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THE CABINET

**Wednesday, 23rd January, 2013 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

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

1. Report No.138 – Council Tax Support Local Scheme Update
2. Report No.139 – A Tenancy Strategy for Enfield
3. Report No.141 – Enfield Joint Carers Strategy 2013-16
4. Report No.142 – Enfield 2020 Sustainability Programme and Action Plan

6. NOVEMBER 2012 REVENUE MONITORING REPORT (Pages 1 - 14)

A report from the Director of Finance, Resources and Customer Services is attached. This sets out the Council's revenue budget monitoring position based on information to the end of November 2012. **(Key decision – reference number 3580)**

(Report No.137)
(8.25 – 8.30 pm)

7. COUNCIL TAX SUPPORT LOCAL SCHEME UPDATE (Pages 15 - 26)

A report from the Director of Finance, Resources and Customer Services is attached. This updates Members on the progress of the Council Tax Support Local Scheme. **(Key decision – reference number 3588)**

(Report No.138)
(8.30 – 8.35 pm)

8. A TENANCY STRATEGY FOR ENFIELD (Pages 27 - 68)

A report from the Director of Health, Housing and Adult Social Care is attached. This presents Enfield Council's Tenancy Strategy 2013-2018 for approval. **(Key decision – reference number 3527)**

(Report No.139)

(8.35 – 8.40 pm)

9. HEALTH AND ADULT SOCIAL CARE, VOLUNTARY & COMMUNITY SECTOR STRATEGIC COMMISSIONING FRAMEWORK 2013-16 (Pages 69 - 106)

A report from the Director of Health, Housing and Adult Social Care is attached. This seeks approval to agree the new 3-year strategic commissioning framework for adult social funding objectives and outcomes provided by the voluntary and community sector. **(Key decision – reference number 3583)**

(Report No.140)

(8.40 – 8.45 pm)

Note: Reference copies of the Voluntary and Community Sector Strategic Commissioning Framework 2012-2015 (Draft for consultation) and, Voluntary and Community Sector Strategic Commissioning Framework 2013-2016 – A Summary of Submissions received in response to the consultation, are available in the Members' Library and Group Offices. A copy is also available on the Council's website.

10. ENFIELD JOINT CARERS STRATEGY 2013-16 (Pages 107 - 116)

A report from the Director of Health, Housing and Adult Social Care is attached. This proposes the agreement of a joint Enfield Carers Strategy between Enfield Council and NHS Enfield. **(Key decision – reference number 3591)**

(Report No.141)

(8.45 – 8.50 pm)

Note: Reference copies of the full Strategy are available in the Members' Library and Group Offices. A copy is also available on the Council's website.

11. ENFIELD 2020 SUSTAINABILITY PROGRAMME AND ACTION PLAN (Pages 117 - 130)

A report from the Director of Environment is attached. This seeks approval of the Enfield 2020 Sustainability Programme and Action Plan. **(Key decision – reference number 3562)**

(Report No.142)

(8.50 – 8.55 pm)

Note: Reference copies of the Enfield 2020 Sustainability Programme and Action Plan are available in the Members' Library and Group Offices. A copy is also available on the Council's website.

12. HIGHMEAD - APPROPRIATION FOR PLANNING PURPOSES (Pages 131 - 140)

A report from the Director of Health, Housing and Adult Social Care and Director of Regeneration, Leisure and Culture is attached. This seeks approval for the Council to use its powers to appropriate the land required for the Highmead development for planning purposes. **(Key decision – reference number 3440)**

(Report No.143)
(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 141 - 144)

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 29 January 2013, this will be effective from 1 March 2013.

16. MINUTES (Pages 145 - 156)

To confirm the minutes of the previous meeting of the Cabinet held on 5 December 2012.

17. MINUTES OF THE ENFIELD RESIDENTS' PRIORITY FUND CABINET SUB-COMMITTEE - 11 DECEMBER 2012 (Pages 157 - 170)

To receive, for information, the minutes of a meeting of the Enfield Residents' Priority Fund Cabinet Sub-Committee held on 11 December 2012.

18. MINUTES OF LOCAL PLAN CABINET SUB-COMMITTEE - 17 DECEMBER 2012 (Pages 171 - 174)

To receive, for information, the minutes of a meeting of the Local Plan Cabinet Sub-Committee held on 17 December 2012.

19. MINUTES OF ENFIELD COMMUNITY CAPACITY BUILDING FUND CABINET SUB-COMMITTEE - 3 JANUARY 2013 (Pages 175 - 178)

To receive, for information, the minutes of a meeting of the Enfield Community Capacity Building Fund Cabinet Sub-Committee held on 3 January 2013.

INFORMATION ITEMS

20. ENFIELD STRATEGIC PARTNERSHIP UPDATE (Pages 179 - 188)

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

(Report No.144)
(9.10 – 9.15pm)

21. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 13 February 2012 at 8.15pm.

CONFIDENTIAL ITEMS

22. EXCLUSION OF THE PRESS AND PUBLIC

If necessary, 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 moved to 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).
(There is no part 2 agenda)

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MUNICIPAL YEAR 2012/2013 REPORT NO. 137**MEETING TITLE AND DATE:**

Cabinet
23rd January 2013

REPORT OF:

Director of Finance, Resources
and Customer Services

Contact:

Richard Tyler: 0208 379 4732

AGENDA PART 1**ITEM : 6**

**Subject: November 2012 Revenue
Monitoring Report.**

**Cabinet Member consulted:
Cllr Andrew Stafford**

1. EXECUTIVE SUMMARY

- 1.1 This report sets out the Council's revenue budget monitoring position based on information to the end of November 2012.
- 1.2 The report forecasts an outturn position of £412k underspend for 2012/13.

2. RECOMMENDATIONS

It is recommended that Corporate Management Board:

- 2.1 Notes the £412k underspend revenue outturn projection after noting the shortfall in income (paragraph 5.2).
- 2.2 Agrees that departments reporting pressures should continue to manage budgets in order to eliminate any overspend.in 2012/13.

3. BACKGROUND

- 3.1 The Council's revenue expenditure against budget is monitored by budget managers, supplemented by regular reports to the Corporate Management Board and Cabinet. These reports provide a snapshot of the revenue position for each Department and for the Council as a whole, and provide details of any projected additional budget pressures and risks, or any significant underspends.

REVENUE MONITORING

- 3.2 The Revenue Monitoring Report is a result of the monthly monitoring process carried out by Departments, which is based on the following principles to ensure accuracy, transparency and consistency:
 - Risk assessments, to enable greater emphasis to be placed on high-risk budgets throughout the year.

- Comparisons between expenditure to date, current budgets and budget profiles.
- Expenditure is predicted to the year-end, taking account of seasonal fluctuations and other determinants of demand.
- The 'Key Drivers' that affect, particularly, the high-risk budgets are monitored and reported to Department Management Teams.
- Action plans to deal with any areas that are predicting or experiencing problems staying within agreed budgets are produced.

3.3 This report provides information on the main budget variances as well as their causes that are affecting the Council. Although a full budget monitor is carried out each month within departments, the variations in this report are deliberately limited to +/- variances of £50,000 or over in order to provide a greater strategic focus.

4. November 2012 Monitoring – General Fund

4.1 A summary overview of financial performance is outlined below in Table 1. The intention of this is to provide the key highlight messages in a “dashboard” style summary. It is designed to capture the key messages across the Council’s main financial areas, namely:

1. Income and expenditure;
2. Balance sheet (liquidity, debtor/creditor management, investments and use of balances); and
3. Cash flow forecasting and management.

4.2 The inclusion of a colour-coded risk rating helps to focus attention on emerging issues that need addressing, where:

- Red = corrective action needs to be taken.
- Amber = close monitoring required.
- Green = on target, no emerging issue identified.

Table 1: Financial Performance Overview

Area of review	Key highlights	Risk Rating		
		Sept	Oct	Nov
Income and expenditure position	<ul style="list-style-type: none"> Year end forecast variances of £412k underspend has been identified as at November 2012. These budget variances need to be managed closely to ensure timely appropriate action can be taken in order that overspending departments fall within budget at the end of the financial year. Reduced income levels are also being closely monitored as part of this exercise. 	Green	Green	Green
	<ul style="list-style-type: none"> 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. 	Amber	Amber	Amber
	<ul style="list-style-type: none"> The HRA is projecting an underspend of £526k for 2012/13. The forecast takes account of the fact that in the current year there has been a significant increase in repair and maintenance costs. Similar increased costs are being experienced in neighbouring boroughs and are as a result of continued wet weather conditions in 2012/13. 	Green	Green	Green
Balance Sheet	<ul style="list-style-type: none"> 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. 	Green	Green	Green
	<ul style="list-style-type: none"> The year end projections for General Fund balances are in line with the Council's Medium Term Financial Strategy target levels. 	Green	Green	Green
Cash flow	<ul style="list-style-type: none"> 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. 	Green	Green	Green
	<ul style="list-style-type: none"> Interest receipts forecast for the year are on target with budget. 	Green	Green	Green

4.3 A summary of the departmental and corporate projected outturns and variances against budget is set out in Table 2 as follows:

Table 2: Net Controllable Budget

Department	Net Controllable Budget				
	Original Budget	Approved Changes	Approved Budget	Projected Outturn	Projected Variation
	£000s	£000s	£000s	£000s	£000s
Chief Executive	3,944	515	4,459	4,459	0
Environment	27,820	2,531	30,351	31,023	672
Finance, Resources & Customer Services	41,841	3,265	45,106	45,087	(19)
Health, Housing and Adult Social Care	94,619	9,067	103,686	103,086	(600)
Regeneration, Leisure & Culture	9,723	242	9,965	9,965	0
Schools & Children's Services	57,818	2,163	59,981	59,516	(465)
Total Department Budgets	235,765	17,783	253,548	253,136	(412)
Contribution to / from balances	0	(17,175)	(17,175)	(17,175)	0
Corporate Items	8,627	(608)	8,019	8,019	0
Government Funding	(122,892)	0	(122,892)	(122,892)	0
Council Tax Requirement	121,500	0	121,500	121,088	(412)

5. DEPARTMENTAL MONITORING INFORMATION – BUDGET PRESSURES & PROJECTED SAVINGS

5.1 Chief Executive's Department

The department is currently projecting a level spend for 2012/13.

5.2 Environment

The department is currently projecting a variation of £672k overspend, explanations for variances over £50k (totalling £801k) are detailed below:

- +£250k Loss of income on Building Control fees due to the continuing low level of building construction activities in the current economic climate. The Service forecasts the income shortfall on the basis that there is no optimism that the construction industry will recover during 2012/13.
- (£91k) Underspend on Fleet management, £247k saving in leasing charges which is due to the planned delay in the replacement of some refuse vehicles following an assessment of their condition earlier this year, and the revision of leasing repayment rates for vehicles purchased last year has reduced the planned contribution to the Internal Leasing Fund. This is partially offset by the loss of MOT test income following a decision to cease MOT tests service from September 2012.
- +£524k Reduction in parking receipts. A number of factors impact on this income, such as the slow economic recovery, footfall, drivers' behaviour and weather conditions need to be taken into consideration when projecting parking income. This income is volatile and is closely monitored throughout the year. A recent assessment of the income trend confirmed that there was a significant reduction in income in the first 7 months in this financial year as compared to the same period last year. The Service forecasts a favourable movement of £38k in the variance compared to the October monitor following higher than anticipated parking receipts received in November. Enfield and neighbouring boroughs are all experiencing a downward trend on the number of PCNs issued over last five years which has resulted in a reduced parking receipt. Enfield continues to concentrate its effort in ensuring that PCN's are issued appropriately and has one of the highest rates for defending appeals in London. Where no payment occurs bailiffs collection rates have increased from 12% to 18% over the last two years, which again puts Enfield as a top performer in London.
- +£50k Overspend in stray dog service due to a higher demand for the stray dog service in the borough.
- (£242k) Underspend on the dry commingled waste disposal contract and equipment purchase. A price sharing mechanism operates in this disposal contract whereby the cost per tonne can vary depending on market prices of recycling materials. Based on the trend on prices this year, the Service forecasts an underspend on contractor costs. It should, however, be noted that material prices can fluctuate significantly and the unit costs are being closely monitored throughout the year.

- +£140k Overspend on Waste Operations. Following a recent review of additional staff costs arising from the introduction of Agency Workers Regulation by Waste Services, it is evident that the cost pressure is higher than originally estimated by HR. A forecast based on actual spend to date suggests that the annual costs are in the region of £360K, of which £220K has been provided corporately.
- +£170k Loss of fees income in Architectural Services due to a significant reduction in workload in relation to design schemes as part of the primary schools expansion programme.

5.3 Finance, Resources & Customer Services

The department is currently projecting an underspend of £19k. Explanations for variances over £50k (totalling £74k) are detailed below:

- £101k overspend in Legal & Registrar's Services. This is due to the cost of hiring additional staff to cover long term sickness and maternity leave and the service also has a shortfall in income due to a lower than anticipated Government Grant. The service is currently looking at ways to increase the take up of this service in order to manage the overspend.
- £105k underspend in accountancy salaries due to vacant posts.
- The £55k underspend in Customer Services Division has increased to £70k due to one off savings in concessionary travel and exchequer services.

5.4 Health, Housing & Adult Social Care

The department is currently projecting an under spend of £600k, explanations for variances over £50k are detailed below:

- -£390k Strategy & Resources continue to project an under spend outturn position. This is primarily as a result of a forecast under spend against the Transformation grant arising from a review of forecasted spend on all planned projects. This managed under spend will be maintained to mitigate risks presented by growing demand for adult social care.
- -£256k Projections in Mental Health Services continue to suggest an under spend as a result of variations in net client care packages cost.
- +£480k Learning Disabilities are projecting an over spend. There is an agreed savings plan that we anticipate could reduce the over spend during the remainder of the year. The outturn projection also includes new client commitments which are based on named and known clients. The variation in month of £22k is due to increased pressure from clients activities.
- +£195k The Customer Pathway continues to project an overspend outturn position. The variation in month is due to an increased number of clients with physical disabilities (18 clients).

- -£168k The under spend in Provider services is a result of variations in client income.
- -£472k The care purchasing contingency has been created to manage fluctuations in care purchasing need during the year. It is normal for the budget to be redirected into service areas during the year to offset pressures as they arise. The increase in month of £84k is due to unused creditor reserves.

The departmental forecast excludes a number of HHASC grants

- NHS funding for social care has been approximately £3.4m for the last 2 years. This non-recurrent grant funds projects agreed with the NHS, spanning current and future financial years. The estimated carried forward based on the indicative spending plan at November is £5.4M. (This carry forward is assumed within the MTFP to ensure the cost of growing social care demand can be effectively managed in future years). The exact amounts carried forward each year are dependent on in year commitments made.
- In December the Department of Health allocated £25m to London Authorities for the social care element of an additional winter pressures funding allocation. Enfield's portion of this £25m is £882k and needs to be agreed as part of a joint agreement (Section 256) with the Clinical Commissioning Group / NHS Commissioning Board.
- Housing related Supporting People funding forecasts a carry forward of approximately £676k, this represents an decrease of £126k from last month's position, arising from utilisation of the under spend against 3 year contractual payment for the Supporting People database system (£101k) and funding additional staff in 2012/13 (£25k). This managed under spend supports the achievement of significant MTFP savings over the next 3 years.

Community Housing

The Community Housing Division is currently projecting an underspend of £79k for 2012/13. Any overspend or underspend on this service will be managed within the Initiatives Reserve Fund which stood at £4,212k (31st March 2012).

The projected variances over £50k are set out below:

Temporary Accommodation:

- +£568k overspend on rents. The current projections show that the number of Private Sector Leases are declining and as a result the Council is having to increase the usage of the more expensive nightly paid annexes, to house homeless tenants.
- -£88k underspend on costs of repairs due to reduction in property numbers.

- -£80k underspend on furniture costs due to reduction in property numbers.
- -£227k underspend on bad debt provision contributions due to improvement in collection rates.
- -£123k Additional income due from Home Office for housing casework supporting former Asylum seekers

Housing Option and Advice:

- -£75k underspend on refunds received from previous deposits scheme.

5.5 Regeneration, Leisure & Culture

The department is currently projecting a nil variation from approved budget and there are no current variances over £50k to report.

5.6 Schools & Children's Services

The SCS department is currently projecting an underspend of £465k. Within this there are individual budget areas with projected variances over £50k. Explanations for these (totalling £372k underspend) are detailed below:

- Children Centre's £130k underspend. The underspend is due to costs associated with the additional advice sessions, regarding the new Welfare Reforms, being contained within the Commissioning budget.
- Surestart Children's Centre £51k overspend. There is a shortfall in income of £146k due to under occupancy of this Children's Centre. This is partially offset by savings in employee costs of £52k and other misc savings of £23k. Options to increase occupancy levels are being investigated in order to reduce the shortfall. £17k from the Children's centre budget has been offset against the overspend.
- Transport. £110k overspend. As a result of the re-routing exercise the projected overspend has reduced. There still remains an overspend of around £110k for SEN transport based on current pupil numbers and route information and the previously reported overspend of £40k resulting from the withdrawal of external grant funding.
- Schools Building Project. £132k underspend. This budget includes the provision for the manager of the Primary Expansion project whose costs will be charged to a number of capital projects resulting in a revenue saving.
- Children Centres Development Team. £70k underspend. Children Centres have had, this quarter, restricted capacity to deliver additional services, now resulting in a projected saving.

- Catering Service £200k underspend. This is based on current levels of income & expenditure after allowing for salary increases following the implementation of the London Living Allowance and provisions inflation.
- An underspend of £121k results from recruitment delays for the graduate trainee posts.
- The Children in Need Team is reporting a £129k overspend due to these teams needing to be fully staffed to provide a safe service. The projection has increased this month due to additional agency staffing required to cover long term sickness and vacant posts.
- No Recourse to Public Funds £122k overspend. The projection is based on current Requests for Funding and does not include a projection for any unknown new cases that may arise before the year end. There have been 6 new families in November which have increased the overspend this month.
- The Adolescent Support Team £126k underspend. This is a new service and there have been delays in the recruitment of staff.
- The LAC care purchasing budgets are now reporting an overspend of £63k. Care purchasing projections for known clients actually increased this month by £109k due to 3 new placements, one of which was a secure placement and extensions to existing placements. A provision of £148k for possible placements was previously included but this has been reduced to £50k. This for as yet unknown agency fostering placements which may be required later in 2012/13.
- The LAC team is projecting an overspend of £61k as it is fully staffed in order to meet caseload pressures.

The key risks associated with these projections are:

The LAC external care purchasing budget projections will show increased spending if new placements are made or existing placements are extended beyond their current projected end dates. A provision for some future possible new placements has been included in the November projection but there is a risk that this will not be sufficient if the numbers of LAC continue to increase throughout 2012/13.

Youth Justice Secure Remand Pressures – with effect from November the first impact of the new Youth Sentencing proposals will start to impact upon the Council as those young people remanded into secure custody will immediately obtain LAC status. This will increase LAC caseloads resulting in additional staffing to deal with it.

Welfare Benefit Changes - although these will not be introduced until next April there is a risk that an impact will be felt before then particularly in relation to those services who support homeless families.

CAMHS (Child & Adolescent Mental Health Service) – Discussions are taking place with BEHMHT (Barnet, Enfield & Haringey Mental Health Trust) with regard to a charge for £125k previously paid by the trust that the Trust are now saying cannot be

contained within their accounts. A further meeting has been arranged to resolve this issue.

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

The Schools Budget is currently projecting a £28k underspend as compared to last months projected overspend of £184k. The underspend is due mainly to the following variances over £50k:

- an increase in the number of children eligible within the Nursery Education Grant being more than was originally anticipated resulting in a projected overspend of £200k.
- The 3-4 Year Old Increased Participation project will not now be developed in 2012/13 resulting in an underspend of £100k.
- The Admissions service is projecting an underspend of £58k resulting from the relocation of Bowes at Swan Annexe and a reduction in the number of students both continuing and being placed at College.
- The Child Learning Disability team is projecting an underspend of £67k due to 4 members of staff resigning at the end of the summer term. The recruitment process has started and appointments were planned for the end of October, however this has had to be revised owing to the inability to recruit suitable employees.

6. OTHER GENERAL FUND ITEMS

6.1 Treasury Management

As outlined in previous monitoring reports the treasury management strategy has been to repay borrowing during the year and to re-finance it later in the year, as cash balances reduce.

The Council will continue to look at longer term borrowing options to finance this year's Capital Programme but much will depend on movement in the longer term interest rate movements.

As at 30th November the Council's treasury position was as follows:

Borrowing & Investments	Position 30th November £m	Position 31st October £m
Long term borrowing	244.1	244.1
Short-term borrowing	20.0	25.0
Total borrowing	264.1	269.1
Total investments	(47.1)	(55.5)
Net debt	217.0	213.6

An analysis of the investments held as at 30th November is shown below:

London Borough of Enfield Investments at 30th November 2012

	Principal	Start Date	Effective Maturity	Rate	Days to Maturity	Lowest Credit Rating
HSBC Bank Plc	£1,500,000	30/11/2012	01/12/2012	0.40%	1	AA-
Royal Bank Of Scotland Plc	£7,000,000	30/11/2012	01/12/2012	0.80%	1	A-
Santander UK Plc	£7,000,000	30/11/2012	01/12/2012	0.60%	1	A
Barclays Bk Plc-Adr C	£7,500,000	10/10/2012	10/01/2013	0.48%	41	A
Lloyds Tsb Bank Plc	£7,500,000	06/11/2012	06/02/2013	1.30%	68	A
Nationwide Building Society	£7,500,000	05/10/2012	04/01/2013	0.46%	35	A
DB Advisors (Deutsche)	£1,800,000	30/11/2012	01/12/2012	0.44%	1	AAA
Goldman Sachs	£1,800,000	30/11/2012	01/12/2012	0.43%	1	AAA
HSBC	£1,800,000	30/11/2012	01/12/2012	0.35%	1	AAA
Ignis Asset Management	£1,900,000	30/11/2012	01/12/2012	0.52%	1	AAA
Prime Rate Capital Management	£1,800,000	30/11/2012	01/12/2012	0.47%	1	AAA
Total - Internal Investments	£ 47,100,000		Average	0.66%		
Number of Investments	11					
Average Investment Size	£ 4,281,818					

*Where the maturity shows one day this means that cash can be called back on demand.

6.2 Corporate Items (Including Contingency & Contingent Items)

The Council maintains a general contingency of £1.0m. There are also a number of contingent items set aside for various purposes. These are monitored and allocated to departments throughout the year.

6.3 Enfield Residents Priority Fund (ERPF)

The Residents Priority Fund was split into one third revenue funding and two thirds capital funding and the financing of the Fund was included as part of the budget build up for 2012/13. Each project bid is evaluated to determine if it constitutes Revenue expenditure or Capital and only expenditure which creates or enhancing an asset is determined as Capital. We are now half way through the fund cycle and the trend has been an increased number of revenue projects being requested from residents. In order for the fund to continue to meet the priorities of the residents the original split of the fund has been adjusted by £400k as shown in the table below.

ERPF Status Update 30 th November 2012:	Capital £000's	Revenue £000's	Total £000's
Initial allocation	1,400	700	2,100
Adjustment between funds	(400)	400	0
Schemes approved to date	(411)	(568)	(979)
Balance currently available	589	532	1,121
Bids submitted for approval at last Sub Committee	(61)	(295)	(356)
Balance remaining if all projects approved	528	237	765

The use of this fund will continue to be monitored and reported during the year and the effect on both the revenue and capital budgets considered accordingly.

7. Housing Revenue Account (HRA) – Projected £526k underspend

The Housing Revenue Account is currently projecting a £526k underspend on the approved budget. Within this there are individual budget areas with projected variances over £50k. Explanations for these (totalling (£392k) underspend) are detailed below:

- (£250k) Over-recovery of income in Dwellings Rent has been identified due to a reduction in the void rate, the estimated void rate was 1.6% but the current rate is 1.29%.
- (£281k) Refund on the 11/12 Final Subsidy settlement for the HRA due to a change in the consolidated rate of interest (CRI) from 3.55% used by LBE to 3.53% used by CLG. When the outturn for 11/12 was done, CLG advised us to use a rate of 3.55%.
- Bad Debt Provision -£200k underspend. When calculating the 12-13 estimates a bad debt provision of £200k for welfare reform was made. As this has been delayed and will not be implemented until the new year this provision will now not be required.
- Capital Financing- £552k underspend. A detailed review of the interest on balances and item 8 calculation has been completed this month. The HRA loans have been split between Capital Financing Requirement and Self Financing, we have then applied actual interest rates on the debt. The estimated CRI was 4.67% and the actual average CRI is 3.28%, this reduction in interest rates has resulted in a saving of £552k.
- £70k Overspend on Council Tax for Void properties due to the high number of voids (from estate renewal projects) which were previously entitled to discounts. As these have been void for a significant amount of time they are not entitled to the discount and a full year charge will be applied in 12-13.
- Repairs & Maintenance-£821k overspend. The savings target for Repairs and Maintenance was £972k for 2012-13, 80% of this target has been successfully achieved. However, there has been a 12% increase in the number of repairs to the end of October and if this trend continues then the budget is projected to overspend by £821k.
- Management Fee- £160k overspend. The HRA includes the £15.63m management fee paid to Enfield Homes. Enfield Homes delegated budgets are currently reporting an overspend of £160k. This is due to additional agency staff costs in the Property and Technical services department. This budget will be monitored closely to manage this variance, and corrective action will be taken. Therefore, this figure is excluded from the projected underspend of £526k highlighted above.

8. ACHIEVEMENT OF SAVINGS

- 8.1 The 2012/13 Budget Report included savings and the achievement of increased income totalling £12m to be made in 2012/13. All departmental savings proposals are either achieved or on track which is reflected in the overall underspend. Further work is still required to achieve a proportion of the procurement savings.

9. ALTERNATIVE OPTIONS CONSIDERED

Not applicable to this report.

10. REASONS FOR RECOMMENDATIONS

To ensure that Members are:

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

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

11.1 Financial Implications

As the Section 151 Officer, the Director of Finance, Resources & Customer Services is required to keep under review the financial position of the Authority both in the short and medium term. This report is part of the review and planning process and confirms that there is no deterioration in the financial position of the Authority whilst plans are in place to balance the Medium Term Financial Plan. If required, measures will be put in place to address risks identified through the monitoring and planning process and to contain expenditure within current and future approved budgets.

11.2 Legal Implications

The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to taxpayers with regards to its use of and accounting for public monies. This report assists in the discharge of those duties.

11.3 Property Implications

Not applicable in this report.

12. KEY RISKS

There are a number of general risks to the Council being able to match expenditure with resources this financial year and over the Medium Term Financial Plan:-

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

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

13. IMPACT ON COUNCIL PRIORITIES

- 13.1 **Fairness for All** – The recommendations in the report fully accord with this Council priority.
- 13.2 **Growth and Sustainability** – The recommendations in the report fully accord with this Council priority.
- 13.3 **Strong Communities** – The recommendations in the report fully accord with this Council priority.

14. EQUALITIES IMPACT IMPLICATIONS

The Council is committed to Fairness for All to apply throughout all work and decisions made. The Council serves the whole borough fairly, tackling inequality through the provision of excellent services for all, targeted to meet the needs of each area. The Council will listen to and understand the needs of all its communities.

The Council does not discriminate on grounds of age, colour, disability, ethnic origin, gender, HIV status, immigration status, marital status, social or economic status, nationality or national origins, race, faith, religious beliefs, responsibility for dependants, sexual orientation, gender identity, pregnancy and maternity, trade union membership or unrelated criminal conviction. The Council will promote equality of access and opportunity for those in our community who suffer from unfair treatment on any of these grounds including those disadvantaged through multiple forms of discrimination. Financial monitoring and planning is important in ensuring resources are used to deliver equitable services to all members of the community.

15. PERFORMANCE MANAGEMENT IMPLICATIONS

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

16. PUBLIC HEALTH IMPLICATIONS

There are no public health implications directly related to this Revenue Monitoring and Medium Term Financial Plan update Report.

Background Papers

None.

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MUNICIPAL YEAR 2012/2013 REPORT NO. 138

MEETING TITLE AND DATE:

Cabinet
- 23rd January, 2013

REPORT OF:

Director of Finance, Resources &
Customer Services

Contact officer and telephone number:
Stuart Dennison Ext 4614

Agenda - Part: 1	Item: 7
Subject: Council Tax Support Local Scheme update	
Wards: All	
Cabinet Member consulted: Cllr. A Stafford	

1. EXECUTIVE SUMMARY

- 1.1 The Government is replacing the national Council Tax Benefit scheme with local schemes of Council Tax Support. It is a significant change as a) it is accompanied by reduced Government grant funding of the scheme and b) the risk of any caseload increase is borne locally and will not attract additional grant funding. Enfield Council is particularly adversely affected as it currently has the second highest Council Tax Benefit caseload in London.
- 1.2 The Council is faced with funding a net £4.0m deficit (after Council Tax technical changes for 2013/14 are taken into account) from reduced payments of Council Tax Support than under the current benefit regime and the council has, as required by law, consulted the GLA and residents on a draft Local Scheme and options.
- 1.3 The Council has to approve a local scheme of Council Tax Support by 31st January, 2013. If it does not meet this deadline, the Council will have the Government's Default Scheme imposed in full leaving a substantial funding shortfall.
- 1.4 Pensioners are protected from the reductions and it is recommended the protection extends to working age war widows. The draft scheme sets out reduction in help with council tax payments which will affect the remaining 28,000 working age claimants and result in Council Tax bills for working age customers rising whether in low paid employment or whether unemployed including Jobseekers Allowance and Income Support cases.
- 1.5 The scrapping of Council Tax Benefit is one of several Government Welfare reform changes from 2011 to 2017 which will have cumulative adverse financial impact upon Enfield's residents on benefit. The

impact of this change upon customers and the Council's finances will also depend upon the success of unemployed Enfield residents finding paid work or, for those in low paid work, the success in securing better paid work.

- 1.6 There does not exist any easy answer as to the Local Scheme model to be adopted for 2013/14. Any scheme of reduced support as a result of reduced Government grant will have an impact upon families and individuals on low income. To help pay for the scheme, technical changes to Council Tax, taking advantage of changing Regulations, are proposed. The results of the consultation of residents and the GLA broadly endorse the basic design principles of the proposed Local Support Scheme.
- 1.7 Working age customers moving from 100% Council Tax Benefit to substantially lower Council Tax Support in April 2013 face increased Council Tax bills including most of the affected cases ceasing to receive zero net charge bills. To provide a funded scheme requires both consideration of the scheme design for support and the collection strategy to collect sufficient of the sums due whilst providing adequate customer advice.
- 1.8. On the final day of the 12 week consultation period, the Government announced further grant funding amounts if an 8.5% limit on reduced support is applied and various criteria are met.

2. RECOMMENDATIONS

Cabinet is recommended to instruct the Director of Finance, Resources and Customer Services to prepare and recommend a local council tax support scheme to the Council on the 30th January 2013 including proposals for council tax technical changes, the council tax and business rate tax base .

3. BACKGROUND

- 3.1 The Welfare Reform Act 2012 includes provision to abolish Council Tax Benefit. Its replacement, local schemes of Council Tax Support, is included in the Local Government Finance Act 2012. The proposed scheme incorporates the draft prescribed scheme requirements, the Government's default scheme and amendments to give effect to the reduction in support to customers.

3.2. The Government has passed legislation requiring consultation on the development of a Local Scheme of Council Tax Support with the Greater London Authority as precepting authority and with local residents.

3.3 Scale of change

The Government is scrapping Housing Benefit (gradually from 2013 to 2017) and Council Tax Benefit (from 1st April, 2013) as part of its Welfare Reform programme. Unlike Housing Benefit, Council Tax Benefit is not being absorbed into Universal Credit but is to be replaced by local schemes of Council Tax Support determined by each billing authority. It is not just a change of scheme name as the Government is reducing the grant available in respect of help with Council Tax and passing the risk and cost to the Council of higher benefit/support costs in respect of any rising caseload or rising Council Tax levels. Enfield has the 2nd highest Council Tax Benefit caseload in London of over 39,000 cases representing support to some 32% of homes in the borough and currently pays approximately £37m p.a. in the form of reduced Council Tax bills to local residents. The caseload has risen significantly until October, 2012 but it currently holding although it is too early to be clear whether this is the start of a trend in reducing caseload levels.

3.4. The shortfall is estimated for 2013/14 to be £4.9m. Changes in Council Tax legislation are expected to be operational from 1st April, 2013 and these cover ending discounts for second homes and for empty homes and charging 150% of Council Tax for property left empty for more than 2 years. These measures are subject to adoption when the Council Tax levels for 2013/14 are set by Council in February, 2013 and are anticipated to raise an additional £0.9m Council Tax in 2013/14. Using this to partially offset the cost of the local scheme brings the unfunded amount to £4.0m.on the latest available information. The Council faces passing this on to customers in the form of reduced levels of help with Council Tax or cutting services/service costs elsewhere in the Council potentially reducing service levels at a time when changes through welfare reform may increase service demand.

3.5 The Cabinet in July 2012 approved the consultation arrangements for the draft Local Support Scheme on the basis that the new scheme was funded through reduced support levels to claimants. A fully funded scheme is:

Reduction in Government Grant	Funded by	Reduced Payments to claimants
The Cost of Bad Debts on increasing net Council Tax liability		Increased Council Tax yield from increasing net liability
The cost of administration		The effect of technical changes to Council Tax
		Ongoing New Burdens funding or other identified funding

3.6. Applying the reductions

The reductions are not applied to all current Council Tax Benefit cases. The Government Regulations state that pensioners shall be protected from reduction as a result of the change of scheme. The reductions therefore only apply to working age claimants which will cover those working and in low paid employment and those who are not in paid work.

3.7 Determining a Local Scheme

The local Scheme to be agreed by the Council has to meet the statutory framework set by the Government and to meet financial criteria if the new scheme is to be fully funded. The grant level has now been set by the government and the other key factors are the caseload level and whether it rises or falls, the scope for increasing the Council Tax yield through technical changes, the collection percentage applied, the cost of the new scheme and the availability of any new burdens funding. The consultation set out key design features and a draft scheme with three variant models.

4.0 Consultation

4.1 Statutory Consultation

The statutory consultation was conducted for a 12 week period from 26th July to 18th October 2012. The consultation set out key design features and a draft scheme with three variant models. It also invited comments on categories of claim to be protected from reduced support. Calculations of the shortfall were based upon the latest available information and the consultation document advised that the final position on Government funding would be known at the end of 2012 and the Council may need to adjust the proposals based on future funding announcements or significant changes in claimant numbers.

On the final day of the 12 week consultation, the Government announced a scheme of transitional grant for 2013/14 offering grant funding if the Council limited reductions to 8.5% for those currently receiving 100% Council Tax Benefit, subject to certain criteria.

4.2 How was the consultation conducted?

The consultation document including the questionnaire was made widely available electronically and in hardcopy as follows:-

1. On-line through the Council's website
2. Hardcopy through insertion in the September 2012 issue of "Our Enfield" magazine distributed throughout the borough at the end of August 2012
3. Hardcopy from any of the council's Libraries or Customer Service Centres
4. Presentation at one cycle of Area Forum meetings (6 meetings) when forms were available

5. Sending forms to a sample of 1,200 Council Tax Benefit recipients
6. Sending forms to a sample of 1,000 Council taxpayers not currently receiving Council Tax Benefit
7. Attendance at an On Your Doorstep mobile information session
8. Information available at Childrens Centres
9. Letters to 70 voluntary and community sector organisations
10. E-mail notification to Resident's Panel members of this consultation.

In addition awareness was raised with major landlords directly through established forum meetings and to the public generally through a poster campaign.

The Greater London Authority was consulted separately on 18th July 2012.

4.3 Who responded?

621 responses were received during the consultation period of which 151 were from recipients of Council Tax Benefit. 221 of the respondents stated they were aged 65 years or older. In addition, the GLA responded during the consultation period.

4.4. Consultation Results

The consultation extended to any resident – those of working age receiving Council Tax Benefit and directly affected by the new scheme and other residents indirectly affected by the cost of any funding shortfall being reflected in future Council Tax levels set. Consultation also occurred with the Greater London Authority as it is affected by levels of Council Tax collected. The detailed Consultation Results will accompany the proposed report to council on the recommended scheme. The key results are set out below.

4.5. There are three key issues in the consultation, namely:-

- 1) Support for basic design principles
- 2) Preference as to scheme model reduction
- 3) Categories to be protected from reduction.

4.6 Design Principles

The summarised results of support for the basic scheme design principles are set out in the table below showing the percentages of respondents agreeing or strongly agreeing with design principles.

