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## **THE CABINET**

**Wednesday, 9th April, 2014 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 there are no items to be referred to full Council.

### 6. REVENUE MONITORING REPORT 2013/14 : FEBRUARY 2014 (Pages 1 - 16)

A report from the Director of Finance, Resources and Customer Services is attached. This sets out the Council's revenue monitoring position level spend based on information to the end of February 2014. **(Key decision – reference number 3765)**

(Report No.229)  
**(8.20 – 8.25pm)**

### 7. PROPOSAL TO IMPLEMENT A BOROUGH-WIDE ADDITIONAL AND SELECTIVE LICENSING SCHEME FOR PRIVATE SECTOR LANDLORDS

A report from the Director of Health, Housing and Adult Social Care **will be circulated as soon as possible. (Key decision – reference number 3886)**

(Report No.230)  
**(8.25 – 8.35pm)**

### 8. FAIRNESS FOR ALL - EQUALITY AND DIVERSITY SUMMARY ANNUAL REPORT 2013 (Pages 17 - 42)

A report from the Chief Executive and Director of Finance, Resources and Customer Services is attached. This seeks approval of the publication of the Equality and Diversity Summary Annual Report 2013. (Non key)

(Report No.231)  
**(8.35 – 8.40pm)**

**9. PREPARING ENFIELD'S SCHOOL KITCHENS FOR THE INTRODUCTION OF FREE SCHOOL MEALS FOR PUPILS UNDER SEVEN AND THE IMPACT ON CAPITAL INVESTMENT** (Pages 43 - 50)

A report from the Director of Schools and Children's Services is attached. This sets out proposals for preparing Enfield's School Kitchens for the introduction of free school meals for pupils under seven and the impact on capital investment. **(Key decision – reference number 3889)**

(Report No.232)  
**(8.40 – 8.45pm)**

**10. MANAGEMENT OF FLOOD RISK TO PROTECT RESIDENTS AND BUSINESSES IN ENFIELD** (Pages 51 - 62)

A report from the Director of Regeneration and Environment is attached. This describes the extent and range of activities undertaken by Enfield Council and its partners to protect residents and businesses from flooding. **(Key decision – reference number 3885)**

(Report No.233)  
**(8.45 – 8.50pm)**

**11. LONDON COUNCILS: LONDON LOCAL GOVERNMENT PENSION SCHEME COLLECTIVE INVESTMENT VEHICLE** (Pages 63 - 72)

A report from the Director of Finance, Resources and Customer Services is attached. This sets out proposals for the establishment of a London Local Government Pensions Scheme Collective Investment Vehicle. (Non key)

(Report No.234)  
**(8.50 – 8.55pm)**

**12. SUSTAINABLE PROCUREMENT** (Pages 73 - 94)

A report from the Director of Regeneration and Environment and Director of Finance, Resources and Customer Services is attached. This sets out the steps that Enfield Council has taken to embed sustainability into the procurement process. (Non key)

(Report No.235)  
**(8.55 – 9.00pm)**

**13. CCTV STAFFING AWARD OF CONTRACT** (Pages 95 - 100)

A report from the Director of Regeneration and Environment is attached. This seeks approval to award the new contract from July 2014. (Report No.239, agenda part two also refers) **(Key decision – reference number 3795)**

(Report No.236)  
**(9.00 – 9.05pm)**

**14. MERIDIAN WATER: DEVELOPMENT OPPORTUNITIES**

A report from the Director of Regeneration and Environment **will be circulated as soon as possible**. (Report No.240, agenda part two refers).  
**(Key decision – reference number 3827)**

(Report No.237)

**(9.05 – 9.10pm)**

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

No items have been received for consideration at this meeting.

**16. CABINET AGENDA PLANNING - FUTURE ITEMS** (Pages 101 - 102)

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

**17. 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 April 2014, this will be effective from 1 June 2014.

**18. MINUTES** (Pages 103 - 116)

To confirm the minutes of the previous meeting of the Cabinet held on Wednesday 12 March 2014.

**19. MINUTES OF ENFIELD RESIDENTS' PRIORITY FUND CABINET SUB-COMMITTEE - 4 MARCH 2014** (Pages 117 - 126)

To receive, for information, the minutes of a meeting of the Enfield Residents' Priority Fund Cabinet Sub-Committee held on 4 March 2014.

**20. MINUTES OF LOCAL PLAN CABINET SUB-COMMITTEE - 27 FEBRUARY 2014** (Pages 127 - 134)

To receive, for information, the minutes of a meeting of the Local Plan Cabinet Sub-Committee held on 27 February 2014.

**21. MINUTES OF ENFIELD COMMUNITY CAPACITY BUILDING FUND CABINET SUB-COMMITTEE - 25 FEBRUARY 2014** (Pages 135 - 140)

To receive, for information, the minutes of a meeting of the Enfield Residents' Priority Fund Cabinet Sub-Committee held on 25 February 2014.

## **INFORMATION ITEMS**

### **22. ENFIELD STRATEGIC PARTNERSHIP UPDATE (Pages 141 - 150)**

To receive a summary of the minutes of the Enfield Strategic Partnership Board meeting held on 18 March 2014.

(Report No.238)  
**(9.20 – 9.25pm)**

### **23. DATE OF NEXT MEETING**

This is the last scheduled Cabinet meeting in the current municipal year.

The first Cabinet meeting in the new municipal year 2014/15 is provisionally scheduled to take place on Wednesday 25 June 2014, subject to approval of the new Council Calendar of meetings at the Annual Council meeting on 11 June 2014.

## **CONFIDENTIAL ITEMS**

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

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

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**MUNICIPAL YEAR 2013/14 REPORT NO: 229****MEETING TITLE AND DATE:**Cabinet: 9<sup>th</sup> April 2014**Report Of:**Director of Finance, Resources and  
Customer Services**Contact:**

Isabel Brittain: 0208 379 4744

**AGENDA PART 1****ITEM: 6****Subject: Revenue Monitoring Report  
2013/14: February 2014****Wards: All****Cabinet Member consulted:****Cllr Stafford****1. EXECUTIVE SUMMARY**

- 1.1 This report sets out the Council's revenue monitoring position of level spend based on information to the end of February 2014.
- 1.2 The figures include proposed departmental carry forward requests. These will be considered and agreed as part of the 2013/14 Revenue Outturn Report to Cabinet in July.

