes, is subject to the following approval process:-
- (i) Schemes which are **not** part of a rolling annual block allocation¹:-
- For increases up to but not exceeding £100k, the relevant Director in consultation with the Director of Finance, Resources and Customer Services;
 - For increases above £100k but not exceeding £500k, a Cabinet decision;
 - For increases above £500k, a Council decision following a Cabinet recommendation.
- The revenue consequences of such decisions shall be incorporated in the next revenue monitoring report.
- (ii) Where additional capital resources become available, a corporate decision shall be taken as to whether these will be used to:-
- Fund shortfalls in resources for other schemes within the approved programme, or medium term capital plan;
 - Used for the inclusion of new schemes within the capital programme, subject to a decision by the Cabinet or Cabinet recommendation to Council where appropriate;
 - Retained within the Council’s overall balances for future use.
- (h) Where additional earmarked capital resources become available, the allocation of the funding shall be subject to a Cabinet decision. Such decisions shall have consideration for the availability of such funding to

¹ A Rolling Block Allocation is an annual allocation of capital resources for a programme of projects of a similar nature. They are Highways and Street Scene Improvements, Corporate Building Improvements and Housing Works to the Stock – no other schemes are included in this definition.

meet existing council priorities.

Operational Regulations

- (i) Variations in Council resources allocated to capital schemes within the capital programme shall be treated as follows (subject to the approval process for increases in spending in 5(g) above):-
- (i) spending which is above the amount provided within the corporate capital programme:-
- overspends on individual schemes within rolling block allocations shall be contained within the overall rolling block allocation;
 - overspends on all other schemes shall be met from within the Department's overall capital allocation, from the Department's revenue budget or, exceptionally, from additional capital resources (subject to 5(g) above);
- (ii) spending which is below the amount provided within the corporate capital programme:-
- underspends on individual schemes within capital programme blocks shall be available for reallocation within the overall block;
 - underspends on all other schemes shall be available to address pressures elsewhere in the Department's capital allocation or for corporate reallocation in consultation with the Director of Finance, Resources and Customer Services;
- (j) The reallocation or redirection of existing resources within the capital programme is subject to the Council's virement procedures.

Within Departmental Capital Allocations

| | |
|----------------------|---|
| up to £100,000 | Approval by Director and Director of Finance, Resources and Customer Services |
| £100,001 to £500,000 | Approval by Cabinet Lead Member |
| above £500,000 | Approval by Cabinet |

Between Departmental Capital Allocations

| | |
|----------------------|---|
| up to £100,000 | Approval by the two or more Directors involved and the Director of Finance, Resources and Customer Services |
| £100,001 to £500,000 | Approval by Cabinet Lead Members |
| above £500,000 | Approval by Cabinet |

6. FINAL ACCOUNTS

Lead Officer: Head of Corporate Finance

Objective:

To ensure the Council's accounts are materially accurate and produced in accordance with statutory deadlines and accounting requirements

Strategic Regulation

- (a) Service Managers shall ensure such information as is required for the closure of the Council's accounts is provided in accordance with the closure of accounts timetable and the Council's accounting policies in compliance with the CIPFA IFRS Code of Practice, the Accounts and Audit Regulations and Capital Finance Regulations and subsequent amendments thereto.

Operational Regulation

- (b) Financial Management Services shall circulate annually detailed guidance to all service managers, budget holders and members of staff involved in the processing of income and expenditure transactions on the closure of accounts timetable and the information they are required to produce and the procedures they are required to follow at the financial year end – **Closure of Accounts Guidance for Budget Holders and Service Based Staff.**
- (c) Further guidance shall be circulated in respect of the valuation of Council assets – **The Valuation Commissioning Document and The Accounting and Valuation Guide.**

7. LEASING, HIRE OR SIMILAR AGREEMENTS

Lead Officer: Head of Corporate Finance

Objective:

To ensure leasing agreements where the Council is the lessee or the lessor are approved and evaluated in accordance with required accounting standards before they are entered into

To ensure contracts for the procurement of the use of assets or the provision of services that include the use of assets are properly reviewed and evaluated in accordance with required accounting standards before they are entered into

Strategic Regulations

- (a) The procurement of assets through leasing or similar agreements shall be subject to the approval of the Strategic Procurement Board (before commencement of the procurement exercise) with regard to the approach and procurement strategy and consideration of alternative funding arrangements including outright purchase and/or use of reserves.
- (b) The Assistant Director - Property Services shall negotiate and agree the terms of all leases of land or of land and buildings where the Council is the lessee or the lessor. Directors may enter into leases of moveable plant, equipment and vehicles in accordance with the Council's **Contract Procedure Rules** subject to a formal financial assessment of the lease terms by the Financial Management Services Division.
- (c) Financial Management Services shall also evaluate any contract before it is entered into for the provision of services that includes the use of assets to determine whether such agreements in substance constitute the direct acquisition of assets by the Council (embedded leases, PFI or similar agreements).
- (d) The occupation of Council owned premises by external parties shall be formalised on terms and conditions agreed by the Assistant Director - Property Services.

Operational Regulations

- (e) A lease or any hire agreement may constitute either an operating lease or a finance lease dependant on the costs and terms and conditions of the lease. Service Managers are responsible for notifying the Financial Management Services Division where the agreement relates to the procurement of the use of vehicles and equipment for periods of more than three years and of land or land and buildings for more than 15 years in order to undertake the relevant accounting tests to determine whether the agreement is a finance or an

operating lease. Lease agreements below these de minimis levels are deemed to be operating leases. A re-evaluation of the agreement may be required should there be a subsequent significant change to the agreement.

- (f) Similarly, Service Managers shall notify the Financial Management Services Division where the agreement relates to the leasing out of Council owned property to external parties where the contract refers to the leasing of vehicles and equipment for more than three years and to land or land and buildings for more than 15 years in order to undertake the relevant accounting tests to determine whether the agreement is a finance or an operating lease. Lease agreements below these de minimis levels are deemed to be operating leases. A re-evaluation of the agreement may be required should there be a subsequent significant change to the agreement.

8. ASSET REGISTER

Lead Officer: Head of Corporate Finance

Objective:

To ensure the effective reporting of the Council's physical and intangible assets

Strategic Regulation

- (a) The Council's financial system includes a Corporate Asset Register for the purposes of reporting the value of the Council's physical (land, buildings, plant, vehicles and equipment) and intangible (computer systems - software) assets in the Council's financial statements.

Operational Regulations

- (b) The Assistant Director – Property Services is responsible for informing the Capital Accountant in the Financial Management Services Division of the acquisition, disposal, demolition, impairment, revaluation, change in occupation or change in use of all council land and buildings.
- (c) Assistant Directors – Resources (or equivalent) are responsible for informing the Capital Accountant in the Financial Management Services Division of the acquisition and disposal of equipment, vehicles and plant having an initial cost in excess of £10,000.
- (d) The Assistant Director – Customer Services, Information and Transformation is responsible for informing the Capital Accountant in the Financial Management Services Division of the acquisition, installation and disposal (or writing off) of computer systems software having a total initial cost in excess of £50,000 and of computer hardware having an initial cost in excess of £10,000.
- (e) Assistant Directors – Resources (or equivalent) are responsible for informing the Capital Accountant in the Financial Management Services Division of any significant impairment in the value of assets (both physical and intangible) due to obsolescence, physical damage or deterioration in service potential.

9. DISPOSAL OF COUNCIL PROPERTY

Lead Officer: Assistant Director - Procurement

Objective:

To ensure the disposal of assets is properly controlled and accounted for correctly

Strategic Regulations

- (a) The Assistant Director - Property Services shall have sole responsibility for the acquisition and disposal of all Council land and buildings (which shall be carried out in accordance with the Council's **Property Procedure Rules**).
- (b) No property owned by the Council shall be disposed of or written off unless the Assistant Director – Resources (or equivalent) of the Department concerned certifies that it is no longer required, has reached the end of its useful life, needs to be replaced in order to maintain or improve efficiency and does not have to be returned to an external party, and the Financial Management Services Division has certified that there are no further outstanding leasing or hire charges in respect of the property. IT equipment or IT intangible assets shall only be disposed of by, and with the approval of, the Assistant Director - Customer Services, Information and Transformation.

Operational Regulations

- (c) Property with an estimated disposal value of more than £10,000 shall be disposed of in consultation with Corporate Procurement. The appropriate method shall be by auction, written tender or other approach that is expected to provide best value for the Council.
- (d) **Contract Procedure Rules** shall be followed where the disposal is by tender with references to “lowest tender” replaced by “highest tender or bid”.
- (e) The relevant Service Manager shall ensure the disposal is recorded in the Department's inventory and inform the Financial Management Services Division to enable the Corporate Asset Register to be updated where necessary.
- (f) In accordance with **Property Procedure Rules**, Assistant Directors – Resources (or equivalent) shall give six months notice to the Assistant Director - Property Services where land and buildings have been identified as surplus to requirements and shall be responsible for all running costs of the property during the notice period. The occupying service shall be charged with all operating costs until the date the premises are vacated and shall transfer appropriate budget provision to Property Services to cover any further operating costs expected to be incurred to the end of the notice period.

10. PROCUREMENT OF GOODS AND SERVICES

Lead Officer: Assistant Director - Procurement

Objective:

To ensure that the procurement of goods and services is carried out in accordance with Council policies

Strategic Regulations

- (a) All contracts entered into by the Council or on its behalf shall comply with EU and national legislation, the Council's **Corporate Procurement Strategy**, and **Contract Procedure Rules**, the Council's **Financial Regulations** and associated procurement guidance manuals. All procurement activity shall consider the potential social, economic and environmental impact in accordance with the Council's Corporate Procurement Strategy and Sustainable Procurement Policy. It is a requirement that anyone who is not an officer of the Council but is authorised to carry out any of the Council's procurement functions shall comply with the Council's **Contract Procedure Rules** and these Financial Regulations as if they were an officer of the Council. Contracts with an estimated value above the EU threshold shall be approved by the Strategic Procurement Board before entering into any procurement activity.
- (b) Where a corporate contract is in place for the provision of specified goods and services, this supplier shall be used in all circumstances unless the use of an alternative supplier has been approved by the Corporate Procurement Team. New supplier records shall only be created where it has been demonstrated that Contract Procedure Rules have been followed and where existing suppliers are unable to provide the specified goods and services.
- (c) Purchasing and disposal procedures shall:
 - (i) Achieve best value for money;
 - (ii) Be consistent with the highest standards of integrity;
 - (iii) Ensure fairness in allocating public contracts;
 - (iv) Comply with all legal requirements;
 - (v) Shall take into account appropriate commercial and non-commercial considerations;
 - (vi) Support the Council's corporate aims and objectives.
- (d) Service Managers shall ensure that adequate provision has been set aside in the Council's revenue or capital budgets as appropriate before proceeding to the invitation to tender stage in the process for the procurement of goods and services.

Operational Regulations

- (e) All contracts let by Departments shall be recorded in the Corporate Contract Database as specified by the Corporate Procurement Team.
- (f) Copies of each contract shall be stored in the database with supporting documentation as specified by the Corporate Procurement Team.
- (g) No items of IT hardware or software shall be procured without the approval of the Assistant Director - Customer Services, Information and Transformation.

11. CONTRACT PAYMENTS

Lead Officer: Head of Exchequer Services

Objective:

To ensure effective control and monitoring of contracts

Operational Regulations

- (a) A register of contracts where payments are to be made by instalments and may be subject to variation shall be maintained by Exchequer Services in conjunction with a record of all payments made under each contract.
- (b) All contract payments on account shall be authorised by a certificate issued by an authorised officer. The certificate shall include the total amount of the contract, the value of work executed to the valuation date, the amounts already paid, retention money, the amount now certified and any other amounts to be deducted from the payment under the contract.
- (c) Variations within a contract in respect of a scheme in the capital programme shall be authorised by the certifying officer, provided that the total cost does not materially exceed the estimate provisions, including contingencies. See Regulation 5 where the cost is materially exceeded (Capital Expenditure).
- (d) This Regulation shall not apply to agency schemes unless there is an effect on any financial contribution by the Council, subject to the principal authority granting all necessary approvals.
- (e) On completion of the contract, the commissioning Director or authorised officer shall examine the final account with all relevant documents and ensure that it is complete and accurate, and that any necessary recoveries are executed in accordance with the terms and conditions of the contract.

12. PURCHASE ORDERS, INVOICES AND PAYMENTS

Lead Officers: Head of Exchequer Services and Assistant Director - Procurement

Objectives:

To ensure that:

Only goods and services for the effective operation of the Council can be ordered

Only goods and services for which there is financial provision available can be ordered

Orders are placed for goods and services with suppliers offering best value for money

All invoices are processed accurately and authorised to generate the correct payment by the due date

Operational Regulations

- (a) Purchase orders shall be raised on SAP/e-marketplace before any commitment with a supplier to purchase goods, services or works is made. A supplier submitting an invoice shall be issued with a purchase order number to quote on the invoice to enable a payment to be made. The only exceptions to this shall be suppliers paid via upload spreadsheet (where this method has been agreed with Exchequer Services), one-off vendors (AP1 form) and Purchase Card purchases.
- (b) All purchase orders shall be checked and approved by an authorised officer as specified in the Department's Scheme of Delegation
- (c) SAP User Profiles for officers involved in the procurement of goods and services shall be allocated by the Systems Access Team (Customer Services, Information and Transformation Division).
- (d) Service Managers shall provide details to Exchequer Services of authorised approvers where payments are to be made to one-off vendors via the accounts payable process (AP1 form).
- (e) Before a transaction is goods receipted on SAP/e-marketplace or a payment is approved to be made under the one off vendor accounts payable process, the responsible officer shall ensure that:
 - (i) the works, goods or services to which the payment relates have been received or carried out, examined and approved, except where payment is required in advance to secure services to be carried out;

e.g. training courses and in the case of residential, day care, home care, fostering and adoption placements made by HHASC and SCS Departments where, for the purpose of processing an invoice, authorised officers may certify that the service has been received in advance of the end of the period to which the invoice relates, or

- (ii) the prices, extensions, totals, trade discounts, other allowances, credits and tax are correct, and in accordance with the order;
 - (iii) the relevant expenditure has been properly incurred and is within the relevant estimate provision;
 - (iv) inventories, stores or stock records are updated as required;
 - (v) the item has not previously been passed for payment and is a proper liability of the Council.
- (f) Service Managers shall ensure that purchase order records raised on SAP/e-marketplace by their officers are correctly maintained in accordance with procedures approved by the Director of Finance, Resources and Customer Services.
- (g) Suppliers shall submit their own invoice quoting their purchase order number either electronically or to the Council's scanning bureau. Invoices sent to the bureau shall be typed with no hand written amendments; the supplier shall be requested to provide a correct invoice, issue a credit note or supplementary invoice as appropriate.
- (h) All discounts, rebates, commissions and similar allowances offered by suppliers shall accrue to the Council.
- (i) Service Managers shall, as soon as possible after 31st March and not later than the date to be specified for each year, advise Financial Management Services of all outstanding revenue and capital expenditure liabilities and obligations that relate to the previous financial year.

13. PURCHASE CARDS

Lead Officer: Assistant Director - Procurement

Objective:

To ensure the effective use of Purchase Cards

Operational Regulations

- (a) Purchase Cards shall be used for low value (below £500) ad-hoc spend. Purchase cards shall be used in accordance with the **Corporate Purchase Card Guide**. Cards shall be requested from Corporate Procurement and the issue of cards shall be approved by the Director of Finance, Resources and Customer Services. Card holders shall take all reasonable steps to ensure that they keep the card safe and shall adhere to the Council's IT internet policy when shopping on-line.
- (b) Purchase Cards shall be correctly reconciled by each cardholder each month and the expenditure approved by an authorised officer as specified in the Department's Scheme of Delegation.
- (c) Purchase Cards may be used to cover staff expenses but shall not be used to purchase alcohol, stationery, fuel and IT equipment. Further details are contained in the **Corporate Purchase Card Guide**.
- (d) Cards shall be handed back when the card holding officer leaves the Council or goes on maternity leave. If the card holder is on long term sick leave then the manager shall inform the Corporate Procurement Team to suspend the card.

14. IMPREST ACCOUNTS

Lead Officer: Head of Treasury Management

Objective:

To ensure appropriate procedures are in place to facilitate the payment of low value client related expenses

Note that it is Council policy to discontinue the use of imprest accounts in the medium term and wherever possible to put in place alternative arrangements

Operational Regulations

- (a) Existing imprest accounts shall only be used to defray low value expenses in support of service clients as approved by an authorised officer under the Department's Scheme of Delegation.
- (b) The account shall be kept on the imprest system and no money, other than reimbursements by Treasury Management, shall be paid into the account.
- (c) Payments made shall be supported by receipts containing details of the payment and shall be certified by an authorised officer under the Department's Scheme of Delegation..
- (d) Before leaving the employment of the Council, or otherwise ceasing to be entitled to hold an imprest account, an officer shall account for the amount advanced to him or her to Exchequer Services.

15. PAYROLL AND PENSIONS

Lead Officer: Head of Exchequer Services

Objective:

To ensure that payroll and pensions payments are made promptly and accurately and in accordance with legislation

Operational Regulations

- (a) Exchequer Services shall be responsible for the payment of salaries, fees, allowances, pensions, PAYE related deductions, other approved deductions and the reimbursement of expenses in line with corporate policy, conditions of service and statutory guidelines.
- (b) Specimen signatures of the officers authorised to approve payments to individuals via payroll shall be provided by each Service Manager to Exchequer Services.
- (c) Service Managers shall notify Exchequer Services , as soon as possible, of all matters affecting payments to individuals, in particular:-
 - (i) appointments, resignations, retirements, dismissals, suspensions, secondments and transfers;
 - (ii) absences from duty due to sickness or other reasons, apart from approved leave, where managers do not have access to m i portal.
 - (iii) changes in salaries, fees and allowances, other than normal increments and pay awards; and
 - (iv) information necessary to maintain records of service for pension and PAYE related deductions as required by law.
- (d) All time records or other pay documents shall be in a form prescribed or approved by Exchequer Services and shall be certified by, or on behalf of, the appropriate Director. The names of officers authorised to certify such records shall be provided to Exchequer Services by each Assistant Director – Resources (or equivalent), together with specimen signatures, which shall be amended on the occasion of any change.
- (e) Payments to employees shall be made by an authorised officer of the Director of Finance, Resources and Customer Services Department, or such other persons as the Director of Finance, Resources and Customer Services shall authorise.
- (f) Claims for travelling, subsistence or other allowances shall be received by Exchequer Services within two months from the end of the month in which

the expenditure was incurred.

16. TAXATION

Lead Officers: Head of Exchequer Services and Head of Treasury Management

Objective:

To ensure the Council accounts correctly for and makes payment of Income Tax, National Insurance and VAT to the relevant government department

Operational Regulations

- (a) The Construction Industry Scheme shall be administered by the Head of Exchequer Services. Under the Construction Industry Scheme, it is the responsibility of the Council to check whether each contractor used by the Council for repairs and maintenance works is registered under the scheme and make the appropriate deductions for taxation. Advice on whether a particular type of repair work is covered by the scheme can be obtained from the Head of Exchequer Services.

Where works are covered by the scheme, the employing department shall check that the contractor is registered under the scheme and obtain their unique reference number (UTR) and company registration number (for limited companies) or National Insurance number (for individuals). The Head of Exchequer Services shall obtain a verification number from HMRC along with instructions for deducting taxation from payments to the contractor.

The Head of Exchequer Services is responsible for making monthly returns to HMRC on construction industry deductions.

- (b) The Head of Exchequer Services shall ensure that the HMRC guide to PAYE and further guidelines that are issued from time to time are adhered to at all times. Failure to operate PAYE at the correct time and in the correct situation may result in the Council:
- (i) Having to pay HMRC the tax that should have been deducted; and
 - (ii) Being liable for penalties and interest.

The Head of Exchequer Services shall decide with reference to HMRC guidelines whether a new 'employee' qualifies as self-employed or is trading as a Limited Company and therefore not subject to PAYE. Where in doubt, the Head of Exchequer Services shall operate PAYE.

The Head of Exchequer Services shall be consulted where a Service Manager is unsure as to the PAYE/NI treatment of a given payment.

In line with The Asylum and Immigration Act 1996, it is the responsibility of

the Head of Exchequer Services to ensure that all new employees provide a National Insurance number.

- (c) The Head of Exchequer Services shall carry out negotiations with HMRC to obtain/maintain dispensations (i.e. routine expenses, payments and benefits that would involve no extra tax liability) granted by the HMRC and PSAs (PAYE Settlement Agreements) for items not covered by dispensation and where tax is paid by the Council rather than reported on a P11d.

Service Managers shall ensure that agreed criteria and limits included within the dispensation are not breached. Where the nature of the payment or benefit or level of payment is changed, details shall immediately be sent to the Head of Exchequer Services.

At the end of each tax year and within time limits set by the Head of Exchequer Services, each Assistant Director – Resources (or equivalent) shall report to the Head of Exchequer Services all expenses payments/benefits not covered by a dispensation and made available to any employees during the previous income tax year.

Before introducing new benefits, the Head of Exchequer Services shall contact HMRC with details in order for the potential tax implications to be considered and appropriate action taken (e.g. dispensation or PSA).

- (d) Service Managers shall adhere to guidelines on specific supplies, which shall from time to time be issued by the Head of Treasury Management.

Each Service Manager shall be responsible for applying VAT correctly and in a timely manner, and coding it correctly on the Council's financial systems. Detailed guidance is available from the Head of Treasury Management.

The Head of Treasury Management shall be responsible for submitting all VAT returns to HMRC.

17. TREASURY MANAGEMENT

Lead Officer: Head of Treasury Management

Objective:

To ensure borrowing and investment are carried out economically and efficiently, are valid and properly accounted for in accordance with statutory and corporate requirements

Strategic Regulations

- (a) The Council shall adopt CIPFA's "Treasury Management in Public Services Code of Practice and Guidance Notes (2011)".
- (b) A **Treasury Management Policy Strategy** shall be agreed by the Council, stating the policies and objectives of its treasury management activities.
- (c) An annual **Treasury Strategy Statement** setting out the Council's strategy and procedures shall be reviewed by the Audit Committee and adopted by the Council before the start of each financial year and thereafter its implementation and monitoring shall be delegated to the Director of Finance, Resources and Customer Services.
- (d) Suitable **Treasury Management Practices (TMP)** shall be in place, setting out the manner in which the Council shall seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
- (e) Full Council shall receive reports on its treasury management policies, practices and activities including, as a minimum, an annual strategy and plan in advance of the year, and an annual report to the Council after its close, and no later than the 30th September, in the form prescribed in its TMP
- (f) Cabinet shall receive monitoring reports on Treasury Management through the revenue monitoring process.

Operational Regulations

- (g) All money (as defined in the Treasury Strategy Statement) in the hands of the Council shall be aggregated for the purposes of treasury management and shall be under the control of the Treasury Management Team.
- (h) The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the Cabinet and for the execution and administration of treasury management decisions to the Director of Finance, Resources and Customer Services who shall act in accordance with the Council's policy statement, TMP, CIPFA's Standard of Professional Practice on Treasury Management and CIPFA's Prudential Code.

18. BANKING ARRANGEMENTS

Lead Officer: Head of Treasury Management

Objective:

To ensure the Director of Finance, Resources and Customer Services responsibilities with regard to the Council's banking arrangements are clearly understood

Strategic Regulations

- (a) The Director of Finance, Resources and Customer Services shall make recommendations to the Cabinet on banking terms and arrangements who shall approve such arrangements.
- (b) The Treasury Management Team shall be responsible for arranging the opening and conduct of all bank accounts of the Council. No other employee shall be permitted to open or close a bank account in connection with Council business or amend its management arrangements.

Operational Regulations

- (c) All electronic payments banking details held by the Council and subsequent changes thereto shall be independently verified.
- (d) All payments to be made by cheque greater than £250 shall be authorised by the Treasury Management Team. Cheques drawn on the Council's general bank accounts shall be signed by the Director of Finance, Resources and Customer Services.
- (e) All direct debits and standing orders set up to make payments from the Council's bank accounts shall be approved by authorised bank account signatories.
- (f) The Council's bank account shall be reconciled to the Council's main financial records at monthly intervals throughout the year and at the end of each financial year.

19. INTERNAL AUDIT

Lead Officer: Head of Internal Audit

Objectives:

To appraise, review and report on:

The efficiency, effectiveness and economy of financial and other management controls

The extent of compliance with, relevance of and financial effect of established policies, plans and procedures

The extent to which the Council's assets are accounted for and safeguarded against losses of any kind arising from fraud, waste, extravagance, inefficient administration, poor value for money or any other cause

The reliability and suitability of financial and other management control data used by the Council

Strategic Regulations

- (a) Under Regulation 6 of the Accounts and Audit (England) Regulations 2011 the Council shall maintain an adequate and effective system of internal audit of its accounting records and of its system of internal control in accordance with proper internal audit practices. "Proper internal audit practices" are contained in "Code of Practice for Internal Audit in Local Government in the United Kingdom", issued by CIPFA. The Council's Internal Audit Function shall comply with these practices.
- (b) The Director of a Department shall be notified immediately of any irregularity or suspected irregularity which affects the Council's finances by any person having knowledge thereof. The Director shall immediately notify the Director of Finance, Resources and Customer Services and investigate all such irregularities in consultation with him or her. Failure by any person with such knowledge to notify the Director will constitute a disciplinary offence.
- (c) The Head of Internal Audit shall report regularly to the Audit Committee on the audit work programme, work undertaken and the results thereof.
- (d) The Audit Committee may receive reports on issues of probity or integrity relating to the Council's activities.

Operational Regulations

- (e) Upon production of proof of identity and authority, the authorised representative of the Director of Finance, Resources and Customer Services shall have the right to:-

- (i) enter at all times upon any Council premises or land;
 - (ii) have access to all financial and non-financial accounting records, documents and correspondence as appear necessary to internal audit for the conduct of the audit;
 - (iii) require and receive such information and explanations as are deemed necessary concerning any matter under examination; and
 - (iv) require any employee or agent of the Council to demonstrate the existence of cash, stores, or any other Council property under his or her control.
- (f) On completion of an audit, a detailed report shall be issued to the appropriate Director showing the agreed management implementation plan for the recommendations made.
- (g) Internal Audit shall review the whole system of internal controls both financial and non-financial including:
- Undertaking a continuous, systematic and structured review to evaluate the soundness, adequacy, and application of the Council's internal control system;
 - Responding to the recommendations of the Council's external auditors;
 - Reviewing arrangements for securing economy, efficiency and effectiveness the use of resources;
 - Advise and assist management in investigating suspected cases of fraud, corruption and irregularity;
 - Review and advise on the development of systems;
 - Provide advice on financial systems, procedures, regulations, corporate governance issues and risk management;
 - Contribute to the Council's pursuit of best value.
- (h) The Head of Internal Audit shall be authorised to report to each Director as may be necessary, following his or her examination and audit of their accounts and the accounts of their officers. He or she may include, in any such report, his or her observations on the arrangements for financial control and security in the Department under their control and his or her observations on the effectiveness with which they are carried out by, or under the supervision of, the officer designated for this purpose.