Design Principle	Working age Council Tax Benefit Recipients	All respondents
a) everyone paying something towards their Council Tax	42%	78%
b) ending the Second Adult Rebate scheme for	39%	73%

working age cases		
c) increasing the top rate of non-dependant deduction to £20.50 per week	60%	71%
d) retaining the disability premium used in calculations	75%	69%
e) retaining the family premium used in calculations	63%	43%
f) not treating child benefit as income	60%	43%
g) keeping the savings limit at £16,000	54%	55%
h) reducing the savings limit below £16,000	34%	32%
i) protecting war widows from reduced support	61%	65%

Overall there is quite broad support for the basic design principles save for reducing the savings limit.

4.7 Scheme Model Options

Option A takes the Council Tax Benefit Default Scheme as now set in Regulations and proposes three key amendments to those cases not protected from reduction:-

1. An end of calculation reduction of £300 p.a. per case affecting c28, 000 cases
2. The ceasing of Second Adult Rebate (or Alternate Council Tax Benefit) affecting 320 cases and ending a better buy calculation where an adult other than the main householder is on a low income
3. Increasing the top rate of non-dependant deduction from £9.90 per week to £20.50 per week for non-dependants earning over £394 per week affecting 285 cases.

4.8. The consultation includes three variants to the draft Local Scheme where instead of an end of calculation deduction of £300 p.a., the following applies:-

1. An end of calculation deduction of 30 %,(Option B) or
2. An end of calculation deduction of 17.5% for those working and meeting the current Working tax Credit rules or a deduction of 35% for other working age cases (Option C), or
3. No reduction (other than that referred in para. 3.6, 2 and 3 above) for residents occupying property in Council Tax bands A to C, a reduction of 50% for those occupying property in band D and a reduction of 100% for those occupying property in bands E to H (option D). This would affect about 11,000 cases.

The following table illustrates the impact of the four different approaches using the information in the consultation documentation:-

Council Tax Band	Annual Council Tax Bill	Amount payable if maximum Benefit Entitlement				
		A	B	C -17.5%	C -35%	D
A	£938	£300	£281	£164	£328	£0
B	£1094	£300	£328	£191	£383	£0
C	£1251	£300	£376	£219	£438	£0
D	£1407	£300	£422	£246	£492	£704
E	£1720	£300	£516	£301	£602	£1720
F	£2032	£300	£609	£355	£711	£2032
G	£2345	£300	£703	£410	£821	£2345
H	£2814	£300	£844	£492	£985	£2814

4.9 In respect of the model option to be adopted, the picture is mixed. The overall preferred option of respondents as a whole is Option C but this is the least preferred option of those directly affected, the working age claimant whose first preference is Option B. There is strong support from people of retirement age for Option D.

Preferred Option	Working age Council Tax Benefit Recipients	All respondents
Scheme option A	24%	26%
Scheme Option B	32%	22%
Scheme Option C	15%	30%
Scheme Option D	29%	22%

In its response to the consultation, the GLA noted the options but had particular reservations as to the adoption of option D.

4.10 Categories to be protected from reduction

The only two categories with significant levels of response (over 5%) were pensioners and claims including someone with disability which are both categories protected in any of the four model schemes options. No further categories of protection have therefore been included in the proposed local scheme.

5.0. Equalities Impact Assessment

Reducing support from families and individuals on low income has significant equalities implications and an assessment of the equalities implications has been undertaken. The full assessment report will accompany the report to council.

5.1 The numbers affected by the change in Council Tax Support are significant and set out below. As expected the greater levels of Council Tax Benefit cases

are in the lower banded property but those in bands D and higher include larger families.

Council Tax properties by band

Band	CTAX total
A	5004
B	11378
C	33274
D	35863
E	20818
F	8961
G	5821
H	870
Total	121989

Council Tax Benefit Cases by band

	Pensioner\Working Age Split by Band	
	Pensioners	Working Age
A	770	2445
B	1550	4807
C	3128	10962
D	3227	7949
E	1720	2206
F	432	400
G	147	95
H	4	3
Total	10978	28868
Caseload	39846	

The 2010 statistics show 33.54% of the children in the borough (or 26,870 children) were living in poverty. 15% of respondents to the consultation exercise stated they had a disability.

- 5.2 The Council is required to take a proportionate approach and it is not required to examine equality issues when they are not relevant. Pensioners and those with disability are offered protection from reduced support in any of the proposed scheme options. None of the scheme options differentiate in overall intent by gender.
- 5.3 Key equalities implications for each of the scheme options are as follows:-

Option A – a variable impact according to Council Tax band with easily the higher percentage reduction in the lower bands which have the concentration of Council Tax Benefit cases. Likely to have a major impact upon single claimants/ families living in lower banded properties.

Option B - offers a consistent percentage reduction and has the most proportionate impact of the scheme options.

Option C - offers a significant work incentive but this is funded through a larger percentage reduction for unemployed claimants. This is likely to raise significant issues for unemployed families and for child poverty.

Option D - a “cliff edge” option giving full protection to those living in property in Council Tax bands A to C, halving protection for those living in band D property and ending support to those in higher banded property with severe impacts upon many families living in larger properties. Option D also would disproportionately affect families of certain ethnicities which tend to be larger in size for cultural reasons and are therefore more likely to be living in higher banded properties.

Any of the four scheme options could have adverse equalities impact but, overall, Option B is seen as the option with the least disproportionate negative effect.

6. Proposed scheme

- 6.1 Members are recommended to consider the consultation results so far and the equalities implications of the various scheme options and agree that officers prepare a report on a recommended council tax support scheme together with related matters such as the council tax base, technical changes and collection strategy for the council meeting on the 30th January 2013.

7. ALTERNATIVE OPTIONS CONSIDERED

The Local Scheme includes three main variants which are set out in this report and have been subject to extensive consultation on the basis of a fully funded scheme. A do nothing option is not feasible as the Government's Default Scheme unamended will apply leaving a funding gap. Adopting the recently announced Government scheme of transitional grant for one year with restriction in reductions to 8.5% will not produce a fully funded scheme as the grant is insufficient. The Cabinet decision in July, 2012 was to consult on the basis of a fully funded scheme, as the Governments scheme of transitional grant did not exist at that time.

10. REASONS FOR RECOMMENDATIONS

This report results from Government legislation to replace the national Council Tax Benefit scheme with a locally agreed scheme with reduced grant support.

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

11.1 Financial Implications

General Fund

The financial implications for the recommended scheme will be included in the report to Council on the 30th January 2013.

Housing Revenue Account

Any significant financial implications resulting from the council tax technical changes will be included in the report to Council on the 30th January 2013.

11.2 Legal Implications

All billing authorities in England are required to have their own local council tax support schemes, replacing council tax benefit, from 1 April 2013. Prior to making their schemes, billing authorities were required to consult with various other authorities and bodies (as required by Sch.1A para.3 to the LGFA 1992) and publish drafts of their schemes. The schemes must be approved by full Council on or before 31 January 2013. If no scheme is adopted by this date, the government has prescribed the *default council tax support scheme* that would automatically apply.

The Government has produced prescribed Regulations that came into force on 27 November 2012, that prescribe matters that billing authorities must include in their support schemes including provisions relating to persons who have attained the qualifying age for state pension credit (pensioners) and who are not in receipt of work-related benefits.

Enfield's proposed scheme will need to ensure that all the requirements of the Prescribed Regulations are included.

Enfield was obliged to consult with major precepting authorities, publish a draft scheme and consult with such other persons it considered likely to have an interest.

11.3 Property Implications

None

12. KEY RISKS

Any council tax support scheme has the potential to pose significant operational, financial and reputational risks. The operational risks are collecting additional sums from 28,000 households all of which will be on low income and many will be affected by reductions of other welfare benefits. There is an operational risk of failure to collect the estimated amount, e.g. if any category of exemption has not been specified and following implementation of the scheme the Council is unwilling to pursue recovery action in particular cases of default. The operational risks may be contained by having appropriate collection and advice arrangements which will form part of the proposed report to Council on the 30th January.

The financial risk is of insufficient collection rates and of caseload rises being beyond those anticipated in calculating any Local Scheme costs and deductions required from support. In the initial year of the scheme there is a risk that collection rates may be over or under stated. The opportunity to adjust anticipated ultimate collection rates in the scheme for 2014/15 will be available when the scheme for that year is set no later than 31st January 2014.

The reputational risk is of failure to make proper provision for people on low income losing some of the current level of support. The reason for this scheme arises from a Government decision to replace the existing national scheme with local schemes with reduced grant funding and clearly considerable help will need to be available to payers facing increased Council Tax bills as a result of the change in scheme. Conversely, failure to properly pursue payment of Council Tax due in such cases would create inequality of treatment with other Council Taxpayers many of which will have income levels only marginally above the limit for obtaining Council Tax Support.

13. IMPACT ON COUNCIL PRIORITIES

13.1 Fairness for All

Any council tax support scheme will retain protection for pensioners. Other cases to be protected in full or in part from reduced support will need to be identified in the proposed report to Council on the 30th January 2013.

13.2 Growth and Sustainability

One of the drivers for the Welfare Reform programme of the Government is increasing employment and the overall level of demand for Council Tax support will depend to a considerable extent on the ability of local unemployed residents to find paid work and for those in employment to find better paid work.

Any council tax support scheme funded by passing on the cost of reductions in the level of support offered to Council taxpayers will result in reduction in disposable income which may have an adverse impact in the local economy.

13.3 Strong Communities

The consultation exercise has shown that, as a principle, there is strong support for some payment to be made by all Council Taxpayers whether or not receiving Council Tax Support. However, combined with other welfare reform measures, there is the potential for an increase in the number of families and individuals in the borough living in poverty.

14. EQUALITIES IMPLICATIONS

A full equalities impact assessment has been undertaken and a full report will be available to accompany the proposed council tax support scheme report to Council on the 30th January 2013.

15. PERFORMANCE MANAGEMENT IMPLICATIONS

Any council tax support scheme which reduces support to existing benefit claimants is likely to reduce overall Council Tax collection levels. The impact will be included in the report outlining the proposed support scheme.

16. HEALTH AND SAFETY IMPLICATIONS

None

17. H R IMPLICATIONS

Any council tax support scheme may have an impact upon some of the Council's low paid workers. It may also place pressure upon front line staff advising residents or enforcing payment in challenging circumstances from people on low income.

18. PUBLIC HEALTH IMPLICATIONS

Any council tax support scheme may affect those already struggling due to the wider Government welfare changes. The implications will depend upon the success of residents gaining employment or, for those in low paid employment, obtaining better paid employment. Supporting people facing hardship and stress will be key to promoting the ability of families to provide healthy food, to pay bills and to promote sound mental health.

Background Papers

N/A

MUNICIPAL YEAR 2012/2013 REPORT NO. 139

MEETING TITLE AND DATE:

Cabinet
23 January 2013

REPORT OF:

Director of Health,
Housing and Adult Social
Care

Agenda – Part: 1	Item: 8
Subject: A Tenancy Strategy for Enfield	
Wards: All	
Key Decision No: KD3527	
Cabinet Member consulted:	
Cllr Ahmet Oyken	

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1. EXECUTIVE SUMMARY

- 1.1 This report brings Enfield Council's Tenancy Strategy 2013-2018 for approval. There is a statutory requirement under the Localism Act 2011 for local authorities to have this in place by January 2013.
- 1.2 Enfield's Tenancy Strategy sets out a range of issues that Registered Providers (Housing Associations and Enfield Homes) with social rented housing stock in Enfield should have regard to when formulating their Tenancy Policies. It reflects the Council's position that longer term tenancies are the best approach for addressing housing need and building strong neighbourhoods and sustainable communities.
- 1.3 Enfield's draft Tenancy Strategy sets out:
- The legal and regulatory context for developing the Strategy
 - Enfield's objectives for social housing
 - The local context for allocating social rented homes in Enfield
 - Who social housing is for
 - Enfield's expectations regarding Tenancy Policies developed by Registered Providers
 - Links between Tenancy Policies and Rent Setting
 - Outcomes from consultation
 - Requirements for keeping the Tenancy Strategy and Tenancy Policies developed by Registered Providers under review

2. RECOMMENDATIONS

- 2.1 To agree Enfield's new Tenancy Strategy
- 2.2 To recommend the Tenancy Strategy to Council for approval
- 2.3 To note the requirement for a Tenancy Policy to be developed for Registered Providers with housing stock in the borough, including Enfield Homes

3. BACKGROUND

3.1 The Legal and Regulatory context for Enfield's Tenancy Strategy

3.1.1 The Localism Act 2011 places a duty on strategic housing authorities to prepare and publish a Tenancy Strategy by 14th January 2013. All Registered Social Housing Providers with property in Enfield must have regard to this strategy, when they develop and / or review their Tenancy Policies. A list of Registered Providers is set out in Appendix 1 of the Tenancy Strategy.

3.1.2 The requirement to develop a Tenancy Strategy is in response to the new Affordable Rent Tenancy model, which enables registered providers to grant new tenancies with rents set at up to 80% of market rents, in addition there is provision for the new flexible tenancy, which registered providers can issue for a minimum fixed term of two years.

3.1.3 Individual Tenancy Policies developed by each Registered Social Housing Provider will explain what types of tenancy they will use, how they intend to use fixed term tenancies, under what circumstances and to whom these will be offered and how these will be renewed or brought to an end.

3.1.4 Registered Social Housing Providers also have obligations they must meet in relation to tenure under the terms of the Housing and Community Agency's Tenancy Standard. They must offer tenancies that are:

- Compatible with the purpose of the accommodation.
- Meet the needs of individual households
- Compatible with sustainability of the community
- Making efficient use of their housing stock

3.1.5 Enfield's Tenancy Strategy is therefore a broad statement of the objectives and aims of the Council in relation to tenancies, aims and objectives that will reflect the local circumstances existing in Enfield. Registered Social Housing Providers are not obliged to tailor their policies in line with these broad objectives and indeed many will have policies set nationally and may have only limited flexibility locally – but they are obliged to have regard to the local authority strategy.

3.1.6 The Localism Act also concerns itself with other closely related matters, including homelessness and allocations, and local authorities are obliged to

consider their Homelessness Strategy and their Allocations Policy as they develop their Tenancy Strategy.

3.1.7 It should be stressed that existing social tenants are broadly protected from any changes made to tenancy length and will retain their existing life time tenancy in almost all circumstances, including when they transfer to another social tenancy.

3.2 Enfield's Expectations regarding Tenancy Policies and Rent Levels

3.2.1 Enfield Council considers that long term tenancies are the best approach in meeting local housing needs and in supporting sustainable neighbourhoods and communities.

3.2.2 Section 5 of Enfield's Tenancy Strategy refers to the supply and demand position regarding social rented homes in Enfield. When compared with other London Boroughs, Enfield has a serious shortage of social rented homes for letting each year, particularly homes with three or more bedrooms. Demand for homes is high with an increasing proportion of existing social rented tenants and new applicants needing additional care and support in the future and the requirement for longer term security provided by a Council or Housing Association home.

3.2.3 Many Registered Providers, mainly housing associations, have indicated that will make use of flexible tenancies and in these circumstances the Council expects longer term tenancies to be granted for reasons set out in the Strategy. Where short term tenancies are used, the Council expects Registered Providers to clearly explain why these short term tenancies are to be used and the procedures surrounding their renewal or ending. The prevention of homelessness remains an important local priority. Therefore, the Council expects fixed term tenancies to be renewed, unless there is a significant change in circumstances and that tenants should be advised about renewal in a timely way.

3.2.4 Section 7.6 of the Tenancy Strategy considers best practice where a Registered Provider has decided not to renew a fixed term tenancy, including following their own published policy, acting within Article 8 of the European Convention on Human Rights (incorporated by the Human Rights Act 1998), avoiding 'blanket' policies for example for tenancy breaches and their responsibilities in preventing homelessness and helping households with support needs. Registered Providers have a duty to offer advice to those facing homelessness through the ending of a tenancy and indeed the courts are likely to require this to be demonstrated.

3.2.5 Section 8 of the Tenancy Strategy reminds Registered Providers of the Council's expectations that they consider local needs, incomes and affordability of rents when they set rents and decide whether and to what extent to use the opportunity to use Affordable Rent Tenancies and offer some homes at rents up to 80% of market rents.

3.3 Consultation on Enfield's draft Tenancy Strategy

3.3.1 Mayor of London

The Mayor of London is a statutory consultee in relation to draft Tenancy Strategies and requested a period of 8 weeks to assess the strategies against the key themes from the London Housing Strategy (namely increasing supply of affordable housing, promoting mixed and balanced communities, tackling need, enhancing mobility and choice and improving quality).

The Mayor provided feedback in a letter dated 12th September 2012, broadly supporting the direction of the strategy but suggesting further consideration of the benefits of flexible tenancies in making the best use of large homes to meet the needs of larger households and of the positive contributions through employment or volunteering made by some (specifically in making decisions on the renewal of fixed term tenancies). These comments were considered when drafting Enfield's revised Tenancy Strategy.

3.3.2 Consultation with Registered Housing Providers

45 Registered Providers (housing associations and Enfield Homes) operating in Enfield were invited to respond to a consultation survey and provide comments on Enfield's draft Tenancy Strategy. A number provided detailed and thoughtful responses. A further request for information has helped to broaden our knowledge about where local Registered Providers were with their Tenancy Policies. Overall we received responses from 11 registered providers and most seem likely to make use of the power to offer flexible tenancies to a greater or lesser extent. A list of Registered Providers (Housing Associations) operating in Enfield and information about the Housing Stock they manage can be found at Appendix 1.

Officers at Enfield Homes, the Council's Arms Length Management Organisation, provided helpful comments and questions that will be considered during the process of developing a Tenancy Policy for homes owned by the Council.

3.3.3 Public consultation

Residents were invited to complete a survey on line and two community events were used to obtain responses face to face. Although the number of survey responses received overall was small - at 28 - and responses are not necessarily reflective of the wider community views, they included thoughtful ideas on issues that are necessarily complex.

More than half of respondents were happy to consider the use of flexible tenancies in some circumstances as long as vulnerable residents are protected – low incomes and housing benefit caps were cited in a number of responses.

A summary of the survey questions and responses will be made available in the Members' library and on the Council's website.

3.4 Tenancy Policies - developing a Tenancy Policy for the Council's own Housing stock

3.4.1 Registered Providers are responsible for developing Tenancy Policies which have regard to Enfield's Tenancy Strategy. Many Registered Providers (Housing Associations) are independent organisations operating across more than one local authority boundary and their duty is to have regard to the Tenancy Strategy, as well as those produced by other local authorities

3.4.2 The Council is responsible for developing a Tenancy Policy to be implemented by Enfield Homes. It will follow the general principles in Enfield's Tenancy Strategy and reflect the Council's view that longer term tenancies are the best approach for addressing housing need and building strong neighbourhoods. The process of drawing up the written policy will allow for an opportunity to review the Council's Tenancy Agreement and also to consider issues arising from the new Allocations Scheme and the changing requirements of the major regeneration programme now in place for housing tenants in Enfield.

4. ALTERNATIVE OPTIONS CONSIDERED

Publication of a Tenancy Strategy is a statutory requirement.

5. REASONS FOR RECOMMENDATIONS

Enfield's Tenancy Strategy provides Registered Providers with a broad statement of the objectives and aims of the Council in relation to tenancies, aims and objectives that will reflect the local circumstances existing in Enfield.

It is vital that the strategic direction provided to housing providers on the use of fixed term tenancies is endorsed by the Council. The policies developed by housing providers will influence key corporate objectives, including sustainable communities.

During 2013, a Tenancy Policy for the Council's own housing stock will be developed in partnership with Enfield Homes, in line with this Tenancy Strategy.

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

6.1 Financial Implications

The Tenancy Strategy itself will not lead to any specific costs falling on the Council. However, it does compel the Council to implement a Tenancy Policy relating to the letting of its own homes. Any financial implications arising as a result of that Tenancy Policy will be reported at that stage. Other registered providers are only required to have

regard to Enfield's Tenancy Strategy and although there may be financial implications for these providers, it is unlikely to have a direct impact on the Council's financial position.

6.2 Legal Implications

Section 150 of the Localism Act 2011 requires local authorities to prepare and publish a tenancy strategy by 14th January 2013. A tenancy strategy is a document outlining what Registered Providers (RPs) (formerly Registered Social Landlords) of social housing are to "have regard to" when formulating their policies relating to:

- the types of tenancies they grant,
- the circumstances in which they will grant a tenancy of a particular kind,
- the length of fixed term tenancies, and
- the circumstances under which a further tenancy may or may not be granted at the end of the fixed term.

Section 150 (5) requires a local authority to keep its tenancy strategy under review.

S. 105 (7) provides that "... a local housing authority must—(a) make a copy of everything published under this section available at its principal office for inspection at all reasonable hours, without charge, by members of the public, and (b) provide (on payment if required by the authority of a reasonable charge) a copy of anything so published to any member of the public who asks for one."

Section 151 of the Act sets out the consultation requirements prior to producing the tenancy strategy or when modifying it reflecting a major change in policy; the report sets out how the Council has complied with this section. The report also sets how, pursuant to s.151, the Council has complied with the matters that it is required to have regard to when preparing its strategy.

The tenancy strategy takes into account Article 8 of the Human Rights Act 1998 and the principles of the Equality Act 2010.

Part 2 4.1 (a) of the Council's constitution requires all "big decisions" about Council Services and functions and the policies and strategies within which they operate to be made by full Council. The approval of the Tenancy Strategy is a "big decision" as defined by the Constitution.

6.3 Property Implications

None

7. KEY RISKS

There are risks associated with a failure to have statutory strategies in place in a timely way. The risk of legal or other challenges to this strategy is low.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

Enfield's Tenancy Strategy encourages all Registered Providers with social housing stock in Enfield to undertake an Equalities Impact Assessment when developing their Tenancy Policies

8.2 Growth and Sustainability

Enfield's Tenancy Strategy encourages Registered Providers to make best use of their housing stock and develop open and transparent Tenancy Policies that meet local priorities and are sustainable .

8.3 Strong Communities

Enfield's Tenancy Strategy encourages Registered Providers to use long term tenancies for addressing local housing need and building sustainable communities.

9. EQUALITIES IMPACT IMPLICATIONS

Enfield's Tenancy Strategy makes clear the Council's expectation that all Registered Social Housing Providers undertake an Equalities Impact Assessment (or equivalent) as they develop and / or review their Tenancy Policies. The Council has recently completed an in- depth assessment of the impact on equalities of the new Allocations Scheme and will complete another Equalities Impact Assessment of the Tenancy Policy as it is developed for the letting of the Council's own stock during 2013.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

Enfield's Tenancy Strategy will be kept under review and adjusted as required to take into account Enfield's Housing Strategy, implementation of the Council's new Housing Allocations Scheme, the Council's Homelessness Strategy, the Council's own substantial regeneration plans and other relevant housing strategies and policies. Enfield's Tenancy Strategy provides guidance to registered housing providers and enables the Council to have an overview of tenancy policies in used in the borough.

All Registered Providers are expected to review their existing Tenancy Policies in light of this Tenancy Strategy and where a Policy has not been written, develop one in light of this Strategy. Time lines for doing this are set out in the Strategy. Registered Providers operating in

Enfield are expected to review their Tenancy Policies at 5 year intervals, and have regard to Enfield's current or refreshed Tenancy Strategy.

There is a requirement in the Strategy for Registered Providers to accurately report and record all lettings information, including tenure, on the Government's agreed tenancy data recording system (e.g., CORE) to enable efficient monitoring and review of lettings and tenancy issues. This is important so that Enfield can develop appropriate housing policies to address local housing need

11. PUBLIC HEALTH IMPLICATIONS

This Strategy sets out the Council's position that longer term tenancies are the best approach for addressing housing need and building strong neighbourhoods. Longer term tenancies will make an important contribution to the better health and wellbeing of new and existing tenants allocated social rented homes in the borough in accordance with the Council's Allocations Scheme.

Background Papers

None

Enfield's Tenancy Strategy 2013-2018

January 2013

www.enfield.gov.uk



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Foreword from Cllr Ahmet Oyken, Lead Member for Housing and Area Improvement

Welcome to Enfield's Tenancy Strategy. It complements our Allocations Scheme developed in 2012 and our Homelessness Strategy which has a strong focus on homelessness prevention.



When compared with other London boroughs Enfield has a severe shortage of social rented homes to let to those in the greatest housing need each year and to support our ambitious estate regeneration programme which will transform our neighbourhoods and improve the quality of life for many local residents.

Many of our local residents needing social rented homes have high care and support needs and need the longer term security provided by a Council or Housing Association home, together with sustainable support. For this reason our Tenancy Strategy strongly reflects the Council's position that longer term tenancies are the best approach for addressing housing need and building strong neighbourhoods. I would strongly urge our partner Registered Providers to have regard to this when developing their Tenancy Policies.

In our Housing Strategy we have set out our commitment to increasing the supply of affordable housing in the borough but this is not without its challenges with much less government subsidy for new homes in the borough and a new way of funding these homes using a new Affordable Rent Tenancy. We will continue to work with our Registered Providers to maximise homes of the right type and the right size in Enfield as well as make best use of all our housing stock to address local housing need.

January 2013

Executive Summary

Introduction

Enfield's Tenancy Strategy for 2013-2018 sets out a range of issues that Registered Housing Providers should have regard to when formulating their Tenancy Policies. It strongly reflects the Council's position that longer term tenancies are the best approach for addressing housing need and building strong neighbourhoods.

This Tenancy Strategy also reflects Enfield Council's corporate aims and objectives:

- fairness for all
- growth and sustainability
- strong communities.

Who are the Registered Housing Providers in Enfield?

A list of Registered Housing Providers operating in Enfield can be found in Appendix 1. They include Housing Associations operating in Enfield and Enfield Homes, the Council's Arms Length management Organisation.

The legal and regulatory context for Enfield's Tenancy Strategy

The requirement to develop a Tenancy Strategy is in response to the new Affordable Rent Tenancy model which enables new tenancies to be granted on fixed terms with some rents up to 80% of market rents. It is also a response to the new Flexible Tenancy introduced under the Localism Act for a minimum fixed term of two years.

The Localism Act requires Enfield Council to publish a Tenancy Strategy that identifies the **matters** which housing providers working in the borough **must have regard to**, when writing their Tenancy Policies in relation to:

- The kinds of tenancy they grant
- The circumstances in which they will grant a tenancy of a particular kind
- Where tenancies are for a fixed term, the length of the term
- The circumstances in which they will grant a further tenancy when the existing tenancy comes to an end

Registered Housing Providers also have obligations they must meet in relation to tenure under the terms of the Housing and Community Agency's Tenancy Standard. They must offer tenancies that are:

- Compatible with the purpose of the accommodation.
- Meet the needs of individual households
- Ensure sustainability of the community
- Ensure efficient use of their housing stock

The legislation does not change the security of tenure of existing social rented tenants. Existing tenants will not be affected by the new types of tenancies introduced by Localism Act, unless they choose to move to a home which is offered on the basis of an Affordable Rent Tenancy (ART) or a Flexible Tenancy (FT).

Enfield's objectives for Council and Housing Association Homes

Enfield's Tenancy Strategy encourages Registered Housing Providers to maximise the supply of good quality Council and Housing Association homes in the borough to meet local housing need, local housing priorities and to provide homes which are affordable and within average or median income levels of Enfield's residents

Local Context for Allocating Social Housing in Enfield

When compared with other London boroughs, Enfield has a severe shortage of Council and Housing Association homes, to help those in the greatest housing need. Over the next few years, less than 650 general needs homes are expected to be available for letting per year. Homes with 3 or more bedrooms are in very short supply. Levels of deprivation in the borough are rising which means increased demand for these homes. Making best use of all homes that become available for letting and working with our development partners to increase the supply of new homes are important local priorities.

Who are Enfield's Council and Housing Association Homes for?

Enfield's social rented homes are for existing tenants and new applicants on Enfield's Housing Register who have been awarded priority for housing under Enfield's Allocation Scheme.

Many existing social rented tenants have an urgent need to move because their home has been assessed as unsuitable for their needs. Many will be living in a home that is too big for their needs (under-occupying), or severely overcrowded, have a high health and well being need or need to move because their home is included in Enfield Council's estate regeneration programme.

New applicants will include those who are legally owed a full housing duty under the homelessness law and living in homes provided by Enfield Council. Prior to the enactment of the Homelessness (Suitability of Accommodation) Order 2012 on 9 November 2012, 1861 households fell into this category. This number includes applicants assessed with high care and support needs, including those with assessed physical difficulties, mental health issues, learning difficulties and older people. New Applicants will also include those who are not homeless who have been assessed as having high care and support needs including young care leavers and armed services personnel.

Many applicants assessed with high care and support needs will need the longer term security provided by a Council or Housing Association home, together with sustainable support. Many will require life time tenancies.

Enfield's expectations regarding Registered Providers when developing Tenancy Policies

Registered Providers are legally required to put in place a Tenancy Policy that has regard to Enfield Council's Tenancy Strategy.

Enfield's expects Registered Providers letting homes in Enfield to:

- Put in place clear communications plans to ensure the terms of their Tenancy Policy are clear to prospective and existing tenants and the wider community
- Produce an Equalities Impact Assessment

Enfield's Tenancy Strategy sets out Enfield's expectations regarding

- Length of tenancy granted
- Renewing a fixed term tenancy
- Bringing a fixed term tenancy to an end

It also provides advice on preventing homelessness and ensuring accurate information is reported on lettings, which ensures that Enfield can develop appropriate housing policies to address local housing need and report accurate outcomes to government.

Links Between Tenancy Policies and Rent Levels

Government subsidy for managing and maintaining social housing is reducing which means Registered Providers must find new ways to fund good quality management and maintenance of their existing stock from rental streams and other income, in line with government regulations, guidelines, standards and local priorities.

New types of tenancies and flexibilities, including the new Affordable Rent Tenancy - which allows Registered Providers to set rents up to 80% of market rents to support the development of new homes in line with national, regional and local priorities - brings challenges with regard to balancing scheme viability with ensuring homes are affordable for local residents. The Council expects all housing providers to have regard to the average or median incomes in Enfield when setting their rent levels, and to any requirements set out in the Council's Homelessness Strategy and its' Allocation Scheme.

Feedback on Enfield's draft Tenancy Strategy

Enfield's Tenancy Strategy was developed in consultation with a wide range of Partners. Copies of the draft Tenancy Strategy together with a short survey were sent to key stakeholders including Registered Providers operating in Enfield, Enfield Homes, statutory and voluntary sector partners, Senior

Housing Council Officers Members, the Mayor of London, and resident and tenant associations in Enfield. Outcomes from the consultation have informed the development of this Tenancy Strategy

Reviewing this Tenancy Strategy and Tenancy Policies

Enfield's Tenancy Strategy will be kept under review and will be added to and amended through consultation with stakeholders over the coming years.

All Registered Providers are expected to review their existing Tenancy Policies in light of this Tenancy Strategy and where a Policy has not been written, develop one in light of this Strategy. Registered Providers operating in Enfield are expected to review their Tenancy Policies at 5 year intervals, and have regard to Enfield's current or refreshed Tenancy Strategy.

1. Introduction

This is Enfield's Tenancy Strategy for 2013-2018. It sets out a range of issues that Registered Providers (RPs) should have regard to when formulating their Tenancy Policies. This Strategy is relevant to the management and letting of homes let by Enfield Council and housing associations operating in Enfield¹.

Enfield's Tenancy Strategy:

- strongly reflects the Council's position that longer term tenancies are the best approach for addressing housing need and building strong neighbourhoods.
- recognises that there could be a place for longer term fixed term tenancies in addressing housing need and local priorities and which complies with the Homes and Community Agency's Tenancy Standard.

A list of Registered Housing Providers operating in Enfield can be found in Appendix 1.

2. Strategic Links

Enfield's Tenancy Strategy contributes towards fulfilling the Council's corporate objectives of:

- Fairness for All
- Growth and Sustainability
- Strong Communities

It is important for registered housing providers working within Enfield, including the Council, to consider the broad strategic direction provided by the Council's Housing and Homelessness Strategies when developing their Tenancy Policies and in particular their partnership responsibilities in the development and delivery of these.

Enfield's Tenancy Strategy contributes to the vision of Enfield Council's Housing Strategy which is to 'increase the supply of well-managed, good quality and affordable homes; promote housing choices and build strong neighbourhoods'. Its key aims are:

- to address need and promote choice and options,
- to increase supply, making the best use of stock
- to improve the quality of homes and neighbourhoods.

¹ Information on the registered providers with housing in Enfield is provided in Appendix 4

Enfield's Tenancy Strategy should also be considered alongside the Council's Scheme for the allocation of Council and housing association homes which is set within a wider housing options approach.

3. The legal and regulatory context

This section provides information about the legal and regulatory context for Enfield's Tenancy Strategy.

Localism Act 2011

The requirement to develop a Tenancy Strategy is in response to the new Affordable Rent Tenancy model which enables new tenancies to be granted on fixed terms with some rents up to 80% market rents. It is also a response to the new flexible Tenancy introduced under the Localism Act for a minimum fixed term of two years.

The Localism Act 2011² sets out the legal requirement for all local housing authorities in England to prepare and publish a Tenancy Strategy which sets out the **matters** to which registered providers of social housing in its area **must have regard to** when formulating their tenancy policies in relation to:

- The kinds of tenancy they grant
- The circumstances in which they will grant a tenancy of a particular kind
- Where tenancies are for a fixed term, the length of the term
- The circumstances in which they will grant a further tenancy when the existing tenancy comes to an end

Enfield's Tenancy Strategy complies with the Localism Act by:

- Summarising the policies (ie, matters) which are relevant to social landlords³ when drafting their Tenancy Policies. These are described throughout this strategy
- Ensuring a Tenancy Policy is in place for letting and managing Council owned homes which has regard to Enfield's Tenancy Strategy

Homes and Community Agency's Tenancy Standard

All Registered Providers (RPs) of social housing are required to meet outcomes⁴ and expectations⁵ in the Housing and Community Agency's

² S.150 Localism Act 2011

³ The term 'social landlord' includes housing associations and Enfield Council and is used interchangeably with the term Registered Providers in this document

⁴ Homes and Communities Agency, The Regulatory Framework for Social Housing In England From April 2012, Page 22

⁵ *Ibid*, Pages 23-25

Tenancy Standard. The Tenancy Standard sets out the required outcomes in relation to tenure, which are:

- “2.1 Registered providers shall offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock.
- 2.2 They shall meet all applicable statutory and legal requirements in relation to the form and use of tenancy agreements or terms of occupation”

Specific expectations on tenure include the following:

- “2.8 Registered providers shall grant those who were social housing tenants⁶ on the day on which section 154 of the Localism Act 2011 comes into force, and have remained social housing tenants since that date, a tenancy with no less security where they choose to move to another social rented home, whether the same or another landlord. (This requirement does not apply where tenants choose to move to accommodation let on Affordable Rent terms).
- 2.9 Registered providers shall grant tenants who have been moved into alternative accommodation during any redevelopment or other works a tenancy with no less security of tenure on their return to settled accommodation.”

4. Enfield’s objectives for social housing

This section sets out Enfield’s key objectives for Council and housing association homes (social housing) in the borough and its out of borough estates.

Enfield’s Tenancy Strategy encourages local registered providers to continue to maximise the provision of good quality social rented homes at rent levels, through new supply and re-letting of existing social rented homes, which:

- are within the price range of low income housing applicants so benefits-reliance is reduced and work is enabled as a viable option
- provide realistic financial returns for investment in current and new social rented homes.

⁶ The term ‘social housing tenant’ means an assured tenant of a housing association or a secure tenant of a local authority. It does not include households placed in accommodation by the Council under the homelessness legislation.

Appropriate tenancy policies will also help to meet other priorities identified as part of the review of Enfield's new Allocations Scheme including:

- Assisting with the regeneration of Enfield Council's estates
- Enabling mobility within the social rented sector to address
 - Working age under-occupation, that is, priority for those hit by government reductions in their housing benefit payments
 - Retirement age under-occupation, that is, priority for those struggling to live in homes too large for their needs
- Enable those moving on from Enfield's Supported Housing Schemes to move to affordable, secure homes
- Provide security of tenure for people who have assessed care and support needs who have limited or no prospect of improving their economic circumstances or have no or limited ability to negotiate in the housing market on an equal level without support. These include older people, those with learning difficulties, mental illness or physical disability, and injured armed and reserve forces personnel.
- Fulfilling Enfield Council's legal obligation to house households owed a housing duty under the homelessness law prior to the 9 November 2012⁷.

5. Local Context for Allocating Social Housing in Enfield

This section provides information about the local context for allocating Enfield's Council and Housing Associations homes. Key facts about social rented homes in Enfield which have informed the development of this Tenancy Strategy can be found in Appendix 2.