**2. RECOMMENDATIONS**

It is recommended that Cabinet:

- 2.1 Notes the revenue outturn balanced budget projection for 2013/14.
- 2.2 Agree the allocation of £533k from Central Contingency to Schools and Children's Services in respect of the overspend on No Recourse to Public Funds (Section 5.6) and that this pressure will be met centrally in future years.
- 2.3 Agrees that the Cabinet Members for Children and Young People and Finance & Property take the decision on the allocation the one-off grants for Special Educational Needs & Disability Reform and Adoption Reform set out in Section 10 of this report.

**3. BACKGROUND**

- 3.1 The Council's revenue expenditure against budget is monitored through 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 give details of any projected additional budget pressures and risks, or any significant underspends. Where departments are reporting projected overspends management action will be undertaken to ensure expenditure is reduced to budget.
- 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 and their causes that are affecting the Council across all departments. Although a full budget monitor is carried out each month, the variations in this report are deliberately limited to +/- variances of £50,000 or over in order to provide a greater strategic focus.
- 3.4 A summary overview of financial performance is outlined below in Table 1. 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.

**Table 1: Summary performance overview**

Area of review	Key highlights	Risk Rating		
		December	January	February
Income and expenditure position	• Year-end forecast of level spend as at the 28 <sup>th</sup> February in relation to General Fund net controllable expenditure.	Green	Green	Green
	• Improved focus on budget profiling across all departmental budgets continued to be applied in order to better reflect predicted net spending patterns throughout the year.	Green	Green	Green
	• The HRA is projecting a £2.032m underspend for year-end outturn against budget as a result of a significant reduction in the level of bad debt provision required relating to the recent welfare reforms (section 7).	Green	Green	Green
Balance Sheet	• 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
	• 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	• 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
	• Interest receipts forecast for the year are on target with budget.	Green	Green	Green



#### 4. FEBRUARY 2014 MONITORING – GENERAL FUND

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

**Table 2: Forecast Outturn Table- Net Controllable Budget / Projected Outturn**

February 2014	Net Controllable Budget				
	Original Budget	Approved Changes	Approved Budget	Projected Outturn	Projected Variation
Department	£000s	£000s	£000s	£000s	£000s
Chief Executive	3,525	160	3,685	3,685	0
Environment	27,628	2,019	29,647	29,647	0
Finance, Resources & Customer Services	41,449	3,311	44,760	44,760	0
Health, Housing and Adult Social Care	95,697	3,397	99,094	99,094	0
Regeneration, Leisure & Culture	8,974	423	9,397	9,397	0
Schools & Children's Services	54,096	1,992	56,088	56,088	0
<b>Total Department Budgets</b>	<b>231,369</b>	<b>11,302</b>	<b>242,671</b>	<b>242,671</b>	<b>0</b>
Contribution to / from balances	0	(2,374)	(2,374)	2,626	5,000
Collection Fund	(1,086)	0	(1,086)	(1,086)	
Corporate Items	29,282	(8,928)	20,354	15,354	(5,000)
Government Funding	(163,223)	0	(163,223)	(163,223)	0
<b>Council Tax Requirement</b>	<b>96,342</b>	<b>0</b>	<b>96,342</b>	<b>96,342</b>	<b>0</b>

These figures take into account provisional departmental carry forward requests summarised below:

-Project carry forward proposals <sup>1</sup>	£2.6m
-Carry forward of unspent grant allocations	£4.2m
<b>Total</b>	<b>£6.8m</b>

These will be considered in detail and agreed as part of the 2013/14 Revenue Outturn Report to Cabinet in July. This excludes the ring-fenced Dedicated Schools, Public Health and Social Care Grants that are still being finalised (these will not impact on the final outturn position).

<sup>1</sup> Excludes Tech Refresh allocation to be finalised at outturn.

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

### **5.1 Chief Executive's Department**

The department is currently projecting a balanced budget. There are no current budget variances over £50k to report.

### **5.2 Environment**

The department is currently projecting a balanced budget, explanations for variances over £50k are detailed below:

- +£210k – Sustained loss of income from Building Control fees due to the continuing low level of building construction activity in the current economic climate.
- +£230k – Continued under achievement in Planning fees as a result of recent changes in planning regulations and a decrease in number of major planning applications.
- +£90k – The under achievement in Parking receipts is due to a reduction in revenue, with the movement from last month due to a reduction in the number of CCTV Penalty Charge Notices in February.
- -£86k - There are a number of factors that have created an under spend in the Business & Technical Services Unit. These include an over achievement in GIS income, temporary vacancies, secondments and delays in recruitment.
- -£246k – Underspend in Waste Operations due to delay in recruitment within Street Cleansing and a reduction in clinical waste collection costs following the change in the routing of work from 5 days to 2 days per week.
- -£74k - Over achievement of cemeteries income in Parks client due to the increased supply of traditional burial plots at Edmonton Cemetery.
- -£50k – Underspend in Fleet management has been caused by delays in recruitment to vacant posts in the workshop service
- -£231k – One-off underspend in leasing budget as a result of the decision to introduce a nine year replacement cycle for the majority of waste vehicles following a review of the vehicle replacement programme undertaken recently. The changes have led to the re-profiling of the outstanding internal leasing payments for these vehicles over their remaining life, resulting in a short term reduction in annual charges until the vehicles are disposed of.