20. INCOME

Lead Officer: Head of Exchequer Services

Objectives:

All income due is identified, recorded and correctly calculated

All income due is promptly invoiced (where applicable), collected, banked and accurately accounted for

Secure arrangements are in place for the collection and retention of money prior to banking and comply with insurance arrangements

Strategic Regulations

- (a) The Council's debt shall be managed in accordance with the Council's **Debt Management Policy**.
- (b) The recording and collection of all income due shall be under the general supervision of, and in a form approved by, the Head of Exchequer Services.

Operational Regulations

- (c) Service Managers shall be responsible for ensuring the prompt transmission of all sums received to Exchequer Services or the Council's bankers. The receipting and banking of money shall be carried out in accordance with instructions issued by Exchequer Services.
- (d) All official receipt forms, ticket forms, cheques and other vouchers representing money or money's worth shall be controlled by Service Managers in a manner approved by the Head of Exchequer Services.

21. STOCKS AND STORES

Lead Officer: Head of Internal Audit

Objective:

To ensure consumable stocks and stores are correctly recorded, held securely and their use properly controlled

Strategic Regulations

- (a) Service Managers shall be responsible for the receipt, care, safe custody and issue of all consumable stocks and stores in his or her Department and for maintaining suitable records in a form approved by the Head of Internal Audit. He or she shall supply to Financial Management Services such information as may be required for the Council's accounts and other financial records.

Operational Regulations

- (b) Service Managers shall, so far as possible, arrange that all items in stock are checked by the storekeeper or officer responsible for the stores at least annually. A copy of the stocks and stores return shall be sent forthwith to Financial Management Services.
- (c) Service Managers shall arrange for regular independent stocktaking to be undertaken by persons other than the person responsible for the stocks and stores and keep under review procedures in operation concerning stocks and stores.
- (d) The procedure for dealing with surpluses or deficiencies in stocks and stores and the frequency of stocktaking shall be determined from time to time by the Director in consultation with the Head of Internal Audit.
- (e) Service Managers, in consultation with the Corporate Procurement Team, may dispose of scrap, obsolete or surplus stores.

22. INVENTORIES

Lead Officer: Head of Corporate Finance

Objective:

To ensure inventories are correctly recorded, held securely and their use properly controlled

Strategic Regulations

- (a) Service Managers shall be responsible for the safe custody of the plant, machinery, vehicles, furniture, equipment and other non-consumable property in his or her care. He or she shall also maintain suitable records thereof in a form approved by the Head of Internal Audit and ensure that, as far as it is expedient to do so, all items are effectively marked as Council property.
- (b) The extent to which items shall be included in records, if at all, in any Department or establishment shall be determined by the Head of Internal Audit.

Operational Regulations

- (c) Service Managers shall arrange that a stock take of the items of his or her inventory records is carried out so that all items in them are, so far as possible, checked at least once each year. The procedure for dealing with surplus, deficiencies and the disposal of obsolete items shall be determined from time to time by the Assistant Director – Resources (or equivalent) in consultation with the Finance Business Partner.
- (d) The Council's property shall not be removed otherwise than in accordance with the ordinary course of the Council's business or used otherwise than for the Council's purposes, except in accordance with specific directions issued by the Assistant Director concerned. Where an Assistant Director – Resources (or equivalent) authorises temporary removal of property, a formal record shall be maintained indicating the location of the property so removed and shall be signed by the person or persons having custody of the property. Where there is private use of Council property, where permitted, employees shall notify the Head of Exchequer Services so that the appropriate HMRC Revenue rules can be applied.
- (e) Employees who are responsible for or are entrusted with Council assets have a duty of care and shall take all reasonable precautions to ensure their safe custody. Failure to do so may result in personal liability for any loss or damage incurred.

23. RISK MANAGEMENT AND INSURANCE

Lead Officers: Head of Insurance and Audit Risk Manager

Objectives:

To embed risk management within the policies and practices of the Council

To manage risk in accordance with best practice

To ensure all parties understand their roles and responsibilities and contribute to risk management

To ensure the Council successfully manages risks and opportunities at a corporate, strategic, operational and project level

Strategic Regulations

- (a) The Director of Finance, Resources and Customer Services shall be responsible for approving a Risk Management Policy prepared by the Risk Management Officer and shall report on the Council's exposure to risk and the implications to the Audit Committee.
- (b) The Head of Insurance shall be the Council's agent for effecting all insurance cover and for negotiating all claims in consultation with the relevant Service Managers.

Operational Regulations

- (c) Service Managers shall give prompt notification to the Insurance Manager of all new risks, properties or vehicles which require to be insured and the value thereof, and of any alterations that may affect existing insurances. Whenever possible, notification should precede the acquisition of insurable items.
- (d) Service Managers shall within 21 days notify the in writing the Insurance Manager of any loss, liability, damage or other similar event likely to lead to a claim including providing evidence or proof of loss.
- (e) The Head of Internal Audit shall annually, or at such other time as he or she may consider necessary, review all insurances in consultation with the relevant Directors.
- (f) Service Managers shall provide estimates of value of all items of property in their custody as required.

24. CUSTODY OF PROPERTY UNDER S.48 OF THE NATIONAL ASSISTANCE ACT, 1948

- (a) Section 48 of the National Assistance Act 1948 imposes a duty on Councils to provide temporary protection for property belonging to persons admitted to hospital or other similar accommodation and are as a result unable to protect their property;
- (b) The Director of Health, Housing and Adult Social Care, together with the Director of Finance, Resources and Customer Services, shall make appropriate arrangements for the custody of property retained under this section.

25. DEBT WRITE OFF POLICY AND PROCEDURE

Lead Officer: Head of Exchequer Services/Head of Collection Services – Revenues and Benefits

Objective:

Any write off of income due is valid and properly authorised

- (a) The Director of Finance, Resources & Customer Services is responsible for setting a **Corporate Debt Policy** which, for each type of debt:
- (i) defines the billing, collection and enforcement process for the efficient, effective and economic collection of debt;
 - (ii) defines the minimum levels of investigation of uncollected debts before write-off may occur; and
 - (iii) places responsibility with each Director to ensure the Council's accounts reflect collectable debts by exercising a timely comprehensive write-off of uncollectible debts.

All debt write offs shall be executed in accordance with the Corporate Debt Policy. The authorisation of write-offs and limits are specified below.

- (b) Reports seeking approval to the writing off of debts shall be prepared each quarter.
- (c) Separate reports shall be prepared for:
- Council Tax (including awarded costs);
 - NNDR (including awarded costs);
 - Housing Benefit;
 - HRA Property Rents and Service Charges (HRA);
 - Temporary Accommodation (General Fund);
 - General Fund Property Rents and Service Charges
 - Social Services Care Charges;
 - Parking Control Notices;
 - Allotments;
 - General Debtors.
- (d) Debt write off limits (revised 2012)
- | | |
|--------------|--|
| Up to £2,500 | Nominated officers as designated in the service scheme of delegation |
| Up to £5,000 | Nominated Heads of Service as designated in the service scheme of delegation |

Up to £10,000 Service Director

Up to £25,000 Director of Finance, Resources and Customer Services -
unlimited authority in the case of bankruptcy, liquidation,
deceased and no assets, debtor cannot be traced

Above £25,000 Cabinet Lead Member for Finance and Property unless
covered by the authority of the Director of Finance,
Resources and Customer Services

- (e) The reasons for write-offs shall be fully documented and justified.
- (f) Treasury Management shall arrange for the recovery of VAT that has been over paid to HMRC as a result of debt deemed to be irrecoverable.
- (g) Appropriate provisions for bad debts shall be made and reviewed at least annually taking into account the nature and age of the debt and the likelihood of recovery based on expected collection rates.
- (h) The writing off of bad debt and the determination of bad debt provisions including assumptions and judgements made are subject to annual review by external audit.
- (i) A six month summary report for all debt write offs shall be submitted to the Cabinet Lead Member for Finance and Property.

MUNICIPAL YEAR 2012/20123 REPORT NO. 233A

MEETING TITLE AND DATE:

Council
4th July 2012

REPORT OF:

Director of Finance &
Corporate Resources

| | |
|-----------------------------------|-----------------|
| Agenda – Part: 1 | Item: 15 |
| Subject: | |
| RIPA POLICY AND PROCEDURES | |
| Wards: All | |
| Cabinet Member consulted: | |

Contact officer and telephone number: Jayne Middleton -Albooye
Principal Lawyer (Corporate) Tele: 020 8379 6431 Fax: 020 8379 6492/3/4
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1. EXECUTIVE SUMMARY

- 1.1 The council has now revised its RIPA procedures and requires that the new procedures are approved to full council.

2. RECOMMENDATIONS

- 2.1 That Council approve the revised RIPA policy and procedures.

3. BACKGROUND

RIPA 2000

- 3.1 The Regulation of Investigatory Powers Act 2000 (“RIPA”) and the SI 2003/3171 and the Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) Order 2010 (RIPA Order 2010) regulate the way investigations are carried out for the prevention and detection of crime and the prevention of disorder.
- 3.2 Controls on covert surveillance were introduced as a consequence of the Human Rights Act 1998, which enshrined the European Convention on Human Rights into UK law and came into effect on 2 October 2000. RIPA aims to ensure that public bodies respect the privacy of members of the public when carrying out their investigations and that there is an interference with privacy only where the law permits it and there is a clear public interest justification.
- 3.3 The main aim of RIPA is to ensure that covert investigations are conducted in such a way as to protect individuals’ rights and act as a safeguard to protect council officers and the Council against any legal challenge.
- 3.4 As part of the governance role members are required to review that the authority policy and procedures on the application and conduct of RIPA investigations are fit for purpose.
- 3.5 The Council has recently reviewed and revised its RIPA procedures in light of the last Office of Surveillance Commissioners (OSC) audit recommendations and other good practice standards. The revised procedures were presented to Audit Committee on 4th April and the Committee agreed that the revised procedures (subject to specified amendments) should be passed to full Council for approval. The revised procedures are attached. The significant changes are summarised below:
 - 3.5.1 Existing sections have been re-written and expanded such as the section on Covert Human Intelligence Sources (CHIS). The previous procedures were limited in terms of detailed guidance. The new procedures address this deficiency and for example, explain appropriate operational procedures in the case of a CHIS with concealed recording equipment, as well as provide information on the proper management and welfare of a CHIS.
 - 3.5.2 New sections are included such as the reporting un-authorized activity and a “Best Practice” guide. The Cancellation and Renewal process is more fully explained. The section on *Access to Communications Data* has been revised to take into account the role of the National Anti-Fraud Network which acts now as our Single Point of Contact (SPOC).

- 3.5.3 The new procedures represent a complete overhaul of the process for seeking authorisation, to enable robust and real monitoring and control from the centre. The previous procedures allowed departments to operate with a silo mentality whereby Central control was only exercised after the authorisation process was complete. In the new procedures, officers must obtain a unique reference number (URN) initially from Legal before the authorisation process is allowed to proceed.
- 3.5.4 The new procedures represent a significant improvement in terms of usage of plain language, making the document more accessible to non-legal staff. Comprehension of the procedures is further enhanced by the use of scenarios designed to illustrate the required procedures using everyday situations that operational staff can relate to.
- 3.5.5 These main changes reflect the recommendations given in the last OSC inspection and mirror best practice contained within the Home Office Code of Practice and the OSC own guidance manual.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 There are no other options which can be considered as the recommendations set out in this report are made in order to comply with statutory guidance and good practice.

5. REASONS FOR RECOMMENDATIONS

- 5.1 Members play an important governance role of reviewing the council RIPA procedures and ensuring that they are fit for purpose. The new procedures meet this standard.

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

6.1 Financial Implications

There are no specific financial implications relating to this report. However, a failure by the Council to exercise its powers appropriately and in accordance with the law could result in legal challenge and possibly in a claim for damages.

6.2 Legal Implications

The legal implications are set out within the body of this report.

6.3 Property Implications

There are no specific property implications arising from this report.

7. KEY RISKS

- 7.1 The key risks to the Council are that without clear and robust policies and procedures in place, there would be a risk that officers/members would fail to comply with the relevant legislation and associated codes of practice. Consequently, complaints may be made against the Council by aggrieved persons, which may proceed to investigation by the independent tribunals set up by the Office of the Surveillance Commissioner. The Tribunals have the power to cancel authorisations, order the destruction of any records obtained in exercise of the powers conferred by RIPA and award compensation as they see fit.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

Scrutiny by Members of the Council's policy and procedures and ensuring they are fit for purpose reduces the risk of the council misusing its powers resulting in injustice to any individual.

8.2 Growth and Sustainability

No direct relevance

8.3 Strong Communities

Scrutiny by Members of the Council's policy and procedures for exercising its powers under RIPA helps to generally promote the local population's confidence in the Council.

9. PERFORMANCE MANAGEMENT IMPLICATIONS

There are no specific performance management implications arising from this report.

10. HEALTH AND SAFETY IMPLICATIONS

There are no specific health and safety implications arising from this report.

Background Papers

- Relevant legislation
- The Council's Policy and Procedure in relation to RIPA use and associated forms.

ENFIELD COUNCIL

COVERT SURVEILLANCE PROCEDURES

**IN ACCORDANCE WITH THE REGULATION OF INVESTIGATORY
POWERS ACT 2000**

This manual should be read in conjunction with the codes of practice (Covert Surveillance and Property Interference and Covert Human Intelligence Sources), which provide additional guidance for officers who undertake covert surveillance.

CONTENTS

| | | Pg |
|-----|---|----|
| 1. | Introduction | 3 |
| 2. | Definitions of Directed Surveillance and Intrusive Surveillance | 5 |
| 3. | Authorising Framework | 8 |
| | • The Authorising Officer | 8 |
| | • Necessity and Proportionality | 8 |
| | • Collateral Intrusion | 9 |
| | • Operating Environment Considerations | 10 |
| | • Best Practice – An Overview | 10 |
| | • Senior Responsible Officer | 11 |
| | • Role of Elected Members | 11 |
| | • Duty To Report Unauthorised Covert Activity | 11 |
| 4. | Confidential Information | 12 |
| 5. | Procedure for Obtaining Authorisation for Directed Surveillance | 13 |
| 6. | Central Record for Authorisations and the Senior Responsible Officer | 16 |
| | • Quality Control | 17 |
| | • Authorising Officer Case Management | 17 |
| | • Allocation of Unique Reference Number (URN) | 17 |
| | • Surveillance involving a Third Party | |
| 7. | Covert Human Intelligence Source (CHIS) | 19 |
| 8. | Access to Communications Data | 24 |
| 9. | Complaints | 25 |
| 10. | The Office of Surveillance Commissioners (OSC) | 26 |
| 11. | RIPA FORMS | 27 |

1. Introduction

Background

- 1.1 The Regulation of Investigatory Powers Act 2000 (“RIPA”), as amended by Statutory Instrument 2010/521, regulates the way some investigations are carried out for the prevention and detection of crime and the prevention of disorder. Controls on covert surveillance were introduced as a consequence of the Human Rights Act 1998, which enshrined the European Convention on Human Rights (“ECHR”) into UK law and came into effect on 2 October 2000. RIPA aims to ensure that public bodies respect the privacy of members of the public when carrying out their investigations and that there is an interference with privacy only where the law permits it and there is a clear public interest justification.

The Codes of Practice

- 1.2 The Codes of Practice (Covert Surveillance and Property Interference and Covert Human Intelligence Sources) were issued in accordance with section 71 of RIPA and are admissible as evidence in a court of law. Following these procedures will assist officers in ensuring compliancy with the codes.

Scope of Surveillance Activity

- 1.3 RIPA permits public authorities to undertake covert surveillance where it is likely to result in the obtaining of private information about a person.
- 1.4 Surveillance includes monitoring, observing or listening to persons including their movements, conversations or other activities. Surveillance may or may not involve the use of devices for the purposes of collecting intelligence information also known as the “product” .
- 1.5 Covert Surveillance is carried out in a manner which is calculated to ensure that any person who is the subject of the surveillance is unaware that it is or is likely to be taking place.
- 1.6 Covert Surveillance governed by RIPA falls into two domains:
- Directed Surveillance; and
 - Intrusive Surveillance.

All officers must observe that **the council is not permitted to undertake intrusive surveillance** and understand where the boundary lies between these activities. Intrusive surveillance will be referenced in these procedures for the sole reason of preventing officers from unknowingly undertaking such activities.

Considerations for Lawful Surveillance Activity

- 1.7 As already mentioned covert surveillance interacts with other legislation that protects an individual's right for privacy (article 8 of the ECHR). In addition Article 6 of the ECHR, the right to a fair trial, may also be relevant where a prosecution follows the use of covert methods.
- 1.8 Furthermore evidence which relies on covert surveillance may be deemed inadmissible by a court of law if the obtaining of it contravenes the Police and Criminal Evidence Act 1984.
- 1.9 Covert Surveillance will potentially involve the processing of personal data and therefore the Data Protection Act 1998 must be complied with to ensure that data is processed in accordance with the Data Protection Principles.
- 1.10 RIPA provides a statutory framework under which covert surveillance activity can be conducted lawfully and in harmony with the other legislation referred to above. By following these procedures officers can reduce the risk of the Council being liable to pay compensation for breach of Human Rights. Similarly it will reduce the possibility of a complaint being made to the RIPA Tribunal (see Section 9). Failure to follow the codes of practice will attract criticism from the Office of Surveillance Commissioners who periodically inspect the practices of public authorities (see Section 10)
- 1.11 By adhering to these procedures the council will be afforded a shield to defend itself against a claim that it has used its powers for covert surveillance unlawfully and in breach of individuals' rights to privacy.

2. Definitions of Directed Surveillance and Intrusive Surveillance

- 2.1 **Directed Surveillance** is defined in section 26(2) of RIPA as surveillance that is covert but not intrusive and is undertaken:
- a) for the purposes of a specific investigation or operation;
 - b) in such a manner as is likely to result in the obtaining of private information about a person (whether or not one specifically identified for the purposes of the investigation or operation); but
 - c) not in a situation where the activity is an immediate response to events or circumstances. In this situation, it would not be reasonably practicable for an authorisation under RIPA powers to be sought for the carrying out the surveillance.
- 2.2 **Intrusive Surveillance** is defined by section 26(3) of RIPA as covert surveillance that:
- (a) is carried out in relation to anything taking place on any residential premises or in any private vehicle; and
 - (b) involves the presence of an individual on the premises or in the vehicle or is carried out by means of a surveillance device.

The Council is **NOT** permitted to undertake this method of surveillance.

Private Information

- 2.3 For the purposes of covert surveillance private information includes information relating to a person's private and family life, and extends to include professional and business activities.
- 2.4 It should be noted that even when conducting covert surveillance in the context of a public place that any information obtained, for instance from a private conversations should be construed as obtaining private information. The test is whether the individual had some expectation of privacy.

Example: Two people, including the subject of an investigation, having a discussion in a restaurant will have an expectation of privacy regarding the contents of that discussion, even if they are in a public place. Therefore if the council wished to monitor and listen in on the conversation an authorisation for Directed Surveillance should be sought.

- 2.5 Careful consideration should be given when using historical information in order to establish a pattern of behaviour or to learn something about a person's relationships. In isolation these fragments of information may not avail anything of consequence but when examined in the whole serves to reveal personal information about the individual. Such an activity can be construed as requiring authorisation for Directed Surveillance.

Example: Officers of a local authority examine CCTV footage for specific locations within a given time frame to establish the location of an individual or individuals as part of an investigation. The CCTV footage was not originally intended to be used for this specific purpose and therefore a Directed Surveillance authorisation would be appropriate for the examination of the footage for the purposes of this investigation.

Exemptions from Requiring Authorisation

- 2.6 Certain surveillance activities are not to be treated as Directed Surveillance for the purposes of RIPA and therefore no authorisation is deemed necessary. Such activity includes the following:

Immediate Response to Events

- 2.6.1 Covert surveillance that is carried out by way of an immediate response to events, the nature of which is such that it is not reasonably practicable to obtain authorisation under RIPA, would not require a Directed Surveillance authorisation. Such surveillance, although it may be covert, is nevertheless not Directed and therefore no authorisation for Directed Surveillance is necessary.
- 2.6.2 A response is not to be regarded as “immediate” because of the neglect in the need for an authorisation which was left too late to apply for.

Routine Observation Activity

- 2.6.3 Where officers are performing covert activities as part of their routine duties, they would not require authorisation under RIPA.. This is the case even where such activity is conducted with the aid of optical equipment. This is with the proviso that there is no intention or does not result in the obtaining of private information. Also care has to be taken that such activities do not cross the boundary into Intrusive Surveillance.

Example: Trading Standard Officers conducting a routine observation of a car boot sale and monitoring whether particular counterfeited products such as computer console games are being sold as genuine items. No Directed Surveillance authorisation is necessary.

Overt and Covert use of CCTV and ANPR Cameras

- 2.6.4 In the situation where the public are aware that CCTV and ANPR systems are operating for legitimate purposes, such (overt) surveillance does not fall into the scope of Directed Surveillance and does not require an authorisation under RIPA. However where covert use of such systems are employed, to determine an individual’s movements for instance, this then may become

Directed Surveillance as it goes beyond the primary, overt, use of prevention or detection of crime and an authorisation should be sought.

Use of Equipment to Monitor Noise

- 2.7 Where possible notification that noise will be monitored should be notified to the occupiers of the relevant property. Where this is not feasible then covert monitoring may be necessary and proportionate. The use of equipment with the intention to only monitor noise levels does not fall into the scope of Directed Surveillance and therefore no authorisation is required. This is still the case even if during the course of the monitoring snippets of conversation are inadvertently recorded, as collecting private information was not the intention of the operation. This is assuming that all that is recorded is that which can be picked up by the unaided ear. In this situation it is considered that the perpetrator has waived his right to privacy.
- 2.8 That said, care should be taken with equipment that has the capability of not only picking up conversation but can also attribute it to an individual. There is a risk that this could fall within the domain of intrusive surveillance, which the council is not sanctioned to authorise.
- 2.9 Where test purchases of age restricted items are conducted, it will not usually be necessary to seek Directed Surveillance authorisation. The exception to this, is in a situation where either the juvenile undertaking the transaction or the officer observing the transaction are carrying a concealed recording device. In this instance an authorisation would be appropriate. This needs to be considered on a case by case basis and good practice dictates that a note is made of the reasoning behind the decision not to apply for a RIPA authorisation. Please refer to 7.5 which identifies where a CHIS may be required in such operations.

3. Authorisation Framework

The Authorising Officer

- 3.1 The Authorising Officer is one of the checks and balances built into the system to ensure that applications for covert surveillance are justified. Before authorising an application for Directed Surveillance they must be satisfied that:
- a) the surveillance is necessary for the prevention or detection of crime or prevention of disorder; and
 - b) the surveillance is proportionate to the purpose of the operation.
- 3.2 An Authorising Officer should be a senior council officer (ie Head of Service or above) who has had the training and has time to meet their obligations effectively. For a list of Authorising Officers please refer to Appendix 1.
- 3.3 If Confidential Information is likely to be gathered as a result of Directed Surveillance, then authorisation is required from the Head or Paid Service or the person acting as Head of Paid Service in their absence.
- 3.4 Each service area should have a nominated Authorising Officer who will be responsible for considering all new applications as well as undertaking reviews, renewals and cancellations as appropriate. Each service area should identify a back-up authoriser, who is suitably trained, to consider any urgent application for authorisation when the designated Authorising Officer is unavailable.
- 3.5 Authorisations need to be signed with a “wet signature”. Alternatively authorising officers may use the Digital Signature facility available in MS Word to ensure the authenticity and integrity of the document. Further details on the use of Digital Signatures within MS Word can be found within the Help Module (Press F1 function key from within MS Word to launch Help facility). The Senior Responsible Officer (see other roles of SRO below) as well as keeping a list of all Authorising Officers and back ups will also maintain a corresponding sample “wet signature” .

Necessity and Proportionality

- 3.6 Necessity and proportionality are the key tests to determine whether it is appropriate to undertake covert surveillance requiring a Directed Surveillance authorisation. It is a matter of judgement on the part of the Authorising Officer to evaluate whether the criteria of necessity and proportionality has been met. However an Authorising Officer needs to raise the bar sufficiently high to justify overriding an individual’s rights under Article 8.
- 3.7 There are 2 limbs to the necessity test. Firstly, the Authorising Officer needs to be clear that the purpose of the surveillance is **for preventing or detecting crime or preventing disorder**. This is the only purpose for which the council

is permitted to sanction covert surveillance. Secondly, the Authorising Officer must be satisfied that the covert surveillance is necessary for that particular case. It would be expected that other less intrusive methods had been contemplated or attempted in the first instance.

- 3.8 On establishing that the necessity test has been satisfied, the Authorising Officer should then go on to consider proportionality. Put very simply, this a balancing act, on the one hand considering the interests of the individual in terms of their rights to privacy against the interest of the council, who in turn are representing the wider public interest, in conducting an investigation by the most effective means available.
- 3.9 It is essential that the Authorising Officer articulates the decision-making process for each decision where authorisation is given. This is an important tool in the quality control process to prevent authorising becoming a mere “rubber stamping” procedure. The council will rely on good documentation of an Authorising Officer decision to help defend against a challenge to inappropriate use of RIPA powers.
- 3.10 The Authorising Officer should consider the following in establishing whether an authorisation is appropriate in terms of whether the proportionality qualification is met:
- a) Is the size of the operation contemplated commensurate with the seriousness of the crime.
 - b) Do the tactics and methods proposed minimise the intrusiveness to the subject/s of the investigation as well as any other third party (Collateral Intrusion).
 - c) Evidencing as far as reasonably practicable, what other methods have been considered and why they were not implemented.
 - d) Is this reasonable use of RIPA legislation. Are there more appropriate and less drastic means of obtaining the desired result.
- 3.11 Ultimately, the Authorising Officer must be comfortable and unambiguous in using the words “I am satisfied” or “I believe” in declaring that the proportionality test is met. It is not sufficient merely to make an assertion to that effect.

Collateral Intrusion

- 3.12 The Authorising Officer needs to safeguard and have consideration for the privacy of individuals who are not the subjects of the surveillance activity

(Collateral Intrusion). As a result of the surveillance private information from such third parties is unavoidably captured.

- 3.13 In such a situation the Authorising Officer needs to apply the same proportionality test referred to above, to justify the surveillance. To make this judgement an application for authorisation should include an assessment of the risk of Collateral Intrusion or interference, and details of any measures taken to mitigate them
- 3.14 Those carrying out the covert surveillance should inform the Authorising Officer if the investigation unexpectedly comes across any unanticipated Collateral Intrusion. In such a situation it may be necessary to cease surveillance pending consideration of a revised or new authorisation.
- 3.15 In the case of video or photographic evidence involving third parties, consideration can be given, subject to legal advice, to editing the material (eg pixelating).