5.1 A severe shortage of Council and housing association homes for letting in Enfield

Enfield has a severe shortage of Council and Housing Association homes for meeting the needs of everyone who wants one in Enfield.

The tables below show that over the past five years less than 900 homes became available for letting each year to applicants on Enfield's Housing Register.

⁷ The Homelessness (Suitability of Accommodation) Order 2012

Lettings of social rented homes over the last 5 years

Size of homes	2007/08	2008/09	2009/10	2010/11	2011/12
One bedroom homes	390	380	409	354	410
Two bedroom homes	338	312	283	307	274
Three bedroom + homes	127	177	139	209	200
Total number of homes let	855	869	831	870	884

The table below provides a breakdown of lettings by bedroom size over the last five years. Homes with three or more bedrooms are in very short supply.

Demand Group to whom social rented homes were let	Average number of social rented homes let per year during 2007-2012						Average of all size homes	
	Homes with 1 bedroom		Homes with 2 bedrooms		Homes with 3 or more bedrooms		Average number let per year	%
Transfers of Enfield's existing Council and housing association tenants	88	23%	49	16%	62	36%	199	23%
Households accepted as homeless by Enfield Council under the homelessness legislation before 9 November 2012	103	26%	221	73%	96	56%	420	49%
All other housing needs	197	51%	32	11%	12	7%	242	28%
Total Average number of homes let	388	100%	303	100%	170	100%	861	100%

Enfield's New Allocations Scheme

Enfield's revised Allocations Scheme was agreed by Council in November 2012 and operates from February 2013. The new scheme supports the Council's priorities of meeting the needs of local people and regenerating Enfield's Council owned estates. The new scheme is set within a wider housing options approach for addressing housing need. The private rented sector plays an important role in addressing housing need

During **2013/14** general needs Council and housing association homes will be shared out in the following way reflecting the Council's new local priorities:

Demand Group to whom social rented homes will be let	Number of Council and housing association <i>general needs</i> homes estimated to become available for letting during 2013-14 (622 homes)					
	Homes with 1 bedroom		Homes with 2 bedrooms		Homes with 3+ bedrooms	
Existing Council and some housing association tenants	26	10%	30	15%	33	20%
Tenants of Enfield Council living on estates that are going to be regenerated and rebuilt	28	11%	49	11%	43	26%
Specialist Applications and quotas	140	55%	25	12%	13	8%
Households in Accommodation provided by Enfield Council under the Homelessness Law n (pre 9.11.12)	62	24%	98	48%	75	46%
Total number of homes to be let	256	100%	202	100%	164	100%

Enfield's Letting Forecast for the next two years has identified that there will be a reduction in the number of vacant council and housing association homes becoming available for letting. There will be 743 lettings in 2012/13 and 732 homes for letting in 2013/14. These figures include 120 homes for older persons on an annual basis.

5.2 Increasing levels of deprivation in Enfield

Enfield faces particular challenges with increasing levels of relative deprivation, a widening gap between the more deprived east and less deprived west of the borough and a substantial increase in the percentage of households claiming housing benefit (up 44% in the last 6 years). This has contributed to an increase in demand for social rented homes in Enfield.

Appendix 3 provides more detailed information on the on the social, economic and demographic profile of Enfield which is relevant to the development of Enfield's Tenancy Strategy

6. Who is Social housing for?

Enfield's Social rented homes are for existing tenants and new applicants on Enfield's Housing Register who have been awarded priority for housing under Enfield's Allocations Scheme. Many applicants will be homeless or living in unsuitable homes. A high number of applicants will have been assessed as having high care and support needs and in need of the longer term security provided by a Council or Housing Association home, together with sustainable support. Many will require a life time tenancy.

6.1 Existing social rented tenants

The circumstances of existing social rented tenants who need to move to alternative social rented homes include those who:

- Live in a home which is too big for their needs (under-occupying) and need to move for financial or other reasons including a need to improve their independence or health and well being,
- Are severely overcrowded and lack two or more bedrooms
- Have been assessed as having an emergency or exceptional need to move, for example due to proven claims of severe harassment.
- Have an assessed high health and well-being need to move which makes their homes unsuitable for them to live in
- Are required to move because their existing Council homes are included in the Council's estate regeneration programme
- Would like to move to take up offers of work or to provide or receive care.

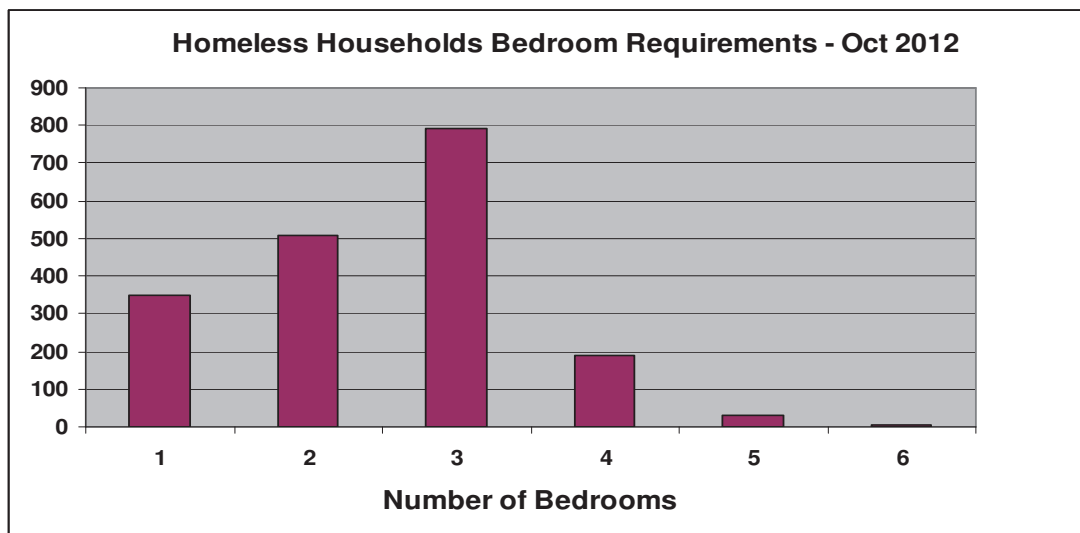
Existing tenants will not be affected by the new types of tenancies introduced by Localism Act unless they choose to move to a home which is offered on the basis of an Affordable Rent Tenancy (ART) or a Flexible Tenancy (FT).

6.2 New social housing applicants

6.2.1 Enfield's households owed a full housing duty by the Council under the homelessness law prior to 9 November 2012

The Council has a legal duty to house applicants owed a full housing duty under the homelessness law prior to implementation of the Homeless (Suitability of Accommodation) Order 2012 on 9 November 2012. At this date Enfield owed a full housing duty to 1861 households. This number includes applicants assessed with high care and support needs, including those with assessed physical difficulties, mental health issues, learning difficulties and older people.

Most of these households will choose to continue to live in accommodation provided to them by Enfield Council until the homelessness duty is discharged with an offer of a permanent Council or housing association home. It is expected that it will take several years to clear this backlog, with waiting times approaching 10 or more years, for larger families as shown in the table below.



Homeless households approaching the Council for help after the Homelessness (Suitability of Accommodation) Order 2012 came into force on 9 November 2012 and who have not been assessed as having high care and support needs, will increasingly be offered homes in the private housing sector as a full discharge of the Council's duty to them under the homelessness legislation.

6.2.2 Applicants assessed with high care and support needs who are not homeless

New Applicants will also include those who are not homeless with high care and support that may be living in unsuitable homes. This group will include older people, those with physical difficulties, learning difficulties, mental health issues, young care leavers and armed services personnel.

7. Enfield's expectations regarding Tenancy Policies

7.1 Compliance with the Legal and regulatory framework

All Registered Providers operating in Enfield are legally required to have regard to Enfield Council's Tenancy Strategy and expectations when developing or reviewing their Tenancy Policies and letting homes in Enfield.

Each Registered Provider (RPs) should make clear within their Tenancy Policy how their policy helps to make the best use of their housing stock, are compatible with the purpose of social housing and, as described earlier, make a positive contribution to Enfield's strategic housing objectives.

7.2 Requirement for Clear Communication Plans

Registered Providers (RPs) are expected to put in place clear communications plans to ensure the terms of their Tenancy Policy are clear to

prospective and existing tenants and the wider community. This policy statement should make clear the statutory right⁸ to a review of decisions made concerning the length of the tenancy, its termination and a tenant's or prospective tenant's right to seek independent legal advice. The statement should include information as to how this right to a review is to be exercised.

7.3 Requirement for an Equalities Impact Assessment

The Council expects that, in advance of setting or refreshing their Tenancy Policy, Registered Providers (RPs) should conduct an Equalities Impact Assessment (or its equivalent) to identify any groups who may be disadvantaged by its implementation. If any are identified the Council expects the RP to take steps to demonstrate how these effects will be mitigated for the group/s concerned.

Appendix 3 provides a summary of information on equality and diversity in Enfield. A more detailed picture can be obtained from Enfield Council's website at www.enfield.gov.uk (go to the Housing pages, then look under Housing strategy, policy and performance).

A copy of Enfield's Equalities Impact Assessment for its Allocations Scheme can be found on the Council's website and will be helpful in undertaking an Equalities Impact Assessment.

7.4 Enfield's Expectations on length of tenancy

Section 4 of this Strategy outlined the Council's objectives for social rented housing and Section 6 outlined who social rented housing is for. Therefore, Enfield regards longer term tenancies as the best approach for addressing local housing need and creating sustainable neighbourhoods and communities in the borough. The Council considers that fixed term tenancies should not be the default form of tenancy for prospective Council or housing association tenants in Enfield. However, there may be merits in considering tenancies with fixed terms to meet clearly defined local need and local priorities which complies with the Homes and Community Agency's Tenancy Standard.

Where Registered Providers (RPs) decide to use fixed term tenancies, Enfield expects:

- A minimum fixed term of 5 years and preferably longer to be granted, where exceptions do not apply
- In line with the requirements of the Homes and Community Agency (the Social Housing Regulator), any minimum fixed term should not be less than 2 years.

⁸ Section 150 Localism 2011

- Where a Registered provider decides to make use of short fixed term tenancies with a term of 2 years, to respond to exceptional circumstances or to assist in the effective management of the housing stock, the rationale for their use and the relevant procedures involved for issuing these tenancies, managing them and bringing them to an end should be clearly communicated to all prospective tenants.
- All properties where a fixed term tenancy applies must be clearly advertised as such when made available for letting.

At the time of writing this Tenancy Strategy, a survey of 7 London local authorities identified only 2 London boroughs who had decided to make use of the flexibilities offered by the legislation by offering fixed term tenancies in some cases. More detailed information about this is provided in our Consultation Report for this Tenancy Strategy available on Enfield Council's website.

7.5 Expectations on Renewing a Fixed Term Tenancy

Enfield's expectation is that a fixed term tenancy will be automatically renewed, for a time equivalent to the fixed term which is coming to an end, assuming there has been no breach of tenancy conditions or change in household circumstances.

This information should be made clear to tenants at the outset of the tenancy and the decision that a tenancy is to be renewed for a further fixed term should be communicated to them in a clear, timely and accessible way.

7.6 Requirements for Bringing a Fixed Term Tenancy to an End

Where a Registered provider is minded not to renew a fixed term tenancy, the provider should provide the tenant concerned with clear and evidenced reasons for this decision.

A decision made not to renew a fixed term should comply with:

- The Registered Provider's own published Tenancy Policy
- Article 8 of the European Convention of Human Rights. The decision made must be proportionate with the individual circumstances of the tenant whose fixed term tenancy may be brought to an end

Where a fixed term tenancy is being brought to an end because the tenant's home is too large for them (under occupying), the bedroom standard to be used in determining the level of under occupation is set out in Enfield's Allocations Scheme 2012-2017 which will ensure consistency across the social housing sector in Enfield .

Registered Providers should consider each case individually in coming to a decision not to renew a fixed term tenancy and not operate 'blanket' policies

or procedures in reaching decision. For example they should:

- not use rent arrears as an automatic reason for not renewing a fixed term tenancy. Registered Providers are expected to consider why arrears have accrued, for example due to unforeseen unavoidable expenditure such as funeral expenses, and the tenant's record on repaying rent arrears
- use robust assessments and evidence to justify 'anti-social behaviour' as a reason not to renew the tenancy. It is recommended that the standard of evidence required should be the same as that required by the Courts for pursuing an action for possession of the property on the grounds of anti social behaviour. Registered providers should continue to take into account the particular needs of tenants whose circumstances involve community care issues, for example, mental ill health or learning disabilities
- have regard to data or requirements in Enfield's Housing Strategies including its Homelessness Strategy and Housing Allocations Scheme or base means test thresholds, on average or median incomes in Enfield when using means testing as a reason
- take into consideration the impact of such a decision on tenants with support needs, including age, learning difficulties, mental or physical illness or disability
- consider the positive community contribution being made or expected to be made, by the household through employment or volunteering

7.7 Additional Expectations on Tenure

- Registered Providers should not allow a fixed term tenancy to go beyond its fixed term without taking positive action to renew it or bring it properly to an end. Allowing a fixed term tenancy to run into a non-secure periodic tenancy is inconsistent with clause 2.1 of the Homes and Community Agency's Tenancy Standard (in Section 3 above).
- Where a fixed term tenancy is not being renewed, Registered Providers are expected to provide the tenant with appropriate and adequate advice and assistance to find suitable alternative accommodation in order to prevent homelessness. This is in line with their responsibilities to prevent homelessness and the Council's Homelessness Strategy. The test of what is suitable alternative accommodation is set out in the Community and Local Government's Statutory Guidance on Homelessness 2006 and includes considerations of affordability, availability, location and support needs.
- Where Registered Providers have a policy of issuing a Starter or Introductory Tenancy, these should last no longer than 12 months. Where the tenant has conducted their Introductory Tenancy period satisfactorily, they should be immediately issued with an appropriate longer term tenancy of not less than 5 years and preferably longer.

- Where Registered Providers agree to move an existing tenant to an alternative social rented home, because of proven, actual or threatened violence which is based on the protected characteristics set out in the Equality Act 2010 (examples include domestic violence or racial harassment), then the RP must offer the same tenancy terms to the tenant, as they had before they had to move.
- Registered Providers should accurately report and record all lettings information, including tenure, on the Government's agreed tenancy data recording system (e.g., CORE) to enable efficient monitoring and review of lettings and tenancy issues.

8. Links between Tenancies and Rent Setting

There are important links between tenancies and rent setting.

Government subsidy for managing and maintaining social housing is reducing which means Registered Providers, including those that manage Council owned homes, must find new ways to fund good quality management and maintenance of their existing stock from rental streams and other income, in line with government regulations, guidelines, standards and local priorities.

Government subsidy for developing affordable social homes has also been substantially reduced under the Government's Affordable Housing Programme 2011- 2015. Under the new programme a new type of tenancy was created called the Affordable Rent Tenancy was created which allows Registered Providers to set rents up to 80% of market rents to support the development of new homes in line with national, regional and local priorities. Homes may also be re-let by Registered Providers under the term of an Affordable Rent Tenancy.

The table below provides an overview of rent levels in Enfield for different types of social rented homes for 2011/2012:

Enfield Rents per week	1 bed	2 bed	3 bed
Market Rents	£185	£242	£300
80% Market Rents*	£148	£194	£240
Local Authority Rents	£81	£92	£109
% of Market Rents	44%	38%	36%
RSL Re-let Rents	£87	£104	£128
% of Market Rents	47%	43%	43%
RSL New Let Rents	£92	£110	£128

% of Market Rents	50%	45%	43%
All Social Rents	£82	£98	£116
% of Market Rents	44%	40%	39%

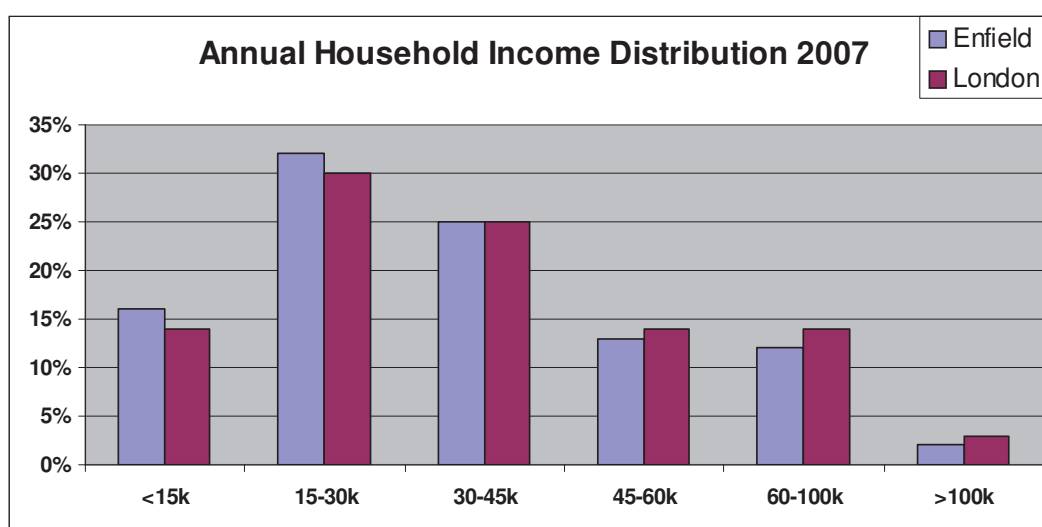
Information source: Local Authority and RSL rents: Government's CORE data

Appendix 2 provides information on rent levels for previous years.

In line with the Council's overall objectives for social housing outlined in Section 4, the Council expects that in setting their rent levels, Registered Providers should have regard to the average or median incomes in Enfield and to any specific requirements in the Council's Housing Strategy, Homelessness Strategy and /or its Allocation Scheme.

The Council will support housing schemes which are affordable with incomes above the average or median income levels in the borough where they support the delivery of schemes aimed at producing homes which will be made available on long-term, social rent terms.

The table below provides information about household income levels in Enfield compared with London.



Data Source: PayCheck 2007, Data Management and Analysis Group, GLA

Overall the Council expects that Registered Providers, in determining levels of rent charged to tenants, will maximise the supply of affordable homes in the borough, taking into consideration relevant demographic trends and local incomes. Where it is decided to make use of affordable rents⁹ for any or all of their housing stock, Registered Providers should publicise how this additional income will be used to assist in addressing local housing need.

⁹ Localism Act 2011, up to 80 % of local market rents.

9. Consultation

Enfield's Tenancy Strategy was developed in consultation with a wide range of Partners.

Copies of the draft Tenancy Strategy together with a short survey were sent to key stakeholders including Registered Providers operating in Enfield, Enfield Homes, statutory and voluntary sector partners, Members, the Mayor of London, and resident and tenant associations in Enfield. In addition, between 21 August 2012 and 15 October 2012, the Council's website contained the following:

- Information explaining what the Tenancy Strategy was about and why it was needed including the full text of the questions in the survey
- Downloadable versions in pdf format of the survey and draft Tenancy Strategy

In addition to website information, the opportunity presented by 2 community events was used to discuss the draft Tenancy Strategy with residents and complete the survey.

The survey questions and outcomes from the consultation used to shape this Tenancy Strategy can be found on Enfield Council's website.

10. Reviewing this Tenancy Strategy and Tenancy Policies

This Tenancy Strategy covers the period 2013-2018. It will be kept under review and adjusted as required to take into account Enfield's Housing Strategy, implementation of the Council's new Housing Allocations Scheme, the Council's Homelessness Strategy, the Council's own substantial regeneration plans and other relevant housing strategies and policies.

These adjustments will include take into consideration:




- demand for social rented homes
- who has been let social rented homes in Enfield and the type of tenancies granted
- how much social rented housing remains in the borough
- rent levels in the borough
- turnover of fixed and long-term social rented tenancies (including affordable rent and flexible tenancies)
- any changes in legislation or statutory or regulatory guidance on tenure

With regard to Tenancy Policies, Enfield expects that Registered Providers:

- who have already written their Tenancy Policy in advance of Enfield's Tenancy Strategy, review them in the light of this Tenancy Strategy and confirm to us in writing that this has been done by 30 June 2013.
- who have not written their Tenancy Policy to have regard to Enfield's Tenancy Strategy as required by the Localism Act 2011 and to confirm in writing to the local authority this has been done by 14 January 2014.
- review their Tenancy Policy at 5 year intervals, having regard to Enfield's current or refreshed Tenancy Strategy

Your views are important to us – let us know what you think of Enfield’s first Tenancy Strategy

You can contact us in the following ways:

-  you can **email** us at: ets@enfield.gov.uk
-  you can **phone** and leave a message on 020 8379 1000
-  you can **write** to us at

Strategic Development Team,
Community Housing Services,
Health, Housing and Adult Social Care,
Enfield Council,
FREEPOST NW5036,
9th Floor,
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Enfield EN1 3BR

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Appendices

Appendix 1 – Registered Social Housing Providers in Enfield

Appendix 2 – Key facts about social rented housing in Enfield

Appendix 3 – Social, economic and demographic data for Enfield

Appendix 1 – Registered Social Housing Providers in Enfield 2012

Registered Providers	Supported Housing Units	Wheelchair Units	Rented Units	Total Units
Housing Associations				
ABBNEYFIELD SOCIETY			15	15
ALDWYCK HOUSING ASSOCIATION			11	11
ANCHOR TRUST		12	163	175
BAIRD MEMORIAL HOMES			6	6
CARR GOMM SOCIETY LTD	8	1	16	25
CATALYST HOUSING GROUP		1		1
CHRISTIAN ACTION HOUSING ASSOCIATION	120	61	676	857
CIRCLE ANGLIA	45	10	142	197
DIMENSIONS UK	2		2	4
DOMINION		5	106	111
EAST THAMES HOUSING ASSOCIATION				
EDMONTON UNITED CHARITIES			10	10
FAMILY MOSAIC			1	1
GENESIS HOUSING GROUP		18	66	84
GUINNESS TRUST			1	1
HABINTEG		9	39	48
HANOVER HOUSING	48	48	48	144
HOME GROUP LTD		40	15	55
HOUSING 21			48	48
INNISFREE		2	23	25
JOHN GROOMS HOUSING ASSOCIATION		1	1	2
L&Q	9	22	1789	1820
LEE HOUSING ASSOCIATION		3	126	129
METROPOLITAN HOUSING TRUST	7	58	1286	1351
NETWORK HOUSING ASSOCIATION			2	2
NEWLON HOUSING TRUST	7	55	301	363
NORTH LONDON MUSLIM		1	2	3
NOTTING HILL HOME OWNERSHIP			99	99
NOTTING HILL HOUSING TRUST		5	483	488
ONE HOUSING ASSOCIATION	34	22	289	345
ORIGIN	4		650	654

Registered Providers	Supported Housing Units	Wheelchair Units	Rented Units	Total Units
PARADIGM		59	55	114
PEABODY TRUST			85	85
PLACES FOR PEOPLE		2	50	52
PRESENTATION HOUSING ASSOCIATION			1	1
RIVERSIDE HOUSING GROUP			154	154
SANCTUARY HOUSING ASSOCIATION	1	63	259	323
SOUTHERN HOUSING HOME OWNERSHIP		8		8
ST MUNGOS	1	1	1	3
STONHAM HOUSING ASSOCIATION			10	10
TOWER HOMES		70		70
TOYNBEE HOUSING ASSOCIATION			1	1
UNRECORDED			34	34
VIRIDIAN HOUSING		69	413	482
Housing Association Totals	286	646	7479	8411
Enfield Council	862 ¹⁰			11302

Housing association data is as at 4 November 2012
 Enfield Council data is as at 1 April 2012

¹⁰ Sheltered homes

Appendix 2 – Key facts about social rented housing in Enfield

Housing Applications

Enfield's Housing Register had 7,899 applicants for social rented homes as at the end of March 2012.

Lettings

Lettings of social rented homes over the last 5 years are summarized below:

Size of homes	2007/08	2008/09	2009/10	2010/11	2011/12
One bedroom homes	390	380	409	354	410
Two bedroom homes	338	312	283	307	274
Three bedroom + homes	127	177	139	209	200
Total number of homes let	855	869	831	870	884

Demand Group to whom social rented homes were let	Average number of social rented homes let per year during 2007-2012						Average of all size homes	
	Homes with 1 bedroom		Homes with 2 bedrooms		Homes with 3 or more bedrooms		Average number let per year	%
Transfers	88	23%	49	16%	62	36%	199	23%
Housing Needs	197	51%	32	11%	12	7%	242	28%
Homeless	103	26%	221	73%	96	56%	420	49%
Total Average number of homes let	388	100%	303	100%	170	100%	861	100%

Around one third¹¹ of the social rented homes let are owned by housing associations working in Enfield with the rest owned by Enfield Council.

Between 10-15% of all Housing Register applicants are likely to be housed in a council and housing association home. Eighty-five to ninety per cent of Housing Register applicants will need to consider other housing options.

¹¹ 34% in 2011/12 and 31% in 2010/11

Appendix 3 - Social, economic and demographic data for Enfield

Overview

Key overview facts about Enfield are summarised below:

1. The population of Enfield at the time of the 2011 census was 312,500 which is a significant increase on the 300,170 estimated by the GLA prior to the release of the census results. The Office of National Statistics projects that the population will increase to 366,000 by 2021¹².
2. While the population of Enfield is projected to increase by 17% from 2011 to 2021, the number of those aged 80 and over is expected to increase by 29%. Those aged under 20 are also predicted to have above average growth of 20%.¹³
3. Levels of migration cause high population churn with over 3,000 people moving to Enfield from outside the UK over the last 5 years¹⁴
4. Overall deprivation has increased; Enfield was the 64th most deprived borough in 2010 compared to 104th most deprived in 2004 out of 326 local authorities
5. The gap between the more deprived East and less deprived West of the borough has increased between 2007 and 2010 according to the indices of Multiple Deprivation
6. According to Department of Works and Pension data, the percentage of households claiming housing benefit is 28.7%, with a claimant count that has increased 30% over the last four years to stand at 34,370 in August 2012.
7. Enfield has the second highest private tenant caseload of housing benefit claimants in London with over 18,000 claims at August 2012

¹² www.ons.gov.uk/ons/rel/snpp/sub-national-population-projections/Interim-2011-based/index.html

¹³ www.ons.gov.uk/ons/rel/snpp/sub-national-population-projections/Interim-2011-based/index.html

¹⁴ Enfield's Local Economic Assessment Feb 2011

8. The number of Job Seekers Allowance claimants has increased by 91% over the last four years to 10,100¹⁵
9. The proportion of homes rented privately has increased to over 22% of the housing stock according to the 2011 census results, from 12% in 2001
10. The proportion of homes that are social rented is 17.6% and has increased from 18,800 in 2001 to over 21,000 according to the 2011 Census results..
11. The average Enfield house price was £260,846 in October 2012, and the average in London was £364,574 according to the Land Registry.
12. House price affordability had decreased to 8.8 times the median income in 2011, from 4.25 in 1997¹⁶
13. Enfield had the 8th highest level of households in temporary accommodation in England at the end of September 2012 with 1,988.

Levels of Deprivation in Enfield

The information below is sourced from Enfield's Housing Strategy 2012-27. Social and demographic data for Enfield show high and worsening levels of housing need:

Local Authority	IMD 2004	National Rank	IMD 2010	National Rank
Enfield	23.05	104 th	26.06	64 th
Barnet	16.09	193 rd	16.64	176 th
Redbridge	17.77	163 rd	20.37	134 th
Waltham Forest	30.24	47 th	35.44	15 th
Camden	34.71	19 th	25.43	74 th
Westminster	31.68	39 th	24.59	87 th
Islington	42.65	6 th	35.87	14 th

Indices of Deprivation 2004 and 2010, DCLG

¹⁵ <https://www.nomisweb.co.uk/Default.asp>

¹⁶

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/10732/322286.xls

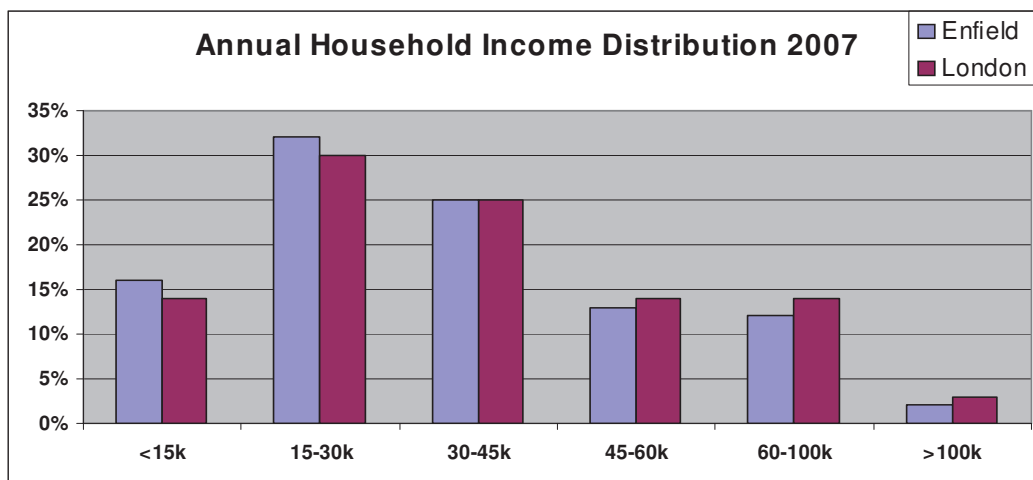
Enfield, as well as other Outer London boroughs such as Redbridge and Waltham Forest, has seen a marked increase in relative deprivation from 2004 to 2010. This contrasts with the improvement seen in many Inner London authorities with Camden and Westminster being among the most notable.

% Change in Benefit Claimants 2001-2011			
	Enfield	London	Enfield Rank
Total Working Age Claimants	25.5%	8.1%	1 st of 33
Lone Parent Benefit Claimants	-0.6%	-33.2%	1 st of 33
Total Female Claimants	31.4%	7.2%	1 st of 33
Incapacity Benefit Claimants	16.0%	5.5%	4 th of 33

Working Age Client Group data, Department of Welfare and Pensions, <http://83.244.183.180/NESS/WACG/wacg.htm>

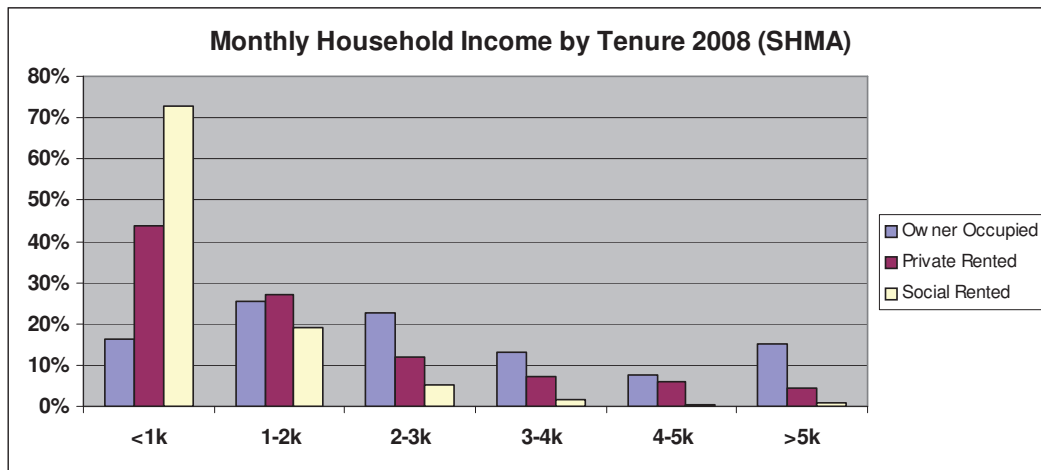
The extent of the worsening in deprivation within Enfield can be seen in the large increase in benefit claimants over the last decade. Over the period 2001 to 2011 when the number of working age benefit claimants increased 8.1% across London, Enfield had a gain of 25.5%. Particularly stark was the change in the number claiming lone parent benefit with a massive 32% relative worsening compared to London over the 10 year period.

Income Levels in Enfield



PayCheck 2007, Data Management and Analysis Group, GLA

Household income in Enfield is skewed slightly towards the lower income groups as compared to London as a whole. In 2010, the median household income in Enfield was £31,557 - nearly 6% lower than the London median at £33,441, and actually lower than the 2009 figure of £31,955.



Enfield Housing Market Assessment, August 2008, ECOTEC

The Survey from the 2008 Strategic Housing Market Assessment demonstrates that household income is highest among owner occupiers and lowest among social renting households. Over 70% of the latter have incomes of less than £1,000 per month.

Diversity data for Enfield

The information set out below is derived from Enfield's Annual Housing Equalities Report 2011/12 and the Equalities Impact Assessment for Enfield's 2012-2027 Housing Strategy

Ethnicity

Equalities monitoring¹⁷ shows that compared to population estimates, black and minority ethnic (BME) households are over-represented on the Council's Housing Register. 82.3% of applicants on the Housing Register are from a non-white UK ethnic group. This compares with the lower figure of 55.3% of people in Enfield's population.

Equalities monitoring also shows that some BME households require larger properties and as they are in short supply have to wait longer to be housed. For example, 61% of Turkish households and 66% of Somali households have to wait more than 5 years to be housed (compared to 25% of White UK households).

Disability

Ten per cent of all new homes built in the borough are required to be wheelchair accessible. Enfield Council works with housing associations to develop adaptable and wheelchair accessible affordable homes to meet the needs of disabled people. In 2010/11 53 wheelchair accessible units were delivered by housing associations in the borough.

¹⁷ Equalities Monitoring is set out in the Annual Housing Equalities Report 2011/12

Gender

More women experience domestic violence (DV) than men. Enfield's Housing Strategy seeks to support those who would like help to find alternative safe accommodation and to work with partners to support the survivor and their family. In 2010/11 36 women experiencing DV were supported by the Council to find alternative accommodation. However, this figure represents a small proportion of the total who received support as Enfield Homes, Housing Associations and community groups also provide services for this group.

Age

Most of the people on Enfield's Housing Register are between the ages of 25 to 35 (35%) and 36 to and 49 (36%). A smaller proportion are aged under 25 (12%) or over 50 (17%).

Rent levels in the borough

The following tables show average market rents in the private rented sector in Enfield together with average local authority rents, and average rents for housing association (RSL) new lets and relets¹⁸ for the years 2010/11¹⁹ and 2011/12.

2011/12

Enfield Rents per week	1 bed	2 bed	3 bed
Market Rents	£185	£242	£300
80% Market Rents*	£148	£194	£240
Local Authority Rents	£81	£92	£109
% of Market Rents	44%	38%	36%
RSL Re-let Rents	£87	£104	£128
% of Market Rents	47%	43%	43%
RSL New Let Rents	£92	£110	£128
% of Market Rents	50%	45%	43%
All Social Rents	£82	£98	£116
% of Market Rents	44%	40%	39%

Data source Government's CORE data base

2010/11

¹⁸ These are homes that have been let before

¹⁹ Local authority and housing association (RSL) rents for 2010/11 and 2011/12 are taken from a small sample of CORE data as at 16 November 2012.

Enfield Rents per week	1 bed	2 bed	3 bed
Market Rents	£174	£231	£288
80% Market Rents*	£139	£185	£230
Local Authority Rents	£74	£83	£95
% of Market Rents	43%	36%	33%
RSL Re-let Rents	£85	£100	£123
% of Market Rents	49%	43%	43%
RSL New Let Rents	£93	£113	£127
% of Market Rents	54%	49%	44%
All Social Rents	£80	£91	£109
% of Market Rents	46%	39%	38%

Data source: Government's CORE data base

*Rounded up/down figures throughout

MUNICIPAL YEAR 2012/2013 REPORT NO. 140

MEETING TITLE AND DATE:

Cabinet - 23rd January 2013

REPORT OF:

Director of Health, Housing and Adult Social Care

Key Decision No. : KD 3583

Contact officer and telephone number:

Michael Sprosson Tel: 020 8379 3961

Email: Michael.sprosson@enfield.gov.uk

Agenda - Part: 1	Item: 9
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<p>Subject: Health and Adult Social Care Voluntary and Community Sector Strategic Commissioning Framework 2013-16</p>
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<p>Cabinet Members consulted:</p>
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<p>Councillor McGowan</p>

<p>Councillor Hamilton</p>

1. EXECUTIVE SUMMARY

- 1.1 The adult social care commissioning team, based in the Council's Health, Housing and Adult Social Care department has developed a new 3-year strategic commissioning framework which relates only to adult social care funding objectives and outcomes commissioned from the voluntary and community sector. At the heart of the new approach is the 'Putting People First' agenda and will see a change in the way the voluntary and community sector can contribute towards the adult social care vision for future provision but embraces a partnership approach to engaging a range of stakeholders in how support for vulnerable people is designed and delivered in future.
- 1.2 The new framework has been developed in partnership with a wide range of stakeholders including elected members, customers, voluntary and community sector organisations, and social care professionals and the Council's Communities, Partnerships and External Relations team. The framework has broader links to other Enfield Council policies and frameworks, aimed at delivering a joined up approach and links and supports 'Delivering Partnership - Enfield Voluntary and Community Sector Framework 2012-2017' and 'The Compact'.
- 1.3 The framework provides a clear statement of intent to provide a set of shared principles and long-term goals that form the basis of adult social care commissioning with the voluntary and community sector over the next three years (2013-2016). The framework also signals a forthcoming review of the current suite of adult social care grants to ensure that they are strategically relevant and provide value for money.