### **5.3 Finance, Resources & Customer Services**

The department is currently projecting a balanced budget. Explanations for variances over £50k are detailed below:

- There is a projected £300k pressure from the cost of external legal costs for additional safeguarding & contractual demands. These costs will be funded from the specific provision within the Council's contingency.
- There are two underspends in the department the first relates to reduced Audit Fees of £124k, and there has also been a reduction in insurance premiums of £150k.
- There is currently a £278k budget risk relating to Community Alarm expenditure increased costs. HHASC have agreed to fund costs up to £200k on this service.
- Property Services have continued to be affected by the general downturn in the economy with lower occupancy rates of commercial / industrial sites and the resultant loss of rentals. There is a specific provision within the Council's contingent items to recognise this but the department will continue to work hard to maximise the use of all commercial properties. (+£500k). This will be drawn down from contingency.
- Property Services also has incurred additional expenditure from the increased provision of security including boarding-up and CCTV costs to protect Council sites (+£400k).

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

The department is forecasting a balanced budget. This position includes the anticipated approval of all departmental carry forward requests. The forecast also includes the delivery of net savings of £4.68m, in a climate of increasing levels of referrals and rising demand for social care services.

Explanations for variances/ movements over £50k are detailed below:

- -£521k- Strategy & Resources continue to forecast a year end underspend, arising from the early achievement of housing related support savings, maximising one-off resources and reduced commitments across the service.
- +£375k- The Learning Disabilities service continue to project an overspend position. The service operates a monthly efficiency programme that reviews progress against savings and manages demand for services during the year.
- +£413k- Older people and Physical disabilities (the Customer Pathway) are projecting care purchasing overspends against a net budget of £30m.
- -£267k- The Provider service continues to project an underspend position due to an over achievement of income from client receipts and reduced operational costs.

The departmental forecast excludes a number of HHASC grants and current

project carry forwards:

- NHS Social care grant - The NHS social care grant is £4.6m. The 2013/14 forecast spend on jointly agreed projects is circa £2m, based on the Q3 spending plan with an additional one-off contribution of £2.1m in 2014/15 to cover demographic pressures (rising to a cumulative contribution in the Council Medium Term Financial Plan of £11m by 2016/17).
- Public Health grant - The Public Health grant of £12.9m allocated to the authority in 2013/14 is projected to underspend by £834k. The movement in month of £50k is due to an increase in non-contracted sexual health services. It should be recognised that there is a material risk associated with the demand led PH services which may impact of year end forecast, particularly for sexual health services and ongoing discussions with Enfield Clinical Commissioning Group on prescription costs. The Public Health grant is ring fenced and as per the Department of Health guidance underspends will be carried forward into the next financial year to meet the grant conditions.

### Community Housing

There is currently a projected overspend of £50k for 2013/14. This overspend will be managed within the Initiatives Reserve Fund leaving the Community Housing Division in a balanced position for 2013/14.

There is a net overspend of £364k on the rental portfolio (Gross overspend £3.013m less funding of £2.649m) and this is due to the increased cost of temporary accommodation procurement. In addition there is £173k overspend on bad debt provision.

The overspend is offset by £200k underspend on furniture storage and repairs due to reduced numbers of Private Sector Leases; £83k of deposits have been recovered from private landlords and £204k managed underspends on other service budgets.

This budget pressure is after the allocation of Discretionary Housing payments (DHP) made to tenants to offset the bad debt pressure in 2013/14.

## **5.5 Regeneration, Leisure & Culture**

The department is currently projecting a balanced budget and there are no variances over £50k to report.

## **5.6 Schools & Children's Services**

### **Departmental (General Fund Budget)**

Schools and Children's Services are currently projecting a level spend for 2013/14.

Within this there are a number of individual budget areas with projected variances over £50k. Explanations for these are detailed below:

- Catering Service – An underspend of approximately £265k is anticipated based on a continuation of the higher uptake of school meals.
- School Uniform Grant – An underspend of £52k is anticipated due to continuing low uptake of the grant.
- Early Years' Service – an underspend of £255k is forecast due to reduced expenditure in the project budget and the application of Trajectory Grant funding of approximately £170k to fund the work undertaken by this team on ensuring the provision of two year old places.
- Schools Early Retirement Enhancement Pensions – A review of the expenditure chargeable to this provision has identified a saving of £78k.
- Progression & Pathways – An underspend of £80k is anticipated as a result of the application of Dedicated Schools Grant funding to cover part of the staffing costs.
- Educational Welfare – An underspend of £110k is reported, the significant variances being £59k due to staff vacancies and £39k additional income.
- Asset Management – A review of staffing forecasts, consultancy costs and recharges to capital projects indicates an overspend of approximately £326k.
- The Lettings Agency team – An overspend of £127k is forecast as a result of cover for maternity leave plus a reduction in income from schools and academies.
- Schools Project Team – A £113k overspend is reported as a result of staffing costs that cannot be recharged to projects plus other expenses on surveys and valuations.
- Children & Adolescent Mental Health – A projected underspend of £53k is as a result of a decrease of £81k in the anticipated recharge from the Mental Health Trust offset by an overspend within the main EPS salary budget of £28k as a result of a non-achievement of vacancy factor.
- Children's Centres Development Team - A saving of £209k is projected against the commissioning budget as a result of a planned reduction in spend.
- Young Peoples Substance Misuse Grant – An underspend of £84k results from a carry-forward of resources from 2012-13 that are no longer required.
- Strategy, Planning & Performance – An overspend of £174k is due to a delay in the divisional restructure. This is partly offset by the saving on the Children's Services Trust as below.

