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## THE CABINET

**Wednesday, 5th December, 2012 at 8.15 pm in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA**

### **Membership:**

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

### **NOTE: CONDUCT AT MEETINGS OF THE CABINET**

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

### **AGENDA – PART 1**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATION OF INTERESTS**

Members of the Cabinet are invited to identify any disclosable pecuniary, other pecuniary or non pecuniary interests relevant to items on the agenda.

## DECISION ITEMS

### 3. URGENT ITEMS

The Chairman will consider the admission of any reports (listed on the agenda but circulated late) which have not been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012.

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

### 4. DEPUTATIONS AND PETITIONS

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

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

Members are asked to consider if they wish to refer the following item to full Council:

1. Report No.121 – Annual Public Health Report

### 6. COUNCIL BUSINESS PLAN UPDATE (Pages 1 - 36)

A report from the Chief Executive is attached. The Council Business Plan has been updated to reflect changes since it was published in 2011. **(Key decision – reference number 3614)**

(Report No.119)  
**(8.25 – 8.30 pm)**

### 7. QUARTERLY CORPORATE PERFORMANCE REPORT (Pages 37 - 54)

A report from the Chief Executive is attached. This outlines progress made towards delivering the identified key priority indicators for Enfield. (Non key)

(Report No.120)  
**(8.30 – 8.35 pm)**

### 8. ANNUAL PUBLIC HEALTH REPORT (Pages 55 - 60)

A report from the Director of Public Health is attached. This presents the Annual Public Health report. (Non key)

(Report No.121)  
**(8.35 – 8.40 pm)**

**9. PRIMARY EXPANSION PROGRAMME (Pages 61 - 74)**

A report from the Director of Schools and Children's Services and Director of Finance, Resources and Customer Services is attached. This seeks approval to proceed with the Primary Expansion Programme. **(Key decision – reference number 3598)**

(Report No.122)  
**(8.40 – 8.45 pm)**

**10. SPECIAL PURPOSE VEHICLE, LEE VALLEY HEAT NETWORK (Pages 75 - 96)**

A report from the Director of Environment is attached. This seeks approval to establish a special purpose vehicle to deliver the Lee Valley Heat Network. **(Key decision – reference number 3583)**

(Report No.123)  
**(8.45 – 8.50 pm)**

**11. LADDERSWOOD ESTATE RENEWAL - COMPULSORY PURCHASE ORDER (Pages 97 - 126)**

A report from the Director of Health, Housing and Adult Social Care, Director of Regeneration, Leisure and Culture and Director of Finance, Resources and Customer Services is attached. This seeks approval to make the Ladderswood and New Southgate Industrial Estate Compulsory Purchase Order (CPO) 2012.(Report No.127, agenda part two also refers).**(Key decision – reference number 3487)**

(Report No.124)  
**(8.50 – 8.55 pm)**

**12. PROPOSAL FOR THE RENEWAL OF HOUSING RELATED SUPPORT CONTRACTS (Pages 127 - 132)**

A report from the Director of Health, Housing and Adult Social Care is attached. This asks Members to consider, review and approve renewing contracts. (Report No.128, agenda part two also refers). **(Key decision – reference number 3603)**

(Report No.125)  
**(8.55 – 9.00 pm)**

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

No items have been received for consideration at this meeting.

**14. CABINET AGENDA PLANNING - FUTURE ITEMS** (Pages 133 - 136)

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

**15. NOTICE OF KEY DECISION LIST**

Members are asked to consider any forthcoming key decisions for inclusion on the Council's Notice of Key Decision List.

Note: the next Notice of Key Decision List is due to be published on 21 December 2012, this will be effective from 1 February 2013.

**16. MINUTES** (Pages 137 - 146)

To confirm the minutes of the previous meeting of the Cabinet held on 14 November 2012.

**17. MINUTES OF ENFIELD RESIDENTS' PRIORITY FUND CABINET SUB-COMMITTEE - 12 NOVEMBER 2012** (Pages 147 - 158)

To receive, for information, the minutes of a meeting of the Enfield Residents' Priority Fund Cabinet Sub-Committee held on 12 November 2012.

**18. MINUTES OF POLICY CABINET SUB-COMMITTEE - 21 NOVEMBER 2012** (Pages 159 - 164)

To receive, for information, the minutes of a meeting of the Policy Cabinet Sub-Committee held on 21 November 2012.

**INFORMATION ITEMS**

**19. ENFIELD STRATEGIC PARTNERSHIP FEEDBACK** (Pages 165 - 170)

To receive a written update on the recent Enfield Strategic Partnership conference.

(Report No.126)  
**(9.05 – 9.10 pm)**

**20. DATE OF NEXT MEETING**

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 23 January 2013 at 8.15pm.

## **CONFIDENTIAL ITEMS**

### **21. EXCLUSION OF THE PRESS AND PUBLIC**

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

(Members are asked to refer to the part 2 agenda)

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**MUNICIPAL YEAR 2012/2013 REPORT NO. 119****MEETING TITLE AND DATE:**

Cabinet  
Wednesday 5<sup>th</sup> December 2012

**REPORT OF:**

Chief Executive

Contact officer and telephone  
number:

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<b>Agenda - Part: 1</b>	<b>Item: 6</b>
<b>Subject:</b> Council Business Plan update	
<b>Wards: All</b>	
<b>Cabinet Member consulted:</b> Cllr A. Georgiou	

**1. EXECUTIVE SUMMARY**

- 1.1 The Council Business Plan 2011/14 'A Fairer Future for All' was published in November 2011. It is usual practice to update the plan on an annual basis.
- 1.2 A revised introduction to the Business Plan is attached at Appendix A and revised action tables are attached at Appendix B
- 1.3 It is intended to publish the updated Council Business Plan in December 2012

**2. RECOMMENDATIONS**

That Cabinet approve the final draft version of the updated Council Business Plan for publication

**3. BACKGROUND**

- 2.1 Following the publication of a the Council Strategy 'A Fairer Future for All' in March 2011, work was undertaken to develop a new Council Business Plan with outcomes and actions grouped under the three strategic aims Fairness for All, Growth and Sustainability and Strong Communities.

- 2.2 The aim was to produce a high level, strategic plan that sets out how the Council is working towards achieving the Administration's aims and priorities. More detailed actions are contained in departmental and delivery plans sitting under the Council Business Plan. The final version was published in November 2011.
- 2.3 It is customary to conduct an annual review of the Council Business Plan to reflect changing local needs, legislation and responsibilities and to update Council achievements and priorities.
- 2.4 Departments have completed a review of their actions, achievements and priorities and have agreed the adjustments. The Corporate Policy and research team have updated the introduction.
- 2.5 The revised introduction is attached at Appendix A and the action tables updated by departments where necessary are attached at Appendix B.

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

There is no longer a statutory duty to produce a Council Business Plan, but it demonstrates how the Council will deliver on the administration's aims and priorities, contained in 'A Fairer Future for All'

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

A published Business Plan provides information to staff, members and residents on actions being taken to achieve the Council's aims in 'A Fairer Future for All'

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

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

None

##### **6.2 Legal Implications**

None

#### **7. KEY RISKS**

Not producing and a Council Business Plan and effectively monitoring the Corporate Performance Scorecard would make it difficult to ensure that progress is being made against the Council's priorities and delivering improvements and benefit for Enfield's residents and businesses



**8. IMPACT ON COUNCIL PRIORITIES**

**8.1 Fairness for All, Growth and Sustainability, Strong Communities**

An effective Council Business Plans ensures that there are actions in place to deliver improved outcomes for residents and contribute to the achievement of the Council's key strategic aims and priorities.

**9. EQUALITIES IMPACT IMPLICATIONS**

The Council Business Plan includes actions that support the delivery of high quality services that promote equality of opportunity, reduce inequality and value diversity. A report on the progress against specific equalities elements of Business Plan objectives will be published in the Council's Equality and Diversity Annual Report. Equality impact assessments/analyses are carried out on services and proposals where relevant and proportionate. It is not relevant or proportionate to carry out an equality impact assessment/analysis of the proposal to approve the draft Business Plan.

**10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The Council Business Plan sets out the actions the Council is implementing to achieve the Council's strategic aims. Key priorities are monitored using the Corporate Performance Scorecard, while departments are responsible for monitoring individual projects and plans.

**11. PUBLIC HEALTH IMPLICATIONS**

The Council Business Plan 2012/15 contains actions that the Council is delivering that will contribute to the achievement of key public health outcomes.

**Background Papers**

None.

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# **Enfield – A Fairer Future for All**

Vision  
Aims  
Priorities



## Appendix A

### 1. What do we stand for?

The world is changing rapidly. The past two years have seen huge changes in the local government world. The coalition government has introduced a radical programme for change, which comes amidst the most challenging financial situation we have seen for generations.

In this environment, Enfield Council believes that there is a strong and continuing role for local authorities to provide effective place-based community leadership and to have a strong co-ordinating role in maintaining and developing services.

As a Council, we stand for **fairness for all, growth and sustainability** and **strong communities**. We are committed to tackling the inequalities present in the borough and to providing high quality services for all.

In our role as local leader, we are working to ensure that Enfield makes a strong recovery from the recession, and that growth, businesses and jobs are attracted to the area.

We are investing in and safeguarding our children and young people, building strong, empowered communities, where vulnerable people are protected, and residents feel safe, are healthy and take responsibility for their local environment. We are regenerating our most deprived areas and promoting sustainability.

Enfield Council is on a journey, developing and implementing strategies to tackle the major challenges we face to ensure we get to where we want to be by 2014. Difficult decisions are being taken, but by engaging with our residents and working together, we are endeavouring to ensure that we take the right decisions, both for the organisation, and for the borough.

### 2. The Council of the future

Enfield has made significant improvements to our services, our efficiency and the way we work. Resident satisfaction has improved and we are recognised as an exemplar in many areas, including community safety, children's services and independent living. We have also forged strong and effective partnerships with local agencies.

Following the election of the Labour administration for Enfield and the significant cuts to funding, we are in a new era. As an organisation we are responding proactively to these new agendas that are leading to fundamental changes to the way we do business.

Enfield is a Council that is flexible, responsive and organised around the needs of our residents. We have high aspirations and be a leader of innovation and new ideas. We listen to people and empower them to take responsibility for their lives and their communities. Encouraging active citizenship and building community capacity is central to what we are trying to achieve.

We aim to be the community leader for Enfield, championing Enfield locally, regionally and nationally. We will continue to work closely with all local stakeholders, including our MPs, the Police, the NHS and neighbouring boroughs to deliver our aspirations for the borough.

## Appendix A

We will have to deliver more for less, but will not let that impact upon the quality of our services. By being innovative and creative, we will maintain our high standards and encourage new ways of working. While the funding cuts represent a significant challenge, they also represent an opportunity for us to grow and develop as an organisation.

Our approach is embodied by our values, which have been developed through consultation with staff, who told us that the Council needs to be more flexible, collaborative, creative, empowered, representative, customer focused and respectful. This feedback has led directly to the values set out below, which will ensure we are an organisation that can meet the challenges of the future.

### Our values

**One Team** – Working together across teams, departments and partners to deliver the best possible services for Enfield's residents.

**Customer First** – Treating the community, colleagues and partners with fairness and respect, listening and responding to their needs and designing our services around the people we serve.

**Achieving Excellence** – Consistently striving to deliver standards of excellence through ambition, creativity, innovation, pride in our achievements and a 'can-do' attitude to new challenges.

**Empowering People** – Enabling our staff and the local community to make informed choices and giving our staff the skills, knowledge and confidence to improve services, take personal responsibility, accept risk and recognise success.

## 3. The Enfield context

Enfield has many strengths: a diverse and growing population, a successful business sector with the potential to grow, an attractive natural environment with over 100 parks and a highly performing council, working creatively with partners to deliver excellent services and address social issues. The borough combines green space and prosperous suburbs with industrial, commercial and residential areas undergoing comprehensive economic and social regeneration. In recent years there have been improvements in the quality of the area's parks, environment, schools and leisure activities and residents' satisfaction with local services has risen.

However, Enfield remains a borough of contrasts with inequality of opportunity and quality of life. Those living in our most deprived communities, primarily in the east and south of the borough, experience worklessness, low income, lower levels of health and life expectancy, housing problems and poor access to green and clean spaces, problems similar to those faced in inner London. Many of the problems and inequalities the borough faces have also been exacerbated by the recession, which is still having a significant impact on the Borough. The divide between the two parts of the borough is stark.

Enfield's population is predicted to grow and become even more diverse in the coming years, and it is expected that much of this growth will be concentrated in the more deprived areas, and amongst younger and older residents. Responding proactively to these changes, and the impact they will have on the delivery of services, will be vital to improving the quality of life for all residents.

## Appendix A

We are facing significant financial challenges, as the cuts to public funding become a reality. Retaining our focus on quality and value for money and targeting investment where it is most needed is key to meeting these challenges.

We have a clear vision for where we want the Borough to be in the future, and in addressing these challenges we are protecting and promoting what makes Enfield special and distinctive, while ensuring that we proactively tackle the problems we face.

### 4. Our vision, aims and priorities

Our vision is **to make Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities**. Underpinning this commitment we have a number of priorities, the delivery of which will contribute to improving the quality of life for all residents in the borough.

#### 1. Fairness for all

Fairness for all means meeting the needs of all residents in the borough, protecting vulnerable residents and providing fair and equal access to services and opportunities. Tackling the inequalities in the Borough is at the heart of what we want to achieve for Enfield.

Our priorities are to:

*Serve the whole borough fairly and tackle inequality*

Enfield is a borough of contrasts, with areas of affluence and areas of significant deprivation. Addressing these inequalities and narrowing the gap between different parts of the borough is central to what we want to achieve for Enfield.

*Provide high quality, affordable and accessible services for all*

Providing high quality services is our main driver. Despite the reductions in funding that are planned for the coming years, we are committed to maintaining excellent services that are organised around the needs of our residents including offering fair and equitable access to leisure and culture facilities across the Borough. We will work creatively and innovatively to ensure we can deliver more for less.

*Enable young people to achieve their potential*

Evidence shows that good education and support during childhood can help young people break out of cycles of deprivation and achieve their potential. Ensuring that every child and young person in the borough is kept safe and given a good start in life with the support they need to achieve, will contribute to tackling the problems of deprivation and inequality that are present in Enfield.

#### 2. Growth and sustainability

Like many areas of the country, Enfield has suffered during the recent recession. Unemployment has risen, and many of the problems already present within the borough have been exacerbated. Demonstrating that Enfield is open for business will ensure that the borough makes a strong and sustainable recovery from the recession.

## Appendix A

Our priorities are:

### *A clean, green and sustainable environment*

A clean and safe living environment is consistently rated by our residents as one of their top priorities for the area and our many parks and open spaces are one of our biggest attractions. We will maintain and improve this pleasant environment while also tackling challenges such as climate change and waste disposal. By ensuring we all live sustainably we will be able to safeguard what is special about the borough, protecting it for future generations.

### *Bring growth, jobs and opportunity to the borough*

Enfield is beginning to recover from the recession, but it will not be a quick or easy journey, and many residents are still affected by the economic downturn. To ensure a sustainable recovery, we will promote Enfield as a good place to do business, focusing on attracting growth, jobs and opportunity for our residents. We will continue to regenerate the most deprived areas of the borough, building on the Olympics legacy, creating communities where people want to live, and where there are high quality job opportunities.

## **3. Strong communities**

Building strong, cohesive and resilient communities will be vital as Enfield continues to grow and change as a borough. We want Enfield to be a place where people feel proud to live, where people from all different backgrounds are welcomed and supported, where vulnerable people are protected, and where people take responsibility for their own lives and their communities.

Our priorities are to:

### *Encourage active citizenship*

Involving and engaging local people of all ages in the decisions that affect their lives is central to our approach. We will encourage active citizenship, enabling residents to take responsibility for what happens in their lives and their local areas. We will give people more opportunities to influence the issues that matter to them, and to shape the environment in which they live.

### *Listen to the needs of local people and be open and accountable*

As an organisation, we will listen to and shape our services around the needs of local people. Trust in public institutions is at a historic low, and we will need to demonstrate that we are open and accountable to rebuild our relationship with residents.

### *Provide strong leadership to champion the needs of Enfield*

As the sole democratically elected body in the local area, we have a duty to provide strong civic leadership, promoting the needs of Enfield locally, regionally and nationally. We will stand up for Enfield and fight for what the borough needs, acting as the borough's champion at every level of society and government.



## Appendix A

*Work in partnership with others to ensure Enfield is a safe and healthy place to live*

Over the last ten years we have forged strong links with our partners like the NHS and the Police through the Enfield Strategic Partnership. The nature of partnership working is likely to change in the coming years as the coalition government's plans for local agencies, eg the abolition of PCTs, new academies and free schools and elected Police Commissioners, result in decentralisation and fragmentation. We are committed to ensuring we maintain a strong relationship with our local stakeholders, acting as a local leader.

We are also committed to creating communities where people feel safe and crime continues to fall, and where residents have access to sport and leisure activities, and can lead active and healthy lives. We will protect the most vulnerable people in society, supporting them to live as independently as possible, and to make the most of the opportunities available to them. We are focused on improving the health and wellbeing of all residents, reducing health inequalities, empowering residents to choose to lead a healthier lifestyle, and tackling serious problems such as obesity and infant mortality.

To deliver our vision, strategic aims and priorities, the Council has a range of plans and strategies that target the work in each area. The table below sets out a snapshot of the current plans and strategies that support the delivery of each strategic aim.

## Appendix A

Strategic aim	Council strategy
Fairness for all	<ul style="list-style-type: none"> <li>• Children and Young People's Plan</li> <li>• Corporate Equalities Action Plan</li> <li>• Safeguarding Adults Strategy</li> <li>• Access to Services Strategy</li> <li>• Older People's Strategy</li> <li>• Health Inequalities Strategy</li> <li>• Enfield Safeguarding Children Board Business Plan</li> <li>• Corporate Parenting Strategy</li> <li>• Carers Strategy</li> <li>• Dignity Strategy</li> <li>• Joint Health and Wellbeing Strategy</li> <li>• Joint Strategic Needs Assessment</li> <li>• Homelessness Strategy and Action Plan 2008-2013</li> </ul>
Growth and sustainability	<ul style="list-style-type: none"> <li>• Shaping Enfield's Future</li> <li>• Skills and Employment Strategy</li> <li>• Enfield 2020</li> <li>• North London Joint Waste Strategy</li> <li>• Housing Strategy and Delivery Plan 2011-2026</li> <li>• Parks and Open Spaces Strategy</li> <li>• Food Strategy</li> <li>• Local Development Framework</li> </ul>
Strong communities	<ul style="list-style-type: none"> <li>• Community Cohesion Strategy and Action Plan</li> <li>• Engagement Toolkit</li> <li>• Children and Young People's Involvement Strategy</li> <li>• Creative Enfield</li> <li>• Everybody Active</li> <li>• Sustainable Community Strategy</li> </ul>

## **Appendix A**

### **Council Business Plan - Introduction**

The Business Plan sets out the major actions that the Council, in many cases working with strategic partners and other stakeholders, is taking to achieve its vision of making Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.

Some of the actions are being developed in response to national policy initiatives such as Personalisation, which gives people using social care services more control over how they live their lives; welfare reform and the introduction of Universal Credit; National Health reorganisation; climate change targets; and implementation of new planning policies and the Localism Act.

Others are ambitious long-term, local programmes designed to bring about transformational change to Enfield's physical, economic and social environment in key areas – Ponders End and North East Enfield including increasing the number of tracks on the Lee Valley rail line; Ladderswood Way and the A406; Meridian Water and Edmonton; and Enfield Town. Smaller, more localised regeneration projects are also being planned e.g. regeneration of local industrial estates, Highmead House and programmes to reduce socio-economic deprivation in smaller localities where the needs are highest such as the Shires, and Kettering Estates.

The availability and quality of housing in Enfield remains a major priority. Proposed changes to government policy, such as welfare reform will impact disproportionately on Enfield. In addition to building new houses, the Council has plans to bring long term empty and derelict properties back into use and improve the standard of socially rented properties. There is a continuing focus on preventing homelessness through a range of initiatives including making the best use of council stock and appropriate private sector accommodation; and working with residents to enable them to retain their tenancies.

Enfield Council is also working on a sub-regional basis with nearby councils and other public services to address common issues across the area and to take advantage of economies of scale. This includes initiatives by the North London Strategic Alliance, the Upper Lee Valley Partnership and the proposed London Anglia Local Enterprise Partnership to improve the local economy; and involvement with the North London Waste Authority to develop long term, sustainable solutions to the collection and disposal of waste.

Enfield continues to register higher levels of unemployment than similar parts of London. The Council is adopting a range of initiatives to address the issue. These include encouraging companies to locate in Enfield to provide job opportunities for local people; using planning powers to include provision for local employment within commercial developments; working with employers and Job Centre Plus targeting key groups; and improving the skills levels of unemployed people in the Borough and preparing them for employment.

The Council is committed to investing in services and initiatives that tackle specific local challenges. These include the provision of sufficient school places for our children and young people; ensuring that services have the capacity to support Enfield's growing and more diverse elderly population; encouraging inward investment to provide more jobs, and providing support and training to enable residents to access them.

The Council is committed to working in partnership to improve the health and wellbeing of all Enfield's residents. This includes providing community leadership in the implementation of the Government's proposals and ensuring that local people have a greater voice in the

## **Appendix A**

development and delivery of local health services. There is a particular focus on reducing the health inequalities that exist across the Borough and continuing to address local issues including childhood obesity, teenage pregnancy and drug and alcohol use.

Community Safety remains a key focus for the Council. The Safer and Stronger Communities Board will continue to work on initiatives to reduce crime further and decrease the incidence and impact of anti-social behaviour. Strong and effective partnership working has enabled the implementation of the innovative 'Gangs call-ins' to help young people leave gangs and give them improved life opportunities and these will continue in 2012/13.

The cross-party Council Commission to examine the August 2011 disturbances in Enfield made a number of recommendations to address some key underlying issues, that if addressed effectively, will significantly reduce the risk of recurrence and contribute to improving social cohesion, life opportunities and quality of life for local residents. Initiatives addressing these issues are being delivered and will be monitored by the Commission.

In what is a difficult economic situation across local government, the Council is also exploring different ways of delivering or commissioning services to ensure that they are sustainable and provide the best possible value for money.

We are determined that our services are driven, as much as possible, by the needs and aspirations of residents across our diverse communities and the Council is committed to ensuring that these services are responsive and accessible. Key to this approach is how the Council operates. Embedding our values – One Team; Customer First; Achieving Excellence; and Empowering People – will enable us to be an effective, sustainable, customer-focused organisation.

## Appendix A

### COUNCIL ACHIEVEMENTS 2011/12

#### Fairness for All

Priorities:

- **Serve the whole borough fairly and tackle inequality**
  - **Provide high quality, affordable and accessible services for all**
  - **Enable young people to achieve their potential**
- Enfield's Parent Engagement Panel won the London Safeguarding Children Award for Best Emerging Practice. Parent Champions from across Enfield's communities offer support and training to improve life chances and keep children and young people safe from harm.
  - Work has started to redevelop Craig Park Youth Centre following the successful award of £3m mspace lottery funding. The new centre will provide state of the art facilities for formal and informal learning
  - Enfield and Living Well's free confidential, interactive sex and relationships text service for young people aged 13-25 'txtm8' achieved 'highly commended' in the Advice and Guidance Category of the Children and Young People Now awards.
  - GCSE results in 2011 showed continuing improvement. Pupils achieving 5 A\*-C including English and Mathematics improved 4.4% to 59.7%. 81.2% of pupils achieved 5A\* -C an increase of 7.1% over 2010.
  - Enfield was one of the first councils to share a school service with a neighbouring borough as the Council joined forces with Haringey Council to deliver a range of school improvement services
  - Enfield's Early Years Library Outreach Workers held 2,152 sessions within the Borough's Children's Centres, modelling to parents how to tell stories, sing and interact with babies and toddlers. The attendances included 25,601 under fives.
  - The Health, Housing and Adult Social Care Department were highly commended in the Personalisation and Choice Achievement of the Year and Workforce Transformation Achievement of the Year awards in the prestigious Municipal Journal Local Government Awards
  - Reardon Court Residential Home was awarded the gold standard for delivering end of life care under the national Gold Standard Framework
  - A twinning project between Enfield's Over 50s Forum and older residents in Enfield's twin towns to improve standards and services for older people across Europe has been awarded 54,000 euros by MEPs to run the project and have put forward a written declaration to the European Parliament on the work already completed.
  - A new travel scheme to help adults with learning difficulties travel around the Borough was launched.
  - Enfield Council has become the first and only local authority in the whole of the UK to get 100% of their schools to join the Get Set network. The Get Set network is a special community of schools and colleges which are demonstrating a commitment to the Olympic and Paralympic values.
  - The Guardian highlighted Enfield's teenage pregnancy work as a good practice example regarding maintaining focus on teenage pregnancy, on 9 August 2011. There was a specific and very positive reference to Enfield's teenage pregnancy projects
  - Enfield Training Services and Enfield Community Learning Service received the coveted Grade 1: Outstanding this year from Ofsted inspectors for the safeguarding of their young people (14-18) and adults in the community.
  - Enfield's Environment department has been awarded Customer Service Excellence accreditation, one of the first departments nationally to achieve this.

## Appendix A

- 819 affordable housing units were delivered in 2011/12, 23 fully wheelchair accessible
- The number of households living in temporary accommodation dropped to 1,956 the lowest number since recording began in 2002.
- 26 families living in temporary accommodation or the Council's housing stock were supported to move to a home of their choice in the private rented sector through the Fresh Start Rent Deposit Scheme
- 261 Disability Facilities Grants and discretionary housing grants worth £1.8m were paid out in 2011/12. The Council's efficiency programme is on track to realise savings of more than £60m over 5 years, at a maximum cost of £2.7m.
- The 2011/12 electoral canvass achieved a response of 90.24% up from 89.45% the previous year, the highest since 2001.
- The Benefit services processing performance improved despite the Benefit caseload rising to over 42,000. Enfield deals with the highest private tenant housing benefit caseload in London and the 3<sup>rd</sup> highest council tax benefit caseload.

## Appendix A

### Growth and Sustainability

Priorities:

- **A clean, green and sustainable environment**
  - **Bring growth, jobs and opportunity to the borough**
- Recycling rates in Enfield exceeded 35% in 2011/12, the highest rate to date.
  - A grant of £1.8m was secured to undertake works on the landscape around Forty Hall.
  - Enfield achieved 8 Green Flags for its parks, two more than in 2010/11. – Forty Hall, Trent Country, Grovelands, Town, Jubilee, Oakwood, Pymmes and Bush Hill Park.
  - Bury Lodge Park and Bush Hill Park won GLA Safer Parks Awards
  - Enfield won 10 awards at the 2011 London in Bloom awards including a silver-gilt (2<sup>nd</sup> highest award) for the Borough as a whole.
  - A new scheme to tackle dangerous dogs has been launched. 'Parkguard' is working with Council parks patrol officers to identify and tackle potential problem dogs and offer advice and training to people who want help controlling their dogs.
  - Painters Lane Park, a landscaped, sustainable pocket park was created from waste ground, the first 'people's park' inspired by ideas from young people.
  - The Highways and Transportation Team have implemented a new and innovative technique for resurfacing a road in-situ, benefiting from reduced waste and reduced CO2 emissions
  - Enfield came within the top 5 in the country for taking enforcement action on over running street works
  - Enfield, working with Smart Bags is the first council to provide reusable shopping bags made from recycled plastic bottles. The Go Green – Shop Local campaign also encourages people to make more use of their local shopping areas.
  - The Council has installed Smart Meters in buildings using the most energy. The meters provide half hourly readings on energy consumption to enable wastage to be identified and addressed.
  - The Council is leading on a new initiative to bid to ban spitting in the borough. If enough residents back the call Enfield will be the first council in the country to ban the habit.
  - Trading Standards Team recognised as demonstrating good proactive to tackle rogue traders from fleecing vulnerable consumers. The approach taken was highlighted over three programmes of the BBC's Rogue Traders.
  - Lower Edmonton is one of eight communities to receive £1m 'Big Local' lottery funding, which aims to give communities a leading role in improving their area and tackling local problems
  - The Council provided £100,000 rate relief to help local businesses affected by the August 2011 disturbances help them get back on their feet.
  - The Council is working with Notting Hill Housing Association to provide waged work placements for apprentices working towards construction qualifications.
  - Enfield Council and businesses across the borough have signed up to the Enfield Business Accord. It sets out 14 principles which include nominating business engagement champions from the business community and Council, encouraging greater consultation with a wider range of business and community leaders.
  - Enfield Council has achieved Bronze Level membership of the Mayor of London's Green Procurement Code. This follows an audit that was carried out in May 2011
  - Delivered the decent homes programme of £14m HCA funding on time and to budget in partnership with Enfield Homes.
  - Delivery of three high profile events at the House of Commons and New London Architecture offices in Central London to promote regeneration opportunities and "Opportunity Enfield" to developers, investors and housebuilders.

## Appendix A

- Enfield Council was awarded £1.9m from the Mayor's Outer London Fund to support the regeneration of north east Enfield including Ponders End High Street regeneration scheme; Enfield Business Centre remodelling; building on the successful gateways programme to create dynamic public realm enhancements.
- The Q&A Stadium was refurbished and opened in partnership with Enfield Town Football Club.
- The refurbishment of Southbury Leisure Centre was completed as part of the Council's £8.9m investment in five leisure centres across the Borough.
- A developer has been appointed to deliver the £100m building programme, including 491 new homes on the Ladderswood Estate.
- Plans for Meridian Water one of the largest green developments in the UK that will deliver 5,000 new homes and 3,000 job opportunities have been unveiled.
- Completion of safety improvements to the Redbrick Estate in New Southgate to reduce anti-social behaviour.
- Enfield has become the first council in London to use cruelty-free cleaning products carrying the Cruelty Free International Leaping Bunny logo.



## Appendix A

### Strong Communities

Priorities:

- **Encourage active citizenship**
- **Listen to the needs of local people and be open and accountable**
- **Provide strong leadership to champion the needs of Enfield**
- **Work in partnership with others to ensure Enfield is a safe and healthy place to live**
- The first year of the £2.1m Enfield residents' Priority Fund was a great success. More than 200 projects, identified by residents working with their ward councillors, are being, or have been implemented across the Borough. These include activities for children and young people, playground and green gym equipment, employment and language skills courses, advice and guidance and activities for older people.
- 'On Your Doorstep', an outreach project using the mobile library vehicle as a base from which to provide information and advice to residents in areas across the Borough was launched. Following a successful pilot in the summer of 2011, the project is being repeated during summer 2012.
- The Council established the 'Respect for Enfield' campaign in response to the disturbances in August 2011, which aimed to give residents the chance to join forces with the Council to show that the Borough is a safe and friendly place in which to live and work.
- The Council's position as an effective and proactive authority was promoted on issues including the August disturbances, the serious youth violence in late August/early September, the closure of Chase Farm Hospital, and the campaign to ban spitting in Enfield.
- The Council organised a successful conference 'Fragmenting Society? The role of the Co-ordinating council' discussing the way local government could develop to meet current and future challenges.
- The Council magazine, Our Enfield, is now the preferred option for residents to receive information about the Council and council services.
- The British Heart Foundation has announced that Enfield has been designated a 'heart town' in recognition of the work NHS Enfield and Enfield Council have done in reducing both heart disease and its risk factors.
- The Health Trainers Service in Enfield was recognised as one of the top 10 in the country
- Enfield held the first 'call-in project in England tackling gang membership and providing a way out for individuals. Enfield was also the first borough to use the new gang injunction legislation to jail gang members.
- The Council's multi-agency 'Safe as Houses' project won a Safer London Problem Oriented Partnership Award. The project has reduced burglary significantly in the areas targeted by providing free locks and bolts, gating alleys where appropriate, cutting back vegetation and restricting access. The project was also awarded a Certificate of Merit in the 2011 Tilley awards.
- Enfield became the first borough in London to be given White Ribbon status in recognition of its commitment to tackling domestic violence.
- The Enfield Festival, an annual celebration of Enfield's diverse communities was launched through a wide range of activities and community initiatives including the Edmonton Carnival and Enfield Autumn Show
- The Legal and Corporate Procurement Team created a Community Benefit Toolkit, a practical guide for fostering enterprises, supporting business and contributing to the rebuilding/rebalancing of the economy for the benefit of the community.

## **Appendix A**

- There has been wide-ranging consultation with residents on estate regeneration schemes in Alma Road, New Avenue regeneration and Ladderswood estate. There has also been consultation on Enfield's Housing Revenue Account business plan and the Housing Strategy and Allocations Scheme. A successful Housing Strategic Partnership Event was held attended by housing associations and community sector partners.