- 1.4 Public consultation on the framework closed on 26 October 2012. Responses were received from a range of people and groups, and the majority of submissions supported the direction of travel set out in the framework with a number requesting further clarity on certain areas. In response, a number of revisions to the framework have been made and these have been summarised in a 'Summary of Submissions' report which is available for viewing on the Council's website. A copy along with the final framework document is available along with other supporting documents to this report in the Member's library and Group Offices.
- 1.5 This report seeks Cabinet approval to agree the new 3-year strategic commissioning framework for adult social funding objectives and outcomes provided by the voluntary and community sector.

2. RECOMMENDATIONS

- 2.1 Cabinet is requested to :
- note and agree the Adult Social Care Strategic Commissioning Framework
 - note the extensive consultation undertaken in developing the framework
 - note the shared principles to underpin new commissioning arrangements set out at paragraph 3.15

3. BACKGROUND

- 3.1 It is a time of significant change for adult social care nationally. A fundamental shift in the way that social care services and supports are purchased and delivered to adults with support and care needs is underway. In line with the personalisation agenda, people are being put in control of the support and care they receive, and purchasing power is shifting from the local authority to the individual. Personalisation will give people greater control, choice and flexibility to live as independently as possible. Further change lies ahead in terms of the challenge to the public sector to make best use of decreasing levels of financial resource and the forthcoming changes to the National Health Service.
- 3.2 The voluntary and community sector in Enfield is centrally placed and highly regarded in terms of how social care support has been developed to meet the needs of some of the most vulnerable people in the borough. Through innovative and collaborative working, and having the needs of customers at the heart of things, the voluntary and community sector has helped to make choice and independence for individuals a reality. The voluntary and community sector has also contributed in bringing new resources into the borough and in building greater resilience within communities.
- 3.3 In Enfield, under 'Putting People First' (a shared vision and commitment to the transformation of adult social care) a need has been identified to change the

way voluntary and community sector organisations can play a part in the social care and support market and the wider delivery of public services. Over the last three years, adult social care commissioning managers have been working with voluntary and community sector representatives, social care professionals and customers to review the way funds are provided to the voluntary and community sector for projects to support adults in Enfield with social care needs and what types of new supports are required to meet shared needs.

3.4 Historically, the Council's adult social care commissioning team has funded a wide range of projects provided by the voluntary and community sector. Types of supports that we are currently funding include:

- Information and Advice
- Advocacy
- Prevention and Early Intervention
- Reablement and Enablement, support into employment.
- Day centres, customer respite, transport
- Core funding and running costs

A schedule of currently funding setting out organisations, details of projects and amounts funded, is appended to the draft strategic commissioning framework document which was issued for consultation and is available for viewing in the Members' library and Group offices.

3.5 Many of these current grants have been in place for a number of years. There has not been a consistent and regular review process and during this time strategic priorities have changed. Through regular forums with the voluntary and community sector, recognition that these arrangements need to be modernised has developed. Funding must become more outcomes focussed and there needs to be transparency about how projects are funded and how effectively they meet people's expressed needs.

3.6 In 2010/11, adult social care commissioners completed a comprehensive joint review of 98 projects provided by 44 voluntary and community sector organisations that are funded through grants with the department and with NHS Enfield. It was also timely to review all organisations that were provided with funding, against the seven key joint commissioning aims that had been agreed for Enfield in response to the White Paper "Our health, our care, our say: a new direction for community services". These seven key joint commissioning aims are:

Key Commissioning Aim One: Increase the choice and control in decision making over their individual services for service users, patients and carers across the Council's Health and Adult Social Care department and NHS Enfield.

Key Commissioning Aim Two: Increase the individual and collective influence of service users, patients and carers on shaping future services

across the Council's Health and Adult Social Care department and NHS Enfield.

Key Commissioning Aim Three: To focus services to maximise and maintain people's health, independence and inclusion.

Key Commissioning Aim Four: To develop and maintain accessible services, including fully accessible premises and homes.

Key Commissioning Aim Five: To develop integrated community pathways and services by working in partnership and co-coordinating development and investment.

Key Commissioning Aim Six: To recruit and retain a workforce that is trained, reliable and efficient across the Council's Health and Adult Social Care department and NHS Enfield and to work with the Independent and Voluntary and Community Sectors to ensure that the same is true for their workforce.

Key Commissioning Aim Seven: To focus on the quality of service provided to service users, carers and patients.

3.7 The review provided a picture of current provision in the following areas:

- actual activities against planned activities
- health and adult social care needs that have been met by funding
- how funding has contributed to the reduction of inequalities / increased life expectancy
- how funding has contributed to the well being of users /carers / families / others
- how the funding provided responds to the personalisation agenda
- how organisations obtain the views of users / carers / families and respond to them.
- how the projects funded contributes to the seven joint key commissioning aims

3.8 It is now necessary to align what is commissioned with current, emerging and anticipated priorities and develop a new strategic commissioning framework. In particular we have taken into account the significant transformation of adult social care through personalisation and the changes and implications that lie ahead in the commissioning and delivery of social care services and supports. Going forward, commissioning of funding objectives and outcomes will sit alongside and be informed by the Council's Adult Social Care Market Position Statement, Joint Commissioning Strategies and other key policy documents.

3.9 Our aim is to ensure a cohesive, consistent, fair and transparent approach to the commissioning of adult social care provision. 'The Enfield Compact' sets out principles and procedures for guiding the way that the statutory and the voluntary and community sector work together and represents a joint commitment by the partners to good practice. In November 2011, the Council

published its “Delivering in Partnership” - Enfield Voluntary and Community Sector Framework 2012-2017. The corporate framework is intended to form the central guiding tool for future working by the Council with the voluntary and community sector. In our commissioning, the Council’s adult social care department has adopted both of these key document’s wider principles.

- 3.10 Corporately, the Council seeks to work in partnership with voluntary and community sector organisations to support a vibrant voluntary and community sector that contributes to community cohesion, ensure the provision of generic advice and information to our residents and provide the specific work that can only be delivered effectively by our community organisations partners to support and address the various needs of our residents. Going forward, the role of the voluntary and community in adult social care is to complement statutory provision and enhance the range of quality services and supports that are available to meet community care needs. Support provided by the voluntary and community sector will be for all residents who meet low, moderate, substantial and critical Fair Access to Care Services (FACS) criteria. The voluntary and community sector should support individuals to commission their own solutions to meet outcomes through personalisation, and play a role in the prevention agenda of keeping people well and independent in the community reducing the need for statutory services.
- 3.11 Formal consultation with the voluntary and community sector about the changes to commissioning arrangements was launched in 2008/9, with a stakeholders day that gave the voluntary and community sector the Enfield context and explained the need to move to a more robust performance management framework.
- 3.12 In valuing the voluntary and community sector, the adult social care commissioning team have, through the Institute of Public Care, invested in specialist external support to provide targeted development and capacity building to help organisations plan for change and prepare for personalisation. Since 2008 the Institute of Public Care has provided this support:
- through business planning with individual and groups of organisations
 - at forums where the voluntary and community sector has developed its response to the Council’s adult Social Care commissioning agenda
 - at dedicated sessions where the voluntary and community sector has been helped to assess its preparedness for personalisation
 - at specialist training events to provide organisations with skills on:
 - collaborative working / forming consortia
 - bidding for public sector contracts
 - charging and costing for services
- 3.13 The new Adult Social Care Strategic Commissioning Framework provides a clear statement of intent to provide a set of principles and long-term goals that form the basis of adult social care commissioning with the voluntary and community sector over the next three years (2013-2016). It differs from a strategy in that it does not contain a detailed action plan setting out how and

when these goals and objectives will be achieved. The final framework document does not contain the specific details of what funding objectives and outcomes we are seeking to fund, but in deciding these objectives and outcomes to be commissioned, adult social care commissioners will maintain their commitment to engage with the voluntary and community sector, customers and other key stakeholders in order that they can contribute to the design of provision and to measures for performance monitoring. This approach can be evidenced with the recent activity in developing advocacy provision and details of this can be provided on request.

- 3.14 The framework's principles and objectives were developed in partnership with a wide range of stakeholders including elected members, customers, voluntary and community sector organisations, the Voluntary and Community Sector Strategic Group (co-chaired by the Cabinet Member for Community Wellbeing and Public Health and the Council's Chief Executive), social care professionals and the Council's Communities, Partnerships and External Relations team.
- 3.15 The framework sets out shared principles to underpin our commissioning arrangements. These include:
- the needs of customers are paramount and assessed needs will be met through personalisation and personal budgets
 - the views and voices of customers will be included in our commissioning activities.
 - the commissioning processes for adult social care funding objectives and outcomes will endeavour to build social capital and community cohesion and provide value for money.
 - volunteering will be actively encouraged through our commissioning processes.
 - funding of projects will be open and transparent and will be commissioned on a full cost recovery basis. This will bring clarity and fairness to funding arrangements as full cost recovery will replace existing core funding elements.
 - initiatives for match funding will be actively encouraged, as will ideas that bring additional resource streams into the borough.
 - the process for commissioning projects to be proportionate and as simple as possible, particularly for small grants.
 - the general rule will be to issue three + two year agreements. Regular reviews, involving people who use those supports, will be an integral part of the commissioning cycle.
- 3.16 In delivering personalised provision that meets adult social care needs to Enfield residents, adult social care commissioners have the following funding objectives prioritised over a two to three-year period:
- To strengthen the availability of targeted provision which supports **prevention and early intervention** that aim to keep people well and living independently in the community, reducing the need for statutory services. To promote independence and quality of life, those commissioning and

providing social care must make a strategic shift towards prevention, early intervention and reablement. This is not only because resources are limited but because most people want to retain their independence and stay in their own homes. Types of activities to support this could include: health advice (e.g. information about living with specific conditions, healthy living, weight management, exercise classes), practical help at home, social activities, support to get out and about, skills training, day resources and supporting people, including carers and people with disabilities, into paid employment, in particular the care and support industry.

- Improved **information advice and guidance** to provide adults with social care needs guidance and direction on a particular course of action which needs to be undertaken in order to realise a need, access a service or realise individual entitlements.
- Access to **advocacy** and support primarily in relation to adult social care issues which may also address issues around safeguarding adults, benefits entitlement, complaints, housing, employment, education or leisure issues, if support with these issues will promote people's overall health and wellbeing.
- A choice of comprehensive external **brokerage** supports to support adults with social care needs to identify their own support needs; find out what resources and services are available to them; work out what support package will best meet their needs and preferences (given the available resources); organise and manage this support; review and adapt this support over time; and (potentially) identify problems and avenues for help in resolving them.
- To promote through transition, **a move towards direct payments from the current funding arrangements**. The Council's Health and Adult Social care department is committed to giving people as much choice and control over their social care services and supports as possible and the main instrument of this change has been direct payments. During 2012/13 and beyond, the Council's Health and Adult Social Care department will be seeking to significantly increase the uptake of direct payments. Therefore and where appropriate, we are reconfiguring resources away from traditional contracting and grant arrangements and making funds available for customers to place in their personal budgets. Clearly this means that as far as is possible, providers will need to change their business models to be able to receive direct payment and to adapt to the new reality of social care funding.
- Additionally, we are proposing to maintain a small pool of funding to give the flexibility to respond to emerging initiatives on a strictly time-limited basis.

3.17 Given the time that has elapsed since the last review of funding provided to the voluntary and community sector and to ensure that going forward, they meet shared needs and are aligned to the strategic objectives set out in the

new framework, projects that are currently funded will be prioritised and reviewed against strategic relevance and value for money.

- 3.18 The outcome of this review and accompanying equalities impact assessments will help us to decide which of the current projects should be offered new agreements. Recommendations may be made to de-commission existing projects provided by the voluntary and community sector. Safeguarding the welfare of customers will be a key priority with clarity about the risks involved in the process, and the approach being taken to manage these risks. The Council's adult social care commissioning team will work in partnership with all stakeholders to achieve a smooth transition, communicated clearly to stakeholders, especially customers and employees. In line with our aim to create stability and sustainability in the sector, officers will ensure that a minimum six months notice periods are issued to affected organisations as funded projects are drawing to a close reminding them of their responsibility to manage change as part of their agreed exit strategy.
- 3.19 The demonstration of efficiently delivered outcomes will become increasingly important and future commissioning processes will value an equal balance between the delivery of locally accountable social capital, cost effectiveness and quality and will be supportive of partnerships where they can demonstrate effective outcomes for local people or efficiencies. Consistent with the approach taken by the Council's Communities, Partnerships and External Relations team, adult social care commissioners will be seeking to agree robust grant based funding agreements with voluntary sector organisations for the benefit of the local community through a competitive grants process that will result in a partner or partners being appointed. The term of agreements will likely be for three years (with an option to extend further based on performance).
- 3.20 Performance management is the systematic process of monitoring the results of activities and collecting and analysing performance information to track progress toward planning results. Performance management uses performance information to inform and program decision making and resource allocation. The main objective is to communicate results achieved, or not attained, to ensure outcomes and objectives are being achieved and to advance learning for both the Council's adult social care commissioning team and the organisations providing supports. Performance management of these new projects will be monitored quarterly and reviewed on a cyclical basis focussing on three strands:
- Delivery of outcomes – measuring how well outcomes are being achieved and what impact the project is having on customers
 - Quantitative – the numbers of customers served and supports delivered
 - Qualitative – the quality of the support(s) provided
- 3.22 Public consultation on the draft Framework was undertaken over a 3 month period and closed on 26 October 2012. All members of the general public were invited to respond on whether they agreed with, disagreed with or felt anything was missing on the proposed:

- shared principles
- funding priorities
- approach to commissioning going forward
- approach to measuring success and managing performance

3.23 People were invited to comment on the draft framework by answering a questionnaire, which was available on the Enfield Council website, or completing a hard copy version on request.

3.24 The consultation was publicised through the following means:

- meetings with Lead Members
- Older People and Vulnerable Adults Scrutiny Panel meetings
- Health and Wellbeing Board meetings
- Learning Disabilities, Mental Health, Older Peoples and Physical Disabilities Partnership Board meetings
- posters distributed to voluntary and community sector organisations, GP surgeries, libraries and Council receptions

3.25 During October 2012 Enfield Voluntary Action, established by local voluntary and community organisations to support, promote and develop local voluntary and community action, focused its annual conference and annual general meeting on engaging voluntary and community sector organisations in the consultation on the new framework. The day was structured around a mixture of plenary sessions, questions and discussion plus workshops. Resulting from the conference, a helpful and insightful joint response was developed to the proposed new framework and this has been incorporated into a summary of submissions report.

3.26 Responses to the public consultation were received from a range of people and groups, and the overwhelming majority of submissions supported the direction of travel set out in the framework with a number requesting further clarity on certain areas. In response, a number of revisions to the framework have been made and these have been summarised in the aforementioned summary of submissions' report and in the final framework document which are available for viewing in the Member's library and Group offices. Headline areas are set out below:

3.26.1 Shared Principles

Overall there is support for the shared principles, especially agreement on the commitment to user and carer engagement, full cost recovery and the three year funding with an option of a two year extension (subject to performance). **86%** of respondents agreed with the proposed shared principles. Concerns about the emphasis on volunteering have been raised and that the framework should recognise the value of volunteering but acknowledge that there are limitations. The final

framework recognises that the use of volunteers may not be appropriate for all organisations or projects, but it is a way for some voluntary and community sector organisations to show how they can add value and support costs/volunteer expenses should be built into all bids for funding.

3.25.2 Funding Objectives and Priorities

The new priorities have been well received particularly the development of information, advice and advocacy supports. **81.2%** of respondents agreed with the new proposals. Some respondents felt that the only thing deemed not to have enough emphasis in the priorities was the preventative work required to reduce the demand on statutory services which is an area where traditionally the voluntary and community sector is strongest. Suggestions were also received on additional new funding objectives and priorities on how the voluntary and community sector can support greater numbers, particularly from hard to reach communities, to enter employment in the care and support field. Adult social care commissioners have noted and appreciated the comments and suggestions made and acknowledged the need to place preventative work higher. Commissioners also intend to work with internal Council functions and a wide range of external partners to promote and facilitate employment opportunities. We will be working with these partners over the coming months to explore ways this can be achieved.

3.25.3 Commissioning

87.5% of respondents agreed with the approach to commissioning projects going forward. Respondents welcomed proposals to retaining grants and this was felt to be a very positive move, recognising the important role the voluntary and community sector plays in keeping vulnerable and marginalised people healthy, safe and preventing social isolation.

3.25.4 Measuring Success and Managing Performance

81.2% of respondents agreed with the approach to measuring success and managing performance going forward. Respondents recognise the value of monitoring and performance management for groups as well as the funding authority. As it is public funds, there is acceptance of the need for a robust monitoring and evaluation system that should be proportionate to the size of funding awarded and is consistent with other parts of the Council. Adult social care commissioners will therefore consistently apply quarterly monitoring arrangements in all agreements with the voluntary and community sector proportionately with the level of funding awarded.

3.25.5 Core Funding

68.7% of respondents feel that the adult social care commissioning team should include core funding in its commissioning arrangements and clarification on this issue has been requested. Some respondents believe that the voluntary and community sector in Enfield is more sustainable and resilient due to core support; particularly to those organisations working with the Equalities strands and the wider voluntary and community sector and that this should not be funded from budgets for direct social care provision. Some voluntary and community sector organisations use core funding as a lever for match funding bids to trusts and the lottery and brings additional funding into the borough.

We have listened to these concerns but consistent with a previous Cabinet decision taken in October 2007 and the Council's corporate voluntary and community sector framework, future agreements with the voluntary and community sector will be aligned with strategic commissioning priorities and customer needs. The principles set out at paragraph 3.14 , and supported overall from the public consultation responses, state that funding will be open and transparent and will be commissioned on a full cost recovery basis. This will bring clarity and fairness to funding arrangements as full cost recovery will replace existing core funding elements.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Do nothing - the current adult social care grant system cannot be continued. Many of these current grants have been in place for a number of years. There has not been a consistent and regular monitoring and review process to evaluate outcomes and benefits delivered and during this time strategic priorities have changed.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The Council's approach to commissioning, funding agreements and performance management is outlined in the Council's Corporate Procurement Strategy, "Delivering Partnership – Enfield Voluntary and Community Sector Framework 2012-2017" and the Enfield Compact. By adhering to the policies set out in these documents, the Council's adult social care commissioning team is able to ensure a consistent relationship with voluntary and community sector organisations.
- 5.2 Consistent with the corporate voluntary and community sector framework, the new adult social care strategic commissioning framework will ensure that all

commissioning is set in the clear context of meeting identified need based on clear evidence and be able to demonstrate how this links into the 3 main strategic aims of Enfield Council.

5.3 The new framework will provide :

- greater joint working and opportunities for co-production in the planning process prior to commissioning
- clarification of where funding opportunities originate from and the purposes for that funding
- modernising our approach to focus consistently on provision and eliminating language and practises that appear unfair or unhelpful
- inclusivity and equality of coverage right across the voluntary and community sector
- the establishment of clear shared outcomes that can be adopted
- fairness, transparency and credibility to our work

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

6.1 Financial Implications

6.1.1 The total adult social care spend, administered by the adult social care commissioning team, on voluntary and community organisations in 2011/12 was £2.46m. The estimated spend in 2012/13 is £2.31m. The difference in values is due to the expiry of some short term agreements that were in place and a programme of work to carry out the conversion of voluntary and community organisation payments to direct payments for customers.

6.1.2 Funding for the voluntary and community organisations commitments in 2011/12 was from LBE base budget provision £1.487m (SS0723), Learning disabilities development fund £76k (SS0310), Carers £685k (SS0102) and Mental Health £220k (SS0480) grants. This funding is administered by the adult social care commissioning team

6.1.3 From 2011/12 the Learning Disabilities development Fund, Carers grant and Mental Health grant no longer exist as separate funding streams but have been rolled into the authorities formula funding. Ongoing funding for the Voluntary and Community Sector will be met from existing Health and Adult Social Care resources.

6.2 Legal Implications

- 6.2.1 The Council has power under section 1(1) of the Localism Act 2011 to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles. The proposed application of funding is in accordance with this power.
- 6.2.2 Where the Council is allocating grant funding, it must ensure that the allocation of such grant is made on a non-discriminatory, transparent, equal and proportionate basis in accordance with the Council's Constitution. Such funding must be appropriately open to competition in accordance with the Council's Contract Procedure Rules where applicable. The Council must further be mindful of State Aid requirements when considering the allocation such grant funding.
- 6.2.3 The Council must ensure that the procurement of any works, goods or services is conducted in accordance with the Council's Constitution in particular Contract Procedure Rules.
- 6.2.4 Any agreement that the Council enters into to for the provision of goods works or services or the allocation of grant must be in a form approved by the Assistant Director for Legal Services.
- 6.2.5 Early consideration of the Council's Contract Procedure Rule's and State Aid requirements, and the forms of contract and grant that the Council will enter into should be built into the delivery of the project.

6.3 Property Implications

- 6.3.1 Enfield Council has successfully provided accommodation to numerous voluntary and community sector organisations in the past and continuous to do so. The new adult social care strategic commissioning framework recommends the funding of projects on a full cost recovery basis, which indeed, includes the use of Council property where considered appropriate.
- 6.3.2 Where Council property is considered suitable for the delivery of services and supports, the Property Procedure Rules must be adhered to. Leases or licences will be granted and market rents and service charges (where appropriate) will be sought from the voluntary and community sector provider/occupier. This will bring clarity and fairness to funding and occupancy arrangements and allow for the effective management of such properties.
- 6.3.3 In addition, where the use of Council property is deemed appropriate, the lease/licence agreement for such property must be entered contemporaneous to the funding agreement being

agreed. For any new occupations, it is important that appropriate legal documentation is completed before occupation is granted.

6.3.4 Furthermore, the new Strategic Commissioning Framework is welcomed in that it provides the opportunity to regularise existing licences/leases and, tie the use of Council property to respective funding agreements where appropriate.

7. KEY RISKS

7.1 Subject to the outcomes of the forthcoming review of currently funded organisations, recommendations may be made to de-commission projects that do not provide value for money and are not strategically relevant. This will enable resources to be released and targeted appropriately to meet needs and strategic objectives. Safeguarding the welfare of customers will be a key priority with clarity about the risks involved in the process, and the approach being taken to manage these risks. The Council's adult social care commissioning team will work in partnership with all stakeholders to achieve a smooth transition, communicated clearly to stakeholders, especially customers and employees. Consistent with the Council's corporate framework 'Delivering In Partnership', officers will ensure that a minimum six months notice periods are issued to affected organisations as funded projects are drawing to a close reminding them of their responsibility to manage change as part of their agreed exit strategy.

8. IMPACT ON COUNCIL PRIORITIES

In working proactively and positively with our partners in the voluntary and community sector, future commissioning arrangements as set out in the framework will support the key strategic objectives of the Council as follows:

8.1 Fairness for All

- Serving the whole borough fairly and tackling inequality
- Providing high quality, affordable and accessible services for vulnerable people in Enfield

8.2 Growth and Sustainability

- Bringing growth, jobs and opportunity to the borough

8.3 Strong Communities

- Encouraging active citizenship
- Listening to the needs of local people and being open and accountable
- Working in partnership with others to ensure Enfield is a safe and healthy place to live

9. EQUALITIES IMPACT IMPLICATIONS

- 9.1 A predictive equality impact assessment/analysis has been completed and is available from the report author.
- 9.2 The review of current grant funded agreements and projects together with new commissioning activity will allow strategically relevant and value for money projects that meet the assessed needs of all eligible customers (as outlined in new funding agreements) to be provided. No customers will be adversely affected by these recommendations. The impacts of these new grant funded agreements on different parts of the community will be monitored through the actions identified in the predictive equality impact assessment/analysis.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

- 10.1 The ability to be transparent in our joint working and to create mechanisms that allow for greater accountability between Council, voluntary and community sector and residents emerged as a key issue during consultation on the corporate framework , 'Delivering Partnership – Enfield Voluntary and Community Sector Framework 2012- 2017'. In response, adult social care commissioners have reviewed existing arrangements and will be implementing a more robust performance management system, as described in the draft framework document that will ensure we are more able to evidence the impact of the objectives and outcomes we jointly deliver.
- 10.2 We have used the experience gained in recent years to enhance and improve our performance management arrangements with the voluntary and community sector to allow greater interaction between the Council's Health and Adult Social Care department and those delivering supports on our behalf. We will consistently apply quarterly monitoring arrangements in all agreements with the voluntary and community sector proportionately with the level of funding awarded.
- 10.3 We will include greater emphasis on risk management, forward planning and sustainability. We will also utilise Equality Impact Assessments more rigorously in our future work with partners to help ensure we are meeting need.

11. PUBLIC HEALTH IMPLICATIONS

- 11.1 Many voluntary and community sector organisations are known for their work in delivering health-related and social services and play a range of significant roles in promoting public health and in tackling the social determinants of health. They can gather quantitative and qualitative evidence to make the case for intervention and to determine the most appropriate points of leverage. They are well placed to convene residents, diverse organisations and sectors in order to raise awareness of problems, develop strategic plans and undertake comprehensive action.

- 11.2 The current Joint Strategic Needs Assessment (JSNA) 2010–2012 brings together information about health and well-being needs from NHS Enfield, Enfield Council and key stakeholders including the voluntary and community sector. The list of priority health and well-being needs focuses on those sections of the population where there is significant evidence of poor health and well-being outcomes and of health inequalities.
- 11.3 Going forward, commissioners will be engaging with colleagues from public health, the voluntary and community sector and other key stakeholders to determine how the new framework can support delivery of current and future public health priorities and objectives, linked to the prevention agenda. These may include targeted interventions by the voluntary and community sector on information dissemination, signposting to HIV testing, promotion of healthy lifestyles and physical activity and smoking cessation.

Background Papers

None

London Borough of Enfield

Health & Adult Social Care

Voluntary & Community Sector Strategic Commissioning Framework 2013-2016

*“Working with the Voluntary and Community Sector to
deliver personalised services to the citizens of Enfield”*

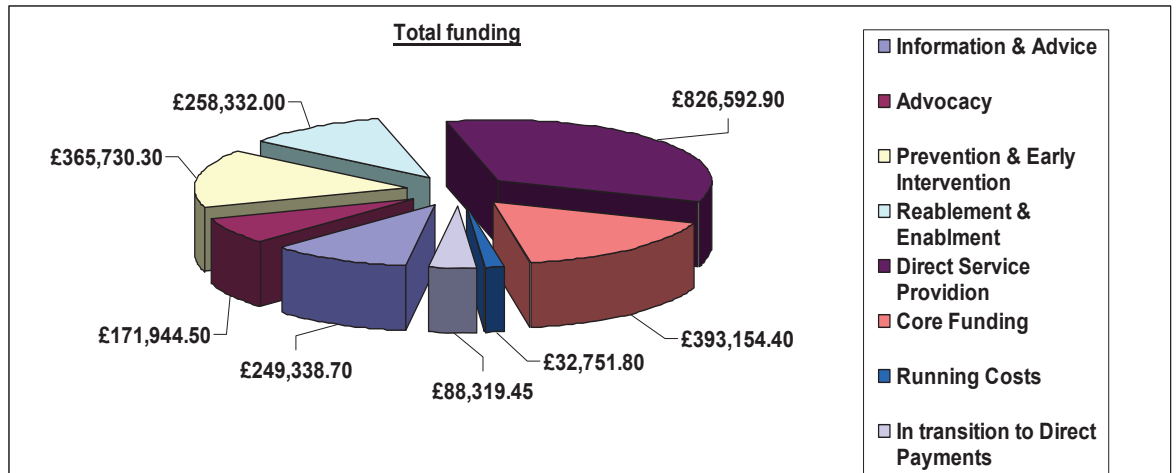
1. INTRODUCTION

- 1.1 The adult social care commissioning team, based in Enfield Council's Health, Housing and Adult Social Care department has developed this new 3-year strategic commissioning framework which relates only to adult social care interventions and supports commissioned from the voluntary and community sector. At the heart of the new approach is the 'Putting People First' agenda and will see a change in the way the voluntary and community sector can contribute towards the adult social care vision for future services and supports but embraces a partnership approach to engaging a range of stakeholders in how provision is designed and delivered in future.
- 1.2 This framework has been developed in partnership with a wide range of stakeholders including elected members, customers, voluntary and community sector organisations, social care professionals and the Council's Communities, Partnerships and External Relations team. The framework has broader links to other Enfield Council policies and frameworks, aimed at delivering a joined up approach and links and supports 'Delivering Partnership - Enfield Voluntary and Community Sector Framework 2012-2017' and 'The Enfield Compact'.
- 1.3 Public consultation on this framework closed on 26 October 2012. Responses were received from a range of people and groups, and the majority of submissions supported the direction of travel set out in the framework with a number requesting further clarity on certain areas. In response, a number of revisions to the framework have been made and these have been summarised in a 'Summary of Submissions' report which is available for viewing on the Council's website.
- 1.4 We are confident that this framework provides a clear statement of intent to provide a set of shared principles and long-term goals that form the basis of adult social care commissioning with the voluntary and community sector over the next three years (2013-2016).

PART A - LOOKING BACK

2. BACKGROUND

- 2.1 It is a time of significant change for adult social care nationally. A fundamental shift in the way that social care services and supports are purchased and delivered to adults with support and care needs is underway. In line with the personalisation agenda, people are being put in control of the support and care they receive, and purchasing power is shifting from the local authority to the individual. Personalisation will give people greater control, choice and flexibility to live as independently as possible. Further change lies ahead in terms of the challenge to the public sector to make best use of decreasing levels of financial resource and the forthcoming changes to the National Health Service.
- 2.2 The voluntary and community sector in Enfield is centrally placed and highly regarded in terms of how provision has been developed to meet the needs of some of the most vulnerable people in the borough. Through innovative and collaborative working, and having the needs of customers at the heart of things, the voluntary and community sector has helped to make choice and independence for individuals a reality. The voluntary and community sector has also contributed in bringing new resources into the borough and in building greater resilience within communities.
- 2.3 In Enfield, under 'Putting People First' (a shared vision and commitment to the transformation of adult social care) a need has been identified to change the way voluntary and community sector organisations can play a part in the social care and support market and the wider delivery of public services and supports. Over the last three years, adult social care commissioning managers have been working with voluntary and community sector representatives, social care professionals, service users and carers to review the way funds are provided to the voluntary and community sector for projects to support adults in Enfield with social care needs and what types of new provision are required to meet shared needs.
- 2.4 Historically, the Council's Health, Housing and Adult Social Care department has funded a wide range of projects provided by the voluntary and community sector. From the information provided in the voluntary and community sector review we have determined funding category types. The chart below sets out what grant funding has been given to the voluntary and community sector according to these categories.



2.5 Types of projects and supports that we are currently funding within these funding categories include:

Information and Advice: provided in a variety of ways; information given at home visits, drop-in sessions, day centres that include informative talks from guest speakers, over the telephone, leaflets/newsletters mail outs and signposting to relevant services.

Advocacy: current activities include; contact with family carers to arrange places on activities for customers, attending meetings to enable customers to have a voice, assisting with forms, providing support to carers to complete carer's assessment forms.

Prevention and Early Intervention: respite for carers, drop-ins, luncheon clubs, a variety of activities for health and wellbeing, gardening, home repairs and maintenance, training for carers.

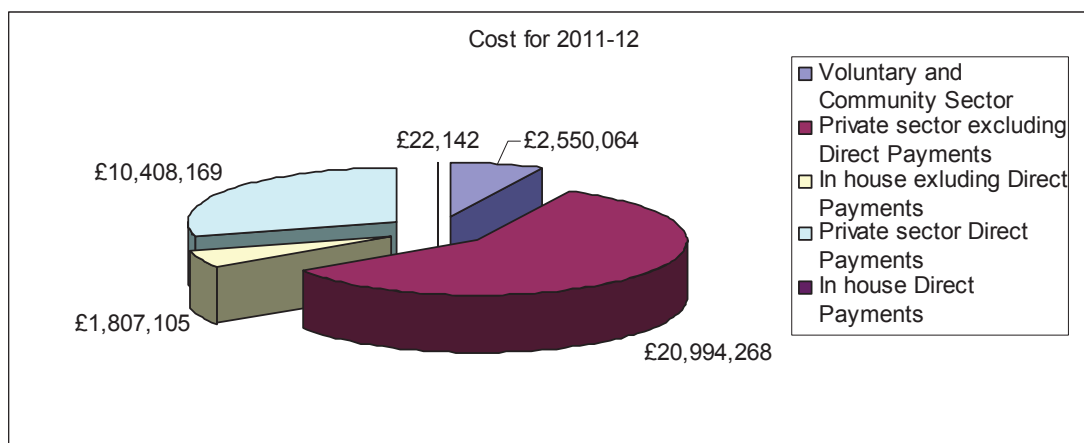
Reablement and Enablement: hospital discharge support, family support, life skills training e.g. cooking, support into employment.

Direct Service Provision: Day centres, customer respite, transport. Going forward this type of provision can be funded through Direct Payments if the customer is eligible.

Core funding and running costs: Historically, a small number of local voluntary and community sector organisations that were viewed as meeting the Council's strategic objectives and considered a central point of access for vulnerable people in Enfield, have received core funding to support them with their core costs or overheads. These are the costs incurred by an organisation in order to support all the projects that it runs. They are needed to support and administer projects or activities. They relate to the whole organisation since they cover all projects and generally do not relate specifically to one project. These costs, often called indirect, 'core', central or support costs, are often shared or split among various people or activities in an organisation.

ASC VCS SCF 2013-16 Final Document

- 2.6 In addition to these grant funded arrangements administered by the adult social care commissioning team, the Council's Health, Housing and Adult Social Care department provides services directly and also purchases from the private and voluntary sectors, a variety of community based provision to support the assessed needs of vulnerable adults in Enfield. Types of provision include; domiciliary care (home care), day care, supported living and supported employment. The chart below illustrates a breakdown of this spend by sector and as purchased by customers using Direct Payments (this excludes grant funding arrangements).



- 2.7 Many of these current grants have been in place for a number of years. There has not been a consistent and regular review process and during this time strategic priorities have changed. Through regular forums with the voluntary and community sector, recognition that these arrangements need to be modernised has developed. Provision must become more outcomes focussed and there needs to be transparency about how projects are funded and how effectively they meet people's expressed needs.
- 2.8 In 2010/11, adult social care commissioners completed a comprehensive joint review of 98 projects provided by 44 voluntary and community sector organisations that are funded through grants and service level agreements with the Council and with NHS Enfield. It was also timely to review all organisations that were provided with funding, against the seven key joint commissioning aims that had been agreed for Enfield in response to the White Paper "Our health, our care, our say: a new direction for community services":
- 2.9 These seven key joint commissioning aims are:

Key Commissioning Aim One: Increase the choice and control in decision making over their individual services for service users, patients and carers across the Council and NHS Enfield.

Key Commissioning Aim Two: Increase the individual and collective influence of service users, patients and carers on shaping future services across the Council and NHS Enfield.

Key Commissioning Aim Three: To focus services to maximise and maintain people's health, independence and inclusion.

Key Commissioning Aim Four: To develop and maintain accessible services, including fully accessible premises and homes.

Key Commissioning Aim Five: To develop integrated community pathways and services by working in partnership and co-coordinating development and investment.

Key Commissioning Aim Six: To recruit and retain a workforce that is trained, reliable and efficient across the Council and NHS Enfield and to work with the Independent and Voluntary and Community Sectors to ensure that the same is true for their workforce.

Key Commissioning Aim Seven: To focus on the quality of service provided to service users, carers and patients.