- Children's Services Trust – The early winding-up of the trust has resulted in a saving of £106k.
- External Residential Child Care Placements –The projected overspend has increased by £10k this month to £528k. This is mainly due to an additional high cost residential home placements for challenging children who cannot be placed in foster care.
- Director – Consultancy costs have resulted in an overspend of £50k.
- Prevention of Care Section 17 – The budget is underspending by £64k mainly as a result of the £114k contribution to fund significant amounts of S17 expenditure for housing rents and deposits from the Discretionary Housing Payments budgets.
- No Recourse to Public Funds – this budget will now be dealt with as a corporate pressure. The overspend of £533k will therefore be fully met by an allocation for the Central Contingency. This arrangement will continue in future years. The pressure arises due to an increase in the number of families being supported due to Home Office delays in resolving the immigration status of these clients. We have supported 109 families during 2013/14 which is an increase of 3 families since last month.
- In House Fostering – is projecting an underspend of £67k. This is partly due to use of an earmarked reserve of £160k which was set aside from the 2012/13 departmental underspend to offset a potential increase in the allowances payable to connected carers (friends and families) following the Tower Hamlets judgement in 2013. The projection now includes provision for the increase in allowances to these carers subject to them completing the necessary training. There were 4 new foster placements in February which were offset by savings within the staffing projections.
- Adoption – An underspend of £65k is forecast following a review of outstanding allowances due to adopters and a reduction in staffing costs.
- Section 20 – Additional LAC Placement Expenses– A projected underspend of £200k is based on current spending levels.
- Leaving Care – The service is projecting an overspend of £134k due to increasing numbers of clients and placement breakdowns requiring accommodation and support.
- Unaccompanied Asylum Seeking Children – is projecting an overspend of £192k. We are now supporting an additional 486 UASC client weeks above the original budget and the average costs of supporting them has also increased by £223 per week. The overspend is due to a shortage of suitable accommodation for the recent arrivals but it is expected that a new service provider will soon be able to provide more cost effective accommodation.
- Former Unaccompanied Asylum Seeking Children (UASC) now 18+. This service is projecting an overspend of £161k. The accommodation

costs for this client group have increased this year due to additional UASC turning 18. The overall client numbers are still below the 25fte threshold at which point this expenditure becomes eligible for Government grant funding.

- Youth & Family Support Service – is reporting an underspend of £176k as a result of staffing vacancies and a review of running expenses across the service.
- Joint Service for Disabled Children – Cheviots – This service is now reporting an underspend of £79k following a review of service user requests for its overnight breaks service, play scheme and transport needs.
- Graduate Social Worker Training Programme – A freeze has now been placed on new recruits to this programme as the recruitment and retention of social workers has improved. This will result in an underspend of £189k.
- Children's Division Management – a review of commitments from this cross division budget has identified an underspend of £67k.

#### **Departmental Risks**

- The LAC, Leaving Care and UASC external care purchasing budget projections may show increased spending as a result of any new placements required during March or if exiting placements are extended beyond the end of March.
- Youth Justice Secure Remand Pressures - with effect from November 2012 the new Youth Sentencing proposals started to impact upon the Council as those young people remanded into secure custody obtained LAC status.
- Youth Service - The My Place Project building works are completed however there is a potential dispute with the contractor which could result in additional costs to the Council which cannot be funded from the capital budget. Project officers are currently assessing the contractors claim and they will be aiming to minimise any compensation payment as it would need to be funded from the Youth Service revenue budget.
- Transport – Discussions are ongoing between Schools & Children's Services and Environment to finalise the recharge. Currently there is an estimated pressure in the region of £280k which is not included in the forecast outturn.

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

The Schools Budget is currently projecting an underspend of **£139k**. The substantial items are:

Special Needs Education - Net underspend £2k. Underspends of £511k,

£191k, £108k and £30k are currently reported respectively for Independent Residential, Independent Day Services, Peripatetic and Mainstream Services due mainly to the release of contingency provisions not required. These underspends are reduced by overspends of £69k for Day Recoupment as a result of increasing client numbers, £19k within SEN equipment as a result of a February request plus £750k projected additional costs for Speech & Language Therapy costs.

Admissions - An underspend of £53k is reported due to staff vacancies and IT savings.

Carbon Reduction Credits- A forecast overspend of £50k is based on last year's actual charge.

A net overspend of £109k is reported by Schools Repairs & Maintenance, the main item being an overspend of £146k as a result of fire precaution works and costs associated with potential litigation within Secondary Schools.

Hire of External Premises. A £210k overspend is forecast, the main items being the need for temporary accommodation at a number of expanding schools plus unbudgeted security and energy costs for the Bell Lane site prior to its transfer to ARK John Keats Academy.

Nursery Education Grant. An £59k overspend is reported based on latest pupil numbers and projections.

Schools Contingency - Net Underspend-£94k. An underspend of £120k created by unrequired contingency is reduced by an overspend of £26k in respect of the Schools Procurement Manager joint venture with the London Borough of Waltham Forest.

Additionally Resourced Provision (ARP). The delayed rollout of additional ARPs will result in an estimated underspend of £400k against contingency.

## **6. OTHER GENERAL FUND ITEMS**

### **6.1 Treasury Management and Cash Flow Analysis**

Treasury Management activities have been affected by the Government's lending for borrowing policy which has meant that interest paid on deposits has fallen.

This has however been counterbalanced to some extent by the new Treasury Management Strategy, which has increased our maximum lending period from three months to one year.

The Council cash flow position has also been affected by the change in timing in which local government now receives Revenue Support Grant. This in effect will mean we have higher cash balances over the first two months of the financial year and at over the last two months.

Long term borrowing has increased to reflect the Salix loans (interest free



loans) to fund the Council's refit programme on solar panels. No other long term borrowing has been undertaken during the year.

The level of Short term borrowing is likely to increase during March if there are opportunities to borrow at attractive rates.