## Appendix A

### COUNCIL PRIORITIES 2012/13

#### **Fairness for All**

- Implement changes to housing benefit system including the benefit cap, under-occupation and universal credit
- Reduce homelessness and increase the supply of good quality homes
- Ensure that those residents entitled to benefits receive it and so maximise their income
- Narrow the gaps between vulnerable and low achieving children and young people and their peers
- Provide sufficient, high quality school places
- Continue to improve the educational attainment of all children and young people
- Ensure that children and young people and vulnerable people are kept safe
- Give people choice and control over their care and support them to lead independent lives
- Reduce unemployment and improve the skills of Enfield's disadvantaged communities
- Increase the number and range of opportunities for residents to participate in cultural, sporting and leisure activities
- Continue to manage the Council's finances effectively and sustainably

#### **Growth and Sustainability**

- Roll out the final phases of the wheeled bin service and recycling services to flats above shops to reduce waste disposal and increase recycling
- Improve Enfield's streets and open spaces through better design, cleaner streets and a greener, more sustainable environment
- Develop, consult on and begin to implement 'Enfield 2020 Sustainability Programme and Action Plan
- Improve the sustainability of transport and reduce its impact on Enfield
- Ensure that Enfield's areas of cultural, natural and historic significance are conserved
- Continue to take a proactive approach to facilitating transformational change and growth in the south and east of the Borough, particularly in Meridian Water, Edmonton and Ponders End, the Upper Lee Valley, New Southgate and Enfield Town.
- Encourage economic growth and inward investment to deliver more jobs and work with strategic partners and local businesses to help unemployed and low skilled residents into employment

#### **Strong Communities**

- Successfully complete that transition of public health functions to the Council
- Increase the range of ways that residents and businesses can engage with the Council, give their views and influence decision making
- Deliver high quality services that value diversity and promote community cohesion
- Maintain a thriving voluntary and community sector that makes a positive contribution to the achievement of key, local issues
- Continue to work in partnership with a wide range of organisations and public bodies to effectively address local issues
- Reduce health inequalities in Enfield and improve the health and wellbeing of all residents
- Reduce levels of crime and anti-social behaviour, improve community safety and provide effective reassurance to residents
- Implement the measures contained in the Localism Act including the Community Right to Buy, Community Right to Challenge and neighbourhood planning
- Continue the 'Gangs call-in' programme to help young people leave gangs and give them improved life opportunities

## **Appendix A**

### **The Council will also:**

- Work closely with sub-regional partners to address common issues and take advantage of economies of scale
- Promote Enfield as an effective, innovative council across Government departments, agencies, partnerships and stakeholders
- Provide services that are value for money; customer focused; meet identified need and are delivered efficiently and fairly
- Continue to implement the LEANER programme to produce efficiency savings and make services more responsive and effective
- Explore different ways of delivering and commissioning services to ensure responsiveness, sustainability and value for money
- Develop and maintain an effective, skilled, flexible work force

### **Introduction to the Action Plan**

The Council Business Plan covers the years 2012 – 2015. The tables set out how Enfield Council is working towards achieving the three strategic aims of Freedom for All, Growth and Sustainability and Strong Communities. They contain a range of high-level actions that have been developed to achieve key outcomes under each aim.

The actions are being delivered by individual departments, cross-departmental teams and through partnership working. Many of them form part of the Council's current work programme, but others are still in the planning stage. The plan is reviewed and updated annually to ensure that it remains responsive to changing need.

In addition to the Council Business Plan, there is a range of council, departmental and partnership plans that provide more detailed action plans and timescales. The progress that the Council is making in delivering the actions will be regularly monitored by departments, the Corporate Management Board and Cabinet through the Council's Performance Management Framework.

## Council Business Plan 2012 - 2015

### 1. Fairness for all

- 1.a Serve the whole borough fairly and tackle inequality  
 1.b Provide high quality, affordable and accessible services for all  
 1.c Enable young people to achieve their potential

No.	Outcomes	Actions	Dept	Cabinet Member	Lead / others involved	2012/13	2013/14	2014/15
1.1	Services continue to be prioritised to meet identified need and are delivered efficiently and fairly.	Achieve planned efficiency savings and work to secure continuing efficiencies Manage demand for services through effective analysis of need aligned with budgeting Optimise resources to prioritise funding for the delivery of frontline services	ALL	ALL	Corporate Management Board	✓	✓	✓
1.2	Continuing financial stability to underpin the delivery of high quality affordable services for all	Balance the budget and set agreed Council tax level Manage the Council's finances effectively and sustainably Explore opportunities to maximise resources brought about by the HRA self-financing regime	FRCS	Cllr Stafford	Director FRCS, AD Finance	✓	✓	✓
1.3	High quality services that promote equality of opportunity and reduce inequality	Ensure the delivery of high quality services that promote equality of opportunity, reduce inequality and value diversity Achieve and maintain a rating of 'Excellent' in the Equality framework for Local Government Ensure compliance with equalities legislation	HHASC	Cllr Oykener	AD Council Homes	✓	✓	✓
1.4	Provide advice and support to vulnerable customer who are impacted by the Government's Welfare Reform benefit changes.	Ensure that information on the range of Benefit changes leading to the introduction of the Universal Credit is widely publicised to customers and circulated to advice groups across the borough. In partnership with the CAB continue to develop the Welfare Benefit Advisor network and standardise advice provision across the Borough Set up new Advice and Support services for vulnerable customers adversely affected by the Government's Benefit changes (reduction in Benefits). Deliver good quality, affordable housing in line with changing government policy	FRCS	Cllr Stafford	AD Customer Services AD Community Housing Services	✓	✓	✓
1.5	Homelessness prevented and good quality homes provided for local people	Complete HRA Business Plan and Asset Management Strategy, commence implementation and monitor performance Return long-term empty and derelict properties to family use	HHASC	Cllr Oykener	AD Council Homes	✓	✓	✓
		<b>Homelessness / temporary accommodation</b> Implement the new Housing Allocation and Choice-Based Lettings Policies reflecting the recent changes in legislation Implement a range of schemes to prevent homelessness, improve tenancy sustainment and make the best use of local authority stock and appropriate private sector accommodation	HHASC	Cllr Oykener	AD Community Housing Services	✓	✓	✓
		<b>Rented accommodation</b> Improve the standard of socially rented properties through effective monitoring of Enfield Homes and the decent homes programme Develop a service level agreement with the Fire Service to provide a coordinated approach to fire safety in HMOs Implement the Cabinet decision on future housing management arrangements	HHASC	Cllr Oykener	AD Community Housing Services	✓	✓	✓
1.6	The inequality faced by many children and young people in Enfield is tackled	Identify and address the causes of child poverty and enable parents to work by e.g. ensuring adequate provision of childcare places Provide intensive support for families with a range of complex needs Ensure that Children's centres and extended Schools offer provision to the most vulnerable families	SOS	Cllr Orhan	AD Safeguarding, AD Early Intervention & Access	✓	✓	✓

	<p><b>1.7</b></p> <p><b>Action is targeted on narrowing the gaps between vulnerable and low achieving children and young people and their peers</b></p>	<p>Ensure fair and equal access to Education opportunities through support to individual pupils e.g. school uniform programme Provide sufficient, high quality school places Take action narrow the educational achievement gaps between vulnerable and low achieving children and young people and their peers</p>	SCS	Cllr Orhan	AD Commissioning, AD Early Intervention and Access, AD Education Services	✓	✓	✓
	<p><b>1.8</b></p> <p><b>Improved educational attainment for all children and young people</b></p>	<p>Provide high quality schools and improved educational attainment for all children and young people Continue to improve attendance and behaviour</p>	SCS	Cllr Orhan	AD Education, AD Commissioning, AD Education	✓	✓	✓
	<p><b>1.9</b></p> <p><b>Deliver the Troubled Families(Change &amp; Challenge) payment-by-results programme to turn round the lives of families experiencing multiple problems and disadvantages</b></p>	<p>Working with key support services and using local intelligence, identify those families who meet the agreed criteria for inclusion in the programme Agree the cohorts for Years 1, 2 &amp; 3 Establish commissioning and application process for support services Design interventions to more effectively work across multi-agency services to provide support for the targeted families Set up evaluation and reporting framework, including alignment of management information systems, success criteria and payment-by-results evidence</p>	SCS	Cllr Orhan	AD Safeguarding	✓	✓	✓
	<p><b>1.10</b></p> <p><b>Dignity and respect maintained and vulnerable people are safe</b></p>	<p>Increase awareness of safeguarding through implementation of the dignity audit tool and safeguarding events and newsletters Ensure more positive, continuously improving outcomes for vulnerable people through effective multi-agency action, research and feedback</p>	HHASC	Cllr McGowan	AD Strategy & Resources	✓	✓	✓
	<p><b>1.11</b></p> <p><b>Children and young people are kept safe</b></p>	<p>Increase the effectiveness of early intervention services to reduce the need for specialist services Establish the Single Point of Entry/ Multi Agency Safeguarding Hub as the route into accessing child and family services Provide effective safeguarding services, operating to the highest national standards Provide effective specialist services for children with disabilities</p>	SCS	Cllr Orhan	SCS DMT	✓	✓	✓
	<p><b>1.12</b></p> <p><b>People are supported to live independent lives</b></p>	<p>Provide rehabilitation / intermediate care support to enable people to continue living independently Maintain a low level of new admissions to residential and nursing care Provide high quality advice and information, advice and guidance to ensure that customers are dealt with at the first point of contact</p>	HHASC	Cllr McGowan	AD Adult Social Care	✓	✓	✓
	<p><b>1.13</b></p> <p><b>Choice and control is increased</b></p>	<p>Enable more people to access their community based services through a personal budget Provide ways for older people and people with a disability to feel more informed and involved in the design and delivery of their care services Commission the Carers Centre as a user-led organisation to lead on the implementation of the Carers Strategy</p>	HHASC	Cllr McGowan	AD Adult Social Care	✓	✓	✓
	<p><b>1.14</b></p> <p><b>Carers are recognised and supported in their caring role</b></p>	<p>Ensure Carers are provided with advice and information to support them in their role as Carers Provide greater support and control to Carers through increased access to personal budgets</p>	HHASC	Cllr McGowan	Chief Joint Commissioning Officer AD Adult Social Care	✓	✓	✓
	<p><b>1.15</b></p> <p><b>Unemployment is reduced and the skills of Enfield's disadvantaged communities are improved</b></p>	<p>Establish Area Partnerships , with communities, key strategic partners and business, to improve access to services and increase participation Deliver the Enterprising Apprenticeships Programme Assist residents to find jobs through the JOBSNET service Implement the Community Learning Quality Improvement Plan Working with local delivery partners, publish a new approach to ESOL Strategy Develop an e-learning Strategy and Virtual learning Environment</p>	RLC	Cllr Goddard	Head of Sustainable Communities AD Education Services, Head of Community Learning	✓	✓	✓
					AD Education Services, Head of	✓	✓	✓



	FRCS	Unit Statistic	AD Level	✓	✓	✓	
<p><b>1.18</b></p> <p><b>Ensure improved VM from Council services through implementation of the LEANER and ICT programme</b></p>	Provide an efficient Land Charges service, integrating chip and pin / worldpay service for customers			✓	✓	✓	
	Implement Unified Communications (Microsoft Lync) to improve telephony services and introduce video and instant messaging capabilities across the Council			✓			
	Implement single view of customer, mobile working and information management) and the Customer First IT enabling requirements for Customer First to support the transformation of Council services			✓	✓	✓	
	Implement thin client technology for the public access machines in libraries to ensure the public have access to the most up to date technology in the most cost effective way			✓			
	Implement phase 2 of the corporate asset management system (Atrium) to improve the way the council manages its property assets			✓			
	Delivery of phase 2 of the NWW programme ensuring cashable and non-cashable benefits are fully delivered	FRCS	Cllr Stafford, Cllr Georgiou	AD IT & Transformation	✓		
	Delivery of the Customer First programme in-line with the CAM; to deliver against the agreed savings profile				✓	✓	✓
	Delivery of the Service Review programme ensuring tie-in with the agreed financial model				✓	✓	✓
	Delivery of the Building Resilience programme				✓	✓	✓
	Delivery of the Procurement programme against the agreed savings profile				✓	✓	✓
<p><b>1.19</b></p> <p><b>Maintain a confident, soundly based, risk aware decision making culture within the Council,</b></p>	Ensure realisation of future transformation opportunities in order to help deliver planned budget savings						
	Develop a comprehensive, effective risk based culture throughout the Council	FRCS	Cllr Stafford	AD Procurement	✓	✓	✓
	Work with partners, including the Police, to promote a joined up effective response to tackling fraud in the Borough				✓	✓	✓
	One Council, Customer First, Achieving Excellence, Empowering People				✓	✓	✓
	Ensure that the Council has a high quality, well trained workforce through implementation of the Workforce Development Plan	CEX	Cllr Stafford	AD Human Resources	✓	✓	✓
	Ensure that the Competency Framework is understood and embedded, so that the Council is best placed to deal with the changing requirements in staff roles				✓	✓	✓
	Within departments, ensure that staff working with vulnerable adults and children and young people are appropriately trained and supervised	HHASC / SCS	Cllr McGowan, Cllr Orhan	AD Adult Social Care, SCS DMT	✓	✓	✓
	Continue to recruit apprentices as appropriate	CEX	Cllr Stafford	AD Human Resources	✓	✓	✓
	Support more people with disabilities to gain and retain jobs in the Council through delivery of specific HR policies.	CEX/HHA SC	Cllr Stafford, Cllr McGowan	AD Human Resources, AD Adult Services	✓	✓	✓
	Use a risk-based approach to audits to ensure that the Council operates in a safe working environment. Enfield Schools to maintain the Safety Management Systems Standard BS OHSAS 18001:2007.	ENV	Cllr Bond	Head of Occupational Health & Safety	✓	✓	✓
<p><b>1.21</b></p> <p><b>Effective performance management, data and information analysis to underpin the delivery of excellent, value for money services</b></p>	Develop and implement a new corporate and ESP Performance Management Framework			✓	✓	✓	
	Ensure that decision-making is underpinned by high quality data, information and research	CEX	Cllr Georgiou	AD Communities Communications Policy and Performance	✓	✓	✓
	Ensure that members, staff and partners are fully informed of national, regional and local policy developments and their impact on Enfield				✓	✓	✓
<p><b>2. Growth and Sustainability</b></p> <p>2a. A clean, green and sustainable environment</p> <p>2b. Bring growth, jobs and opportunity to the borough</p>							



No.	Outcomes	Actions	Dept	Cabinet Member	Lead / others involved	2012/13	2013/14	2014/15
2.1	Modern waste services to improve recycling, reduce waste disposal and minimise future costs	Rollout the use of wheeled bins across the Borough	ENV	Cllr Bond	AD Waste Street Scene & Parks	✓		
		Increase recycling through a range of initiatives including: -Recycling service for flats above shops -improved on-street 'bring site' recycling facilities -Enabling all residents to have access to kerbside recycling services -Assess the feasibility of further expansion of recycling services for trade customers				✓	✓	✓
2.2	Improve the public realm, introducing better design, cleaner streets, and a greener, more sustainable environment	Implement the North London Waste Plan in partnership with six other boroughs, to provide a coordinated sub-regional approach to planning for new waste facilities across North London	RLC	Cllr Goddard	AD, Regeneration, Planning & Programme Management	✓	✓	✓
		Implement an effective regime for managing sponsorship of roundabouts, verges and other highway assets Deliver an £8m capital programme to improve the Borough's highway infrastructure Increase intelligence-led, targeted enforcement to reduce flytipping, littering and other environmental disorder				✓	✓	✓
2.3	Sustainable development through effective use of planning powers	Use the planning system to protect and enhance green space, maximise amenity space linked to new development and protect play areas	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
		Protect heritage and conservation areas from inappropriate and unlawful development				✓	✓	✓
2.4	Reduced greenhouse gas emissions through improved energy management	Control pollution and environmental risks through comprehensive response to planning application consultations Seek to achieve level 4 and above in the Code for Sustainable Homes for new housing schemes until the Development Management Document is adopted by the Council.	RLC	Cllr Goddard	AD, Regeneration, Planning & Programme Management	✓	✓	✓
		Develop and adopt an Urban Design Strategy to reinforce the importance of a good design and the character of the borough. Develop and adopt an Enfield Design Guide SPD plus First Phase Topic Papers and Second Phase Topic Papers for the Enfield Design Guide SPD Embed adaptability to and mitigation against climate change into corporate decision making, procurement and other Council activity				✓	✓	✓
2.4	Reduced greenhouse gas emissions through improved energy management	Adopt the 2020 Sustainability Programme and Action Plan. The Enfield 2020 Action Plan contains 50 strategic sustainability projects that will collectively deliver significant economic, environmental and social sustainability benefits for all Enfield's stakeholders	ALL	Cabinet	Corporate Management Board / Head of Sustainability	✓	✓	✓
		Introduce Trimming and Dimming within the Borough's street light network to maintain safety but reduce energy costs Use the REFIT and SALIX projects to improve the emergu performance of the Council's businesses and schools				✓	✓	✓
2.4	Reduced greenhouse gas emissions through improved energy management	Implement a strict invest to save policy to achieve the highest possible placing in the CHC Energy Efficiency Scheme league table Report annually on all greenhouse gas emissions from the Council's estate and operations	ENV	Cllr Bond	Director ESS	✓	✓	✓
		Continue monitoring air quality, inspection of premises at risk of causing air pollution and review the air quality action plan				✓	✓	✓

		Develop the Lee Valley Heat Network business case and Special Purpose Vehicle, working closely in partnership with the GLA, neighbouring boroughs, the North London Strategic Alliance and the North London Waste Authority	ENV/RLC	Cllr Bond, Cllr Goddard	AD, Regeneration, Planning & Programme Management	✓	✓	✓
<b>2.5</b>	<b>Improved sustainability of transport and reduce its impact on the borough</b>	Complete the new Local Implementation Plan reflecting the Mayor's Transport Strategy and the Council's strategic approach to transport. Continue with the development of school travel plans and the introduction of school road ranges for primary schools Introduce cycle lanes to link Enfield's network to the London Greenway Support the delivery of the Upper Lee Valley (ULV) Transport Study which will inform transport infrastructure planning and the regeneration of the ULV	ENV	Cllr Bond	AD Highways & Transportation	✓	✓	✓
<b>2.6</b>	<b>Reduced number of casualties on Enfield's roads</b>	Introduce 20mph zones around all schools in the Borough Complete the annual LBE and TIL funded schemes to improve road layout and safety Continue with the programme of road safety education targeting the most vulnerable groups	ENV	Cllr Goddard	AD Highways & Transportation, AD Strategic Planning	✓	✓	✓
<b>2.7</b>	<b>Improved and accessible parks, open spaces, allotments and waterways</b>	Implement the Parks and Open Spaces Strategy to regenerate existing green spaces and create new provision in areas of deficiencies  Following a restructure of the Parks Dept, deliver a programme of events in parks that meets the needs of residents, with a strategy to be launched in Dec 2012 Increase the number of Friends of the Parks Groups and continue to develop the effectiveness of the Friends of the Parks Consortium Complete a review of the green belt and open space boundaries to inform the LDF and support the management of parks and open spaces in the Borough Deliver the Food Strategy, which brings together key aspects of local food production and consumption, contributing to the improvement of health and the environment, support businesses and improve food security Maintain allotment use at 95%, provide new allotments and improve links to the Food Strategy Agree and implement a Cemetery Strategy that will deliver investment in facilities, and an improved range of services Implement the Biodiversity Strategy 2010/13	ENV	Cllr Bond	AD Waste Street Scene & Parks, Head of Planning Policy Projects & Design AD Waste Street Scene & Parks	✓	✓	✓
<b>2.8</b>	<b>Animal welfare supported</b>	Encourage responsible dog ownership. Take measures to ensure that the majority of strays are reclaimed, fostered or re-homed within 10 days Publicise and enforce the Control of Dogs Order 1992 Continue with the programme of inspections of licensed premises and farms to ensure the safety and welfare of animals Deliver the built environment aims of the Heritage Strategy	RLC ALL ENV	Cllr Goddard Cllr Goddard Cllr Goddard Cllr Bond	AD, Regeneration, Planning & Programme Management AD Waste Street Scene & Parks	✓	✓	✓
<b>2.9</b>	<b>Enfield's areas of cultural, natural and historic significance are conserved</b>	Develop and submit a Stage 1 application to the HLF for funding for the restoration of Broomfield House.  Develop and adopt new criteria, survey the Borough and produce and adopt a new Local List	ENV RLC	Cllr Bond Cllr Goddard	AD Planning & Environmental Protection AD, Regeneration, Planning & Programme Management AD, Regeneration, Planning & Programme Management Head of Planning Policy Projects & Performance	✓	✓	✓

2.10	Improved quality of life for residents through regeneration of priority areas	<p>Implement the grant-based initiative to repair and enhance The Crescent, Edmonton</p> <p><b>Ponders End and North East Enfield</b>          Deliver the Ponders End Park improvements          Deliver the North East Enfield Mayors Outer-London Fund Round 2 programme          Deliver the Ponders End High Street regeneration project          Complete and adopt the Ponders End South Street Campus Planning Brief          Deliver public realm works and infrastructure to support the Oasis Hadley Academy and Alma Estate          Alma Estate renewal (Note Lead with Strategic Housing HASC)          Complete and adopt the Ponders End Waterfront Planning Brief          Deliver the Columbia Wharf water meadows Phase 1          Complete and adopt the North East Enfield Area Action Plan, which will provide a development framework to support delivery of the Ponders End Framework for Change and planning briefs for key sites</p> <p><b>Edmonton Leaside including Meridian Water and Edmonton</b>          Develop and adopt the Central Leaside Area Action Plan that will provide a development framework to support delivery of the Meridian Water Regeneration Programme</p> <p>Complete and adopt the Meridian Water Master Plan, which will be a Supplementary Planning Brief to shape and guide development and attract inward investment.</p> <p>Develop and deliver phased infrastructure for Meridian Water including East-West link, Angel Bridge, Short-span bridge.          Deliver improvements to Angel Road Station, including platform and access, improved stopping train services and submit funding bids for the creation of the Stratford, Tottenham, Angel Road (STAR), 3rd tracking proposals.          Deliver Rays Road project which will include improve access to Angel Road Station</p> <p>Identify suitable sites for education provision to ensure programme of school and other education opportunities are fully realised within development.          Develop a Neighbourhood Plan for the Shires Estate</p> <p>Complete and adopt an Area Action Plan for Edmonton Green, which will provide a development framework to support delivery of Regeneration          Develop options for the refurbishment / redevelopment of North Square as part of comprehensive improvements to Edmonton Green Shopping Centre          Implement and evaluate the local Business Rates Hardship Relief Scheme and identify potential for extending the scheme beyond the pilot in Edmonton Green          Upgrade Edmonton Green Station to improve access</p> <p>To work in partnership with Thames Water to ensure EU requirements are delivered, including mitigation measures for odour nuisance</p>	RLC	Cllr Goddard; Cllr Oykener	AD, Regeneration, Planning & Programme Management	✓	✓	✓
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	<p>Complete options appraisal for Claverings Estate and develop a strategy for renewal/refurbishment</p> <p>Complete the renewal of Highmead Estate</p> <p><b>New Southgate and the North Circular Road Area</b></p> <p>Complete and adopt the North Circular Area Action Plan, which will provide a development framework to support delivery of the New Southgate Master Plan and Ladderswood Estate regeneration</p> <p>Deliver the New Southgate Master Plan</p> <p>Implement the Ladderswood Estate renewal programme</p> <p>Develop a Multi Service Regeneration Hub in New Southgate</p> <p>Deliver the Redbrick Estate and Take the High Road green infrastructure and public realm improvements</p> <p>Working Neighbourhoods Fund</p> <ul style="list-style-type: none"> <li>- Deliver the £1m+ projects to support business and communities</li> <li>- Commission business support agencies to deliver the Improving Town Centres Programme</li> </ul> <p>Commission investment and business support agencies to provide support to SMEs</p> <p>Develop and deliver an Industrial Estates Strategy</p> <p>Promote and support inward investment to provide more job opportunities</p> <p>Maximise regeneration and employment opportunities arising from the Olympics</p> <p>Develop an Economic Development Strategy based on the Local Economic Assessment</p> <p>Develop a town centres strategy to promote the health and vitality of our town centres</p> <p>Develop the Employment and Enterprise Board to facilitate the involvement of key partners and businesses in strategic planning for economic development</p> <p>Continue to use a risk-based inspection and advice programme to enable businesses to comply with regulations</p> <p>Extend the zero and 1* rated food premises pilot to improve compliance and reduce customer risk</p> <p>Continue to use the Primary Authority relationship with SMEs to ensure compliance with environmental health and trading standards legislation</p> <p>Undertake joint work with employers Job Centre Plus etc. targeted at key groups to reduce unemployment</p> <p>Help more people with a learning disability or mental health gain or sustain paid employment</p> <p>Increase the number of jobs in local businesses supported by the Primary or Home Authority Partnership</p> <p>Use Section 106 Supplementary Planning Document to include a provision for local employment within commercial developments</p> <p>Help young people remain in education, employment and training</p>	RLC	Cllr Goddard, Cllr Bond, Cllr Oykever	AD, Regeneration, Planning & Programme Management, AD Waste & Parks (Deepthams only)	✓	✓
2.11	<b>An improved local economy</b>	RLC	Cllr Goddard, Cllr Oykever	AD Strategic Planning	✓	✓
2.12	<b>Reduced unemployment and improved skills of Enfield's residents</b>	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓
		RLC	Cllr Charalambous	Head of Sustainable Communities	✓	✓
		RLC	Cllr Goddard	Head of Sustainable Communities	✓	✓
		ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓
		RLC	Cllr Goddard	Head of Sustainable Communities	✓	✓
		HHASC	Cllr McGowan	AD Adult Services	✓	✓
		ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓
					✓	✓



No.	Outcomes	Actions	Dept	Cabinet Member	Lead / others involved	2012/13	2013/14	2014/15
3.1	A range of ways for residents, businesses and Council staff to: - Engage with the Council; Give their views; Influence decision making	<b>Participation</b> Effectively manage and implement the £2.1m ward-based Enfield Residents Priority Fund, which will enable residents and councillors working together to improve their local areas and reduce deprivation	CEX	Cllr Charalambous	AD Communities Communications Policy & Performance	✓	✓	
		Undertake an effective annual Budget consultation	FRCS	Cllr Stafford, Cllr Georgiou	Head of Corporate Finance, Corporate Communications Manager	✓	✓	✓
		Develop local area forums to enable residents to better engage with the Council on issues of importance to them	FRCS	Cllr Stafford	AD Corporate Governance	✓	✓	✓
		Deliver an effective Scrutiny function that actively engages the local community in its work	FRCS	Cllr Stafford	AD Corporate Governance	✓	✓	✓
		Introduce Estate Improvement Panels to ensure effective and appropriate spend of the HRA Environmental estate Budget	HHASC	Cllr Oykener	AD Community Housing Services, Enfield Homes	✓	✓	✓
		Improve the transparency of decision making processes through increased use of planning panels, an enhanced licensing review process and business forums	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
		The newly established Estate Improvement Panels will work in partnership with the Enfield Homes Estate Improvement Team to ensure a cost-effective and appropriate spend of the HRA Environmental Estate Budget	HHASC	Cllr Oykener	Enfield Homes / AD Council Homes	✓	✓	✓
		<b>Engagement</b> Develop better understanding of Enfield's communities through user surveys, focus groups, Residents' Panel, events and contact with local groups to inform decision making	CEX	Cllr Georgiou	AD Communities Communications Policy & Performance	✓	✓	✓
		Deliver, analyse and ensure effective dissemination of a coordinated programme of engagement and consultation	SCS / FRCS	Cllr Georgiou	Web Development Manager, Deputy Head of Youth Support Service	✓	✓	✓
		Launch a new youth portal and use social media to enable young people to give their views and have better access to information	SCS / FRCS	Cllr Georgiou	Web Development Manager, Deputy Head of Youth Support Service	✓	✓	✓
		Develop opportunities for young people to influence decision making and shape future services via the Area Youth Forums and the Enfield Youth Parliament	SCS	Cllr Orhan	AD Commissioning, Children's Trust Manager	✓	✓	✓
		Ensure that young people are included in shaping and improving publicly funded local health and social care services e.g. through Healthwatch	SCS	Cllr Orhan	AD Commissioning and Community Engagement	✓	✓	✓
		Promote the Council and its services through the use of a wide range of social networking channels	CEX	Cllr Georgiou	Web Development Manager, Corporate Communications Manager	✓	✓	✓
		Encourage local communities to be more involved in planning their neighbourhoods by revising the Statement of Community Involvement and development of engagement programmes	RLC	Cllr Goddard	AD Strategic Planning	✓	✓	✓
		Implement campaigns to encourage registration so that all residents entitled to vote are able to participate	FRCS	Cllr Stafford	AD Legal	✓	✓	✓
		Ensure that services across the Council Council understand the impact and are prepared for implementation of the Localism Act 2011.	FRCS	Cllr Stafford	AD Legal	✓	✓	✓
		Implementation of the new process to replace the current councillors standards and conduct regime	FRCS	Cllr Stafford	AD Legal	✓	✓	✓

	Engage with tenants and leaseholders to continue to develop the direction of the Council's HRA Business Plan	HHASC	Cllr Oykener	AD Council Homes	✓	✓	✓
	<b>Communications</b>				✓	✓	✓
	Ensure that the new Council branding is used across the Council				✓	✓	✓
	Continue work to ensure that Council publications are accessible, jargon free and promote the Council's image				✓	✓	✓
	Deliver targeted communications programmes for hard to reach / engage groups, VCS, businesses and potential investors in the Borough	CEX	Cllr Georgiou	AD Communities Communications Policy & Performance	✓	✓	✓
	Improve customer outreach services through:				✓	✓	✓
	- Delivery and annual evaluation of the 'On Your Doorstep' pilot				✓	✓	✓
	- Review of Home Visiting Teams				✓	✓	✓
	Work to improve levels of satisfaction with the Council				✓	✓	✓
	<b>Council Staff</b>						
	Continue to deliver a staff communication and engagement programmes to support people through changing circumstances	CEX	Cllr Georgiou	Director FRCS, AD Communities Communications Policy & Performance Assistant Head HR	✓	✓	✓
3.2	High quality services that value diversity and promote community cohesion	CEX	Cllr Hamilton	AD Communities Communications Policy & Performance	✓	✓	✓
3.3	Enfield is recognised across a broad range of Government departments, agencies, partnerships and stakeholders as an effective, innovative council at the forefront of local government thinking	CEX	Cllr Georgiou	AD Communities Communications Policy & Performance	✓	✓	✓
3.4	A thriving, involved third sector contributing to the achievement of key local issues	CEX	Cllr Hamilton	AD Communities Communications Policy & Performance	✓	✓	✓
	<b>Capacity Building</b>				✓	✓	✓
	Develop a capacity building programme, supported by the Council's Community Capacity Building Fund, to promote a vibrant voluntary and community sector	CEX	Cllr Hamilton	AD Communities Communications Policy & Performance	✓	✓	✓
	Promote more joint working between VCS organisations through the use of hot desking facilities and capacity building programmes				✓	✓	✓
	More local people, including hard to engage areas of the community, have a voice through work with the voluntary and community sector	CEX/HHA SC/SCS	Cllr Hamilton, Cllr McGowan, Cllr Orhan	Head of Sustainable Communities, Cllr departments	✓	✓	✓
	<b>Commissioning</b>						
	Develop a thriving voluntary and community sector by supporting commissioning and procurement activity that leads to sustainable value for money contracts	CEX/HHA SC/SCS	Cllr Hamilton, Cllr Goddard, Cllr McGowan, Cllr Orhan	Head of Sustainable Communities, Cllr departments	✓	✓	✓
	Implement a VCS sector strategy to shape the provision of information and advice, support planning, brokerage and advocacy				✓	✓	✓
	Support the development of social enterprises / user led initiatives in the delivery of social care services	HHASC	Cllr McGowan	Head of Commissioning & Procurement	✓	✓	✓
	<b>Volunteering</b>						
	Continue to work with the VCS to promote volunteering		Cllr Hamilton	AD Communities	✓	✓	✓





		Tackle the availability of alcohol, knives and tobacco to children through effective enforcement of age restricted products legislation.	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
3.7	Significantly reduced likelihood of local disturbances and associated crime	Deliver and monitor the action plan to implement the recommendations from the Council Commission to examine the August 2011 disturbances in Enfield	ALL	Cllr Hamilton	AD Communities Communications Policy and Performance	✓	✓	✓
3.8	Delivery of the Safer and Stronger Community Board priorities for 2012/13 Young People lead safe lives	Reduce the overall crime rate in Enfield	ENV	Cllr Hamilton	Head of Community Safety	✓		
	Effective violence against women and girls (VAWG) interventions	Work effectively with young people as victims and offenders to reduce crime including serious youth violence and gun and knife enabled offences	ENV	Cllr Hamilton	Head of Community Safety, Head of Youth Offending Service	✓		
	Reduced levels of acquisitive crime	Implement effective interventions to reduce levels and repeat incidences of violence against women and girls	ENV	Cllr Hamilton	Head of Community Safety	✓		
	Improved community engagement	Reduce the serious acquisitive crime rate in Enfield	ENV	Cllr Hamilton	Head of Community Safety	✓		
	Tackling anti social behaviour	Develop greater community engagement through: - Improving communication with residents and increasing the number of people engaged in the annual consultation process - Reducing the fear of crime in the local area Reduce perceptions of ASB, and increase the number of enforcement measures used to tackle these issues	ENV	Cllr Hamilton	Head of Community Safety	✓		
	Hate Crime tackled	Tackle anti-social behaviour effectively by reducing fly tipping complaints, proactively remove at least 90% of graffiti before it is reported, effective intervention against premises causing noise disturbance and continue with robust enforcement of littering offences.	ENV	Cllr Bond, Cllr Hamilton	AD Planning & Environmental Protection, Head of Community safety	✓	✓	✓
	Other Actions to Reduce Crime and the Fear of Crime	Tackle hate crime effectively by decreasing incidences and increasing the reporting of, and response to, hate crime. Reduce crime and fear of crime in Enfield by: Working with the Police to design out crime in housing planning applications Continuing to install alley gates in priority areas subject to the agreement of residents Providing a safer night time economy through effective management of licensed premises and partnership working to design out crime Undertaking multi-agency work to eliminate rogue trading, consumer fraud, doorstep crime, scams and fraudulent trading	ENV	Cllr Hamilton	Head of Community Safety	✓		
	Fewer children and young people entering the criminal justice system	Work with young people to discourage them from taking part in anti-social behaviour or crime	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
3.8	Young people have access to a range of positive activities	Provide a range of quality, affordable and accessible positive activities for young people that are enjoyable and enable them to learn, achieve and volunteer Deliver activities that enable young people to gain experience in decision making, and taking responsibility for their own lives	ENV	Cllr Bond, Cllr Hamilton	AD Planning & Environmental Protection	✓	✓	✓
	Deliver the Everybody Active Strategy	Undertaking multi-agency work to eliminate rogue trading, consumer fraud, doorstep crime, scams and fraudulent trading	ENV	Cllr Bond	AD Planning & Environmental Protection	✓	✓	✓
3.9		Work with young people to discourage them from taking part in anti-social behaviour or crime	SOS	Cllr Orhan	SCS DMT	✓	✓	✓
		Provide a range of quality, affordable and accessible positive activities for young people that are enjoyable and enable them to learn, achieve and volunteer	SOS	Cllr Orhan	AD Safeguarding	✓	✓	✓
3.10		Deliver activities that enable young people to gain experience in decision making, and taking responsibility for their own lives	SOS	Cllr Orhan	AD Safeguarding	✓	✓	✓
		To increase the involvement of local people in sport and physical activity decision making, volunteering, leadership and coaching	RLC	Cllr Charalambous	Head of Leisure & Culture, All departments	✓	✓	✓

3.11	<p><b>Increase the use of libraries and museums</b></p>	<p>Implementation of the new Library Strategy via:</p> <ul style="list-style-type: none"> <li>• Improved provision and access to a range of books and other materials including the increase of self service technology and electronic / online resources</li> <li>• Developing a wider range of learning opportunities</li> <li>• Ensuring local libraries are seen as gateways to wider council services.</li> <li>• Improving our consultation approach for current and potential users to provide feedback and views</li> <li>• Exploring opportunities to be located with and to work in partnership with other services</li> </ul>	RLC	Cllr Charalambous	Head of Libraries and Museums	✓	✓	✓
3.12	<p><b>Increase opportunities for local residents, businesses and stakeholders to participate in activities which promote the regeneration of the borough.</b></p>	<p>Establishment of Area Partnership Boards in Edmonton Leaside, North East Enfield and South West Enfield. Development of neighbourhood panels and design panels to enable residents to actively contribute to plans for regeneration.</p>	RLC	Cllr Goddard, Cllr Oykener	AD Regeneration, Planning & Programme Management, AD Community Housing	✓	✓	✓

**MUNICIPAL YEAR 2012/2013 REPORT NO. 120**

**MEETING TITLE AND DATE:**

Cabinet – 5<sup>th</sup> December  
2012

**REPORT OF:**

Chief Executive

Contact officer and telephone number:

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<b>Agenda – Part: 1</b>	<b>Item: 7</b>
<b>Subject: Quarterly Corporate Performance Report</b>	
<b>Wards: All</b>	
<b>Non key</b>	
<b>Cabinet Member consulted:</b>	
<b>Cllr A. Georgiou</b>	

**1. EXECUTIVE SUMMARY**

- 1.1 Prior to the 2010 General Election and the subsequent abolition of the National Indicator Set and Local Area Agreements, Cabinet received regular monitoring reports on key performance measures relating to nationally set targets and local priorities. In 2011/12 updates on performance were included as part of the monthly Cabinet Revenue Monitoring Reports.
- 1.2 In the current difficult financial circumstances, there is value in demonstrating that, in many areas, Council performance is being maintained and/or improved.
- 1.3 This is the second quarterly report on the Corporate Performance Scorecard that reflects Council priorities and local resources, demand etc. The report attached at Appendix 1 shows the latest available performance data at the end of the second quarter of 2012/13.