2.10 The review provided a picture of current provision in the following areas:

- actual funded activities against planned activities
- health and social Care needs that have been met by these projects
- how these projects have contributed to the reduction of inequalities / increased life expectancy
- how these projects have contributed to the well being of users /carers / families / others
- how these projects are responding to the personalisation agenda
- how these projects obtain the views of users / carers / families and respond to them.
- how these projects contribute to the seven joint key commissioning aims

2.11 It is now necessary to align what is commissioned with current, emerging and anticipated priorities and develop this new strategic commissioning framework. In particular we have taken into account the significant transformation of adult social care through personalisation and the changes and implications that lie ahead in the commissioning and delivery of health and social care provision. Going forward, commissioning of projects will sit alongside and be informed by the Council's Market Position Statement, Joint Commissioning Strategies and other key policy Documents. Links to those documents are provided in Appendix 1 – 'Key Related Enfield Council Documents'

PART B – LOOKING FORWARD

3. SCOPE & ROLE OF THE VOLUNTARY & COMMUNITY SECTOR

- 3.1 This new 3-year strategic commissioning framework relates only to adult social care interventions and supports commissioned from the voluntary and community sector.
- 3.2 Corporately, Enfield Council seeks to work in partnership with voluntary and community sector organisations to support a vibrant voluntary and community sector that contributes to community cohesion, ensure the provision of generic advice and information to our residents and provide the specific work that can only be delivered effectively by our community organisations partners to support and address the various needs of our residents. Going forward, the role of the voluntary and community in adult social care is to complement statutory provision and enhance the range of quality services and supports that are available to meet community care needs. Support provided by the voluntary and community sector will be for all residents who meet low, moderate, substantial and critical Fair Access to Care Services (FACS) criteria. The voluntary and community sector should support individuals to commission their own solutions to meet outcomes through personalisation, and play a role in the prevention agenda of keeping people well and independent in the community reducing the need for statutory services.

4. DEFINITION

- 4.1 For the purposes of this Framework, the Voluntary and Community Sector is defined as registered charities, voluntary organisations, community groups, faith groups engaged in voluntary social action, not for profit organisations, community interest companies and social enterprises".

5. A JOINED UP APPROACH

- 5.1 Whilst the scope of this strategic framework is confined to adult social care, there are strong links with other departments in the Council and its partners, which commission's provision from the voluntary and community sector. The arrangements for bringing these different areas together include the Enfield Compact and the Voluntary and Community Sector Strategy Group, (chaired by the Council's Chief Executive and the Council's Cabinet Member for Community Wellbeing and Public Health).
- 5.2 The aim of the adult social care commissioning team is to ensure a cohesive, consistent, fair and transparent approach to the commissioning and procurement of funding objectives and outcomes. In November 2011 the Council published its "Delivering in Partnership" Enfield Voluntary and Community Sector Framework 2012-2017 which sets out how the Council will work in partnership to deliver shared goals and increase the quality of life for our residents. The framework

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is intended to form the central guiding tool for future working by the Council with the voluntary and community sector and in our commissioning, the Council's adult social care commissioning team has adopted this framework's wider principles which are:

1. Establishing clarity of purpose
2. Establishing a consistent approach
3. Improving communications
4. Greater accountability (through better performance management)
5. Encouraging sustainability

Underpinning these approaches is the desire to deliver the overarching aims of Enfield Council; that is to create a borough where **Fairness for All, Growth and Sustainability** and **Strong Communities** are the touchstones for all we aim to deliver and encourage.

6. SHARED PRINCIPLES

- 6.1 The principles set out below, which will underpin our commissioning arrangements were developed in partnership with a wide range of stakeholders including local Councillors, customers, voluntary and community sector organisations, social care professionals and colleagues from other Enfield Council departments. These principles are :

The needs of customers are paramount and assessed needs will be met through personalisation and personal budgets

Meeting the needs of our growing and diverse local population is of particular interest to adult social care commissioners and this is reflected in the funding aims and objectives below and linked to national and local strategies and plans. A needs statement against each funding objective will be prepared and issued with forthcoming funding application packs. The needs information will be obtained from a number of sources including the Joint Strategic Needs Assessment, National Statistics for people aged 65 + , younger adult care needs, population projections and indicative forecasts of the impact that demography and relevant conditions may have on the demand for social care together with information on demand that voluntary and community sector organisations are able to share with us.

The views and voices of customers will be included in our commissioning activities.

Enfield adult social care commissioners seek to involve people who are in receipt of care services in how we work. Together, we can make sure that provision is available, appropriate, affordable, and meets people's needs. We are intending to work with customers in a number of activities which include : co-designing funding outcomes, selection of funding recipients and user focussed monitoring.

The commissioning processes for adult social care provision will endeavour to build social capital and community cohesion.

Social capital is generally understood to be the connections among people and their social networks, a willingness to do things for each other and a sense of trust that comes from this. At a local level these connections give rise to a feeling of 'belonging' and wellbeing, sometimes developed through collective action in the form of community participation or voluntary action. This is often known as civil society and is distinct from the state and the private sector. The voluntary and community organisations that make up civil society provide both the structure and the opportunity for people to become more engaged and active in their communities. This results in bonds and networks being formed between diverse people and organisations which have a shared goal or interest.

Through our commissioning, the Council's adult social care commissioning team wants to ensure that the voluntary and community sector can help people to help each other, and where there is a 'social return' on investment made. We want to commission outcomes that can change people's lives for the better through the building of trust rooted in strong communities. This can be supported through making the best use of local:

- Knowledge and experience
- Community engagement
- Customer and / or carer-accountable structures, for example, user led organisations
- Local partnership or collaborative bids
- Networks
- Volunteers
- Access points or bases.

Volunteering will be actively encouraged through our commissioning processes.

It is recognised that some types of provision cannot involve volunteers as much as others due to the nature of their work but it is a way for some voluntary and community sector organisations to show how they can add value. Where possible, support costs/volunteer expenses should be built into all bids for funding.

Funding of provision will be open and transparent and will be commissioned on a full cost recovery basis. This will bring clarity and fairness to funding arrangements as full cost recovery will replace existing core funding elements.

Broadly speaking there are two types of costs within organisations: direct and indirect (or overhead) costs. Direct costs are easily identified as part of a project as they are incurred as a direct result of delivering a project or activity. Overhead costs are those costs needed to support

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and administer projects, activities, and the organisation itself. These costs are sometimes also referred to as indirect, core, central, support, or management and administration costs and are often shared or split amongst various activities within an organisation.

Full cost recovery therefore means recovering the total costs of a project or activity, including the relevant proportion of all overhead costs. This will mean that those currently in receipt of council subsidised accommodation will be on an equal footing with those in the voluntary and community sector who do not receive this support.

For voluntary and community and sector organisations, understanding the organisation's full costs is critical in strategic decision making, and ensuring it remains sustainable. There are a range of tools and services which can help voluntary and community sector organisations understand and implement the principles of full cost recovery e.g. Association of Chief Executives of Voluntary Organisations (ACEVCO).

Initiatives for match funding will be actively encouraged, as will ideas that bring additional resource streams into the borough.

The process for commissioning provision to be as simple as possible, particularly for small grants.

We want to cultivate a climate that encourages innovation and development in response to the growing needs of people in Enfield. This commissioning framework aims to balance a fair and transparent competition with the benefits of working together to achieve greater outcomes. Currently funded organisations must not assume a protected position for new commissioning and adult social care commissioners will be seeking to agree robust grant based funding agreements with voluntary sector organisations for the benefit of the local community through a competitive grants process that is proportionate to the amount of funding applied for.

The general rule will be to issue three + two year funding agreements. Regular reviews, involving customers, will be an integral part of the commissioning cycle.

A funding agreement is similar to a service level agreement. It includes an overview of the agreement plus other sections which will include :

- The specification agreed between the applicant and Enfield Council to deliver the outcomes specified
- Details of the finance and payment schedule.
- Responsibilities and terms and conditions of the commissioning grant.

7. FUNDING AIMS & OBJECTIVES

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7.1 In delivering personalised provision that meets adult social care needs to Enfield residents, adult social care commissioners have the following funding objectives prioritised over a three-year period :

- To strengthen the availability of targeted provision which supports **prevention and early intervention** that aim to keep people well and living independently in the community, reducing the need for statutory services. To promote independence and quality of life, those commissioning and providing social care must make a strategic shift towards prevention, early intervention and reablement. This is not only because resources are limited but because most people want to retain their independence and stay in their own homes. Types of activities to support this could include: health advice (e.g. information about living with specific conditions, healthy living, weight management, exercise classes), practical help at home, social activities, support to get out and about, skills training, day resources and supporting people, including carers and people with disabilities, into paid employment, in particular the care and support industry.
- Improved **information advice and guidance** to provide adults with social care needs guidance and direction on a particular course of action which needs to be undertaken in order to realise a need, access a service or realise individual entitlements.
- Access to **advocacy** and support primarily in relation to adult social care issues which may also address issues around safeguarding adults, benefits entitlement, complaints, housing, employment, education or leisure issues, if support with these issues will promote people's overall health and wellbeing.
- A choice of comprehensive external **brokerage** provision to support adults with social care needs to identify their own support needs; find out what resources and services are available to them; work out what support package will best meet their needs and preferences (given the available resources); organise and manage this support; review and adapt this support over time; and (potentially) identify problems and avenues for help in resolving them.
- To promote through transition, **a move towards direct payments from the current funding arrangements**. The Council's Health and Adult Social care department is committed to giving people as much choice and control over their social care services as possible and the main instrument of this change has been direct payments. During 2012/13 and beyond, the Council's Health and Adult Social Care department will be seeking to significantly increase the uptake of direct payments. Therefore and where appropriate, we are reconfiguring resources away from traditional contracting and grant arrangements and making funds available for customers to place in their personal budgets. Clearly this means that as far as is possible, providers will need to change their business models to be able to

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receive direct payment and to adapt to the new reality of social care funding.

- Additionally, we are proposing to maintain a small pool of funding to give the flexibility to respond to emerging initiatives on a strictly time-limited basis.

7.2 In designing and specifying this new provision, we will be engaging with the voluntary and community sector, customers and other key stakeholders so that they can contribute to specifying outcomes and objectives, measures for quality and performance monitoring.

8. COMMISSIONING

8.1 Commissioning is a process that identifies best value and delivery of positive outcomes that meets the needs of local people and communities. Enfield Council's adult social care commissioning team has adopted the joint strategic commissioning framework developed by the Institute of Public Care. This reflects good practice and describes essential activities grouped under four consecutive quadrants of commissioning and procurement activity. These are analyse, plan, do, and review, and they together constitute a cycle of Commissioning and Procurement. The figure below illustrates this cycle.



Reproduced with permission from the Institute of Public Care

8.2 All stakeholders involved in commissioning have a role at every stage in the commissioning cycle. The Joint Strategic Needs Assessment,

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national and local strategies and priorities, performance data and wider stakeholder feedback are used to develop a local picture of need. Our priorities to address identified need are described in our joint commissioning strategies and plans.

- 8.3 The voluntary and community sector has a valuable role in the commissioning process due to its understanding of the needs of customers and communities and their closeness to them. The voluntary and community sector can provide valuable insights that may not be known to the Council.
- 8.4 The adult social care commissioning team will make clear in simple language which objectives and outcomes it has identified as in need of support and what the criteria are for getting involved.
- 8.5 We will tighten up our future requests for expressions of interest to ensure residents get the right provision and organisations know whether an opportunity is appropriate or not. Eligibility criteria will be clear and explicit setting out the requirements of the Council in simple terms and based on timescales that give sufficient notice for our community partners to prepare bids for consideration.
- 8.6 All commissioning by Enfield Council for delivery by the voluntary and community sector will be carried out on the basis of standardised paperwork commissioning, with revised funding agreement documentation that is clear and user friendly. It will be applied consistently in all agreements. We will also seek to ensure that payments timetables are met to assist our voluntary and community sector partners
- 8.7 The demonstration of efficiently delivered outcomes will become increasingly important and future commissioning processes will value an equal balance between the delivery of locally accountable social capital, cost effectiveness and quality and will be supportive of partnerships where they can demonstrate effective outcomes for local people or efficiencies. Adult social care commissioners will be seeking to agree robust grant based funding agreements with voluntary sector organisations for the benefit of the local community through a competitive grants process that will result in a partner or partners being appointed. The term of agreements will likely be for three years (with an option to extend further based on performance).

9. MEASURING SUCCESS

- 9.1 Performance management is the systematic process of monitoring the results of activities and collecting and analysing performance information to track progress toward planning results. Performance management uses performance information to inform and program decision making and resource allocation. The main objective is to communicate results achieved, or not attained, to ensure outcomes and objectives are being achieved and to advance learning for both the Council and the funded organisations.

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- 9.2 Performance management of these new services and projects will focus on three strands.

Delivery of outcomes – measuring how well outcomes are being achieved and what impact the project is having on customers.

Quantitative – the numbers of customers served and provision delivered

Qualitative – the quality of what has been provided

- 9.3 We will monitor and review projects on a cyclical basis, proportionate to the level of funding awarded. We will seek flexible and innovative approaches to demonstrate that outcomes have been met whilst seeking to ensure that the process is not over bureaucratic and does not hamper funded organisations. Appendix 2 illustrates a performance management flowchart. The flowchart illustrates the Performance Management and Monitoring cycle and outlines each stage of the process.

10. EQUALITIES & DIVERSITY

- 10.1 The Council's relationship with the voluntary and community sector is governed by the principles and the aspirations set out in the Enfield Compact. These policies ensure a fair and transparent association with voluntary and community sector organisations based upon inclusiveness and equality.
- 10.2 A predictive equality impact assessment/analysis has been completed and is available for viewing on the Council's website.
- 10.3 The review of current grant funded agreements and projects together with new commissioning activity will allow strategically relevant and value for money funding objectives and outcomes that meet the assessed needs of all eligible customers (as outlined in new funding agreements) to be provided. No customers will be adversely affected by these recommendations.
- 10.4 The impacts of these new grant funded agreements on different parts of the community will be monitored through the actions identified in the predictive equality impact assessment/analysis.
- 10.5 Those organisations who wish to work with the Council need to demonstrate that they operate in a clear, transparent and democratic manner and that their staff and stakeholders embrace all strands of the equality agenda.

11. COMMUNICATIONS

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- 11.1 We will continue to provide regular briefings on developments in commissioning to our partners in the voluntary and community sector via updates on the Council website and direct mail shots. We intend to continue to hold provider forums and seek make better use of them by creating a more accountable and transparent environment, increasing the amount of interaction and information exchange between the Council's adult social care commissioning team and the voluntary and community sector.

12. PROPERTY

- 12.1 Enfield Council has successfully provided accommodation to numerous voluntary and community sector organisations in the past and continuous to do so. This new adult social care strategic commissioning framework recommends the funding of projects on a full cost recovery basis, which indeed, includes the use of Council property where considered appropriate.
- 12.2 The Council is committed to a transparent, fair and accountable allocations process for allocating premises, with premises that boast improved standards of management, maintenance and tenant services, and which are funded by rents at levels that cover costs. Where Council property is considered suitable for the delivery of funding objectives and outcomes leases or licences will be granted and market rents and service charges (where appropriate) will be sought from the voluntary and community sector provider/occupier. This will bring clarity and fairness to funding and occupancy arrangements and allow for the effective management of such properties. In addition, where the use of Council property is deemed appropriate, the lease/licence agreement for such property must be entered at the same time as the funding agreement being agreed. For any new occupations, it is important that appropriate legal documentation is completed before occupation is granted.

13. WHAT HAPPENS NEXT ?

- 13.1 Given the time that has elapsed since the last review of funding provided to the voluntary and community sector by adult social care commissioners, projects that are currently funded will be prioritised and reviewed. We will contact organisations separately to inform them of the process, timetable and methodology we will apply to the review process. Each project review will be examining :

Strategic relevance :

- Is the project aligned with the strategic objectives set out in this framework ?

Value for money :

- What are the outcomes for customers ?
- What is the quality of provision ?

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- Is the project cost effective ?
- What is the demand for the project and does it meet shared needs ?

and involve discussions with:

- Staff
- Stakeholders
- Customers

13.2 The outcomes of these reviews will help us to decide which of the current projects should be offered new agreements. Recommendations may be made to de-commission existing provision provided by the voluntary and community sector. Safeguarding the welfare of customers will be a key priority with clarity about the risks involved in the process, and the approach being taken to manage these risks. The Council's adult social care commissioning team will work in partnership with all stakeholders to achieve a smooth transition, communicated clearly to stakeholders, especially customers and employees. In line with our aim to create stability and sustainability in the sector, officers will ensure that a minimum six months notice periods are issued to affected organisations as funded projects are drawing to a close reminding them of their responsibility to manage change as part of their agreed exit strategy.

13.3 Work is continuing to gather the necessary data and information that we need to pull together and publish commissioning prospectus documents which will bring together all the investment commissioners have available to deliver required outcomes against each funding priority. The prospectus documents will include the following components:

- needs statements, which identify groups of people the investment is being targeted at;
- outcomes, or what should be different as a result of the investment;
- funding objectives, which offer more information about what is required;
- performance indicators;
- monitoring requirements
- the review process
- scoring and weighting criteria;
- details on how to bid;
- application forms;
- timetable.

13.3 Commissioning of new funding objectives will take place over a 2 to 3-year period in two phases.

Phase 1: 2013/14 & 2014/15 Priorities are likely to include:

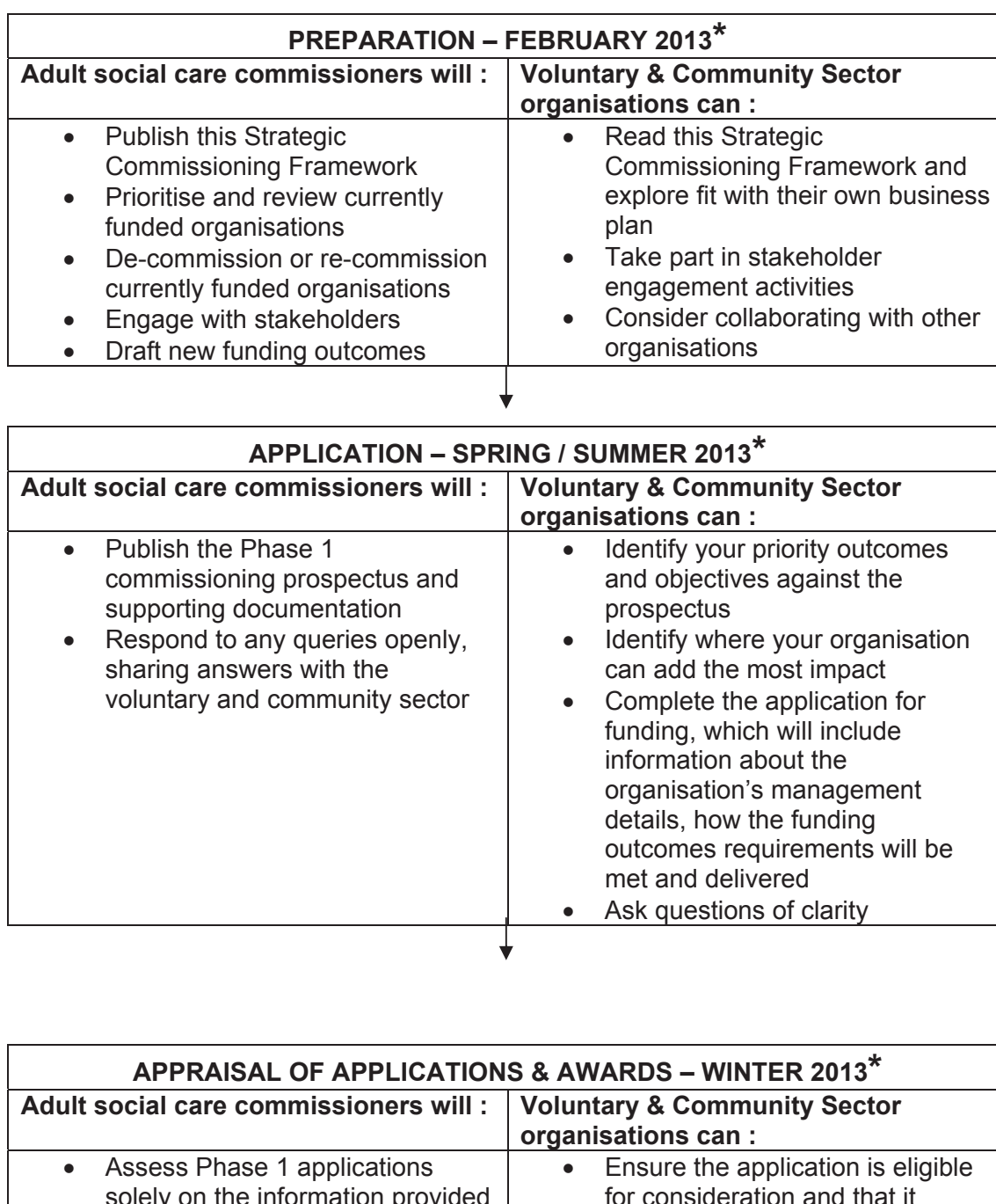
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- Accessible Information and Advice
- Advocacy Services
- Targeted services to support Prevention and early intervention

Phase 2: 2014/15 & 2015/16 Priorities are likely to include :

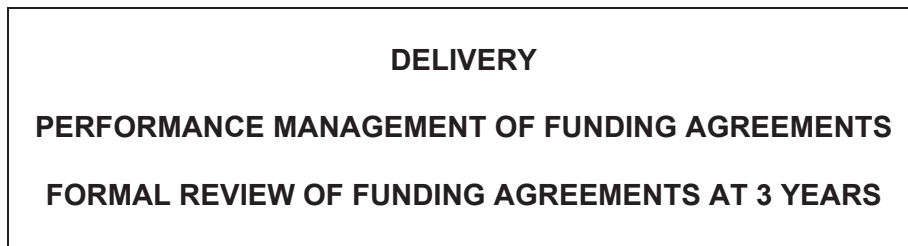
- External Brokerage Support Services
- Targeted services to support Prevention and early intervention

13.4 The flow diagram below outlines the key milestones at each stage of the process, for Phase 1, together with detail about what adult social care commissioners will do and what voluntary and community sector organisations could do in order to respond effectively.



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<p>in the application form and other requested documents and score against criteria published in forthcoming application packs</p> <ul style="list-style-type: none"> • Seek clarification and negotiate (where applicable) • Award funding • Support voluntary and community sector organisations through transition and implementation of new funding agreements 	<p>addresses the outcomes specified</p> <ul style="list-style-type: none"> • Ensure internal clarity about who the contact is in case of queries from adult social care commissioners
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** PLEASE NOTE THAT THESE DATES ARE INDICATIVE ONLY AND MAY BE SUBJECT TO CHANGE.*

If you have any queries or require clarification on any areas please do not hesitate to contact:

Michael Sprosson
 Commissioning Manager
 Telephone : 020 8379 3961 or 020 8379 8066
 Email : Michael.sprosson@enfield.gov.uk or
hhasc.commissioning@enfield.gov.uk

APPENDIX 1: KEY ENFIELD COUNCIL ADULT SOCIAL CARE DOCUMENTS

1. The Market Position Statement is a key document which should be read in conjunction with this Framework, and the other relevant Enfield Council strategies. The Market Position Statement published by the Council's Adult Social Care Commissioning team, provides:
 - Information to the social care market to support the effective planning and development of future services
 - Information on resources available to deliver change, including how the Council intends to increase efficiency by maximising the use of limited resources to deliver the best outcomes for service users
 - A basis for constructive, creative and ongoing dialogue between the Council's Health and Adult Social Care services and its public, private, voluntary and community sector provider providers
 - A clear statement on how the Council wishes to engage with the social care market to support the delivery of safe, high quality services in the future, including how the Council will support change and innovation.

The Market Position Statement can be found by following the link below.

www.enfield.gov.uk/info/100000017/our_policies_and_strategies/1653/our_policies_and_strategies%0A

2. The link will also give you access to all the other key documents and strategies, and the contents page is reproduced below:

Adult Social Care – General

- Sensory Impairment Strategy
- Carers' Strategy 2005-2010
- Safeguarding Adults Strategy 2009-2014
- Service User, Patient and Carer Involvement Strategy 2008-2011
- Dementia 2011-2016
- Dignity Strategy
- Intermediate Care and Re-ablement 2011-14
- Quality Assurance Framework Policy
- Enfield Joint Stroke Strategy 2011-2016
- SCIE Protecting adults at risk – London multi-agency policy and procedures to safeguard adults
- The Enfield Local Account March 2012

Setting our Priorities – Commissioning Intentions

- Older People Joint Commissioning Strategy – Getting Personal 2009 2012
- Older People's Mental Health joint Commissioning Strategy – A future

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- for all 2009- 2012

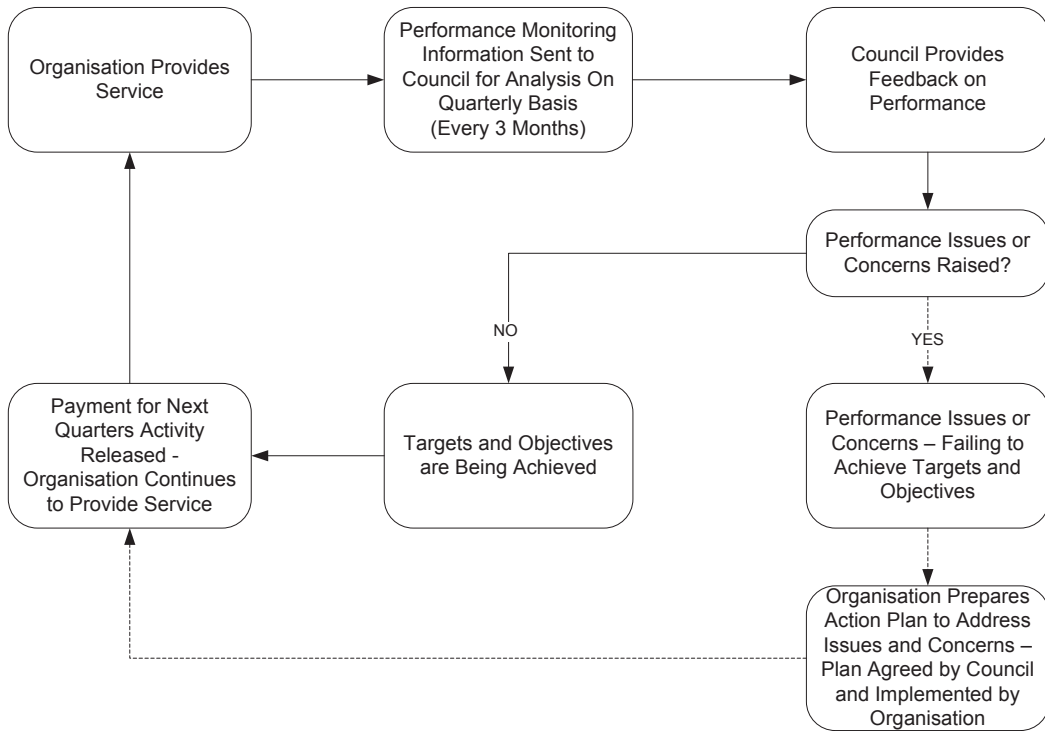
Transforming Services

- Enablement Policy in Enfield
- Support Planning and Review Policy
- Validation of Support Plans and Personal Budgets in Enfield
- Enfield Risk Enablement Policy
- Personal and Sexual Relationship Policy
- Carers Assessment and Services Policy
- Resource Allocation System (RAS) Policy
- Charges for Services
- Community Care Services for people living at home Charging Policy 2012-13
- Residential and Nursing Care Homes Charging Policy 2012-13

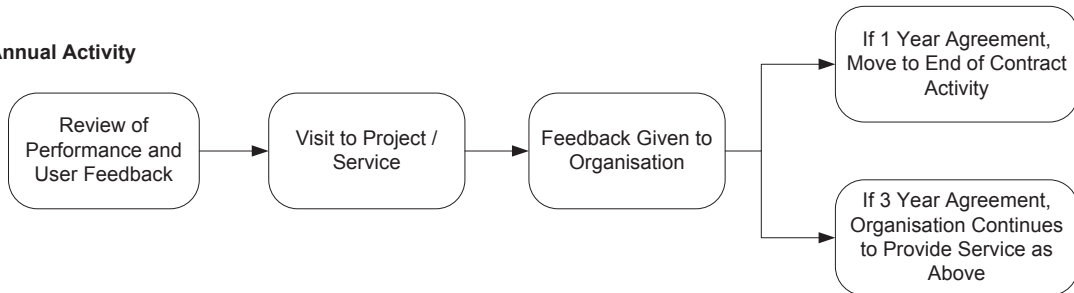
APPENDIX 2: PERFORMANCE MANAGEMENT AND MONITORING CYCLE



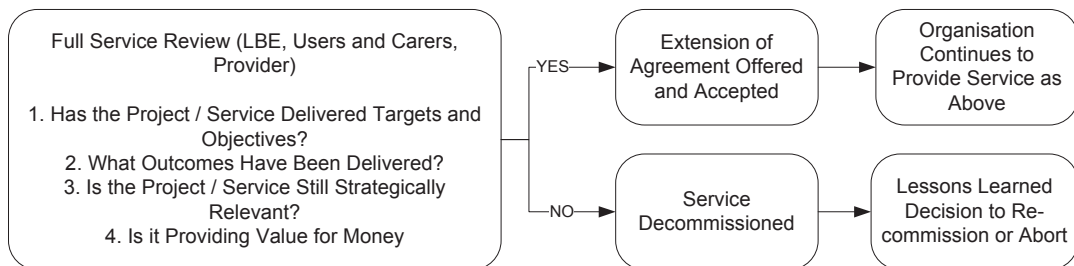
Quarterly Activity



Annual Activity



End of Contract / Funding Period Activity



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MUNICIPAL YEAR 2012/2013 REPORT NO. 141**MEETING TITLE AND DATE:**

Cabinet - 23rd January
2013

REPORT OF:

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

Contact officer and telephone number:

Rosie Lowman, Commissioning Manager 020 8379 4236

E mail: rosie.lowman@enfield.gov.uk

Agenda – Part: 1	Item: 10
Subject: Enfield Joint Carers Strategy 2013-16	
Wards: ALL	
Cabinet Member consulted:	
Councillor Don McGowan	

1. EXECUTIVE SUMMARY

- 1.1 This report proposes the agreement of a joint Enfield Carers Strategy between Enfield Council and NHS Enfield.
- 1.2 The Enfield Joint Carers Strategy is available for reference in the Members' Library and Group Offices and on the Council's website (an executive summary of the strategy is attached at appendix 1) and has been prepared and been subject to a 3 month period of consultation with carers, key partners and the voluntary and community sector (VCS).
- 1.3 The Enfield Joint Carers Strategy 2005-2010 established some excellent work benefiting the 29,000 carers in Enfield and led our strategic direction to the establishment of a new resource, Enfield Carers Centre which gives carers a 'hub' in which to receive support, information and counselling.
- 1.4 The Enfield Joint Carers Strategy 2013-16 builds on this good work and looks to further develop services for carers and to quality assess and monitor Carers Assessments, support plans and reviews and ensure Enfield staff are trained appropriately to treat carers with respect and dignity and involve them as key partners.
- 1.5 The strategy sets out how Enfield will develop and deliver carers services to implement the National Carers Strategy, the 'Caring for the Future' white paper and Care and Support Bill.

2. RECOMMENDATIONS

2.1. Cabinet is asked to:

- Note the contents of this report;
and
- Approve the Enfield Joint Carers Strategy 2013-16 and associated delivery plan for recommendation to Council for final approval.

3. BACKGROUND

3.1 The Enfield Carers Strategy 2005-2010 established some excellent work benefiting carers and led our strategic direction to the establishment of a new resource, Enfield Carers Centre which gives carers a 'hub' in which to receive support, information and counselling. The Enfield Joint Carers Strategy 2013-16 builds on this good work and looks to further develop services for carers and to quality assess and monitor Carers Assessments, support plans and reviews and ensure Enfield staff are trained appropriately to treat carers with respect and dignity and involve them as key partners.

3.2 Enfield currently has approximately 29,000 adult carers within the Borough, with another 1000 young carers (those aged under 18). An Enfield survey undertaken in 2009 highlighted that 51 percent of carers said their caring role meant they sometimes can't look after themselves well enough with 20% of those saying they neglected themselves. Of these carers almost 25% said their caring role meant they were unable to access basic health services such as going to the GP or dentist. Research undertaken by Carers UK in 2004 showed that those caring for more than 50 hours a week - 4959 carers are in Enfield – are twice more likely to be in poor health than those not caring.

3.3. The Strategy has been developed to respond to the National Carers Strategy and to build on the previous Carers Strategy for Enfield. It responds to the Care and Support Bill which is due for implementation as the Act in 2015. This legislation gives carers similar rights to assessment and services as the person they care for. The preventative approach offers a cost effective and planned approach to the needs of carers to support their wellbeing and to enable them to continue to care.

3.4 Consultation on the Strategy

3.5 Formal public consultation on the draft Carers Strategy was undertaken over a 3 month period from 14th June to the 14th September 2012. Stakeholder and public views on the strategy were sought through an e-questionnaire on the Enfield Council website and a link on NHS North Central London's website,

Partnership Boards and Scrutiny Panels and NHS/Health Boards and Panels

- 3.6 Live consultation events were held including an open Workshop held at the Civic Centre attended by carers, professionals and VCS representation, presentations throughout Carers Week, Enfield Town Show and the Carers Hub meeting with the VCS carers organisations represented.
- 3.7 The consultation was publicised through the HHASC Communications Team, emails to staff in NHS Enfield, Health and Adult Social Care staff, acute trusts, voluntary and community sector providers, Staff Matters, Our Enfield magazine and an article in the Carers Voice newsletter
- 3.8 We received a total of 18 responses to the questionnaire from the online consultation. A total of 52 individuals attended either the workshops or presentations and verbal feedback was received from those attending.
- 3.9 In addition written feedback was received from The Chief Executive of Enfield Carers Centre, Representatives from the Carers Partnership Board, individual carers, the NHS Primary Care Strategy Team, Children's Services and interested colleagues within the Council and Health
- 3.10 Verbal feedback was given from the Departmental Management Team chaired by Ray James, the Learning Disability Partnership Board, Professional Executive Committee, NHS North Central London, commissioning colleagues within the Council and The Carers Hub meeting.
- 3.11 As a result of feedback received during this consultation the strategy was revised to strengthen guidance and training regarding carers identification and assessments, to strengthen training for practitioners, to promote assistive technology, introduced transitions frameworks, to provide more support regarding transport and parking provisions, increased support for working carers, to work with schools to support young carers and to work with GPs to increase identification, referral and support to carers.

3.12 Current and Future Funding

- 3.13 Services to carers which are commissioned to VCS organisations through the former Carers Grant total £884,674.13. In addition, NHS Enfield spends £580,988.55 on services to carers.
- 3.14 Where funding is required for new services, funding will be identified through partnership working (the Council and Health); with

Enfield Carers Centre to identify alternative funding streams through fundraising and grant bodies and through review of existing services to remove duplication or services which do not meet the agreed strategic objectives.

3.15 Strategic Objectives

3.16 The Strategy sets out how Enfield will develop and deliver carers services over the next 3 years (2013-16). It outlines 5 key Strategic objectives which were taken from the National Carers Strategy as follows:

Strategic Objective	Commissioning Intentions
Carers will be respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role	<ul style="list-style-type: none"> • Ensuring carers have access to high quality literature which is accessible and appropriate • Ensuring carers and carer representation involvement in shaping services and policy • Carers Assessment, Support and Training • Personalised and flexible services
Carers will have a life of their own alongside their caring role	<ul style="list-style-type: none"> • Development of Peer and Community support • Carers have access to breaks that are appropriate and accessible • Emergency support • Support at change and transition
Carers will be supported so that they are not forced into financial hardship by their caring role	<ul style="list-style-type: none"> • Housing Support • Access to benefits • Access to employment and training
Carers will be supported to stay mentally and physically well and treated with dignity	<ul style="list-style-type: none"> • Safeguarding against harm • Access to health and wellbeing services • Access to emotional support and counselling
Children and young people will be protected from inappropriate caring and have the support they need to learn, develop and thrive, to enjoy positive childhoods and to achieve against the Enfield Children and Young People's Plan outcomes	<ul style="list-style-type: none"> • Whole family support • Educational support for young carers • Activities and club

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 The Strategy sets out the delivery of services and support to carers and how the Council and NHS Enfield will work in partnership to identify carers. It proposes an approach to

commissioning Carers Services that is consistent with forthcoming legislation, current legislation and guidance and is in line with existing Council and NHS Enfield strategies.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The strategy is intended to meet the government's key objectives for the delivery of services to meet the needs of carers and meet the requirements to assess and support carers as specified in the 'Caring for the Future' and the draft Care and Support Bill.
- 5.2 The support of carers is a long term cost effective option for the Council and Health. Research has shown that a carer, on average, will provide the equivalent of £18,473 in care costs. With the 29,000 carers in Enfield this equates a saving of £535,717,000.00 per annum. The business case to support carers through preventive services, low level services and respite provides clear cost efficiency.