The Treasury Management position as at 28<sup>th</sup> February is set out below:

	Position November £m	Position December £m	Position January £m	Position February £m
Long term borrowing	266.2	266.8	267.0	267.0
Short-term borrowing	37.0	37.0	33.0	27.0
<b>Total borrowing</b>	<b>303.2</b>	<b>303.8</b>	<b>300.0</b>	<b>294.0</b>
Total investments	(73.7)	(57.3)	(48.5)	(58.5)
<b>Net debt</b>	<b>229.5</b>	<b>246.5</b>	<b>251.5</b>	<b>235.5</b>

### London Borough of Enfield Investments at 28<sup>th</sup> February 2014

Financial Institution	Principal	Start Date	Effective Maturity	Rate	Days to Maturity	Lowest Credit Rating
<b>Call Accounts</b>						
Royal Bank of Scotland PLC	£12,500,000		On demand	0.50%	1	A
Svenska Handelsbanken	£12,500,000		On demand	0.60%	1	AA-
<b>Money Market Funds</b>						
Ignis	£6,000,000		On demand	0.44%	1	AAAm
<b>Termed Deposits</b>						
Barclays Bank PLC	£7,500,000	10 <sup>th</sup> April 13	9 <sup>th</sup> March 14	0.82%	9	A
Nationwide Building Society	£7,500,000	12 <sup>th</sup> April 13	11 <sup>th</sup> April 14	0.72%	42	A+
Lloyds Bank PLC	£7,500,000	7 <sup>th</sup> May 13	7 <sup>th</sup> May 14	0.75%	68	A
Lloyds Bank PLC	£5,000,000	15 <sup>th</sup> Oct 13	22 <sup>nd</sup> April 14	0.75%	53	A
<b>Total - Investments</b>	<b>£58,500,000</b>		<b>Average</b>	<b>0.64%</b>		
Number of Investments	7					

### London Borough of Enfield Short Term loans at 28<sup>th</sup> February 2014

Financial Institution	Principal	Start Date	Effective Maturity	Rate	Days to Maturity
Humber Bridge Board	£2,000,000	28 <sup>th</sup> Mar 2013	27 <sup>th</sup> Mar 2014	0.40%	27
Hertfordshire County Council	£5,000,000	30 <sup>th</sup> Oct 2013	30 <sup>th</sup> July 2014	0.46%	152
Wokingham Borough Council	£3,000,000	15 <sup>th</sup> Oct 2013	18 <sup>th</sup> Sept 2014	0.45%	202
Bath & Northeast Somerset District Council	£5,000,000	4 <sup>th</sup> Oct 2013	3 <sup>rd</sup> Oct 2014	0.47%	217
South Yorkshire Joint Secretariat	£5,000,000	10 <sup>th</sup> Oct 2013	8 <sup>th</sup> Oct 2014	0.45%	222
South Yorkshire Joint Secretariat	£5,000,000	9 <sup>th</sup> Oct 2013	9 <sup>th</sup> Oct 2014	0.45%	223
Solihull MBC	£2,000,000	29 <sup>th</sup> Oct 2013	28 <sup>th</sup> Oct 2014	0.45%	242
<b>Total</b>	<b>£27,000,000</b>		<b>Average</b>	<b>0.45%</b>	

## **6.2 Corporate Items (Including Capital Financing, Contingency & Contingent Items) General Fund**

The Council maintains a general contingency of £1.0m and a number of contingent items set aside for various purposes. These budgets are monitored and allocated throughout the year and any variance is reported to Cabinet. Capital financing including debt repayment and interest is also held under Corporate Items.

Corporate funding needs to be set aside in reserves to meet a number of approved commitments agreed throughout 2013/14 having an impact in future years including Local Plans, Homelessness pressures, Lea Valley Heat Reserve Project and a number of planned transformational initiatives. This is highlighted in Table 2 as a contribution to reserves, and does not impact on the overall financial position.

## **7. HOUSING REVENUE ACCOUNT (HRA) PROJECTED £2.032m UNDERSPEND**

Based on the revised figures provided by Treasury Management, the HRA cost of capital is projected to overspend by £9k.

An overspend of £60k on the council tax payments budget has been identified, this is as a result of an increase in void properties due to Estate Renewal decants.

Due to an increase in the Right to Buys estimate from 40 to 90 units, we are forecasting additional income of £140k. The decrease in fire insurance premiums has resulted in savings of £160k. The above underspends are offset by an £127k increase in Enfield Homes Corporate IT charges and a provision of £150k to cover the potential under payment of Enfield Homes VAT payable to HMRC.

Additional income of £85k from shop rents is forecasted based on revised estimates from Spencer Craig (HRA Shops Management Company).

The income in Garages Rent projection has been revised based on more up to date information from Northgate systems and voids data resulting in an underspend of £85k on the rent budget and a £50k overspend on the garages budget.

The bad debt calculation has been reviewed and a saving of £1.5m has been identified. Additional budget was added to the bad debt provision to account for the changes to welfare reform, this budget is now not needed as the tenants are receiving discretionary housing payments directly through benefits to cover any shortfall. The remaining £500k budget set aside for bad debt is being monitored closely and it is expected that a contribution is to be made.

Repairs & Maintenance currently show an underspend of £458k, this is mainly due to more controlled budget monitoring, a more effective programme of works and a full review of the average cost data being used.

## 8. ACHIEVEMENT OF SAVINGS

8.1 The 2013/14 Budget Report included savings and the achievement of increased income totalling £13.147m to be made in 2013/14.

8.2 To date £12.70m of savings (97%) are classified as Blue or Green (on course for full achievement). £146k are currently Amber with £300k currently classed as Red. Appendix 2 provides supporting information for the Amber / Red savings. The overall savings position in terms of traffic light classifications is set out below:

### 2013/14 Savings- Traffic Light Classification: February 2014

Department	Red		Amber		Green		Blue		Total
	£000's	%	£000's	%	£000's	%	£000's	%	£000's
Chief Executive	0	0%	0	0%	(50)	13%	(343)	87%	<b>(393)</b>
Environment	0	0%	0	0%	(265)	19%	(1,119)	81%	<b>(1,384)</b>
Finance & Corporate Resources	0	0%	0	0%	(75)	5%	(1,367)	95%	<b>(1,442)</b>
Housing, Health & Adult Social Care	0	0%	(146)	3%	(39)	1%	(4,781)	96%	<b>(4,966)</b>
Regeneration, Leisure & Culture	0	0%	0	0%	0	0%	(543)	100%	<b>(543)</b>
Schools & Children's Services	(300)	12%	0	0%	(560)	23%	(1,555)	64%	<b>(2,415)</b>
Corporate	0	0%	0	0%	(2,004)	100%	0	0%	<b>(2,004)</b>
<b>Total Savings for 2013/14</b>	<b>(300)</b>	<b>2%</b>	<b>(146)</b>	<b>1%</b>	<b>(2,993)</b>	<b>23%</b>	<b>(9,708)</b>	<b>74%</b>	<b>(13,147)</b>