**2. RECOMMENDATIONS**

- 2.1 That Cabinet notes progress made towards delivering the identified key priority indicators for Enfield.

### **3. BACKGROUND**

- 3.1 Prior to the 2010 General Election and the subsequent abolition of the National Indicator Set and Local Area Agreements, Cabinet received regular monitoring reports on key performance measures relating to nationally set targets and local priorities. In 2011/12 updates on performance were included as part of the monthly Cabinet Revenue Monitoring Reports.
- 3.2 In the current difficult financial circumstances, there is value in demonstrating that, in many areas, Council performance is being maintained and/or improved. It is also important to understand why targets are not being met and whether there are further interventions that the Council can make to ameliorate the situation, or, if it is out of the Council's control, how the Council can make a case to central Government and other public bodies.
- 3.3 Therefore the Corporate Performance Scorecard has been updated and targets set that reflect Council priorities and local resources, demand etc. The indicators are grouped under the Council's three strategic aims, Fairness for All, Growth and Sustainability and Strong Communities. The scorecard also includes a number of financial health measures.

### **4. PERFORMANCE**

- 4.1 The attached report contains the latest available performance data at the end of the second quarter of 2012/13. The tables also show performance against the London average where this is available. Where appropriate, explanatory comments are provided next to the performance information.

#### **4.2 Financial Indicators**

This section provides an overview of the Council's financial health. The first three indicators give the income and expenditure position, the next two provide an update on the Council's balance sheet and the final two indicators show the cash flow position.

#### **4.3 Priority Indicators**

The complete Priority Indicators scorecard comprises 92 performance indicators grouped under the Council's three strategic aims, Fairness for All, Growth and Sustainability and Strong Communities.

Where a target has been set, performance is rated at green if it is on or exceeding the target; amber if there are concerns that the target may not be achieved by the end of the year; and red when the current levels of performance mean that the target is unlikely to be achieved.

The Quarter 2 scorecard attached at Appendix A only includes those 69 indicators for which updated performance data is available. A list of indicators not included, with their reporting cycle may be found at the back of the scorecard.

Of the 68 targets performance indicators that have targets, 45 (66.2%) are at green; 14 (20.6%) are at amber; and 9 (13.2%) are at red.

**5. ALTERNATIVE OPTIONS CONSIDERED**

Not to report regularly on the Council's performance. This would make it difficult to assess progress made on achieving the Council's main priorities and to demonstrate the value for money being provided by Council services.

**6. REASONS FOR RECOMMENDATIONS**

To update Cabinet on the progress made against all key priority performance indicators for the Council.

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

**7.1 Financial Implications**

The cost of producing the quarterly reports, will be met from existing resources.

**7.2 Legal Implications**

There is no statutory duty to report regularly to Cabinet on the Council's performance, however under the Local Government Act 1999 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

**7.3 Property Implications**

None

**8. KEY RISKS**

Robust performance management helps identify areas of risk in service delivery and ensure that Council resources are used effectively and that the Council's good reputation is maintained.

**9. IMPACT ON COUNCIL PRIORITIES**

**a. Fairness for All**

The scorecard includes indicators that measure the Council's progress in reducing inequalities across the Borough.

**b. Growth and Sustainability**

The scorecard includes indicators that aim to support business growth, increase numbers of people in employment, protect and sustain Enfield's environment and support Enfield's voluntary and community sector.

**c. Strong Communities**

The scorecard includes indicators that assess how the Council's actions are contributing to strengthening communities, improving communications, reducing crime and improving health.

**10. EQUALITIES IMPACT IMPLICATIONS**

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment/analysis is not relevant or proportionate for the corporate performance report.

**11. PERFORMANCE MANAGEMENT IMPLICATIONS**

Robust performance management provides the Council with accurate data and ensures that service delivery is meeting local needs and priorities.

**12. PUBLIC HEALTH IMPLICATIONS**

The scorecard includes a number of health and wellbeing indicators that aim to address the key health inequalities in Enfield. From 2013/14, when the health reforms come into effect, further public health indicators will be added to the scorecard.

**Background Papers**

None

# CMB Review - Financial Indicators Q2

Generated on: 22 November 2012



Area of Review
Income & Expenditure Position - Year end forecast variances
Income & Expenditure Position - Budget Profiling
Income & Expenditure Position - HRA
Balance Sheet - Cash Investment
Balance Sheet - General Fund balances year end projections
Cash Flow - Cash balances and Cashflow Forecast
Cash Flow - Interest Receipts Forecasts





Key Highlights
£191k underspends were reported in the Sept. monitoring report. A Continued risk rating of 'amber' is shown as the budget position is over £1bn of spend and will need to continue to be closely monitored throughout the year.
A greater focus on budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year.
The HRA is projecting an underspend of £485k for 2012/13
The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return.
The year end projections for General Fund balances are in line with the Council's Medium Term Financial Strategy target levels.
The Council's cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due.
Interest receipts forecast for the year are on target with budget.

Risk Rating - Aug 2012	Risk Rating - Sep 2012
▲	▲
▲	▲
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓




## CMB Review - Priority Indicators Quarter 2

### (1) Fairness for All







#### (a) Housing and Homelessness

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Homeless Acceptances	Monthly	281	221	September 2012		9/21	362.2 Ave for 21	The number of new homeless applications in September was the highest monthly total in at least 5 years. The Private Sector Facilitation Project, set up in September 2012, should identify additional private tenancies, which will assist in reducing homelessness acceptances.	Yes
Private Sector Housing: Empty Homes Brought Back into Use	Monthly	28	24	September 2012				Money allocated from the New Homes Bonus has been used to commission a full survey of all those properties registered as being 'long term empty'. This survey has just been completed and it was found that 66% of such properties were actually occupied. This data has been fed back into the Council Tax system and it is hoped that this will yield increases in future New Homes Bonus allocations. A full time grants officer has also recently been employed to increase the take up of empty property grants which will help to both reduce the number of privately owned empty properties and at the same time increase the availability of scarce temporary accommodation.	Yes
Number of households living in temporary accommodation	Monthly	1988	1927	September 2012		23/28	1133.3 Ave of 28	Lettings of social housing to households in temporary accommodation is still running well below the 50% quota outlined in the current allocations policy. More than 30 additional households would have moved out of TA so far in 2012/13 if the quota had been met.  One significant reason for the increase in the number of people placed into TA is because we have found it impossible to maintain the number of private lets required for homeless households in need because of reduced supply and increased demand from other LAs, other agencies and working households. These competitors in the market are able to offer higher incentives and therefore acquire a larger share of the private market.  We have recently successfully acquired extra funding in order to increase private rented sector incentives and we are also developing a longer term procurement strategy in order to become more competitive and therefore increase the no.'s of private lets acquired.	Yes
% of urgent repairs reported to Enfield Homes & completed within Government 'Right to Repair' time limits	Monthly	99.28%	98.85%	September 2012				Sept 12: Performance has achieved target (99.28% against a target of 98.85%) with 5,783 works orders completed in time out of 5,825 total completed. [Enfield Homes - Oct 12]	Yes







Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Overall satisfaction with repairs service provided by Enfield Homes	Monthly	95.86%	97.00%	September 2012				Sept 12: 1,830 of a total of 1,909 (95.86%) surveys returned indicated overall satisfaction, marginally below target 97% [Enfield Homes - Oct 12]	Yes
Rent collected by Enfield Homes as a proportion of rent due (excluding rent arrears)	Monthly	100.39%	100.10%	October 2012				Oct 12: Cumulative collection rate for the period April to October inclusive (100.39%) is on target (100.1%) [Enfield Homes - Oct 12]	Yes
Rent arrears of current tenants, as managed by Enfield Homes	Monthly	2.74%	2.94%	October 2012				Oct 12: YTD proportion at 2.74% to end of October inc is achieving target (2.94%). [Enfield Homes - Oct 12]	yes





### (c) Adult Social Care

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Social care clients receiving Self Directed Support (percentage)	Monthly	63.11%	69.57%	September 2012		4/26	49.8% Ave for 26	At the end of September 2012, 3677 clients had received self directed support (63.11%) during the financial year. Target at the end of September equals 69.6%. Target for 2012/13 is 84%. The target represents total clients with services that can transfer to a personal budget.	Yes
Delayed transfers of care (measures the impact of hospital services (acute and non-acute) and community-based care in facilitating timely and appropriate discharge from all hospitals for all adults)	Monthly	5.12	5.00	August 2012		7/11	5.8 Ave for 11	August Performance of 5.12. Current performance equates to a rolling average of 11 patients delayed each month. 5 patients this month were attributable to Social Care. These figures are based on a snapshot at the end of the month. There have been 105 chargeable days in this financial year.	Yes
Timeliness of social care assessment (all adults)	Monthly	91.1%	87.0%	September 2012				Current performance (September) is <b>91.1%</b> which is above the target for 2012/13 of 87%. Outturn in 2011/12 was 78.2%. Up to Aug 2012 - 1220 assessments had been completed and loaded compared to 1103 in September 2011.	Yes
Timeliness of social care packages following assessment for 18+	Monthly	96.79%	94.00%	September 2012				Current performance (July) is 96.8%. Target for 2012/13 is 94.0%. At the end of August 2012, 809 assessments had been fully provisioned compared to 732 in September 2011.	Yes
Carers receiving needs assessment or review and a specific carer's service, or advice and information	Monthly	22.93%	25.00%	September 2012				The number of carers receiving a carer's service as a percentage of all clients receiving a community based service is 22.93% at September 2012. This is 1246 carers receiving a carer's service or information and advice following an assessment or review. The yearly target is 50% and we should have achieved 25% at this point of the year.	Yes
Number of adult learning disabled clients known to CASSRs in paid employment	Monthly	142	140	September 2012		1/13		This indicator relates to clients aged 18-64 only and measures the number of clients aged in employment out of all clients known to HASC with a learning difficulty. 142 clients are currently recorded as being in employment against a target of 140. This data shows actual number of clients in paid employment.	Yes





Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
No of Adults receiving secondary mental health services in employment	Monthly	62	83	September 2012				62 clients receiving secondary Mental Health services were in paid employment at the end of September 12/13. 12/13 target is 83. 534 clients require their employment status to be updated before the details can be included. Currently these clients are assumed to not be in employment.	Yes
Number of clients reviewed in the year (of clients receiving any service)	Monthly	41.6%	41.0%	September 2012				Performance is currently at 41.6%. In order to meet the target by the end of year of 82%, performance should be at 41% by this point in the year. At this point in 11/12 38.6% of clients had been reviewed.	Yes

**(d) Safeguarding Children**

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Percentage of initial assessments for children's social care carried out within 10 working days of referral	Monthly	83.3%	85.0%	September 2012		1/13	71.1% Ave for 13	Performance for this indicator dipped in September, having been above target up to that point. This probably related to the transfer of a Team Manager from the Assessment team to the SPOE (Single Point of Entry). A new Team Manager is now in post and I anticipate that this P.I. will soon return to target. Within our comparator local authorities (numbering eleven) , we have the highest completion rate of Initial Assessments; only Enfield and Barnet average above 80% completion.	Yes
Percentage of core assessments for children's social care that were carried out within 35 working days of their commencement	Monthly	80.4%	83.0%	September 2012		11/26	75.7% Ave for 26	Our performance since April on a monthly basis has been above the target ( however this is a cumulative indicator ). We are confident we can maintain a figure of 85% completion every month for the remainder of the year and achieve the target of 83% . Within our comparator local authorities, we have the second highest rate of timely completion - only three local authorities ( Hillingdon, Sutton and Enfield ) achieve more than 80% timely completion.	Yes
Stability of placements of looked after children: number of moves. (The% of children looked after at 31 March with three or more placements during the year)	Monthly	11.3%	12.0%	September 2012		20/20	5.5% Ave for 20	33/293 (11.3%) Children Looked After (CLA) have had 3 or more placements in the past year as at the end of September 2012. Placement moves of all CLA are monitored by the Placement Panel during the year. The method of calculation for this indicator is very prescriptive and states that even a very short period when a child is missing from placement must be recorded as a placement change and counted in this indicator, if these were not included the figure would decrease slightly. Placements continue to be scrutinised regularly by the Senior Management Team for appropriateness and stability through the placement panel process.	TBC
Stability of placements of looked after children: length of placement	Months	66.0%	65.0%	September 2012		16/20	69.6% Ave for 20	62/94 children looked after for more than 2.5 years had been in their current placement for over 2 years.	TBC

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time - in the past two years	Monthly	5.0%	6.0%	September 2012		5/28	9.2% Ave for 28	Change in definition for this indicator. The measure now counts children who had a previous plan in the past two years. Of the children who became subject to a CP plan during the past 12 months 18 had previously been on a CP plan and 12 in the past two years. Actual numbers 12/240. This indicator is part of a review of child protection data linked to the Munro report. It is being revised to capture what is considered more useful information for services to monitor.	Yes
Percentage of child protection cases which were reviewed within required timescales	Monthly	97.3%	100.0%	September 2012		1= /27	99.5% ave for 27	The percentage of child protection cases which were reviewed within the required timescale is 97.3% due to two review child protection conferences (two sibling groups) which were missed by one day. The service has addressed this and we are confident that we will be meeting our 100% targets in the future as we have done consistently since 2008.	Yes
Percentage of referrals to children's social care going on to initial assessment	Monthly	87.1%	85.0%	September 2012		10/22	55.1% Ave for 22	Actual Numbers are 1133 Referrals went on to become Initial Assessments out of a total 1301 referrals so far this year.	Yes
Care leavers in education, employment or training	Quarterly	80.7%	75.0%	Q2 2012/13		2/19	57.6% Ave for 19	Qtr 2 25/ 31 care leavers are in Education Employment and Training. Now above Target. Improvement has been made since last quarter. Dedicated Care coordinator to work with allocated workers and Connexions.	Yes

**(e) Sport and Culture**

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Number of hours sports pitches booked for sporting activity	Quarterly	14,070	14,070	2011/12				This represents how many pitches are currently booked to date and should increase as the football season has only just begun. The number is so high for the first quarter as pitches are often "block booked" for the upcoming season. It should be noted that this is an annual target but Q1 data has been provided for information purposes	Yes
Sports Development Sessions - Young People Attendances	Quarterly	15,146	13,889	Q2 2012/13				Figures relate mainly to summer programme of events for young people.	Yes
Sports Development Sessions - Adult Attendances	Quarterly	9,854	4,500	Q2 2012/13				Adult healthy lifestyle programme including Swimming, Pilates and Yoga.	Yes
Leisure Centre - Young People attendances	Quarterly	261,353	250,835	Q2 2012/13				Figure adjusted to due to closure of Albany and Southgate	



Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Number of all Library visits Actual and Electronic	Quarterly	1,279,759	1,200,000	Q2 2012/13				This indicator shows the cumulated number of physical visits to Enfield libraries plus online access to our services. As more services, for example reservations, renewals, online reference databases, are accessible 24/7 online, this aspect of our service is growing. The data for physical visits comes from people counters installed in libraries and online data comes via Google analytics and from online database suppliers. Each year we set branch targets and task branch staff with increasing usage by providing activities in libraries and telling people about our online services. For Quarter 2 2012-13 we have exceeded our overall target by nearly 80,000.	Yes
Number of Arts activities for Children and Young people	Quarterly	2,735	1,500	Q2 2012/13				TOTAL - 2735 (Millfield 1309, Dugdale 75, Forty Hall/Arts & Event 1269, Salisbury House 82)	
Engagement in the Arts (People taking part in all arts at local level)	Quarterly	176,930	70,000	Q2 2012/13				TOTAL 176,930 (Millfield 42732, Dugdale 5778, Forty Hall/Arts & Events 128420)	Yes
CYP Participation in Positive Activities (To measure and drive improved performance around the participation of young people in positive activities.)	Quarterly	87,072	40,000	Q2 2012/13				TOTAL 87,072 (Millfield 25,013, Dugdale 3917, Forty Hall, Arts & Events 58,142)	


**(f) Income Collection, Debt Recovery and Benefit Processing**

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
% of Council Tax collected	Monthly	55.82%	55.60%	September 2012		21/28	31.7% Ave for 28		Yes
% of Business Rates collected	Monthly	57.82%	56.45%	September 2012		18/27	32.9% Ave for 27		Yes
% of Housing Benefit Overpayments recovered.	Monthly	89.60%	72.00%	September 2012					
Total Social Housing properties recovered from being sub let	Quarterly	25	25	Q2 2012/13					
Total Housing Benefit Fraudster Prosecutions	Quarterly	5	7	Q2 2012/13				Counter Fraud Resources have been reduced due to two officers leaving the team and the remaining resources diverted to work on several high profile cases, requiring immediate investigation during the first half of the year (quarters one and two). As a result additional resource has been brought into the Team, on a temporary basis, to provide extra capacity and the rate of prosecutions being achieved has improved. The Team is fully focused on achieving the full year target of 20 prosecutions.	
Processing Times for New Housing/Council Tax Benefit claims (average number of calendar days)	Monthly	23.75	23	September 2012		16/31	23.5 Ave for 31	Figure shown is year to date cumulative figure. This continues to show a good improvement trend during the year and resources have been realigned so that all processing teams have New Claims as a priority.	Yes



Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Processing Times for Benefit Change in Circumstances (average number of calendar days)	Monthly	8.92	9	September 2012		13/25	9.9 Ave for 25	Figure show is year to date cumulative figure.	Yes


## (2) Growth & Sustainability

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
16 to 18 year olds who are not in education, employment or training (NEET)	Monthly	4.30%	5.50%	October 2012		11/29	4.8% Ave for 29	<p>The figure for those Young people Not in Education, Employment or Training (NEET) has reduced substantially from 6.7% last month to 4.3% this month. This is a result of obtaining information from local schools and colleges on young peoples destinations which has meant our Management Information System (MIS) has been updated and the impact is that the NEET and the young people whose destination is not known figures have fallen. The NEET percentage often rises at the start of the academic year. This is because the calculation for NEETS takes account of the number of young people whose destination is unknown (Not Knowns), in that it assumes a percentage of these young people are NEET. "Not Knowns" are always high at the start of the academic year as the destination of all young people is reset at the start of September and the Management Information team have to confirm the destinations of all young people for the academic year.</p> <p>All NEET young people have also been contacted by personal advisers and a number have been supported back into education, employment or training. All NEET young people have been advised where they can gain additional support through attending our drop in centres to help with careers advice and CV writing.</p>	Yes
JobCentrePlus indicator monitored by LB Enfield: Enfield Residents (18-65) claiming Job Seekers Allowance (JSA)	Monthly	5.2%	4.1%	September 2012		11 / 33	4.1%	<p><b>THIS IS A JOB CENTRE PLUS PERFORMANCE INDICATOR WHICH IS WATCHED BY LONDON BOROUGH OF ENFIELD</b></p> <p>Sept 2012: Claimant count of 5.2% = 9,984 claimants ( 5,570 male, 4,414 female)            Sept 2011: Claimant count of 5.6% = 10,560 claimants (6,145 male; 4,415 female)</p> <p>Enfield average employment rate runs parallel with London average plus 1%. Only 0.1% rise on August 2012</p> <p><b>Target set against London Average</b>            Source: official labour market information, provided by the Office for National Statistics (<a href="http://www.nomisweb.co.uk">www.nomisweb.co.uk</a>)</p>	Yes

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Employment rate in Enfield: Working age population (age 16 to 64)	Quarterly	63.5%	68.1%	Q1 2012/13		25 / 33	68.1%	<p>63.5% represents 123,400 people in employment (68,800 male and 54,600 female), against a working age population of 191,200 (Male 94,800 and Female 96,500). Data is for four quarter period to end of June 2012.</p> <p>To date 1049 new jobs have been created by businesses in the borough, as monitored by LB Enfield.</p> <p>161 locations have provided these positions, 285 from business support services, 141 from retail, 125 from transport services and 92 from health and social care.</p> <p><b>Target set against London Average</b> Source: official labour market information, provided by the Office for National Statistics (<a href="http://www.nomisweb.co.uk">www.nomisweb.co.uk</a>)</p> <p>This is to be viewed against the 141300 economically active people in the Borough, so actually represents an 87% employment rate</p>	Yes

**(b) Planning**


Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Processing of planning applications: Minor applications	Quarterly	56.42%	65.00%	2012/13		24/26	67.9% Ave for 26	<p>There have been 4 vacant planning officer posts throughout most of 2012. Three posts have now been filled. Significant major planning applications have also had an impact on officer workloads. Current resource is now considered sufficient to improve current performance to meet the target in Q3 &amp; Q4, although the overall annual target may not be achieved. The Council continues to prioritise quality of outcome rather than speed of decision, an approach supported by the recent Planning Peer Challenge. This means that 8 week targets may be missed in cases where there is a realistic opportunity to negotiate an acceptable amendment, which consequently leads to improved customer satisfaction</p>	Yes
Processing of planning applications: Other applications	Quarterly	66.20%	80.00%	2012/13		22/26	77.8% Ave for 26	<p>There have been 4 vacant planning officer posts throughout most of 2012. Three posts have now been filled. Significant major planning applications have also had an impact on officer workloads. Current resource is now considered sufficient to improve current performance to meet the target in Q3 &amp; Q4, although the overall annual target may not be achieved. The Council continues to prioritise quality of outcome rather than speed of decision, an approach supported by the recent Planning Peer Challenge. This means that 8 week targets may be missed in cases where there is a realistic opportunity to negotiate an acceptable amendment, which consequently leads to improved customer satisfaction</p>	Yes


Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Percentage of all valid planning applications that are registered within 5 days of receipt	Quarterly	46.0%	70.0%	2012/13				Moving the Council file servers to Birmingham resulted in the planning database failing at the start of the financial year. It took 4 - 6 weeks to resolve all issues and as a result applications could not be validated when the system was down. Whilst performance is improving, the target of 70% should be realised by Q4, but the annual target is unlikely to be achieved. A new back office system has been procured and should be live by April 2013. This will streamline processes and enable the target to be met going forward.	Yes

### (c) Waste, Recycling & Cleanliness


Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Residual household waste per household	Quarterly	155.50kg/hh d	159.00kg/hh d	Q1 2012/13		No Q1 data	150.8 19 LAS	There was 155.50kg/hhd of residual waste in Q1 of 2012-13, which is the lowest recorded Q1 figure and below last years figure of 164.42kg/hhd. This puts us on course to meet our overall 2012-13 target of 590kg/hhd of residual waste or less	Yes
Percentage of household waste sent for reuse, recycling and composting	Quarterly	39.83%	38.00%	Q1 2012/13		No Q1 data	35.3% 23 LAS	The recycling rate of 39.83% in Q1 2012-13 is the highest recorded to date and reflects the ongoing trend for an increased proportion of recycling as we continue our wheeled bin rollout programme	Yes
Percentage of inspected land that has an unacceptable level of litter	Triannual	3%	5%	July 2012		4/24	5.8% Ave for 24	The figure of 3% after the first survey of 2012-13 is below the 5% target for this year and previously recorded survey results	Yes
Percentage of inspected land that has an unacceptable level of detritus	Triannual	7%	7%	July 2012		8/24	9.6% Ave for 24	The figure of 7% after the first survey of 2012-13 means we remain on course to meet the 7% target for this year and is comparable with previous years	Yes
Percentage of inspected land that has an unacceptable level of graffiti	Triannual	1.2%	2.0%	July 2012		3/23	4.6% Ave for 23	The figure of 1.2% after the first survey of 2012-13 is below the 2% target for this year	Yes
Percentage of inspected land that has an unacceptable level of fly-posting	Triannual	.2%	1.0%	July 2012		1/21	1.8% Ave for 21	The figure of 0.2% after the first survey of 2012-13 is comparable with previous years for this measure and below our 1% target for this year	

### (d) Environmental Protection

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Increasing the percentage of food business that are 'broadly compliant' with food hygiene legislation	Monthly	82.0%	86.0%	September 2012				82% of food premises were broadly compliant with food hygiene legislation as at September 2012, which is just short of the 86% target for this period	Yes


Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Reduce the number of premises rated zero and 1 (National Food Hygiene Rating) to at least a 2	Quarterly	202	211	Q2 2012/13				Of the nine premises that have increased their rating this quarter: 3 premises increased from 0 to 2 2 premises increased from 0 to 3 1 premises increased from 1 to 2 1 premises increased from 1 to 4 1 premises increased from 1 to 5 1 premises increased from 2 to 3	Yes

### (e) Roads & Transport



Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Number of Public Liability insurance claims arising from highway network (12 month period April to March)	Annual	189	189	2011/12				This is an annual measure. In 2011-12, 189 public liability insurance claims arose from the Highways network, with this figure being produced four months after the end of the financial year. The ongoing annual measure will follow this pattern for comparative purposes. Indicative data to September 2012 shows that there have been 121 claims so far this year. Please note that the nature of this indicator means that any claims received in this current period could relate to an incident from up to three years ago.	Yes

### (3) Strong Communities




#### (a) Crime Rates

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Serious Youth Violence - Number of Offences	Monthly	181	184	October 2012				Data to 24th October 2012 Despite reducing resources and increasing risk, levels of serious youth violence have remained constant as a result of co-ordinated partnership activity. The vast majority of these offences relate to robbery and do not involve any physical injury. We are working to tackle these incidents, including placing partnership patrols and resources in hotspot areas.	Yes
Community Safety - Total Offences	Monthly	11,231	11,944	September 2012				There is currently a 6.0% reduction in total offences this financial year in comparison to the same period in 2011. Over the same period, the Metropolitan Police has seen a 5.0% decrease	Yes
Serious acquisitive crime rate - rate per 1000 population	Monthly	12.0	13.5	September 2012		24/32	6.0 Ave for 24	Levels of acquisitive crimes have fallen by 5% from the same period last year. Due to changes in population levels from 294,000 to 312,500 (Census 2011), the rate per 1000 population is even lower	Yes




Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Serious acquisitive crime rate - number of crimes	Monthly	3747	3938	September 2012				There is currently a 5% reduction in acquisitive crime offences for this financial year in comparison to the same period in 2011, which is due to decreases in motor vehicle crime and stable levels of domestic burglary. Over the same period, the Metropolitan Police has seen an 8.8% fall.	
Repeat incidents of domestic violence	Quarterly	19.2%		Q2 2012/13		6/10	20.8 Ave for 10	Our aim is to work with victims of domestic violence (DV) in order to reduce their chances of repeat victimisation. Working in partnership with other key agencies such as the Police and NHS, we have developed a range of processes to help us achieve this. The increased number of DV cases highlighted to the partnership is encouraging given the historic under reporting of these incidents. We now need to show reductions in repeat incidents as evidence that our processes are working.	Yes

### (b) Health & Well Being








Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Partnership Successful Completion Rate (%) for all Drug users in treatment (over 18 years of age), excluding primary alcohol users:	Monthly	14.3%	14.8%	August 2012				Successful completions from September 2011 to August 2012 was 14.3% against a target of 14.8%. The baseline in March was 7.6%.	
Numbers in Effective Treatment - All Drug Users (over 18 years of age), excluding primary alcohol users	Monthly	781	1,068	May 2012				In May 2012 there were 782 people in treatment. The full year target is 1068 by March 2013.	
Public Health - 4 week smoking quitters	Quarterly	281	300	Q1 2012/13				Annual target is 1572 quitters, majority of quitters coming in Q4	

### (c) Customer Contact

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Percentage of calls answered by the Council's Customer Services Centre. (Telephone Number 020 8379 1000)	Monthly	95.1%	95%	September 2012				33604 calls answered out of 35336 calls received.	Yes

### (d) Council Corporate Indicators

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI

Indicator	Updated	Current Performance	Current Target	Last Update	Status	London Rank	London Average	Notes	Web PI
Working Days Lost Due to Sickness Absence - Corporate & School Staff (rolling 4 quarters)	Quarterly	7.45	7.40	Q2 2012/13				Data represents sickness absence for the period from 1.10.2011 to 30.09.2012 Corporate: 30133.87 days lost/3409.5 average FTE = 8.84 average days Schools: 31597.01 days lost 4878.24,54 average FTE = 6.48 average days	
Average Sick Days - Corporate Staff (rolling 4 quarters)	Quarterly	8.84	8	Q2 2012/13		16/21	7.8 Ave for 21	Data represents sickness absence for the period from 1.10.2011 to 30.09.2012 Corporate: 30133.87 days lost/3409.5 average FTE = 8.84 average days	Yes
Council's Property Disposals programme	Quarterly	£4,004,716	£4,000,000	Q2 2012/13					
% Electronic BACS transactions to suppliers	Quarterly	96.9%	80%	Q2 2012/13					
Internal Audit Programme - % on schedule	Quarterly	16%	15%	Q2 2012/13				Good progress has been made in Q2 to progress the internal audit plan. There are still some resource constraints that the Service is working to address, in addition to a number of requests for additional work having been received.	
High Priority (severity 1) I.T. incidents resolved within 2 hours	Quarterly	99.38%	95%	Q2 2012/13					
% of invoices paid within 30 days for all Departments	Monthly	97.23%	95%	2012/13		1/11	87.9% Ave for 11		Yes

## Appendix - Annual & Quarterly Indicators (included in main report when new data available)

[a] Educational Attainment		
Achievement of at least 78 points across the Early Years Foundation Stage with at least 6 in each of the scales in Personal Social and Emotional Development and Communication, Language and Literacy		Annual
Achievement at level 4 or above in both English and Maths at Key Stage 2		Annual
Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths		Annual
Achievement of a Level 2 qualification by the age of 19		Annual
Achievement of a Level 3 qualification by the age of 19		Annual
Number of persistent secondary school absentees (20% Threshold)		Annual
Looked after children achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 (including English and mathematics)		Annual
Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 2		Annual
Achievement gap between pupils eligible for free school meals and their peers achieving the expected level at Key Stages 4		Annual
The Special Educational Needs (SEN)/non-SEN gap – achieving Key Stage 2 English and Maths threshold		Annual
The Special Educational Needs (SEN)/non-SEN gap – achieving 5 A*- C GCSE inc. English and Maths		Annual
[b] Health & Wellbeing		
Obesity in primary school age children in Reception		Annual
Obesity in primary school age children in Year 6		Annual
Rate of Teenage pregnancy in per 1000 females aged 15-17 C/Y		Annual
[c] Roads & Transport		
Percentage of Classified roads (Class A, B and C) where maintenance should be considered		Annual
Percentage of Penalty Charge notices (PCNs) paid		Quarterly
Road Accident Casualties: KSI all people		Annual
Road Accident Casualties: Total casualties (including minor injuries)		Annual
[d] Health & Wellbeing		
Immunisation rate for children aged 2 who have been immunised for measles, mumps and rubella (MMR) - (MMR)		Quarterly
Immunisation rate for children aged 5 who have been immunised for measles, mumps and rubella (MMR2)		Quarterly
NHS Health Checks - received (cumulative)		Annual
[e] Planning		
Percentage of all formal planning pre-application advice requests to be replied to and completed within 56 days		Quarterly
[f] Environmental Protection		
Reduce the sales rate of age restricted products		Quarterly

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**MUNICIPAL YEAR 2012/2013 REPORT NO. 121****MEETING TITLE AND DATE:**

**Cabinet – 5 December  
2012**

**REPORT OF:**

Director of Public Health

Contact officer and telephone number:

Shahed Ahmad 0208 379 3737

E mail: shahed.ahmad@enfield.gov.uk

<b>Agenda – Part: 1</b>	<b>Item: 8</b>
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<b>Subject: Annual Public Health Report</b>
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<b>Wards: All</b>
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<b>Cabinet Member consulted:</b> Councillor Christine Hamilton
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**1. EXECUTIVE SUMMARY**

- 1.1 From April 2013, it is a legal requirement of the Council to publish the Director of Public Health's Annual Report.
- 1.2 A key purpose of the 2012 Annual Public Health Report is to support the Council in its preparation for Public Health Transition. The Report conveys the message that health is much wider than the National Health Service and that 'Health is Everybody's Business'. Particularly in the final chapter, the report captures the vast amount of work we, as a Council, do to improve the public's health.
- 1.3 Public Health moving into the Local Authority is an opportunity to make sure that Public Health underpins and runs through everything we do as a Local Authority to save lives and strengthen the health and wellbeing of the residents of Enfield.
- 1.4 Chapter 1 of this report describes the determinants of health and wellbeing. In particular it describes the importance of the wider determinants of health and wellbeing and the findings of the Marmot Review, *Fair Society, Healthy Lives*.
- 1.5 Chapter 2 describes the new Public Health System. In particular it talks about the role of local government, Health and Wellbeing Boards, Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies.
- 1.6 Chapter 3 describes what we know about health outcomes in Enfield. In particular the chapter describes the high level of health inequalities faced by Enfield's residents
- 1.7 Chapter 4a describes some, but by no means all, of the work done by our partners to improve Enfield's health and wellbeing. Chapter 4b describes some of the work either done or commissioned by the Public Health Directorate.