Operating Environment considerations

- 3.16 Any person considering undertaking covert surveillance will need to be aware of particular sensitivities in the local community where the surveillance is taking place. They will also need to take account of similar activities being undertaken by other council departments or other public authorities that may impact on the proposed surveillance. Caution should be taken to ensure that the authorised activity will not be compromised by the possibility of these conflicts and it is therefore recommended that an Authorising Officer consults a senior police officer for the area in which the investigation or operation is due to take place.

Best Practice – An Overview

- 3.17 The following principles should be adhered to with respect to all applications for authorisations covered in these procedures:
 - All applications should refer to a unique reference number that is used on all forms related to that surveillance;
 - Information contained in applications should be relevant and proportionate to that required by RIPA for Directed Surveillance authorisations;
 - In the event of an oral authorisation, a record of the authorisation noting the circumstances of why the authorisation was considered urgent and what activities were authorised should be made. The form should then be sent to the Senior Responsible Officer for quality control purposes;
 - In the instance where surveillance involved other agencies this should be noted in the authorisation;
 - Where it is known that authorisation has already been granted for a particular activity either by another council department or another public authority it would not be necessary to seek authorisation.

Senior Responsible Officer

- 3.18 The role of Senior Responsible Officer is allocated to the Assistant Director of Legal Services and s/he will be responsible for conducting quality control for all authorisations made for covert surveillance. It will also be the responsibility of the Senior Responsible Officer to maintain the central record which records significant details of each authorisation processed. In addition this role will:
- ensure that the processes in place to authorise Directed Surveillance are fit for purpose;
 - govern the Council's compliance with RIPA and associated Codes of Practice;
 - facilitate inspections by the Commissioner's office and where necessary, monitor the implementation of any remedial action plans suggested by the Commissioner;
 - ensure that all Authorising Officers are of an appropriate standard;
 - undertake an annual audit of records.

Role of Elected Members

- 3.19 Elected members of the Council are required to review the use of RIPA and to set the policy on covert surveillance at least once a year. It will therefore be the responsibility of the Audit Committee to review these procedures annually and make recommendations to the Council accordingly.
- 3.20 The Audit Committee will be responsible for considering the Council's application of RIPA every 3 months to ensure that it is being used appropriately and in line with the Council's set policy and procedure.
- 3.21 The Audit Committee has no part in the decision making process for individual authorisations.

Duty To Report Unauthorised Covert Activity.

- 3.22 Any covert surveillance that is not appropriately authorised should be notified in writing to the Chief Surveillance Commissioner as soon as the oversight is identified. Such a breach includes not only covert surveillance undertaken which had not been properly authorised but also where instructions mandated by the Authorising Officer were not followed. In any event the Senior Responsible Officer must be informed at once.
- 3.23 If it is decided to undertake covert surveillance without the protection of RIPA it is recommended that auditable documentation should be kept of any

decision and actions taken. Authorising officers should regularly review the activities that are undertaken in such circumstances.

4. Confidential Information

- 4.1 In situations where Confidential Information is likely to be collected as a result of covert surveillance, extra care and consideration for this sensitive category of data is required. The category of Confidential Information includes material subject to legal privilege, confidential personal information (eg information relating to mental or physical health) or confidential journalistic material. If in any doubt as to whether information could fall into this category, officers should seek advice from Legal Services at the earliest possible opportunity.
- 4.2 The Applicant should complete the application for authorisation of Directed Surveillance in the normal way, accompanied with a narrative explaining the likelihood and the nature of the confidential material at risk of being gathered. However a higher level of authorisation for such surveillance is needed and therefore must be authorised by the Head of Paid Service (the Chief Executive) or, in his/her absence, acting Head of Paid Service. Such applications should only be considered in exceptional circumstances with full regard to the proportionality issues.
- 4.3 Confidential material must be treated with special handling at all times from its collection to the point of destruction. Any processing of it, including dissemination or storing must only be done when an appropriate officer (having sought advice from Legal Services) is satisfied that it is necessary for a specific purpose. All reasonable steps should be taken to guard against any unnecessary dissemination that could prejudice any criminal or civil proceedings related to the information. Confidential material should be destroyed as soon as it is no longer necessary to retain it for a specified purpose. If it is retained for any purpose the Commissioners should be made aware of it so that they may be able to inspect it on request.

Confidential Information and Legal Privilege

- 4.4 Information that attracts legal privilege is that which is communicated between professional legal counsel and their clients where it is:
 - a) providing legal advice to the client; or
 - b) made relating to litigation or in contemplation of litigation
- 4.5 Communications made with the purpose of furthering criminal activity, regardless of whether the lawyer is acting knowingly or not, does not have the protection of legal privilege.

Legal Consultations

- 4.6 The provision of the Regulation of Investigatory Powers (Extension of Authorisation Provisions: Legal Consultations) Order 2010 requires that Directed Surveillance takes place in a location used for the purposes of “legal consultations” shall be considered for the purposes of RIPA *as intrusive surveillance*. The Council has no powers under RIPA to authorise or carry out intrusive surveillance.
- 4.7 Locations identified under the 2010 Order include prisons, police stations, cells at Magistrates’ courts as well as legal chambers.

5. Procedure for obtaining Authorisation for Directed Surveillance

Overview

- 5.1 The council is restricted in its use of covert surveillance under RIPA and is only permitted to exercise it if it is for the purpose of **preventing or detecting crime or preventing disorder**.
- 5.2 The nominated Authorising Officer will in addition need to take into account the proportionality and consider any potential for Collateral Intrusion.
- 5.3 Written authorisation using the standardised form must be obtained in advance of any activities involving Directed Surveillance commencing, unless an oral authorisation is justified in urgent cases. All authorisation must have “wet signatures” or possess a legitimate Digital Signature (see section 3.5).
- 5.4 An oral authorisation must only be used in cases where the time that would elapse before the Authorising Officer was available to grant the authorisation would, in the judgement of the person giving the authorisation, be likely to *endanger life or jeopardise the investigation or operation for which the authorisation was being given*. This emergency situation must not be used simply where the request for an authorisation has been neglected or the urgency has arisen from the Authorising Officer’s own making. In any event the oral authorisation should be written up as soon as possible and passed to the Senior Responsible Officer.
- 5.5 The Authorising Officer **must** reject any application where in their judgement the officer making the application has not provided sufficient information on which the Authorising Officer is able to make a determination on whether the covert surveillance can be legitimately undertaken. In this instance the Authorising Officer must record the reasons for this refusal on the Authorisation form and prompt the applying officer to revise the application.

Required Information on the Application Form

5.6 After obtaining a Unique Reference Number (URN) from the Senior Responsible Officer, the application for Directed Surveillance should be completed and include the following elements in sufficient detail:

- The need for the investigation or operation
- Why covert surveillance is justified
- Consideration of proportionality and weighing up risks and outcomes
- Surveillance methods and tactics to be deployed
- Subject of the surveillance and identities if known
- Objectives of the surveillance
- Collateral Intrusion including proportionality assessment
- Confidential Information that is likely to be acquired

Authorisation Form

5.7 On receiving the completed application (see links to sample forms below), the Authorising Officer should complete the relevant Authorisation section of the form. It should be noted that the information contained on the Authorisation section of the form is the only document that a court will have access to in case of a legal challenge to an authorisation to conduct Directed Surveillance. It is essential therefore that the authorisation section of the form is comprehensive and has sufficient information on it which justifies the use of the surveillance authorised. To this end the authorisation officer should cover in some detail the *who, what, where, why and how* in any authorisation.

5.8 The Authorisation Officer after outlining this context should explain why they *believe* and are *satisfied* that the Directed Surveillance is necessary and proportionate if this is the case. If however the authorisation is refused, the Authorising Officer should clearly indicate this on the form and return it to the applying officer. Regardless of whether the authorisation is given or refused, copies of the completed form must be sent electronically to the Senior Responsible Officer.

Validity of Authorisations

5.9 A written authorisation for Directed Surveillance is valid for up to three months from the day on which it took effect (eg 15th March to 14th June 2012 inclusive), subject to subsequent cancellation or renewal (see below).

5.10 Urgent oral authorisations will only be valid for 72 hours from the time the authorisation was granted, unless the authorisation is renewed in writing.

5.11 In the case where an authorisation is given by the back-up officer, authorisation will only be valid for 72 hours from the time the authorisation was granted, unless it is renewed by the normal Authorising Officer.

Reviews

- 5.12 There is no prescribed frequency for how often reviews of authorisations should be made by the Authorising Officer and is at their discretion. However reviews must not be neglected and should be undertaken as frequently as the specific case demands. Where, for instance, the authorisation involves either Collateral Intrusion or Confidential Information or where there is a risk that the surveillance could encroach into intrusive surveillance then the reviews should be made more frequently than in other cases.
- 5.13 A review would also be appropriate where proposed change in surveillance may have the impact of increasing the intrusion imposed on any individual. The Authorising Officer should be made aware of this proposed course of action so that they can consider it. If approval is given to the modified surveillance then this should be brought up at the next review to monitor their continued necessity if appropriate. A completed Renewal form (see sample form below) should be completed and returned to the Senior Responsible Officer. The Senior Responsible Officer will note the outcome of the review on the central record.
- 5.14 Below is an illustrated example of when a review might also be appropriate.

Example: An authorisation is originally obtained for surveillance of a second hand car dealer suspected of procuring sub-standard car components which he uses on his car stock. The authorisation includes yet unknown suppliers of the components. When an individual is subsequently identified supplying the components then it is determined that their surveillance will be beneficial to the investigation. A review might then consider turning attention to the supplier and any of his associates as well as continuing surveillance of the second hand car dealer and the authorisation will require amending to reflect this.

Renewals

- 5.15 An authorisation can be renewed (if necessary more than once) for a further period of three months, if the Authorising Officer considers it necessary for the authorisation to continue and the proportionality test is satisfied. The renewal form (see sample form below) should then be completed and sent to the Senior Responsible Officer, who will note this on the central record.
- 5.16 All requests for renewals should include:
- a note of when previous renewals were made;
 - new information that has come to light since the original authorisation;
 - necessity and proportionality considerations;
 - the value of the surveillance acquired to date to the overall investigation;

Cancellations

- 5.17 Authorisations must be cancelled by the Authorising Officer as soon as they are satisfied that the surveillance is no longer required for their intended purpose. The form (see sample form below) must be completed whether the

authorisation is ended before the end of its normal validity or whether the authorisation has continued to the end of its validity and has ended. The Authorising Officer should review the surveillance information (the product) acquired and prescribe the appropriate handling as appropriate. This may be either to retain or destroy it.

- 5.18 The cancellation form should be completed and a copy sent to the Senior Responsible Officer. This will be recorded on the central record.
- 5.19 The Cancellation form should include the reason why the authorisation has been cancelled as well as the outcome of the investigation.

Training

- 5.20 All officers involved with these procedures should attend relevant training and re-fresher training to keep updated on changes in legislation and any other relevant aspects which will impact on their obligations. The Senior Responsible Officer will maintain a log of any training attended and will assist in arranging training sessions as required.

6. Central Record for Authorisations and the Senior Responsible Officer

- 6.1 The Senior Responsible Officer will maintain a central record of all authorisations, including the following information:
- date the authorisation was given;
 - name and position of the Authorising Officer;
 - unique reference number (URN) of the investigation or operation;
 - title of the investigation or operation;
 - if oral authorisation was given and if so why was it necessary;
 - results of any reviews undertaken;
 - if the authorisation has been renewed when and by whom;
 - likelihood of acquiring “Confidential Information”;
 - date that the authorisation was cancelled.
- 6.2 The Senior Responsible Officer will maintain this central record as and when an authorisation is granted, renewed, reviewed or cancelled. This record is required to be made available to the Inspector from the Office of Surveillance Commissioners on request so it is essential that there is no delay in sending copies of all completed forms to the Senior Responsible Officer.
- 6.3 The central record and all the related documentation is retained for three years from the date on which the authorisation expires or is cancelled.

Quality Control

- 6.4 As well as maintaining the central record, it is the Senior Responsible Officer's responsibility to undertake quality checks on authorisations to ensure that the relevant procedures contained in this document and the codes of practice have been complied with. The Senior Responsible Officer will challenge any authorisations where it is shown that there are insufficient grounds of necessity or proportionality to conduct the surveillance.

Authorising Officer Case Management

- 6.5 The Authorising Officer should maintain the following information as part of their own record keeping:
- A copy of the application
 - A signed copy of the authorisation or refusal;
 - A record of the period over which the surveillance has taken place;
 - The frequency of reviews prescribed by the Authorising Officer;
 - A record of the outcome of each authorisation review;
 - A copy of any renewal of an authorisation;
 - Copy of the cancellation form
 - Any supporting documentation provided either at authorisation/rejection or if applicable at renewal.

Allocation of the Unique Reference Number (URN)

- 6.6 The Senior Responsible Officer will provide the URN before the application is submitted to the Authorising Officer. The URN will follow a numbering convention which will denote the service that is commissioning the surveillance activity and the year that the authorisation was granted. For instance 16/EP/7/10 denotes that this is the sixteenth entry on the central record and the seventh application commissioned by Environmental Protection in 2010.
- 6.7 The following is a list of available codes to be used on the URNs:

| | |
|------------|---------------------------------|
| CEX | Chief Executive |
| EH | Environmental Health |
| EP | Environmental Protection |
| TS | Trading Standards |
| IA | Internal Audit |
| RB | Revenue and Benefits |
| EDU | Education |
| CSU | Community Safety Unit |

Surveillance involving a Third Party

- 6.8 In the event that the police or other enforcement agency, requires the use of council CCTV system, for the purposes of Directed Surveillance *they are*

conducting, they must present documentation to the council authorising the operation, in the same way as if it were a council operation.

- 6.9 The CCTV operators must be given word for word, the precise directions given on an authorisation so that they are aware of the scope of the surveillance. This is the case whether it is a council led or third party led operation.
- 6.10 Similarly it is vital that the cancellation of the surveillance is immediately communicated to the CCTV operators. It is advisable where CCTV surveillance is being carried out by the council on behalf of a third party that regular checks are made with the third party to ensure that the surveillance is still required. In any event documentation must be submitted to effect the cancellation of the operation. This applies whether it is a council sponsored operation or if it is undertaken on behalf of a third party.

7. Covert Human Intelligence Sources

- 7.1 A person is a Covert Human Intelligence Source (or CHIS) if he establishes or maintains a personal or other relationship with a person for the covert purpose of facilitating anything falling within the following:
- (i) he covertly uses the relationship to obtain information or to provide access to any information to another person; or
 - (ii) he covertly discloses information obtained by the use of or as a consequence of such a relationship.
- 7.2 The difference between CHIS and Directed Surveillance is that the latter relates to acquiring private information about an individual. However a CHIS is used to covertly manipulate a relationship to obtain any information.
- 7.3 A purpose is covert, in relation to the establishment or maintenance of a personal or other relationship, if and only if, the relationship is conducted in a manner that is calculated to ensure that one of the parties to the relationship is unaware of that purpose.
- 7.4 Below are some scenarios where a CHIS is likely to be used. What is common in all of them is the establishment of a relationship that involves an element of trust:
- A source posing as a consumer at a retail outlet suspected of selling counterfeit perfume, the test purchase might involve gaining the trust of the owner, in order to find out about what items can be supplied, when and at what price.
 - A source posing as a consumer at a weight loss clinic where false or misleading claims are being made to consumers
 - A source posing as a customer at a night club suspected of selling methanol based spirits
- 7.5 Test purchases for selling of alcohol, cigarettes or knives to underage juveniles will not usually constitute a CHIS. This is because the activity is confined to the transaction surrounding the purchase (ie requesting, acceptance and payment). There is no gathering of information or forming of a relationship. However where such an operation is likely to elicit private information or where covert recording equipment is used then an authorisation for Directed Surveillance is appropriate. However, it may be necessary to consider authorising a CHIS in this situation if the relationship extends beyond just a single encounter.
- 7.6 Council officers are not permitted to engage in entrapment tactics by encouraging an individual to commit a crime that would not have committed had the tactic not been employed.

- 7.7 The use of informants for these purposes must be controlled and deployed within the CHIS framework. It would not be appropriate to encourage an individual to act as an informal CHIS without having completed the proper assessment and authorisation.
- 7.8 Information from sources that is offered voluntarily to Council officers is not covered by these arrangements and do not require the authorisation of a CHIS. However such information is still subject to the provisions of the Data Protection Act 1998.

General Rules on Authorisation for a CHIS

- 7.9 As with Directed Surveillance, CHIS will require authorisation by the nominated Authorising Officer. Similarly, authorisation must only be granted where such activity is necessary (ie the prevention or detection of crime or to prevent disorder) and proportionate. There must be consideration given to the potential of Collateral Intrusion.
- 7.10 A written authorisation for a CHIS is valid for up to 12 months (except in the case of juveniles where it is a month). It can be renewed for a longer period provided the criteria justifying the use or conduct of the CHIS are still met. Authorising Officers should ensure that regular reviews are carried out and that the authorisation is cancelled as soon as the CHIS is no longer necessary.
- 7.11 Urgent oral authorisations, unless renewed, last for 72 hours. The justification for urgent authorisations is the same as for urgent Directed Surveillance authorisations.
- 7.12 An authorisation for the use or conduct of a CHIS will provide lawful authority for any such activity that:
- Involves the use or conduct of a CHIS as is specified or described in the authorisation;
 - Is carried out by or in relation to the person to whose actions as a CHIS the authorisation relates; and
 - Is carried out for the purposes of, or in connection with, the investigation or operation so described.
- 7.13 It is essential that the CHIS and those involved in the use of a CHIS, are aware of the extent and limits of any conduct authorised.

Local Considerations and Community Impact Assessments

- 7.14 Any person applying for or endorsing an authorisation will need to be aware of any particular sensitivities in the local community where a CHIS is operating and of any similar operations being conducted by other public authorities, which could impact on the deployment of the CHIS. Consideration should also be given to any adverse impact on community confidence or safety that may

come about from the use or conduct of a CHIS or use of information obtained from that CHIS.

- 7.15 Where an Authorising Officer considers that a conflict might arise they should, where possible, consult with a senior Police officer in that area. The Council, where possible, should also consider conferring with other relevant public authorities to gauge community impact.

Use of CHIS with Technical Equipment

- 7.16 An authorised CHIS with a surveillance device does not require a separate Directed Surveillance authorisation, provided that the device will only be used in the presence of that CHIS. If the device will be used other than in the presence of the CHIS then Directed Surveillance authorisation should be obtained.
- 7.17 A CHIS, whether or not wearing or carrying a surveillance device, in residential premises or a private vehicle, does not require additional authorisation to record any activity taking place inside those premises or that vehicle which takes place in his presence. This also applies to the recording of telephone conversations or other forms of communication, other than by interception, which takes place in the source's presence. Authorisation for the use or conduct of that source may be obtained in the usual way.

Oversight of use of a CHIS by the Local Authority

- 7.18 The requirement for elected members of the Council to review the use of RIPA every 12 months and to set the policy, includes the use of CHIS (see 3.20)

Management of a CHIS

- 7.19 A structure should be in place for the managing and handling of a CHIS and an authorisation should not take place unless a CHIS can be managed effectively by ensuring:
- (a) that there will at all times be someone who will have day-to-day responsibility for handling the source on behalf of the Council and is overseeing their security and welfare. This person is the handler, whose duties will include; directing the day to day activities of the CHIS; recording the information supplied by the CHIS and monitoring the CHIS's security and welfare. The handler would usually hold a rank or position lower than the Authorising Officer;
 - (b) that there will at all times be another person who will have general oversight of the use made of the source. This person is known as the controller and will be responsible for the supervision of the handler and general overview of the use of the CHIS. The controller will be senior to the handler in rank and depending on resources will normally be the Authorising Officer or equivalent in grade.

(c) that there will at all times be a person who will have responsibility for maintaining a record of the use made of the source. This will be the responsibility of the handler.

(d) the records relating to the source are maintained by the council according to [Regulation of Investigatory Powers \(Source Records\) Regulations 2000; SI No:2725](#) which details the particulars that must be included in these records.

(e) that records maintained by the authority relating to the identity of the source will not be available to persons unless there is an operational need

Security and Welfare

- 7.20 The Council has an obligation to consider the safety and welfare of any CHIS it deploys. Prior to authorising the use of a CHIS, the Authorising Officer should ensure that a risk assessment is carried out, which takes into account any training and experience of that CHIS relative to the environment they will be operating in. The safety and welfare of the CHIS should continue beyond the cancellation of the authorisation. The originals should be scanned and sent electronically to Legal Services and the original should be kept by the authorising officer for their own records.
- 7.21 The Authoring Officer should consider using pseudonyms when referring to the authorisation of one or more undercover officer so as not to compromise their position. The Authorisation Officer should be able to make a link between the pseudonym and an identifiable individual to enable them to make an individualised risk assessment.
- 7.22 Care should be exercised to any request of information that risks disclosing the existence or identity of the CHIS to, or in, court.
- 7.23 The handler should make the controller aware of any concerns about the personal circumstances of the CHIS, that might impact on:
- the validity of the risk assessment;
 - the conduct of the CHIS; and
 - the safety and welfare of the CHIS.
- 7.24 Concerns about such matters must be considered by the Authorising Officer and a review on whether or not to allow the authorisation to continue.
- 7.25 For further information about the central record, the retention and destruction of material, the Senior Responsible Officer, see the relevant sections of these procedures.

Vulnerable Sources

- 7.26 The use or conduct of any source under 16 years of age living with their parents cannot be authorised to give information about their parents.

Juvenile sources can give information about other members of their immediate family in exceptional cases. The authorisation should not be granted unless or until:

- The safety and welfare of the juvenile has been fully considered;
- The Authorising Officer has satisfied himself/herself that any risk has been properly explained and understood by the juvenile;
- A risk assessment has been undertaken as part of the application to deploy a juvenile source, covering the physical dangers and the moral and psychological aspects of his or her deployment.

7.27 Deployment of juvenile sources will only be authorised by the Head of Paid Service (which in the council is the Chief Executive) or in the absence of the Head of Paid Service, the Acting Head of Paid Service.

7.28 Vulnerable individuals, such as those with a mental disability, will only be authorised to act as a source in the most exceptional circumstances. Authorisation of the Head of Paid Service or in the absence of the Head of Paid Service, the Acting Head of Paid Service is required.

7.29 Sample forms associated with the CHIS process can be accessed using the links below.

8. Access to Communications Data

- 8.1 The council investigating criminal offences have powers (by virtue of the RIPA (Communications Data) Order 2004 (“the Order”) to gain access to communications data – that is information held by telecommunication or postal service providers about the use of their services by person who are the subject of criminal investigations.
- 8.2 In using such powers, officers must have full regard to the Code of Practice on Accessing Communications Data, issued by the Home Office. As with covert surveillance access to communication data must be authorised by a designated Authorising Officer and obtained via the Single Point of Contact (SPOC).
- 8.3 Access to communications data is permitted only where it is necessary for the prevention or detection of crime or the prevention of disorder. It needs to be proportionate to the objectives the Council is seeking to achieve i.e. it should not be authorised where less intrusive means can be used to further an investigation. The Order allows authorities to gain access to two types of communications data: -
- a) Service Data
Information held by a telecom or postal service provider about the use made of a service by a person under investigation e.g. itemised telephone bills/outgoing call data.
 - b) Subscriber Data
Any other information or account details that a telecom / postal service provider holds on a person under investigation.
- 8.4 The council is **not** authorised to obtain access to “traffic data” i.e. information about when communications were made, who from and who to. Further these powers do not permit access to the contents of the communications itself.
- 8.5 There are two methods conferred by RIPA on the council to collect communications data. One permits an authorised person to permit another person in the council to collect the data. i.e. if a communications service provider is technically unable to collect the data the authorisation permits the local authority to collect the communication data itself. The second method permits the council to compel a communications service provider to disclose communications data in its possession.
- 8.6 Requests for communication data can only be sent by an officer who is known as a Single Point of Contact (‘SPoC’). The SPoC is an officer who has undertaken the requisite training and passed an examination to achieve proper accreditation. The council utilises the SPoC service provided by the

National Anti-Fraud Network (NAFN) and the authorising officer will authorise access to Communications data applications through the NAFN service.

9. Complaints

9.1 The Independent Tribunal, which consists of the judiciary and is independent of the Government, has authority to investigate complaints made to them by a individual who has a grievance in the way the powers were used by a Council under Part II of RIPA

9.2 Further information on the Tribunal and details of the relevant complaints procedure can be obtained from:

Investigatory Powers Tribunal

PO Box 33220

London

SW1H 9ZQ

020 7273 4514

9.3 The public will still have redress to the Council's internal complaints procedure, where appropriate, which ultimately the Local Government Ombudsman.

10. The Office of Surveillance Commissioners

- 10.1 The Office for Surveillance Commissioners (OSC) was established to regulate covert surveillance carried out by public authorities. The commissioner has powers to inspect how public authorities use their powers under RIPA.
- 10.2 One of the duties of the OSC is to carry out planned inspections of those public authorities who carry out surveillance under RIPA, to ensure compliance with the statutory authorisation procedures. The inspection will examine the policies and procedures in relation to Directed Surveillance and CHIS operations. The central record of authorisations will also be inspected. Chief Officers will be given at least two weeks notice of any such planned inspection.
- 10.3 After the inspection a report it will be presented to the Chief Officer, which should highlight any significant issues, draw conclusions and make appropriate recommendations. The aim of inspections is to be helpful.
- 10.4 In addition to routine inspections, spot checks may be carried out from time to time.
- 10.5 There is a duty on all who use the powers provided by Part II of RIPA, which governs the use of covert surveillance or covert human intelligence sources, to disclose or provide to the Commissioner (or his duly appointed Inspectors) all such documents and information that he may require for the purposes of enabling him to carry out his functions.

IMPORTANT NOTE

These procedures have been produced as a guide and should be used in conjunction with the current Codes of Practice on Covert Surveillance and Covert Human Intelligence Sources published by the Home Office. These Codes can be found at www.homeoffice.gov.uk.