## 9. ENFIELD RESIDENTS PRIORITY FUND (ERPF)

The key aim of the ERPF is to address local need within wards, through the funding of specific projects, under the Council's wellbeing power (now general power of competence). The Fund was reduced to £1.4m for 2013-14 and the split of one third revenue funding and two thirds capital funding retained. The financing of the Fund was included as part of the budget build up for 2013-14. Each project bid is evaluated to determine if it constitutes revenue or capital expenditure and only expenditure which creates or enhances an asset is determined as Capital. The Fund has been increased by the carry forward from 2012/13 of funding not awarded of £242k. The revenue budget for the year has been fully allocated and a transfer of £300k of resources has been undertaken from capital to revenue to support the increased number of revenue projects being put forward by residents. 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.

<b>Position as at 28th February 2014:</b>	<b>Capital £000's</b>	<b>Revenue £000's</b>	<b>Total £000's</b>
Allocation 2013/14	933	467	1,400
Allocation c/fwd from 2012/13		242	242
Schemes approved to date:	(286)	(1,177)	(1,463)
Transfer between revenue / capital	(300)	300	0
<b>Balance currently available:</b>	<b>347</b>	<b>(168)</b>	<b>179</b>

## 10. Revenue Budget Update 2014/15

A Special Educational Needs and Disability Reform Grant of £545,000 has been allocated to Enfield from the Department for Education (DfE) for 2014/15 only. Whilst the grant is not ring fenced it is provided by the DfE to help Local Authorities implement the wide-ranging reforms which will become a statutory requirement from September 2014. SCS have developed proposals for allocation of the grant to meet these requirements.

Enfield has also been awarded an Adoption Reform Grant of £390,000 by the Department for Education (DfE) for 2014/15 only. Whilst the grant is not ring fenced it is provided by the DfE to 'recognise programmes of change in the area of adoption'. The Government investment in adoption and child permanence recognises the rapidly evolving legal and practice changes required by the reform of the family justice system and the Children and Families Bill currently before Parliament. SCS have developed proposals for the allocation of the grant to meet these.

It is recommended that the Cabinet Members for Children and Young People and Finance & Property take the decision on the allocation of these grants through delegated action authority.

## 11. ALTERNATIVE OPTIONS CONSIDERED

Not applicable to this report.

## 12. REASONS FOR RECOMMENDATIONS

To ensure that Members are aware of the projected budgetary position for the Authority for the current year including all major budget pressures and underspends which have contributed to the present monthly position and that are likely to affect the Council's finances over the period of the Medium Term Financial Plan.

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

### 12.1 Financial Implications

As the Section 151 Officer, the Director of Finance, Resources & Customer Services is required to keep under review the financial position of the Authority. The monthly revenue monitoring is part of this review process and this latest monitoring report confirms that there is no deterioration in the financial position of the Authority.

## 12.2 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.

## 12.3 Property Implications

Not applicable in this report.

## 13. 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:-

- Achievement of challenging 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.

Risks associated with other services are mentioned elsewhere in this report.

## 14. IMPACT ON COUNCIL PRIORITIES

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

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

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

## 15. 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.

Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

## 16. PERFORMANCE MANAGEMENT IMPLICATIONS

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

2013/14 Budget & Medium Term Financial Plan (£'000)  
Red & Amber Savings February 2014

Ref No.	Proposal Summary (from template)	Total 2013/14	Remarks
<b>Red Savings</b>		<b>£000's</b>	
<b>Schools &amp; Children's Services</b>			
SCS S14	Prevention Strategy Impact	<b>(100)</b>	External Residential Child Care Placements are now forecasting an overspend due in part to a new secure welfare placement. Other savings to replace this are currently being explored.
	Management Review - Asset Management Team capitalisation	<b>(200)</b>	A review of staffing costs and recharges has concluded that the saving will not be achieved. Other savings to replace this are currently being explored.
<b>Total Red Savings</b>		<b>(300)</b>	
<b>Amber Savings</b>			
<b>Housing, Health &amp; Adult Social Care</b>			
HHASC S3	New Residential packages - price improvement target	<b>(46)</b>	OLM have sent breakdown of cost for each placement. Phase two re-negotiations of 10 placements, and audits of providers who did not comply with providing the cost breakdowns. So is amber but underway.
HHASC S5	Electronic Monitoring System	<b>(100)</b>	P.Kettless to update on progress (issue with not all providers using EMS). 13.01.2013 - Suzanne reporting that only £30k of savings achieved to date, no projection for remainder of the year.
<b>Total Amber Savings</b>		<b>(146)</b>	
<b>Total Red / Amber Savings</b>		<b>(446)</b>	

**MUNICIPAL YEAR 2013/2014 REPORT NO. 231**

**MEETING TITLE AND DATE:**  
Cabinet – 9 April 2014

**REPORT OF:**  
The Chief Executive and  
Director of Finance, Resources  
and Customer Services

Contact officer and telephone  
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3123

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<b>Agenda – Part: 1</b>	<b>Item: 8</b>
<b>Subject:</b> Fairness for All - Equality and Diversity Summary Annual Report 2013	
<b>Wards: All</b>	
<b>Cabinet Members consulted:</b> Cllr. Doug Taylor and Cllr. Christine Hamilton	

**1. EXECUTIVE SUMMARY**

Enfield Council's Equality and Diversity Scheme Summary Annual Report 2013 highlights what the Council has done in the last year, and what we plan to do in the future, to meet the duties placed on all public sector bodies under the Equality Act 2010.

**2. RECOMMENDATIONS**

Cabinet considers and approves the publication of the Equality and Diversity Annual Report attached as an appendix to this report.