## **1. EXECUTIVE SUMMARY (cont'd)**

1.8 Based on the information in this report, the Director of Public Health's top five priorities for the year ahead are:

- Tackling childhood obesity
- Narrowing the life expectancy gap
- Making health everybody's business
- Making every contact count
- Putting health in every policy

## **2. RECOMMENDATIONS**

2.1 To note the Annual Public Health Report and agree to ensure that future strategic decisions are mindful of the wider determinants of health and informed by the findings of the report

## **3. BACKGROUND**

This is the Director of Public Health's Annual Report on the health of the population. From April 2013, it becomes a requirement for the council to publish the Annual Public Health Report.

From April 2013, it is a legal requirement of the Council to publish the Director of Public Health's Annual Report.

A key purpose of the 2012 Annual Public Health Report is to support the Council in its preparation for Public Health Transition. The Report conveys the message that health is much wider than the National Health Service and that 'Health is Everybody's Business'. Particularly in the final chapter, the report captures the vast amount of work we, as a Council, do to improve the public's health.

Public Health moving into the Local Authority is an opportunity to make sure that Public Health underpins and runs through everything we do as a Local Authority to save lives and strengthen the health and wellbeing of the residents of Enfield.

Chapter 1 of this report describes the determinants of health and wellbeing. In particular it describes the importance of the wider determinants of health and wellbeing and the findings of the Marmot Review, *Fair Society, Healthy Lives*.

Chapter 2 describes the new Public Health System. In particular it talks about the role of local government, Health and Wellbeing Boards, Joint Strategic Needs Assessments and Joint Health and Wellbeing Strategies.

Chapter 3 describes what we know about health outcomes in Enfield. In particular the chapter describes the high level of health inequalities faced by Enfield's residents

Chapter 4a describes some, but by no means all, of the work done by our partners to improve Enfield's health and wellbeing. Chapter 4b describes some of the work either done or commissioned by the Public Health Directorate.

The full document has previously been circulated to all Members and reference copies are available in the Members' Library and Group Offices. The document will be published on the Council's website.

**4. ALTERNATIVE OPTIONS CONSIDERED**

Not applicable.

**5. REASONS FOR RECOMMENDATIONS**

It would be considered good practice for councils to be receive the Annual Public Health Report and be mindful of the findings.

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

**6.1 Financial Implications**

The Wanless Report proved that strong public health will result in lower costs for the NHS. Strong public health will result in lower cost pressures for the local authority. The report has no direct impact on finance.

**6.2 Legal Implications**

Section 31 of the Health and Social Care Act 2012 inserts section 73B into the National Health Service Act 2006. Subsection 5 of that section imposes a duty on the Director of Public Health for a local authority to prepare an annual report on the health of the people in the area of the authority and subsection 6 imposes a duty on the local authority to publish it. This report would appear to fulfil that function.

**6.3 Property Implications**

None.

## **7. KEY RISKS**

Improving Health & Wellbeing in Enfield sets out the strategy for addressing identified health related risks in the London Borough of Enfield. It comes at a pivotal time given the transition of Public Health responsibilities to Local Authorities in April 2013.

It seeks to maximise the opportunity arising from the Olympic Games legacy.

There is heavy reliance upon a number of partners and Chapter 4 sets out various roles and responsibilities of certain partners.

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

### **8.1 Fairness for All**

The Public Health agenda promotes tackling inequalities. The report provides many examples of the council and partners delivering on the three council priorities.

### **8.2 Growth and Sustainability**

A healthy population is more able to take advantage of employment opportunities. The Dahlgren and Whitehead model of health makes clear the importance of employment and the wider determinants of health

### **8.3 Strong Communities**

The Public Health agenda promotes tackling inequalities, sustainable communities and strong communities. The report provides many examples of the council and partners delivering on the three council priorities.

## **9. EQUALITIES IMPACT IMPLICATIONS**

Tackling health inequalities will promote equalities

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

Currently Public Health is performance managed by the NHS. The Annual Public Health Report in conjunction with the Public Health Outcomes Framework will inform the creation of Enfield Council's Public Health Performance Management Framework.



**11. HEALTH AND SAFETY IMPLICATIONS**

None.

**12. HR IMPLICATIONS**

The Annual Public Health Report should inform HR policy

**13. PUBLIC HEALTH IMPLICATIONS**

The APHR is a report on the Health and Wellbeing of Enfield's population.

**Background Papers**

None.

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**MUNICIPAL YEAR 2012/2013 REPORT NO. 122**

**MEETING TITLE AND DATE:**  
**CABINET**  
**5 December 2012**

**REPORT OF:**  
 Directors of Schools and  
 Children's Services and  
 Finance, Resources and  
 Customer Services

<b>Agenda – Part: 1</b>	<b>Item: 9</b>
<b>Subject: PRIMARY EXPANSION PROGRAMME (PEP)</b>	
<b>Wards: Southgate Green, Jubilee, Southbury, Highlands, Winchmore Hill, Upper Edmonton, Enfield Lock, Chase</b>	
<b>Cabinet Members consulted:</b> <b>Cllr Orhan, Cllr Stafford, Cllr Georgiou</b>	

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**1. EXECUTIVE SUMMARY**

- 1.1 This report describes the work that has been carried out to implement the Strategy agreed in the Cabinet Reports of December 2011 and June 2012. The Portfolio Report of August 2012 updated the Strategy following feasibility studies and the receipt of updated information on pupil number projections. The budget for the programme of £24.993 million requires approval in order to proceed to the award of contracts to Kier and Willmott Dixon to complete the initial phase of the Primary Expansion Programme (PEP). The pre-construction works, currently estimated to cost £1.8 million, are for noting and are included in this overall budget. The pre-construction costs payable to Kier and Willmott Dixon have been approved through a Portfolio report (KD3599) under the rule 16 (special urgency) procedure;
- 1.2 The EU compliant Scape framework contract has been used to procure Willmott Dixon and Kier for construction works associated with each school expansion. Project orders will be made with each company for each school where expansion is planned;
- 1.3 All payments to Kier and Willmott Dixon will be made after activity has been completed and invoiced. There will be no payments in advance to either contractor;
- 1.4 The budget for the programme is £24.993 million, which is being submitted for approval at the 5<sup>th</sup> December Cabinet meeting. The Education Funding Agency's (EFA) national guidance regarding value for money (vfm), which is used for the Priority Schools Building Programme and includes external works, project particulars, fees and the location factor, has a guide cost of £1,635 per m<sup>2</sup>. The budgeted comparable cost for Enfield's PEP is £1,620 per m<sup>2</sup>. Costs are finalised on a scheme by scheme basis as the contracts are signed.
- 1.5 Any schools not proceeding in phase one of the programme, monies will be used for phase two.

## **2. RECOMMENDATIONS**

- 2.1 That Cabinet approve the budget of £24.993 million to proceed with the PEP through to completion and note that the £1.8 million of pre-construction costs included in this total has been approved through a Portfolio report (KD3599) under the rule 16 (special urgency) procedures;
- 2.2 That the Cabinet Members for Finance and Property and Children and Young People and the Directors of Schools and Children's Services and Finance, Resources and Customer Services continue to have delegated powers to approve the construction contracts as the programme progresses;
- 2.3 That following Cabinet Member approval (as per para 2.2 above), the Directors of Schools and Children's Services and Finance, Resources and Customer Services are given delegated authority to sign the individual contracts for works at each Phase One PEP school;
- 2.4 To note that following the Portfolio report of 14<sup>th</sup> August 2012 and the completion of the informal consultation phase regarding proposed expansions, statutory notices have been published for expansions at Garfield, Walker, Prince of Wales, Grange Park, Worcesters, George Spicer, Highfield, Houndsfield and Edmonton County schools. Portfolio decisions in December and early January will be made following the end of the statutory consultation process.

## **3. BACKGROUND**

- 3.1 Enfield subscribes to the Greater London Authority's School Roll Projections Service, which are updated and reviewed annually;
- 3.2 Demand for reception school places has increased significantly in recent years. To address this rise in demand Enfield Council provided an additional 1,615 places between May 2010 and Sept 2012. The PEP will provide an additional 2,100 permanent school places beginning in 2013/14 across nine schools. This differs from the 2,400 announced at the start of the programme in September 2012, which referred to 11 schools: two are currently not being progressed for 2013/14, they are Broomfield and Oakthorpe. Following discussions with both schools it was concluded that the timing was not right for expansion. Together these schools would have provided an extra 80 permanent Reception places. Provision for years 2014/15 onwards will be kept under review.
- 3.3 The current GLA projections are much higher than earlier forecasts and indicate that the demand for reception places will continue to increase until September 2018 when 4,969 children will require a school place;
- 3.4 In order to keep abreast of demand and provide enough places, we need to increase the flexibility we allow in our projections;

- 3.5 Projected reception demand and capacity, not including all PEP permanent expansion places are set out below;

Year	Demand	Current agreed capacity	Demand plus higher level of flexibility (%)	Further capacity required represented as additional FE
2013/14	4,544	4,459 <sup>c</sup>	4,771 (5%)	11 FE
2014/15	4,586	4,459 <sup>d</sup>	5,045 (10%)	20 FE
2015/16	4,687	4,429	5,203 (11%)	26 FE
2016/17	4,847 <sup>a</sup>	4,429	5,361 (12%)	32 FE
2017/18	4,895	4,429	5,464 (12%)	35 FE
2018/19	4,969 <sup>b</sup>	4,429	5,479 (13%)	35 FE

**Notes**

<sup>a</sup> includes additional 60 pupils from Meridian Water development;

<sup>b</sup> includes further 60 pupils from Meridian Water development;

<sup>c</sup> includes 30 places at St Matthew's Annex. Free School provision will provide an additional 90 places;

<sup>d</sup> includes 30 places at Worcesters.

- 3.6 On 20<sup>th</sup> June 2012, Cabinet approved a revised Primary Strategy that will provide further additional school places from September 2013. The Primary Strategy was further updated by a Portfolio holder report on the 14<sup>th</sup> August, which provided further detail on additional school places and the supporting funding;
- 3.7 The total programme budget for which approval is being sought covers the estimated costs of works and internal programme management required for the proposed developments for September 2013, and later, to provide additional places and/or capacity at these schools:

**3.7.1 Chesterfield School**

This project will rationalise the existing entrance and reception area and provide a new two storey classroom block to accommodate previous bulge classes that have been housed in temporary accommodation, and allow for the removal of older hutted classrooms. This will increase the amount of play space on a constrained site. The new build classroom block will sustain the previous expansion by providing fit for purpose accommodation;

**3.7.2 Prince of Wales Primary School**

This project will complete the accommodation requirements of the school's permanent expansion from 2 FE to 3 FE;

**3.7.3 Worcesters Primary School**

This project will provide the remaining additional building capacity for the School to permanently expand from 2 FE. to 3 FE. Statutory notices for the proposed expansion have been posted. The new build will be subject to planning permission;

3.7.4 Garfield Primary School

This project increases the capacity of the school, to allow for the the development in progress of the Ladderswood Regeneration Project and the North Circular improvements. The project is for a permanent expansion from 2FE to 3FE with additional places available from September 2013. Statutory notices for the proposed expansion have been posted. The new build will be subject to planning permission;

3.7.5 Walker Primary School

This project increases the capacity of the School to permanently expand the school from a 2FE to 3FE. The proposed expansion will commence with both Reception and Year 1 in September 2013. Statutory notices for the proposed expansion have been posted. The new build will be subject to planning permission;

3.7.6 Highfield Primary School

This project will provide the additional accommodation to permanently expand the school from 2FE to 3FE. Statutory notices for the proposed expansion have been posted. The new build will be subject to planning permission;

3.7.7 George Spicer Primary School

This project has have been developed to accommodate a permanent additional 2FE for the school, with reception and KS1 in a new building on the Kimberly Gardens Site, and Key stage 2 on the George Spicer site. Statutory notices for the proposed expansion have been posted. The new build will be subject to planning permission;

3.7.8 Grange Park Primary School

This project has been developed to provide the accommodation required by the School to permanently expand from 3 to 4FE. Statutory notices for the proposed expansion have been posted. The new build will be subject to planning permission;

3.7.9 Edmonton County, Bury Campus, all age school

This project has been developed to provide primary school accommodation at Bury Campus. Edmonton County School will become all age school catering for pupils from aged 4 to 19. Accommodation for a 2FE Primary School has been designed for the site. Designs have been developed for this project that integrate the primary accommodation into the site and remodels existing accommodation. New build will add to school improvement by improving science laboratories in the secondary school accommodation. Statutory notices for the proposed expansion have been posted. The new build will be subject to planning permission;

3.8 Additional feasibility studies are underway at other schools in the Borough with a view to increasing capacity. As a result of reviewing the

school projections these projects may be brought forward for 2014/15. This will be the subject of a future report;

- 3.9 The PEP programme is currently proposing to increase permanent reception capacity by 300 places. This equates to an increase in capacity of 2,100 through the full seven primary school years. This differs from the 2,400 announced at the start of the programme in September 2012, which referred to 11 schools: two are currently not being progressed for 2013/14, they are Broomfield and Oakthorpe. Provision for years 2014/15 onwards will be kept under review;
- 3.10 If all proposed school expansions go ahead the new higher capacity (column O) will meet the GLA projected demand for new reception places (column P) for the next three years. However, as with all projections a margin of error has to be allowed for. The approach to pupil place planning is to build in a percentage of flexibility, previously 3% in Enfield. In the light of continuing increased demand for primary places this was reviewed by a Scrutiny Panel Working Group in the summer and a higher percentage of 6-8% was recommended. The new levels of flexibility sought are shown in column A of the table and will be kept under review as part of pupil place planning which takes place annually each Spring;
- 3.11 Column Q shows the capacity we would like to provide so there is enough flexibility to cover changes in demand. However, from 2014/15 onwards we will need to identify other avenues of expanding capacity if we are to achieve the higher levels of flexibility in place provision we aspire to;

### 3.11.1 Table showing planned programming of provision of additional reception capacity

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
Flexibility %	Year	Chesterfield improved accommodation <sup>1</sup>	Houndsfield perm expansion <sup>2</sup>	Prince of Wales expansion	Worcesters expansion	Garfield Primary	Walker Primary	Highfield Primary	George Spicer Primary	Grange Park	Edmonton County	Total additional reception places in PEP schools each year <sup>3</sup>	Current borough-wide reception provision: no expansion	Current borough-wide reception provision + proposed additional places	Projected demand (GLA)	Projected demand plus flexibility
N/A	2013/14	-	30	30	30	30	30	30	60	30	60	300	4,459	4,759	4,544	
10%	2014/15	-	30	30	30	30	30	30	60	30	60	300	4,429	4,729	4,586	5,045
11%	2015/16	-	30	30	30	30	30	30	60	30	60	300	4,429	4,729	4,687	5,203

This table updates the version provided in the 14<sup>th</sup> August 2012 Portfolio Holder report and key decision. The main changes are that:

- Oakthorpe and Broomfield schools have been removed as they are no longer being proposed for permanent expansion from September 2013/14. Following discussions with the schools it was concluded that the timing was not right for expansion. Together these schools would have provided an extra 80 permanent reception places;
- The time horizon of the table has been shortened to reflect a timescale where the demand projections are more likely to be accurate. As a result of this the Meridian Water school has been removed as development is not expected to come forward in sufficient quantity before 2016/17 to create demand for pupil places;
- Chesterfield school is included as the PEP programme is funding accommodation improvements to maintain current capacity. No expansion is planned for September 2013;
- The flexibility percentages have been increased as a result of a Scrutiny Panel Working Group report in the summer of 2012.

<sup>1</sup> The PEP programme is providing improved accommodation (six classrooms) for Chesterfield school to ensure the current reception intake of 120 can be maintained.

<sup>2</sup> Building work has already been completed that allowed Houndsfield School to permanently expand by an extra 30 reception places from September 2013. The cost of works for this school is not part of the PEP programme and the extra places provided are not included in PEP cost calculations.

<sup>3</sup> Two columns covering additional places in central Enfield that featured in earlier reports have been removed. This change removes 120 permanent reception places from previous potential increased capacity available with the timeframe of the table.



### Procurement

- 3.12 Scape System Build Limited is a Local Authority controlled company. Scape undertook a procurement process to set up a framework for works that comply with the Public Contract Regulations 2006 in a two stage selection process under OJEU (Restricted procedure). The selection criteria contained in the tender documents was as follows:
- Quality Submission;
  - Office Visits;
  - Interviews;
  - Price.
- 3.13 Corporate Procurement conducted due diligence of the Scape frameworks and have confirmed that it is set up in line with EU requirements. The most economically advantageous tenders were provided by Kier and Willmott Dixon;
- 3.14 The Council has entered into an Access Agreement with Scape enabling the Council to call off in accordance with the framework terms. The call off for all works with Kier and Willmott Dixon are in accordance with the terms of the framework;
- 3.15 The Scape Framework has a value for money (vfm) component where the contractors have to demonstrate as costs are firmed up in preparation for signing contracts;
- 3.16 Contract will be the NEC3, as set out under the framework terms. All payments to contractors will be made in arrears in the usual way.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 Enfield Council has a statutory responsibility to provide the necessary school places. This revised strategy provides the additional capacity and expertise to ensure that this programme is delivered on time and provides best value for the Council. Not providing places cannot be considered an option;
- 4.2 The following proposals have been considered but rejected:
- Increasing class sizes to over 30 pupils. Current legislation stipulates that Key Stage One classes cannot exceed 30 pupils with only one qualified teacher. This does not apply to Key Stage two. However, school accommodation does not normally allow for more than 30 pupils in one class base;
  - The use of community halls as emergency class bases. This option has been explored with a number of head teachers in relation to the development of the Partner School initiative.

However, the revised strategy seeks to deliver a programme of permanent expansions.

## **5. REASONS FOR RECOMMENDATIONS**

- 5.1 The Council has an overriding statutory duty to provide sufficient pupil places to meet anticipated demand. The strategy will deliver the additional places required in the areas of the highest demand;
- 5.2 It is recommended that Cabinet approve the financial funding envelope for delivering the PEP, delegated authority to the Cabinet members for Finance and Corporate Resources and Children and Young People to approve each individual school construction project and the Director of Schools and Children's Services to sign the construction contract for each school. These approvals will enable the PEP to be delivered and ensure the Council meets its statutory duty to provide sufficient pupil places to meet the demand anticipated for September 2013 – 2018. The provision includes a higher level of flexibility built in to counter potential sudden increases in demand.

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

### **6.1 Financial Implications**

- 6.1.1 The latest estimated cost of the PEP is £24.993m. These estimated costs are still subject to change as the individual primary school schemes are developed over the coming months and more accurate cost estimates are established during the pre-construction activity. The overall cost includes the £1.8 million pre-contract activity that has been approved through a Portfolio report (KD3599) under the rule 16 (special urgency) procedures;
- 6.1.2 The budget for the programme is £24.993 million, which is being submitted for approval at the 5<sup>th</sup> December Cabinet meeting. The Education Funding Agency's (EFA) national guidance regarding value for money (vfm), which is used for the Priority Schools Building Programme and includes external works, project particulars, fees and the location factor, has a guide cost of £1,635 per m<sup>2</sup>. The budgeted comparable cost for Enfield's PEP is £1,620 per m<sup>2</sup>. Costs are finalised on a scheme by scheme basis as the contracts are signed;
- 6.1.3 The overall estimated cost of the PEP and the various funding sources are detailed in the table below:

<b>Latest PEP 2013 Expenditure Estimate</b>	<b>Estimated Total Cost £000's</b>
Pre Contract Activity Costs (Payable to Scape contractors Kier and Willmott Dixon)	1,800
Construction, Demolition & Design Costs (Payable to Scape contractors Kier and Willmott Dixon)	20,711
Client Project Management Costs (Internal costs covering: PEP Project Team, Highways, Planning & Architectural Services)	925
Highways & Traffic Improvements (Internal costs paid to Highways & Transportation)	1,035
George Spicer Kimberley Gardens Environmental Improvements – School related expenditure (Internal budget transfer to Environment)	522
<b>Total Expenditure</b>	<b>24,993</b>
<b>Funded By</b>	
Basic Need Capital Grant	(18,171)
14-19 Capital Grant	(1,287)
Devolved Formula Grant	(35)
Dedicated Schools Grant	(1,500)
Capital Receipts	(4,000)
<b>Total Funding</b>	<b>(24,993)</b>

- 6.1.4 Any schools not proceeding in phase one of the programme, monies will be used for phase two.
- 6.1.5 The table above includes the school related elements (£522k) of additional environmental works required in the Kimberley Gardens vicinity as a result of the proposed expansion of the George Spicer School. The overall cost of the scheme is £900k with the non school related elements being funded by a capital receipt (£300k) and a small allocation from the Corporate Capital Contingency (£78k).
- 6.2 Legal Implications**
- 6.2.1 Section 14 of the Education Act 1996 requires that an authority ensures that sufficient school places are available within its area for children of compulsory school age. Case law upon this statutory duty confirms that compliance with the duty requires an education authority to actively plan to remedy any shortfall. Section 111 of the Local Government Act 1972, includes the power to do anything ancillary to, incidental to or conducive to the discharge of any of its statutory functions. The

recommendations within this report are in accordance with these powers.

- 6.2.2 The Council entered into the Access Agreement with Scape on 20<sup>th</sup> September 2012, enabling the Council to call off from the EU compliant frameworks set up by Scape. The call off from the frameworks will be in accordance with the framework terms, raising the appropriate orders.
- 6.2.3 Contracts for the works/services/supplies to the schools will need to be in a form as set out under the framework terms (NEC 3 contracts), approved by the Assistant Director of Legal Services and under Seal.

### **6.3 Property Implications**

- 6.3.1 The Strategy set out in this report will provides additional primary places in local areas of need.
- 6.3.2 Once planning permission is gained Building Regulations will need to be adhered to as part of the enabling and construction works.

## **7. KEY RISKS**

### **Additional capacity and contingency**

- 7.1 The revised Provision of Primary Places Strategy - June 2012, which the PEP is a part of, aims to deliver additional capacity to meet the projected demand for reception places with a higher level of flexibility. The PEP provides additional capacity of up to 5% in 2013/14. The next set of pupil number projections will be available in the early Spring following the January School Census. However, in the light of recent sudden population growth, a detailed review of the school roll number projections is to be undertaken. This will be available from Spring 2013 and will allow a further review of our strategy for Pupil Place Provision. Our aim is to improve parental choice, and minimises the risk of providing insufficient pupil places;
- 7.2 It is recommended that the actual pupil numbers are very carefully monitored against projections, to ensure that the Council strives to provide places in the actual areas of demand (i.e. local places for local children);

### **Opposition to permanent expansion**

- 7.3 A number of factors are likely to cause concern to some stakeholders, such as primarily around car parking and increased traffic flows. Architects and Client Project Officers have worked closely with schools and Governing Bodies to ensure that designs are of high quality and that issues of concern are addressed in the design proposals;
- 7.4 The PEP team have provided a large number of consultation opportunities for both the expansion proposals and the pre-planning process in order to meet stakeholder engagement requirements;

### **Basic Need**

- 7.5 The annual submission to the Department for Education (DfE) is based on identifying existing capacity in the system. Thus, close monitoring of pupil numbers and a review of projections will ensure that the Council is best placed to maximise any Basic Need Funding for the provision of school places;

### **Delivery Timescales**

- 7.6 By September 2013 the Council will have fulfilled its statutory duty to provide school places. Programme milestones have been clearly identified and programme progress is monitored closely by the PEP Board which is made up of stakeholders, Cabinet Members, Headteachers, Governors and Council officers at the most senior level. The programme timescales are extremely challenging. However, close involvement at Board level and an experienced dedicated team have and will ensure that the programme is delivered on time and on budget;

### **Planning Consent**

- 7.7 Each PEP project within the programme will require Planning consent. During the initial design and pre-planning processes, the architects have carefully followed pre-application advice that has been provided, so that designs presented to the Planning Committee are of a high quality and best placed for approval. However, there is clearly a risk at this stage. Some flexibility regarding Pupil numbers has been provided within the proposed provision to ensure that the Council meets its statutory duty to provide sufficient school places.

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

### **8.1 Fairness for All**

This proposal will result in pupil places being created across the Borough in order to meet demand in the relevant geographical areas which will also create employment opportunities for

teaching and support staff. Further improvement and investment in school buildings will provide greater opportunities for enhanced community use.

## **8.2 Growth and Sustainability**

By ensuring that places are provided in areas of highest demand, this will ensure that pupil mobility across the Borough is kept to a minimum. This therefore means that increased road travel is minimised and families can be encouraged to walk to school.

## **8.3 Strong Communities**

The proposals outlined in this report will provide additional places in parts of the Borough where pressure on local schools is forecast to be greatest. The extra places provided in the neighbourhoods of highest demand will help satisfy demand in these specific areas and will ensure that young children will not have to travel unmanageable distances to and from school.

The proposals in this Strategy will allow the Authority to have full control over the provision (and potential future reduction) of pupil places, allowing more opportunities to stabilise local communities and ensure that there are local places for local children.

## **9. EQUALITIES IMPACT IMPLICATIONS**

An equality impact assessment was completed for approval of the strategy in June 2012. The strategy was developed to ensure that there are sufficient places across the Borough to meet demand, that these places are not discriminatory and to ensure that all children have access to high quality education. In accordance with the publication of statutory notices, it will be necessary to complete full consultation with residents and parents where there is a proposal to permanently expand a school.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The provision of additional places at the schools identified in this report will enable the Authority to meet its statutory duty to ensure the availability of sufficient pupil places to meet demand.

The strategy presented in this report is consistent with the national agenda for expanding popular and successful schools.

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

As all of the PEP projects will involve contractors working on existing school sites, the Council will ensure that contractors provide the highest level of Health and Safety on site.

There are no specific health and safety implications other than the impact of additional traffic, generated by increased numbers at the PEP

schools. Working with Highways, funding has been included in the cost summary to allow for traffic mitigation measures on each of the schemes. As part of the planning approvals process, traffic impact assessments have to be submitted for each scheme, and the Planning committee will have to give approval.

**12. PUBLIC HEALTH IMPLICATIONS**

Providing primary school places in the areas where there is demand will encourage parents and carers to walk to school. This will impact on the health and well-being of the public in Enfield. Walking to school will encourage healthy lifestyles, and reduce pollution caused by traffic.

**Background Papers**

None.

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MUNICIPAL YEAR 2012/2013 REPORT NO. **123**

**MEETING TITLE AND DATE:**

Cabinet 5th December 2012

**REPORT OF:**

Director of Environment

Contact officer and telephone number:

Jeff Laidler 07508 505614

<b>Agenda - Part:</b> 1	<b>Item:</b> 10
<b>Subject:</b> <b>Special Purpose Vehicle, Lee Valley Heat Network (LVHN)</b>	
All Wards	
<b>Cabinet Members consulted:</b> Cllrs. Bond and Goddard	

**1. EXECUTIVE SUMMARY**

- 1.1 The aim of the Lee Valley Heat Network (LVHN) is to provide a new city-scale decentralised energy (DE) network to capture affordable low carbon heat (hot water and steam) from Energy from Waste (EfW) facilities and dedicated Combined Heat and Power (CHP) plants. The heat will be supplied to buildings and industry across the Lee Valley for use in space heating and hot water production, which in turn will facilitate inward investment and jobs, provide affordable low carbon heat, help tackle fuel poverty and reduce London's carbon footprint.
- 1.2 A decentralised heat network is a system of pipes that move energy in the form of hot water and/or steam from where it is created, to where it is needed, much like an electricity network.
- 1.3 LVHN will initially use hot water and steam from the Energy from Waste (EfW) facility at the Edmonton EcoPark. This facility already generates enough heat to kick-start a strategic network.
- 1.4 Recognising LVHN's ambitions for the capital, the Greater London Authority (GLA) is providing technical support through its Decentralised Energy Programme Delivery Unit (DEPDU) to enable this project to form *'The strategic scheme to demonstrate decentralised heat in London.'*
- 1.5 The GLA also supports decentralised energy in the capital through its London Plan and Implementation Plan. Furthermore, the Mayor's draft Upper Lee Valley Opportunity Area Planning Framework recognises that *'There is a unique opportunity to deliver a sustainable heat network which would put the Upper Lee Valley at the forefront of sustainable energy supply in London and give it a clear competitive advantage over other areas.'*
- 1.6 LVHN is a strategic infrastructure project. As with any scheme of this nature, it is not without its challenges. Project risks have however been balanced

against potential benefits, where the scheme as a whole represents the opportunity to create the first viable heat network of its kind in London.

- 1.7 In response to the Mayor's request to deliver 'The strategic scheme to demonstrate decentralised heat in London,' the London Boroughs of Enfield, Haringey and Waltham Forest have worked in partnership to develop LVHN and reduce exposure to project risk.
- 1.8 Work undertaken to date has confirmed that the resultant 'Strategic Heat Network' can deliver heat to sites across the Lee Valley, including sites in all three Boroughs. A summary of this work is provided as a background paper in Appendix 1, Lee Valley Heat Network, Compelling Story, October 2012.
- 1.9 LVHN is forecast to deliver significant economic, environmental and social benefits greater than would otherwise be achieved by individual developments:
- Facilitate inward investment and new jobs
  - Provide affordable low carbon heat to businesses, industries, the public sector and local residents across the Lee Valley, including the new Meridian Water development
  - Help tackle fuel poverty, reducing heating costs for residents living in some of London's most deprived neighbourhoods
  - Reduce London's carbon footprint
- 1.10 Existing research confirms LVHN's technical and potential commercial viability:
- Technically viable: LVHN will use a mature, well established pipe technology that has been employed for many decades. It will deliver hot water and steam to industry for heating, using a network of highly insulated steel pipe work. The energy (electricity, heat and steam) to feed this network of pipes can be generated from a number of sources, including Energy from Waste facilities, biomass and biomethane or conventional gas-fired Combined Heat and Power.
  - Commercially viable: local authority leadership and public funding will be required to kick start the infrastructure network, de-risking the scheme for future private sector investment. It is forecast that this pump priming will make the LVHN self-financing by 2023
- 1.11 Following completion of LVHN feasibility work in August 2012, this paper makes the case for Cabinet to agree in principle the proposal to establish the SPV, supported by up to £20k of resources to obtain initial legal advice on SPV structure and governance.