For further information please contact the Corporate Team, Legal Services, B Block South, Civic Centre or call:

Jayne Middleton Albooye 020 8379 6431
Mark Brincat 020 8379 5056

12. Sample RIPA forms

DIRECTED SURVEILLANCE

Application for Directed Surveillance Authorisation

Application for Directed Surveillance Review

Application for Directed Surveillance Cancellation

Application for Directed Surveillance Renewal

COVERT HUMAN INTELLIGENCE SOURCE (CHIS)

Application for CHIS Authorisation

Application for CHIS Review

Application for CHIS Cancellation

Application for CHIS Renewal

Appendix 1 List of Authorising Officers

| Name / Title | Department | Extension |
|---|------------------------------------|------------------|
| Chief Executive | Chief Executive's | 3901 |
| Assistant Director Corporate Governance | Finance and Corporate Resources | 4094 |
| AD Environmental Health and Regulation | Environment Department | 3790 |
| Head of Trading Standards and Licensing | Environment Department | 3680 |
| Head of Business and Technical Services | Environment Department | 3687 |
| Interim Head of Internal Audit | Finance and Corporate Resources | 4641 |
| Assistant Director Legal Services | Finance and Corporate Resources | 6438 |

MUNICIPAL YEAR 2012/2013 REPORT NO. 20A**MEETING TITLE AND DATE:**

Council – 4 July 2012

REPORT OF:Director of Finance,
Resources and Customer
Services

Agenda – Part: 1

Item: 16

Subject:**The Localism Act 2011 – Replacing the
Standards Regime****Cabinet Member consulted: Not applicable**

Contact officer and telephone number:

John Austin – 020 8379 4094

E mail: john.austin@enfield.gov.uk

1. EXECUTIVE SUMMARY

The Localism Act (The Act) received Royal Assent in November 2011. The Act makes fundamental changes to the system of regulation of standards of conduct for elected and co-opted members of local authorities. Changes came into effect on 1 July 2012.

This report follows that agreed by Council on 28th March 2012 (No.205A).

Following that meeting, the Council has set up a Councillor Conduct Committee to replace the Standards Committee. This report seeks approval to the Council's new Code of Conduct, the process for dealing with complaints against councillors and co-opted members, plus the recruitment pack for the new roles of Independent Persons.

All of the above documents reflect the comments of the Council on 28 March, the Members' and Democratic Services Group, the Councillor Conduct Committee and both party groups.

The words underlined in Appendix C have been added at the suggestion of the former chairman of the Standards Committee since the documents were last circulated to party groups.

2. RECOMMENDATIONS

Council is recommended as follows

2.1 To approve the new Code of Conduct for Councillors and co-opted members of the Council (Appendix A)

2.2 To approve the procedure for dealing with complaints against councillors and co-opted members (Appendix B)

2. RECOMMENDATIONS (CONT)

- 2.3 To approve the contents of the recruitment pack set out in Appendix C (with subsequent additions underlined) and request the Councillor Conduct Committee to select two prospective Independent Persons in accordance with the requirements of the Localism Act, and recommend their appointment to the next Council meeting on 19 September.
- 2.4 To agree the term of office for the Independent Persons ending 30 June 2014.
- 2.5 The documents set out as Appendices A & B attached be the subject of review by the Councillor Conduct Committee and the Members & Democratic Services Group and a report be submitted to Council at its meeting on 27 March 2013.

3. LOCALISM ACT 2011

- 3.1 The Localism Act places a duty on local authorities to promote and maintain high standards of conduct for its elected and co-opted members.
- 3.2 The Act repeals Section 55 of the Local Government Act 2000, which provided for the statutory Standards Committee. This therefore means that such committees are no longer a requirement. However, there will still be a need to deal with standards issues and case work so local authorities may choose to retain a Committee for these purposes.
- 3.3 Council on 28 March 2012 agreed to establish a Councillor Conduct Committee to replace the former Standards Committee. This Committee was set up at the Annual Council in May.
- 3.4 This Committee held its first meeting on 13 June 2012.

4. THE CODE OF CONDUCT

- 4.1 The General Principles and Model Code of Conduct have been repealed. The Council is required to adopt a new Code of Conduct governing elected and co-opted members' conduct when acting in that capacity. The Council's new code of conduct must, when viewed as a whole, be consistent with the following seven principles:
 - Selflessness
 - Integrity
 - Objectivity
 - Accountability
 - Openness

- Honesty
- Leadership

4.2 In addition to the above, Council on 28 March agreed to retain the following in its new code.

- Respect for others
- Duty to uphold the law
- Stewardship

4.3 The Council has discretion as to what it includes in its new code, provided that it is consistent with the above principles in 4.1. However, regulations made under the Act require the registration and disclosure of a new category of 'Disclosable Pecuniary Interests' (DPIs). The Act also requires the Council's code to contain appropriate requirements for the registration and disclosure of other pecuniary and non-pecuniary interests.

4.4 The proposed Code of Conduct for the Council is attached as Appendix A for consideration and approval.

5. PROCEDURE FOR DEALING WITH COMPLAINTS

5.1 The Act requires the Council to adopt arrangements for dealing with complaints of breaches of the code of conduct by members and co-opted members. These arrangements must set out in some detail the process for dealing with such complaints and the actions which may be taken against a member who is found to have failed to comply with the Code as agreed by the Council.

5.2 The Act also repeals the requirements for separate Referrals, Review and Hearings Sub-Committees and enables Councils to establish their own processes which can include delegation of decisions on complaints. As the new statutory provisions remove the previous powers to the Standards Committee and the Monitoring Officer to deal with complaints and undertake investigations, new delegations from Council (under the terms of the 2011 Act) will be required.

5.3 The proposed procedure for dealing with complaints against members and co-opted members is attached as Appendix B for consideration and approval.

6. INDEPENDENT PERSONS

6.1 The 'arrangements' adopted by the Council must provide for the appointment of at least one Independent Person (IP). Council on 28 March agreed to appoint 2 IPs.

- 6.2 The IPs must be appointed through a process of public advertisement, application and competitive appointment by a positive vote of the majority of all members of the Authority.
- 6.3 Initially, Councils were advised that independent members of the Standards Committee would not be eligible to put themselves forward for the new Independent Persons role. However this is no longer the case. Previous independent members can seek appointment within the first 12 months of the new arrangements being in place (up to July 2013). Councils can determine their period of office. In Enfield's case, it is suggested that this be until 30th June 2014
- 6.4 Appendix C attached is the draft recruitment pack for the appointment of the IPs. This sets out the role description, person specification, eligibility for appointment and the application form. Council is asked to consider and approve the document.
- 6.5 It is intended to go to public advertisement as soon as the recruitment pack has been agreed by Council. It is proposed that the selection will be made by the Councillor Conduct Committee. Recommendations for appointment will then be submitted to the Council meeting on 19 September 2012. Detailed arrangements, including the closing dates for applications and interview dates, will be agreed by the Chair of the Councillor Conduct Committee.

7. ALTERNATIVE OPTIONS CONSIDERED

Detailed discussions took place at both the Members & Democratic Services Group and the Councillor Conduct Committee on the various options available to the Council. The documents appended to this report represent the outcome of those discussions.

8. REASONS FOR RECOMMENDATIONS

To implement the requirements of the Localism Act in relation to the new Standards Regime.

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

9.1 Financial Implications

The proposals set out in this report will be contained within existing budgets.

9.2 Legal Implications

These are contained within the body of the report.

10. KEY RISKS

There is a risk that the Council will not be able to recruit suitable candidates for the roles of Independent Persons. This will be mitigated as much as possible by proactive publicity plus public advertisement in the local press, Council publications and the website.

11. EQUALITIES IMPACT IMPLICATIONS

The proposals within this report will help to ensure fair, equal and consistent treatment of complaints against councillors for all parties concerned.

12. IMPACT ON COUNCIL PRIORITIES

Fairness for All and Strong Communities

A strong ethical approach by the Council and the promotion of good conduct on the part of members will have a positive effect on their representational role and a consequential impact on communities.

Background Papers

Localism Act and related statutory instruments

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The Code of Conduct for Members of London Borough of Enfield

Purpose of the Code

1. The purpose of this Code of Conduct is to assist you in the discharge of your obligations to the Authority, the local communities and the public at large by:
 - a) setting out the standards of conduct that are expected of you when you are acting in that capacity, and in so doing
 - b) providing the openness and accountability necessary to reinforce public confidence in the way in which you perform those activities.
2. The Code applies equally to co-opted members of Council Committees who are entitled to vote on any issues coming before those committees.

Scope of the Code

3. The Code applies to you in all aspects of your activities as a member, including when acting on Authority business, ward business or when otherwise purporting to act as a member. It does not seek to regulate what you do in your private and personal lives.
4. The obligations set out in this Code are also complementary to related Codes and Protocols of the Authority within the Council's Constitution and elsewhere.
5. References to committees or meetings of the Authority within this Code also refer to Council, Cabinet, sub-committees, panels and working groups, as well as joint-committees.

Public Duties of Members

6. You have a duty to uphold the law, including the general law against discrimination and the requirements of the Localism Act, and to act on all occasions in accordance with the public trust placed in you.
 7. You have an overriding duty to act in the interests of the London Borough of Enfield's area as a whole, but also have a particular duty to represent the views of the residents of your ward.
-

General Principles of Conduct

8. In carrying out your duties, in exercising the functions of the Authority, or otherwise acting as a Councillor, you will be expected to observe the following general principles of conduct. These principles will be taken into consideration when any allegation is received of breaches of the provisions of the Code.

8.1 Selflessness

You should take decisions solely in terms of the public interest. You should not seek to gain financial or other material benefits for yourself, your family, or friends.

8.2 Integrity

You should not place yourself under any financial or other obligation to outside individuals or organisations that might influence you in the performance of your official duties.

8.3 Objectivity

In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, you should make choices on merit.

8.4 Accountability

You are accountable for your decisions and actions to the public and must submit yourself to whatever scrutiny is appropriate to your office.

8.5 Openness

You should be as open as possible about all the decisions and actions that you take. You should give reasons for your decisions and restrict information only when the wider public interest clearly demands.

8.6 Honesty

You have a duty to declare any private interests relating to your public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

8.7 Leadership

You should promote and support these principles by leadership and example.

8.8 *Respect for Others*

You should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. You should respect the impartial role of the authority's statutory officers, and its other employees.

8.9 *Duty to Uphold the Law*

You should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in you.

8.10 *Stewardship*

You should do whatever you are able to do to ensure that the Authority uses its resources prudently and in accordance with the law.

Expectations of Conduct

9. You shall base your conduct on a consideration of the public interest, avoid conflict between personal interest and the public interest and resolve any conflict between the two, at once, and in favour of the public interest.
10. You shall at all times ensure that your use of expenses, allowances, facilities and services provided from the public purse is strictly in accordance with the rules laid down on these matters, and that you observe any limits placed by the Authority on the use of such expenses, allowances, facilities and services.
11. You shall at all times conduct yourself in a manner which will maintain and strengthen the public's trust and confidence in the integrity of the Authority and never undertake any action which would bring the Authority, you or other members or officers generally, into disrepute.

Rules of Conduct

12. You shall observe the following rules when acting as a Member or co-opted Member of the Authority:
 - (1) Treat others with respect and courtesy.
 - (2) You must not -
 - (a) Do anything which may cause your authority to breach any of its equality duties (in particular as set out in the Equality Act 2010)
-

Appendix A

- (b) Bully any person;
 - (c) Lobby, intimidate or attempt to lobby or intimidate any person who is or is likely to be:
 - (i) a complainant,
 - (ii) a witness, or
 - (iii) involved in the administration or determination of any investigation or proceedings

in relation to an allegation that a member (including yourself) has failed to comply with his or her authority's code of conduct;
or
 - (d) Do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, your authority.
- (3) You should not use or attempt to use your position as a member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage;
- (4) You must not disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where:
- (i) you have the consent of a person authorised to give it;
 - (ii) you are required by law to do so;
 - (iii) the disclosure is made to a third party for the purpose of obtaining professional legal advice provided that the third party agrees not to disclose the information to any other person; or
 - (iv) the disclosure is:
 - (a) reasonable and in the public interest; and
 - (b) made in good faith and in compliance with the reasonable requirements of the authority
- (5) You must not prevent another person from gaining access to information to which that person is entitled by law.
- (6) You should not conduct yourself in a manner which could reasonably be regarded as bringing your office or authority into disrepute.
-

Appendix A

13. You shall observe the following rules when using the resources of the Authority, or authorising the use of those resources by others:
 - (1) Act in accordance with the Authority's reasonable requirements including the requirements of its ICT policy and the policies listed in the Constitution which you are deemed to have read and understood.
 - (2) Ensure that such resources are not used improperly for political purposes (including party political purposes);
 - (3) Have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.
14. You shall observe the following rules when making decisions on behalf of or as part of the authority:
 - (1) Have regard to any relevant advice provided to you by the Council's Chief Financial Officer and Monitoring Officer where such advice is offered pursuant to their statutory duties.
 - (2) Give reasons for the decisions in accordance with any statutory requirements and any reasonable additional requirements imposed by the authority.
 - (3) Have regard to the rules and advice on the registration and disclosure of interests as set out in paragraphs I & J of this Code.

Registration and Declaration of Interests

15. You shall fulfil conscientiously the requirements of the Authority in respect of the registration of interests in the Register(s) of Members' Interests and, where it is required or appropriate to do so, shall always draw attention to any relevant interest in any proceeding of the Authority or its Committees, or in any communications with the Authority, its Members or officers.
 16. Such disclosures must be made even if the interest has already been included on the register of interests or where there is a notification pending to the Monitoring Officer.
 17. In accordance with this Code, you must keep the register up-to-date and refresh such interests as requested by the Monitoring Officer.
 18. These interests extend to those of your spouse, partner, civil partner, family members or persons with whom you have a close association or personal relationship and you are aware that they have the interest.
-

Appendix A

Duties in respect of the Authority's Councillor Conduct Committee and the Monitoring Officer

19. The application and guidance on this Code shall be a matter for the Authority and for the Councillor Conduct Committee and, as appropriate, the Monitoring Officer, acting in accordance with their terms of reference.
20. You shall co-operate, at all stages, with any investigation into your conduct by the Authority or those persons acting on its behalf. Failure to do so is likely to be a breach of this Code.

Registration of Interests

21. You must comply with the requirements of the law and the Council in registering your interests in the Register of Members' Interests. These are explained on the following pages. These interests extend to those of your spouse, partner, civil partner, family members or persons with whom you have a close association or personal relationship.
22. When considering registering or disclosing any interests, you should ask yourself:

“Would a member of the public, with knowledge of the relevant facts, reasonably regard your interest as so significant that it is likely to prejudice your judgement of the public interest? “

If the answer to this question is “yes”, then you should disclose that interest.

23. Within 28 days of becoming a member of the Authority, or of knowing you have a disclosable pecuniary interest, you must notify the Monitoring Officer. You must also draw attention to any relevant interest, where it is required or appropriate to do so, in any proceeding of the Council or its Committees with which you are involved or in any communications with any colleague, officer or outside body in your role as a member. Such registration and disclosures must be made even if the interest has already been included in the register of interests or where there is a notification pending to the Monitoring Officer.
 24. You should approach the Authority's Monitoring Officer if you feel that your interest should be treated as sensitive because it could lead to you, or a person connected with you, being subject to violence or intimidation. If it is agreed that you have such an interest, you will be obliged to register it but details will not be disclosed in the published version of the register. Similarly, when at a meeting, you only need to state the fact that you have a disclosable interest, and not details of the interest itself.
-

Appendix A

Disclosable Pecuniary Interests

25. The following will constitute pecuniary interests for the purposes of section 30(3) of the Localism Act 2011

| | |
|---|---|
| Employment, office, trade, profession or vocation | Any employment, office, trade, profession or vocation carried on for profit or gain. |
| Sponsorship | Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992. |
| Contracts | Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged. |
| Land | Any beneficial interest in land which is within the area of the relevant authority. |
| Licences | Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer. |
| Corporate tenancies | Any tenancy where (to your knowledge) (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest. |

Appendix A

Securities

Any beneficial interest in securities of a body where

(a) that body (to your knowledge) has a place of business or land in the area of the relevant authority; and

(b) either

(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

Other Pecuniary Interests

26. Other financial interests (if any) that would qualify as grounds for bias in an application to quash a decision of the Authority.

Other Non-Pecuniary Interests

27. Other interests that would qualify as grounds for bias in an application to quash a decision of the Authority.

Memberships

28. In addition, this Code requires you to disclose any interests in any business of the Authority where it relates to, or is likely to affect, either:
- (i) any body of which you are a member, or in a position of general control or management, and to which you are appointed or nominated by your Authority;
 - (ii) any body which exercises functions of a public nature, is directed to charitable purposes, or has a primary purpose of influencing public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.
-

Register of Gifts and Hospitality

- 29 You shall comply with the Council's agreed policy on gifts and hospitality and disclose to the Monitoring Officer the offer or receipt of any gift or hospitality with an estimated value of £25 or more. Offers made but refused must also be disclosed.

Disclosure and Duties in Respect of Interests Held by Members**30. Declaration of interests not included in the Register**

- (1) If you have an interest in a matter under discussion at a meeting of the authority and are aware of that interest, you must disclose the interest to the meeting (unless the Authority's Monitoring Officer considers that it is a sensitive interest – see paragraph I 3 of this Code)
- (2) You must notify the Authority's Monitoring Officer of the interest before the end of 28 days beginning with the date of the disclosure (unless it is subject of a pending notification)
- (3) You must then act in accordance with paragraph 2 below.

31. Disclosable Pecuniary Interests

- (1) Where you
 - (a) are present at a meeting of the authority and
 - (b) have, or become aware that you have, a disclosable pecuniary interest in any matter to be considered, or being considered, at the meeting,

You must

- (c) not participate, or participate further, in any discussion of the matter at the meeting
 - (d) not participate in any vote, or further vote, taken on the matter at the meeting
 - (e) leave the room until the conclusion of the matter under discussion
 - (2) Where you are an executive member taking a portfolio decision and are aware you have a disclosable pecuniary interest, you must notify the Monitoring Officer of that interest within 28 days and take no action in respect of the matter other than refer to another executive member to take the decision.
-

Appendix A

- (3) Where you have taken a portfolio decision that is subsequently discussed at a meeting of the authority, you must not try to influence the outcome of that discussion or take any further part in the proceedings unless answering questions to facilitate those discussions
- (4) If you have a disclosable pecuniary interest in a matter coming before a meeting of the authority, you can make a written request to the Monitoring Officer beforehand for a dispensation, which may allow you to participate in the discussion and vote.

A dispensation may be granted in the following circumstances:

- (a) Where members of the decision making body have disclosable pecuniary interests in a matter that would “impede the transaction of the business”
- (b) That without the dispensation, the representation of different political groups on the body conducting the business would be so upset as to alter the outcome of any vote on the matter
- (c) That the authority considers that the dispensation is in the interest of persons living in the authority’s area
- (d) That the authority considers that it is otherwise appropriate to grant a dispensation.

Any grant of dispensation must specify how long it will last, up to a maximum of 4 years.

Dispensations under (a) and (b) above shall be decided by the Monitoring Officer, with the right of appeal to the Councillor Conduct Committee. Those in (c) and (d) shall be considered by the Councillor Conduct Committee, after consultation with the Independent Person(s).

- (5) Failure to register a disclosable pecuniary interest could be a breach of the Code and a criminal offence. You must register all such interests relating to you, your spouse, civil partner or partner.
 - (6) If a disclosable pecuniary interest arises in relation to your family member or person with whom you have a close association or personal relationship, and you are aware that they have the interest, you must disclose and register that interest. Failure to do so could be in breach of this Code.
 - (7) If you fail to comply with the Code of Conduct (whether or not the finding is made in accordance with the Council’s agreed arrangements) the Authority may have regard to that failure in deciding:
 - (a) whether to take action in relation to you, and
 - (b) what action to take.
-

London Borough of Enfield

Procedure for Handling Complaints against Councillors and Co-opted Members

1. Introduction

- 1.1 The Council has established a Councillor Conduct Committee to implement the relevant requirements of Section 28 of the Localism Act 2011. These include arrangements for dealing with allegations that a councillor or co-opted member has failed to comply with the Authority's Code of Conduct.
- 1.2 The Councillor Conduct Committee comprises 4 members of the Council and deals with policy, complaints against councillors and issues concerning the members' Code of Conduct. The Localism Act also set up a role of Independent Person who will be consulted in respect of complaints received and before findings and sanctions are agreed. The Independent Person will not be a councillor and will be drawn from the local community. The Council has agreed to appoint two Independent Persons who will be recruited through public advertisement and a competitive interview process. Further information on the role of the Committee and the Independent Persons can be found at (insert hyper link)
- 1.3 Further reference to 'councillor' or 'member' in this document also refers to co-opted members of the Authority.

2. Key principles

The procedure for dealing with complaints should:

- 2.1 Be relevant to the Council's Code of Conduct
- 2.2 Command the confidence of the public, Council members and council staff.
- 2.3 Be as simple and economical as possible
- 2.4 Be speedy and fair to all parties
- 2.5 Be decisive
- 2.6 Provide oversight and support to the Monitoring Officer
- 2.7 Be proportionate and comply with the principles of natural justice

Appendix B

3. Criteria for eligibility of complaints

- 3.1 Complaints must be received by the Council's Monitoring Officer in writing within three months of the alleged matter, stating why it is felt the councillor concerned has breached the Code of Conduct. It will be considered solely on the evidence presented. The Council encourages complainants to provide their name and contact details. If the complainant asks for their identity to be protected, the Council will not disclose such details without their consent. The Council will not accept anonymous complaints. The Monitoring Officer will consult the Councillor Conduct Committee or relevant Independent Person as appropriate throughout the process – subject to neither being at risk of being compromised in the event of them being involved at some future point.
- 3.2 Complaints will not be accepted where:
- (a) They are considered to be malicious, vexatious or frivolous
 - (b) The subject matter has already been considered by the Council - except where new evidence has become available which could not previously have been produced
 - (c) It would be more appropriate for the complaint to be dealt with by a court or under another complaints or arbitration procedure
 - (d) One of the parties had registered their intention to take legal action on all or some of the matters complained about
 - (e) Legal action was under way
 - (f) Some or all of the matters complained about have been resolved through litigation.
 - (g) The complaint is being/has been dealt with by another independent complaints process.
 - (h) The complainant seeks to overturn decisions made by the Council.

4. Process

- 4.1 The Council will use its best endeavours to determine a complaint within 3 months of receipt. It will acknowledge the complaint within 5 working days, giving the complainant a contact name and details. The complainant will be kept informed of progress throughout. The process may include:
- (a) Requests for further information/evidence
 - (b) Informal resolution to the satisfaction of all parties
 - (c) Mediation
 - (d) Investigation and/or
 - (e) Referral to the Councillor Conduct Committee where the Monitoring Officer feels it would not be appropriate for him/her to take a decision

Appendix B

- 4.2 The Monitoring Officer, based primarily on the criteria set out in paragraph 3.2 above, will consider the complaint received and, in consultation with an Independent Person, will determine whether it warrants further action.
- 4.3 If it is decided that the complaint does not warrant further action, the Monitoring Officer will advise the complainant accordingly with reasons.
- 4.4 If the complaint is referred for further action, the Monitoring Officer will determine, in consultation with the Independent Person, the most appropriate way of dealing with the complaint. This may include any of the options in 4.1 above.
- 4.5 The Monitoring Officer may undertake any of the actions him/herself or appoint another person to act on his/her behalf. Whichever option is chosen, the outcome will be the responsibility (and in the name) of the Monitoring Officer.
- 4.6 There will be a right of appeal for the complainant against the above decisions of the Monitoring Officer. Such appeals must be submitted within 10 working days of the receipt of the decision (with reasons) and will be considered by the Councillor Conduct Committee, with advice from an Independent Person not previously involved if available.
- 4.7 The Monitoring Officer will report quarterly to the Councillor Conduct Committee on:
 - (a) The number and nature of complaints received
 - (b) Those rejected with reasons
 - (c) Those resolved through informal resolution and other methods (eg mediation)
 - (d) The number investigated,
 - (e) Outcome/progress of investigations and action taken.

5. Consideration of complaints by Councillor Conduct Committee

- 5.1 If appropriate, the Monitoring Officer (in consultation with the Independent Person) may refer the outcome of an investigation to the Councillor Conduct Committee.
- 5.2 The Committee will consider the investigating officer's report which should include evidence and representations from both parties associated with the complaint. The attendance of the complainant(s) and the member(s) against whom the allegations were made will not be required, unless the Committee decides otherwise.
- 5.3 The Committee after considering the investigating officer's report will decide either that:

Appendix B

- (a) The member concerned has breached the Code of Conduct; or
- (b) There has been no breach

5.4 In the event of a finding of a breach of the Code, the Committee will have the option of recommending a sanction against the member concerned. This can include:

- (a) Reporting the findings to full Council
- (b) Recommending to the relevant Group Leader that the councillor be removed from relevant meetings of the Authority of which they are a member
- (c) Recommending to the Leader of the Council that the member be removed from the Cabinet or from particular portfolio responsibilities
- (d) Withdrawing facilities provided to the member by the Council – such as computer access and/or e mail or internet access
- (e) Excluding the member from the Council's offices or other premises for a defined period of time – with the exception of meeting rooms as necessary for the purpose of attending meetings of the Authority of which they are a member
- (f) Publishing the findings in the local media.

5.5 The decision will be communicated to all parties with reasons.

5.6 Where there is a finding of no breach, the Committee will communicate the decision to all parties together with reasons.

6. Appeals against decisions of the Councillor Conduct Committee

- (a) The parties involved in the complaint will have a right of appeal but only where the decision taken was considered unreasonable or procedurally flawed or where new evidence was produced which, if available at the time of the original decision, may have changed the outcome. Dissatisfaction with the decision itself will not constitute a right to appeal.
- (b) An appeal must be made in writing to the Authority's Monitoring Officer and be received within 10 working days of the notification of the decision. The appeal must contain reasons.
- (c) In the event of an appeal, the Leaders of both Groups will be asked to nominate two members each to hear the case, advised by an Independent Person and the Monitoring Officer or representative – none of whom should have been previously involved in the complaint.

Appendix B

- (d) These members will consider firstly whether the Councillor Conduct Committee
- Had focussed only on relevant matters
 - Had not refused or neglected to take account of relevant matters, and
 - Was not influenced by irrelevant matters.

Secondly, given the above, the members will then consider whether the Committee had come to a conclusion that any reasonable body would have reached under the circumstances.

- (e) The Council will use its best endeavours to consider the appeal and notify all parties of the outcome within 4 weeks of it being received.

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Appendix C

London Borough of Enfield
Recruitment Pack for
Appointment of
Independent Person

Enfield Council - Appointment of Independent Persons

Background Information

Under the provisions of the Localism Act 2011 the way that Enfield Council will deal with conduct complaints about its elected and co-opted members in its area is changing.

The statutory regulatory framework has been abolished and the Council is responsible for deciding how to deal with conduct issues at a local level, including adopting its own local code and determining what arrangements it will adopt to deal with complaints.

The Act provides that the Council must appoint an Independent Person or Persons to assist the Council in promoting and maintaining high standards of conduct amongst its members. At March 2012 Council it was agreed that Enfield would appoint up to two Independent Persons.

The Independent Persons will be consulted on the decision to investigate complaints and before it makes a decision on an investigated complaint. The Independent persons may be consulted on other standard matters, including by the member who is subject to an allegation.

The new arrangements come into effect on 1 July 2012. The Council intends to finalise all the new arrangements at a Council meeting on 4 July 2012.

A fixed allowance of £500 per annum is payable together with reimbursement of travel and subsistence expenses.