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

6.1 Financial Implications

The total Carers budget for 2012/13 is £1,000,530, of which £315,000 relates on one off funding from project carry forwards. The projected outturn for 2012/13 against the Carers budget is a balanced position.

As mentioned in paragraph 3.13 the 2011/12 LBE actual adult spend was £884,674.13 (see Appendix I of the Carers Strategy 2013-16) and the NHS actual spend was £580,988.55 (see Appendix J of the Carers Strategy 2013-16).

LBE will continue to meet its Carers commitments from existing HASC resources. At time of writing the exact monetary commitments for 2013 - 16 are still to be finalised.

There are no planned saving targets to be met from HASC Carers resources over the medium term financial plan 2013-17.

6.2 Legal Implications

The Strategy recognises the rights afforded and responsibilities owed towards to carers under recent legislation such as Equal Opportunities Act 2004, Work and Families Act 2006 and Carers Recognition and Services Act 1995. Further

the Equalities Act 2010 notes that carers can experience discrimination in society and in work as a result of their association with disabled or older people; Social Service Authorities must therefore consider the impact of their policies in their impact assessments. Further the Care and Social Support Bill aims to strengthen the rights of carers to ensure the 5 outcomes set out in the National Carers Strategy are advanced.

6.3 Property Implications

Not applicable.

7. KEY RISKS

- 7.1 There are no significant risks identified as a result of this strategy and its implementation.
- 7.2 Any risks identified whilst implementing the strategy will be included on the Carers Partnership Board risk register and managed by the Implementation Group through existing risk management arrangements.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

Through this Strategy the Council and the NHS highlights its commitment to ensure that those who care for others are protected from inequalities. National research from Carers UK shows that carers are:

- Significantly worse off financially due to their caring role
- Almost half of all carers cut back on essentials such as food and heating to cope financially
- 82% say caring has had a negative impact on their physical health
- 87% say caring has had a negative impact on their mental health
- 2 in 5 carers have put off their own medical treatment or appointments due to their caring role
- 66% of carers state caring has negatively affected their friendships and 58% said caring negatively affected their relationships with family members
- 1 in 6 carers have given up work, or reduced their hours, in order to meet their caring responsibilities

By providing a clear strategic direction for the sustainability and development of carers support Enfield Council and the NHS will be greatly contributing to the reduction of these inequalities for carers. By acting as integral part of Enfield's strategies and policy, the Joint Carers Strategy is in a prime position to influence change within Enfield's society and culture.

8.2 Growth and Sustainability

A significant part of the new Joint Carers Strategy highlights the need for support for carers who are in employment and need support to balance caring and work, or to support carers who wish to re-enter the job market. By working in partnership with Jobcentre Plus, Enfield Carers Centre and other providers the Council and NHS will implement the Strategy to provide opportunities for training, skills workshops, employment advice and information.

8.3 Strong Communities

The Strategy introduces a strategy of increased carer engagement and consultation and the introduction of Carers Forums will represent carers views and feedback to Council and Health colleagues. The continued commitment to Enfield Carers Centre provides carers a safe place where they are able to speak freely without fear of judgment or criticism. In addition, Enfield Carers Centre has had a number of carers who volunteer within the Centre, giving them valuable job skills such as administration and/or reception duties and building carers self esteem and confidence.

The Strategy also commits to increase care representation on the Carers Partnership Board, other Partnership Boards and for 'Carers Champions' within care teams, health, the mental health trust and the Clinical Commissioning Group.

9. EQUALITIES IMPACT IMPLICATIONS

- 9.1 No significant equalities impact arose whilst undertaken the Predictive Equalities Impact Assessment
- 9.2 It is acknowledged that to ensure equal access to information, partnership working is required between the Council, Health, Enfield Carers Centre and BAME specific groups in the community to minimise cultural and language barriers.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

- 10.1 There are two key indicators relevant to Health and Adult Social Care:
 - Carers receiving needs assessment or review and a specific carer's service, or advice and information.
 - Number of Social Care clients receiving Self Directed Support (Direct Payments and Individual Budgets)
- 10.2 The implementation of the Strategy and the performance against the outcomes will be monitored by the Carers Partnership

Board. In order to deliver these outcomes a partnership Implementation Group will be established with four specialist sub-groups focusing on young carers, operational practice, mental health and the VCS.

11. HUMAN RESOURCES IMPLICATIONS

- 11.1 Establishment of the Carers Employee Support Scheme and a Carers Action Group will result in HR policies and procedures being reviewed to ensure they are 'carer friendly' and encourage carers to remain in employment. Support and training on carers issues will be given to HR if required.

12. PUBLIC HEALTH IMPLICATIONS

- 12.1 This Strategy is designed to maintain, and improve, the health and wellbeing of the 29,000 carers within Enfield. Carers, without support, can experience higher levels of ill health, stress and depression than their demographic equivalents.
- 12.2 By committing to providing information, support and advice, carers will be able to plan and prepare for the future better and able to relieve some of the tensions that caring brings. By increasing awareness and identification of carers, preventative services can be offered before carers reach crisis point, affecting their physical and mental health. Peer support and meeting other carers will decrease isolation and give carers a chance to build their support networks and friendships.
- 12.3 The Strategy also focuses on enabling easy access to health services to complement the preventative services including health checks and access to Health Trainers.

Background Papers

None.

Health, Housing and Adult Social Care



Enfield Joint Carers Strategy 2013-2016

Executive Summary

www.enfield.gov.uk
www.enfield.nhs.uk



Carers
in Enfield

Contact Enfield Council
 Civic Centre
 Silver Street
 Enfield
 EN1 3XY
 Tel: 020 8379 1000
www.enfield.gov.uk



Executive Summary

- NHS Enfield and Enfield Council have jointly identified the improvement of Carers support as a key local priority.
- A carer is someone of any age who provides unpaid support to family or friends who could not manage without this help. This could be caring for a relative, partner or friend who is ill, frail, disabled or has mental health or substance misuse problem.
- This strategy is a local response to the recommendations outlined in the National Carers Strategy – “Carers at the heart of 21st Century Families and communities: a caring system on your side, a life of your own”. The development of this strategy and implementation action plan has been informed by a series of consultations with carers and organisations who support and represent carers.
- Carers are the main resource available to the health and social care sector in Great Britain. There are 6 million carers nationally with over a fifth providing 50 hours plus care per week, and the delivery of high quality support including consideration of safeguarding issues for carers is vital to ensure the provision of good quality care and support for the millions they care for.
- The support of carers prevents admission and speeds up discharge from hospitals, and also prevents admission to care homes and reduces the demand for home care support. Therefore, given the future constraints on public sector finances, it is ever more pressing that we support carers to maintain their caring role, where they wish and are able to.
- In Enfield there are estimated to be nearly 29,000 carers. Many may provide limited care while others provide regular and substantial levels of care but all have a need for support of some kind to help them provide the best quality care possible while also ensuring their own needs and aspirations are met.
- This Carer Strategy covers the period 2013-2016. Its primary focus is on the needs of adult carers, though it does encompass the needs of younger carers. It will ensure a higher profile for carer issues amongst key decision making bodies, will deliver more equitable services across the borough, will support more carers to provide good quality care while enjoying a life of their own, and will ensure carers are more engaged in the delivery of care and support services provided for themselves or those they care for.
- The strategy is strongly based on achievement of outcomes that local carers have identified as important, and evaluation of the strategy will be largely based on assessment against these, using the Carers Hub auditing tool developed by the Princess Royal Trust for Carers.
- The strategy also reflects a commitment to the principle of co-production between commissioners, providers and users (carers) of services with regard to the identification of strategic priorities, the design of services, and the evaluation of performance and impact.
- Local strategic priorities for action have been set to enable us to meet these local and national outcomes, and these are to:
 - develop stronger governance structures for decision making concerning issues facing carers, by developing the Enfield Carers Centre as a representative body bringing together carers and support groups representing carers. To raise the profile of carer issues, ensure the active engagement of key partners in decision making, and encourage the allocation of adequate resources to deliver required support services
 - improve carer confidence in the quality of support available to them and the person they care for – in particular the flexibility and responsiveness of services to meet personal needs and aspirations, and the extent to which carers are engaged in decision making regarding the support provided.
- A major aim of the strategy is to increase the number of adult carers in Enfield who access information advice and low level support that enables them to manage their caring responsibilities in a sustainable way for the continued health and wellbeing of themselves and the person they care for.
- A priority is to ensure that carers currently under-represented amongst current services are targeted for support, whether they be from Black and Minority Ethnic communities or have caring responsibilities not traditionally addressed by social care services.
- Implementation and evaluation of the strategy will be overseen by the Carers Partnership Board.
- This strategy sets out how health and adult care services and commissioners will work together to improve the range and quality of local carers services; addressing issues that carers have identified as priorities.
- Carers can expect to be:
 - respected as expert care partners and will have access to the integrated and personalised services they need to support them in their caring role
 - able to have a life of their own alongside their caring role
 - supported so that they are not forced into financial hardship by their caring role
 - supported to stay mentally and physically well and treated with dignity
- and
 - children and young people will be protected from inappropriate caring and have the support they need to learn, develop and thrive, to enjoy positive childhoods and to achieve against the Enfield Children and Young People’s Plan.

MUNICIPAL YEAR 2012/2013 REPORT NO. **142**

MEETING TITLE AND DATE:

Cabinet 23rd January 2013
Council 30th January 2013

REPORT OF:

Director of Environment

Contact officer and telephone number:
Jeff Laidler 020 8379 3410

Agenda - Part: 1	Item: 11
Subject: Enfield 2020 Sustainability Programme and Action Plan All Wards KD No: KD 3562	
Cabinet Member consulted: Councillor Bond	

1. EXECUTIVE SUMMARY

- 1.1 Enfield 2020 has been developed as Enfield's ambitious Sustainability Programme and Action Plan, with a '2020 Vision' to:
- Significantly improve the sustainability of the Borough of Enfield and Enfield Council by 2020
 - Deliver significant economic, environmental and social benefits for all of Enfield's stakeholders
- 1.2 Table 1 (Appendix 1) in this report provides the more detailed 2020 Vision, describing what Enfield will look like for each of its 8 themes by 2020.
- 1.3 The first draft of Enfield 2020 was approved by Corporate Management Board on 21 August 2012. It was subsequently presented to Sustainability and Environment Scrutiny on 5 September, the Enfield Strategic Partnership Steering Group on 10th September and the Health Improvement Programme on 20 September.
- 1.4 The feedback attained from this initial consultation with strategic partners was used to develop the second draft of Enfield 2020. This is a more concise document, which has been professionally designed. The programme's 8 themes are represented by 8 icons. There is also a section on the strategic sustainability projects being delivered by the Enfield Strategic Partnership. Finally, information received from strategic partners has been used to update the Enfield 2020 Action Plan and its 50 strategic sustainability projects.
- 1.5 The second draft of Enfield 2020 went out to public consultation via the Council's consultation web page, which was publicised through a press release and posters in Enfield's libraries. It was also publicised to Council staff, many of whom live in the Borough, through Staff Matters and posters in Council offices. This was with the aim of gaining constructive feedback on the programme and engaging stakeholders with the 'Enfield 2020' brand.

- 1.6 The public consultation feedback was positive, with broad support for Enfield 2020 and all 8 of its themes. There was a consensus that all 8 themes would help improve the sustainability of Enfield. In particular respondents identified that the Save Energy; Reduce, Reuse, Recycle; and Improve Public Health And Wellbeing themes offer the greatest potential to improve the sustainability of Enfield. This may be due to greater familiarity with these terms.
- 1.7 The consultation exercise highlighted the benefit of the full backing of all political parties for Enfield 2020, which will be sought through Full Council. Respondents also noted the benefits of case studies to highlight the Council's community leadership role.

2. RECOMMENDATIONS

- 2.1. Cabinet approve the final designed version of the Enfield 2020 Sustainability Programme and Action Plan.
- 2.2. As a key policy decision, Enfield 2020 is taken to Full Council on 30 January 2013 for approval.

3. BACKGROUND

- 3.1 The Council's Sustainability Service was created in September 2011. Based in the Environment Department, the Sustainability Service works corporately with Council services, operations and partners, with two immediate priorities:
 - a) To develop Enfield 2020 to provide the strategic context for the Sustainability Service, Council and stakeholders across Enfield
 - b) To create a self-funding Sustainability Service able to more than cover its operating costs, ensuring the benefits of Enfield 2020 far outweigh the programme management required to deliver them
- 3.2 An Invest to Save and Restructure report was prepared by the Head of Sustainability, with subsequent approval by the Director of Environment in March 2012. This innovative business model is now being used to ensure that by March 2015 the entire Sustainability Service is more than able to cover its operating costs. As Enfield 2020 is finalised, further work will be undertaken with Financial Services to ensure that the Sustainability Service's ability to self-fund is fully demonstrated.
- 3.3 Enfield 2020 has been developed by the Sustainability Service, working in partnership with the Council's full range of politicians, services and operations. This has included presentations on the outline programme to the Cabinet Member for Environment, Labour Members of the Sustainability and Living Environment Scrutiny Panel, the Conservative Group, individual officers across the Council, an Environment all staff meeting, all 6 Departmental Management Teams and Corporate Management Board. The programme was

well received. Constructive feedback and subsequent input by a wide range of officers has helped further develop the Enfield 2020 Programme and Action Plan.

- 3.4 The first draft of Enfield 2020 was approved by Corporate Management Board on 21 August 2012. It was subsequently presented to Sustainability and Environment Scrutiny on 5 September, the Enfield Strategic Partnership Steering Group on 10 September and the Health Improvement Programme on 20 September.
- 3.5 The feedback attained from this initial consultation with strategic partners was used to develop the second draft of Enfield 2020. This is a more concise document, which has been professionally designed. The programme's 8 themes are represented by 8 icons. There is also a section on the strategic sustainability projects being delivered by the Enfield Strategic Partnership. Finally, information received from strategic partners has been used to update the Enfield 2020 Action Plan and its 50 strategic sustainability projects.
- 3.6 The second draft of Enfield 2020 went out to public consultation via the Council's consultation web page, which was publicised through a press release and posters in Enfield's libraries. It was also publicised to Council staff, many of whom live in the Borough, through Staff Matters and posters in Council offices. This was with the aim of gaining constructive feedback on the programme and engaging stakeholders with the 'Enfield 2020' brand.
- 3.7 The public consultation feedback was positive, with broad support for Enfield 2020 and all 8 of its themes. There was a consensus that all 8 themes would help improve the sustainability of Enfield. In particular respondents identified that the Save Energy; Reduce, Reuse, Recycle; and Improve Public Health And Wellbeing themes offer the greatest potential to improve the sustainability of Enfield. This may be due to greater familiarity with these terms.
- 3.8 The consultation exercise highlighted the benefit of the full backing of all political parties for Enfield 2020, which will be sought through Full Council. Respondents also noted the benefits of case studies to highlight the Council's community leadership role. Finally, the feedback received has been used to make the following changes to the final version of the programme:
 - Expansion of the '2020 Vision' for the 'Save Energy' theme to include heating of hot water, which consumes energy through for example the operation of kettles, dishwashers and washing machines
 - Provision of an explanation immediately next to Figures 4,5 and 6 to aid their interpretation
- 3.9 The Enfield 2020 Sustainability Programme and Action Plan have a '2020 Vision' to:
 - Significantly improve the sustainability of the Borough of Enfield and Enfield Council by 2020
 - Deliver significant economic, environmental and social benefits for all of Enfield's stakeholders

Table 1 in this report provides the more detailed 2020 Vision, describing what Enfield will look like for each of its 8 themes by 2020.

- 3.10 This 2020 Vision builds on the Council's corporate vision to make Enfield a better place to live, work and visit, delivering all three of the Council's aims of Fairness for All; Growth and Sustainability; and Strong Communities. Enfield 2020 aims to deliver the 2020 Vision through 3 strategic objectives:
- i) Use traditional programme and project management to:
 - a. Bring together the large number of existing sustainability strategies and action plans
 - b. Exploit synergies to deliver value for money
 - c. Deliver benefits greater than the sum of individual projects
 - ii) Enable the Council to deliver existing and develop new strategic sustainability projects which:
 - a. Focus on economic sustainability and 'What's in it for me?'
 - b. Use the strategic framework provided by Enfield 2020's 12 strategic priorities
 - c. Address multiple themes and encourage cross-departmental working
 - d. Encourage cross-departmental working
 - e. Further embed sustainability as the Council's 'day job'
 - f. Leverage sustainability funding into Enfield
 - g. Maximise the Council's unique position as a 'Co-ordinating Council,' leading by example and making it easy for others to also deliver Enfield 2020
 - h. Maximise the economic, environmental and social benefits for all of Enfield's stakeholders
 - i. Make Enfield a better place to live, work, study and visit
 - iii) Ensure Enfield 2020 more than covers its programme management costs by creating a self-funding Sustainability Service
- 3.11 The Enfield 2020 Action Plan contains 50 strategic sustainability projects and associated good news stories, many of which have gone unnoticed until now. Enfield 2020 provides the opportunity to use its Community Leadership theme and its capacity as a 'Co-ordinating Council' to use these case studies to engage and influence Enfield's stakeholders to help deliver Enfield 2020. Rather than simply showcasing the projects, this will require the Council to develop related messages focussed on 'What's in it for me?' and the benefits listed for Enfield's wide range of stakeholders, which are listed in Table 2 of this report.
- 3.12 The comprehensive and wide-ranging nature of Enfield 2020 demonstrates the innovative way Enfield is approaching sustainability. To highlight the strategic value of the programme, each project has been mapped against Enfield 2020's 8 themes. Information is also provided on whether the project is focused on improving the sustainability of the Council or Borough.

- 3.13 A key strategic objective of Enfield 2020 is to further embed sustainability as the Council's 'day job.' Initiatives taken to date include:
- Development of Departmental Planning guidance to facilitate delivery of Enfield 2020 across the Council's six departments through the 2012/13 Departmental Plans
 - Linking 2012/13 sustainability objectives for Assistant Directors and Heads of Service to Performance Related Pay
 - Strategic input into the Council's Development Management Document
 - Developing corporate management team and political buy in through updated governance arrangements
- 3.14 Building on the good work of the Council's Climate Change Board and prior to that, additional contributions from Enfield Strategic Partnership's Environment Thematic Action Group, the updated governance arrangements are based upon traditional programme and project management.
- 3.15 The Enfield 2020 Programme and Action Plan will be co-ordinated on a day to day basis by the Sustainability Service, working in partnership with the Council's wide range of services, operations and partners who are responsible for project delivery.
- 3.16 The Enfield 2020 Programme Board, with strong links to the Cabinet Member of Environment and the Council's Corporate Management Board, will monitor ongoing performance, assess community leadership opportunities and link with the Sustainability and Environment Scrutiny Panel.
- 3.17 The Enfield 2020 Programme Board will meet on a quarterly basis to:
- Act as a conduit for good news stories linked to Enfield 2020, which can be used to engage stakeholders
 - Manage programme and project performance by exception through an Enfield 2020 performance scorecard, where necessary escalating sustainability projects to Corporate Management Board quarterly performance management meetings
 - Provide the link to Sustainability and Environment Scrutiny Panel
- 3.18 These updated governance arrangements will ensure:
- Strong corporate and political buy in
 - Delivery of the 50 strategic sustainability projects in the Enfield 2020 Action Plan
 - The opportunity to develop new strategic sustainability projects
 - An internal and external focus
 - That the transformational change is embedded across all 6 Council Departments
- 3.19 As with any change there is a need to measure it to be able to manage it and deliver the required benefits. Critical to the success of Enfield 2020 is delivery of its Action Plan. With 50 sustainability projects there is a significant challenge to measure, monitor and manage performance.

- 3.20 To be effective the performance management system also needs to minimise additional resource implications, especially during a time of additional local authority budget cuts. If it is to be truly embedded within the Council, Enfield 2020 performance management needs to become fully integrated with existing reporting lines, whether service-led or through other Programme Boards. This is why Enfield 2020 will be performance managed using Covalent, the Council's performance management system.
- 3.21 Already piloted successfully within the Sustainability Service, Covalent will provide an online facility to manage high level performance related to each sustainability project in the Enfield 2020 Action Plan. This will minimise resource implications for Project Sponsors, enabling online updates and avoiding the need to attend additional meetings. At the same time it will enable the Enfield 2020 Programme Board to monitor progress, capture good news stories and provide community leadership.
- 3.22 The Enfield 2020 programme will be audited through:
- Day to day work of the Sustainability Service
 - Quarterly Programme Board meetings
 - Quarterly Corporate Management Board meetings, linking into the Council's wider performance management
 - the Sustainability and Living Environment Scrutiny Panel, which is cross-party and open to the public

4. ALTERNATIVE OPTIONS CONSIDERED

Doing nothing would lose the opportunities to significantly improve the sustainability of the Borough of Enfield and Enfield Council by 2020, and to deliver significant economic, environmental and social benefits for all of Enfield's stakeholders

5. REASONS FOR RECOMMENDATIONS

- 5.1 Enfield 2020 provides a Sustainability Strategy through to 2020, an Action Plan with 50 strategic sustainability projects and programme management support from the Sustainability Service, which will more than cover its costs from March 2015.
- 5.2 Enfield 2020 has the opportunity to significantly improve the sustainability of the Borough of Enfield and Enfield Council by 2020. It is also forecast to deliver significant economic, environmental and social benefits for all of Enfield's stakeholders.

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

6.1 Financial Implications

The implementation of Enfield 2020 will bring significant economic benefits for Enfield's stakeholders. The programme has a particular focus on reducing

energy consumption and creating new local jobs. It is also anticipated that Enfield 2020, if successfully implemented, will enable the Sustainability Service to become self-funding from March 2015.

6.2 Legal Implications

- 6.2.1 The general power of competence (s 1(1) of the Localism Act 2011) allows the Council to do anything that individuals generally may do. The development of the Enfield 2020 Sustainability and Action Programme is in accordance with this power.
- 6.2.2 In implementing the Enfield 2020 Sustainability and Action Programme the Council will have to consider compliance with its Constitution, in particular the Council's Contract Procedure Rules and the Property Procedure Rules; European procurement, competition and state aid legislation; legal duties emanating from the Climate Change Act 2008; Waste Regulations; EU Waste Framework Directive and public law consultation requirements. Furthermore, proposals relating to s106 Agreements need to comply with planning legislation and the Council's adopted SPD policy.
- 6.2.3 The detail of each of the projects should be subject to further reports as and when proposals are fixed, as the project descriptions are currently general.
- 6.2.4 Any legal agreements required to deliver the Enfield 2020 Sustainability Programme and Action Plan will need to be in a form approved by the Assistant Director of Legal Services.

6.3 Property Implications

Enfield 2020 has 8 themes, one of which is to 'Save Energy.' Already the Enfield 2020 Action Plan contains 11 'Invest to Save' projects to improve the energy performance of Enfield's buildings. Over time, the programme will seek to develop further Invest to Save projects to improve the energy performance of 'hard to reach' elements of Enfield's building stock. The merits of these additional sustainability projects will be assessed on an individual basis, within the context of the strategic framework provided by Enfield 2020.

7. KEY RISKS

- 7.1 Enfield 2020 provides a significant opportunity for community leadership, linking in good news stories with delivery of the 50 sustainability projects in the Enfield 2020 Action Plan. These stories will all be linked to the 'Enfield 2020' brand. This creates a reputational risk for the Council if the stories are misinterpreted and/or others misuse the Enfield 2020 brand to suit their own needs. This will require careful use of messages and management of the Enfield 2020 brand.
- 7.2 There are a number of opportunities afforded by this initiative including improved sustainability, and significant economic, environmental, and social benefits for all of Enfield's stakeholders.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The Enfield 2020 Sustainability Programme and Action Plan are by definition based on the Council priority of Fairness for All. This is most evident under the 'Improve Public Health and Wellbeing' theme, which has a 2020 Vision where *'It becomes easier for adults and children to enjoy healthy lifestyles, with reduced health inequality across Enfield.'*

8.2 Growth and Sustainability

The Enfield 2020 Sustainability Programme and Action Plan are by definition based on the Council priority of Growth and Sustainability. For growth this is most evident under the 'Enable Urban Regeneration' and 'Grow London's Low Carbon Economy' themes. For sustainability this is the essence of all 8 themes, especially the cross-cutting 'Community Leadership' and 'Climate Change Mitigation and Adaptation' themes.

8.3 Strong Communities

The Enfield 2020 Sustainability Programme and Action Plan are by definition based on the Council priority of Strong Communities. This is most evident under the 'Enable Urban Regeneration,' 'Improve Public Health and Wellbeing' and 'Community Leadership' themes.

9. EQUALITIES IMPACT IMPLICATIONS

In accordance with current equalities legislation, predictive equality impact assessments/analyses will be undertaken of relevant and proportionate projects within the overall programme as and when required.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

A combination of Covalent and updated governance arrangements will be used to performance manage the development and delivery of the Enfield 2020 Sustainability Programme and Action Plan.

11. PUBLIC HEALTH IMPLICATIONS

11.1 Enfield 2020 will deliver significant economic, environmental and social benefits, which includes tackling fuel poverty.

11.2 Climate change is a major threat to public health. Enfield 2020 will help to reduce its impact.

Background Papers

None.

Appendix 1
Table 1, The 2020 Vision

Strategic Priority	The 2020 Vision
Save Energy	<ul style="list-style-type: none"> • Save Energy in Buildings: the majority of Enfield organisations and residents apply the ‘Energy Hierarchy’ shown in Figure 2. The widespread use of ‘Invest to Save’ budgets will save money by saving energy in buildings. As a result Enfield consumes less energy and is able to better able to supply the power, heat, light, hot water and drinking water needed to drive its low carbon economy • Save Energy in Vehicles: the Council, residents, businesses, employees and others save money by applying the ‘Transport Hierarchy’ shown in Figure 3 to provide the most cost efficient method of transporting people, goods, food and waste. This means focusing on reduced travel demand, modal shift, efficiency improvements and capacity increases as a last resort
Enable Urban Regeneration	<p>To create a healthy, prosperous and sustainable Borough by focusing development in Enfield’s most deprived communities in the south and east, as well as the Borough’s town centres. This will:</p> <ul style="list-style-type: none"> ■ Help realise the Upper Lee Valley’s potential as North London’s Waterside ■ Make better use of Enfield’s large number of brown field sites ■ Continue to protect and enhance Enfield’s Green Belt, maximising the associated economic, environmental and social opportunities ■ Deliver significant economic, environmental and social benefits for Enfield including: <ol style="list-style-type: none"> 1) Buildings: the highest standards of construction create energy efficient homes and businesses 2) Economic growth: creation of new jobs and retention of existing jobs 3) Transport: new developments will be planned and phased to make best use of existing transport infrastructure. New infrastructure will also be provided to help unlock the Upper Lee Valley’s regeneration opportunities, including modernisation of the West Anglia rail line in the east of Enfield 4) Green infrastructure: easy access to good quality open space, green links and waterways 5) Public Health: reduced health inequality between the east and west of the Borough 6) Stronger Communities: Enfield’s town centres offer a better range and quality of shops, housing and employment 7) Climate change: developments designed to mitigate and adapt to the effects of climate change
Grow London’s Low Carbon Economy	<p>To grow Enfield’s Low Carbon workforce to become one of the top 10 London Boroughs for jobs in the Low Carbon Environmental Goods and Services (LCEGS) sector, where businesses of all sizes and sectors actively contribute to the growth of London’s Low Carbon Economy through:</p> <ul style="list-style-type: none"> ■ Supply: business development and job opportunities offered by carbon reduction (e.g. Green Deal Assessors and Installers), Enfield’s urban regeneration, utilities infrastructure investment and exploiting supply chain opportunities in emerging low carbon markets e.g. electric vehicles, smart

	<p>meters, renewable energy and energy retrofits</p> <ul style="list-style-type: none"> ■ Demand: growth in demand to procure Low Carbon Environmental Goods and Services ■ Operational savings: save money by saving energy, reducing carbon consumption and reducing waste. This will stimulate economic growth, helping Enfield's businesses to retain existing and create new local jobs
Improve Local and Global Environment	<ul style="list-style-type: none"> ■ The variation of habitats and species in Enfield's natural environment are conserved and enhanced, helping the Earth's ecosystems provide the food, fuel, clean air and clean water upon which human life depends ■ Improvements in road-traffic exhaust emissions enable the Council to revoke Enfield's existing Air Quality Management Area for Particulate Matter (PM10) and potentially Nitrogen Dioxide (NO2) ■ Undertake site investigation of brown field sites as they are brought forward for development and remediate as required, including those sites regenerated through the Central Leaside, Edmonton Green, North East Area and North Circular Area Action Plans ■ The water quality of all of Enfield's water courses reaches 'good' status, or where they have been heavily engineered, 'good potential' by 2020, ahead of the Water Framework Directive requirement of 2026
Reduce, Reuse, Recycle	<p>Enfield Council, residents and businesses fully apply the Waste Hierarchy (Reduce, Reuse, Recycle, Recover, Reject) across all of its household and kerbside waste collections to:</p> <ol style="list-style-type: none"> 1. Increase resource efficiency: reduce the economic, environmental and social impacts of extracting, processing, manufacturing and distributing new goods 2. Enable the North London Waste Authority to achieve a combined recycling target of 50% for North London's waste by 2020 3. Save Council tax payers money through reduced waste disposal costs (landfill and incineration) and increased recycling rates (generates an income) 4. Ensure waste is no longer an unwanted and useless material, instead being viewed as a valuable local resource and key driver for economic growth <p>The Council, other organisations and individuals use what they buy to deliver their continually evolving economic, environmental and social priorities to prioritise green and ethical procurement Enfield residents, businesses and public sector organisations buy more locally grown food to generate a local food supply, reduce food miles, increase food security and increase healthy living</p>
Improve Public Health and Wellbeing	<p>It becomes easier for adults and children to enjoy healthy lifestyles, with reduced health inequality across Enfield</p>
Community Leadership	<p>The Council to exploit its unique position as a community leader, leading by example to engage Enfield's stakeholders and make it as easy as possible for them to help deliver Enfield 2020. This will help enable Enfield as a 'Co-ordinating Council' to deliver:</p> <ol style="list-style-type: none"> 1. Value for money across its full range of services and operations 2. Enfield A Fairer Future for All: Enfield Council's Business Plan 2011-2014, which commits the Council to

	<p>tackle the inequalities in the Borough, provide high quality services for all and attract growth, businesses and jobs to the area</p> <p>3. Enfield's Sustainable Community Strategy, which has a partnership vision to make Enfield a healthy, prosperous, cohesive community living in a borough that is safe, clean and green</p> <p>4. The government's localism agenda</p>
Climate Change Mitigation and Adaptation	<p>To reduce cost, waste, energy and carbon across Enfield by delivering:</p> <ul style="list-style-type: none"> ■ 40% reduction in Enfield Borough's carbon emissions by 2020 to 3.06 tonnes of CO2 emissions per capita, as compared to its 2005 baseline of 5.1 tonnes of CO2 emissions per capita (in common with the London Boroughs of Haringey, Islington and Camden) ■ 40% reduction in Enfield Council's carbon emissions by 2020, as compared to its 2008/09 baseline of 41,812 tonnes CO2 emissions. This builds on the Council's commitment in its Carbon Management Plan 2009-2014 to reduce its carbon emissions by 25% by 2014, as compared to the same 2008/09 baseline ■ An increase in Enfield Council's position in the UK's Carbon Reduction Commitment (CRC) Performance League Table from a baseline position of top third of London Boroughs in 2010/11 (11th of 33 London Boroughs) to consistently being in the top quartile of London Boroughs from 2014/15 onwards ■ Sustainable Urban Drainage Systems (SUDS) to create a resilient Enfield able to adapt to the effects of climate change: <ul style="list-style-type: none"> a) Flooding - water retained at source reduces peak flow in Enfield's water courses b) Droughts - rainwater harvesting and permeable surfaces increase drought resistance c) Heat waves - green spaces and water features increase cooling, mitigating the 'urban heat island effect'

Table 2, Stakeholder Benefits for Enfield 2020 (What's in it for me?)

Stakeholder	Benefits
Enfield's residents and communities	<ul style="list-style-type: none"> • Save money through lower energy bills • Affordable low carbon heat supplied by the Lee Valley Heat Network • Increased comfort and ability to enjoy their homes • Regeneration of Enfield's most deprived communities • Growing London's low carbon economy retains and creates local jobs • Home working reduces the need to travel and increases leisure time • Greenways make walking and cycling more enjoyable • Enfield's green spaces provide more opportunities for leisure, education and relaxation • Increased opportunity to buy local food • It becomes easier to lead a healthier and happier lifestyle • Increased sense of community • Local air quality is improved and water pollution reduced • Better able to adapt to the effects of climate change, including heat waves, droughts and flooding
Enfield's businesses	<ul style="list-style-type: none"> • Economic growth • Operational savings: save money by saving energy, carbon and waste • Affordable low carbon heat supplied by the Lee Valley Heat Network • Business development opportunities <ul style="list-style-type: none"> ○ Service provision e.g. opportunities to become Green Deal Assessors and Installers ○ Enables businesses to exploit supply chain opportunities in emerging and established low carbon markets ○ Opportunities to benefit from the Council's low carbon procurement activities • Better able to adapt to the effects of climate change, including heat waves, droughts and flooding
Enfield's schools and colleges	<ul style="list-style-type: none"> • School buildings: save money through lower energy bills • Curriculum: Enfield 2020 creates significant educational opportunities, enabling young people to become aware and responsible of their environment and lifestyle as they grow up. Children are often receptive to sustainability messages, especially at the upper end of primary schools and Year 7 in secondary schools. As the next generation young people also have a significant opportunity to make a difference. The Enfield 2020 Action Plan provides 50 strategic sustainability projects and local case studies, which could be linked to the curriculum and a whole school approach to sustainability • Community: Enfield has over 50,000 children on roll in schools, directly impacting many more parents, carers, other family members and community users. This creates a key opportunity for children to directly influence the community with positive messages and practical actions to help deliver Enfield 2020 • Adaptation: better able to adapt to the effects of climate change, including heat waves, droughts and flooding

Enfield Council	<ul style="list-style-type: none"> • Enfield 2020 provides value for money, helping maintain the quality of the Council's existing services and operations • Save money by saving energy, carbon (reduced Carbon Reduction Commitment payments) and waste (reduced waste disposal costs and revenue from increased recycling rates) • Strategic approach to sustainability maximises use of limited resources • Additional sustainability funding is leveraged into Enfield • The Council's community leadership potential is maximised, with associated good news stories realising reputational benefits • The operational costs of Enfield 2020 are more than covered by a self-funding Sustainability Service
Enfield's other public sector organisations and voluntary sector	<ul style="list-style-type: none"> • Save money by saving energy, carbon and waste • Affordable low carbon heat supplied by the Lee Valley Heat Network • Partnerships maximise limited resource and impact • Improved Public Health and Wellbeing reduces costs for the National Health Service
Employees incl. Council staff	<ul style="list-style-type: none"> • Saving money by saving energy, carbon and waste helps protect jobs
Mayor of London	<ul style="list-style-type: none"> • Enfield 2020 helps deliver the Mayor of London's wide range of sustainability strategies and action plans

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MUNICIPAL YEAR 2012/2013 REPORT NO. 143

MEETING TITLE AND DATE:

Cabinet – 23 January 2013

JOINT REPORT OF:

Ray James, Director of
Health, Housing and Adult
Social Care and Neil
Rousell, Director of
Regeneration, Leisure and
Culture

Agenda Part: 1**Item: 12****Subject: Highmead – Appropriation for
Planning Purposes****Wards: Upper Edmonton****Key Decision No:3440****Cabinet Member consulted: Cllr Oyken**

Contact officer and telephone number:

Bruce McRobie x4123

Email: bruce.mcrobie@enfield.gov.uk**1. EXECUTIVE SUMMARY**

- 1.1 On 14th September 2011 Cabinet granted authority for the Council to enter into a Development Agreement with the selected developer.
- 1.2 The Development Agreement that the Council entered into on 30th March 2012 includes a number of conditions that must be fulfilled by both the Council and the developer in order to allow the development of Highmead to proceed.
- 1.3 One of these conditions was for the Council to use its powers to appropriate the land for planning purposes.
- 1.4 This report seeks approval for the Council to use its powers to appropriate the land required for the Highmead development for planning purposes.

2. RECOMMENDATIONS

- 2.1 In accordance with section 122 of the Local Government Act 1972 appropriate the sites set out at Appendix 1 and shown outlined on the plans at Appendix 2 to this Report from their present holding purposes to planning purposes and in particular the purposes set out in section 237 of the Town and Country Planning Act 1990.