- 1.12 At the London Borough of Haringey Cabinet meeting on 16/10/12, it was resolved that the overall approach proposed by Haringey's Carbon Commission be endorsed and that officers should progress an Action Plan for implementation of the Commission's recommendations. This included establishing a cross borough legal company structure (initially with LB Enfield) to take forward the development of an alternative energy supply company. Setting up the legal company structure is delegated to the Lead Member for Finance and Carbon Reduction, which will be reviewed alongside the full business plan by Cabinet in early 2013.

## **2. RECOMMENDATIONS**

- 2.1. To seek in principle approval by Cabinet to establish a Special Purpose Vehicle to deliver the Lee Valley Heat Network (LVHN) by March 2013, subject to further Cabinet approval of:
- A robust business case to establish the viability of delivering LVHN;
  - Appropriate SPV structure and governance arrangements;
  - Enfield investment in the SPV to build and operate the LVHN.
- 2.2. Cabinet approval for expenditure of up to £20,000 (shared with the LB Haringey) to cover initial legal advice to identify the appropriate SPV structure and governance arrangements.
- 2.3 To immediately and jointly establish an off the shelf 'paper' company with the London Borough of Haringey, with authority for this decision delegated to the:
- Cabinet Member for Environment
  - Cabinet Member for Business and Regeneration; and
  - Director - Environment
- This will provide further market testing, ahead of Cabinet approval of the full LVHN business case.

## **3. BACKGROUND**

### *What is Decentralised Energy?*

- 3.1 Decentralised Energy (DE) refers to a wide range of technologies that do not rely on the high-voltage electricity transmission network or the gas grid. A typical form of DE is the generation of electricity at or near the point of consumption, combined with the capture and utilisation of 'waste heat' associated with the electricity generation process. This heat is captured, distributed and used locally through a heat network made of highly insulated pipes for use by industries, the public sector, local residents and others.
- 3.2 In a CHP network, heat may be the primary form of energy to be generated, with electricity as the secondary product. The DE approach enables higher

fuel conversion efficiencies and lower electricity distribution losses. The energy (electricity and heat) can be generated from a number of sources, including Energy from Waste facilities, biomass and biomethane or conventional gas-fired Combined Heat and Power (CHP). Heat Networks are more sustainable than the existing centralised electricity generating system, where the waste heat generally is not captured for use in heat networks.

- 3.3 The Mayor has made a commitment in the London Plan to achieve an overall reduction in London's carbon dioxide emissions of 60% (below 1990 levels) by 2025. The Mayor has also set a target for 25% of heat and power used in London to be generated from decentralised energy sources by 2025.
- 3.4 Under the Enfield 2020 Sustainability Programme and Action Plan, Enfield aims to adopt a target to reduce borough wide carbon emissions by 40% by 2020, as compared to a 2005 baseline. This is in common with the London Boroughs of Haringey, Islington and Camden. LVHN is also a key strategic sustainability project in the Enfield 2020 Action Plan.

#### *Background to the Lee Valley Heat Network (LVHN)*

- 3.5 The LVHN will capture low-carbon heat and steam from waste to energy facilities and dedicated Combined Heat and Power (CHP) plants, supplying it to buildings and industry across the Lee Valley for use in space heating and hot water production. This will be a key driver for inward investment and jobs.
- 3.6 In the longer term energy could be derived from renewable and zero carbon sources, with heat networks also able to utilise waste heat from industrial and commercial activities. Capturing and utilising 'waste heat' associated with electricity generation enables higher fuel conversion efficiencies and lower electricity distribution losses than traditional energy processes. This in turn reduces carbon dioxide emissions.

#### *Benefits*

- 3.7 Work undertaken to date (see paragraphs 3.8 to 3.12 below) suggests that the Lee Valley Heat Network has the potential to deliver significant benefits. In summary, these include:
  - Generation of inward investment, jobs and wider regeneration. An increase of up to 1,700 jobs (safeguarded and net additional) by 2026 was forecast by a feasibility study undertaken by Parsons Brinckerhoff compared to a business as usual scenario connected with attracting inward investment from the LVHN
  - Provide affordable low carbon heat to businesses, industries, the public sector and local residents across the Lee Valley, including the new Meridian Water development
  - Help tackle fuel poverty, reducing heating costs for residents living in some of London's most deprived neighbourhoods
  - Reduce carbon emissions across North London by at least 200,000 tonnes over the life of the project

*Work to Date*

- 3.8 Working with the GLA's Decentralised Energy team, Enfield along with the London Boroughs of Haringey and Waltham Forest has commissioned two pieces of work. A summary of this work is provided as a background paper in Appendix 1 - Lee Valley Heat Network, Compelling Story, October 2012.
- 3.9 **Phase 1, Pre-Feasibility Study (2011):** A pre-feasibility study (or DE Master plan) undertaken in 2011 initially identified the potential for a decentralised energy network in the Upper Lee Valley, encompassing the London Boroughs of Enfield, Haringey and Waltham Forest.
- 3.10 **Phase 2, Detailed Feasibility Study (2012):** A detailed feasibility study in 2012 confirmed a hot water and steam network could be based on transferring waste heat from the Edmonton EfW plant to a 'core scheme'. The report's findings included:
- Once the initial network is established further industrial, commercial, public sector buildings and housing developments will be able to join to create even greater economic, environmental and social benefits
  - Connection to heat networks is generally easier to accomplish for new developments. The Northumberland Park and Meridian schemes have been identified as particularly suited to connect to LVHN, and there are others.
  - In addition, future phases of the initial 'core network' will expand to include 'satellite loads' in Haringey, Enfield and Waltham Forest. There is also long term potential for inter-connection to a 'London-wide' network including the Olympic Park and the London Thames Gateway Heat Network.
  - The market and policy context mean that a commercial company is unlikely to build the infrastructure to kick start LVHN and, as such, leadership is required from the public sector.
- 3.11 Work undertaken since this feasibility study suggests that phase 1 of the LVHN could include a combination of both the core network and satellite loads from the outset.
- 3.12 **Phase 3, DEPDU Business Case (2012):** the GLA's Decentralised Energy Programme Delivery Unity (DEPDU) is now using the feasibility study to develop the **full business case** for LVHN, which is scheduled to be ready for approval by each of the Boroughs in March 2013. It will detail the investment request to fund the LVHN, which is likely to unlock funding from a range of sources:
- Loans e.g. European Investment Bank (EIB), London Energy Efficiency Fund (LEEF) and Public Works Loan Board (PWLB)
  - Capital grants e.g. Energy Company Obligation (ECO)

- Developers & anchor customers making capital contributions through section 106 funding and the Community Infrastructure Levy (CIL), as well as directly investing in the provision of local network extensions and other facilities. Partnerships with the private sector will be particularly welcome for generating heat and extending the reach of the network
- 3.13 It is important to note that much of this funding is competitive and time-limited. This creates an imperative for LVHN partners to work as quickly as possible to develop and deliver LVHN.
- 3.14 Within the business case framework, DEPDU will develop a **business plan** to:
- Deliver the first phase of the LVHN project, including how commitments to connect to the network can be secured well in advance of when heat can be provided;
  - Develop further phases of the project;
  - Implement satellite schemes;
  - Where appropriate, connect satellite schemes to the strategic scheme.

*The need for in principle agreement for the SPV*

- 3.15 Establishing the SPV in advance of completion of the business case for the core scheme arises from the need to:
- Create the necessary credibility when talking to potential heat loads, customers and funders
  - Demonstrate ongoing Borough commitment to LVHN to keep GLA funding flowing
- 3.16 It is necessary to quickly establish a 'paper' company for the LVHN, which will later become the SPV subject to further Cabinet consideration. The company will have no decision making authority, either financial or otherwise, and no authority to enter into contractual commitments. Its purpose is to provide credibility for discussions with both heat users and heat sources about potential contractual arrangements, as well as discussions with potential funders. This will enable and provide further market testing for the full LVHN business.
- 3.17 It is recommended that authority is delegated to the Cabinet Member for Environment, the Cabinet Member for Business and Regeneration, and the Director of Environment, to jointly establish an off the shelf 'paper' company with the London Borough of Haringey. This action requires minimal financial commitment from the Council.

*Legal Issues*

- 3.18 Establishing the local authority led SPV to operate and deliver the LVHN requires a number of key decisions regarding delivery model, structure and governance. The in principle agreement to support an SPV will trigger the

expenditure of up to £20,000 to cover initial legal costs to address these issues, in parallel with the business case being finalised.

- 3.19 Legal Services will be instructed to ensure that the setting up of the company will comply with the relevant Companies Acts.

### *Delivery*

- 3.20 It is proposed that LVHN be developed in 3 distinct phases:

- Phase 1: Start up (to 2014)
  - Establish SPV: Board appointed, March 2013
  - Business case approval, March 2013
  - Design network, arrange finance and sign contracts with first customers, December 2013
- Phase 2: LVHN Operational (2014 to 2022): LVHN commences operation with detailed phasing delivery of the core heat network and satellite schemes based on the financial analysis and business planning currently underway. In outline it is expected that key milestones for this operational phase of development will include:
  - Build energy centre and physically lay pipes in the ground, March 2014
  - Supply heat to customers, March 2015
- Phase 3: Local Authority Exit Strategy considered (2023): as further development of the business becomes privately financed, the local authority partners will be able to consider the full range of exit strategies linked to return on investment and delivery of strategic objectives.

- 3.21 Other local authorities will be able to join the SPV as it develops on equal terms. This will enable other local authorities to become actively involved in LVHN as and when they desire, using it to take their decentralised energy projects to market.

- 3.22 Several delivery models exist for local authority businesses in the DE sector, such as Aberdeen Heat & Power, Birmingham District Energy, Enviroenergy Ltd (Nottingham City Council), Thameswey Ltd (Woking), and Southampton Geothermal Heating Company. Well known European examples of municipal led district heating networks include Copenhagen and Malmo in Sweden. However it is believed this would be the first cross-borough SPV in the UK to deliver DE schemes.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

The full range of delivery options for the SPV will be considered in a subsequent Cabinet paper, for which specialist legal advice will be sought.

## **5. REASONS FOR RECOMMENDATIONS**

An SPV is required to be able to deliver the LVHN project, which is forecast to deliver significant economic, environmental and social benefits greater than would otherwise be achieved by individual decentralised energy schemes. These benefits include:

- Inward investment and new jobs
- Affordable low carbon heat for businesses, industries, the public sector and local residents
- Tackle fuel poverty
- Reduce London's carbon footprint

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

### **6.1 Financial Implications**

6.1.1 The GLA have committed to provide the necessary technical, financial and commercial resource until August 2014. A Memorandum of Understanding is being developed and is scheduled to be agreed by the end of November 2012. This document will set out in detail the GLA funding and the Decentralised Energy Programme Delivery Unit (DEPDU) support. Current support includes funding for a Project Director to January 2013, who is currently working with DEPDU to develop the business case for the core network, which will form part of the Cabinet report scheduled for March 2013.

6.1.2 In the current financial year the only costs that will be incurred for the project will be external legal fees to establish the SPV. These are estimated at a maximum of £20,000 and will be shared by LBE and the London Borough of Haringey. It is this funding which forms Enfield's 'at risk' contribution, in the unlikely event that the business case for the LVHN core network is unsuccessful. This will be funded from the external legal budget.

6.1.3 In 2013/14 the following additional costs will be required to be funded:

- Subject to further Cabinet approval, further legal costs directly associated with the capital project will need to be shared between the participating authorities. These costs are currently estimated to be up to £80k, which on a worst case basis will need to be split between LBE and Haringey. A request for capital funding will be made.
- Procurement costs: if this process is managed internally by the participating authorities no additional cost is required. Funding is only required if external resource is needed to manage the procurement. A budget will need to be identified if a decision is made to use external resource



6.1.4 The operational costs for commercialisation, developing the investment business case, legal advice, procurement and business during LVHN's start up phase to March 2014 will be confirmed as part of the business case for LVHN network.

## **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 of the Localism Act 2011 and states that a local authority has power to do anything that individuals generally may do. In accordance with the Localism Act, the Council can set up a company under the Companies Act 2006 to do for a commercial purpose that which it is empowered to do under the general power of competence. Under section 95 of the Local Government Act 2003, the Council also has powers to set up a company to trade in function related activities. In addition, section 111 of the Local Government Act 1972 gives a local authority power to do any thing which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions and and may enter into a contract with the provider of the services pursuant to section 1 of the Local Government (Contracts) Act 1997. The Council has power to produce supply and sell heat or electricity produced in association with heat under the Local Government (Miscellaneous Provisions) Act 1976.

The recommendations are in accordance with these powers.

6.2.2 The initial establishment and development of the Network will be undertaken by the LBE and London Borough of Haringey ("LBH"), jointly establishing an SPV for the development, ownership and operation of the Network. External specialist legal advice will be sought to support this high profile and strategically important project (to consider procurement, state aid, SPV structure, etc issues that arise). An external legal firm will be jointly appointed by LBE and LBH in accordance with the Councils Constitution, in particular Contract Procedure Rules. Should any individual advice be required for each council appropriate Chinese walls will be in place to enable the jointly appointed legal firm to act for both parties. All of which will be closely managed by the in-house Legal team.

6.2.3 All legal documents will need to be in a form approved by the Assistant Director of Legal Services. All documents in relation to the setting up, functions, filing etc with regards the company structure for the SPV, will be in accordance with the Companies Act 2006 and amendments thereof.

6.2.4 The Council has powers under the Local Government Act 1972 to acquire a disposal of land in accordance with a discharge of its functions. The recommendations contained in the report will require the entering in to a variety of property related agreements including acquisitions, disposals, leases, licences and wayleaves. In entering into these arrangements the Council must comply with its statutory obligations and the Council's property procedure rules. As the scope and detail of necessary arrangements are

negotiated these will need to be the subject of separate reports in accordance with the Councils Constitution.

- 6.2.5 Infrastructure contributions (whether in kind or financial) can be secured through the planning process where appropriate policies are in place. Utilisation of such contributions must be in accordance with the purpose for which the contribution was received.

### **6.3 Property Implications**

The LVHN business case will need to consider land ownerships, negotiating access rights easements and network use rights, which may require internal resource allocation. The timescale for completing these negotiations needs to be factored into project delivery.

## **7. KEY RISKS**

- 7.1 In the unlikely event that the business case is not viable or is not approved, the London Boroughs of Enfield and Haringey will lose their shared initial investment of up to £20k legal costs to establish the SPV.
- 7.2 Risks relating to the LVHN business case, as well as structure and governance of the SPV, will be fully considered in the subsequent Cabinet report.
- 7.3 There will inevitably be both risks and opportunities to be managed for the LVHN, however the feasibility studies provide a degree of assurance as to the likely success of the project.

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

### **8.1 Fairness for All**

- 8.1.1 LVHN will deliver significant economic, environmental and social benefits:

- Facilitate inward investment and new jobs
- Provide affordable low carbon heat for businesses, industries, the public sector and local residents
- Tackle fuel poverty
- Reduce London's carbon footprint

- 8.1.2 As a strategic sustainability project in the Enfield 2020 Action Plan, these benefits will be spread across the Lee Valley and the participating boroughs

## **8.2 Growth and Sustainability**

LVHN is a key strategic sustainability project in the Enfield 2020 Sustainability Programme's Action Plan.

## **8.3 Strong Communities**

As with the Council's aim of 'Fairness for All,' LVHN will help deliver 'Stronger Communities' through the significant economic, environmental and social benefits delivered.

## **9. EQUALITIES IMPACT IMPLICATIONS**

As a strategic sustainability project in the Enfield 2020 Action Plan, the significant economic, environmental and social benefits listed above are forecast to be delivered across the Lee Valley and the participating local authorities. As a result, it is not relevant or proportionate to undertake an equality impact assessment/analysis as the benefits of this particular proposal will positively impact on all communities in the area.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

Once the SPV is established, the SPV governance arrangements will ensure effective performance management.

## **11. HR IMPLICATIONS**

The post of interim Project Director for the LVHN SPV is currently funded by the GLA to January 2013.

## **12. PUBLIC HEALTH IMPLICATIONS**

12.1 LVHN will deliver significant economic, environmental and social benefits, including tackling fuel poverty.

12.2 Climate change is a major threat to public health. The Lee Valley Heat Network will help to reduce its impact.

## **Background Papers**

None.

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## Appendix 1

# Lee Valley Heat Network

## - the Compelling Story

*October 2012*

*The case for the Lee Valley Heat Network and its potential to provide affordable low to zero carbon heat for the area*



## Summary

This document sets out the compelling case for the Lee Valley Heat Network. This new city-scale decentralised energy (DE) network will capture affordable low carbon heat from waste to energy facilities and dedicated Combined Heat and Power (CHP) plants, supplying it to buildings and industry across the Lee Valley for use in space heating and hot water production.

A decentralised heat network is a system of pipes that move energy in the form of hot water and/or steam from where it is created, to where it is needed, much like an electricity network.

The Lee Valley Heat Network will initially use heat and steam from the Energy from Waste (EfW) facility at the Edmonton EcoPark. This facility already generates enough heat to kick-start a strategic network.

Over time the network will connect additional heat sources elsewhere in the Lee Valley, including local gas-fired and renewable Combined Heat and Power (CHP) schemes, and be extended to serve additional heat demand from new industrial customers and buildings.

Feasibility work has confirmed that the resultant 'Strategic Heat Network' can deliver heat to sites across the Lee Valley, including sites in Enfield, Haringey and Waltham Forest. The Lee Valley Heat Network will deliver significant economic, environmental and social benefits greater than would otherwise be achieved by individual developments:

- Facilitate inward investment and new jobs
- Provide affordable low carbon heat to businesses, industries, the public sector and local residents across the Lee Valley, including the new Meridian Water development
- Help tackle fuel poverty, reducing heating costs for residents living in some of London's most deprived neighbourhoods
- Reduce London's carbon footprint

This document highlights the progress made to date, the opportunities available and the work being undertaken to address the risks for this strategic infrastructure project.

Recognising the Lee Valley Heat Network's ambitions for the capital, the Greater London Authority is providing technical support to enable this project to form *'The strategic scheme to demonstrate decentralised heat in London.'*

Other major DE networks at Euston Road in Camden, linking Whitehall and Pimlico, on the Greenwich Peninsula and on the Ladderswood Estate in Enfield will use gas powered CHP, whilst the Olympic Park and Stratford City heat network uses a combination of gas powered CHP and biomass boilers.

The Mayor of London's Vision towards 2050 is for smaller heat networks to join together with similar satellite schemes to form integrated networks on a city scale. These city-scale networks will enable affordable low to zero carbon heat from a range of sources to be utilised by

The Lee Valley Heat Network is a strategic infrastructure project. As with any scheme of this nature, it is not without its challenges. Project risks have however been balanced against potential benefits, where the scheme as a whole represents the opportunity to create the first viable heat network of its kind in London.

Existing research confirms the Lee Valley Heat Network's technical and potential commercial viability:

- Technically viable: the Lee Valley Heat Network will use a mature, well established pipe technology that has been employed for many decades to deliver hot water (or steam to industry) for heating, using a network of highly insulated steel pipe work. The energy (electricity, heat and steam) to feed this network of pipes can be generated from a number of sources, including Energy from Waste facilities, biomass and biomethane or conventional gas-fired Combined Heat and Power (CHP).
- Commercially viable: local authority leadership and public funding will be required to kick start the infrastructure network, de-risking the scheme for future private sector investment. It is forecast that this pump priming will make the Lee Valley Heat Network self-financing by 2023

This is why such a wide range of delivery partners are so committed to developing the Lee Valley Heat Network:

#### Partner organisations

- London Borough of Enfield
- London Borough of Haringey
- London Borough of Waltham Forest
- Greater London Authority
- North London Strategic Alliance
- North London Waste Authority

## 21st Century Infrastructure

### **World class, 21<sup>st</sup> century infrastructure doesn't happen by accident.**

Whether it is the capital's roads, its sewers or its railways, much of London's infrastructure was designed, built and well-used before the start of the twenty-first century.

Combined with the degradation of age, the last twenty years have seen changes to demand through population growth, as well as changes to our understanding of the impact that the use of our long-term infrastructure has on the planet. These city-wide and global shifts are placing demands on our infrastructure that are forcing governments, planners and engineers both to think differently, and to face some big decisions. Infrastructure solutions are **already being delivered** in innovative ways.

- London is currently the venue for Europe's biggest construction project: Crossrail. When it opens in 2018, the central section of the line will see 24 trains per hour, each with a capacity of 1,500 people
- In June 2010, HRH Duke of Edinburgh opened the UK's first desalination plant in Beckton, giving Thames Water the capacity to produce 150 million litres of drinking water a day, which is enough to supply 400,000 households or 900,000 people

**Future ideas** are also being discussed for long term plans to meet transport, utility and logistic needs, and more are needed.

**Energy from Waste** is the process of creating energy in the form of electricity or heat from the incineration of a waste source. It is a form of energy recovery. Under the Waste Incineration Directive, any heat generated by Energy from Waste (EfW) plants should be recovered as far as practicable. In the UK, new EfW plants are required to be designed to be CHP-ready. For existing EfW plants, Renewable Obligation Certificates (ROCs) can be claimed on the biomass portion of fuel consumed if waste heat is recovered and used.

**Energy supply is an integral part of the infrastructure picture.** It is clear that energy supply must develop in a variety of ways to respond to current challenges, and that heat is an integral part of this response. As the Department for Energy and Climate Change (DECC) states in its new Heat Strategy: 'Heat is the single biggest reason we use energy in our society. We use more energy for heating than for transport or the generation of electricity. This year the UK will spend around £33 billion on heat across our economy.'

Heat presents a significant economic, environmental and social opportunity, becoming a major new infrastructure prospect. The Lee Valley is in a prime location to be a major part of London's decentralised energy landscape, and in the vanguard of this investment in heat.

The Lee Valley Heat Network has the potential to deliver a number of benefits:

- Inward investment, new jobs and wider regeneration
- Affordable low carbon heat for businesses, industries, the public sector and local residents
- Decoupling energy supply from fossil fuel prices and reduce fuel poverty



- Reducing carbon dioxide emissions by at least 200,000 tonnes over the life of the project
- Facilitating DECC's ambition to move towards a zero carbon heat supply in domestic properties by 2050
- As a further essential part of London's long term infrastructure jigsaw, the Lee Valley Heat Network will support the capital's infrastructure needs for the twenty first century

### **What are Decentralised Energy and Heat Networks?**

Decentralised Energy (DE) refers to a wide range of technologies that do not rely on the high-voltage electricity transmission network or gas grid. A typical form of DE is the generation of electricity at or near the point of consumption, combined with the capture and utilisation of 'waste heat' associated with the electricity generation process. This heat is captured, distributed and used locally through a heat network made of highly insulated pipes for use by industries, the public sector, local residents and others. In a CHP network, heat may be the primary form of energy to be generated, with electricity as the secondary product. The DE approach enables higher fuel conversion efficiencies and lower electricity distribution losses.

The energy (electricity, heat and steam) can be generated from a number of sources, including Energy from Waste facilities, biomass and biomethane or conventional gas-fired Combined Heat and Power (CHP). Heat Networks are more sustainable than the existing centralised electricity generating system, where the waste heat generally is not captured for use in heat

### London's future

The ambition to reduce carbon dioxide emissions is already within London wide and national plans. These ambitions are based on evidence from work such as the Stern Review, which reported the environmental and economic consequences of not responding to our changing climate, and DECC's Heat Strategy published in March 2012.

The Mayor has made a commitment in the London Plan to achieve an overall **reduction in London's carbon dioxide emissions of 60%** (below 1990 levels) by 2025. This is supported by the Mayor's Climate Change and Energy Strategy, October 2011.

The London Plan also aims for **25% of heat and power used in London to be generated through the use of localised decentralised energy systems by 2025.**

### Lee Valley: the opportunity

Work undertaken to date has identified the potential for a decentralised heat network in the Lee Valley, which present a significant opportunity and benefits for the Lee Valley:

- **Secure additional jobs** by attracting new industry to the region to take advantage of the financial savings offered by the heat network. This is particularly important for heat intensive industries such as brewing, food manufacture, paper and pulp. Already there has been strong industry interest and the early potential to bring 100 new jobs to the Lee Valley

- Provide **affordable low-carbon heat** to reduce the energy bills for businesses, industry, the public sector and residents within London
- Increase **energy security** for London
- Help to **alleviate fuel poverty** in some of London's most deprived areas, including areas of high deprivation in Enfield and Haringey in close proximity to the Edmonton EcoPark
- **Reduce costs for developers** by providing an efficient means of achieving the latest sustainability standards required by the Code for Sustainable Homes and revisions to Building Regulations
- **Reduce North London's carbon dioxide emissions by more than 200,000 tonnes** over the life of the project, which is enough to fill over half a million London buses
- Provide **long-term energy infrastructure** that will allow London to benefit from future technological development at low cost
- New district heating businesses will **add diversity to an energy market that is currently dominated by six large companies**, connecting local people and organisations to their local energy supply, and raising awareness of energy issues

### *The Lee Valley Heat Network and its feasibility*

The Lee Valley Heat Network is an ambitious scheme, which needs to be able to stand alone but also have the capacity to expand and integrate easily with neighbouring London heat networks.

The case is clear for public and future private investment. With confident and ambitious local leadership by the London Boroughs of Enfield, Haringey and Waltham Forest, combined with the backing of the Greater London Authority, the Lee Valley will become a key location for meeting London's future heat needs.

The market and policy context mean that a commercial company would not be able to finance the infrastructure required to kick start the network. This is why the public sector is leading in planning for and delivering the initial phases of the Lee Valley Heat Network.

Over time the network has the potential to deliver heat across a range of sites in the Lee Valley. These sites would be focussed on a number of clusters, including new developments that are likely to be built in the coming years and where there are higher building densities. The benefits will be spread across the public and private sectors.

The initial phases of the Lee Valley Heat Network will be developed around the existing Edmonton EcoPark by accessing a portion of the waste heat generated there. This will provide a combination of low temperature hot water (LTHW) to heat residential, commercial and public sector buildings, as well as a high temperature steam link for industrial uses. This mixed facility gives the area the ability to attract industries to the area as well as support existing ones.

The Edmonton EcoPark will be redeveloped over the coming years, providing an opportunity to host a long-term source of heat to supply the Lee Valley Heat Network.

The development of satellite projects across the three boroughs, as a first step beyond the initial use of the existing EfW plant at Edmonton, also shows the medium and longer term aspirations of all partners.

The challenge is to develop a kick-start scheme that can be financed, while retaining the capability for it to link up to other schemes. To enable the kick-start scheme to happen, demand needs to be aggregated through a key set of physical network connections, such as at White Hart Lane and Meridian Water. Further demand will then be added to increase the extent and efficiency of the network.

### *The business case*

As well as the technical feasibility and local requirements of a network, there is a need to ensure that there is a strong business case for the Lee Valley Heat Network. Early analysis of the proposed scheme using the standard Treasury Green Book approach for a strategic infrastructure project shows that the network will have a positive whole life cost.

It is anticipated that the core scheme can be financed from a range of sources including the London Energy Efficiency Fund, Energy Company Obligation, Community Infrastructure Levy and direct local authority investment.

Financial analysis suggests that, following this pump priming, by 2023 there will be a long-term commercial return on investment in the heat network. The Lee Valley Heat Network can then be taken to market as a viable commercial entity. Over £15m of private sector investment could be attracted by year 2023, forecast to deliver a 12% return over 20 years.

Major potential customers have already been part of initial discussions and expressed an interest in the Lee Valley Heat Network. The formal basis for their participation is now being developed. Significant heat savings will arise when compared to a business-as-usual model, and whilst some of the savings will be used to pay for the scheme, there will be financial savings passed on to customers signing up. Initial estimates put these at between £50,000 and £100,000 per annum for key primary sites.

And these are just the initial customers. It is envisaged that once the strategic network is in place, other customers will also quickly buy into the network. This potential is already demonstrated by existing heat networks in cities such as Birmingham, Nottingham, Sheffield and Southampton.

For the **North London Waste Authority (NLWA)**, extraction of steam/hot water from the existing Energy Centre will involve some adjustment to its infrastructure. It will also produce additional revenue. Long-term heat generation can easily fit alongside the new waste facilities being planned by the NLWA to provide effective long term use of the site. This demonstrates the very real potential of the Edmonton site, providing a clear and mutually beneficial business case for both waste and heat supply in the area.

In parallel to business case development, work is already underway to establish a **new company** to deliver the Lee Valley Heat Network on behalf of participating local authorities, working closely with potential heat loads and customers.

It is clear that there are economic advantages for customers, for the NLWA and for potential investors in the delivery vehicle for the heat network. There are also substantial carbon emissions reductions in prospect. All three of these groups have a stake in the business opportunity, as do the GLA and the London Boroughs of Enfield, Haringey and Waltham Forest. By securing the financial investment required to develop the kick start network, the Lee Valley Heat Network will deliver significant economic, environmental and social benefits for London.

### *The Role of the GLA, London Boroughs and the North London Waste Authority*

The Greater London Authority (GLA) is leading the work to deliver the sustainability agenda across London, working closely with the 32 London Boroughs and the City of London to deliver a wide range of infrastructure programmes. This includes providing technical support for the Lee Valley Heat Network, increasing the energy performance of London's public sector buildings through the REFIT programme and improving the energy efficiency of dwellings and businesses through the Green Deal and the Energy Company Obligation (ECO).

The NLWA is working to reduce waste costs and increase recycling rates on behalf of the 7 North London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest.

The London Borough of Enfield, working in partnership with the GLA, the London Boroughs of Haringey and Waltham Forest, the NLWA and the North London Strategic Alliance (NLSA), is leading development of the Lee Valley Heat Network. This will create tangible benefits for North London. Other authorities are leading similar opportunities elsewhere in London:

- The London Borough of Camden is delivering a scheme in Gospel Oak with heat from the Royal Free Hospital. There is also a large scheme being developed on the Euston Road. Collectively these schemes will create new ways to take heat networks to the market
- The London Borough of Haringey is working with a range experts through their Carbon Commission, examining how local areas can take greater leadership to maximise carbon reduction opportunities
- Islington and Haringey Councils are Anchor Boroughs for The Green Deal, working in partnership with Waltham Forest. Haringey is in parallel investigating options for License Lite to enable local decentralised generators to sell their electricity output directly to consumers including residents. Without the licence, electricity is sold at wholesale prices whereas with the licence, electricity is sold at higher retail prices. This higher revenue stream could positively impact upon the emergence of decentralised energy and its business case.

These are just a selection of sustainability initiatives being led by the GLA, London Boroughs and the NLWA, which highlights the importance of partnership working to enable London to collectively reap the economic, environmental and social benefits for the capital. This project requires strong partnership work, local and sub-regional leadership, and a commitment to securing the long-term benefit for London. All the North London Boroughs should eventually be able to participate in and benefit from the Lee Valley Heat Network and its linked schemes.

### *Making it happen*

Given the technical feasibility of the Lee Valley Heat Network and its market potential, there are a number of steps that need to be taken to make this strategic scheme a reality.

This detailed timetable of work will become clearer as the involvement of GLA's new Decentralised Energy Project Delivery Unit (DEPDU) increases in the coming months.

What	When?
The principles for the future development of the Edmonton EcoPark will be outlined and guided within a <b>Planning Brief</b> which can support the waste requirements of the site in the most sustainable way possible and the strategic heat network requirements. The Planning Brief is being prepared and will be available for consultation later this year.	Endorsed by the Planning Authority end of 2012
The London Borough of Enfield and the GLA need to work with partners to <b>determine the structure of the special purpose vehicle</b> to deliver the Lee Valley Heat Network and take this to scheme to market over the coming years	March 2013
The procurement of a <b>Waste Services Contract</b> for North London by the NLWA in a way which does not preclude the use of the site to host heat generation for a strategic heat network	June 2013
The stakeholders involved in delivering the strategic 'kick-start' network need to agree <b>initial contracts and heads of terms</b> which are mutually advantageous and deliver the strategic heat network	Summer 2013
Alterations to the Edmonton incinerator	End of 2013

### Conclusion – the Lee Valley Heat Network

Evidence collected to date confirms that the Lee Valley Heat Network is technically feasible and that there is a strong case for financial sustainability. Although more work is needed to take the scheme to market and deliver it for London, there is already sufficient evidence to confirm the need for continued strong and active leadership to deliver the Lee Valley Heat Network.

The Lee Valley Heat Network, as the Greater London Authority's strategic scheme to demonstrate decentralised heat on a city-scale in London, has the potential to be:

- A key driver for inward investment, job creation and economic growth
- Financially sustainable
- An affordable low carbon heat solution
- Mutually beneficial to a range of stakeholders

This could be the boost that London as a whole needs to make a step change in its progress towards achieving the Mayor of London's 25% energy production through decentralised energy by 2025.