Full details of the role and responsibilities of an Independent Persons are included in this Recruitment Pack. For more information contact

Penelope Williams
Governance Team
Enfield Council
Civic Centre
Silver Street
Enfield
Middlesex
EN1 3XF

Tel: 020 8379 4098

Email: penelope.williams@enfield.gov.uk

Website: www.enfield.gov.uk/

The closing date for applications is – to be agreed. Interviews will be held on – to be agreed.

Role of Independent Person

Role Description

Responsible to: The Councillor Conduct Committee and the Council

Liaison with: Monitoring Officer, members of the Councillor Conduct Committee, officers and members of the Council, other Independent Persons, complainants and key stakeholders within the community.

1. To assist the Council in promoting high standards of conduct by elected and co-opted members of the Council and in particular to uphold the code of conduct adopted by the Council and the principles of public office, namely selflessness, honesty, integrity, objectivity, accountability, openness, leadership, respect for others, duty to uphold the law and stewardship.
2. To be consulted by the Council through the Monitoring Officer and/or the Councillor Conduct Committee before it makes a decision on an investigated allegation and to be available to attend meetings of the Councillor Conduct Committee and other committees, as appropriate, for this purpose.
3. To be available for consultation by the Monitoring Officer and/or the Councillor Conduct Committee both before a decision is taken as to whether to investigate a complaint, or to seek local resolution of the same or to consider an appeal against decisions taken.
4. To be available for consultation by any elected or co-opted member who is subject to a standards complaint.
5. To develop a sound understanding of the ethical framework as it operates within the Council.
6. To participate in training events to develop skills, knowledge and experience and in networks developed for Independent Persons operating outside the Council's area.
7. To attend training events organised and promoted by the Council's Councillor Conduct Committee.
8. To act as advocate and ambassador for the Council in promoting ethical behaviour.
9. To be involved in the resolutions of disputes where appropriate.

Person Specification

| | Essential | Desirable |
|---|-----------|-----------|
| <p>Qualifications:</p> <p>No specific qualifications or background is required</p> | | |
| <p>Skills and Competencies:</p> <p>The independent person will have:</p> <ul style="list-style-type: none"> • A keen interest in standards in public life ✓ • A wish to serve the local community and uphold local democracy ✓ • The ability to be objective, independent and impartial. ✓ • Sound decision making skills ✓ • Leadership qualities, particularly in respect of exercising sound judgement ✓ • Working knowledge/experience of local government or other public service and/or of large complex organisations and awareness of and sensitivity to the political process ✓ • Knowledge and understanding of judicial/quasi judicial or complaints processes ✓ <p>The independent person will:</p> <ul style="list-style-type: none"> • Be a person whose impartiality and integrity the public can have confidence. ✓ • Understand and copy with confidentiality requirements. ✓ • Have a demonstrable interest in local issues. ✓ • Have an awareness of the importance of ethical behaviours. ✓ • Be a good communicator ✓ | | |
| <p>You should demonstrate in your application how you meet the above criteria as this will assist the short listing process.</p> <p>Means of assessment will be by application form and by interview.</p> | | |

Eligibility for Appointment

A person cannot be appointed as an Independent Person if they are or were within a period of five years prior to the appointment any of the following apply to him or her:

1. A Councillor, co-opted member or employee of the London Borough of Enfield.
2. Are closely associated with anyone who is now, or has been in the last five years, a Councillor or employee of the London Borough of Enfield.
3. A person with an unspent criminal record (Rehabilitation of Offenders Act applies).
4. Hold any political office, belong to any political party; or be or have been politically active in the last five years.
5. Have any dealings with the Council which could be seen to be prejudicial to a person's independence.

However by virtue of transitional arrangements this will not prevent previous independent members of the Council's Standards Committee from being eligible to apply for the role.

Other requirements

- Have sufficient time to devote to the appointment.
- Will have disclosed to the Council any matter in his/her background which, if it became public, might cause the council to reconsider the appointment.
- Committed to the term of office. Initially for two years.

Advertisement and application

The Independent Person must be appointed through a process of public advertisement, application and appointment by a positive vote of the majority of all members of the Council.

Enfield Council has advertised this position in the – to be agreed. The closing date for applications is – to be agreed.

Appointment

The Council will shortlist and interview those who have applied to be Independent Persons. It will then recommend the successful candidate to the Council. It is a requirement of current regulations that the appointment of Independent Persons be “approved by a majority of the Members of the authority”.

Enfield Council

Application for the position of Independent Person

Individuals who wish to be considered for appointment as Independent Person at Enfield Council are requested to provide the following information to support their application. All information provided will be treated in the strictest confidence and will only be used for the purposes of selection. Please feel free to use a separate continuation page if you wish to expand your answer to any question outlined below. The form should be completed with regard to the person specification and other requirements contained within the recruitment pack.

1. Personal Details

Name:

Address:

Postcode:

National Insurance Number:

Contact Details

Daytime Telephone Number

Email Address

2. Qualifications

(Please list in particular any qualifications which you think are relevant to the position of Independent Person)

3. Summary of Experience

(Please give a brief account of your experience including career, public and voluntary work together with the nature of your current or most recent occupation)

4. Relevant Expertise/Skills

(Please briefly outline any knowledge or expertise which you believe would be particularly relevant to your role as an Independent Person.)

5. Why do you wish to be considered for appointment as Independent Person and what particular attributes do you believe you would bring to the role?

6. Please provide any additional information you may wish to give in support of your application

| | |
|---|-------------------|
| 7. References will be taken up of all applicants who are invited for interview | |
| 1. Name | 2. Name |
| Address | Address |
| Telephone Number: | Telephone Number: |
| Email: | Email: |

I wish to apply to be an independent person

In submitting this application, I declare that:

Either

- I am not and have not during the past 5 years been a Member or Officer of the Council
- I am not related to, or have a close personal relationship or association with any member or officer of the Council
- I am not currently an Officer or Member of any other relevant authority (this includes parish, district, county and unitary councils and Police and Fire Authorities)
- I am not actively engaged in local party political activity *

And/or

- I was a previous independent member of the Standards Committee *

Signed

Date

Please return this application form by – date to be agreed - to: penelope.williams@enfield.gov.uk or to:

Penelope Williams
 Governance Team
 Enfield Council
 Civic Centre
 Silver Street
 Enfield
 Middlesex, EN1 3XF

MUNICIPAL YEAR 2012/2013 REPORT NO. 25

MEETING TITLE AND DATE:

Council
4TH July 2012

REPORT OF:

Overview & Scrutiny
Committee

| | |
|--|-----------------|
| Agenda – Part: 1 | Item: 17 |
| Subject: Enfield’s Scrutiny Annual Report 2011-12 | |
| Wards: None Specific | |
| Cabinet Member consulted: N/A | |

Contact officer and telephone number:

Mike Ahuja (Head of Corporate Scrutiny & Community Outreach)

Tel: 0208-379-5044

E-mail: mike.ahuja@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The Council Constitution requires the Overview & Scrutiny Committee to prepare and present an Annual Report to Council detailing the work undertaken by the Council’s Scrutiny function over the last municipal year.
- 1.2 A copy of the Scrutiny Annual Report 2011-12 has been attached (as Appendix 1) for consideration and endorsement, prior to publication.

2. RECOMMENDATIONS

- 2.1 That the Council considers and endorses the Scrutiny Annual Report 2011-12 for publication;
- 2.2 That Council notes the areas identified as future challenges for Enfield’s Scrutiny function within the Annual Report.

3. BACKGROUND

- 3.1 The 2011-12 Annual Report will be the 13th produced by Enfield's Scrutiny function.
- 3.2 The Annual Report provides a summary and evaluation of key scrutiny activities over the year, with a focus on its key outcomes.
- 3.3 The report covers the work of each of the Council's six Scrutiny Panels (since the revised scrutiny structure agreed by Council on 4th May 2011) and the Overview & Scrutiny Committee, with each Panel providing a summary of the work they have undertaken focussed around their overall effectiveness and key outcomes. Its structure and content has been designed and approved by the Overview & Scrutiny Committee. The format of the report has been amended over recent years to highlight the key outcomes being achieved by Scrutiny, as well as to make the publication as cost effective and user friendly as possible.
- 3.4 As well as outlining the varied work undertaken by individual Panels, the Annual Report also has a key role to play in raising awareness and the profile of the Council's scrutiny function not only within the Authority but also amongst its external partners/stakeholders and with the public.
- 3.5 The Annual Report also includes a specific section looking forward and identifying a number of key challenges to be addressed by the Council's Scrutiny function over the coming year. Of particular interest will be the need to:
- continue to support the implementation of scrutiny requirements contained within new legislation, in particular Health & Social Care Act and the Localism Act;
 - continue to work with and scrutinise a wide range of local partners;
 - to build on the success achieved to date in engaging with the public and other interested stakeholders in the work being undertaken by Scrutiny;
 - to continue the very effective collaborative (cross-party) working between scrutiny chairs and members.
 - Develop and continue to widen community engagement.
- 3.6 The Annual Report which has been presented in draft and is subject to endorsement by the Council, will then be published in its final format. Once again this year access to the report will be via the scrutiny website with minimal hard copy production.

4. ALTERNATIVE OPTIONS CONSIDERED

No other options have been considered, as the Scrutiny function is required, under the Council's Constitution, to present an annual report to Council for adoption.

5. REASONS FOR RECOMMENDATIONS

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

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

6.1 Financial Implications

All costs associated with the production and publication of the Scrutiny Annual Report will be contained within the current budget allocation to the Council's Scrutiny function.

6.2 Legal Implications

6.2.1 Section 21 of the Local Government Act 2000 (as amended most recently by the Localism Act 2011) requires principal local authorities to have at least one Overview & Scrutiny Committee. Its functions are to:

- review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions;
- , make reports or recommendations to the authority or the executive with respect to the discharge of any functions;
- review or scrutinise decisions made, or other action taken, in connection with the discharge of any functions which are not the responsibility of the executive;
- make reports or recommendations to the authority or the executive with respect to the discharge of any functions which are not the responsibility of the executive;
- make reports or recommendations to the authority or the executive on matters which affect the authority's area or the inhabitants of that area;

In the case of the overview and scrutiny committee, or committees, of an authority to which section 244 of the National Health Service Act 2006 applies—

- to review and scrutinise, in accordance with regulations under that section, matters relating to the health service in the authority's area, and;
- to make reports and recommendations on such matters in accordance with the regulations.

6.2.2 The Council's Constitution requires the Overview & Scrutiny Committee to present an Annual Report to Council, which includes details of the reviews undertaken and the key outcomes along with any work planned for the coming year.

6.3 Property Implications

No property implications are deemed necessary for completion and agreement of the Scrutiny Annual Report.

7. KEY RISKS

No material risks have been identified, however having an Overview & Scrutiny Committee is a legal requirement, and an annual report provides an opportunity to raise awareness both within the Council and also with stakeholders including the public.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The role of Scrutiny in Enfield includes ensuring, as part of the review, that services are being provided on a fair and equitable basis for all members of our communities.

8.2 Growth and Sustainability

Growth and Sustainability are key areas of work specifically identified in the work programmes for Sustainability and Environment and Housing, Growth and Regeneration Scrutiny Panels over 2011-12. As part of the approach towards Scrutiny in Enfield all Panels are encouraged to consider issues relating to sustainability and the support that can be provided to secure further inward investment in the borough.

8.3 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 it is intended to continue encouraging this approach over the coming year.

9. EQUALITIES IMPACT IMPLICATIONS

It is not relevant or proportionate for an equality impact assessment/analysis to be undertaken for noting the report. However, depending on the individual nature of individual scrutinised issues, an assessment/analysis might be required at the appropriate stage of progress.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

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

- to review and 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 and 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.

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SCRUTINY ANNUAL REPORT 2011/12

Contents

1. Foreword
 2. Introduction
 3. Looking Forward: Future Challenges
 4. Improving Local Services: Key Achievements for Scrutiny 2011-12
 5. Overview & Scrutiny Committee
 6. Older People & Vulnerable Adults Scrutiny Panel
 7. Children & Young People Scrutiny Panel
 8. Crime & Safety and Strong Communities Scrutiny Panel
 9. Sustainability and Living Environment Scrutiny Panel
 10. Health & Wellbeing Scrutiny Panel
 11. Housing Growth & Regeneration Scrutiny Panel
 12. The Public: Getting Involved
- Appendix A Scrutiny some key statistics
- Appendix B Engagement of the Community/ Stakeholders giving evidence in 2011/12

Foreword by Chairman of Overview & Scrutiny Committee

I am pleased to introduce the Annual Report for 2011/12 on the work of Enfield's Scrutiny function.

As last years' slimmed down Annual Report was well received, we have continued with the same layout for 2011/12. The aim is to highlight the work undertaken by scrutiny in Enfield over the last year and - more importantly - the outcomes being achieved as a result.

As you will see we have continued to look at a wide range of services provided not only by the Council, but also by a range of partner agencies.

I would like to thank all councillors and officers who have contributed to the scrutiny function over the last year along with the wide range of participants from the local community and other stakeholder groups, without whom we would not have been able to carry out our work.

I hope you enjoy reading this report and look forward to your continued involvement with the scrutiny function over the next and future years.

Councillor Toby Simon
Chairman of the Overview & Scrutiny Committee

What is Scrutiny?

The Local Government Act 2000 gave local authorities the power to scrutinise, in order to make local government and its decision-making process as open and transparent as possible, with greater public accountability. These powers have been extended by the Local Government & Public Involvement in Health Act 2007 along with the Local Democracy Act 2009 to cover a wide range of partners.

Scrutiny Panels in Enfield have a key role to play in:

- providing a 'critical friend' challenge to the executive policy makers and decision takers;
- providing a mechanism for the voice and concerns of the public and other local stakeholders to be heard;
- contributing towards the development of policy & strategy;
- driving improvement in public services;
- conducting robust evidence based reviews carried out by independent minded councillors who lead and own the process.

Scrutiny in Enfield

In Enfield the support to scrutiny is provided through the Corporate Governance Division, which includes the specialist scrutiny support unit.

The Overview & Scrutiny Committee (OSC) manages the overall scrutiny function, with 6 Panels which from May 2011 covered the following areas:

- Children & Young People
- Crime and Safety & Stronger Communities*
- Health & Wellbeing
- Housing, Growth & Regeneration*
- Older People & Vulnerable Adults
- Sustainability & Environment

*These two Panels are chaired by members of the Opposition Group on the Council.

The work undertaken by scrutiny is based on work programmes set at the start of each year. Each Panel operates with the councillors and other co-opted Members, aiming to gather as much evidence as they can before proposing improvements and changes for the Council, NHS bodies, the local Community Safety Partnership or other partners to consider.

The Panels also seek to encourage public participation and the involvement of residents, customers, partner agencies and staff in the scrutiny process.

Councillor Call for Action (CCfA)

Councillor Call for Action (CCfA) is a service that provides ward councillors with the ability to raise local issues of concern formally through scrutiny. These are issues which members have tried to resolve without success. Scrutiny's role in the CCfA process is a "means of last resort", with issues only being raised through scrutiny once all other resolution avenues have been exhausted. The process for dealing with CCfAs has been designed to focus on outcomes and resolutions for councillors and the local community rather than on processes. It sits alongside existing mechanisms for councillors to resolve issues, whilst still meeting the statutory duty placed on scrutiny to consider issues raised and respond in a timely manner.

Key successes have been achieved this year through CCfA. These include:

- £800k of agreed funding for installation of disabled lifts at a main transport hub. The issue of the lack of disabled lifts had been part as an unsuccessful funding bid. Raising this as a CCfA enabled a fresh successful funding bid under the 'Access for All' scheme.
- Removing a source of noise nuisance which had blighted residents' lives for many years. Two large dogs had been barking regularly throughout the night. This affected a warden controlled building and the surrounding area.
- Working with NHS North Central London agreement has been reached to redevelop a local library to accommodate a 'Joint Service Centre' that will provide a new GP practice, dentist practice, library and community space. A CCfA was raised following identification of the unsuitability of local GP premises following problems with primary care infrastructure both in terms of capacity and delivery. There was an urgent need to deliver improved primary care facilities in the locality to address the current limitations. This was evidenced by the investigation carried out for the CCfA. This work also highlighted the need for a new dental practice and improved community and library facilities.

Petitions

The Overview and Scrutiny Committee has responsibility, under the Council's petitions scheme, for receiving petitions with 1,375 or more signatures and for dealing with any appeals on the steps the Council has taken in response to the submission of a petition. The petitions dealt with are reported below.

Officer Support

The Scrutiny function now also supports the Council's outreach work, including in particular the Area Forums, thus bringing together all our citizen involvement work. This is particularly important in relation to major issues such as the budget where the Annual Budget Meeting of the Overview and Scrutiny Committee enables all the comments on budget proposals to be brought together for review.

Looking Forward: Future Challenges

A number of key challenges as well as opportunities for improvement have been identified for the following and future years:

- Consolidation of the revised remits of Scrutiny Panels (agreed by Council on 4 May 2011) along with the proposal to integrate a single theme running through the scrutiny work programme each year;
- Continuing to work with and scrutinise a wide range of local partners;
- To continue working to set realistic, focussed and well-balanced work programmes with fewer items allowing more detailed review and capacity for any issues raised under CCfA and call-in;
- To increase engagement of the public and other interested stakeholders in the work being undertaken by scrutiny;
- To continue the very effective collaborative (cross-party) working between Scrutiny Chairs & members;
- To continue focussing on member development based on the scrutiny member development programme;
- To continue working to raise the national and regional profile of Enfield's scrutiny function as an example of good practice;

Improving local services - Key Achievements for Scrutiny in 2011/12

Following a Councillor Call for Action, which raised difficulties with lack of space at a GP premises in Enfield Lock, negotiations for a new purpose built centre being constructed on council-owned land are progressing, which will replace the existing facility currently operating from a terraced house.

The Housing, Growth & Regeneration Panel referred a report on worklessness to Cabinet which resulted in a Commission being established. The Panel will receive regular updates before the Commission's findings are published in January 2013.

The Sustainability and the Living Environment Panel have been actively involved with Thames21, a charity looking at water quality in the rivers and tributaries in Enfield. A report to Cabinet was produced, highlighting the work to date and encouraging support and publicity for further collaboration. Energy for London gave a presentation on Local Authority involvement in energy efficiency and as a result, LBE will work in liaison with Energy for London in future.

The Crime and Safety and Strong Communities Scrutiny Panel organised events for the Asian community, the Parent Engagement Panel and Enfield Disability Action's Deaf Project to ascertain their concerns on crime and safety in the Borough.

The Older People and Vulnerable Adults Scrutiny Panel has continued to review Personalisation of Care and the many work streams involved, such as information advice and guidance, resource allocation, direct payments and workforce planning. The Panel values the contributions from voluntary sector co-optees, representing vulnerable groups within Enfield.

The Children's Services Scrutiny Panel has been reviewing Primary Pupil Places, and has made a number of recommendations in a report that went to Cabinet; these included evaluation of the strategy for partner schools to ensure the strategy is having a positive impact on school attainment results, and to identify and engage with schools early in the expansion process and discuss solutions to potential difficulties such as concerns over traffic and parking.

Overview and Scrutiny Committee

Committee Members:

Cllr Toby Simon (Chairman)
Cllr Alan Sitkin (Vice - Chairman)
Cllr George Savva MBE
Cllr Alev Cazimoglu
Cllr Rohini Simbodyal
Cllr Michael Rye OBE
Cllr Edward Smith

Education Statutory Co-optees:

Alicia Meniru & 1 vacancy (Parent Governor)
Simon Goulden (other faiths/denomination)
Mr Tony Murphy (Catholic Diocese rep)
Vacancy (CofE rep)

Overview and Scrutiny Committee has responsibility for the leadership, management and co-ordination of the Council's scrutiny function. The Committee approves an annual scrutiny work programme, so as to ensure that each Panel's time is effectively and efficiently utilised and also manages the scrutiny of the Council's annual budget consultation.

The Committee is also responsible for dealing with the call-in procedure. This allows Members of the Council to require that the implementation of decisions taken by Cabinet, individual Cabinet Members or Directors be suspended to enable further review.

During 2011/12 the Committee dealt with twelve call-ins, all of which have resulted in the original decisions being confirmed. Following one such review a reference was made to the Council's Corporate Management Board (CMB), seeking assurances about the provision of information to members and about compliance with the Council's Constitution so that any decision called-in for review remained suspended from implementation, pending consideration. Assurances were provided by CMB.

The Committee also has responsibility for initial consideration of any Councillor Calls for Action (CCfA) referred to scrutiny. CCfA provides members with an opportunity to formally raise issues of local concern with scrutiny where other methods of resolution have been exhausted. Whilst no issues have been referred onto the Committee for consideration this year, this reflects the successful role played by the Corporate Scrutiny officer team as "gatekeeper" in seeking to resolve issues, without the need for referral onto scrutiny. The success achieved under Enfield's CCfA continues to be recognised nationally, particularly in terms of the support to members in their representational roles.

ENFIELD SCRUTINY

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The Committee has responsibility, under the Council's petitions scheme, for receiving petitions with 1,375 or more signatures and for dealing with any appeals on the steps the Council has taken in response to the submission of a petition. A petition was received, calling for a ban on spitting in public places. The Committee invited the relevant Cabinet member to apply to DCLG for approval in principle of a bye-law to deal with the issue and invited the petitioners to submit the petition to the full council in view of the number of signatories. No procedural appeals were received.

The Committee held its Annual Budget Meeting in January to review the outcome of the budget consultation. Detailed analysis of the substantial savings proposed focussed on the robustness of the estimates and their consistency; and on the risks they posed in implementation.

The general work programme of the Committee has included monitoring performance of the Council's Revenues & Benefits Service, including the progress being made against their Service Inspection Action Plan. The Committee has also kept a "watching brief" on the outcome of the Council's review into the use of consultants, interim and agency staff, linked to its wider interest in development of the Council's budget and consultation process. Regular updates also continue to be provided monitoring use of the Council's urgency procedures.

Another significant area of review over the last year has involved consideration of the aspects of the Council's objective of 'fairness for all' and the Scrutiny Panels were also asked to consider this as it affected their areas of responsibility.

The Committee received a presentation in November 2011 on the Draft Child Poverty Strategy – the drive towards prosperity. This was well received and due to the implications for all areas of the Council in working towards the strategy it was agreed that all Panels should consider this within their work programmes for the next municipal year.

As part of its management and co-ordination role, the Committee has undertaken an annual evaluation of the scrutiny function as well as monitoring the progress being made with the implementation of recommendations from scrutiny reviews. These recommendations are tracked through a monitoring system and a further update will be provided in the next municipal year. 2011/12 saw the introduction of revised Panel remits and a restructure within the Governance Division resulted in revised support arrangements within the Corporate Scrutiny and Community Outreach Team.

2012/13 Overview & Scrutiny Committee Contact Details

Chairman: **Councillor Toby Simon**

Vice Chairman: **Councillor Alan Sitkin**

Head of Corporate Scrutiny & Community Outreach: Mike Ahuja

Corporate Scrutiny & Community Outreach Officer: Stacey Gilmour

Full details of the panels full work programme are available on the website
www.enfield.gov.uk/Scrutiny

Older People and Vulnerable Adults Scrutiny Panel

Panel Members:

Cllr George Savva MBE (Chairman)
Cllr Chris Joannides (Vice Chairman)
Cllr Patricia Ekechi
Cllr Ahmet Hasan
Cllr Elaine Hayward
Cllr Eric Jukes
Cllr Nneka Keazor
Cllr Geoffrey Robinson
Cllr Lionel Zetter

Co-Opted Members:

John Lynch (Chairman Enfield LINK)
Chris Rash (Over 50s Forum)

The remit of the Panel is to consider adult social care provided by the Council and partners (such as the NHS), implementation of national policy and local issues which might affect service users, older people and vulnerable adults in the Borough.

Two co-opted members have contributed this year to Panel meetings and working groups.

An update report was received on recruitment and retention of qualified social workers. The Panel commended the continuation of the “grow your own” initiative that has had a positive effect on the recruitment and retention of our social workers and managers and a reduction in agency staff.

An update report was received in respect of Social Services income collection and debt write-offs. Money Collection On Line (MCOL), the new online collection system, has been successful in recovering debts. The emphasis is on recovery rather than write-off although some debts are challenging.

Budget consultation proposals for 2012-13 were presented to the Panel in January 2012 prior to the Overview & Scrutiny Committee Budget Meeting. Members raised concerns about the potential impact of budget reductions on elderly and vulnerable people and were keen to stress that HASC services may not always be prioritised by many residents in the budget consultation since they have no experience of these services which make a difference to the lives of the disabled, elderly and vulnerable.

Home Care Contract Performance has continued to be an important element of the Panel’s work. Monitoring reports have been received as well as updates on the development of the Electronic Monitoring System (EMS). This will continue to be a focus of the Panel’s work.

ENFIELD SCRUTINY

Serving the people

A key aspect of the Panel's work is adult safeguarding. Implementation of the Adult Safeguarding Strategy was discussed in September and the Panel was consulted in April 2012 on the Safeguarding Adults Board's next three year action plan.

Within the 2011/12 municipal year items included in the work programme included the Stroke Strategy action plan and the End of Life Care strategy.

The Panel received a briefing on the Voluntary and Community Sector Funding Review conducted jointly by HASC and the NHS after this was highlighted by Enfield LINK. A further briefing on the outcome was also received.

The Panel requested briefings on the latest developments in assistive technology, HASC's emergency planning arrangements and HASC's local quality account consultation.

A working group continues to monitor the new Dual Registration Care Home proposals, although the reprovision plans have been delayed. The working group were pleased to be invited to visit Azalea Court, a Twinglobes Care Home, and were impressed by its facilities and good practices.

The Personalisation of Care Working Group has continued to monitor development of the systems in place to deliver the new personalisation agenda such as E cards, direct payments, brokerage, the resource allocation system and staff training. The working group were assisted by representatives from Age UK Enfield, One-to-One Enfield, Enfield Disability Action, Enfield Mental Health User Group and the Over 50s Forum.

In April the National Pensioners' Dignity Code was brought to the Panel for their endorsement. The purpose of the Dignity Code (attached for ease of reference), launched on 22nd February, is to uphold the rights and maintain the personal dignity of older people ensuring the health, safety and well-being of those who are less able to care for themselves.

2012/13 Older People & Vulnerable Adults Panel Contact Details

Chairman: **Councillor George Savva**

Vice Chairman: **Councillor Chris Joannides**

Scrutiny & Outreach Officers: Linda Leith & Koulla Panaretou

Full details of the panels full work programmes are available on the website
www.enfield.gov.uk/Scrutiny

Dignity Code

The purpose of this Dignity Code is to uphold the rights and maintain the personal dignity of older people, within the context of ensuring the health, safety and well being of those who are increasingly less able to care for themselves or to properly conduct their affairs.