3. BACKGROUND

- 3.1 The Highmead site is located in the Upper Edmonton ward of the London Borough of Enfield. The site contains the commercial premises at 68-90 Fore Street with 1-11 Highmead which is a row of 3-bed maisonettes above and 12-61 Highmead was an 11 storey block (Highmead Tower). It also includes the nearby car park at Trafalgar Place.
- 3.2 In December 2009 Cabinet approved the Highmead Tower report (Key decision reference: 2944) that recommended the demolition of Highmead Tower. The tower has now been demolished.
- 3.3 In March 2010 Cabinet approved the Highmead Strategy report (Key decision reference: 3002). The report recommended a design-led comprehensive demolition and rebuild strategy for Highmead.
- 3.4 In September 2011 Cabinet approved the Highmead Development Partner Selection report (Key decision reference: 3306). This report recommended the appointment of a developer and that a Development Agreement was entered into with that developer to secure the delivery of the Highmead development.
- 3.5 On 30th March 2012 the Council granted planning consent for the development of Highmead and entered into a Development Agreement. This agreement includes a number of conditions that both the Council and the developer must fulfil to help enable completion of the development. One of these conditions is for the Council to use its powers to appropriate the land for planning purposes
- 3.6 It is recommended that the land required for the completion of the Highmead development should be appropriated for planning purposes pursuant to section 122 of the 1972 Act in order that section 237 of the 1990 Act shall apply to it.
- 3.7 Local authorities may appropriate land in their ownership for planning purposes. If land is appropriated for planning purposes then the power under section 237 of the 1990 Act to override easements and other rights, for example, rights of light and restrictive covenants can be used when developing that land. That power may be used either by the local authority or by a person deriving title to the land in question from the local authority, e.g. a private developer who has entered into an agreement to develop the land.
- 3.8 Any rights overridden by section 237 are automatically translated into a right to claim compensation for resulting loss. This means that the holders of the original rights no longer have the ability to seek an injunction against the development for infringement of their rights. The developer will not commence constructions works until this risk of an injunction has been resolved (by approving this report).

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 None; see reasons for recommendations below.

5. REASONS FOR RECOMMENDATIONS

5.1 The Development Agreement entered into by the Council includes a requirement, as a condition precedent, for the Council to use its powers to appropriate the land for planning purposes. If the Council does not appropriate for land for planning purposes the developer could terminate the Development Agreement.

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

6.1 Financial Implications

6.1.1 It is anticipated that any cost arising from the Council exercising its powers to appropriate for planning the land at 64-90 Fore Street and the land comprising Trafalgar Place Car Park will be met fully by the developer. This will be at a nil cost to the Council.

6.2 Legal Implications

6.2.1 Under section 122 of the Local Government Act 1972 the Council may appropriate land from one purpose to another if that land is no longer required for the purposes for which it is held. In this instance the land is currently held for housing purposes and use as a car park but it is now required for development for planning purposes as authorised by the planning consent.

6.2.2 Section 237 of the 1990 Act allows works to be carried out on land appropriated for planning purposes as long as those works are in accordance with planning permission, even though those works may interfere with an interest or right affecting the land or involve a breach of a restriction on the use of the land. Appropriation of land for planning purposes under the 1990 Act in order to facilitate a redevelopment scheme is a usual and advisable procedure so that those with interests protected by easements and other legal rights may be dealt with fairly but without compromising the deliverability of the scheme. .

6.2.3 Compensation is payable where loss is suffered as a result of interference with any such rights. It is noted that the Developer is to meet any such claims that may arise in this case.

6.3 Property Implications

The Property Implications are contained in the body of this report.

7. KEY RISKS

If the recommendation is not adopted the developer may decide to terminate the Development Agreement.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The new Highmead scheme ensures fairness for all members of the local community by consulting the community on the proposals for Highmead and through the provision of affordable homes in the new development.

8.2 Growth and Sustainability

Growth and sustainability are central to the proposals for Highmead.

The new Highmead development will provide growth in terms of increasing the supply of quality residential housing in the area; improving the quality of the retail space; and by providing a community space.

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

8.3 Strong Communities

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

9. EQUALITIES IMPACT IMPLICATIONS

9.1 Not applicable.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 Not applicable

11. HEALTH AND SAFETY IMPLICATIONS

11.1 Not applicable.

12. HR IMPLICATIONS

12.1 Not applicable.

13. PUBLIC HEALTH IMPLICATIONS

13.1 Not applicable.

Background Papers

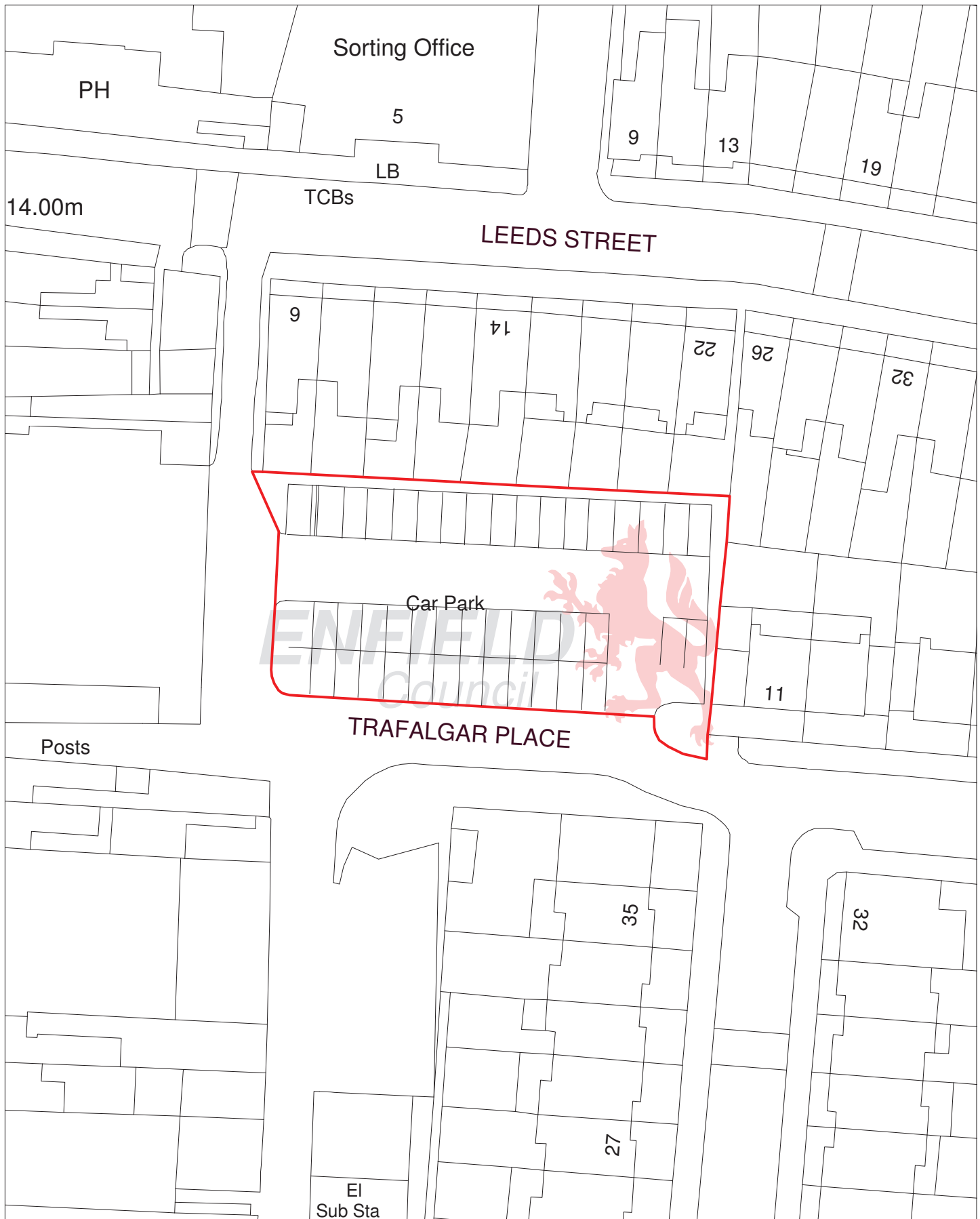
None.

Appendix 1

Land and buildings at and to the rear of 68 to 90 Fore Street Edmonton (as registered at the Land Registry under title number EGL257538) and the land known as Trafalgar Place Car Park (as registered at the Land Registry under title numbers MX10675, MX325800, MX70053, P59662, P59663 and P59664)

Appendix 2

[Site plans to be attached]



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No implied license exists. This drawing should not be used to calculate areas for the purposes of planning applications or to be used as a basis for any dimensions to be checked on site. The contractor and such dimensions to be their responsibility. All work must comply with relevant British Standards and Building Regulations. The architect is not responsible for any omissions to be reported to the architect.

Revised
PH - Proposed Planning 28/11/10

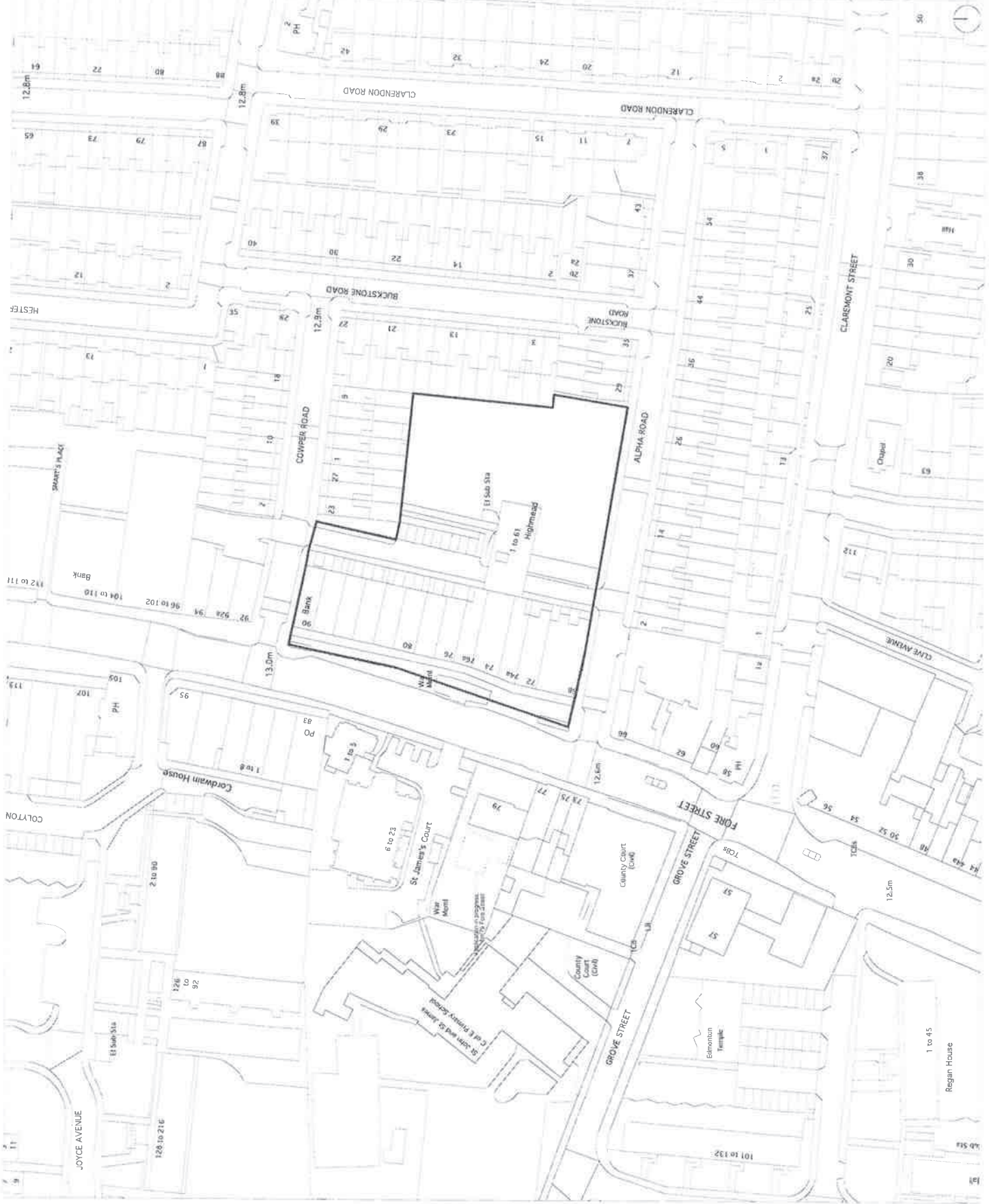
Hawkins\Brown

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Project
Highmead, Enfield

Drawing
Existing Location Plan

Scale at A1 (93)	Date
1:500	November 2010
Drawn by	Checked by
AS	DC
Job Number	Status
1266	Planning
Drawing No.	Rev
PL_001	P1



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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

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). (Part 1) **(Key decision – reference number 3620)**
- 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. (Part 1) **(Key decision – reference number 3621)**
- 3. Options for the Provision of a Dual Registered Care Home on the former Elizabeth House site** Ray James

This will set out options for the provision of a dual registered care home on the former Elizabeth House site. (Parts 1 and 2) **(Key decision – reference number 3593)**
- 4. Approval of Tenders for Measured Term Contract for 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). (Parts 1 and 2) **(Key decision – reference number 3604)**
- 5. Approval of Tender for Measured Term Contract Responsive Maintenance, Planned Maintenance and Minor Works (Non Housing) – Mechanical and Electrical Services** 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). (Parts 1 and 2) **(Key decision – reference number 3605)**

6. **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)**

7. **2012 Enfield Residents' Survey – Topline Results** Rob Leak

This will present the results from the 2012 Enfield Residents' Survey. (Non key)

8. **Fairness for All - Equality and Diversity Annual Report 2012** James Rolfe

This will present the Equality and Diversity Annual Report 2012. (Non key)

9. **Reference from the Sustainability and Living Environment Scrutiny Panel – Retrofitting – New Directions**

This will present a referral from the Sustainability and Living Environment Scrutiny Panel. (Non key)

10. **Update on Public Health Contracts Transfer from the NHS to the London Borough of Enfield** Ray James

This will seek agreement to the proposed approach to the transfer of contracts from the NHS to the London Borough of Enfield. (Part 1) **(Key decision 3650)**

20 MARCH 2013

1. **Capital Monitoring 2012/13 Third Quarter** James Rolfe

This will provide financial information on the Council's Capital programme for 2012/13. It will report on expenditure up to 31 December 2012. The report will also provide information on the progress of individual capital schemes. **(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)**
6. **On Your Doorstep – Project Evaluation Report** Rob Leak

This will present the On Your Doorstep project evaluation report. (Part 1)
(Non key)
7. **Olympic Legacy Briefing** Neil Rousell

(Part 1) (Non key)
8. **Energy Retrofit Strategy and Action Plan** Ian Davis

(Part 1) **(Key decision 3642)**
9. **Emergency Support Scheme** James Rolfe

This will seek approval to agree the eligibility criteria and operational processes for a new Emergency Support Scheme to replace the elements of the Social Fund being abolished by Government. **(Key decision – reference number tbc)**
10. **Development Management Document Proposed Submission** Neil Rousell

(Part 1) **(Key decision – reference number 3612)**
11. **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)

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

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

13. **Leaseholder Options Policy** Ray James

The Leaseholder Options Policy will set out options for consideration. **(Key decision – reference number 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 - 5.12.2012

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 5 DECEMBER 2012****COUNCILLORS**

PRESENT 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), 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 Oykenner (Cabinet Member for Housing) and Andrew Stafford (Cabinet Member for Finance and Property)

ABSENT Del Goddard (Cabinet Member for Business and Regeneration)

OFFICERS: Rob Leak (Chief Executive), James Rolfe (Director of Finance, Resources and Customer Services), Ray James (Director of Health, Housing and Adult Social Care), Ian Davis (Director of Environment), Andrew Fraser (Director of Schools & Children's Services), Neil Rousell (Director of Regeneration, Leisure & Culture), Asmat Hussain (Assistant Director Legal), John Austin (Assistant Director - Corporate Governance), Simon Tendeter (Assistant Director Communities, Communications, Policy and Performance), Shahed Ahmad (Director of Public Health), Bridget Evans (Programme Director), Andrew Golder (Press and New Media Manager), Jeff Laidler (Head of Sustainability) and Clive Tritton (Interim Assistant Director for Programmes and Partnerships) Jacqui Hurst (Secretary)

Also Attending: Councillor Derek Levy.

1**APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Del Goddard (Cabinet Member for Business and Regeneration) who was attending a Planning Panel meeting.

2**DECLARATION OF INTERESTS**

There were no declarations of interest.

CABINET - 5.12.2012

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

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 to refer the following item to full Council, for noting only, no decision would be required by Council:

1. Report No.121 – Annual Public Health Report

6

COUNCIL BUSINESS PLAN UPDATE

Councillor Achilleas Georgiou (Deputy Leader) introduced the report of the Chief Executive (No.119) seeking approval of the final draft version of the updated Council Business Plan.

NOTED

1. that Appendix A to the report set out the Council's achievements in 2011/12 and its priorities for 2012/13;
2. the report highlighted the Council's priorities, what had been achieved to date and the work that was still required;
3. in discussion, Members praised the positive impact that the Council was having on the Borough's residents. Members expressed their thanks and appreciation to officers throughout the Council who had worked hard to support Members in reaching the achievements set out in the report.

Alternative Options Considered: There was no longer a statutory duty to produce a Council Business Plan, but it demonstrated how the Council would deliver on the administration's aims and priorities, contained in "A Fairer Future for All".

CABINET - 5.12.2012

DECISION: The Cabinet agreed to approve the final draft version of the updated Council Business Plan for publication.

Reason for recommendations: A published Business Plan provided information to staff, members and residents on actions being taken to achieve the Council's aims in "A Fairer Future for All".

(Key decision – reference number 3614)

7

QUARTERLY CORPORATE PERFORMANCE REPORT

Councillor Achilleas Georgiou (Deputy Leader) introduced the report of the Chief Executive (No.120) outlining progress made towards delivering the identified key priority indicators for Enfield.

NOTED

1. the progress made towards delivering the identified key priority indicators for Enfield;
2. that of the 68 performance indicators that had targets, 45 (66.2%) were at green; 14 (20.6%) were at amber; and 9 (13.2%) were at red;
3. the good performance overall and that individual Cabinet Members would be reviewing the targets within their own portfolio areas;
4. that both Albany and Southgate leisure centres had been closed for a period of refurbishment which had affected the indicators. Councillor Charalambous was confident that the performance targets in this area would therefore improve.

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.

Reasons for recommendations: To update Cabinet on the progress made against all key priority performance indicators for the Council.
(Non key)

8

ANNUAL PUBLIC HEALTH REPORT

Councillor Christine Hamilton (Cabinet Member for Community Wellbeing and Public Health) introduced the report of the Director of Public Health (No.121) presenting the Annual Public Health report.

NOTED

CABINET - 5.12.2012

1. that this was the last year that a joint Annual Public Health report would be produced by the Local Authority and NHS as the responsibility for public health was moving into the Local Authority with effect from April 2013. A key purpose of the 2012 Annual Public Health Report was to support the Council in its preparation for Public Health Transition; the Executive Summary of the Cabinet report set out the main elements of the published report;
2. Dr Shahed Ahmad, Director of Public Health, was invited to outline his report and highlight any issues for Members' particular attention, as set out below:
 - Chapter 1 of the report described the determinants of health and wellbeing. Figure 1.1 of the report was highlighted – this set out the determinants of health model.
 - Chapter 2 described the new Public Health System.
 - Chapter 3 set out what was known about health outcomes in Enfield. In particular the high level of health inequalities faced by Enfield's residents was noted.
 - Chapter 4 described some of the work undertaken by the Council's partners to improve Enfield's health and wellbeing.

Comments and feedback from Members was invited.

3. a discussion took place with regard to the childhood obesity figures set out in the report for both reception year and year 6 pupils. There was no correlation in the figures at present. There was a strong correlation between childhood obesity and child poverty. It was noted that the statistics were not always consistent as parents could choose whether or not to have their child weighed. Members noted the work which was already taking place in schools and the need to consider effective community initiatives to address the wider health issues. In response to a concern raised, it was acknowledged that this was an issue which required sensitivity and that it was important not to "label" children and stigmatise any individuals;
4. Members highlighted the value of campaigning on the negative health effects of high sugar and salt intakes. Dr Ahmad outlined the discussions which were taking place and recognised the further work that was required in this area;
5. the importance of physical activity was noted and the need to encourage greater participation in the Borough in activities such as walking. Many people were not confident enough to participate in a number of physical activities;
6. Councillor Orhan highlighted the initiatives which were taking place in schools including walking buses; healthy menus for school meals; sensitively managing obesity; increasing sports activities through the Olympic legacy. There was a need to engage with parents on healthy

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eating in relation to packed lunches provided for their children. Every child was important and a co-ordinated effort was needed with the Council's stakeholders and partners;

7. that a number of the initiatives were long-term. Councillor Taylor asked which elements were likely to improve or worsen over the next 12 months, recognising the challenging economic period and welfare reforms taking place. Dr Ahmad expected childhood obesity figures to improve and markers for long-term improvements in life expectancy through increased monitoring of blood pressure and cholesterol levels. A greater understanding of health and wellbeing would be promoted. It was noted that Cabinet reports now included a section on public health implications; it was intended to strengthen these as much as possible. GPs would be encouraged to refer more people to support services such as "stop smoking";
8. the work that was being co-ordinated by the Health and Wellbeing Board and the Primary Care Strategy which should have a positive impact;
9. Andrew Fraser (Director of Schools and Children's Services) highlighted the need to focus on improving the infant mortality rates in the Borough.

Alternative Options Considered: Not applicable.

DECISION: The Cabinet agreed to note the Annual Public Health Report and to ensure that future strategic decisions were mindful of the wider determinants of health and informed by the findings of the report.

RECOMMENDED TO COUNCIL that the report be noted (for information only).

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

(Non key)

9

PRIMARY EXPANSION PROGRAMME

Councillor Ayfer Orhan (Cabinet Member for Children and Young People) introduced the report of the Director of Schools and Children's Services and Director of Finance, Resources and Customer Services (No. 122) progressing the primary expansion programme.

NOTED

1. that the report set out the work that had been carried out to implement the Strategy and sought approval of the budget for the programme to

CABINET - 5.12.2012

proceed to the award of contracts (paragraph 1.1 of the report referred);

2. that the demand for primary pupil places had increased significantly at a time of extreme pressures and funding cuts. The Council was committed to providing a place for every child;
3. that section 3.7 of the report set out the detailed programme and the schools which would be providing additional places and/or capacity;
4. the consultation exercises which were taking place;
5. the overall estimated cost of the Primary Expansion Programme and the various funding sources as set out in the table in section 6.1.3 of the report. Section 3 of the report set out the procurement processes which had been followed. The programme was currently on budget and on schedule; the programme was innovative;
6. the Programme was significant and aimed to provide an additional 2,100 pupil places by September 2013. The report set out in detail how this would be achieved. Members set the programme in the context of the extreme budget pressures and funding cuts from central government and the need for the Council to be proactive and creative in meeting the significant increase in demand;
7. that traffic mitigation measures on each of the schemes would be carried out (section 11 of the report referred). The importance of addressing the traffic issues was highlighted by Members.

Alternative Options Considered: Enfield Council had a statutory responsibility to provide the necessary school places. This revised strategy provided the additional capacity and expertise to ensure that this programme was delivered on time and provided best value for the Council. Not providing places could not be considered an option. The following proposals had 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 had 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.

DECISION: The Cabinet agreed

1. to approve the budget of £24.993 million to proceed with the primary expansion programme through to completion and noted that the £1.8 million of pre-construction costs included in this total had been

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approved through a portfolio report (KD3599) under the rule 16 (special urgency) procedures;

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;
3. that following Cabinet Member approval (as per decision 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 primary expansion project school;
4. noted that following the portfolio report of 14 August 2012 and the completion of the informal consultation phase regarding proposed expansions, statutory notices had 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 would be made following the end of the statutory consultation process.

Reasons for recommendations: 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 (section 5 of the report refers).

(Key decision – reference number 3598)

10

SPECIAL PURPOSE VEHICLE, LEE VALLEY HEAT NETWORK

Councillor Chris Bond (Cabinet Member for Environment) introduced the report of the Director of Environment (No.123) seeking in principle approval to establish a Special Purpose Vehicle to deliver the Lee Valley Heat Network (LVHN) by March 2013.

NOTED

1. that approval was being sought for expenditure of up to £20,000 (shared with the London Borough of Haringey) as set out in the report;
2. that the Lee Valley Heat Network (LVHN) would initially use hot water and steam from the Energy from Waste facility at the Edmonton EcoPark;
3. the reasons for the recommendations as set out in section 5 of the report;
4. the impact on Council priorities as set out in section 8 of the report.

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Alternative Options Considered: The full range of delivery options for the Special Purpose Vehicle will be considered in a subsequent Cabinet paper, for which specialist legal advice will be sought.

DECISION: The Cabinet agreed

1. in principle, to approve the establishment of 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 Special Purpose Vehicle (SPV) structure and governance arrangements;
 - Enfield investment in the SPV to build and operate the LVHN.
2. to approve expenditure of up to £20,000 (shared with the London Borough of Haringey) to cover initial legal advice to identify the appropriate SPV structure and governance arrangements.
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.

Reasons for recommendations: The 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

(Key decision – reference number 3583)

11

LADDERSWOOD ESTATE RENEWAL - COMPULSORY PURCHASE ORDER

Councillor Ahmet Oykenner (Cabinet Member for Housing) introduced the report of the Director of Health, Housing and Adult Social Care, Director of

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Regeneration, Leisure and Culture and the Director of Finance, Resources and Customer Services (No.124) recommending that Cabinet make the Ladderswood and New Southgate Industrial Estate CPO 2012.

NOTED

1. that Minute No.22 below also referred;
2. that CPO would only be used should the Council fail to reach a negotiated settlement, as set out in the report.

Alternative Options Considered: 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.

DECISION: The Cabinet

1. noted the statement of reasons appended to the report which sets out the justification for making the Ladderswood and New Southgate Industrial Estate CPO 2012.
2. noted the indicative timeline for the CPO process for the Ladderswood and New Southgate Industrial Estate CPO 2012 appended to the report as Appendix A;
3. agreed to make the Ladderswood and New Southgate Industrial Estate CPO 2012 under section 226(1) (a) of the Town and Country Planning Act 1990 as amended by the Planning and Compulsory Purchase Act 2004 (the "1990 Act").
4. agreed 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.

Reasons for recommendations: 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 to take place. 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.

(Key decision – reference number 3487)

12

PROPOSAL FOR THE RENEWAL OF HOUSING RELATED SUPPORT CONTRACTS

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Councillor Ahmet Oykenar (Cabinet Member for Housing) introduced the report of the Director of Health, Housing and Adult Social Care (No.125) seeking approval to renew the Housing Related Support Contracts.

NOTED

1. that Minute No.23 below also referred;
2. that since 2010 there had 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;
3. that the approach proposed to re-tendering was aimed to generate further savings, whilst ensuring continuity of support and care for existing vulnerable service users.

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

DECISION: The Cabinet

1. noted the contents of the report and the need to achieve the savings proposed without destabilising the market in the short term.
2. considered, reviewed and approved renewing contracts to cover the proposed savings timetable.

Reasons for recommendations: The renewal of the current contracts would:

- 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.

(Key decision – reference number 3603)

13

ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY PANEL/SCRUTINY PANELS

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

14

CABINET AGENDA PLANNING - FUTURE ITEMS

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

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15

NOTICE OF KEY DECISION LIST

NOTED that the next Notice of Key Decision List was due to be published on 21 December 2012, this would be effective from 1 February 2013.

16

MINUTES

AGREED that the minutes of the previous meeting of the Cabinet held on 14 November 2012 be confirmed and signed by the Chairman as a correct record.

17

MINUTES OF ENFIELD RESIDENTS' PRIORITY FUND CABINET SUB-COMMITTEE - 12 NOVEMBER 2012

NOTED 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

NOTED the minutes of a meeting of the Policy Cabinet Sub-Committee held on 21 November 2012.

19

ENFIELD STRATEGIC PARTNERSHIP FEEDBACK

RECEIVED a written update on the recent Enfield Strategic Partnership conference which had taken place on 11 October 2012. Members noted the issues which had been discussed.

20

DATE OF NEXT MEETING

NOTED that the next meeting of the Cabinet was scheduled to take place on Wednesday 23 January 2013 at 8.15pm.

21

EXCLUSION OF THE PRESS AND PUBLIC

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

22

LADDERSWOOD ESTATE RENEWAL - COMPULSORY PURCHASE ORDER

Councillor Ahmet Oykenar (Cabinet Member for Housing) introduced the report of the Director of Health, Housing and Adult Social Care and Director of Regeneration, Leisure and Culture and Director of Finance, Resources and Customer Services (No.127).

NOTED

1. that Minute No.11 above also referred;
2. the schedule for the remaining leaseholders, Appendix 5 to the report, who may be affected by the Ladderswood and New Southgate Industrial Estate CPO 2012 should the Council fail to reach a negotiated settlement;
3. the schedule for the remaining commercial leaseholders, Appendix 6 to the report, who may be affected by the Ladderswood and New Southgate Industrial Estate CPO 2012 should the Council fail to reach a negotiated settlement.

Alternative Options Considered: As detailed in Minute No.11 above.

Reason: As detailed in Minute No.11 above.
(Key decision – reference number 3487)

23

PROPOSAL FOR THE RENEWAL OF HOUSING RELATED SUPPORT CONTRACTS

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.128).

NOTED the contents of the report (Minute No.12 above also referred).

Alternative Options Considered: As detailed in Minute No.12 above.

DECISION: The Cabinet considered, reviewed and approved renewing the contracts under a contract Deed of Variation and waiver of Contract Procurement Rules in order to deliver the savings proposed.

Reason: As detailed in Minute No.12 above.
(Key decision – reference number 3603)

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 11.12.2012

**MINUTES OF THE MEETING OF THE ENFIELD RESIDENTS PRIORITY FUND
CABINET SUB-COMMITTEE
HELD ON TUESDAY, 11 DECEMBER 2012****COUNCILLORS**

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

ABSENT Chris Bond

OFFICERS: Nicholas Bowater (Interim Performance Information Manager - Policy and Performance), Peter Doherty (ERPF Administrator), Antonia Makanjuola (Senior Lawyer) and Alison Trew (Head of Corporate Policy and Performance) Penelope Williams (Secretary)

1**WELCOME AND APOLOGIES**

The Chairman welcomed everyone to the meeting. Apologies for absence were received from Councillor Bond.

2**DECLARATION OF INTERESTS**

Councillor Hamilton declared non pecuniary interests in applications for her own ward Enfield Lock (Applications ENFL011, ENFL016, ENFL017, ENFL018, ENFL019).

Councillor Georgiou declared non pecuniary interests in the applications from his ward, Bowes (Application BOW033, BOW034).

Councillor Bambos Charalambous also declared non pecuniary interests in the applications for his ward, Palmers Green (Applications PAL021, PAL022).

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, with the exception of the following items submitted for consideration at the meeting:

- Enfield Lock (ENFL018) Enfield Island Village Sustainable Communities
- Enfield Lock (ENFL019) Alley Gate and Security Fencing

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AGREED that the following applications be dealt with as a urgent items pursuant to Section 100B(4) of the Local Government Act 1972 (as amended by the Local Authorities (Executive Arrangements) Access to Information (England) Amendment Regulation 2002).

It had not been possible to submit the two urgent applications for consideration with the agenda due to administrative delays in the application process. Urgent consideration of the two applications listed below was approved by the Sub Committee on the grounds that there were three other applications for Enfield Lock already listed on the agenda that needed to be considered at the meeting. Given the level of funding available, members agreed that all five applications needed to be considered at the same meeting in order to avoid prejudicing the decision on any application.

- Enfield Lock (ENFL018) Enfield Island Village Sustainable Communities
- Enfield Lock ((ENFL019) Alley Gate and Security Fencing

4

APPLICATIONS TO THE ENFIELD RESIDENTS PRIORITY FUND

Councillor Bambos Charalambous introduced the report of the Chief Executive (No.130) presenting the applications that had been formally submitted up to 19 November 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 New River Crossover (BOW033)

A project for Bowes Ward to improve the banks of the New River falling within the ward and to provide safer access. 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.

Councillor Hamilton suggested that an Enfield Residents Priority Fund plaque should be provided to commemorate this project as part of the 400th Anniversary of the New River.

The application was approved.

2.2 Mobile CCTV Camera (BOW034)

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A project for Bowes Ward to provide a mobile CCTV camera for use in the ward. Members noted that the application met the social and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, crime and environment.

Nicholas Bowater advised that the application had been reduced downwards to account for a reduction in the length of the maintenance agreement, from 4 to 2 years to coincide with the amount of time left to operate the priority fund.

The application was approved.

2.3 Songs for the Children and Young People of Enfield (BUSH011), (HILA004), (PAL021), (SGT013), (SGTG011), (TOWN014), (WMH009)

A joint project for Bush Hill Park, Highlands, Palmers Green, Southgate, Southgate Green, Town and Winchmore Hill wards to commission a work from Sir Peter Maxwell Davies, for performance by the Children's International Voices of Enfield, and for a copy of the performance recording and scores to be distributed to all schools in Enfield. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all, growth and sustainability, strong communities, education, skills and training.

The application was approved.

2.4 Cockfosters Cricket Club Drainage and New Pitch (CF009)

A project for Cockfosters Ward to install new drainage and restore the existing cricket pitch. 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.

The cricket ground belonged to the Council and was leased to the club. New health and safety requirements had meant that drainage improvements were necessary to enable the ground to continue in use. This was a large community club with a good Colts scheme. The price of the survey had increased by £500, so an additional £500 had been added to the original application.

The application was approved.

2.5 Edmonton Green Wellbeing Centre (EDM015)

A project for Edmonton Green Ward to provide awareness, prevention and support to help residents care for their mental, emotional, and physical wellbeing. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all, strong communities, health and disability, education, skills and training.

A previous application for £20,000 had been approved but this had since been reduced to £11,280 to take account of changing costs.

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The application was approved.

2.6 Poverty Concern - Migrant and Refugee Women's English for Speakers of Other Languages (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. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, strong communities, education, skills and training and crime.

Nicholas Bowater reported comments received from Ben Charles, Head of Community Learning regarding the English for Speakers of Other Languages provision. He had advised that the proposed courses could be delivered successfully with some support to assure their quality.

The application was approved subject to the provision of a quality check and support package from the Community Learning Service.

2.7 Ordnance Road Community Association (ENFL011)

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

Members expressed concern about the high costs allocated for administration, the provision of debt advice and felt that too much was being attempted.

The application was rejected but could be resubmitted if it was more focussed with more detail on costs and on how the different activities were to be provided.

2.8 Healthy Living on the Innova Park Estate (ENFL016)

A project for Enfield Lock Ward to provide a community facility/training centre/learning and exhibition space for local residents. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all, strong communities, health and disability and crime.

Nicholas Bowater advised that this application had previously been deferred to enable evidence to be provided on consultation and on the outcomes from a previous project which had now been received.

The application was approved at a reduced rate of £10,450.

2.9 Turkey Brook Cleansing – Area behind Lytton Avenue (ENFL017)

A project for Enfield Lock Ward to deliver a one year cleansing programme for the area of Turkey Brook behind Lytton Avenue. Members noted that the

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application met the social and environment wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities and environment.

A similar project had been approved last year but residents had been unhappy at the standard of the work provided by the Environment Department. Therefore members agreed that funding should be approved to cover one quarter's cleaning and the installation of fencing to prevent further litter and dumping. The impact of the scheme would be monitored by ward councillors. If satisfactory a new application for further work could be made from next year's fund.

The application was approved at a reduced rate of £7,500.

2.11 Enfield Island Village Sustainable Communities (ENFL018)

A project for Enfield Lock Ward to deliver active community involvement activities for residents of all ages. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all, growth and sustainability, strong communities, employment, health and disability, education skills and training, crime and environment.

Nicholas Bowater advised that this had been a successful project last year, well run, with good outcomes for the community.

The application was approved up to an amount of £16,460 subject to receipt of a detailed budget, the approval of the Chair and that this information be brought back to the next meeting of the Committee on 15 January 2012.

2.12 Alleygate and Security Fencing (ENFL019)

A project for Enfield Lock Ward to provide an alley gate and security fencing to prevent fly-tipping, dog fouling and anti social behaviour. Members noted that the application met the social and environmental wellbeing objective and the following criteria: fairness for all, growth and sustainability, strong communities, crime and environment.

The application was approved.

2.13 St David's Park Clearance (HAS019)

A project for Haselbury Ward for a clearance project and reinstatement of children's play area. Members noted that the application met the social and environment wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, health and disability, crime and environment.