With local leadership, advanced Planning Frameworks and a strong case for public sector investment to de-risk the scheme and bring it to the point of being commercially viable, the Lee Valley Heat Network already has strong interest from industry and early potential for 100 new jobs in the Lee Valley.

## MUNICIPAL YEAR 2012/2013 REPORT NO. **124**

**MEETING TITLE AND DATE:**

**Cabinet – 5 December  
2012**

**JOINT REPORT OF:**

Director of Health,  
Housing and Adult Social  
Care and Director of  
Regeneration, Leisure and  
Culture. and  
Director of Finance,  
Resources & Customer  
Services

<b>Agenda Part: 1</b>	<b>Item: 11</b>
<b>Subject:</b> Ladderswood Estate Renewal Project: Compulsory Purchase Order	
<b>Wards:</b> Southgate Green	
<b>Cabinet Members consulted: Cllr Oykenor and Cllr Stafford</b>	

Contact officer and telephone number:

Bruce McRobie x4123

Email: [bruce.mcrobie@enfield.gov.uk](mailto:bruce.mcrobie@enfield.gov.uk):

**1. EXECUTIVE SUMMARY**

- 1.1 The purpose of this report is to recommend that Cabinet make the Ladderswood and New Southgate Industrial Estate CPO 2012 to acquire the remaining residential and commercial leasehold interests, as a contingency should the Council fail to reach a negotiated settlement, to enable the physical regeneration of the area to commence in accordance with the project programme.
- 1.2 This report contains the relevant documentation required to make the Ladderswood and New Southgate Industrial Estate CPO 2012.

**2. RECOMMENDATIONS**

- 2.1 Cabinet is requested to note the statement of reasons attached to this report which sets out the justification for making the Ladderswood and New Southgate Industrial Estate CPO 2012.
- 2.2 Cabinet is requested to note the indicative timeline for the CPO process for the Ladderswood and New Southgate Industrial Estate CPO 2012 attached to this report as Appendix A
- 2.3 Cabinet is requested to make the Ladderswood and New Southgate Industrial Estate CPO 2012 under section 226(1) (a) of the Town & Country Planning Act 1990 as amended by the Planning & Compulsory Purchase Act 2004 (the "1990 Act").
- 2.4 Cabinet is requested to authorise the Director of Health, Housing and Adult Social Care in consultation with the Director of Finance Resources and Customer Services, to take all the necessary steps consequent to the making of the Ladderswood and New Southgate Industrial Estate CPO 2012.

### **3. BACKGROUND**

- 3.1 The Ladderswood Way estate and the New Southgate Industrial estate were constructed in the 1960s through to the 1970s and comprise approximately 3.2 hectares of developed land. The Ladderswood Way estate contains 161 residential units housed in 6 blocks (Curtis House, Danford House, Betspath House, Mason House, Lorne House and Roberts House). 44 of the 161 properties were owned by leaseholders. The New Southgate Industrial estate contains 30 commercial units which house 19 commercial tenants. Since the construction of both the Ladderswood estate and the New Southgate Industrial estate there has been a gradual deterioration in the state of the residential and commercial buildings.
- 3.2 In July 2007 the Council commissioned Levitt Bernstein to assess the regeneration potential of the Ladderswood estate and the surrounding area; the commission also included three consultation activities. The report found that there was significant opportunity available to provide more and better homes for new and existing residents. The report also identified substantial opportunity to increase the positive effect of regeneration if the New Southgate Industrial estate be included in an overall regeneration scheme. More residents were in favour of redevelopment than refurbishment although in some cases this was by a close margin.
- 3.3 The Levitt Bernstein report (2007) was then followed up by an options appraisal carried out by Drivers Jonas LLP in partnership with the architects, Shepherd Epstein and Hunter. Again a resident and stakeholder consultation programme was delivered and the findings supported a report to Cabinet on the 25<sup>th</sup> November 2009 (*Ladderswood Way Estate, Place Shaping Report (136)*) recommending redevelopment of four of the blocks, refurbishment of two of the blocks and partial redevelopment of the New Southgate Industrial estate.
- 3.4 Subsequently, an extensive consultation programme has been undertaken with the residents of Lorne House and Roberts House; the two blocks originally identified for refurbishment. The consultation indicated that the majority of residents were in favour of the blocks being included in the redevelopment and therefore Cabinet authorised the inclusion of 1 to 15 Roberts House and 4 to 42 Lorne House. As a result it is also proposed that these properties are included in the Ladderswood and New Southgate Industrial Estate CPO 2012.
- 3.5 The redevelopment proposals have been drawn up in partnership with a variety of stakeholders including Ladderswood residents, residents from the wider neighbourhood, commercial tenants, key local stakeholders and central, regional and local Government. The proposals will ensure a mix of affordable, social and private housing supported by new social infrastructure and commercial facilities



- 3.6 The making of the CPO is therefore primarily related to securing vacant possession from the remaining leaseholders, secure tenants and the remaining New Southgate Industrial estate commercial tenants. In accordance with CPO best practice, the Council will continue to endeavour to reach a negotiated settlement with all remaining owners of any interest in the land within the CPO red-line boundary; CPO powers, once obtained, will only be used where a negotiated settlement cannot be reached. The Ladderswood and New Southgate Industrial Estate CPO 2012 affect those interests within the red line attached in Appendix 1 of this Part 1 report.
- 3.7 The Ladderswood and New Southgate Industrial Estate CPO 2012 is being made pursuant to section 226(1)(a) of the 1990 Town and Country Planning Act which authorises the Council to acquire land compulsorily subject to following the procedures laid down by the Acquisition of Land Act 1981.
- 3.8 On 22<sup>nd</sup> December 2011 the Council appointed the New Ladderswood LLP as the development partner. The planning application for the development was submitted on 7<sup>th</sup> September 2012.
- 3.9 The Development Agreement with the New Ladderswood LLP includes a commitment by the Council to use powers granted pursuant to Section 237 of the Town & Country Planning Act 1990 to appropriate the development site for planning purposes. Appropriation for planning purposes will clear any third-party interests in the site. Any compensation payable to the beneficiaries of the third-party interests will be reimbursed to the Council by the developer.
- 3.10 Following completion of the Development Agreement the costs to complete vacant possession and all costs incurred in the making of the CPO will be reimbursed to the Council by the developer.

### **Land which is the Subject of the Ladderswood and New Southgate Industrial Estate CPO 2012**

- 3.11 The land to be included in the CPO includes:
- Curtis House, Danford House, Mason House, Betspath House;
  - Lorne House and Roberts House;
  - Units 1 to 30, New Southgate Industrial estate;
  - An area being part of Alexandra Place that is required to enable construction of a new access road to the commercial units on the adjoining commercial estate;
  - All land included in the red line drawing attached to this report.

### **Description of the proposed development for the Ladderswood and New Southgate Industrial estates**

3.12 The regeneration of Ladderswood and New Southgate Industrial estate is one of the Council's key priorities and a flag ship regeneration scheme for the borough. The Council, residents and stakeholders are working to create an inclusive and sustainable neighbourhood that will provide 517 new homes, an 80 room hotel, and 1,468 m<sup>2</sup> of other commercial space, a large basement plant room, and a 300 m<sup>2</sup> community centre. The residential units will be built to Code for Sustainable Homes Level 4 and the community and commercial buildings to the BREAM Very Good rating.

### **Purpose and Justification for seeking to compulsorily acquire the Legal interests in the Ladderswood and New Southgate Industrial estates**

3.13 Compulsory purchase of the legal interests of the remaining secure tenants, leaseholders and commercial tenants at Ladderswood estate and New Southgate estate will enable the redevelopment of the said estates and site to provide new homes, including many new private, affordable and social homes, which will help to broaden the economic and social mix of the area and create a more balanced and socially diverse community in accord with the Government's mixed communities policy agenda. The scheme will deliver a tenure mix of 70% private, 30% affordable (62% social/affordable rented and 38% shared-ownership).

### **Re-housing displaced residents and commercial tenants**

#### **Leaseholders**

3.14 The Council has sought, to negotiate a settlement with each leaseholder in order that compulsory acquisition is avoided. Resident leaseholders are offered Market Value + up to 10% + Disturbance costs. Non-Resident are offered Market Value + up to 7.5%. To date the Council has agreed through negotiation to complete with 32 of the leaseholders on the Ladderswood estate. The Council is in dialogue with the remaining 12 leaseholders.

#### **Secure Tenants**

3.15 The Council has endeavoured to offer acceptable re-housing options to secure tenants at the Ladderswood estate. Extensive resident consultation and engagement has taken place to agree a re-housing offer for secure tenants on the Ladderswood estate. The Council is currently re-housing those residents who have expressed a preferred option to move permanently away from the estate. Of the 131 existing tenants on 40 now remains living on the estate. Once this has been completed the Council will assess whether a double decant is necessary for tenants wishing to remain on the estate. A double decant is not favoured by the Council or the residents. To date the Council has helped 77 secure tenants move permanently off the estate.

## Commercial Tenants

- 3.14 Discussions with the businesses located on the New Southgate Industrial Estate are held regularly. Agreement has now been reached with the majority of the lessee's on restructuring their leases to allow for the development to proceed.
- 3.15 However, whilst the Council has worked hard to negotiate settlements for both residential and commercial leaseholders and to secure alternative accommodation for secure tenants it may not be possible to achieve this for all residents or businesses. The Council may not be, therefore, left with any alternative other than to use its compulsory purchase powers to obtain the remaining legal interests at the Ladderswood and New Southgate estates so that the much needed regeneration can begin in a timely fashion.

## Human Rights

- 3.16 Whilst the compulsory purchase of the legal interests of the leaseholders, commercial tenants and secure tenants at the Ladderswood estate and New Southgate estate conflicts with those parties human rights, the Council is of the view that there is a compelling case in the public interest and that the provision of new residential accommodation, new commercial facilities and community facilities built to modern standards outweighs the private interests held by the said parties.
- 3.17 Officers believe that the use of compulsory purchase powers to achieve its regenerative objectives for the Ladderswood estate and New Southgate Industrial estate and the Borough are proportionate to the interference with the above parties' human rights.

## Planning Position

- 3.18 The London Borough of Enfield's Core Strategy was adopted at Cabinet in November 2010. The Core Strategy explains that the redevelopment of Ladderswood and the New Southgate Industrial estate is a Council priority.
- 3.19 The New Southgate Masterplan was adopted by Cabinet on the 15<sup>th</sup> December 2010 as a Supplementary Planning Document, providing more information on the regeneration of Ladderswood and the New Southgate area.

## Resources for land acquisition, delivery and implementation

- 3.20 Officers are satisfied that the necessary resources are available to achieve the regeneration of the Ladderswood estate and New Southgate Industrial estate within the proposed timescale. Officers are

also satisfied as to the financial viability of the proposed scheme and as to the method of funding available to said scheme.

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

- 4.1 An alternative option considered is for the Council not to make a CPO for Ladderswood and the New Southgate Industrial estate. This would place the Council in breach of its obligations under the Development Agreement.

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

- 5.1 To provide the Council with a legal option to ensure that vacant possession of the site can be achieved to enable the regeneration of the area can take place.
- 5.2 The New Ladderswood LLP requires the Council to make the Ladderswood and New Southgate Industrial estate CPO 2012 in order to reduce the risk of not achieving Vacant Possession. If the Council did not progress the making of the CPO then this would place the Council in breach of its obligations under the Development Agreement.

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

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

- 6.1.1 The Council initially agreed a sum of £2.5m from the Growth Area Fund to initiate the buyback of leasehold properties on Ladderswood. Property Services has completed 32 leasehold buybacks at a cost of approximately £2m. The Development Agreement with the Bidder stipulates that the cost of all future leasehold buybacks, to be funded by the Council through the HRA, will be reimbursed by the development partner. The cost of compensating commercial tenants will cost the Council £400k. This will be funded from the General Fund budget. The Council costs for both compensating residential leaseholders and commercial tenants will be reimbursed by the Developer through the payment of a capital receipt.
- 6.1.2 The estimated cost to the Council for adopting the CPO route is £96k in legal fees if a public enquiry was required. In addition to the legal fees the Council will incur other costs associated with organising a public enquiry. The CPO costs and other associated costs will initially be funded from the HRA general balance. These costs will subsequently be reimbursed by the Developer through capital receipt.
- 6.1.3 It is expected that a CPO route would result in a higher cost to the Council compared to a non CPO route.

## **6.2 Legal Implications**

- 6.2.1 Under section 226 (1) (a) of the Town and Country Planning Act 1990 a local authority has a general power to make a compulsory acquisition of any land in their area in order to facilitate the carrying out of development, redevelopment or improvement in relation to the land.
- 6.2.2 In order to exercise the s.226 powers the local authority must demonstrate that the proposed development/improvement is likely to contribute towards any of the following objects, namely the promotion or improvement of the economic or social or environmental well being of their area. The Statement of Reasons attached to this report as Appendix 4 sets out in detail the justification and legal framework behind the making of the order.
- 6.2.3 Affected owners will be made aware that a CPO is being promoted and will have the right to make representations to the Secretary of State and to be heard at a Public Inquiry. Due to the potential for objection, Public Inquiry and confirmation, the timescale for implementing an agreed CPO is lengthy and uncertain which could result in a delay to the completion of the development. The CPO process, and other legal mechanisms, converts any rights over the site into an entitlement to compensation.
- 6.2.4 For the purposes of the CPO it is immaterial by whom the redevelopment is to be carried out, i.e. the Council does not need to undertake the development itself.
- 6.2.5 Appendix 2 and Appendix 3 includes the CPO process flowchart and timeline

## **6.3 Property Implications**

- 6.3.1 It is essential that a CPO is put in place to support, and as a backstop, to the negotiations for obtaining vacant possession of the Ladderswood development site. Without the guarantee of obtaining vacant possession there will always be a risk of the developer being prevented from starting on site.
- 6.3.2 If the decision is made not to proceed with the proposed development after the CPO has been put in place the Council may be forced to buy out remaining interests in the development site.

## **7. KEY RISKS**

- 7.1 The primary risk related to the contents of this report is the risk of delay to the Ladderswood project if the Council is unable to achieve vacant possession.
- 7.2 There is a risk that there will be objections or a Public Enquiry to the CPO. This risk is assessed as being medium impact but low likelihood as the residents are already aware of the original CPO approval. The development strategy for Ladderswood is set out in the Core Strategy and the New Southgate Masterplan which have both been endorsed.

## **8 IMPACT ON COUNCIL PRIORITIES**

### **8.2 Fairness for All**

The Ladderswood Place Shaping Programme contributes to this aim by tackling inequality and access to social housing by providing new homes, a mix of tenure and employment opportunities in the New Southgate Masterplan area.

### **8.3 Growth and Sustainability**

The Ladderswood Place Shaping Programme contributes to this priority by building strong and sustainable futures for our residents. The scheme attracts investment from the private sector, empowers the voluntary and community sector and promotes business growth by re-providing B1 commercial space. It is the flagship project in the New Southgate Masterplan and is the first step towards delivering the planned regeneration of the New Southgate Priority Area, and housing growth, as set out in the Masterplan and the Core Strategy.

### **8.4 Strong Communities**

The Ladderswood Resident Panel plays a central role in driving forward change and regeneration in the local area to create a stronger community in the New Southgate Masterplan area.

## **9 EQUALITIES IMPACT IMPLICATIONS**

An Equalities Impact Assessment will be undertaken if the CPO is implemented

## **10 PERFORMANCE MANAGEMENT IMPLICATIONS**

This report does not recommend a change of service of implementation of new practices and therefore Performance Management Implications are not required.

## **11 PUBLIC HEALTH IMPLICATIONS**

Not Applicable

### **Background Papers**

Appendix 1 – Ladderswood CPO red-line

Appendix 2 – CPO Process flow-chart

Appendix 3 – Ladderswood CPO timeline

Appendix 4 Statement of Reasons

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**GENERAL NOTES**  
 1. The drawings are the property of PTE architects  
 2. Use of drawings is limited to the project only. DO NOT SCALE  
 3. All measurements are in metres above or below datum unless  
 stated otherwise



FOR C.P.O

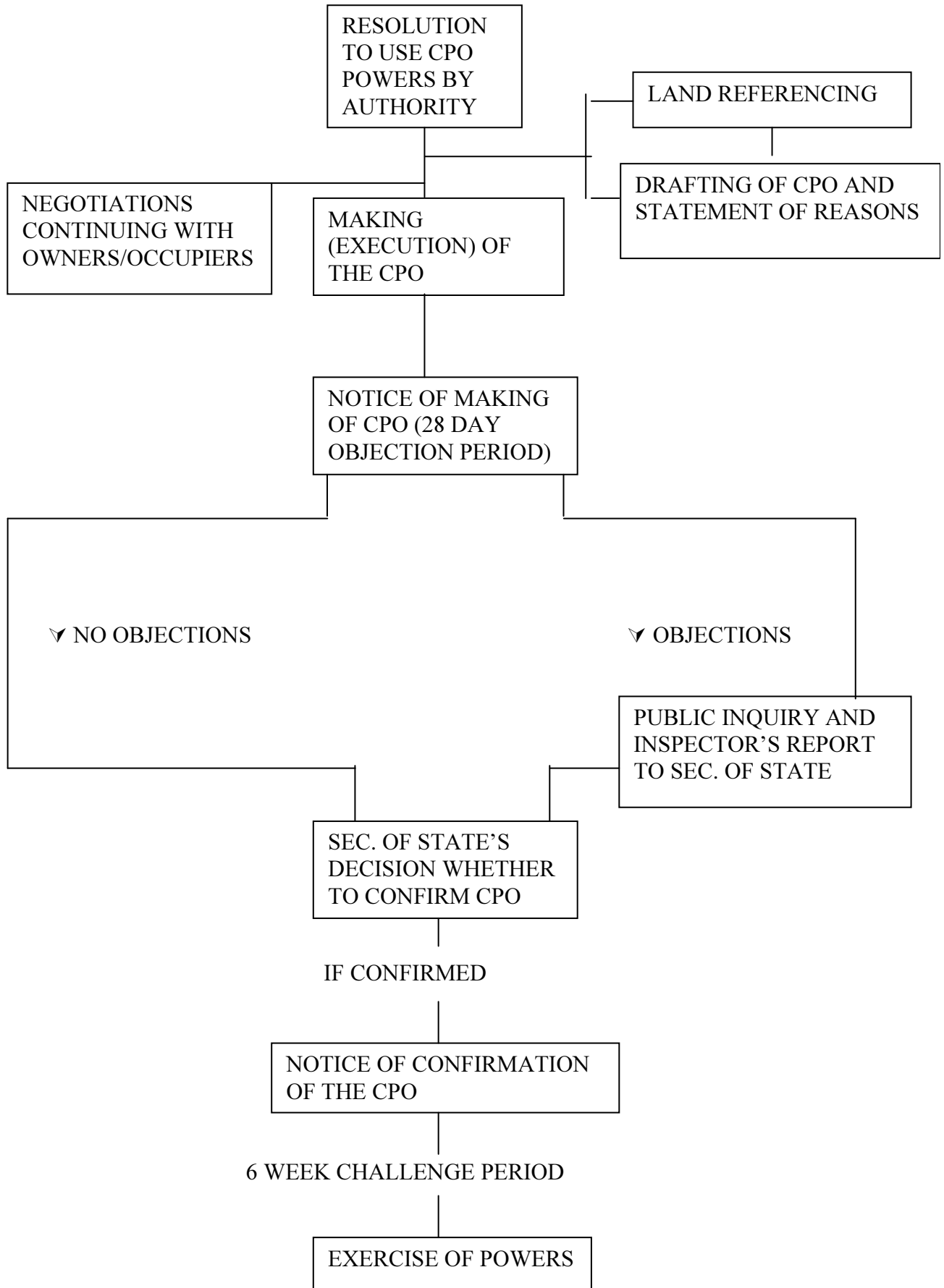
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Client	KS	KS	1:1250 @ A3	14.05.12
Project	KS	KS	10.324	SK.096
Phase	KS	KS	1:1250 @ A3	14.05.12
Scale	KS	KS	10.324	SK.096
Notes	KS	KS	1:1250 @ A3	14.05.12
Drawn	KS	KS	10.324	SK.096
Checked	KS	KS	1:1250 @ A3	14.05.12
Approved	KS	KS	10.324	SK.096

NEW LADDERWOOD DEVELOPMENT  
 BAYFIELD  
 NON-REGISTERED LAND TO  
 BE REGISTERED

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APPENDIX 2 – CPO Process



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## APPENDIX 3 – Ladderswood CPO Timetable

Stage No.	CPO Process Stages	Completion date
1.	Cabinet Meeting	December 2012
2.	CPO is made	February 2013
3.	Council publishes a notice stating that the Order has been made in a local newspaper and sends the notice to all commercial tenants and lessees	March 2013
4.	Council submits Order to Secretary of State for confirmation	May 2013
5.	Inquiry into CPO if objections raised	July/August 2013
6.	Secretary of State decision	November/December 2013
7.	Implementation of CPO (if CPO is confirmed)	February/March 2014
8.	Vesting of outstanding interests in the Council	June/July 2014

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**LADDERSWOOD ESTATE RENEWAL PROJECT:**  
**COMPULSORY PURCHASE ORDER**  
**STATEMENT OF REASONS**

**1. INTRODUCTION AND SUMMARY**

- 1.1 The London Borough of Enfield (the Council) seeks an order under the Town and Country Planning Act 1990 (the Act) to use compulsory purchase powers to acquire the properties pursuant to a decision by Cabinet on the 5<sup>th</sup> December 2012 referred to in section 2 below (the Order Properties) for the purposes of the Ladderswood Estate Renewal project in Ladderswood, New Southgate.
- 1.2 The proposed order gives the Council the power to acquire as freehold owner (Title Numbers as shown in Appendix 7) the Order Properties (the proposed order properties as defined on the plan attached edged red (collectively the "Order Land")) pursuant to its Place Shaping Strategy in relation to New Southgate and its powers under section 1 of the Localism Act 2011.
- 1.3 The Ladderswood Way estate is held for Housing purposes. The New Southgate Industrial estate is held for General Fund purposes. Cabinet authorised the Borough's Property Services department to commence leasehold buybacks by negotiation with the owners to secure vacant possession of the site.
- 1.4 The decant of residents to alternative properties, both leaseholders, secure and commercial tenants is well underway and progress is set out in the attached schedules.
- 1.5 If it is not possible to acquire the Order Properties by negotiation, they will be appropriated for planning purposes after outline planning consent has been granted by the local planning authority.
- 1.6 The Ladderswood Way estate and the New Southgate Industrial estate are located in New Southgate in the south west of the Borough. New Southgate is one of the Council's Regeneration Priority Areas. A Masterplan for New Southgate has been produced by the Council and

was adopted as a Supplementary Planning Document by the Council on the 15<sup>th</sup> December 2010.

- 1.7 Ladderswood Estate Renewal project is located in a Regeneration Priority Area project of key strategic importance to the Council, as established by the Enfield Core Strategy, adopted in November 2010. The regeneration of the estate will see new homes, new streets, new commercial space, new employment and training opportunities, new community facilities and new open spaces provided. The vision is to create a truly attractive, enjoyable and sustainable place for people to live and work.
- 1.8 Following extensive public consultation and an options appraisal the Council is of the view that the greatest regeneration benefits can be derived from demolishing the existing buildings and replacing them with a high quality mixed use development. The new development will be built to high environmental standards and contain a range of housing types as well as 1,400 sqm of commercial space and a hotel.
- 1.9 The Schedule to the proposed Order lists owners, lessees, occupiers and tenants of the Order Properties. In addition it also lists other parties with a qualifying interest in the Order Properties where known. Where beneficiaries of these interests have been identified they will be served with notice of the making the Proposed Order. It is intended that, unless properties and/or land can be acquired by private negotiations, the Council shall acquire them under the Order if confirmed.
- 1.10 Following confirmation of the proposed order, the Council will execute a General Vesting Order Declaration, the result of which will be to vest the Order Properties in the Council



- 1.11 The Secretary of State recognises in Circular 06/04 (paragraph 24) that there are situations where it is appropriate to make a compulsory purchase order at the same time as seeking to purchase land by agreement.

*“Given the amount of time which needs to be allowed to complete the compulsory purchase process, it may often be sensible for the acquiring authority to initiate the formal procedures in parallel with such negotiations. This will also help to make the seriousness of the authority’s intention clear at the outset, which in turn might encourage those whose land is affected to enter more readily into meaningful negotiations.”*

- 1.12 The Council has, and is continuing to make reasonable attempts to acquire outstanding interests by private treaty and is pursuing the proposed order to ensure that the proposed development can proceed. Discussions will however continue with the owners of the relevant interests to seek to acquire the Order Properties by agreement with a view to limiting the number of interests which need to be compulsorily acquired.
- 1.13 The Council recognises that a compulsory purchase order can only be made if there is a compelling case in the public interest (paragraph 17 of circular 06/04) which justifies the overriding of private rights in the land sought to be acquired. It is considered that a clear and compelling case exists in this case.

## **2. Enabling Powers**

- 2.1. The Order is made under Section 226(1)(a) of the Town and Country Planning Act 1990 (the Act), which confers power on the local authority to acquire land for planning purposes.
- 2.2. The Council thinks that the acquisition of the Order Land will facilitate the carrying out of the re-development of the Ladderswood Estate and New Southgate Industrial Estate e as well as bring significant improvement on the Order Land.

- 2.3. The Council thinks that the proposed re-development is likely to contribute to achieving the improvement of the economic, social and environmental well-being of the area for which it has administrative responsibility.

### **3. DESCRIPTION OF THE SCHEME AND NEW RIGHTS**

- 3.1 The Ladderswood Estate Renewal site is located in the Southgate Green ward of the London Borough of Enfield. The site includes the entire Ladderswood Way estate and the New Southgate Industrial estate. There are five low-rise blocks on Ladderswood; 1 – 16 Betspath House, 1 – 16 Mason House and 1 – 16 Danford House, each block made up of 2 bed flats only. 4 – 42 (evens) Lorne House and 1 – 15 Roberts House contain a total of 35 1 bed flats. The 13 storey tower block, 1 – 78 Curtis House, contains a mixture of 1 and 2 beds. The New Southgate Industrial estate consists of Units 1 – 30 Lower Park Road.
- 3.2 In November 2009 Cabinet approved the Ladderswood Way Estate Place Shaping Report (Key decision reference: 2952) that endorsed the indicative Development Strategy for the Ladderswood Estate Renewal project. The strategy proposed the decant and demolition of Curtis House, Danford House, Betspath House and Mason House as well as the New Southgate Industrial Estate. Lorne House and Roberts House were to be retained and refurbished as part of the Decent Homes programme.
- 3.3 The decision to refurbish Lorne House and Roberts House has been revisited by the Council due to the proposed cuts in the Decent Homes budget and due to the cost of bringing the homes up to a decent standard. The Council has now decided to include the two blocks in the redevelopment.

3.4 Following publication of the contract notice on 15 January 2010 (Reference 2010/S 10-011797), the Council conducted a pre-qualification process to select potential Bidders ('Bidders') for the role of Developer / Registered Provider ('RP'). Subsequently the Council entered into competitive dialogue with the short listed Bidders. An evaluation of the three Bidders' Detailed Solutions has been carried out and the three Bidders short listed to two by the Council. The two Bidders submitted tenders in final stage of the procurement and a report was outlined in a report to Cabinet in April 2011 recommending a preferred development partner. Following adoption of the recommendation a Development Agreement has been entered into between the Council and the preferred development partner.

#### **4. THE PURPOSE OF THE PROPOSED ORDER AND THE NEED FOR CPO**

4.1 Government guidance on the use of Compulsory Purchase Orders is provided in the Circular 06/04, which states that a CPO should only be made where there is a compelling case in the public interest.

4.2 The Council acts in an enabling role to ensure that housing development meets housing need in the Borough across all developments, but has a particular role in Estate Renewal projects for Ladderswood and the Highmead project, which are both existing Council freehold owned sites (Core Strategy Core Policy 4)

4.3 This CPO will enable the site to be brought forward as a higher density, new residential mixed tenure scheme with a hotel and approximately 1,400 m<sup>2</sup> commercial spaces, which will address the current need for quality affordable housing, as well as creating a more sustainable mix of tenures including intermediate and market housing.

4.4 The Council's regeneration aspirations for the site are as follows:-

High quality of design

Addressing deprivation

Designing out crime

Environmentally sustainable

Element of affordable housing

A large percentage of family accommodation

New business opportunities

Stabilising the transient community

A majority of properties for owner occupiers

Reimbursement of future project costs and greatest benefit to the Council

**To Meet Housing Need**

Housing Strategy

**Timescale for Delivery**

Cabinet approve preferred Development Partner	April 2011
Council sign Development Agreement	December 2011
Planning application submitted	September 2012
Planning permission Granted	January 2013
Start on site	Summer 2013
First units completed	Summer 2014
Entire scheme completed	December 2017

**5. NEGOTIATIONS RECORD**

Please refer to sections 3.14, 3.15, 3.16, 3.17, 3.18, 3.19 and 3.20 of the Ladderswood Place Shaping Programme: Compulsory Purchase Order and Shared Equity Option Cabinet Report, 9<sup>th</sup> March 2011 as well as the Appendices 5 and 6 of the Part 2 report setting out the schedules of commercial tenants and residential leaseholders.

## 6. RELEVANT POLICY CONSIDERATIONS

### National Planning Policy Framework (NPPF)

- 6.1 The overarching planning principle set out in the NPPF is “a presumption in favour of sustainable development”. and reflects the provisions in the London Plan.
- 6.2 The Council believes that the New Southgate Development fulfils the requirements of the NPPF and in particular, its core planning principles, by, inter alia, promoting mixed use developments; proactively driving and supporting sustainable economic development to deliver the homes, business and industrial units, infrastructure and thriving local places.

The Council is seeking “to secure high quality design and a good standard of amenity for all existing and future occupants of land and buildings”.

### Transport for London's Public Transport Accessibility Level

- 6.3 The Ladderswood Estate Renewal project is within an urban setting – The Public Transport Accessibility Level (PTAL) of the site ranges from 5 in the north, 4 to the west of the site and 2 to the south (a PTAL of 1 indicates extremely poor access to the location by public transport, and a PTAL of 6 indicates excellent access by public transport). Given that the majority of the site is located within a PTAL zone of 5 and 4, and the very short walking distance from moving from a 5 to a 2 PTAL, a mid-range PTAL of between 4 and 5 is appropriate for the entire site for the purpose of calculating residential density.

Based on the GLA Housing SPG density matrix, the appropriate density range for a site with a PTAL of 4 to 6 in an urban setting is between 200 and 700 habitable rooms per hectare. As the PTAL for the site is between 4 and 5, the lower density of 200 habitable rooms per hectare is not appropriate. The higher part of this density range is also not appropriate as this is intended for sites with a PTAL of 6. An appropriate density range for the site is therefore between 350 and 450 habitable rooms per hectare.

## **7. LONDON BOROUGH OF ENFIELD ADOPTED CORE STRATEGY**

7.1 Core Policy 4 sets out the policy for New Housing and Housing Renewal in Enfield.

7.2 Core Policy 45 – New Southgate

In the New Southgate Regeneration Priority Area, the objectives will be to create: A holistic integrated approach to development considering the Western Gateway site\*, the Ladderswood Estate and the New Southgate Industrial Estate together and in relation to their surroundings;

Urban design solutions for the area based on more traditional street layouts, integrated with the wider area by a network of green spaces and better links for pedestrians and cyclists

An improved Ladderswood Estate, led by the existing residents of the area and their choices for the future of their estate. This could include remodelling the area, the introduction of new housing and community facilities.

Partial redevelopment of the New Southgate Industrial Estate to link with redevelopment at Ladderswood Estate and facilitating improvements to the quality of the remainder of the estate

### **New Housing**

The new development for Ladderswood will include approximately 517 mixed tenure (70% private / 30% affordable (62% affordable rent and 38% intermediate)) residential properties, a hotel, 1, 400 sq m commercial space and a 300 sq m community space.

The Ladderswood Estate Renewal Project is committed to excellence in design quality and sustainability in line with the new Core Strategy. As a new housing development it takes account of the design and construction policies and sustainable design and construction guidance set out in the London Plan. The new homes will be built to Lifetime Homes standards and achieve Sustainable Code Level 4.

### **Housing Renewal**

The Ladderswood Estate Renewal Project is in keeping with the emerging Estate Renewal Strategy being undertaken to inform the future management and priorities for investment across the Council's own housing stock. It identifies Ladderswood as one of the Council's priority projects.

Core Policy 4 specifically states Ladderswood within the context of housing renewal.

## Planning Policy

The Ladderswood Estate Renewal project sits within several Enfield policy documents. The Core Strategy sets out the overall vision and strategy for all new development in Enfield.

The emerging North Circular Area Action Plan, which is currently being prepared for submission stage by the Council, sets out new planning policies for the North Circular Area (including the North Circular Road properties and the New Southgate Masterplan area).

The New Southgate Masterplan provides additional detailed information and guidance on policies in the Core Strategy and North Circular Area Action Plan. Page 62 of the New Southgate Masterplan sets out the proposals for the Ladderswood site.

## 8. OTHER POLICIES

### Community Strategy

#### 8.1

The Council's purpose in making the Order is to achieve the key community priorities as set out in the Council's Community Strategy:

#### 8.2

The Council's vision for the borough is for a healthy, prosperous and cohesive society that is safe, clean and green.