This Code recognises that certain practices and actions are unacceptable to older people, such as:

- Being abusive or disrespectful in any way, ignoring people or assuming they cannot do things for themselves
- Treating older people as objects or speaking about them in their presence as if they were not there
- Not respecting the need for privacy
- Not informing older people of what is happening in a way that they can understand
- Changing the older person's environment without their permission
- Intervening or performing care without consent
- Using unnecessary medication or restraints
- Failing to take care of an older person's personal appearance
- Not allowing older people to speak for themselves, either directly or through the use of a friend, relative or advocate
- Refusing treatment on the grounds of age

This Code therefore calls for:

- Respect for individuals to make up their own minds, and for their personal wishes as expressed in 'living wills', for implementation when they can no longer express themselves clearly
- Respect for an individual's habits, values, particular cultural background and any needs, linguistic or otherwise
- The use of formal spoken terms of address, unless invited to do otherwise
- Comfort, consideration, inclusion, participation, stimulation and a sense of purpose in all aspects of care
- Care to be adapted to the needs of the individual
- Support for the individual to maintain their hygiene and personal appearance
- Respect for people's homes, living space and privacy
- Concerns to be dealt with thoroughly and the right to complain without fear of retribution
- The provision of advocacy services where appropriate

Written by: NPC, Walkden House, 10 Melton Street, London NW1 2EJ
www.npcuk.org

ENFIELD SCRUTINY

Serving the people Children & Young People Scrutiny Panel

Panel Members

Councillor Rohini Simbodyal (Chairman)
 Councillor Jon Kaye (Vice-Chairman)
 Councillor Glynis Vince
 Councillor Chris Deacon
 Councillor Daniel Pearce
 Councillor Nneka Keazor
 Councillor Chaudhury Anwar
 Councillor Simon Maynard
 Councillor Ali Bakir (replaced Ingrid Cranfield from the 6th Dec 2011)

Statutory Co-optees: Alicia Meniru (Parent Governor Representative), Vacancy (Church of England Diocese), Vacancy (Catholic Diocese), Simon Goulden (representing other faiths /denominations)

Non Voting Co-optees: Sally Moore (Primary Headteachers' Conference), Pamela Rutherford (Secondary Headteachers' Conference), David Byrne (Enfield Colleges Principals Group), Youth Parliament representatives x 2.

This panel deals with the scrutiny of the full range of children services including education, schools, early years, youth services and social care services for children and young people.

This year the panel continued work on the Primary Pupil Places working group, and set up new working groups on Getting Young People into Employment Education & Training, and Pupil Attainment working Group.

Primary Pupil Places

The demand for primary pupil places in Enfield, as in other London Borough's has been increasing and surpassing planned for figures year on year since 2008.

Due to this increasing pressure on the Authority and schools to find places for children, the Members of the Children & Young People Scrutiny Panel decided to set-up a working group to look at the strategy for dealing with the increase in demand.

Due to the lack of school space for expansions the Schools and Children's Services department have introduced a partner school strategy that transforms suitable venues in to class room space, and links it with an excellent school leadership team to ensure the children receive the same standards of Education.

As this is a new strategy the Children & Young People Scrutiny Panel have recommended in a report that went to Cabinet that:

At the request of the Children and Young People's Scrutiny Panel, a Working Group of Members was created in order to review and monitor the work in relation to the planning of pupil places in Enfield. The Working Group has met regularly and

ENFIELD SCRUTINY

Serving the people

considered the contents of this report at their meeting on the 23rd November 2011. The group were supportive of the strategy, but have also recommended that the following further actions be taken:

- 1.To evaluate the strategy of the partner school initiative/satellite sites by measuring pupil attainment and standards.
- 2.That in future revised strategies present data which shows whether the objective to reduce mobility has been successful,
- 3.That in future early discussions should take place when schools are identified for potential expansion around best practice for traffic management.

Getting Young People into Employment Education & Training. Not in Education Employment and Training (NEETS)

In 2010/11 the number of 16-18 year olds classed as Not in Education, Employment and Training (NEET) in Enfield was 361 (5.8%). As 21% of Enfield's residents are under 15 years of age finding suitable routes to training and employment is essential. The aim of the working group is to look at the barriers, options and solutions for getting young people into Education, Employment & Training. We have been gathering evidence over the year, and there are several strands to this piece of work which will need to be continued over the next municipal year.

This year so far, the working group has recommended, and training was undertaken to ensure Governors were made aware of the changes to the Careers Advice Service to schools.

We have looked into the possibility and the benefits and drawbacks of publishing NEET data in a Schools league table.

After some discussion around NEETS and the effectiveness of early intervention, and identifying young people in years 5 and 6 who may struggle with the transition to secondary school, or who have low attainment etc. Therefore the group recommended that NEETS was included in the risk assessment checklist that had been developed from a recommendation from the Under 18 conception working group. This was completed, and the form was taken to the SENco conference in early November where it was agreed to be used. The form means that teachers or SENco's can identify a child who may be vulnerable or struggling at school and work through the checklist and depending on the outcome of the assessment refer to appropriate services, or implement additional support in school.

Pupil Attainment Working Group

Work has only just begun on this working group and will need to continue into the next municipal year, however the main aim of the group is to understand the different factors that create inconsistencies with the schools in the Borough. To look at different cohorts of pupils to see what factors affect attainment. The working group will explore the factors that contribute/stop pupils gaining good outcomes and high levels

ENFIELD SCRUTINY

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of attainment and how the best performing schools enable pupils to reach their full potential.

In the full Panel meetings, the panel received detailed reports and presentations examining issues such as, academies and free schools, Gifted & Talented, and Infant Mortality, Outcomes for looked after children, and children in receipt of child protection plans. The Panel considered the benefits of Youth Achievements Foundations, and how they might fit into the current Enfield services.

Budget reductions were a major concern. Proposals were put forward by the Panel as part of the budget consultation rounds on ways in which the Council could save money but preserve valued services in the Children's services area. These views were fed into the Overview & Scrutiny Committee Budget Consultation.

An important role of the Panel is to ensure that recommendations from previous Scrutiny Reviews are implemented and not forgotten. Therefore monitoring of progress on implementation was undertaken on the Review of Health Visitors and Under 18 conceptions. The Panel were happy that in both reviews all the recommendations had been implemented, and they can now be signed off the tracking system.

Finally, regular updates were received on the work of the Children's Trust Board as well as monitoring reports on adoption, fostering, children's social care complaints, recruitment and retention of social workers, and the Local Safeguarding Children's Board Business Plan.

2012/13 Children & Young People Panel Contact Details

Chairman: **Cllr Rohini Simbodyal**

Vice Chairman: **Cllr Jon Kaye**

Corporate Scrutiny & Community Outreach Officers: Claire Johnson – Scrutiny & Community Outreach Manager & Stacey Gilmour – Scrutiny & Community Outreach Secretary Tel: 020 8379 4187

Full details of the Panel's full work programmes are available on the website www.enfield.gov.uk/Scrutiny

Crime & Safety & Strong Communities Scrutiny Panel

Panel Members:

Councillor Michael Rye, OBE (Chairman)
Councillor Ingrid Cranfield (Vice-Chairman)
Councillor Kate Anolue
Councillor Ali Bakir
Councillor Yasemin Brett
Councillor Jonas Hall
Councillor Derek Levy
Councillor Simon Maynard
Councillor Glynis Vince

Non-Voting Co-optees: Mr Brian Waters (Enfield Police Partnership Group – Management Committee), Rasheed Sadegh-Zadeh, Caroline Wilmer

The Crime and Safety and Strong Communities Scrutiny Panel covers all aspects of crime and safety issues including fear of crime, anti-social behaviour, drug and alcohol misuse and emergency planning. This year the Panel has continued to work in partnership with the Metropolitan Police and a range of other stakeholders. The Panel has had a further two community members as co-optees in addition to the Enfield Police Partnership Group – Management Committee member.

The Panel has continued to engage with and support the Safer & Stronger Communities Board (SSCB, Enfield's Community Safety Partnership) with consultation around its Partnership Plan and priorities. This has involved specific consultation events being arranged for harder-to-reach sections of the community including parents, through the Parent Engagement Panel and those members who wish to become Parent Crime Champions, the Asian community (in partnership with Enfield Racial Equality Council) and Enfield Disability Action's Deaf Project. The priorities identified in the SSCB Partnership Plan for 2012/13 will be used to inform the Panel's work next year.

The Panel has commented on the development of the SSCB's new Performance Management Framework and provided a monitoring overview on the performance of the SSCB.

Specific reviews undertaken by the Panel include:

1. Public confidence in open spaces

The Panel has examined crime statistics in parks, on estates and in retail areas. From this information it was decided to focus on the retail areas, taking into account the transport hubs in these areas. The retail areas identified were Enfield Town, Palmers Green and Angel Edmonton and Edmonton Green.

The review has involved close working with Enfield Business Retail Association (EBRA) and meeting with many traders both large and small in the identified areas to hear concerns and observe at first hand the issues under consideration.

The final report took into account the views of the traders; EBRA and the assessment made by the Members. Two of the key agreed recommendations were:

- The two shopping centre managers are invited to the Crime and Safety and Strong Communities Scrutiny Panel to discuss a joint approach to rules and regulations in the two shopping centres in Enfield Town.
- The Council request that the Police review all the Safer Neighbourhood Team (SNT) bases in the Borough to see if they are a good use of resources. This issue is referred to London Councils Scrutiny Network meeting for consideration as a recommendation across London.

2. Gangs, young people and weapon-enabled crime

This followed on from the work started in 2010/11, reflecting what was at the time and remains a top priority for the Safer & Stronger Communities Board (SSCB). The Scrutiny Panel also noted that young people are over-represented as both victims and offenders in crime statistics.

This review involved working with members of the Youth Parliament, who undertook to consult young people in youth centres. In addition, an event was held with the Parent Engagement Panel to allow parents in the community to provide their views. The working group has also spent time with parents of young offenders and staff from the Youth Offending Service. In addition, the Vice-Chairman attended a meeting of the multi-agency Gangs Action Group, which reviews the cases of known gang members.

The final report identifies all evidence collected and provides a number of recommendations. Two of the key agreed recommendations were:

- Increase the publicity of the Strengthening Families, Strengthening Communities course and the number of parents attending across the Borough.
- Explore youth emotional resilience training for young people and their parents.

The Panel reviewed the findings of the Council Commission to examine the August 2011 disturbances in Enfield. The Panel has also kept a watching brief on the review of partnership arrangements to tackle domestic violence across the borough.

Other issues considered over the year have included arrangements for Safer Neighbourhood Team reductions, tackling sex crime and associated anti-social behaviour, Victim Support's delivery structure, activities in place to tackle hate crime, and an Olympics update.

The Panel has looked to maintain its strong links with the SSCB, as its role continues to develop, and provides regular updates on its scrutiny activity for the Board. The Panel remains committed to retaining and building on these links over the coming year.

**Crime & Safety & Strong Communities Scrutiny Panel Contact
Details 2012/13:**

Chairman: Councillor Michael Rye OBE

Vice Chairman: Councillor Ingrid Cranfield

Corporate Scrutiny Officers: Mike Ahuja & Sue Payne

Democratic Services Secretary: Jane Juby Tel: 020 8379 4073

Full details of the Panel's full work programmes are available on the website
www.enfield.gov.uk/Scrutiny

Sustainability and Living Environment Scrutiny Panel

Panel Members:

Councillor Alan Sitkin (Chairman)
Councillor Joanne Laban (Vice Chairman)
Councillor Yasemin Brett
Councillor Jayne Buckland
Councillor Yusef Cicek
Councillor Robert Hayward
Councillor Derek Levy
Councillor Paul McCannah
Councillor Ann Zinkin

The panel scrutinises environmental policy as well as ancillary areas of concern including parks/open spaces, leisure and recreation.

Following the successful format of the previous year, input to the panel was divided between input from Council services and regular invitations to external speakers giving presentations in relevant topic areas. As for the work programme itself, this was divided into three thematic sections.

The first section considered specific internal operations undertaken by the two Council Departments (Environment / Regeneration, Leisure and Culture) for which the Panel has direct scrutiny responsibility. During this past year, for instance, LBE's Licensing Team was heard with a view towards ascertaining the effectiveness of the various tasks it discharges, including the administration of a wide range of licences ranging from alcohol and entertainment to betting shops and zoos. Note was taken of Enfield's joint Licensing and Police teams, one of the first such arrangements in London, as well as the 'out of hours' service provided. Cold calling prohibition modalities were discussed and a decision taken to communicate these to residents via leafleting.

Another internal service to be scrutinised was Trading Standards, whose effectiveness in a time of severe budget cuts was noted. The details of Trading Standards' intelligence-led organisation were debated, with Members also querying the unit's responsibilities in relation to the regulation of excess packaging, a recurring topic for the panel this year.

Two other internal reports received by the Panel pertained to leisure centres' contractual position and the Borough's development of its Library Strategy, particularly with respect to the development of multi-purpose buildings, an efficiency and regeneration initiative that the current Administration is interested in driving and which is therefore likely to come to the Panel again.

The second thematic group considered sustainability topics with relevance to Enfield Council's commitments in this area. The first item followed a meeting at London Councils, with a DEFRA representative giving a presentation to the Panel on reducing packaging and advising on the advantage for Enfield of building closer links with

ENFIELD SCRUTINY

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retailers and other local authorities. This may be a subject for further consideration by the Panel.

Energy for London gave a presentation on new energy opportunities for local authorities. This included working with developers to ensure that new buildings are constructed to low carbon emission standards. Consideration was also given to the energy-efficient retrofitting our existing housing stock, an altogether more difficult proposition and one that is likely to come back to the Panel in the future. Fuel poverty also received initial enquiries but will likely have to be scrutinised again, particularly in relation to benefit entitlements available to residents. Lastly, information was provided on certain significant changes this year, including the phasing out of Feed in Tariffs and the implementation of the Renewable Heat Incentive. There is concern at the Enfield level about the effectiveness of the new so-called “Green Deal”, a topic that is bound to require further scrutiny in the future.

In another sustainability area and following reports of poor water quality in the River Lea and its tributaries (notably Pymmes Brook), the environmental charity Thames21 gave a presentation highlighting visible and invisible water pollution problems and advising what steps might be taken to at least partially remedy this generations-old problem. A series of ‘clear-up’ events have already been held, for instance, encouraging volunteers to participate in the removal of debris from Pymmes Brook. As a result of the positive community engagement and the need to publicise the partnership work, a report to Cabinet was produced, advising of work undertaken to date and recommending a more formalised partnership with Thames21, to organise further clean-up sessions but also to advance sustainability education in Enfield’s schools (see below).

Otherwise, a report on the Council’s tree management policy led to the Panel expressing the opinion that future urban regeneration policies should include measures aimed at expanding the total stock of trees in the Borough.

Lastly and as part of its on-going consultation process, the Environment Agency gave a presentation on the flood alleviation scheme for Salmon’s Brook. Local residents and Enfield Golf Club representatives were given the opportunity to put forward their views at this initial consultation stage.

The Panel’s final thematic section considered the public/private interface of service provisions within the Borough. Members were interested to hear of the enforcement role of the Authority when dealing with ‘eyesores’ resulting from fly-tipping, graffiti and uncompleted building developments. The legalities of public intervention in the private domain were given an in-depth review.

A second subject within this theme was the commercial use of parks, with a strategy supporting this policy being developed to cover a five year period. Members were informed of the range of commercial events currently held, the income from which is re-invested in the parks service.

Finally, the Panel introduced a major innovation this year by organising a joint session with the Children and Young People Panel to explore topics of common interest. This

ENFIELD SCRUTINY

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well attended event allowed discussion on the sustainability curriculum, food and gardening in schools, energy efficiency in school buildings and school travel plans. In keeping with the approach of inviting external experts to present to the Panel, a representative from Enfield Schools Sustainable Environment Network described the important work currently in progress. The joint panel agreed that a conference be established to discuss support for this work in future. In a similar vein, alongside work being done to help local Further Education Colleges to bolster their provision of environmental vocational skills, the Panel agreed to make a recommendation to Cabinet that Enfield Council should support relevant launch events.

Lastly, as part of the budget consultation process, members and public were asked to provide comments on the proposals for Environmental Services. The comments received were reported to the Annual Budget meeting.

2012/13 Sustainability & Environment Panel Contact Details:

Chairman: **Councillor Alan Sitkin**

Vice Chairman: **Councillor Joanne Laban**

Corporate Scrutiny & Community Outreach Officers: Andy Ellis & Elaine Huckell 0208-379-3530

Full details of the panel's work programme are available on the website
www.enfield.gov.uk/Scrutiny

Health & Well-Being Scrutiny Panel

Panel Members:

Cllr Alev Cazimoglu (Chairman)
Cllr Anne Marie Pearce (Vice Chairman)
Cllr Chaudhury Anwar (MBE)
Cllr Alan Barker
Cllr Caitriona Bearryman
Cllr Patricia Ekechi
Cllr Denise Headley
Cllr Dino Lemonides
Cllr Tom Waterhouse

Co-Opted Members:

Kieran McGregor
Karen Green
Joyce Aslan

The Health and Wellbeing Panel continues to cover all NHS health services that are provided for the local population.

Health & Social Care Bill:

The panel was keen for members of the public, patients, clinicians and other stakeholders to contribute their views by 31st May 2011, to the Governments' Listening Exercise to its plans for the modernisation of the NHS.

The way the Bill has been implemented locally has been noted at every panel meeting as the Health and Social Care Bill proceeds through Parliament. Pathfinders for a Clinical Commissioning Group and Healthwatch have been established as well as the set up of a Health and Wellbeing Board in shadow form. These are all in their infancy but will continue to develop during 2012 as and when further guidance is received from the Department of Health.

Councillor Call for Action:

Within the remit of the Councillor Call for Action process the Panel was asked to monitor the future of Ordnance Road. Progress is slow, but we have been assured that the new premises have now been identified and scrutiny will continue to receive regular updates.

Barnet, Enfield & Haringey Clinical Review:

The Barnet, Enfield and Haringey Clinical Strategy continues to be a standard agenda item at each Panel meeting. This is also monitored at the Joint Health Overview & Scrutiny Committee which covers the London Boroughs of Barnet Enfield and Haringey.

ENFIELD SCRUTINY

Serving the people Primary Care Strategy

In March the Panel noted the revamped Primary Care Strategy which covers the boroughs of Barnet, Enfield, Haringey, Camden and Islington. The NHS acknowledges that additional funding is required to develop primary and community. Managing the implementation of the Primary and Community Care strategy will fall to the Health and Wellbeing Board's sub committee and scrutiny will require regular reports. Panel members continued to review GP provision in the borough but have found it difficult to provide a baseline of services that a patient can expect regardless of which GP practice they belong. It is hoped that the strategy will help us to achieve this aim.

Implementation of the Stroke Services Strategy:

Following the provision of the new model of care for Stroke services, the panel has received updates on the implementation. Members are particularly keen to know how rehabilitation services are developing as provision in this area has been traditionally low.

Evergreen Walk-In Centre:

In January the Panel responded to NHS' proposal to reduce the opening hours of the Walk-in-Centre. A response was expected by the end of March but this has been delayed until the Clinical Commissioning Group has had a chance to consider NCL's recommendation. Scrutiny will monitor the situation.

Family Planning

The panel also received reports and commented on:

- Care Quality Commission – update on quality accounts 2011-2012
- Implementation of the Dementia Strategy
- Implementation of the Intermediate Care Strategy
- Fairness Commission
- Ambulance Service
- Children & Adolescent Mental Health Services
- NHS Enfield Review of Discretionary Payments to Voluntary Groups
- Budget Consultation & Budget Commission:

2012/13 Health & Wellbeing Panel Contact Details:

Chairman: **Cllr Alev Cazimoglu**

Vice-Chairman: **Cllr Anne Marie Pearce**

Corporate Scrutiny & Community Outreach Officers: Linda Leith & Koulla Panaretou

Full details of the panel's work programme are available on the website
www.enfield.gov.uk/Scrutiny

Housing, Growth and Regeneration Scrutiny Panel

Panel Members:

Cllr Edward Smith (Chairman)

Other Members of the Committee

Cllr Ozzie Uzoanya (Vice Chairman)

Cllr Catriona Bearryman

Cllr Christopher Cole

Cllr Ertan Hurer

Cllr Tahsin Ibrahim

Cllr Henry Lamprecht

Cllr Micheal Lavender

Cllr Toby Simon

Co-optees

Mark Bellas (FECA)

Mark Hayes (Christian Action Housing)

The Panel, Chaired by Cllr Smith is responsible for the scrutiny of housing strategy, operations, technical services, property services and Enfield Homes. For the first time this year, the remit of the panel has been extended to include regeneration, enterprise and employment issues.

A report on 'Worklessness' was presented by Cllr Derek Levy, representing the former Place Shaping Scrutiny Panel. With approximately 30,000 people unemployed in Enfield, a long-term, strategic approach was urgently required. A number of recommendations were included within the report, including:; looking to the Economic Development Team to increase inward investment; encourage enterprise and help create the jobs Enfield needs; the Council should increase its procurement of goods and services from local companies; the Council should monitor the Government Work Programme with particular reference to areas and estates with high rates of unemployment. Following a referral from the Panel, Cabinet agreed to establish a Commission to investigate the causes of and effects of economic inactivity in Enfield with particular reference to the impact of the forthcoming changes to the benefit system. Regular progress updates will be made to the Scrutiny Panel, with the Commission presenting its findings in January 2013.

Regarding the remit of Section 106 agreements, the Panel were asked to comment on the proposed introduction of a Community Infrastructure Levy (CIL) for Enfield plus the Mayor of London's levy paid for by developers. The two CILs would be charged against new developments to pay for local infrastructure such as new schools, roads and London's Crossrail project. The Panel expressed concern that the new charges would reduce the amount of social housing in areas like Enfield that had previously been developed under S.106 arrangements. Comments from the Panel would be included in the report to Cabinet.

ENFIELD **SCRUTINY**

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The Panel sought information on how the impact of benefit changes from April 2012 would affect Enfield residents. It was feared that the proposed benefit caps would lead to an influx of homeless households from areas in Central London with high private rental levels. The introduction of universal credits in October 2013 where a range of differing benefits would be replaced by Universal Credit would lead to a simplification of the system but the Panel felt would require sophisticated Government IT systems to work properly.

More people will be assessed on their actual capability to work. Individuals would be re-assessed after 12 months on incapacity Benefit. The Panel agreed that it would monitor the re-assessment process locally to feed in to the Commission on Worklessness.

Another important legislative change discussed by the Panel was the Government proposal to allow Councils to take back responsibility for their Housing Revenue Accounts. The Panel was informed that Central Government had previously controlled rent levels and investment in the Council's housing stock through a subsidy system. Enfield currently pays £8m per annum back to the Treasury, but this system will cease at the end of the financial year. In future, Enfield Council will manage HRA business via a 30 year Business Plan, which would allow more freedom to make their own decision around borrowing levels, rent levels etc. The Scrutiny Panel welcomed these proposals, subject to agreement on the final buy back figure, and their views were fed back to Cabinet as part of the consultation process.

A regular subject for the Panel to consider was the delivery of the decent homes standard. With £32m of funding available for the next 2 years, the refurbishment programme was just over half way through. The Panel recognised the effort involved by the Board and staff of Enfield Homes in fully utilising this funding stream and the quality of the work undertaken.

Under the Localism Act, Central Government were introducing several fundamental changes in the field of planning and social rented housing. In particular, the Panel were informed that Enfield urgently required a revised Housing Allocations Policy, to replace the existing scheme, implemented 10 years ago. Throughout the process of developing the new policy, Members had been kept fully informed on national housing policy changes, national welfare reform and the local housing supply and demand picture.. The Panel noted their support for the strategic approach being taken and looked forward to further information on the detailed implementation of the new allocations policy.

As part of the annual budget consultation process, The Scrutiny Panel noted that Enfield could be affected by migration into the borough from Inner London Boroughs and as a result this would have a detrimental effect on the Council's budget position. The changes related to HRA self financing are welcome in that Enfield would be able to generate income for re-investment in the Service. However, the Council would also be exposed to greater financial risk.

The Scrutiny Panel was generally satisfied with the Council's Capital expenditure plans for Housing. Comments from the Panel had gone forward to the Overview and Scrutiny Committee as part of its scrutiny of the Budget for 2012/13..

At meetings during the year, the Panel discussed the Council's proposed large scale regeneration programme in specific areas such as Ponders End and Leaside. In addition, the Panel monitored progress at Ladderswood, Highmead, Coverack Close and Alma Road.

2012/13 Housing, Growth & Regeneration Panel Contact Details:

Chairman: **Cllr Edward Smith**

Vice Chairman: **Cllr Ozzie Uzoanya**

Corporate Scrutiny & Community Outreach Officers: Andy Ellis & Ann Redondo

Full details of the panel's work programme are available on the website

www.enfield.gov.uk/Scrutiny

The Public: Getting Involved

Scrutiny needs the support and involvement of local people, service partners and community groups to ensure it continues to function effectively and welcomes contributions in any of the following ways:

- Suggesting suitable topics for a future Scrutiny investigation; or
- Getting involved in reviews on particular subjects under Scrutiny
- Visit www.enfield.gov.uk/Scrutiny

It should be noted however that Scrutiny's role is not to deal with individual queries, concerns or complaints. Individual service issues or complaints need to be referred onto the relevant Department, ward councillors, dealt with through the Council's complaints or petitions procedures or raised at Area Forums or as Councillor Call for Actions.

We would welcome your views and comments on scrutiny and on the content of this report. If you would like to know more about the scrutiny function please refer to the contact information provided.

Contact:

Mike Ahuja: Head of Corporate Scrutiny & Community & Outreach

Tel no : 020 8379 5044

Mike.Ahuja@enfield.gov.uk

Alternatively you can contact us via the Scrutiny page on the Council's website:

www.enfield.gov.uk/Scrutiny

Or

Email: scrutiny@enfield.gov.uk

Individual contacts are also listed on the individual Scrutiny Panel pages.

Appendix A: Scrutiny- Some Key Statistics

In 2011/12 Scrutiny has:

- Held over 70 meetings, including Public and working group meetings
- Over 40 different Councillors serve on the 7 Scrutiny Panels
- Dealt with 12 Call-In's compared to 10 during 2010/11.
- Received 4 requests for new Councillor Calls for Action.
- Dealt with a number of petitions one of which relating to the anti-spitting campaign, received in excess of 4,000 signatures and was subsequently referred to full Council for approval and is seeking a change in a bye-law.
- Examined the budget proposals for each Council Group and submitted comments to Cabinet
- Visited various community facilities and front line services including the Hanlon Centre, Enfield Disability Association.

Appendix B: Engagement of Community/Stakeholders Giving Evidence in 2011/12

Every care has been taken to ensure that all organisations that were involved with scrutiny have been listed. We apologise if anyone has been omitted your contributions are still very much appreciated.