**3. BACKGROUND**

**3.1 The Equality Act 2010 -**

- aimed to make the law easier to understand and implement by simplifying 116 pieces of existing equality legislation into a single Act
- identified nine protected characteristics that the legislation aims to protect from discrimination - age, disability, gender, gender reassignment, pregnancy and maternity, race, sexual orientation, religion or belief, and marriage and civil partnership

**3.2 The Public Sector Equality Duty (PSED) within the Act requires public bodies to consider, and have due regard to, the needs of diverse groups when designing, evaluating and delivering services in order to -**

- eliminate discrimination
- advance equality of opportunity and access, and
- foster good relations between different groups in the community.

3.3 The specific duties under the Act require all councils to publish specific and measurable equality objectives. These objectives should be revised at least every four years. In Enfield, the majority of the Council's corporate objectives relate to tackling inequality. As a result, we have adopted these as our equalities objectives, and report on the positive progress against them in our annual report.

3.4 The Government's Red Tape Challenge reviewed the PSED 'to establish whether it is operating as intended'. It reported in September 2013, and decided to postpone a full review until 2016. For that reason, the current legislation still applies.

3.5 On 9<sup>th</sup> September 2011, the Government published Statutory Instrument 2011 No. 2260 – The Equality Act (Specific Duties) Regulations 2011. These regulations apply to all local authorities in the country. All authorities with more than 150 employees must –

- publish information to demonstrate its compliance with section 149(1) of the Act by 31st January 2012 and at least annually after that.
- publish information relating to persons who share a relevant protected characteristic who are either its employees or other persons affected by its policies and practices
- publish one or more specific and measurable objectives that it thinks should achieve the requirements of the Public Sector Equality Duty. It must then publish objectives subsequently at intervals of not greater than four years

All the information above must be published in such a manner that is accessible to the public, and authorities can publish it within another document if appropriate.

3.6 The Council publishes an Equality and Diversity Scheme Annual Report that updates progress against the Council's equality objectives. 2013 has been a year of significant achievement for the Council as we have made substantial progress in embedding the equality and diversity agenda deeper into how we work. This commitment has been typified by our receiving the honour of gaining accreditation as an 'excellent' authority under the Equality Framework for Local Government – one of only twelve councils in the country to receive this accolade. The awarding of 'excellent' status from the Local Government Association stands as testament to our determination to provide our residents and customers with services that are fair for all.

3.7 In addition to achieving excellence, we continue to deliver, in partnership, a programme of positive activities that benefit all sections



of the local community. A few examples to illustrate our commitment include:

- a comprehensive programme of events to celebrate Black History Month in October 2013. These were well received by audiences and participants and feature as a regular part of the equality programme of activities
- provision of Capacity Building funds for our diverse communities to enable residents to play a fuller and more active role in civic life. The fund provides much needed support to a range of disadvantaged and vulnerable communities so that they are empowered to develop and grow and thereby promote community cohesion across the borough
- Enfield Council continues to support and develop the Youth Engagement Panel and Parent Engagement Panel so that they are better able to provide the support services to young people and their families

The Annual Report attached to this covering report provides further details on the Council's achievements in supporting fairness for all in Enfield.

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

No alternative options were considered as this is a statutory obligation.

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

The proposed recommendations will ensure that the Council complies with legislation. The recommendations also meet the requirements of the Equality Framework for Local Government for which the Council has been awarded accreditation at the excellent level (one of only 12 authorities nationally).

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

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

There are no financial implications arising directly from this report – all costs will be met from existing budgets.

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

6.2.1 Legal implications are set out in sector 3 of the report, which sets out in detail what the Council has done and must do in order to comply with the Public Sector and

specific duties of the Equality Act 2010 and the Equality Act (Specific Duties) Regulations 2011.

6.2.2 The Equality Act can be enforced by a Judicial Review of a decision, a civil claim against the Council or a claim in the Employment Tribunal, depending upon the breach.

## **7. KEY RISKS**

Approval of the Annual Report should prevent the risk of non-compliance with the Equality Act 2010.

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

### **8.1 Fairness for All**

Meeting the requirements of the Equality Act 2010 will ensure that the Council is effectively tackling discrimination, and advancing equality of opportunity, for the benefit of all residents of the borough.

### **8.2 Growth and Sustainability**

None.

### **8.3 Strong Communities**

Meeting the requirements of the Equality Act 2010 will ensure that the Council is effectively fostering good relations in the local community for the benefit of all residents of the borough.

## **9. EQUALITIES IMPACT IMPLICATIONS**

An equality impact assessment/analysis of the Council's compliance with the duties of the Equality Act 2010 has been undertaken and has concluded that compliance is likely to have only a positive impact on all groups in the community, as the aim of the new legislation is to combat discrimination, advance equality of opportunity and foster good community relations. However, people who are married or in a civil partnership are only protected from the discrimination element of the duties.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

Compliance with the legal requirements of the Equality Act 2010 is essential, will contribute to the achievement of the 'excellent' rating in the Equality Framework for Local Government, and help ensure that consideration of equalities issues is embedded across the Council.

**11. HEALTH AND SAFETY IMPLICATIONS**

There are no health and safety implications directly pertaining to this report.

**12. HR IMPLICATIONS**

The annual report includes information on equalities in relation to staff who work for the Council, and the training they receive in order to provide services fairly to all customers and residents.

**13. PUBLIC HEALTH IMPLICATIONS**

The Annual Report covers all Council services and activities including public health. Many of the actions included in the report relate to activities designed to reduce public health inequalities through increasing access to services.

**Appendix**

Fairness for All - Enfield Council's Equality and Diversity Summary Annual Report 2013

**Background Papers**

Fairness for All - Enfield Council's Equality and Diversity Annual Report 2013

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# Fairness for All

## Enfield Council's Equality and Diversity Annual Report 2013



[www.enfield.gov.uk](http://www.enfield.gov.uk)

In partnership with



# Introduction

Welcome to Enfield Council's Equality and Diversity Summary Annual Report for 2013.

In this document we will tell you what we have done in the past 12 months, and what we plan to do in the future to realise our strategic aims for the borough from an equalities and diversity perspective.