#### 8.3

The Council is committed to improving the quality of life through: Employment and Enterprise; Environment; Housing; Leisure and Culture

- The development will be promoted to produce the highest quality architectural and urban environment.
- *Improving health, housing and social care* - This will be achieved by the new development supplying higher quality social housing stock in line with the Decent Homes Standard, as defined by the Department for Communities and Local

Government. The redevelopment will also produce a diversity of tenure which will improve the type and choice of housing in New Southgate.

- *Safer and stronger Communities*
  - To implement a place-shaping approach to underpin the creation of a more prosperous borough
  - To enhance the health and vitality of town centres to meet the needs of the communities they serve
  - To increase the number of new businesses setting up and coming to the area and sustaining their development
  - To deliver the housing element of place shaping and achieve sustainable housing growth
  - To improve housing conditions and prevent homelessness
  - To ensure that residents have the opportunity to live in a decent home they can afford
  - To protect and improve the quality of built and open environment
  - To promote sustainable development and support residents and businesses to preserve natural resources, become energy efficient, conserve water, reduce pollution and address the causes of global warming
  - To increase biodiversity in order to provide a local distinctive natural identity
  - To make Enfield a place which residents can identify with and feel proud of, and where people from different backgrounds feel valued and can develop positive relationships with their local community
  - To promote social inclusion so that all sections of the community are able to access opportunities, services and improve their quality of life overview



## 9. HUMAN RIGHTS

- 9.1 The Council, as a public body, is under a duty to consider whether the exercise of its powers interacts with rights protected by the European Convention of Human Rights (the **Convention**). Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way, which is incompatible with those rights. Various Convention rights may be engaged in the process of making and considering the CPO, in particular those under Article 8 of the Convention and Article 1 of the First Protocol to the Convention.
- 9.2 Article 8(1) protects an individual's right to private and family life, home and correspondence. Interference with these interests can only be justified if it is done in accordance with the law and if it is necessary in the interests of national security, public safety or the economic well being of the country.
- 9.3 Article 1 of the First Protocol provides that every natural or legal person is entitled to the peaceful enjoyment of his possessions, and that no one shall be deprived of those possessions except in the public interest and subject to the conditions provided for by law.
- 9.4 The European Court of Human Rights has recognised in the context of Article 1 of the First Protocol that "*regard must be had to the fair balance that has to be struck between the competing interests of the individual and of the community as a whole*". Similarly, any interference with Article 8 rights must be "*necessary in a democratic society*". In each case the interference with Convention rights must be proportionate. In pursuing a compulsory purchase order, the Council has to consider carefully the balance to be struck between individual rights and the wider public interest, having regard to the availability of compensation for compulsory purchase.
- 9.5 The Council has been conscious of the need to strike a balance between the rights of the individual (including the owners of properties falling within the Order Lands) and the interests of the public. In the light of the significant public benefit that would arise from the redevelopment of the Order Lands, the Council has concluded that it would be appropriate to make the Order, and that the Order will not

result in any unlawful interference with Convention rights. At all times, the Council has been aware that the Order Lands include homes, balancing this with the need to secure the regeneration of this area and the provision of new houses.

- 9.6 The opportunity has been given to landowners to make representations regarding the Council's policies that underpin the proposed Order. Objections can also be made to the Order, which will then have to be considered by the Secretary of State before she decides whether or not to confirm the Order. Those directly affected by the Order will also be entitled to compensation proportionate to any losses that they may incur as a result of the acquisition.

## **10. REGENERATION STRATEGY**

The strategy for Ladderswood will deliver the following aims:

- A scheme that has strong resident involvement
- A scheme that produces a sense of place and community
- Improved access and movement through the site
- A high level of security and improved safety for residents
- High quality urban design building aesthetics and character
- Enhanced residential types and dwelling types
- Practical layout
- Realistic implementation and delivery strategy

The delivery vehicle for the scheme is a Development Agreement between the Council and a Developer. The Council has chosen this option as the most cost effective and efficient way of minimising risk, both financial and commercial and also to ensure a speedy delivery of the development, with the Council retaining control over quality.

## **12. CONCLUSION**

The Council is of the view that the part of New Southgate, comprised in the Order Land (Properties?), should be improved to the general benefit of all who live, work or visit Ladderswood Estate and New Southgate Industrial Estate . In order to achieve this, action is required, necessitating the assembly of the Order Properties to facilitate the proposed scheme subject to the grant of planning permission.

The Council believes that the scheme it is promoting with the proposed developer once it is appointed represents a positive step towards the following objects:-

- (a) the promotion or improvement of the economic well-being of their area;
- (b) the promotion or improvement of the social well-being of their area;
- (c) the promotion or improvement of the environmental well-being of their area.

The Scheme will not only deliver a higher density, high quality housing development it will deliver commercial and community facilities. This will act as a catalyst for further improvement within the New Southgate area.

Having considered the relevant national policy guidance and Core Strategy Policies the Council is satisfied that there is a compelling public interest for compulsory powers to be sought in order to secure the proposed new development for the economic, social and environmental improvement of the area .The Council is therefore pursuing the compulsory purchase order and requests that the Secretary of State confirms the Order.

**13. LIST OF DOCUMENTS TO WHICH THE COUNCIL MAY REFER**

Part 1 - Ladderswood Place Shaping Programme: Compulsory Purchase Order and Shared Equity Option Report – 9<sup>th</sup> March 2011

Part 1: Appendix 1 – Ladderswood CPO red-line

Part 1: Appendix 2 – CPO Process flow-chart

Part 1: Appendix 3 – Ladderswood CPO timeline

Part 2 - Ladderswood Place Shaping Programme: Compulsory Purchase Order and Shared Equity Option Report

New Southgate Masterplan Document

Appendix 4 – Statement of Reasons

Appendix 5 - Schedule for residential leaseholders

Appendix 6 - Schedule for the commercial leases

Appendix 7 – List of Freehold Titles

**MUNICIPAL YEAR 2012/2013 REPORT NO. 125**

**MEETING AND DATE:**Cabinet 5<sup>th</sup> December 2012**REPORT OF:**Director of Health, Housing &  
Adult Social Care (HHASC)

Key Decision No: KD 3603

Agenda – Part: 1

Item: 12

**Subject: Proposal for the renewal of Housing Related Support Contracts.****Wards: All****Cabinet Members consulted: Councillor McGowan and Councillor Oykenor**

Contact officer and telephone number: Pauline Kettless – Procurement and Contracting Manager

020 8379 4725

Email:

[Pauline.Kettless@enfield.gov.uk](mailto:Pauline.Kettless@enfield.gov.uk)**1. EXECUTIVE SUMMARY**

- 1.1 There are 28 local and national providers delivering Housing Related Support to 2500 service users.
- 1.2 Since 2010 there been a programme of re-tendering, renegotiation and re-modelling of services, generating £1.3 million of budget reductions and savings for Housing Related Support; or approximately 11.6% of the budget.
- 1.3 Co-ordination of re-tenders and remodelling of services with operational colleagues is essential to deliver on client group specific strategies and the overall Commissioning Strategy.
- 1.4 The approach proposed to re-tendering is aimed to generate further savings, whilst ensuring continuity of support and care for existing vulnerable service users.

**2. RECOMMENDATIONS**

- 2.1 That Members note the contents of this report and the need to achieve the savings proposed without destabilising the market in the short term.
- 2.2 That Members consider, review and approve renewing contracts to cover the proposed savings timetable.

### **3. BACKGROUND**

- 3.1 Housing Related Support was introduced in 2003 under the title 'Supporting People'. Covering a wide range of client groups, including:
- Mental Health
  - Learning Disabilities
  - Younger Persons
  - Older People
  - Substance Misuse
  - Domestic Violence
  - Ex-offenders

Housing Related Support providers deliver support to over 2500 service users many of who require low level support to maintain tenancies, manage bills, access benefits and seek employment. Many of these service users accessing Housing Related Support may not be deemed eligible to access higher levels of support for various client groups.

- 3.2 Quality of these services are routinely monitored and all Housing Related Support providers must achieve at least a 'C' standard of the Communities for Local Government Quality Assessment Framework (QAF).
- 3.3 Since 2009 there has been major savings achieved and a number of services have been remodelled to deliver improved services that will be appropriate for the future.
- 3.4 In 2011/12 a major re-tendering of Younger Persons Services took place in conjunction with Children's Services. The service was remodelled and a clear pathway for Younger People was designed to support the work undertaken by Young Persons Housing Support Service at the Angel Centre.
- 3.5 The re-model and tender of the Younger Persons services also generated savings details of which can be founding part 2 of this report.
- 3.6 In 2012/13 Floating Support services across all client groups are being re-tendered in order to provide Value for Money services. These services will deliver support to a range of service users in order to maintain tenancies and prevent homelessness.

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

- 4.1 Re-tendering all the remaining services immediately will present considerable resource implications for the Council and Providers, would destabilise the market, and possibly affect client care.

## **5. REASONS FOR RECOMMENDATIONS**

### **5.1 The renewal of the current contracts will:**

- enable the Council to ensure that appropriate contractual and monitoring arrangements are in place whilst services are reviewed in the context of the Personalisation Agenda and the Adult Social Care Commissioning Strategy
- stabilise market rates and give greater control on service quality
- provide continuity of care for existing providers.
- permit the Council to focus resources on other major re-tendering and procurement projects to deliver savings and efficiencies

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

### **6.1 Financial Implications**

6.1.1 Please see Part 2 of this report.

### **6.2 Legal Implications**

6.2.1 Under Section 21 of the National Assistance Act 1948 the Council may provide residential accommodation who by reason of age, illness, disability or other circumstance are in need of care and attention. Part III of the Childrens Act 1989 confers a duty on the Council to safeguard and promote the welfare of children within their area who are in need by providing a range of appropriate services. The National Health Service and Community Care Act 1990, the Chronically Sick and Disabled Persons Act 1970 and the Mental Health Act 1983 also place duties on the Council to provide support services to its residents. Section 1 of the Local Government (Contracts) Act 1997 provides that where there is a statutory provision that confers a function on the Council it shall also confer a power on the Council to enter into contract with a third party to make available those assets or services or both. Section 111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions.

6.2.2 The contract extensions must be in a form approved by the Assistant Director for Legal Services.

## **7 KEY RISKS**

7.1 If contract renewal was not agreed then resources will need to be deployed in order to deliver the re-tendering exercise; this in turn will

impact upon major re-tendering exercises already identified in Health and Adult Social Care.

- 7.2 The savings and timetable for Housing Related Support remodelling will be undertaken in conjunction with the development of the Mental Health Strategy. If re-tendering is undertaken early and in isolation there is a risk that market will be destabilised and the cost transferred from Housing Related Support and pushed onto Mental Health and Adult Social Care budgets.

## **8 IMPACT ON COUNCIL PRIORITIES**

### **8.1 Fairness for All**

- 8.1.1 Extension of the Housing Related Support contracts will ensure high quality, accessible services for all

### **8.2 Growth and Sustainability**

- 8.2.1 The services work with a range of client groups and needs. They often support people at times of crisis helping them and preventing those clients accessing more expensive Care and Nursing services and ensuring that they maintain their tenancy and avoid becoming homeless.

### **8.3 Strong Communities**

- 8.3.1 The services provided help the community maintain a high degree of independent living and prevent service users becoming homeless.

## **9 EQUALITIES IMPACT IMPLICATIONS**

- 9.1 An equalities impact assessment has not been undertaken in support of this recommendation as it does not represent a change of circumstance for service users and key stakeholders.
- 9.2 The advantage of renewing current Housing Related Support contracts will allow existing high quality services that meet assessed needs of customers to be continued to be provided. No customers will be adversely affected by this recommendation. Individual Equalities Impact Assessments will be undertaken in line with the re-tendering.



## **10 PERFORMANCE MANAGEMENT IMPLICATIONS**

10.1 There are two national indicators monitored and reported on.

- National Indicator NI 142 - Service users who are supported to establish and maintain independent living (as a percentage of the total number of service users who have been in receipt of support services during the period). Used for long-term accommodation based and floating support services.
- National Indicator NI 141 -: Service users who have moved on in a planned way from temporary living arrangements (as a percentage of service users who departed from the service). Used for short-term accommodation based services.

These indicators help quantify the outcomes of service delivery for Housing Related Support providers

10.2 All Housing Related Support Providers are required to achieve at least a 'C' level on the Quality Assurance Framework in order to maintain funding from the Authority. The majority of Housing Related Support Providers achieve higher and any seeming to have gaps against the standard after their annual review are worked with in order to deliver improved quality.

## **10 PUBLIC HEALTH IMPLICATIONS**

11.1 There are no direct Health implications but all Housing Related Support Providers delivering accommodation based services make sure their service users are registered with a G.P. They also provide signposting services for all clients.

### **Background Papers**

None in Part 1

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## THE CABINET

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

#### MUNICIPAL YEAR 2012/2013

<b>23 JANUARY 2013</b>
------------------------

- 1. November 2012 Revenue Monitoring Report** James Rolfe

This will seek approval of the revenue monitoring position at the end of November 2012 and actions needed in order to remain within the approved budget. **(Key decision – reference number 3580)**
- 2. Voluntary and Community Sector Strategic Commissioning Framework 2012-2015** Ray James

This will seek approval of the voluntary and Community sector strategic commissioning framework 2012-2015. **(Key decision – reference number 3581)**
- 3. Enfield Joint Carers Strategy 2013-16** Ray James

This will seek approval of the Joint Carers Strategy. **(Key decision – reference number 3591)**
- 4. A Tenancy Strategy for Enfield** Ray James

Section 150(1) of the Localism Act 2011 requires all local authorities to have a Tenancy Strategy in place by 14 January 2013. The Tenancy Strategy must set out the matters which registered providers of social housing in the local authority area must have regard to when formulating their Tenancy Policies. (Part 1) **(Key decision – reference number 3527)**
- 5. Enfield 2020 Sustainability Programme and Action Plan** Ian Davis

This will present for approval the Enfield 2020 Sustainability Programme and Action Plan. **(Key decision – reference number 3562)**
- 6. Insurance Contract** James Rolfe

(Part 1) **(Key decision – reference number 3623)**
- 7. Council Tax Local Support Scheme** James Rolfe

This will seek agreement of the local council tax support scheme for 2013/14. **(Key decision – reference number 3588)**

8. **Highmead Appropriation Report** Ray James/  
Neil Rousell

This will ask Members to authorise the appropriation of land for the redevelopment of the Highmead site. (Parts 1 and 2) **(Key decision – reference number 3440)**

9. **Council Tax Empty Discounts** James Rolfe

This will consider changing the council tax discounts for empty properties. (Part 1) **(Key decision – reference number 3559)**

10. **English for Speakers of Other Languages (ESOL) in Enfield** Neil Rousell/Andrew Fraser

This will consider proposals to address ESOL needs in the Borough by developing an overarching policy for the Borough. (Part 1) **(Key decision – reference number 3535)**

**13 FEBRUARY 2013**

1. **Budget 2013/14 and Medium Term Financial Plan (General Fund)** James Rolfe

This will present for approval and recommendation to full Council, the Budget 2013/14 and Medium Term Financial Plan (General Fund). **(Key decision – reference number tbc)**

2. **HRA Estimates 2013/14 and Medium Term Financial Plan (Rent Setting – Housing Revenue Account)** James Rolfe/  
Ray James

This will present for approval the revenue estimates of the Housing Revenue Account (HRA) for 2013/14 following consultation with residents on the HRA budget position. **(Key decision – reference number tbc)**

3. **Provision of Dual Registered Care** Ray James

This will seek approval to award a services contract for the provision of a dual registered care on the former Elizabeth House Site following a tender process. **(Key decision – reference number 3593)**

4. **Responsive Maintenance and Minor Works - Building (Non-Housing)** Ian Davis

This will seek approval to award the contract for a Measured Term Contract for Responsive Maintenance and Minor Works – Building (Non-Housing). **(Key decision – reference number 3604)**

5. **Responsive Maintenance and Minor Works - Mechanical and Electrical Services (Non-Housing)** Ian Davis

This will seek approval to award the contract for a Measured Term Contract for Responsive Maintenance and Minor Works – Mechanical and Electrical Services (Non-Housing) **(Key decision – reference number 3605)**

6. **Award of Contracts for Residential and Nursing Care Services for People with Dementia at Honeysuckle House And Parkview House** Ray James

This will seek approval to the award of contracts as detailed above. (Part 1) **(Key decision – reference number 3558)**

7. **North Circular Road Area Action Plan Proposed Submission** Neil Rousell

The formal proposed submission draft will guide the future planning and regeneration framework for the North Circular corridor in the area of Bounds Green. (Part 1) **(Key decision – reference number 3609)**

8. **Ofsted Inspection on Looked After Children/Leaving Care Services** Andrew Fraser

To receive a briefing on the recent Ofsted inspection of the Council's Looked After Children/Leaving Care Services. (Part 1) (Non key)

9. **Development Management Document Proposed Submission** Neil Rousell

(Part 1) **(Key decision – reference number 3612)**

10. **Olympic Legacy Briefing** Neil Rousell

(Part 1) (Non key)

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

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

**20 MARCH 2013**

1. **Capital Programme Monitor Third Quarter 2012/13** James Rolfe

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

**2. January 2013 Revenue Monitoring Report** James Rolfe

This will seek approval of the revenue monitoring position at the end of January 2013 and actions needed in order to remain within the approved budget. **(Key decision – reference number 3606)**

**3. Town Centres Strategy** Neil Rousell

This will identify the priorities for promoting the health and vitality of our key town centres. (Part 1) **(Key decision – reference number 3595)**

**4. Ladderswood Regeneration: Appropriation** Ray James/  
Neil Rousell

The London Borough of Enfield is required to appropriate the Ladderswood development site following the grant of planning permission to the development partner. (Part 1) **(Key decision – reference number 3423)**

**5. Lee Valley Heat Network Business Plan** Ian Davis

This will follow on from the previous Cabinet report. (Part 1) **(Key decision tbc)**

**24 APRIL 2013**

**1. February 2013 Revenue Monitoring Report** James Rolfe

This will seek approval of the revenue monitoring position at the end of February 2013 and actions needed in order to remain within the approved budget. **(Key decision – reference number 3607)**

**CABINET - 14.11.2012****MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 14 NOVEMBER 2012****COUNCILLORS**

**PRESENT** Doug Taylor (Leader of the Council), Bambos Charalambous (Cabinet Member for Culture, Leisure, Youth and Localism), Del Goddard (Cabinet Member for Business and Regeneration), Christine Hamilton (Cabinet Member for Community Wellbeing and Public Health), Donald McGowan (Cabinet Member for Adult Services, Care and Health) and Ahmet Oykenner (Cabinet Member for Housing)

**ABSENT** Achilleas Georgiou (Deputy Leader), Chris Bond (Cabinet Member for Environment), Ayfer Orhan (Cabinet Member for Children & Young People) and Andrew Stafford (Cabinet Member for Finance and Property)

**OFFICERS:** James Rolfe (Director of Finance, Resources and Customer Services), Neil Rousell (Director of Regeneration, Leisure & Culture), Ray James (Director of Health, Housing and Adult Social Care), John Austin (Assistant Director - Corporate Governance) and Matthew Mulvany (Assistant Programme Manager) Jacqui Hurst (Secretary)

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

Apologies for absence were received from Councillors Achilleas Georgiou, Ayfer Orhan and Andrew Stafford, and, Rob Leak, Andrew Fraser, James Rolfe, Ian Davis and Asmat Hussain who were all attending a meeting of the Overview and Scrutiny Committee.

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

Councillor Ahmet Oykenner (Cabinet Member for Housing) declared a disclosable pecuniary interest in Report Nos. 103 and 104 – Proposal for the Extension of Home Based Support Service Contracts (Minute Nos. 10 and 20 below) due to his employment with one of the agencies detailed in the reports.

Councillor Oykenner left the meeting for the discussion of the above reports.

**3****URGENT ITEMS**

NOTED that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local

**CABINET - 14.11.2012**

Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

**4  
DEPUTATIONS AND PETITIONS**

NOTED that no requests for deputations (with or without petitions) had been received for presentation to this Cabinet meeting.

**5  
ITEMS TO BE REFERRED TO THE COUNCIL**

**AGREED** that there were no items to be referred to full Council.

**6  
SEPTEMBER 2012 REVENUE MONITORING AND MEDIUM TERM  
FINANCIAL PLAN UPDATE REPORT**

Councillor Doug Taylor (Leader of the Council) introduced the report of the Director of Finance, Resources and Customer Services (No.99) setting out the Council's revenue budget monitoring position based on information to the end of September 2012, updating Cabinet on progress on balancing the Medium Term Financial Plan and plans for budget consultation.

NOTED Appendix 2 of the report which set out the efficiency savings which had been identified. The proposed savings had been subject to discussions with the individual Cabinet Members and Directors.

**Alternative Options Considered:** Not applicable to this report.

**DECISION:** The Cabinet

1. noted the £191k underspend revenue outturn projection;
2. agreed that departments reporting pressures should formulate and implement action plans to ensure that they remain within budget in 2012/13;
3. noted the progress made to date in the preparation of the 2013/14 revenue budget and review of the Medium Term Financial Plan 2013-17 including £12.4m of efficiency savings over the period of the Medium Term Financial Plan listed in Appendix 2 to the report;
4. agreed to delegate responsibility for determining and leading the 2013-14 Budget Consultation process to the Cabinet Member for Finance and Property in consultation with the Director of Finance, Resources and Customer Services.



**CABINET - 14.11.2012**

**Reason:** To ensure that Members were aware of the projected budgetary position for the Authority, including all major budget pressures and underspends which had contributed to the present monthly position and that were likely to affect the final outturn. **(Key decision – reference number 3539)**

**7**

**CAPITAL PROGRAMME MONITOR SECOND QUARTER SEPTEMBER 2012 - BUDGET YEAR 2012/13**

Councillor Doug Taylor (Leader of the Council) introduced the report of the Director of Finance, Resources and Customer Services (No.100) informing Members of the current position regarding the Council's 2012 to 2015 capital programme taking into account the latest re-profiling information for all capital schemes.

NOTED that the capital programme represented a significant level of investment. Members' attention was drawn to section 7 of the report regarding the Capital Prudential Indicators. Any decision to amend the indicators would be reflected in the quarter three monitoring report and taken to full Council in accordance with the Council's Constitution. The Council's financial position remained robust.

**Alternative Options Considered:** None.

**DECISION:** The Cabinet agreed

1. the re-profiled three year programme;
2. the growth of the Capital Programme of £1.2m in 2012/13, the majority of which was funded by grants and contributions;
3. the net reduction of the Capital programme by £8.0m in 2012/13 to reflect slippage into future years and scheme revisions.

**Reason:** To consider the current position regarding the Council's 2012 to 2015 capital programme.

**(Key decision – reference number 3575)**

**8**

**REVISED TERMS OF REFERENCE FOR LOCAL PLAN (FORMERLY LDF)  
CABINET SUB-COMMITTEE**

Councillor Del Goddard (Cabinet Member for Business and Regeneration) introduced the report of the Director of Regeneration, Leisure and Culture (No.101) seeking agreement to revised terms of reference for the newly named Local Plan Cabinet Sub Committee to reflect changes to plan making legislation, including the introduction of the Community Infrastructure Levy and neighbourhood planning. The report also proposed to increase the Sub-Committee membership from three to four voting members.

**CABINET - 14.11.2012**

NOTED

1. Councillor Goddard drew Members' attention to the proposed terms of reference for the Local Plan Cabinet Sub-Committee as set out in the report. In particular, the arrangements regarding the Community Infrastructure Levy and Neighbourhood Planning were explained. The role of the Sub-Committee and the need to make recommendations to the Cabinet and full Council when appropriate were outlined in full, as set out in the report;
2. that the terms of reference for the Local Plan Cabinet Sub-Committee could be agreed by the Cabinet and did not need to be referred to the Member and Democratic Services Group at this stage;
3. the need to increase the membership of the Sub-Committee from 3 to 4 Members in order to ensure that the required quorum was in attendance at future meetings.

**Alternative Options Considered:** None.

**DECISION:** The Cabinet agreed

1. that the Local Development Framework Cabinet Sub Committee be re-named the Local Plan Cabinet Sub-Committee;
2. to approve the revised terms of reference for the Local Plan Cabinet Sub-Committee as set out in section 4 of the report;
3. to extend the membership of the Local Plan Cabinet Sub-Committee to four voting members. The fourth member of the Sub-Committee to be nominated by Councillor Doug Taylor on behalf of Cabinet.

**Reason:** Changes to the name of the Sub-Committee and its terms of reference were necessary to ensure that decisions were made in accordance with the Government legislation and the Council's Constitution. The terms of reference seek to secure the optimum balance between accountability, efficiency and speed in preparing local planning documents and the Community Infrastructure Levy charging schedule, and responding to neighbourhood planning.

(Non key)

**9**

**FUTURE OPTIONS FOR THE CIVIC CENTRE**

Councillor Doug Taylor (Leader of the Council) introduced the report of the Director of Finance, Resources and Customer Services (No.102) considering the various options open to the Council for the future management of the building.

**CABINET - 14.11.2012**

**NOTED**

1. the five options which had been considered as set out in full in the report. Members considered the options and the indicative costs detailed in paragraph 4.6 of the report. Members noted that Option C was being recommended for approval:
2. the views of Members' were sought and a discussion took place on the preferred way forward. It was noted that option C provided up to 25 years additional life to the building coupled with the second lowest capital outlay. The work would be made up of various elements and the approach to each element would be considered to ensure best economical value. Members were pleased to note that an improvement to current energy efficiency levels would be considered as part of the proposed works. Members considered whether it was necessary to take a decision at this stage or whether it should be deferred in view of the current financial situation. Following discussion Members supported the need to move forward with the works in view of the current deterioration of the building;
3. that the final sentence in paragraph 4.2 of the report referred to "the recent unplanned closure of the 10<sup>th</sup> floor". The tenth floor had been affected by intermittent leaks from the plant room above and there had been a risk to occupants. The floor had to be evacuated as a matter of urgency and was currently vacant. A Portfolio Decision report to authorise essential works to enable occupation of the tenth floor had been prepared. The decision is included on the Key Decision List and Cabinet noted that this report was currently under consideration by Councillor Stafford and Councillor Bond;
4. that the works would be undertaken as part of a phased programme in a planned and effective way.

**Alternative Options Considered:** NOTED that the five main options considered for the future of the Civic Centre were set out in section 4 of the report. No other options had been considered as part of this work, as the five options covered all strategic choices that the Council faced. A change in tenure of the Civic Centre via a sale and leaseback arrangement had been examined. However, this had not been considered to be an option that in itself would address the maintenance need.

**DECISION:** The Cabinet

1. noted that the Civic Centre required significant planned maintenance to ensure that its working life could be extended;
2. agreed that to ensure the building was safe and efficient to operate over the longer term, a phased refurbishment was necessary. This had an estimated cost of £15.5m spread over a 10 year implementation period. This was option C in the options appraisal set out in the report;

**CABINET - 14.11.2012**

3. agreed to commission detailed feasibility, project management and planning work to enable the recommended strategy (option C) to proceed and to delegate responsibility to the Cabinet Member for Finance and Property and the Director of Finance, Resources and Customer Services.

**Reason:** The recommended option – Option C – provided the best value for money to secure the long term future of the Civic Centre, ensure all relevant health and safety legislation was complied with and expenditure minimised. At the same time, retaining the Civic Centre in Enfield Town would help to ensure that staff spending power in the High Street was also preserved during the current economic downturn. It also provided the opportunity for the Civic Centre to be used by partners, as the requirement for Council use reduces. This would help to create a joined up public services hub in the heart of Enfield.

**(Key decision – reference number 3572)**

Councillor Doug Taylor varied the order the agenda to facilitate Councillor Oykener leaving the meeting for the consideration of Report Nos. 103 and 104 – Proposal for the Extension of Home Based Support Service Contracts. The minutes follow the order of the printed agenda.

**10**

**PROPOSAL FOR THE EXTENSION OF HOME BASED SUPPORT SERVICE CONTRACTS**

Councillor Ahmet Oykener (Cabinet Member for Housing) left the meeting for this item (Minute No.2 above refers).

Councillor Don McGowan (Cabinet Member for Adult Services, Care and Health) introduced the report of the Director of Health, Housing and Adult Social Care (No.103) considering a proposal for the extension of Home Based Support Service contracts.

**NOTED**

1. that Minute No.20 also referred, as detailed below;
2. that the contracts were based on a 3-year period with an option to extend for a further two years. The current contracts were due to expire in June 2013 and this report sought approval to take up the contractual option to extend the current contracts for two years;
3. that with the expansion of Individualised Budgets and Direct Payment, the level of work with the contracted providers was likely to significantly decline;
4. that the financial implications were detailed in the part 2 report (Report No.104, Minute No.20 below refers).

**CABINET - 14.11.2012**

**Alternative Options Considered:** To allow the contracts to expire in June 2013 and revert to spot purchasing arrangements. This would result in increased process and transaction costs to manage and monitor multiple providers; higher unit cost to the Council; an un-stabilised market rate, diminished control on service quality and the inability to guarantee sufficient supply.

**DECISION:** The Cabinet

1. noted the contents of the report and the need to review over the next two years Home Based Support Services in light of the agenda around self directed care;
2. agreed to consider, review and approve exercising the current contract clause option to extend the contract for a further two years. Cabinet agreed to delegate the final decision to the Cabinet Member for Adult Services, Care and Health and the Director of Health, Housing and Adult Social Care (Minute No.20, decision 2 below also refers).

**Reason:** The extension of the current contract would: enable the Council to ensure that appropriate contractual and monitoring arrangements were in place whilst services were reviewed in the context of the Personalisation Agenda; stabilise market rates and give greater control on service quality; ensure continuity of care and where possible care staff for vulnerable service users already receiving a service; help stabilise the homecare market by limiting staff migration from one agency to another; provide a robust platform to continue the promotion of self directed support; and, permit the Council to focus resources on other major re-tendering and procurement projects to deliver savings and efficiencies.

**(Key decision – reference number 3556)**

**11**

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

NOTED that no items had been received for consideration at this meeting.

**12**

**CABINET AGENDA PLANNING - FUTURE ITEMS**

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

**13**

**NOTICE OF KEY DECISION LIST**

NOTED that the next Notice of Key Decision List was due to be published on 30 November 2012, this would be effective from 1 January 2013.

**CABINET - 14.11.2012**

**14  
MINUTES**

**AGREED** that the minutes of the previous meeting of the Cabinet held on 5 November 2012 be confirmed and signed by the Chairman as a correct record.

**15  
MINUTES OF POLICY CABINET SUB-COMMITTEE - 26 SEPTEMBER 2012**

NOTED the minutes of a meeting of the Policy Cabinet Sub-Committee held on 26 September 2012.

**16  
MINUTES OF ENFIELD RESIDENTS' PRIORITY FUND CABINET SUB-COMMITTEE - 15 OCTOBER 2012**

NOTED the minutes of a meeting of the Enfield Residents' Priority Fund Cabinet Sub-Committee held on 15 October 2012.

**17  
ENFIELD STRATEGIC PARTNERSHIP FEEDBACK**

NOTED that there were no written updates to be presented to this meeting. Councillor Del Goddard reported that a meeting of the Steering Group had recently taken place. A written update was due to be presented to the next Cabinet meeting on the outcome of the recent Away-Day.

**18  
DATE OF NEXT MEETING**

NOTED that the next meeting of the Cabinet was scheduled to take place on Wednesday 5 December 2012 at 8.15pm.

**19  
EXCLUSION OF THE PRESS AND PUBLIC**

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

**20  
PROPOSAL FOR THE EXTENSION OF HOME BASED SUPPORT SERVICE CONTRACTS**

Councillor Ahmet Oykenar (Cabinet Member for Housing) left the meeting for the discussion of this item (Minute No.2 above refers).

**CABINET - 14.11.2012**

Councillor Don McGowan (Cabinet Member for Adult Services, Care and Health) introduced the report of the Director of Health, Housing and Adult Social Care (No.104).

**NOTED**

1. that Minute No.10 above also referred;
2. the outcome of current discussions with the four providers and the detail of the current four contracts as set out in the report. The impact on the contracts should only three providers receive a contract extension for a further two years was discussed and noted;
3. the likely impact of the expansion of individualised budgets and direct payments and the anticipated financial savings;
4. Members discussed the current contracts and the proposed way forward. Ray James (Director of Health, Housing and Adult Social Care) responded to questions raised. The financial pressures on the Council were acknowledged;
5. a discussion took place on the principles of paying the London Living Wage in the current financial climate. Cabinet took this opportunity to reaffirm its aspirations, in the longer term, to the principle of all suppliers of goods and services being encouraged to pay the London Living Wage where possible. The importance of effective monitoring and joined-up working was highlighted.

**Alternative Options Considered:** As detailed in Minute No.10 above.

**DECISION:** The Cabinet

1. noted the contents of the report;
2. considered, reviewed and approved exercising the current contract clause option to extend the contract for a further two years for either three or four of the four providers dependant on the outcome of satisfactory discussions as set out in paragraph 3.15 of the report. Cabinet agreed to delegate the final decision to the Cabinet Member for Adult Services, Care and Health and the Director of Health, Housing and Adult Social Care.