- Age Concern
- Alzheimers Society
- Arc Theature
- Avenue Residents Association
- Barnet & Chase Farm Hospital Trust
- Barnet Enfield Haringey Maternity Committee
- Barnet, Enfield & Haringey Mental Health Trust
- Bishops Stopford
- Chesterfield and Bowes Federation Schools
- Carers and Parents of Enfield
- Centre for Public Scrutiny
- Christian Action Housing
- CIDA
- Circle Anglia HA
- Civic Society Forum
- Comedy School
- Craig Park Youth Club
- Deaf Project
- Ebony Peoples Association
- Edmonton Eagles Boxing Club
- Enfield Asian Carers Consortium
- Enfield Asian Welfare Association
- Enfield Business & Retail Association
- Enfield Children & Young Peoples Service
- Enfield College
- Enfield Community Empowerment Network
- Enfield Disability Action
- Enfield Homes
- Enfield Link
- Enfield Mental Health Users Group
- Enfield PCT
- Enfield Racial Equalities council
- Enfield Rotary Club
- Enfield Saheli
- Enfield Schools Sustainable Environment Network
- Enfield Voluntary Action
- Enfield Youth Parliament
- Eversley Primary School
- Faber Maunsell Consultants
- Facefront
- Faith Forum
- Fairtrade Steering Group
- Federation of Enfield Community Associations
- Federation of Enfield Residents' Allied Associations
- Flavasum Trust
- Friends of the Parks Groups
- Hanlon Centre
- Houndsfield and Churchfield Federation Schools
- JMP Consulting
- Kongolese Childrens Association
- Landlords Association
- London Ambulance Services Patient & Public Involvement Forum
- London Borough of Haringey
- London & Quadrant HA
- Metropolitan Housing Association
- Metropolitan Police Authority
- Millenium Performing Arts
- Mind in Enfield
- NHS Enfield
- Network Rail
- North Middlesex University Hospital Patient & Public Involvement Forum
- North Middlesex University Hospital Trust
- Oak Tree Care Services
- One-to-One
- Over 50's Forum
- Parent Engagement Panel
- Park avenue Pre-Scholl
- Parkinson's Disease Society
- Reservoir Residents Association
- Royal College of Nursing
- St Thomas Nursery
- Starksfield Primary School
- Stroke Action
- Thames 21
- Total Healthcare Groups
- Transport for London
- Unison
- Victim Support
- West Lea School

Use of the Council's urgency processes involving a waiver of the call in process which have taken place since 29 February 2012.

Council is asked to note the decisions taken and the reasons for urgency.

1. Decision: Application to the Enfield Residents Priority Fund N21 Festival

1.1 Reason for Urgency:

At its meeting on 12 June 2012 the Enfield Residents Priority Fund Cabinet Sub Committee considered and agreed a funding application (Winchmore Hill – N21 Festival WMH006) relating to a community festival due to take place over the weekend (16-17 June 2012) following the meeting. The Sub Committee agreed to award funding of £13,351 but in order to enable confirmation to be provided (in advance of the event) that this level of funding had been agreed, a call in waiver had to be sought and was agreed.

2. Decision: Applications to the Enfield Residents Priority Fund – Queens Diamond Jubilee Celebrations

2.1 Reason for Urgency:

At its meeting on 29 May 2012 the Enfield Residents Priority Fund Cabinet Sub Committee considered and agreed a number of funding applications relating to community events to celebrate the Queens Diamond Jubilee, which were due to take place over the bank holiday weekend following the meeting.

In order to enable confirmation to be provided that the funding for these events had been agreed in advance of the weekend, a call in waiver had to be sought and was agreed.

The decisions affected were as follows:

- Chase – Diamond Jubilee Street Party (Ref: CHAS009)
- Cockfosters – Temporary traffic signals for Jubilee Street Party in Chalk Lane (Ref CF007)
- Town – Darby and Joan Club Jubilee Street Party (Ref: TOWN009)

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COUNCILLORS' QUESTIONS: 4 July 2012**1.1 Questions to Cabinet Members****Question 1 from Councillor Neville to Councillor Bond, Cabinet Member for Environment**

In January this year, against the wishes of the vast majority of businesses and residents, you introduced Sunday parking charges in Enfield Town - Councillor Stafford admitted publicly that this decision was motivated by the need to raise revenue, which you estimated at £100k. Given that background, how do you explain the Council's failure to collect in excess of £2.5million of parking penalty charges (41% of the total) issued in 2011/12, and what action are you taking to recover this sum?

Reply from Councillor Bond

"Of the £2M outstanding at year-end (not £2.5m), it is anticipated that around £500K will be paid by motorists in the first quarter of 2012/13 for Penalty Charge Notices (PCNs) issued in late 2011/12.

There is always an uncollected amount of PCNs at year end as it takes 4-6 months to go through the entire ticket process if the PCN remains unpaid. This will therefore affect a lot of the PCNs issued between January-March 2012.

When a PCN is created if it remains unpaid after 28 days a Notice to Owner is sent.

If there is no response to a Notice to Owner after 28 days a Charge Certificate can be sent. After another 14 days an Order for Recovery is issued and 21 days after that a warrant is issued to the bailiffs to pursue. Bailiffs have up to twelve months to carry out enforcement and are paid an incentive scheme on collected PCNs. Performance is in line with other London boroughs and it is no different from the performance under the previous administration."

Question 2 from Councillor Levy to Councillor Oyken, Cabinet Member for Housing

Can the Cabinet Member for Housing give the Council an update on the Leighton Road development?

Reply from Councillor Oyken

"A Delegated Authority Report seeking approval to appoint a contractor for the Leighton Road scheme is due to be considered week commencing 25th June.

Once approved a start date for the works is scheduled for September 2012.

Each unit is expected to take 10-11 weeks to complete.

17 properties are scheduled to complete by March 2013, with the final 10 to be completed by June 2013".

Question 3 from Councillor Neville to Councillor Bond, Cabinet Member for Environment

Can he tell Council, of the £2.5 million outstanding penalty charge income for 2011/12, how much is represented by those motorists who have appealed to Parking and Traffic Appeals Service, and can he give the number of such appeals in that year?

Reply from Councillor Bond

"There is no £2.5m outstanding PCN income for 2011/12 and it is not an income."

Question 4 from Councillor Cicek to Councillor Bond, Cabinet Member for Environment

"Can the Cabinet Member for Environment give the Council an update on the Heritage Lottery Fund bid for Forty Hall Country Park?"

Reply from Councillor Bond

"See attached briefing notes (Appendix A & B). The attached masterplan indicating in bold which areas will be carried out as part of the Forty Hall Park for People HLF Project may also be of interest."

Question 5 from Councillor Neville to Councillor Bond, Cabinet Member for Environment

Since the introduction of Sunday parking charges, can you tell Council:

- How many parking tickets have been purchased on Sundays
- The amount of revenue generated by those purchases
- The cost of Sunday enforcement.

Reply from Councillor Bond

"It is difficult to estimate the amount of money taken on Sundays as the pay and display machines are emptied on a Friday and Monday and the tariff collection amounts refer to both Saturday and Sunday. However, the £1 tariff which is Sunday takes £1500 per week. Sunday enforcement costs for Enfield Town equate to £130 per week. Having considered a report to introduce Sunday charging in 2008 (identified on the Cabinet agenda for 22 May 2008) I would have thought you understood the cost of Sunday enforcement."

Question 6 from Councillor Sitkin to Councillor Bond, Cabinet Member

for Environment

Can the Cabinet Member for Environment give the Council the latest figures for recycling in Enfield?

Reply from Councillor Bond

“We have a recycling rate for the first three quarters of 2011/12 of 35.6%, with the dip in garden waste for the final quarter this is likely give us a 2011/12 recycling rate for the borough of 35%, compared to 32.4% for 2010/11.

In terms of the kerbside only performance for 2011/12 this is also looking very positive:

- Total K/side dry for 2011/12: 21,152 tonnes, up 2,136 tonnes (11.2%) on the previous year.
- Total K/side organic 2011/12: 14,503 tonnes, up 2,773 tonnes (19.1%) on the previous year.

Overall this equates to an increase in tonnage of almost 5,000 tonnes (4,910 to be precise) recycled/ composted compared to 2010/11.”

Question 7 from Councillor Neville to Councillor Bond, Cabinet Member for Environment

Can you tell Council what action is being taken to follow through plans started by me to have the traffic signal outside the Church of Our Lady of Mount Carmel and St George in London Road synchronised with the remainder of signals in the one way system.

Reply from Councillor Bond

“The traffic signals in Enfield Town have been running under the latest computerised method of control for a long time now. This means that traffic conditions on-street are being continually monitored so that the signal timings can be optimised. The signals at both London Road/Genotin Road and London Road/car park exit are part of this system.

However, to minimise delays to traffic, the left turn from Genotin Road into London Road is free flowing unless there is a demand for pedestrians to cross the slip road. This means that there will inevitably be some occasions when left turning traffic from Genotin Road comes across a red light at the car park exit junction. The only way around this problem would be to artificially hold left turning traffic from Genotin Road when there was no pedestrian demand. However, this would not only be frustrating for motorists, but would also add to congestion in the town centre. I am also conscious that the collision records for the last three years do not suggest that there is a problem at this junction that needs to be fixed.”

Question 8 from Councillor During to Councillor Taylor, Leader of the Council

“Can the Leader of the Council tell the Council how the Jubilee celebrations went in Enfield?”

Reply from Councillor Taylor

“The Big Dance Bus at Edmonton Green on Saturday 2nd June from 12noon-4pm at Edmonton Green Shopping Centre was well received with good weather. There were in the region of 400-500 people participating throughout the day. Young people, older people, able bodied and people with disabilities, and people who would like to have a go at dancing more often, joined in as audience and as participants. The dance professionals who led this participatory workshop style dance event were from Sadler’s Well Theatre and other dance and theatre schools locally and across London. Performances also took place from our home grown talented groups from Edmonton and across the borough. On the Sunday when the Big Dance Bus was at the New River Jubilee Festival from 12noon-4pm on Library Green/Chase Green a smaller group of local people, between 100-150, turned up but this was due to heavy and persistent rain. However between the rain there was dancing and music

The QEII Event which was held in Partnership with the Friends of Enfield Playing Fields, Enfield Town FC, Ignatians Rugby Club, North London Shamrocks Gaelic Football Club and an athletics partnership went really well with approximately 150 people attending who took part in Rugby, Football, Athletics Gaelic Football and fun events such as traditional egg and spoon and sack racing!

The Ponders End Picnic in the Park in Ponders End on Sunday 3rd June, organised in partnership with the Friends of Ponders End Park, attracted around 300 people who turned out to shop at the Creative Market, hear Nostalgia Steelband and enjoy free cream teas throughout the afternoon. Children played on the large bouncy castle, planted seeds, painted flags and had their face painted. Despite the pouring rain the event was well received by the community.

The Albany Park Beacon lighting, organised in partnership with the Friends of Albany Park on Monday 4th June, attracted around 800 people to hear live music from The Red Room and performance from Platinum Performing Arts. The Mayor of Enfield and Leader of the Council gave speeches before lighting the beacon at 10.15pm. The fireworks show at 10.30 was a great end to the night.”

Question 9 from Councillor Neville to Councillor Bond, Cabinet Member for Environment

Can you tell Council whether you have any plans to reactivate the proposal initiated by the last administration supported by TfL, but cancelled by you

following the May 2010 elections, to change the hours of the bus lane in London Road on Saturdays to those of the rest of the week.

Reply from Councillor Bond

“No.”

Question 10 from Councillor Sitkin to Councillor Bond, Cabinet Member for Environment

Can the Cabinet Member for Environment give the Council an update on the Greenways in Enfield?

Reply from Councillor Bond

“I recently signed reports that approved the implementation of three new Greenway routes in Enfield. These will link Forty Hill and The Ridgeway, Bush Hill Park and Ponders End and Enfield Playing Fields and Mossops Creek. Further routes will be added in the coming year to expand and link up our Greenway network. These routes can be used by pedestrians, wheelchair users and cyclists and will encourage these sustainable modes of transport. They will also improve access to our many wonderful green spaces.”

Question 11 from Councillor Neville to Councillor Bond, Cabinet Member for Environment

What action have you taken to persuade TfL to reverse the much under-used all day northbound bus lane on the A10 leading to the Cambridge roundabout.

Reply from Councillor Bond

“Along with TfL I see no benefit in pursuing this matter further.”

Question 12 from Councillor Ekechi to Councillor Bond, Cabinet Member for Environment

Can the Cabinet Member for Environment give the Council an update on the Blue Badge provision in Enfield?

Reply from Councillor Bond

“The price of the Blue Badge was increased to £10 from £2 from the 1st January 2012. Since then the impact of the increase on service users has been monitored closely. From 1st January 2012 the Council has issued 1,678 badges to customers and there has only been one enquiry/complaint regarding this, which came from a staff member. We have also had no adverse reaction from the local disability groups.”

Question 13 from Councillor Neville to Councillor Bond, Cabinet Member for Environment

How often is the waterway forming the New River within the Town Park dredged, particularly the shallow end near Windmill Hill, and when was this last done?

Reply from Councillor Bond

“As far as I am aware this section of the New River has never been dredged in the past 20 years. The Ward Councillors may wish to use the Council's innovative and highly regarded Residents Priority Fund.”

Question 14 from Councillor Savva to Councillor Charalambous, Cabinet Member for Culture, Leisure, Youth and Localism

Can the Cabinet Member for Culture, Leisure, Youth and Localism inform the Council how many libraries there are in the borough?

Reply from Councillor Charalambous

“The London Borough of Enfield has seventeen (17) libraries:

Angel Raynham
Bowes Road
Bullsmoor
Edmonton Green
Enfield Highway
Enfield Island Village
Enfield Town
Fore Street
John Jackson
Millfield House
Oakwood
Ordnance Road
Palmers Green
Ponders End
Ridge Avenue
Southgate Circus
Winchmore Hill”

Question 15 from Councillor Neville to Councillor Bond, Cabinet Member for Environment

Is he satisfied that there is adequate budgetary provision for proper maintenance of the footpaths and removal of weeds and nettles alongside the New River within Town Park?

Reply from Councillor Bond

“Yes. We spend parks budgets on frontline services not expensive interim Parks Managers.”

Question 16 from Councillor Cranfield to Councillor Taylor, Leader of the Council

In his letter to the South Wales Argus in May, Conservative MP David Davies offered his apologies to those who feel the Conservative-led coalition has let them down.

"I must acknowledge there has been incompetence at the highest levels of Government over the last few months in a number of departments," he said.

Could the Leader of the Council comment on these remarks in relation to the impact this is having on the people of Enfield?

Reply from Councillor Taylor

"Local residents have already felt the impact of poor quality decision making by Central Government. This will get worse as agreed policies are implemented, and new flights of fancy generate daft new initiatives. I recognise however that for me to criticise might be expected, but when supporters of the Government identify incompetence, that is surely a powerful signal. My worry is things will only get worse for Enfield residents."

Question 17 from Councillor Neville to Councillor Goddard, Cabinet Member for Business and Regeneration

Can he tell the Council the implications for Enfield of the recent decision by the Planning Inspector to suspend the Examination in Public of the North London Waste Plan?

Reply from Councillor Goddard

"Before I give the detailed response, I wish to clearly state that the reason for the suspension is the need for the Inspector to clarify what is meant by the duty to co-operate and not any of the material issues that were to have been debated. The confusion may have occurred as the press and others have not accurately reported on the reasons for the suspension of the process. It is worth noting that the Government has done little to improve the planning process as this demonstrates.

At the time of writing the response the following was known.

On 12th June 2012 the Planning Inspector adjourned the hearings for the North London Waste Plan (NLWP) examination. He adjourned the hearings to allow time for full and proper consideration of the legal submissions, relating to whether the Councils were obligated to, and had met the duty to co-operate requirements introduced through the Localism Act.

The Inspector indicated that he would make a decision and provide a response on this matter in the week commencing 25th June. He would then

give the Councils a week to make further representations and/or recommend to him what to do next with the plan (week commencing 2nd July).

If he finds in the Councils favour he will reschedule the examination hearings to start again later in the year; this would be September at the earliest. If he does not, then the implication is that the NLWP may have to be withdrawn and go back to a previous stage in its preparation.

The adjournment until September would delay the formal adoption of the NLWP until at least the middle of 2013. If the NLWP is withdrawn and needs to go back to a previous stage, then there could be a more significant delay before a waste plan is in place. The North London Boroughs has submitted evidence of co-operation. Again it is worth noting that the plan is being asked to conform to a recent change even though the plan was started over 4 years ago.

A delay in the Examination in Public of the NLWP has the following implications:

- Delays the adoption of the waste plan. Having an adopted waste plan would provide greater control when considering planning applications for waste facilities. However:
 - all of the waste sites in Enfield identified and safeguarded in the NLWP are existing sites; Nothing changes
 - the existing waste policies in Planning Policy Statement 10, the London Plan, and Enfield's adopted Core Strategy provide clear direction and can be used to guide the determination of waste planning applications which come forward in advance of the adoption of the NLWP;
 - the Council are also committed to continuing to work in partnership with the North London Waste Authority to prepare a Supplementary Planning Document (SPD) for the Edmonton EcoPark site. The SPD will help to establish a clear and considered consensus on the key principles for any future redevelopment on this site;
 - the emerging Central Leaside Area Action Plan, which includes the Edmonton EcoPark site, also provides an area specific focus on regeneration in this area; and
- Increases the length of the project and any associated costs."

Question 18 from Councillor Cranfield to Councillor Stafford, Cabinet Member for Finance and Property

Can the Cabinet Member for Finance and Property set out the work he has done with S106 funding since coming to power?

Reply from Councillor Stafford

"There has been a complete review of all S106 funds available to the Council over the last 18 months. All schemes now have a lead officer and plans to utilise the funds effectively have been developed and are being actioned.

Officers report progress on a regular basis to ensure outputs are delivered on time. Through this process, £1.7million of S106 funds were spent in 2011/12 successfully delivering works on over 30 schemes including major capital works on schemes such as Green Towers, Honilands and Houndsfield Primary Schools and the Harbet Road Towpath.”

Question 19 from Councillor Vince to Councillor Orhan, Cabinet Member for Children and Young People

Is she aware that the Borough’s School Lettings have not collected fees from hirers since January 2012 and in consequence schools that were relying on this income are suffering hardship and if she was aware of this problem why has it taken nearly 6 months for any action to be taken to address this significant failing?

Reply from Councillor Orhan

“I can confirm that arrangements are in place to collect the outstanding fees from hirers and to make payments to schools. I am grateful to schools for their patience whilst the service completes the implementation of an action plan by the end of July.”

Question 20 from Councillor Ekechi to Councillor Stafford, Cabinet Member for Finance and Property

Could Councillor Stafford confirm that since pro-actively committing capital in Edmonton Green ward to enhance the area, footfall in the shopping centre has increased?

Reply from Councillor Stafford

“The Council has worked with the developer to jointly invest in improving the internal High Street of the area of the centre with Council facilities and service outlets, the ALMO, JOBSnet , the Library and Community Internet Shop. The area has been completely resurfaced and a new roof has been installed over South Mall making for a more attractive area to shop and access services for residents. The area is now well lit and this makes residents feel more secure.

Therefore the investment has paid dividends and footfall has increased greatly in the Edmonton Green Centre as a whole. Footfall increased from 183,993 in the last week of April 2011 to 208,764 in late April 2012.

This is an excellent example of partnership working having a beneficial effect on the economic development of the area.”

Question 21 from Councillor Zinkin to Councillor Orhan, Cabinet Member for Children and Young People

Following the recent announcement of a successful £1.2 million grant for Enfield's music service, could the Cabinet Member for Children and Young

People inform the Council when EASS will move out of the derelict and dilapidated 'Harmony House' in Nightingale Road, Edmonton?

Reply from Councillor Orhan

"The recent grant allocation to the Enfield Music Hub is to cover a 3 year period and as such is not an increase on the previous Government funds for LA Music Services. The criterion for spending the funding is very specific and does not cover accommodation or buildings. The current agreement on the use of Harmony House is for 3 years until July 2014 and there is no immediate plan to relocate."

Question 22 from Councillor Cranfield to Councillor Stafford, Cabinet Member for Finance and Property

Could Councillor Stafford confirm that long overdue major improvements are to be made to Edmonton Green Station in the near future?

Reply from Councillor Stafford

"Enfield led a successful bid last year for a £1.4m investment in Edmonton Green Station to provide lifts between street and platform level. The bulk of the money is coming from the Department for Transport's Access for All fund. The detailed design of the scheme is currently being developed by Network Rail and the lifts are planned to be operational by March 2014.

Further improvements to the area around the station, including the possibility of bringing the arches back into use, are being considered as part of the Edmonton Green Masterplan."

Question 23 from Councillor Zinkin to Councillor Orhan, Cabinet Member for Children and Young People

Can the Cabinet Member for Children and Young People please confirm that all new school place applications are checked against the electoral roll and Council tax payments?

Reply from Councillor Orhan

"The parents or guardians of all new applicants are required to provide supporting documentation to support the address detailed on the application form. They are asked to provide at least two documents such as the most recent Council tax bill or utility bills that are less than three months old. Staff in the Admissions Service have access to Council Tax records and cross check any applications where supporting documentation is insufficient or gives cause for concern.

Whilst electoral law does not permit unsolicited checking of applications against the electoral roll, in cases where concerns are raised the Electoral Registration Officer may also be approached and relevant information

released dependent on the particular circumstances.”

Question 24 from Councillor Lemonides to Councillor Taylor, Leader of the Council

Could Councillor Taylor confirm the swing to Labour in Enfield in the Mayoral elections. The local papers reported this to be in the region of 11%. Surely this can't be right?

Reply from Councillor Taylor

“The May elections were a decisive rejection of the Government. Voters in Enfield clearly supported the Labour Party and there was a decisive vote in favour of Joanne McCartney as the GLA Member.”

Question 25 from Councillor Kaye to Councillor Orhan, Cabinet Member for Children and Young People

Will Councillor Orhan please confirm the contents of the letter from Rt. Hon Michael Gove MP Secretary of State for Education dated 11th April and published on the Department for Education website that Enfield Council was to receive from the Government an extra £10,750,000 capital funding (the seventeenth highest award in the country) to meet the Council's shortfall in pupil places. Will she set out exactly how, where and when this money is to be spent?

Reply from Councillor Orhan

“I can confirm the allocation of £10.7 million capital grant to Enfield to address the ‘basic need’ for additional school places. This sum is, however, insufficient to fund the creation of sufficient places. Cabinet considered a report setting out our proposals to ensure sufficient primary school places from September 2013 at our meeting on 20 June: the financial implications of that report explained that the cost of the additional accommodation we will need to provide will exceed the value of the grant. We set out innovative proposals to augment the funding available.”

Question 26 from Councillor Savva to Councillor Stafford, Cabinet Member for Finance and Property

Could the Cabinet Member for Finance and Property set out the improvements that have been made in the Council's debt management practices over the last 2 years?

Reply from Councillor Stafford

“There have been a number of improvements to debt management practices over the last two years which have reduced the Council's debt position.

We now have a central debt management team, which deals with the great

majority of the Council's debt. Procedures for collecting debts have been streamlined, management reporting improved, specialised debt recovery training provided to staff, areas with high levels of debt identified and targeted and initiatives such as the use of peaceable re-entry implemented. We now have a much more consistent, efficient and effective debt management service.

One of the targeted areas of previously high debt has been commercial rents. Due to robust, direct and challenging debt recovery techniques and the introduction of peaceable re-entry, debt has reduced from 22.35% of total commercial rent income in March 2011 to 6.85% in March 2012.

In the last two years, the Council has also been actively promoting the use of direct debits across all recurring debt areas as this is the most cost effective method of income collection. As an example of the success of various initiatives to encourage customers to pay by direct debit, the number of households paying their Council Tax by direct debit in 2009 was 49,886. This has increased to 55,196 in 2012. Within Social Care, the number of clients paying for their services by direct debit has increased from 47% in 2009/10 to 57% in 2012.

The debts the Council owes are also better managed. We have improved our payment of debt, so that 96% of all bills are paid within 28 days up from 93% in 2010. This underlines this Administration's commitment to economic strength and to creating and sustaining jobs where we are able, as much of our expenditure is with local businesses."

Question 27 from Councillor Kaye to Councillor Orhan, Cabinet Member for Children and Young People

Will Councillor Orhan confirm the number of primary and secondary school children resident in Enfield who have (i) not been offered a school of their choosing and (ii) who have not been offered a school place?

Reply from Councillor Orhan

"As at 21st June, 61 children who are resident in Enfield and whose parents/guardians have made an application for a secondary school place for Year 7 in September have not been offered a school of their choosing. All primary to secondary transfer applicants have been offered a place.

In relation to reception, 66 children who are resident in Enfield and whose parents/guardians have made an application for a school place have not been offered a school of their choosing, 31 have declined an offer of a place regardless of whether this was a preference and 137 have not yet been offered a school place.

We continue to work hard to fulfil our commitment of offering every child of statutory age a school place."

Question 28 from Councillor Lemonides to Councillor Stafford, Cabinet Member for Finance and Property

How does a Councillor, as a member of a Masonic lodge, discharge his / her obligations to the residents of Enfield in an open and transparent manner and ensure that an ordinary resident of Enfield benefits from such an arrangement.

Reply from Councillor Stafford

“The quite simple answer is I don’t know.

Councillor Lemonides’ question has rightly raised a matter which has gone unresolved for far too long. The issue is does a conflict of interest arise if a Councillor takes an oath of allegiance to effectively a secret society whereby the contents of said oath are not in the public domain?

Is he/she able to discharge their duties objectively and impartially in the Council and how can members of the public be assured of this?

There is an argument that unless this information is made public and available, Freemasons should not be Councillors.”

Question 29 from Councillor Kaye to Councillor Orhan, Cabinet Member for Children and Young People

Does Councillor Orhan acknowledge the hypocrisy of the Labour Party when in opposition in Enfield in objecting to the then Conservative administration's initiatives to create local academies and in particular the creation of a new school in South Street (both of which initiatives she now appears to be supporting), and does she acknowledge that the relative lack of any activity by the Labour administration in its first year of office to address school place provision has exacerbated the current situation?

Reply from Councillor Orhan

“As you will be aware my Cabinet colleagues and I have worked tirelessly to provide additional school places to meet the forecast increased demand for school places. Cabinet has considered no fewer than four reports revising and updating our strategic plans to take account of changing circumstances. Between May 2010 and by September 2012, an additional 1878 additional places will have been created.”

Question 30 from Councillor Murphy to Councillor Orhan, Cabinet member for Children and Young People

Can Councillor Orhan give the Council an update of the Olympic games celebrations in Enfield schools and how they are progressing.

Reply from Councillor Orhan

“Four out of the nine torch relay events have taken place to date.

1. 18/05/12 Pymmes Park - 550 children participating.
2. 25/05/12 Broomfield Park -350 children participating.
3. 01/06/12 Grovelands Park- 360 children participating.
4. 15/06/12 Southgate School (because of weather) - 320 children

These were all very successful with secondary school sports leaders planning small group sports activities with the primary aged children. Middlesex University Sports Students are also leading sessions in fencing, boxing, dodgeball and many more exciting sports that the young children have not played before.

The Enfield PE Team has choreographed an Olympic Dance that all the young people perform, following the torch procession at the beginning of each event. Every school represents a country and carries flags and torches as they march to the music.