Nicholas Bowater advised that this application had been approved at the last Committee meeting but that since this meeting he had received information

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from the Parks Department that the playground had been closed three years ago as it was situated in a secluded spot and attracted anti social behaviour.

The approval of this application was withdrawn.

2.14 Bulwer Road Mobile CCTV (HAS019)

A project for Haselbury Ward for the installation and two year maintenance of a mobile CCTV camera to improve security in Bulwer Road. Members noted that the application met the economic and environment wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, crime and environment.

The application was approved.

2.15 Citizens Advice Bureau (CAB) Outreach Service (LOED031)

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

Nicholas Bowater advised that he had received a report from Middlesex University indicating that a large percentage of the CAB clients came from Lower Edmonton indicating that there was a demonstrable need for the service in this area.

The application was approved.

2.16 Healthy Eating @ the Hot Works Café (LOED032)

A project for Lower Edmonton Ward to provide a centre for people seeking help with drug and alcohol addiction. Members noted that the application met the social and environment wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, and crime.

The application was approved.

2.17 CRE8 Skills and Employability (LOED033)

A project for Lower Edmonton Ward to provide employment and skills advice for local 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, crime and environment.

The application was deferred for more information about the how long the scheme had been running, how many people taking part had been employed in paid work, a detailed breakdown of the costs, an explanation of what the

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Department for Work and Pensions money had been used for and the nature of the contact centres where work had been found.

2.15 Creative Exchange Arts Network (PAL022), (SGT015), (SGTG012), (WMH010)

A joint project for Palmers Green, Southgate, Southgate Green and Winchmore Hill wards to create a network for arts practitioners who work in Enfield and to provide a platform to show their works. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all, growth and sustainability, strong communities, education, skills and training.

Nicholas Bowater advised that this project aimed to build on a successful event held last year involving workshops, an artist trail and encouraging people into local shops.

The application was approved.

2.16 Childcare Level 2 Training (PE020)

A joint project for Ponders End Ward to provide free childcare level 2 training to black and ethnic minority women in the ward. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, employment and education, skills and training.

The application was approved.

2.17 Giving Olympians a Chance – Table Tennis (SOUB018)

A project for Southbury Ward to provide free/subsidised table tennis lessons and coaching for young people. 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.

Nicholas Bowater advised that this project would be focussed very much on young people living in Southbury ward. The bursaries of £2,500 would provide the higher level of training required to bring two young people up to Olympic levels.

The application was approved.

2.18 Youth Centre in Highlands Village (SGT014)

A project for Southgate Ward to work with the Highlands Village Youth Centre to engage with young people and encourage them to attend the centre. Members noted that the application met the social wellbeing objective and the

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following criteria: fairness for all, growth and sustainability, strong communities, education, skills and training and crime.

Nicholas Bowater advised that outreach sessions had already been organised and it was planned to work with the Council's Youth Service to encourage young people to use the youth centre.

The application was approved.

2.19 One Step Up - Education for Speakers of Other Languages (ESOL) (TST024)

A project for Turkey Street Ward to provide 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, employment, education, skills and training.

Nicholas Bowater advised that at the last meeting the project had been turned down as it had not met the financial criteria for application to the fund, but this had now been rectified. Ben Charles, Head of Community Learning had advised that the proposed courses could be delivered successfully with some support to assure their quality.

The application was approved subject to the provision of a quality check and support package from the Community Learning Service.

2.20 Holmesdale Tunnel Open Space (TST037)

A project for Turkey Street Ward to carryout improvements to the Open Space. 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, crime and environment.

The application was approved.

2.21 Mobile CCTV Cameras (UPED031)

A project for Upper Edmonton Ward to provide mobile CCTV cameras to monitor flytipping hotspots in the 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, crime and environment.

The application was approved.

2.22 Life Youth Resource Centre (LYRC) Mentoring Project (UPED032)

A project for Upper Edmonton Ward to provide mentoring workshops for young offenders. Members noted that the application met the social and

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economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, education, skills and training, crime and environment.

Nicholas Bowater reported that he had received positive feedback on a previously funded project and from the Metropolitan Police and the Youth Service. Good outcomes had been obtained.

The application was approved.

2.23 Wilbury Multi Use Games Area (UPED021B)

A project for Upper Edmonton Ward to carryout additional works to the games area. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all, growth and sustainability, strong communities, employment, education, skills and training.

This project had been subject to a previous successful bid but costs had been found to be higher than anticipated and an additional £8,900 had been requested to complete the project.

The application was approved.

2.23 Grovelands Park Centenary Celebrations (WMH008)

A project for Winchmore Hill Ward to provide funding for a centenary 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, strong communities, and environment.

This project had been deferred from the last meeting to ensure that the ward councillors were happy to go ahead with the project without a similar level of support from the neighbouring ward.

The application was approved.

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.

Ward	Project Title	Amount
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ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 11.12.2012

Bowes (BOW033)	New River Crossover	£17,500
Bowes (BOW034)	CCTV Camera	£18,000
Bush Hill Park (BUSH011), Highlands (HILA004), Palmers Green (PAL021) Southgate Green (SGTG011), Southgate (SGT013), Town and Winchmore Hill (WHM009),	Songs for the Children and Young People of Enfield	£1,780 per ward – total £12,460
Cockfosters (CF009)	Cockfosters Cricket Club – Installing new drainage and restoring the Cricket Pitch	£15,000
Edmonton Green (EDM015)	Edmonton Green Mind Wellbeing Centre	£11,280
Enfield Lock (ENFL016)	Healthy Living on Innova Park Estate	£10,450
Enfield Lock (ENF017)	Turkey Brook Cleansing	£7,500
Enfield Lock (ENF018)	Enfield Island Village Sustainable Communities	£16,046
Enfield Lock (ENF019)	Alley Gate and additional security fencing	£9,500
Haselbury (HAS021)	Bulwer Road Mobile CCTV Camera	£18,000
Lower Edmonton (LOED031)	CAB Outreach Service	£7,643
Lower Edmonton (LOED032)	Healthy Eating @the Hot Works Café	£12,185
Palmers Green (PAL022), Southgate (SGT015), Southgate Green (SGTG012), Winchmore Hill (WMMH010)	Creative Exchange Network Project	£4,500 per ward – total £18,000
Ponders End (PE020)	Childcare Level 2 Training	£12,325
Southbury (SOUB018)	Giving Olympians a Chance – Table Tennis	£10,600*
Southgate (SGT014)	Youth Centre in Highlands Village	£15,320
Turkey Street (TST037)	Homesdale Tunnel Open Space Improvements	£20,000
Upper Edmonton (UPED031)	Mobile CCTV cameras to monitor flytipping sites	£18,000
Upper Edmonton (UPED032)	Life Youth Resource Centre (LYRC) Mentoring for Young People	£12,100
Upper Edmonton	Wilbury Multi Use Games	£8,900

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 11.12.2012

(UPED021B)		Area – Additional Works	
Winchmore (WMH008)	Hill	Grovelands Park Centenary Celebrations	£16,965

2. The following applications were approved in principle, subject to the conditions outlined below:
- Edmonton Green (EDM027) - Migrant and Refugee Women's English for Speakers of Other Languages Project - £5,912 subject to agreeing a quality check and support package with the Council's Community Learning Service.
 - Enfield Lock (ENFL018) Enfield Island Village Sustainable Communities - £16,046 subject to providing a more detailed budget which would need to be approved by the Chair and details reported back to the January 2013 meeting.
 - Turkey Street (TST024) - One Step Up ESOL Classes - £12,440 subject to agreeing a quality check and support package with the Council's Community Learning Service.
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.

Lower (LOED033)	Edmonton	CRE8 Skills and Employability	£30,800
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4. The following application was refused although a more focussed bid could be resubmitted and would be considered.
- Enfield Lock (ENFL011) - Ordnance Learning and Community Advice Project - £37,698
5. Approval for the following application was withdrawn:
- Haselbury (HAS019) - St David's Park Clearance - £15,000

Since approval at the last meeting the Parks Department had advised that the playground had been closed 3 years ago as it was in a remote location and had attracted anti social behaviour.

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.

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

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 11.12.2012

Council's vision of making Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.

5

FINANCIAL STATEMENT - WARD BASED EXPENDITURE

The Sub Committee received a financial statement from Ann Freeman, Assistant Head of Finance, updating members on fund expenditure, broken down by ward, up until 29 November 2012.

NOTED

1. A large amount of money allocated for projects in 2011/12 and 2012/13 had not been claimed by both internal local authority providers and other external bidders.
2. Ann Freeman agreed to identify projects where no money had been spent. Applicants would be written to encouraging them to send in receipts for payment with the suggestion that any money outstanding was in danger of being re-allocated to other purposes.
3. Ann Freeman would send each ward councillor a detailed list of projects agreed and expenditure on all projects in their ward.
4. A further financial report would be brought back to the Committee at the February 2013 meeting.
5. The Chair would email Rob Leak, Chief Executive, with information on the projects where internal departments had not recharged expenses.
6. Councillor Stafford and Richard Tyler (Assistant Director of Finance) would be invited to the January meeting to discuss the budget for 2014/15.
7. Some of the larger Parks projects had been delayed due to problems with progressing expressions of interest.
8. The Annual Report from 2011/12 has been drafted and was due to be printed this week.
9. Councillor Cranfield had expressed interest in finding out what projects other wards were putting forward. Alison Trew agreed to email her with the application log and an offer to discuss what others are doing.

6

MINUTES OF THE MEETING HELD ON 12 NOVEMBER 2012

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 11.12.2012

The minutes of the meeting held on 12 November 2012 were agreed as a correct record.

7

DATES OF FUTURE MEETINGS

NOTED the dates agreed for future meetings of the Committee

- Tuesday 15 January 2013
- Tuesday 19 February 2013
- Tuesday 19 March 2013
- Tuesday 16 April 2013

Councillor Hamilton sent her apologies for the January meeting.

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LOCAL PLAN CABINET SUB-COMMITTEE - 17.12.2012

**MINUTES OF THE MEETING OF THE LOCAL PLAN CABINET SUB-COMMITTEE
HELD ON MONDAY, 17 DECEMBER 2012****COUNCILLORS**

PRESENT	Del Goddard (Cabinet Member for Business and Regeneration), Achilleas Georgiou (Deputy Leader) and Ahmet Oykenar (Cabinet Member for Housing)
ABSENT	Chris Bond (Cabinet Member for Environment)
CO-OPTED	Michael Lavender (Co-opted Member) (Absent)
OFFICERS:	Neil Rousell (Director of Regeneration, Leisure & Culture), Paul Walker (Assistant Director, Regeneration, Planning & Programme Management), Lauren Laviniere (Senior Planning Officer) and Natalie Broughton (Principal Planner), Jacqui Hurst (Secretary)

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Chris Bond and Councillor Michael Lavender (Co-opted Member).

An apology for lateness was received from Councillor Ahmet Oykenar.

2**DECLARATION OF INTERESTS**

There were no declarations of interest.

3**URGENT ITEMS**

NOTED that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information) (England) Amendment Regulations 2002. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

4**EDMONTON ECOPARK PLANNING BRIEF SUPPLEMENTARY PLANNING DOCUMENT**

Councillor Del Goddard (Cabinet Member for Business and Regeneration) introduced the report of the Director of Regeneration, Leisure and Culture (No.134) seeking approval of the draft Edmonton EcoPark Planning Brief for public consultation.

LOCAL PLAN CABINET SUB-COMMITTEE - 17.12.2012

NOTED

1. that a number of discussions had taken place with the North London Waste Authority (NLWA) during the preparation of the draft planning brief. Although agreement had not yet been reached with the NLWA, Officers were of the view that the wording used within the draft document protected the interests of the Council and was suitable to go forward for the public consultation period. Consultation would provide an opportunity to gauge public opinion and involve local communities;
2. that the purpose of the Edmonton Eco Park planning brief was to provide detailed site specific guidance to support the waste management policies already provided in the adopted Core Strategy, and those emerging through the Central Leaside Area Action Plan, and North London Waste Plan;
3. that the brief set out key principles to guide future development on the Edmonton Eco Park site and would be used to assess future planning applications;
4. that Chapter 2 of the draft planning brief set out an overarching vision and set of objectives for the site and future development. The vision was for the Eco Park to become a flagship facility for waste management. The objectives sought to maximise the benefit of resources in waste in a way that minimised impact;
5. that Chapter 3 of the document considered the characteristics of the site, identifying both opportunities and constraints;
6. that Chapter 4 of the draft planning brief detailed the principles for the future development of the Eco Park, including the following:
 - The brief identified the Eco Park as an important source of heat supply to the Lee Valley Heat Network, the decentralised energy network which would help supply low carbon energy up to 10,000 new homes and businesses (Members' attention was drawn to paragraphs 4.1.8 and 4.1.9 of the document).
 - The site also provided opportunities to support green industries. The site would generate a supply of recycled material which could be available for re-use or re-processing by local businesses.
 - The brief identified the need for high quality design across the site.
 - A range of Sustainable, Design and Construction measures that could be incorporated were also identified.
7. Members considered and discussed the draft planning brief in detail and expressed the hope that continued discussions with the NLWA would result in agreement being reached;

LOCAL PLAN CABINET SUB-COMMITTEE - 17.12.2012

8. that a phased development is anticipated with different parts of the site referred to as "Plot 1" and "Plot 2", figure 4 in the planning brief set out the existing site details;
9. the throughput of the current facilities was noted and the implications of any potential changes to this discussed;
10. that the planning brief clearly set out the Council's position to potential bidders;
11. Members noted references to the transport implications associated with redevelopment within the draft planning brief. Transport issues would be subject to further discussions as and when appropriate. Members were in favour of using any viable potential water freight facilities;
12. that the planning brief would be subject to a six week consultation period, to commence in January 2013. Members stated that the Council should be proactive in promoting and circulating the consultation document as widely as possible. In addition, the document should also be circulated to the NLWA's consultation groups as well.

Alternative Options Considered:

1. None considered. Preparation of a Local Plan was a statutory requirement. The Council's Local Development Scheme (LDS) summarised the content of Enfield's Local Plan and set out a programme for its production. Edmonton EcoPark Planning Brief Supplementary Planning Document had been identified in the LDS.
2. It was imperative that the Edmonton EcoPark Planning Brief was prepared to inform planning decisions on waste planning applications and was essential to support the Council's Regeneration Programmes.

DECISION: The Local Plan Cabinet Sub-Committee agreed to approve the draft Edmonton EcoPark Planning Brief Supplementary Planning Document for public consultation.

Reason: To inform planning decisions on waste planning applications and to support the Council's Regeneration Programmes.

(Key decision – reference number 3526)

5

MINUTES

AGREED that the minutes of the Local Development Framework Cabinet Sub-Committee held on 17 July 2012, be confirmed and signed by the Chairman as a correct record.

6

DATE OF NEXT MEETING

LOCAL PLAN CABINET SUB-COMMITTEE - 17.12.2012

NOTED that

1. the next meeting of the Local Plan Cabinet Sub-Committee was currently scheduled to take place on Wednesday 16 January 2013. Members would be notified if this meeting was not required.
2. the following meeting of the Sub-Committee was scheduled to take place on Wednesday 6 February 2013 at 6.00pm.

ENFIELD COMMUNITY CAPACITY BUILDING FUND CABINET SUB-COMMITTEE -
3.1.2013

**MINUTES OF THE MEETING OF THE ENFIELD COMMUNITY CAPACITY BUILDING
FUND CABINET SUB-COMMITTEE HELD ON THURSDAY, 3 JANUARY 2013**

COUNCILLORS

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

ABSENT Chris Bond (Cabinet Member for Environment)

OFFICERS: Shaun Rogan (Head of Communities, Partnerships and External Relations) and James Kinsella (Governance Team)

**1
WELCOME AND INTRODUCTIONS**

The Chair welcomed everyone to the meeting.

An apology for absence was received from Councillor Chris Bond.

**2
DECLARATIONS OF INTEREST**

There were no declarations of interest.

**3
UPDATE FROM PREVIOUS MEETING**

The Sub Committee received a verbal update from Shaun Rogan (Head of Communities, Partnerships and External Relations) on progress with the applications agreed under the Community Capacity Fund Round 1 bidding process.

NOTED

1. Of the 29 applications that had been agreed under the Round 1 bidding process, 28 projects were now in the process of being delivered. The one outstanding project related to application CBF0081: Enfield Temporary Accommodation Play Project, on which discussions were ongoing with the applicant relating to the possibility of this being able to move forward.
2. The chair of the Sub Committee would be visiting various projects during February 13 to witness their delivery.

**ENFIELD COMMUNITY CAPACITY BUILDING FUND CABINET SUB-COMMITTEE -
3.1.2013**

3. Round 2 of the bidding process had opened on 7 December 12, with the deadline for submission of applications being 7 February 13. Bid workshops and surgery/advice sessions had been arranged to assist local voluntary and community sector organisations in the application process. As part of this Members were keen to ensure that clear advice, guidance and support was provided around the need for:
 - a. applications to be directly focussed on the bidding criteria for the fund and realistic in their scope and aim, given the more limited level of funding available under Round 2 of the bidding process;
 - b. organisations to consider, at an early stage, whether any more appropriate funding streams were available, given the specific Round 2 bidding criteria;
 - c. organisations to be encouraged to submit their applications as early as possible to assist in the assessment and decision making process.

4

MATCH FUNDING PROPOSAL FOR ENFIELD COMMUNITY CAPACITY BUILDING FUND

RECEIVED a report from the Chief Executive (No.136) presenting an application to the Enfield Community Capacity Building Fund seeking support for the Enfield Parent Engagement Panel (PEP) and Enfield Youth Engagement Panel (YEP).

In considering the application the Sub Committee noted:

1. The strategic linkage between the PEP and YEP programmes for which funding was being sought under the application with the key objectives of the Community Capacity Building Fund, Life Opportunities and Disturbances in Enfield Commissions, Council and Enfield Strategic Partnership (ESP), as detailed within section 3 of the report.
2. The basis of the funding allocation being sought for both programmes, as detailed in section 1.3 (PEP) and 1.4 (YEP) of the report. In both cases this would involve match funding from the ESP and other relevant funding streams.
3. Approval of the application would not significantly reduce the remaining funding available to the wider voluntary and community sector given the fact that an additional £110k had been secured in community grants for projects designed to address issues relating to employability and skills gaps across the borough via joint working with London Councils and the European Social Fund. This was in addition to the £150k currently available for bidding under Round 2 of the Community Capacity Fund.

**ENFIELD COMMUNITY CAPACITY BUILDING FUND CABINET SUB-COMMITTEE -
3.1.2013**

AGREED that having considered the application the Sub Committee approve the commitment of resources in the sum of £150,000 from the Enfield Community Capacity Building Fund to provide the matched funding that will form the basis of a project to sustain and facilitate the expansion of services provided by the Enfield Parent Engagement Panel (PEP) and Enfield Youth Engagement Panel (YEP).

5

MINUTES OF THE PREVIOUS MEETINGS

AGREED that the minutes of the Sub Committee meetings held on 15 and 20 (reconvened) March 12 and (reconvened) 26 April 12 be approved and signed as a correct record.

NOTED that details relating to application CBF0056 in the list of bids not approved should have read Niburu and not Niburu Womens Centre.

6

DATE OF NEXT MEETING

NOTED a provisional date had been calendared for the next meeting of the Sub Committee on Thursday 14 March 2013. This meeting would be to consider and approve applications submitted under Round 2 of the Community Capacity Building Fund bidding process.

AGREED that further consideration of the date for the next meeting be undertaken once the Round 2 bidding process had closed in February 13.
Action: Shaun Rogan & Governance Team

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MUNICIPAL YEAR 2012/2013 REPORT NO. 144**MEETING TITLE AND DATE:**

Cabinet
23rd January 2013

REPORT OF: Rob Leak
Chief Executive

Contact officer and telephone number:

Shaun Rogan Tel – 020 8379 3836

E mail: shaun.rogan@enfield.gov.uk

Agenda – Part: 1	Item: 20
Subject: Enfield Strategic Partnership Update	
Wards: All	

1. EXECUTIVE SUMMARY

This paper contains:

A summary of the minutes of the Enfield Strategic Partnership Board meeting which took place on 4th December 2012 attached at appendix 1 for your information.

2. RECOMMENDATIONS

To note the outcome of the Enfield Strategic Partnership's December Board meeting.

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Executive Summary

DECEMBER ESP BOARD MEETING

Below is a summary of the items discussed at the 4th December 2012 ESP Board and the actions that arose from it.

1. CHANGES TO BOARD MEMBERSHIP

Following the VCS elections, Tim Fellows will be representing Safer Communities, Kate Holmes, Healthier Communities and Tony Watts, Cohesive Communities. The Prosperous Communities seat remains vacant.

2. MINUTES AND MATTERS ARISING FROM THE MINUTES OF THE PREVIOUS MEETING

None.

3. CHANGE AND CHALLENGE

Eve Stickler presented her report on the Change and Challenge programme which was the Council's local name for the Government's Troubled Families Initiative, intended to bring a transformation in reaching and working with the most testing and challenging families.

The three key areas of national focus are:

- crime and anti-social behaviour;
- education; and
- worklessness.

The Government also allowed local authorities to include any locally determined cause for concern however, no funding would be paid in addressing them.

Enfield had been set a target of 775 families in a three year period and local authorities and its partners were expected to contribute 60% of the cost; the remaining 40% would be paid over the course of the Programme by both an attachment fee at the start and a reward grant on evidence of prescribed outcomes.

Eve Stickler provided an over-view of development locally since the launch of the national initiative and made recommendations for the shape of the local programme both in the first phase and the remaining years and sought an endorsement from the Board.

The Board then made the following comments:

- How would the additional funding necessary for the initiative be achieved? Via the interventions taking place and the resulting savings.
- How many of these families were in Enfield Homes properties – this work was ongoing and would be analysed and broken down.
- The first five years of a child's life were vitally important and an audit of age groups was necessary to ensure that the issue of young children was addressed. This work would take time as it was very labour intensive.
- There was a need to transform the way the Council and its Partners worked by co-ordinating their work with agencies effectively to achieve the aims of the initiative.

- Some members remained unconvinced about the commissioning and that expectations would be delivered, particularly when dealing with vulnerable families. What safety mechanisms would be built in to address this?
- There was a need to address health issues (not public health ones) as they were across the board.
- It was necessary to clarify representation of the NHS.

The meeting **AGREED**:

1. the Board note the update in the development of the Change and Challenge Programme to date;
2. the Board note the interim local priorities and eligibility criteria that had been identified for 2012 - 2013 and further recommended those for inclusion in the 2013 - 2014 refresh process;
3. the Board endorse the initial commissioning model enabling immediate delivery of case work-based interventions and evidence of tangible progress and minimising the risk of reduced attachment fee for year 2;
4. the Board approve proposals for widening Partner and provider participation in the Programme through broadened identification and delivery mechanisms and the refocus of activities in year 2;
5. the Board endorse the delegation of strategic decision-making for the Change and Challenge Programme to the Enfield Targeted Youth Engagement Board whilst also retaining it as a standing item for information and progress updates be placed on the Partnership Board's future agendas to give assurance of meeting the Board's priorities;
6. this should also be a standing agenda item for the Life Opportunities Commission;
7. consideration for nominations to serve on the Change and Challenge Steering Group be delegated to the ESP Steering Group; and
8. the Board endorse the allocation of resources to enhance the assessment and identification of families and Partners for the duration of the initiative.

4. ENFIELD 2020: SUSTAINABILITY PROGRAMME AND ACTION PLAN

Jeff Laidler, explained that the Council's Sustainability Service had been created in September 2011 with the intention of creating a self-funding Sustainability Service able to cover its operating costs and ensure the benefits of Enfield 2020 far outweighed the programme management required to deliver them.

Enfield 2020 had been developed as Enfield's with a '2020 Vision' to:

- significantly improve the sustainability of the Borough of Enfield and Enfield Council by 2020 and;
- deliver significant economic, environmental and social benefits for all of Enfield's stakeholders.

The Board:

- Questioned the use of both glossy paper and ink by the Council in producing the document.
- Welcomed the report and strategy and in particular with regard to social housing but questioned how housing in the private sector would be addressed. A detailed retrofit strategy was being developed for Enfield.

The meeting **AGREED**:

1. Partners submit descriptions of their organisations top three strategic sustainability projects by Friday, 7 December 2012;

2. Cabinet be recommended to approve the final designed version of the Enfield 2020 Sustainability Programme and Action Plan for onward submission to Council on 30 January 2013.

5. THE IMPACT OF CREATIVE ARTS ON BEHAVIOURAL CHANGE

Del Goddard introduced the report on the Impact of Creative Arts on Behavioural Change. He explained that this was an attempt to develop a universal intervention and implement a strategic and sustainable Borough-wide approach to the use of drama and performing arts to engage young people to positively change their attitudes and behaviours.

The evaluation of the impact of theatre had also been identified as a need. Discussions had taken place with the Flavasum Trust, who had worked in various Boroughs; their report considered by the Life Opportunities Commission indicated that the most effective means of engaging young people and using theatre to provide positive changes to young people's behaviour was to operate a programme on a longer term basis rather than one off productions.

He explained that he was not looking for resources, just support on this initiative.

The meeting **AGREED:**

1. The principles to be considered set out above be approved and further commission the development of a strategy as set out in the report;
2. The report be circulated by the Head of Corporate Scrutiny and Community Outreach to the Health and Wellbeing Board, Safe and Stronger Communities Board, the Children's Trust Board, Safeguarding Board and Enfield Targeted Youth Engagement Board.

6. PARENT ENGAGEMENT PANEL/SUSTAINABILITY PROPOSALS

Andrew Fraser introduced the report of the Life Opportunities Commission for proposals to provide match funding to support the ongoing work of the Parent Engagement Panel for 2013-2015. The PEP Project was commissioned by the ESP in March 2010, from a recommendation from the Young People Life Opportunities Commission. The overall aim of the Project was to build resilience by engaging positively with and empowering Enfield Parents to work with Partners in the wards who often face complex challenges and were at risk of getting into difficulties as a result.

The Panel was successfully launched in September 2011, with 49 Parent Champions graduating. A further 50 Parent Champions graduated in July 2012.

The Board was asked to consider match-funding support for the PEP Project and an exit strategy as the Partnership funds were finite. The proposal was key to allowing the further maturation of the Programme, expansion across the Borough and allowing the it to develop into a sustainable organisation that could operate as a service provider in Enfield and be a future bidder in the funding marketplace.

The Board:

- Fully supported the request for funding and offered help to enable the Programme to move to a non-profit organisation in the future.
- Found it very rewarding to hear the progress made and considered the results of the Programme to be outstanding.
- Referred to the Commission into the Enfield Disturbances of August 2011 and stressed how the Commission had highlighted the critical function of

the Parental Engagement Panel in creating a stabilising influence in the Borough.

The Board **AGREED** that:

1. They approve match-funding for the Project totalling £40,000 over 2013 - 2014 and 2014 - 2015, supplementing the Council commitment of £100,000 over the same period; and
2. They approve the proposed performance management approach of evidence-based quarterly monitoring returns.

7. YOUTH ENGAGEMENT PANEL

Del Goddard introduced the report of the Life Opportunities Commission for proposals to provide match funding to support the ongoing work of the Youth Engagement Panel - a peer led charity emerging from five murders in 2008 in the Borough. Subsequently 78 young men and women aged 17-27 had undertaken accredited youth work training, enhanced with additional relevant training skills around youth related issues i.e. conflict resolution, weapon awareness, substance misuse and sexual health.

The Commission into the Enfield Disturbances of August 2011 highlighted the critical function of the YEP in creating a stabilising influence in the Borough, supporting vulnerable young people and illustrating how programmes like this could build much-needed capacity in some of the most excluded and disadvantaged communities.

It was necessary that attempts be made to secure sustainability for the YEP Programmes and produce an exit strategy.

It was **AGREED** that:

1. The Board approve match funding support for the Youth Engagement Panel totalling £60,000 allocated over 2013 - 2014 and 2014 - 2015; supplementing the Council funding of £240,000 over the same period; and
2. The Board approve the proposed performance management approach.

8. THE WELCOME PACK – HELPING HAND TO ENFIELD

Holga Zola from the Kongolese Children's Association gave a short presentation on how the information contained in the Pack was obtained/agreed.

The Board commented:

- That whilst there was considerable information available on a variety of issues communication needed to be improved and there was a clear need to draw different strands of information together in a language and format that could be understood.
- There was a need to be able to contact the right person, department or organisation. It was necessary to look at what information a new person to the Borough might need and websites were the best way of achieving this.
- The proposal needed to be evaluated.
- When this project was finalised, use could be made of computers in libraries and Job Centres for those without internet access.
- The project could be advertised in libraries as well as running an advertising campaign about all the services that can be accessed through the library service.

- The production of a free app for mobile telephones that would take people straight through to the website.
- That all Partners could have an icon link to the site on their websites.
- The inclusion of a chat room be included whereby people could share their experiences.

9. CHILDHOOD OBESITY PROJECT PROPOSAL

Shahed Ahmad provided an update following the last Board meeting recommendation regarding options to address childhood obesity in Enfield.

As part of the production of the Enfield Childhood Healthy Weight Strategy, qualitative and quantitative analyses were undertaken in terms of prevalence and the geographical distribution of childhood obesity in the Borough. This information, alongside other detailed data mapping undertaken by the Schools and Children's Team, had been reviewed and found to be robust and fit for the purpose of informing future Partnership working to tackle childhood obesity.

Additionally, it was proposed that the £10,000 provisional allocation matched by Partner contributions could enable the temporary appointment of a co-ordinating resource that could build the foundations for a future interventions programme.

The Strategy would address issues such as fast food restaurants, food portion sizes, the role of the supermarket, food produced in public buildings and improved food labelling in local shops.

The appointment of a co-ordinator would be early in the New Year.

It was **AGREED** that:

1. The Board approve the proposal to address the issues of childhood obesity in partnership with Health, Housing and Social Care; and
2. An update report be provided to the Board after the co-ordinator had been in post for six months.

10. MOBILITY RESEARCH

Rob Flynn gave a summary of the Mobility Study which had been commissioned on behalf of the Partnership. There was strong evidence that there had been increased mobility into, out of and around Enfield, but the evidence had lacked co-ordination. It was recognised that population change made it more difficult to plan what kinds of services people needed and the likely pressures on those services. Mobility could also impact on local communities in other ways, such as how people interacted with one another and how they felt about their local area.

It was necessary to get from Partners input as to how data could be used and what should be covered in the next stage of research.

The Board commented:

- That housing was very much affected by migration, particularly following benefit changes which would result in more overcrowding and people downsizing properties. With a finite number of homes being available in the Borough, it was necessary for the Council to consider how to prioritise.
- Caution was needed in making big changes to policy now as further changes could be needed in a matter of months.

- The spatial dimension and the high churn within the private rented sector needed to be looked at as to how to configure services; there was a need to have more of a case study approach to assess the impact on the council.
- Mobility issues tear away at the fabric of community cohesion and therefore we need to study and commission services where necessary to address what was currently being done for service change.
- That the Partnership should not to shy away from the problems associated with benefit changes.
- On the high mobility levels and high turnover of pupils in schools.
- That areas could change rapidly and even those areas considered stable now could soon become volatile. There was a need to get a clear geographical picture and endeavour to map where services were needed as currently services were not necessarily in areas where they should be.
- It was necessary to develop some key ways which all the agencies could use data on a day-to-day basis.
- Whether letting agencies could be involved in providing information.

It was **AGREED** that:

1. The progress on mobility research be noted; and
2. The summary of the mobility study be forwarded to the Thematic Action Groups for them to consider.

11. ENGLISH FOR SPEAKERS OF OTHER LANGUAGES

Del Goddard explained that the Strategy was produced by the ESOL Partnership Group in response to 'Implementing the New Approach' published by the Department for Business, Innovation and Skills in September 2009, which set out new arrangements to ensure that ESOL played a more effective role in supporting community cohesion. Local authorities were given the key role of identifying priority groups for ESOL and ensuring that isolated and disadvantaged groups were prioritised.

The report covered ESOL provision in the Borough, including what was provided and by whom, identifying gaps in current provision and the key challenges in ensuring that the provision met local priorities.

The number of places offered by providers was insufficient to meet the current demand and there were particular gaps in provision at the beginner levels. It would cost approximately £490,000 per year to meet the estimated unmet demand for all ESOL and £320,000 per year to meet the unmet demand for beginner level ESOL. There was currently no provision in the Medium Term Financial Plan to meet this proposal. Any agreement to meet this proposal would create additional budget pressures that would need to be considered and prioritised as part of the 2013 - 2014 budget process.

The Board commented that:

- Funding within the European Social Fund for ESOL and employability could underpin this work and enable working with the VCS.
- There was a need to explore the possibility that allocations for flexible support were given maximum benefits.
- When organisations came to EVA for ways of developing voluntary opportunities, they could be encouraged to support people to improve their English.

- Funding for parents to attend conversational classes on Saturdays whilst their children were at similar classes.
- A presentation on this issue be made at the Enfield Racial Equality Council which would enable formal comments to be made.

It was **AGREED** that:

1. The Board note the report; and
2. The report and specific suggestions made at this meeting be forwarded to the next ESP Steering Group to consider how it could support current efforts to meet the ESOL needs collectively as a Board and individually as Board Members.

12. ESP EQUALITIES ACTION PLAN 2012-2014

Martin Garnar explained that the Action Plan laid out how the ESP would address issues around tackling discrimination, advancing equality of opportunity and fostering good relations between all the different communities in Enfield in order to meet the aims and objectives of Enfield's Future – A Sustainable Community Strategy for Enfield 2009 - 2019.

The ESP's Equalities Action Plan used the heading arrangements adopted from the Equality Framework for Local Government and therefore concentrated on aspects such as knowing the community; place shaping, partnership and organisational commitment; leadership and corporate commitment and community engagement and satisfaction.

It was **AGREED** that the report be noted.

13. DEVELOPMENT MANAGEMENT DOCUMENT

Natalie Broughton provided an update on the Local Plan Development Management Document which formed part of Enfield's Local Plan. It would help deliver the spatial vision and strategy for the Borough set out in the Core Strategy adopted in November 2010. Once adopted the DMD, alongside the London Plan and Core Strategy, would form the Development Plan for Enfield. This would be supplemented with Area Action Plans and Neighbourhood Plans as these come forward. The DMD once adopted would replace the remaining saved Unitary Development Plan policies (1994).

The proposed DMD was due to be considered by full Council in February 2013. It would then be subject to a further six week consultation period and thereafter submitted to the Government for independent examination in the Spring of 2013. It was anticipated that it would be adopted in Autumn/Winter 2013.

It was **AGREED** that the Board note the Partnership's involvement in the preparation of the DMD, the results of its consultation and the next steps to progress to adoption.

14. ESP CONFERENCE FEEDBACK

Shaun Rogan introduced the end of event report 'Working Together to Strengthen Communities' following the ESP Annual Conference.

The Conference was held in order to review the likely impact of reforms to the welfare system on the residents of Enfield and to consider how these might be addressed. Underpinning all the work of the ESP was a determination to build stronger communities and this was an explicit part of the day's consideration.

15. YOUTH PARLIAMENT

Doni Jones and Jake Orros referred to the ongoing work within the Youth Parliament.

The 'I Aspire Project' had arisen since the disturbances in 2011 and was an idea developed by members of Enfield's Area Youth Forums. The Project's objective was to create an award that recognised the achievement of young people aged between 11-19 years old who lived, worked or went to school or college in Enfield and, in particular, the unnoticed contributions that they made on a daily basis. The award acknowledged outstanding young people, as well as inspiring others to contribute to the community and reflect a more positive image of young people.

Doni Jones made reference to the UK Youth Parliament's 'Make Your Mark' ballot. This year had seen the highest ever turnout for the ballot with a record 253,637 votes counted at the recent British Youth Council conventions.

The four topics that received the most votes in the ballot were:

- make public transport cheaper, better and accessible for all
- getting ready for work
- marriage for all
- an equal national minimum wage for all

A fifth topic – a curriculum to prepare us for life – was chosen directly by members of the Youth Parliament.

These topics formed the basis of the annual debate at the House of Commons on 23 November 2012. This year's debate took place as part of Parliament Week (19 – 25 November) a week long series of events that aimed to get young people involved with Parliament and democracy in the UK. Jake Orros spoke during Parliament Week in support of an equal minimum wage for all.

ANY OTHER BUSINESS

(a) Board Membership

Richard Beaumont from Middlesex University had resigned. A replacement had been discussed at the ESP Steering Group and it was suggested that David Byrne from Southgate College take the vacant position.

It was **AGREED** that David Byrne from Southgate College be appointed to the Board in place of Richard Beaumont.