**Reason:** As detailed in Minute No.10 above.  
**(Key decision – reference number 3556)**

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## ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 12.11.2012

**MINUTES OF THE MEETING OF THE ENFIELD RESIDENTS PRIORITY FUND  
CABINET SUB-COMMITTEE  
HELD ON MONDAY, 12 NOVEMBER 2012****COUNCILLORS**

**PRESENT** Bambos Charalambous (Chair), Chris Bond, Achilleas Georgiou and Christine Hamilton

**OFFICERS:** Nicholas Bowater (Interim Performance Information Manager - Policy and Performance), Peter Doherty (ERPF Administrator), Jayne Middleton-Albooye (Principal Lawyer) and Alison Trew (Head of Corporate Policy and Performance) Penelope Williams (Secretary)

**Also Attending:** Beryl Little (Orion Pax)

**1  
WELCOME AND APOLOGIES**

Councillor Charalambous welcomed everyone to the meeting. Apologies for absence were received from Councillor Chris Bond who had to leave the meeting early.

**2  
DECLARATION OF INTERESTS**

Councillors Hamilton declared non pecuniary interests in applications for her own ward Enfield Lock (Applications ENFL013, ENFL011, ENFL015, ENFL016), and Councillor Georgiou declared a non pecuniary interest in his ward Bowes (Application BOE032). Councillor Chris Bond had left the meeting when the applications for Southbury Ward were decided.

**3  
URGENT ITEMS**

NOTED the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information) (England) Amendment Regulations 2002. There were no urgent items.

**4  
UPDATE ON ENGLISH FOR SPEAKERS OF OTHER LANGUAGES (ESOL)  
PROVISION IN ENFIELD**

The Committee received a briefing paper from Ben Charles, Head of Community Learning on the provision of English for Speakers of Other Languages (ESOL).

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 12.11.2012**

Ben Charles introduced his report and highlighted the following:

- ESOL provision across the borough was patchy. There was good cover in some areas, but not in others.
- The Community Learning Service was concerned with championing the provision of ESOL and wanted to ensure that what was provided was of a high quality.
- The focus of the previous Labour Government had been to use ESOL to promote community cohesion.
- A mapping exercise had recently been carried out to identify gaps in provision.
- Three key issues had been identified: only people entitled to active benefits were now entitled to free classes; the Government no longer funds pre entry level provision which is the area with most need; and colleges, who had been responsible for a lot provision, were cutting back.
- The only provider of low level, pre entry courses was now the Council who provided funds through the Enfield Residents Priority Fund, and courses through the Community Learning Service and Children's Centres. Where colleges did provide training it was often incorporated into another course and was usually at level 1 or above.
- Quality was an issue. Council provision was inspected by Ofsted and had been judged good with outstanding features, but the quality of local community providers was unknown. This year there was a huge gap in provision; a shortfall of 1,500 places; 65% at the lower level.
- A report on ESOL provision was due to be considered at Cabinet next month.

**Questions/Comments**

1. There was no provision in Enfield Lock or on the Ladderswood Estate. Most of what there was, was in the Southern part of the Borough, in Edmonton. A lot was for parents, in primary schools.
2. The Council support ought to be better co-ordinated. The Community Learning Service wanted to support community providers.
3. Council ESOL was all provided by qualified teachers.
4. College ESOL was generally funded through the Government's Adult Education Grant.

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 12.11.2012**

5. It was felt that any Council money should be directed at lower level courses. The Community Learning Service provided only pre-entry, Level 1 and very occasionally Level 2 courses.
6. The question was raised as to how many go on to the higher level to help them get into employment. Councillor Georgiou asked if this information could be included at Cabinet Pre Agenda meeting on 14 November 2012.
7. In future all Enfield Residents Priority Fund ESOL applications would be referred to Ben Charles for comment to assess quality and for him to recommend whether it would meet need in that area.
8. The maps indicating current supply and demand would be circulated to members.

**5**

**APPLICATIONS TO THE ENFIELD RESIDENTS PRIORITY FUND**

Councillor Bambos Charalambous introduced the report of the Chief Executive (No.106) presenting the applications that had been formally submitted up to 19 October 2012 for the Enfield Residents Priority Fund.

Nicholas Bowater presented the report to members.

**NOTED**

1. The summary of the applications received as detailed in Appendix A to the report:
2. Members considered each of the applications in detail, as follows:

**2.1 Migrant and Refugee Women's ESOL and Employment Support Project (EDM027)**

A project for Edmonton Green Ward to provide entry level ESOL and job seeking support to Black and Ethnic Minority Women.

Consideration of the application was deferred to a future meeting to enable more information on the project to be provided.

**2.2 Ordnance Learning, Community and Advice (ENFL011)**

A project for Enfield Lock Ward to provide a community facility/training centre/ learning and exhibition space for local residents.

Concerns were expressed and there were unanswered questions about

- The lack of breakdown in the costs

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 12.11.2012**

- Who would provide ESOL training and other services.
- Were the ESOL trainers accredited?
- What were the 60 hours of outreach for?
- What evidence was there of residents identifying a need for the service

Consideration of the application was deferred to enable officers to find out how the above questions and concerns would be addressed.

**2.3 One Step Up (TST024)**

A project for Turkey Street Ward to provide English as an Additional Language (ESOL) classes for Turkish speakers. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities and education, skills and training.

This application was refused as it did not meet all of the Enfield Residents Priority Fund criteria.

**2.4 Edmonton Family Counselling Project (EDM023, HAS018, JUB014, LOED029, UPED027)**

A project for Edmonton Green, Haselbury, Jubilee and Lower Edmonton and Upper Edmonton wards to provide counselling for children and parents at ward schools. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, education and skills and training and crime.

Questions raised when this application was considered at the last meeting had now been addressed.

The application was approved.

**2.5 N21 Festival St Nicholas Fair (WMH007)**

To provide additional funding to cover the insurance costs for the Winchmore Hill Ward Christmas Fair on the Green project, which was approved at the last meeting. Members noted that the application met the social wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, crime and environment.

This application was approved.

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 12.11.2012**

**2.6 Traffic Calming Measures on Warwick Road (BOW032)**

A project for Bowes Ward to provide traffic calming measures for Warwick Road. Members noted that the application met the social and environmental wellbeing objective and the following criteria: fairness for all, education, skills and training.

This was an innovative traffic calming scheme, similar to one introduced in Haringey, which was supported by the Environment Department.

The application was approved.

**2.7 Restoration and Display of Edmonton Longcase Clock (EDM028)**

A project for Edmonton Ward to restore the clock and install it in Edmonton Green Library. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, education and skills and training and crime.

This project had received support from library users.

The application was approved.

**2.8 Rap-Aid Mentoring Bus (EDM029)**

A project for Edmonton Green Ward to provide a minibus for use by a local football club – Rap-Aid Youth FC. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, education, skills and training and crime.

The application was approved subject to the condition that the bus was made available for wider community use.

**2.9 Orion Pax - EDGecare (EDM030)**

A project for Edmonton Green Ward to provide childcare, education and training for ward residents. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, education, skills and training and crime.

Beryl Little from Orion Pax said that funding this project would help Edmonton Green Residents access jobs by providing training, advice and childcare support. Some costs were apportioned between the different projects run by the organisation but individual employees were engaged for specific projects. Orion Pax would also be subsidising the project.

The application was approved.

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 12.11.2012**

**2.10 Healthy Living on Innova Park Estate (ENFL016)**

A project for Enfield Lock Ward to provide additional community activities focussed on healthy living and community development. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all, strong communities, health and disability and crime.

Consideration of this application was deferred to enable a local resident to submit the application and for the consultation evidence to be provided.

**2.11 St David's Park Clearance (HAS019)**

A project for Haselbury Ward to clear and reinstate a children's playground in St David's Park. Members noted that the application met the social and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, health and disability, crime and environment.

This application was approved subject to evidence of public consultation.

**2.12 Bromley Road, Alleygate (HAS020)**

A project for Haselbury Ward to install and alleygate in Bromley Road, N18. Members noted that the application met the economic and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, health and disability, crime and environment.

This application was approved.

**2.13 Edmonton Green Citizens Advice Bureau (CAB) Outreach Service (LOED031)**

A project for Lower Edmonton Ward to provide a drop in CAB advice service one day a week. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities and crime.

Consideration of this application was deferred for more evidence of the need for the service and of public consultation. At the last meeting the Sub Committee had agreed that that funding a CAB outreach service in each of the 3 borough constituencies should be sufficient.

**2.14 Bush Hill Park – Green Gym (SOUB016)**

A project for Southbury Ward to install a green gym in Bush Hill Park. Members noted that the application met the social and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, health and disability and environment.

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 12.11.2012**

This application was approved.

**2.15 Main Avenue Festive Lights (SOUB017)**

A project for Southbury Ward to put up festive lights in Main Avenue shopping area. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities and environment.

This application was approved subject to consultation and the application being signed by a local resident.

**2.16 Space Art Gallery (SGT011)**

A project for Southgate Ward to provide lights for the Space Art Gallery. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities and environment.

Nicholas Bowater advised that the application was to fund special internal lighting for the gallery. The project had had a lot of support through Facebook.

The application was approved.

**2.17 Grovelands Park Green Gym (SGT012)**

A project for Southgate Ward to install a green gym in Grovelands Park. Members noted that the application met the social and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, health and disability and environment.

The application was approved.

**2.18 Grovelands Park Centenary Celebrations (SGTG010)**

A joint project for Southgate Green and Winchmore Hill Wards to fund a centenary celebration event in Grovelands Park. Members noted that the application met the social and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability and strong communities and environment.

The application had been changed since the agenda had gone out. Ward members were now requesting £6,000 to cover just the initial costs of setting up the project. The costs of the actual event would be subject to another application in the following financial year.

This application for £6,000 was approved.

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 12.11.2012**

**2.19 Grovelands Park Centenary Celebrations (WMH008)**

A joint project for Southgate Green and Winchmore Hill Wards to fund a centenary celebration event in Grovelands Park.

Consideration of the application was deferred to enable officers to consult the the Winchmore Hill councillors on the impact of the changes to the Southgate Green application.

**2.20 Cleansing of the New River (TOWN012)**

A project for Town Ward to clean up the New River and its riverbanks. Members noted that the application met the social and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, and environment.

Members were assured that the new clearance methods would be more effective than previous attempts to clear up the river. The project was being match funded.

This application was approved.

**2.21 Christmas Lights for Chase Side Shopping Area (TOWN013)**

A project for Town Ward to put up Christmas lights in the Chase Side Shopping Area. Members noted that the application met the social and environmental wellbeing objective and the following criteria: fairness for all, growth and sustainability, strong communities and environment.

This application was approved subject to the application being signed off by a local resident.

**2.22 Enhancing the Environment (HIWAY24, JUB018, PE019, TST036)**

A joint project to purchase a street sweeper for use in Ponders End, Jubilee, Enfield Highway and Turkey Street wards.

The application was withdrawn before the meeting.

NOTED that application ENFL015 had been withdrawn before the meeting, not because it had not been supported by the ward councillors as indicated in the appendix but because it had not been seen by them.

**2.23 Ramney Drive Multi Use Games Area (MUGA) (ENFL013)**

A project for Enfield Lock Ward to create a MUGA/Children's football area and toddlers adventure playground behind Ramney Drive.

The application was withdrawn before the meeting.



## ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 12.11.2012

**2.24 Handyperson for Southgate Green Ward (SGTG007)**

A project for Southgate Green Ward to provide a handyperson service for local residents.

The application was withdrawn before the meeting.

**Alternative Options Considered**

That the projects were not considered and funding was not allocated, this would not be recommended as this will not support community engagement and will not allow residents the opportunity to further improve the local area in which they live and work.

**DECISION**

1. The Cabinet Sub Committee, following detailed consideration of the applications and the criteria, agreed that the following applications were suitable for funding from the Enfield Residents Priority Fund.

1. The following applications were approved:

<b>Ward</b>	<b>Project Title</b>	<b>Amount</b>
Edmonton Green, Haselbury, Jubilee, Lower Edmonton and Upper Edmonton (EDM023, HAS018, JUB014, LOED029, UPED027)	Edmonton Family Counselling Project	£10,320 for each ward
Winchmore Hill (WMH007)	N21 Festival St Nicholas Fair	£500 - additional funding for insurance
Bowes (BOW032)	Traffic Calming Measures on Warwick Road	£10,500
Edmonton Green (EDM028)	Restoration and Display of the Edmonton Longcase Clock	£8,346
Edmonton Green (EDM029)	Rap-Aid Youth FC Mentoring Bus	£19,770
Edmonton Green (EDM030)	Orion Pax - EDGecare	£20,000
Haselbury (HAS019)	St David's Park Clearance	£15,000*
Haselbury (HAS020)	Bromley Road Alleygate	£3,000
Southbury (SOUB016)	Bush Hill Park - Green Gym	£21,000
Southbury (SOUB017)	Main Avenue Festival Lights	£4,500*
Southgate (SGT011)	Space Art Gallery	£950
Southgate (SGT012)	Grovelands Park - Green Gym	£21,000
Southgate Green, (SGT010)	Grovelands Park Centenary Celebrations	£6,000 - approved at a

## ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 12.11.2012

		reduced rate.
Town (TOWN012)	Cleansing of New River	£5,000
Town (TOWN013)	Chase Side Christmas Lights	£6,000*

2. The following applications were approved in principle, subject to the conditions outlined below:
- Haselbury (HAS019) - St David's Park Clearance was approved subject to the provision of evidence of public consultation on the proposals.
  - Southbury (SOUB017) – Main Avenue Festival Lights was approved subject to the provision of evidence of public consultation and to the application being signed off by a local resident.
  - Town (TOWN013) – Chase Side Christmas Lights was approved subject to the application being signed off by local resident.
3. The following applications were deferred for consideration at a future meeting of the Sub Committee so that more information could be provided, before a decision was made.

Edmonton Green(EDM027)	Migrant and Refugee Women's ESOL and Employment Support Project	£5,912
Enfield Lock (ENFL011)	Ordnance Learning and Community Advice Project	£37,698
Enfield Lock (ENFL016)	Healthy Living on Innova Park Estate	£10,500
Lower Edmonton (LOED031)	Edmonton Green Citizens Advice Bureau Outreach Service	£7,643
Winchmore Hill (WMH008)	Grovelands Park Centenary Celebrations	£16,965

4. The following applications were withdrawn before the meeting:

Enfield Highway (HIWAY24) Jubilee (JUB016) Enfield Lock (ENFL015) and Turkey Street (TST036)	Enhancing the Environment	£17,000 for each ward
Ponders End (PE019)	Enhancing the Environment	£30,000
Enfield Lock (ENFL013)	Multi Use Games Area (MUGA)	£2,500
Southgate Green (SGTG007)	Southgate Green Ward – Handyperson	£13,600

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 12.11.2012**

5. The following application was refused as it did not meet the criteria for the fund:

Turkey Street (TST024)	One Step Up	£12,440
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**Reason:** The projects submitted had been proposed and developed by the local people of Enfield, to help improve the social, economic or environmental well being by tackling local need and deprivation. The projects all support the Council's vision of making Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.

6. The Chair of the Sub Committee be given delegated authority to provide final project approval in cases where applications are agreed in principle subject to certain conditions and these conditions have been met.

**6**

**UPDATE - MEMBERS INTERESTS**

An update will be given at the next meeting.

**7**

**MINUTES OF THE MEETING HELD ON 15 OCTOBER 2012**

**1. Minutes of the meeting held on 15 October 2012**

Minutes of the meeting held on 15 October 2012 were agreed as a correct record.

**2. Matters Arising**

NOTED that an email would be sent to all members to remind them about deadlines for applications to the Priority Fund, and containing the latest information about the amounts remaining in each ward.

**8**

**DATES OF FUTURE MEETINGS**

Members noted the dates agreed for future meetings of the Committee:

- Tuesday 11 December 2012
- Tuesday 15 January 2013
- Tuesday 19 February 2013
- Tuesday 19 March 2013
- Tuesday 16 April 2013

Councillor Hamilton gave her apologies in advance for the January 2013 meeting.

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## POLICY CABINET SUB-COMMITTEE - 21.11.2012

**MINUTES OF THE MEETING OF THE POLICY CABINET SUB-COMMITTEE  
HELD ON WEDNESDAY, 21 NOVEMBER 2012****COUNCILLORS**

**PRESENT** Achilleas Georgiou (Deputy Leader), Bambos Charalambous (Cabinet Member for Culture, Sport and Leisure) and Christine Hamilton (Cabinet Member for Community Wellbeing and Public Health)

**ABSENT** Doug Taylor (Leader of the Council)

**OFFICERS:** Rob Flynn (Corporate Policy and Research Manager, Communities, Communications, Policy and Performance), Paul Walker (Assistant Director, Regeneration, Planning & Programme Management), Joanne Woodward (Head of Strategic Planning and Design) and Simon Tendeter (Assistant Director Communities, Communications, Policy and Performance) Jacqui Hurst (Secretary)

**1  
APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Doug Taylor (Leader of the Council).

**2  
DECLARATION OF INTERESTS**

There were no declarations of interest.

**3  
URGENT ITEMS**

NOTED that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

**4  
CHANGES TO PLANNING LEGISLATION**

RECEIVED a presentation from Paul Walker, Assistant Director Regeneration, Leisure and Culture, and Joanne Woodward, Head of Strategic Planning and Design, on recent changes to planning legislation.

**POLICY CABINET SUB-COMMITTEE - 21.11.2012**

NOTED

1. the following issues highlighted during the presentation:
  - Localism Act – Implications for Planning
  - Planning Reforms One Year On
  - Neighbourhood Planning Across London
  - National Planning Policy Framework – An Overview
  - National Planning Policy Framework – Headline Messages
  - Implementation of the National Planning Policy Framework
  - Implications for Enfield
  - Proposed Changes to Permitted Development Rights
  - Other recent and forthcoming consultations
2. in response to Members' questions, Joanne Woodward explained the process and timescales for reforming the Community Infrastructure Levy (CIL). Enfield had not yet set its CIL but was in the process of doing so. A discussion took place on the potential impact for development in the Borough and how the viability of the CIL would be assessed. The Mayor of London had a separate CIL which would also apply in Enfield. Members discussed the CIL levels being implemented by neighbouring Boroughs.
3. Joanne Woodward explained the current situation across London with regard to neighbourhood planning. Interest across London had been mixed so far for the establishment of neighbourhood forums. It was a complex process which was explained to Members.
4. Members were advised of the implications for Enfield. It was noted that the Development Management Document Proposed Submission had been consulted upon over the summer. The Development Management Submission Document was due to be presented to full Council in the new year.
5. Members noted that there was a current consultation document with regard to proposed changes to permitted development rights. It was anticipated that new legislation could be in place by Spring 2013. The intention was to allow householders greater flexibility. Planning Committee Members were due to receive a briefing on the proposals. The Council would be responding to the consultation.
6. Members discussed the Government's planning proposals in detail but expressed the view that the current economic climate was having a greater negative impact on developments than existing planning regulations.
7. in response to questions from Members, Paul Walker explained the Compulsory Purchase Powers (CPO) of the authority and the circumstances in which this course of action could be pursued.

**POLICY CABINET SUB-COMMITTEE - 21.11.2012**

8. Members questioned and discussed the responses to the various Government consultation documents and how best for the Council to consider and respond. It was noted that the response on the proposed changes to permitted development rights needed to be submitted by 24 December 2012 and would be agreed by the two lead Cabinet Members following consideration by Planning Committee Members. For other consultations such as the Growth and Infrastructure Bill it was felt that consideration should be given to whether it would be appropriate for discussions to take place in other Member forums such as the appropriate Scrutiny Panels or the Strategic Leadership Forum. Further consideration would be given to the most effective way forward. If appropriate such consultation responses could also be discussed with the Borough's MPs.

Members expressed their thanks to Paul Walker and Joanne Woodward for their informative presentation.

**5  
ADDRESSING FOOD POVERTY**

RECEIVED a briefing paper on the current consultation on Food Poverty in London.

NOTED

1. that an investigation into Food Poverty was currently taking place on behalf of the Greater London Authority's (GLA) Health and Environment Committee. Views were being sought on this issue and a number of key questions had been presented as set out in the briefing paper;
2. Members discussed the question of whether "food banks were a sustainable response to food poverty". It was felt that they would not be sustainable in the future as demand increased and further financial cuts were implemented.
3. the impact of the Government's welfare reforms was discussed in particular for Outer London Boroughs at a time when local authorities were facing further funding cuts. The Council's ability to respond to demands for assistance would become increasingly difficult.
4. Rob Flynn outlined for Members the activities currently taking place in Enfield as set out in the briefing paper. Members asked that this form part of the Council's response to the consultation document. Councillor Hamilton advised Members of initiatives taking place in the Enfield Island Village. The use of the Enfield Residents' Priority Fund was also noted.

**POLICY CABINET SUB-COMMITTEE - 21.11.2012**

5. Rob Flynn agreed to prepare a draft response to the consultation document for Members' consideration and agreement. This would be circulated to Members of the Policy Cabinet Sub-Committee shortly.

**6**

**PARISH COUNCILS**

RECEIVED a briefing paper on the Government's consultation paper on "Making it easier to set up new town and parish councils, discussion paper from the Department for Communities and Local Government".

**NOTED**

1. that the Government believed that the existing rules for establishing town and parish Councils were too complex and they had therefore issued a consultation document to gain views on how this process could be made easier;
2. the current methods of establishing such Councils, as set out in the briefing paper. In order to address the Government's issues of concern, three potential options were being consulted upon:
  - Option 1 – amending existing guidance
  - Option 2 – Changing the law
  - Option 3 – making it easier for neighbourhood forums to start off the process of creating a new parish council.

Members discussed the impact of the proposals on Enfield Council as set out in the briefing paper. It was noted that there had been no apparent demand for parish councils to be set up in Enfield to date.

3. in conclusion, Members noted the options detailed within the Government's consultation paper and thanked officers for drawing this issue to the attention of the Sub-Committee. Members asked that they be advised of any expressions of interest received by Enfield Council in the future.

**7**

**POLICY GRID - AN ASSESSMENT OF NEW LEGISLATION, STRATEGIES AND PROGRAMMES**

RECEIVED the current policy grid assessing new legislation strategies and programmes.

**NOTED**

1. Members requested that James Rolfe (Director of Finance, Resources and Customer Services) be asked to provide a briefing note for Sub-Committee Members on the current position with regard to Business



**POLICY CABINET SUB-COMMITTEE - 21.11.2012**

Rate localisation (Local Government Finance Bill – Council Tax Localisation and Business Rate Localisation);

2. that the Electoral Registration Bill was currently being considered by the Electoral Review Panel. Members asked that they receive a briefing note on the progress of this Bill following consideration by the Electoral Review Panel.

**8**

**ROLE OF THE POLICY CABINET SUB-COMMITTEE IN DEVELOPING A STRATEGIC VISION FOR THE COUNCIL BEYOND 2014**

RECEIVED a briefing paper on Enfield Council beyond 2014 for consideration by the Sub-Committee.

Councillor Georgiou sought Members' views on whether the Sub-Committee should have a role in considering the future policy issues for the Council itself as well as continuing to focus on external policy developments. Members discussed the way forward and noted that the Council would need to change in 2014 to enable it to meet the financial challenges ahead. Members would need to consider the Council's priorities in the light of this and as part of the Council's Leaner Programme.

Members agreed that the Policy Cabinet Sub-Committee should consider the way forward in more detail at its next meeting and that Neil Rousell (Director of Regeneration, Leisure and Culture), as the lead officer for the "Future Council" pillar of the Council's Leaner Programme, be invited to the next meeting of the Sub-Committee to discuss the future direction of the Council and how best to prepare for any changes ahead. Members would wish to focus on local demands and to explore the risks and threats of the various options open to the Council. It would also be helpful to receive an overview of the Borough's population figures and future projections as well as the financial outlook. The challenges ahead would need to be considered in the light of this and the impact on the Council's future.

**9**

**MPs' BRIEFING**

NOTED the issues which had been discussed at the last meeting with local MPs. Members were advised that the next meeting with the Borough's MPs was due to take place on 7 December 2012.

**10**

**MINUTES - 26 SEPTEMBER 2012**

AGREED that the minutes of the meeting held on 26 September 2012 be agreed as a correct record.

**POLICY CABINET SUB-COMMITTEE - 21.11.2012**

**11**

**MATTERS ARISING FROM THE MINUTES**

There were no outstanding matters arising from the minutes.

**12**

**DATE OF NEXT MEETING**

NOTED that the next meeting of the Policy Cabinet Sub-Committee was scheduled to take place on Wednesday 6 March 2013 at 7.30pm.

**MUNICIPAL YEAR 2012/2013 REPORT NO. 126**

**MEETING TITLE AND DATE:**

Cabinet  
5<sup>th</sup> December 2012

**REPORT OF: ROB LEAK**

Chief Executive

<b>Agenda – Part: 1</b>	<b>Item: 19</b>
<b>Subject: Enfield Strategic Partnership Update</b>	
<b>Wards: All</b>	

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**1. EXECUTIVE SUMMARY**

This paper contains:

A summary of the Enfield Strategic Partnership Board conference which took place on 11<sup>th</sup> October 2012 attached at appendix 1 for your information.

**2. RECOMMENDATIONS**

To note the report of the Enfield Strategic Partnership October conference.

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## **Executive Summary**

### **ESP CONFERENCE**

Below is a summary of the 11<sup>th</sup> October 2012 ESP Conference. A full report will be presented to the December 2012 ESP Board meeting.

#### **1. WELCOME AND OPENING STATEMENT**

Cllr Doug Taylor welcomed everyone and gave some background information as to the positive impact that the Partnership had made on local people through its past sponsoring of projects. He explained that the ESP had evolved and defined its role over the years and is now working on a new delivery plan focusing on agreed priorities ensuring they are effective and sustainable.

#### **2. REVIEW OF THE YEAR**

David Bryan facilitated the event on behalf of the Partnership and began by providing a reminder of some of the closing remarks from the 2011 conference which were:

- Be more joined up;
- Better promote the success stories;
- Raise moral;
- Better share knowledge and communicate;
- Make better data so that it can become intelligence
- Engage in mutual strategic support;
- Be more 'can do'.

He expressed the challenges ahead as:

- Get past the uncertainty and create conditions for innovation;
- Harness the expertise, energy and focus of ESP members;
- Construct new modes of working based on evidence, good practice and innovative actions;
- Achieve sustainable outcomes.

#### **3. IMPACTS OF BENEFIT WELFARE REFORM ON ENFIELD**

Shaun Rogan provided a presentation about the fundamental changes to the benefit system, how it would impact on Enfield's residents. He stated that a positive and joined up response was required from the ESP to:

- Discuss the issues, identify opportunities and refine a partnership approach;
- Share information;
- Pool resources – joint working;
- Signpost to advice;
- Lobby Government;
- Get the message out to the community;
- Get people into work;

Following this presentation everyone was given time to reflect upon and discuss the critical issues the reforms would bring. Some key reflections were:

#### **Provide consistent, accessible information**

Improve awareness/promotion through all the existing channels among ESP members as well as electronic notice boards, advice agencies on estates,

religious organisations, social media and pop up shops. The construction of an infrastructure that reaches those impacted by the welfare reforms will also be useful for other long term initiatives that require effective communication.

**Empower communities to act**

Ensure that the Partnership enables communities to become active agents that are able to act for themselves. This empowerment enables individuals and groups to make informed decisions.

**Focus on areas where there is strong social capital**

Focus on local areas where there is social capital in evidence and where formal and informal networks exist to support a spectrum of people in need. Collective activity in these areas would increase a sense of safety and reduce isolation. Focus on areas of greatest need to raise confidence and aspirations for improve quality of life within these communities.

**Nurture local pride in disadvantaged communities**

The implication of greater hardship among communities that have had a history of under investment could lead to increased crime and a reduction in social capital. Nurturing a sense of pride of place, in poorer areas, is made more complicated with high levels of transient populations and this contributes to a lack of cohesion.

**Find innovative approaches to lifestyle challenges**

The implication for health and wellbeing are that the existing inequalities will become compounded. The ESP should find innovative ways to address lifestyle changes that will contribute towards healthier physical and mental states possibly around a shared campaign.

**Develop social capital through diverse means and organisations**

One of the great dangers is that communities become isolated, whether due to language, age, poor social and/or cultural networks. There is no evidence that there is volunteering fatigue however, we have to find ways to meaningfully make giving fulfilling and constructive. To achieve this we need a collective approach that involves Housing Associations and local developers become more community conscious and active, e.g.: funding groups giving something back. There is evidence that religious organisations have a positive effect on wellbeing.

**4. HOW CAN THE ESP HELP TO SUPPORT RESIDENTS IN NEED?**

The first workshop session raised a number of points but some of the recurring themes revolved around helping residents into work. The main points were:

**Supporting people looking for work to manage their lives and access sustainable work opportunities**

There was a strong push towards training and re-training, with the concerns being that vocational training seems to have diminished in status with the emphasis creating wider access for young people from working class backgrounds into university.

In addition to improving the receipt of benefits, there was an acknowledgement that within Enfield the challenge was with the working poor. Addressing how to change the plight of the working poor and those seeking employment requires an examination not only into the relevance of the training that is provided but also into understanding the prospect of future employment opportunities.

Existing employers need to be informed of the implications of the changing landscape in clear and simple terms. They too will be deluged with increased 'red tape' as a consequence of these changes and would be interested to know what they could do to be part of an expression of a responsive Enfield. Enfield Council also needs to work with employers to help demystify and explain the benefits to them of engaging young people through Apprenticeships.

**Encourage employers and other services to adopt approaches that support people to work**

There is a need to extend good practice that enables people to seek and take up employment, such as breakfast clubs and after school clubs. Other agencies, like the Community Trust, further contribute to enabling employment through their support of childminders. Identify the requirements of 'Procurement' to ensure that the processes, lead to – 'buy and package locally'.

**Work with significant local employers to improve their employment practice**

More can be done by significant local employers, both in the private and public sector, to ensure that staff are aware of the implications of welfare reform. Broaden the local pool of opportunity for better career progression and greater personal development. An additional stimulus to retaining and increasing the circulation of money within the borough was suggested by the establishment of the Enfield £ - there is some evidence that the creation of local currency increases local spend, Bristol was cited.

**5. STRONGER COMMUNITIES: BUILDING COMMUNITY RESILIENCE**

Cllr Del Goddard, Adria Bennett and Jermaine Lawlor - YEP representatives and Diane John and Karen Greene - PEP representatives all provided short presentations. Cllr Del Goddard chose to emphasise recent research into the importance of building social capital within communities. He asserted that there were, in a number of areas, substantial amounts of internal investment and networks but minimal in adjacent areas. How do we encourage an expansion of the existing resources into other areas?

The PEP and YEP were cited as great examples of building capacity among members of communities and encourage them to act as their own agents of change.

The representatives from the YEP and PEP talked about being credible voices who shared the concerns of peers/parents. Each of the YEP/PEP reps shared an insight into their backgrounds and how their organisations had not only made a difference but enabled them to build the confidence and abilities of others.

**6. HOW CAN WE BUILD GREATER COMMUNITY RESILIENCE IN ENFIELD?**

The second workshop identified several ideas to building community resilience.

**Develop the community's capacity to respond – doing *with*, not doing *to***

It is important to build resilience through building capacity within communities to support themselves as opposed to only doing things for them. Providing services to the community must continue but just doing things for communities can result in disempowering them. The quality of the data should provide real insight into the lifestyle and cultures that exist and how to meaningfully engage with them.

Points for consideration:

The LBE needs to be more of a community leader to get people out of their homes to community hubs. The ESP should think about places that can be used as hubs 4-5 across the borough. Community hubs need to be useful focal points that help to make a difference. In addition to physical locations, better use of IT and smart phones can create virtual community hubs which are just as useful as physical community spaces.

A major challenge to social capital is the need to get some of the good will that exists within particular communities to be shared and engaged by others. However getting higher levels of social and economic integration remains a challenge to address.

The ESP agrees that pooling is good - resources such as buildings, staff and communications should be considered not just financial help. More needs to be done to reduce the territorialism, silo working and the dread of surrendering power that creates resistance to pooling resources.

## **7. OUTCOMES AND FUTURE PLANNING**

While the ESP has had some notable successes in relation to partnership working it no longer has the benefit of financial resources to support ESP projects, so has to find ways in which shrinking budgets can be maximised; and where possible use its joint expertise to be more 'savvy' in making bids for future resources.

Building capacity within communities is a critical requirement to ensuring that they are resilient for the long term. This will involve the need not only to forge greater volunteering within but also across communities.

More needs to be done to engage the private sector as a contributor to social and economic betterment, and this will entail more dialogue and mutual support.

The delivery plan with its identification of future interventions to address both the existing challenges and those emerging out of government policy will need to ensure that they are set within a sustainable framework that can be built on. Thereby creating shared networks, varied outlets for giving and receiving information, meaningful engagement with those with the most challenging needs.

These are not times to be complacent and the ESP has to ask itself difficult questions continuously to ensure that the real difficult issues are being identified and therefore addressed by those best suited.

Acknowledging that this period of austerity and change are going to be a long term feature of life in the UK it is critical that all members of the ESP gear up for anticipating and designing systems and processes for the long term.

At the end of the conference both Cllr Doug Taylor and Cllr Del Goddard gave a commitment to ensure that ideas generated at the conference would be brought to the December ESP Board and made into an action plan.