The remaining 5 events are taking place in the local parks during July. For further details of dates and venues, please contact Jan Hickman, 07961 994681.”

Question 31 from Councillor Zinkin to Councillor Orhan, Cabinet Member for Children and Young People

Looking at the Cabinet report for the 20th June meeting entitled ‘Strategy for the Provision of Primary Places’, could the Cabinet Member for Children and Young People explain why that strategy does not mention working with potential free school providers to realise much needed primary school places?

Reply from Councillor Orhan

“The view of this administration is that we cannot and should not rely on the Government’s free school experiment to deliver the additional primary school places that are required. However you will be aware that where the Government has approved applications from a Free School, we have been supportive.”

Question 32 from Councillor Constantinides to Councillor Orhan, Cabinet Member for Children and Young People

Can Councillor Orhan update the Council on the inherited pressure on school places in Enfield schools and what she has done about it since coming into power in 2010?

Reply from Councillor Orhan

“I would be the first to acknowledge the work that the previous administration put into place to deal with the initial phase of increased demand. I am also

grateful for the cross-party work undertaken by the Scrutiny Working party. But the party opposite did too little on their watch. Without the proactive, innovative approaches adopted by this administration there would be very large numbers of children without a school place.”

Question 33 from Councillor Waterhouse to Councillor Bond, Cabinet Member for the Environment

What plans does the Council have to consult with residents regarding making the section of Carterhatch Lane (parallel to Great Cambridge Road between Hoe Lane and adjacent to Baynes Close) one way?

What plans does the Council have to consult with residents about allowing parking on the pavement (or part of the pavement) on this section of Carterhatch Lane?

Reply from Councillor Bond

“None.”

Question 34 from Councillor Cicek to Councillor Orhan, Cabinet Member for Children and Young People

Can Councillor Orhan tell the Council of the impact the Housing Benefit caps, Universal Credit and the increases in unemployment levels will have on her department?

Reply from Councillor Orhan

“The Government’s Housing Benefit cap, Universal Credit and the increases of unemployment levels are already creating hardship for local children and families and challenges for the department. Unemployment rates for young people are much too high with access to paid employment getting increasingly hard for many. Larger numbers of families are reliant on welfare benefits and demand for benefits such as free school meals remains very high. Families with children who are entitled to benefits moving into the borough has added to the high level of demand for school places: at the last count some 100 children a month were moving to the borough in this context. The Government’s policy on benefits is, and will continue to significantly increase demand for school places, inevitably reducing parental choice of existing parents.”

Question 35 from Councillor East to Councillor Bond, Cabinet Member for the Environment

In some parts of the borough, there are a large number of foxes, which sometimes cause a nuisance either through scavenging, fighting or fouling public areas and residents' gardens.

There is often conflicting advice about how best residents can deal with this

problem, and I would be grateful if Councillor Bond could outline the Council's relevant policies relating to foxes and any advice that he may have for residents affected?

Reply from Councillor Bond

"There is comprehensive information on the Council's website which directs people to further sources of information. Click here to access:

http://www.enfield.gov.uk/info/1000000240/pest_control/1756/pest_control/9

Question 36 from Councillor Neville to Councillor Oyken, Cabinet Member for the Housing

Both as Cabinet Member and in his capacity as Chairman of the Climate Change Board could he tell the Council what steps he has taken to encourage take up of the Government's "warmfront" home insulation scheme directed at the poorest in the community?

Reply from Councillor Oyken

"The year 2011/12 saw the Warm Front scheme receiving 286 referrals from Enfield and 139 improvements were delivered to Enfield households. This was the second highest number of referrals and improvements delivered in London.

The council is very keen to promote the Warm Front scheme and has taken action to promote it to local residents.

The Private Sector Housing Team has ensured that website links exist on the council's website and entering the word warm on the search function will take enquirers through to up to date and relevant information.

The Essential Guide for 2012-2014 which provides useful information about a range of services and is targeted at those who are older or vulnerable also contains promotional information and links to the Warm Front scheme.

This supplemented by a leaflet called "Keep Warm and Comfortable" which is Enfield's guide to improve residents wellbeing during the winter months, which also promotes the scheme.

During the community event "Warm Homes Healthy Lives" – a conference held at the Dugdale Centre on 27 March this year and attended by Enfield residents over 50, Warm Front was also promoted.

Building on this success, it is intended that a direct marketing campaign, in partnership with the contractor, will further improve referrals during 2012/13"

Question 37 from Councillor Chamberlain to Councillor Orhan, Cabinet Member for Children and Young People

How many children in Enfield have been removed and placed into care using family courts each year since 2007.

Reply from Councillor Orhan

“2007/8 - 31
2008/9 - 35
2009/10 - 40
2010/11 - 60
2011/12 - 56
TOTAL 222”

Question 38 from Councillor Chamberlain to Councillor Orhan, Cabinet Member for Children and Young People

Of the number of children placed into care each year in Enfield since 2007, what number of these were removed following proceedings in closed family court?

Reply from Councillor Orhan

“Since 27.04.2009, the restrictions on the press attending family courts has been lifted, subject to the judges' discretion.”

Question 39 from Councillor Chamberlain to Councillor Bond, Cabinet Member for Environment

What is the legal advice of the Assistant Director Legal regarding the current charging and fines structure for CPZs, given the apparent exclusion of fines from income as per the figures provided to me in Council questions?

Reply from Councillor Bond

“Under the Road Traffic Regulation Act 1984 the Council may, by order, designate such parking places for vehicles or any class of vehicle and the Council may make charges for vehicles parked in spaces so designated. The Council is authorised to create a permit scheme and issue such permits for vehicles to be left in designated spaces. It is for the Council to determine the nature of the scheme. The Act also enables the Council to make charges for vehicles left in a parking place so designated. It is for the Council to determine the level of the charge taking in to consideration the traffic management benefits. Traffic Management Orders are required to bring the Permit Scheme in to effect. Regulations prescribe the procedure to be followed in making a Traffic Management Order and require consultation with specified persons, publication of proposals in the local press and giving adequate publicity to those likely to be affected by any provision of the Order. Before making an Order, the Council is to take into account and consider objections that remain and that have been made in accordance with the Regulations. Careful consideration of reports and the objections will fulfil the Council's obligations

and duties in respect of the regulations.”

Question 40 from Councillor Chamberlain to Councillor Bond, Cabinet Member for Environment

What is the total amount for fines received from enforcing the CPZs since 2010/11 in total and broken down by each CPZ?

Reply from Councillor Bond

| CPZ | 2010-11 On Street | 2011-12 On Street |
|---------------------------------|----------------------|----------------------|
| Arnos Grove CPZ | £44,742.00 | £34,225.00 |
| Bush Hill Park CPZ | £42,416.00 | £41,702.00 |
| Enfield College CPZ | £103,524.84 | £123,904.00 |
| Enfield Town CPZ | £324,938.00 | £336,514.00 |
| Gordon Hill CPZ | £9,125.00 | £8,818.00 |
| Grange Park CPZ | £12,155.00 | £9,740.00 |
| North Middlesex | n/a | £38,640.00 |
| Oakwood CPZ | £56,415.16 | £54,401.00 |
| Palmers Green CPZ | £21,235.00 | £24,825.00 |
| Southgate (all day) CPZ | £211,804.22 | £255,211.50 |
| Southgate (one hour) CPZ | £70,716.00 | £68,296.00 |
| Winchmore Hill CPZ | £75,712.84 | £74,683.00 |
| Total | £ 972,784.06 | £1,070,959.50 |

Question 41 from Councillor Chamberlain to Councillor Bond, Cabinet Member for Environment

Please set out the criteria for when tarmacking is an appropriate replacement for traditional paving slabs for the public pavement outside people's homes?

Reply from Councillor Bond

“You may be aware that this matter was discussed at a recent Overview and Scrutiny Panel on 15th May 2012 as part of a proposal to amend the Council's current policy for renewing footways.

The Council's existing policy is contained within its Streetscape Guide. This states that ‘In town centres and busy pedestrian areas footways shall generally consist of artificial stone paving laid to a staggered bond with ‘tegula’ block paving on corners and at the front of vehicle crossovers. In rural and industrial areas, footways adjacent to larger open spaces and low use footways, asphalt footways will generally be used. In residential areas the appropriate footway treatment will be adopted, taking into account local architecture and use’.

Based on discussions at the Scrutiny Panel, including the need to look for greater efficiencies and the need to ensure more appropriate materials are

used given the vulnerability to vehicle damage in many areas, Officers were requested to amend the proposed revision to the policy whilst ensuring that, if short sections of footway are renewed, then the materials chosen will be the same as the surrounding footway.

The final wording in the policy has yet to be finally agreed by Councillors, but in respect of footway material choice in residential roads, it is proposed to read as follows: Subject to formal approval.

Appropriate footway treatments will be used, based on the standard palate of materials, taking into account existing treatment locally, footway category and function, location and style of frontage buildings and susceptibility to vehicle abuse.

Bituminous footways will generally be used in rural locations, residential and industrial streets where bitumen is already used and where footways are susceptible to vehicle overrun.

Paving will generally be used in high profile locations and shopping parades. Where artificial stone paving is used in areas where vehicle overrun is anticipated, consideration will be given to an appropriate kerb edge treatment.”

Question 42 from Councillor Chamberlain to Councillor Bond, Cabinet Member for Environment

Following on from question 42, can you confirm that the same paving solutions will be used in similar roads, so that roads of the same type will be treated in the same way?

Reply from Councillor Bond

“I can confirm that the same criteria for choice of footway material will be applied across the borough.”

Question 43 from Councillor Chamberlain to Councillor Bond, Cabinet Member for Environment

Can you set out the work done to the public pavement in Beresford Gardens in Southbury Ward in the last six months? Would you also set out if you expect the pavement in this location to be redone in tarmac?

Reply from Councillor Bond

“In the last six months there have been three reactive repairs undertaken to the footways in Beresford Gardens. Reactive repairs will always match existing.”

Question 44 from Councillor Prescott to Councillor Bond, Cabinet Member for Environment

It has been rumoured that the cosmetic works to Southgate Circus, once completed, will have cost Enfield taxpayers well in excess of a quarter of a million pounds. This is not a rumour I subscribe to, but there's no doubt this vanity project is costing large sums of taxpayer money that could have been more wisely invested elsewhere. On reflection, with his Cabinet colleagues constantly using lack of funds as their excuse for failing to implement desperately needed improvements all over the Borough, will the Cabinet Member now agree with me that this has been an unnecessary waste of money?

Reply from Councillor Bond

"The budget for the enhancement works to Southgate Circus is £150k. This scheme was initiated and approved under the previous administration."

Question 45 from Councillor Prescott to Councillor Bond, Cabinet Member for Environment

Following on from Question 44, I ask the Cabinet Member for Environment to publish and provide for me here, a list of the other vanity projects he has committed his department to during his tenure, and to include how much these cosmetic works have cost the Enfield taxpayer?

Reply from Councillor Bond

"The Council left vanity projects behind with the last administration. This administration is committed to improving the streetscape and streetscene for the benefit of our communities, given the impact that roads and footways have."

Question 46 from Councillor Prescott to Councillor Bond, Cabinet Member for Environment

Can I ask the Cabinet Member for Environment when he thinks he will feel able to start making decisions on his own, rather than continue to hide behind what he tells us were the decisions of his predecessor? Is this likely to be some time before the next election in 2014?

Reply from Councillor Bond

"I always seek to make decisions after consultation with colleagues, residents, businesses and churches."

Question 47 from Councillor Laban to Councillor Orhan Cabinet Member for Children and Young People

Please could the Cabinet Member for Children and Young People list out which temporary buildings are having to be used to accommodate additional reception classes in September?

Reply from Councillor Orhan

“In our tireless work to secure sufficient school places, we are using a range of high quality buildings including modular accommodation, to ensure the school places are available when they are needed, where they are needed and that value for money is secured. The quality of our modular solutions is very impressive and I would be delighted to arrange visits for any Members of this Council so they can gain first hand experience of the high quality learning environments that we are providing.”

Question 48 from Councillor Laban to Councillor Oyken, Cabinet Member for Housing

Following my recent Members’ enquiry, please could the Cabinet Member for Housing inform the chamber what action his department has taken to combat the dreadful living conditions at 131 Ordnance Road?

Reply from Councillor Oyken

“The matter has been investigated. Officers from Private Sector Housing and Environmental Protection are carrying out a joint inspection of the site and will take any appropriate enforcement action necessary to ensure that the person responsible for clearing the site does so as soon as possible.”

Question 49 from Councillor Laban to Councillor Taylor, Leader of the Council

Would the Leader of Council investigate introducing Council services at local post offices in the way that Conservative controlled Hammersmith and Fulham have done in their borough?

Reply from Councillor Taylor

“Enfield customers can already pay for some services at post offices:

- Housing rents payments can be paid at post offices and convenience stores around the Borough using PayZone.
- SAP invoices can be paid at post offices using TransCash.

We also ensure our customers can access and pay for services using a range of other channels designed around customer needs, such as through Handy Tills in libraries, online and over the telephone.

We are building on the choice currently available to our customers in accessing and paying for our services. The Council will be reviewing the framework agreement to understand opportunities to deliver additional services at post offices. This will be coordinated through the development of the Council’s Payments Strategy. This sets out how the Council intends to

continue to enable Enfield's customers to pay using their preferred payment methods, whilst reducing the costs of handling transactions for the Council."

Question 50 from Councillor Laban to Councillor Bond Cabinet Member for Environment and Councillor Charalambous Cabinet Member for Culture, Leisure, Youth & Localism

Following the Jubilee sporting activity event at the QE2 stadium would the Cabinet Members for Environment and Culture, Leisure, Youth & Localism work together to provide public opening hours and continued sporting events so that the public can utilise this facility to its utmost?

Reply from Councillor Bond

"The two Departments are working together to ensure that the QE2 Stadium achieves the most for the community. The Council is leading on a management group which includes Enfield Town FC, the Friends of the Park and all local clubs. This group is working up a range of roles and responsibilities for the overall operation and management of the site as well as ensuring that the site is open for all members of the community to use and also looking to organise events."

Question 51 from Councillor Laban to Councillor Bond Cabinet Member for Environment

Could the Cabinet Member for Environment reassure the Council that the lack of enforcement action by his department on the former petrol station in Brimsdown Avenue will not result in established use rights?

Reply from Councillor Bond

"The Council have worked closely with the owners of the site over a number of months to help reclaim the land from the squatters and return the site to an acceptable condition until planning permission can be acquired and redevelopment takes place. There is an expired planning consent for the site to be used for residential accommodation and consequently this change of use would be acceptable. Enforcement action will be taken if appropriate."

Question 52 from Councillor Laban to Councillor Bond Cabinet Member for Environment

Could the Cabinet Member for Environment explain to the Council why the Turkey Street conservation area is currently an overgrown mess?

Reply from Councillor Bond

"The area by the side of 1 Turkey Street is scheduled for grass cutting only and this will be completed by 22 June. This is dealt with as part of routine maintenance but it should be noted that the cycle of grass cutting has been longer due to the impact of weather restrictions for grass cutting this season."

Question 53 from Councillor Smith to Councillor Oykenor Cabinet Member for Housing

How long has each of the following Council owned ex-sheltered housing blocks of flats stood empty:

- (a) Parsonage Lane
- (b) Forty Hill
- (c) Lavender Hill
- (d) St Georges road
- (e) Tudor Crescent
- (f) Jasper Close

Reply from Councillor Oykenor

- “(a) Parsonage Lane - 01.09.09
- (b) Forty Hill - 15.02.10
- (c) Lavender Hill - 31.03.10
- (d) St Georges road - 01.10.10
- (e) Tudor Crescent - 06.05.11
- (f) Jasper Close - 20.02.12

Due to the wider uncertainties in the economy and housing market since the credit crunch progress has been on hold, but the Council have now undertaken an independent optional appraisal and employed additional resources to progress matters concerning these sites and we plan to commence with demolition of the blocks to Jasper Close and Tudor Crescent within the next few weeks.”

Question 54 from Councillor Smith to Councillor Oykenor Cabinet Member for Housing

Has he yet formed a view on which of these sites (as listed in Question 53) is to be redeveloped, refurbished or sold?

Reply from Councillor Oykenor

Please refer to the answer for Question 53.

Question 55 from Councillor Smith to Councillor Oykenor Cabinet Member for Housing

Has he yet formed a view on the future use of each site (as listed in Question 55) and if not what is the proposed timescale for bringing these sites back into use?

Reply from Councillor Oykenor

Please refer to the answer for Question 53.

Question 56 from Councillor Smith to Councillor Oykenor, Cabinet member for Housing

Following the contentious public consultation meeting in May to discuss the future of the Alma Towers Estate, would Councillor Oykenor inform the Council:

- (a) on the outcome of the latest consultation?
- (b) whether he still wishes to redevelop the Estate instead of refurbishing it?
- (c) if redevelopment goes ahead, whether the existing tenants will be offered secure tenancies?
- (d) if redevelopment goes ahead, whether Council households who are currently over occupying will be offered a new property with the same number of bedrooms?
- (e) where the Council intends to find temporary suitable alternative accommodation for the tenants affected by the regeneration proposals?
- (f) the proposed timescale by block for starting construction work on site and fully completing the works?

Reply from Councillor Oykenor

- “(a) 67% of residents responded and 78% were in favour of demolishing and rebuilding the Alma estate.
- (b) A report will be taken to Cabinet in July recommending demolishing and rebuilding the entire estate.
- (c) Council tenants have already been assured on this point.
- (d) As a minimum, the project will rehouse tenants in properties which meet their housing need. Tenants with too few bedrooms will be rehoused in a larger property that meets their need. All over crowding living conditions will be addressed by the scheme. Where tenants have more bedrooms than they need the Council will provide one more bedroom than the tenant needs on the new estate.
- (e) Only a small number of tenants will require temporary accommodation, the vast majority will be moved once into a permanent home. Of the tenants that do require temporary accommodation, the emphasis will be on rehousing them in voids that are created elsewhere on the estate (in later phases).
- (f) Construction could begin on the cleared site next to the Academy School within 18 months.”

Question 57 from Councillor Headley to Councillor Bond, Cabinet Member for Environment

Can the Cabinet Member for Environment advise Council what representations he has received from residents regarding the smell coming from the Deephams Sewage Works?

Reply from Councillor Bond

“The Environmental Health department have received 28 complaints about odours from Deephams since 2005; of which lately 2 were in 2011 and 3 in 2010.”

Question 58 from Councillor Rye to Councillor Orhan, Cabinet Member for Children and Young People

Would she inform the Council what the projected numbers are for secondary school entry for each year 7 for each year from September 2013 until 2020 and could she further explain her secondary school places strategy and indicate whether she would welcome additional free schools to help meet the demand for secondary places in the forthcoming years in the borough of Enfield?

Reply from Councillor Orhan

“The most recent forecast of demand for year 7 places in secondary schools is as follows:

| Year | Forecast number of Y7 pupils |
|------|------------------------------|
| 2013 | 3727 |
| 2014 | 3803 |
| 2015 | 4015 |
| 2016 | 4117 |
| 2017 | 4465 |
| 2018 | 4652 |
| 2019 | 4760 |
| 2020 | 4766 |
| 2021 | 4767 |

Please also refer to the response to Question 31.”

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Council Question 4: Appendix A - Forty Hall Park HLF Park for People Project

Briefing Note June 2012

Background

In 2008, LBE applied to Heritage Lottery Fund (HLF) for funding to carry out the "Forty Hall & Estate" project. The Hall was successful (Forty Hall Development Project), however the Park was not and a revised bid was submitted under a separate HLF funding stream "Parks for People" in August 2011. The overall budget for the Forty Hall Park for People Project is £2million, with an LBE contribution of £200,000.

Forty Hall Park for People Project - Scope

The project's scope has been reduced from the original parkland content of 2008 Forty Hall & Estate project to ensure that LBE's contribution does not exceed £200,000.

The current project will restore 18th century landscape features surrounding the Hall; improve access & educational information throughout the parkland; as well as provide an additional post (Learning & Conservation Officer) within the Parks team to deliver a 5 year activity programme to increase community engagement & learning.

The capital scope of the project is outlined in the Forty Hall Park Master plan which also outlines which items are not part of the Park project. A summary of the areas which will be re-landscaped are as follows:

- Restore **Turkey Brook Bridge & weir** (linking parkland to public footpath leading to Capel Manor, Myddelton House & Gardens, THFC training ground etc)
- Restore **Ferme Ornée** to original 18th century ornamental farm layout and conserve summer house foundations etc
- Restore 18th century design of **pond, mound and approach drive** in front of the Hall (including de-silt of pond, replaced edging, replace existing furniture in keeping with historic landscape, remove/reduce height of hedge row to restore historic views of Lime Avenue, resurface approach drive)
- Reveal 18th century designs of **Pleasure Gardens**, restore stream & reform shape of ephemeral pool, introduce seating, signage, interpretation information and planting, remove memorial trees
- Restore **Warrener's Cottage** for education use
- Repair **Walled Garden**, improve access, seating & interpretive information, introduce new planting to demonstrate fruit & vegetable growing
- Improve **Café Courtyard** – access, planting & paving, reduce public car parking (retaining disabled parking)
- Reconfigure existing **public car park** with **new entrance** and pedestrian & cycle access only via gate pillars, new bin storage, improve access, signage & planting
- New **play area & path** in woods
- Introduce educational & informative **signage** throughout park

- Restore **Victorian barns** at Capel Manor (to be brought back into full use by Capel Manor)

The project bid was submitted to HLF in August 2011 and funding was approved in December 2011. HLF subsequently gave LBE permission to start the project on 12th April 2012.

Car Park New Entrance/Gate Pillars

There are currently 2 options regarding improved entrances into Forty Hall Park which are currently being pursued.

As part of the August 2011 submission, it was proposed that a new, wider entrance be created into the car park for all vehicular traffic and that the gate pillar entrance became pedestrian & cycle access only. This would ensure that larger vehicles such as coaches & buses could now access the site and also protect the Grade II listed gate pillars which are damaged on a frequent basis by vehicles using the entrance. Widening the gate pillars to create a larger existing entrance was also explored as an option, however English Heritage indicated that they would not support this and that the new entrance to the car park was preferable. Since the planning permission was submitted for the new entrance, the application has been halted as Planning require further information regarding the other entrance options considered as well as reducing the entrance width. Parks Team are currently redeveloping the application to meet these requirements and will be re-submitting shortly.

Parallel to this, English Heritage CEO, Simon Thurley met with Rob Leak at Forty Hall where it was mentioned that English Heritage would revisit their statement of August 2011 regarding the widening of the gate pillars. A sketch of the proposed work was subsequently submitted to English Heritage who indicated that they would not rule out widening the gates, but that LBE must submit a full case to English Heritage before they will give a confirmed response.

Two courses of action are therefore currently being pursued regarding the entrance to the park and at this stage we are unable to confirm which option will be implemented. Widening the gate pillars rather than creating a new entrance to the car park would be a change of scope for the project and LBE would need to seek HLF approval to carry this out.

Next Steps

- Prepare landscape tender documentation (currently ongoing)
- Tender for landscape contract (scheduled for Summer 2012) & contractor appointment
- Conduct archaeological work pre-landscape contractor start on site
- Conduct wildlife surveys pre-landscape contractor start on site
- Contractor mobilisation on site (scheduled Winter 2012)
- Completion of landscape capital works on site (scheduled to finish Autumn/Winter 2013)
- Recruit & appoint of Learning & Conservation Officer (currently ongoing) and commence 3 year volunteer programme

Further information

Eleanor Hunter, Client Project Manager, Asset Management & Development.
Tel: 0208 379 6102, email: Eleanor.Hunter@enfield.gov.uk

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1. Parkland and Lime Avenue:
Restore the 18th century open parkland landscape by removing self-sown scrub and young trees, establishing new parkland trees. Reveal the site of Elsyng Palace. Restore basin at the end of Lime Avenue - refer to drawing 2617P_01_01.
2. Lake and Water Gardens:
Reveal the 16th century Water Gardens by restoring lake and ponds to their historic layout. Dredge lake and replace timber edging; introduce new marginal planting to improve water quality and biodiversity. Undertake improvements to access and interpretation.
3. Pond Groves:
Re-establish woodland of coppice with standards. Improve management of veteran trees and introduce new planting to re-instate Lime Walk.
4. Turkey Brook:
Restore the historic western weir and bridge in line with the Lime Avenue. Open up views by selective removal of scrub. Remedial work to eastern weir.
5. Ferme Ornée:
Restore the 18th century ornamental farm landscape (in partnership with Capel Manor College). Remove self-sown scrub and young trees to restore raised walks as key feature and to enable public access. Restore rectangular pond. Conserve remains of Summerhouse. Undertake improvements to boundaries, planting and interpretation.
6. Mound, Pond in front of house and Approach Drive:
Restore 18th century design. Reveal landform on the Mound through selective clearance of scrub. De-silt pond and replace brick edging; replace existing benches with new seating in keeping with historic landscape. Remove section of hedge to restore views to Lime Avenue. Close Approach Drive to cars and resurface in resin-bound gravel. Undertake improvements to access and interpretation.
7. Pleasure Grounds:
Reveal the 18th century design. Restore historic shrub beds with selective removal/management of existing planting combined with new planting. Restore stream and reform shape of ephemeral pool. Introduce seating at historic locations. Relocate memorial trees. Undertake improvements to access, seating, interpretation and planting.
8. Walled Garden:
Restore the Warren's Cottage as a base for gardeners and as an education facility. Repair garden walls. Undertake improvements to access, seating and interpretation. Introduce new planting to demonstrate fruit & vegetable growing.
9. Courtyards:
Remove existing car parking in Outer Courtyard to allow public use for events. Undertake improvements to access, paving, and planting.
10. Main Entrance and Car Park:
Reconfigure vehicular entrance/exit to existing car park and re-open the closed pedestrian gate at the Main Entrance and close off to vehicular traffic. Introduce new bin storage area relocated from near the house. Undertake improvement to access, signage and planting to reduce its visual impact on historic landscape.
11. New Play Area and Path from Car Park:
Introduce new equipped play and path in woods and other informal play areas for younger and older children to enjoy within other areas of the mature park setting located in varying landscapes, open and enclosed refer to drawing 2617_I1_01.
12. Interpretation:
Introduce a comprehensive set of educational and informative signage throughout the park. See Separate Strategy
13. Gough Park Entrance:
Re-open and improve access to Forty Hall Estate for pedestrians entering from the south and from the nearest bus route. Undertake remedial works to the walls and reinstate pathway connection along this entrance and introduce signage.
14. Barns at Capel Farm:
Renovation of existing barns 13 and 17 form to be brought back into full use by Capel Manor. Their restoration will also improve the views from the Walled Garden, which are currently of the derelict buildings.

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PROJECT TITLE
FORTY HALL PARK
HLF 'PARKS FOR PEOPLE' STAGE 2

DRAWING TITLE
 Illustrative Masterplan
 Colour

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