As a Council we take great pride in ensuring that we deliver our strategic aims of 'Fairness for All, Growth and Sustainability and Strong Communities' in a way that takes into full account the equality and diversity issues that make Enfield such a great borough to live in.

2013 has been a year of significant achievement for the Council as we have made great progress in embedding the equality and diversity agenda ever deeper into how we work. This commitment has been typified by our receiving the honour of gaining accreditation as an 'excellent' authority under the Equality Framework for Local Government – one of only twelve councils in the country to receive this accolade.

The energy and commitment shown by our staff, led and championed by Councillor Christine Hamilton, Cabinet Member for Community Wellbeing and Public Health, in delivering this achievement cannot be underestimated.

The awarding to us of 'excellent' status stands by the Local Government Association is testament to our determination to provide our residents and customers with services that are fair for all. We believe that the Council as an organisation and most importantly the

communities that we serve will benefit hugely from our commitment to making fairness and equity in how we work of such paramount importance.

We are also happy to see that good progress has been made in the past 12 months in many specific areas relevant to the equality and diversity agenda and we hope you find these clearly set out in this annual report.

We have met the challenges of addressing inequality in our borough with vigour and innovation in many areas, identifying challenges and delivering responses that best fit the needs of local communities.

This includes providing services to help residents manage the impacts of welfare reform, increasing the availability of provision of skills training for new communities adapting to living in our borough, encouraging new communities to participate in our hugely successful citizenship ceremonies, the application of building design principles that can encourage use by all residents, and we have continued to support our key community partners in delivering targeted services to those of us in Enfield who face significant challenges as a result of disability, race and ethnicity, sexual orientation, gender, faith or age.

Additionally, we have reinforced our commitment to visibly supporting national and international days/periods of remembrance that illustrate our recognition of the supreme efforts others have made historically to allow us to live in such a dynamic and diverse community as ours with peace and mutual respect.



We appreciate that there is no room for complacency, and that we need to maintain and build on the good work that has taken place over recent years to ensure that our services continue to improve and not discriminate, are provided equitably and fairly, and contribute positively to community cohesion. Our future plans will centre on renewing our efforts to sustainably meet the challenges we face and thinking imaginatively and collaboratively about how best to do so.

As a Council, we want to ensure that anyone who lives, works, studies, visits, or does business in Enfield does not suffer any form of inequality. We believe 2013 has been an excellent years for us in this regard and we look forward to updating you further on progress made in 2014.



*Cllr Doug Taylor, Leader of the Council*



*Rob Leak, Chief Executive*



*Cllr Christine Hamilton, Cabinet Member for Community Wellbeing and Public Health*



*James Rolfe, Director of Finance, Resources and Customer Services*

# The Council's Vision

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

## **Aims and Priorities:**

### **Fairness for all**

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

### **Growth and sustainability**

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

### **Strong communities**

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



# 2013: A Year of Achievement

## Enfield Council – An ‘Excellent’ Authority for Equalities Work

Our biggest achievement of a highly productive year was our attaining of ‘excellent’ in equalities accreditation under the Equality Framework for Local Government in March 2013.

This award has been the culmination of several years work led by Enfield Council’s Corporate Communities Team that has embedded a culture within the organisation that places equality and diversity at the heart of how we work.

That we achieved this target is a source of immense satisfaction to us and reflects just how seriously we have taken our responsibilities as both an employer and deliverer of services.

Only 12 other local authorities in the country have received this quality mark for how they work and we view its gaining as setting a standard for how we work in every aspect of service delivery as an outward facing, dynamic and engaged Council.

As a result of the hard work and commitment we have demonstrated, Enfield Council can take its place amongst those elite local authorities who can be judged as ‘excellent’, setting a standard that others will wish to follow.



### ***Delivering on Equalities: The Equalities Act 2010***

*The Equality Act 2010 identifies nine protected characteristics, which aim to protect people from discrimination. These protected characteristics are:*

- 1. age,*
- 2. disability,*
- 3. gender,*
- 4. gender reassignment,*
- 5. pregnancy and maternity,*
- 6. race,*
- 7. sexual orientation,*
- 8. religion or belief, and*
- 9. marriage and civil partnership*

*The Public Sector Equality Duty (PSED) within the Act requires public bodies, such as the Council to consider, and have due regard to, the needs of diverse groups when designing, evaluating and delivering services in order to:*

- eliminate discrimination*
- advance equality of opportunity and access, and*
- foster good relations between different groups in the community.*

*The specific duties under the Act also require councils to publish specific and measurable equality objectives. These measurable objectives form part of our detailed annual action plan – see page 19 for further details.*

# 2013: A Year of Achievement

Enfield Council is pleased to report it has made some excellent progress in 2013 across a range of areas that evidence our commitment to delivering on our equality and diversity objectives.

We have been exceptionally busy during the year, working across the organisation and with our partners and residents across the borough to raise awareness of equality and diversity issues, sponsor added value activities that underpin that commitment, and fully embed an approach within the Council that encapsulates our vision.

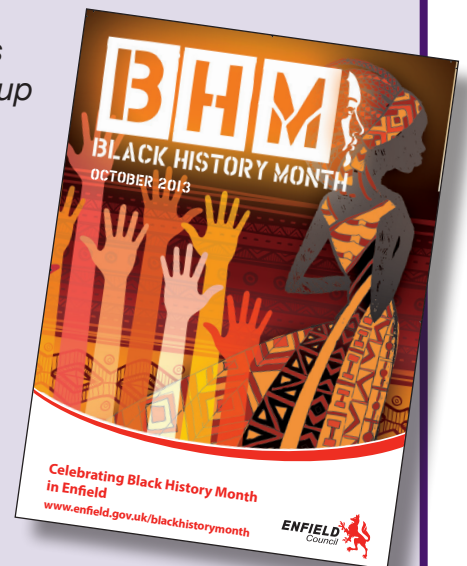


## **Black History Month**

The Council and partners, including Enfield Racial Equality Council (EREC), staged a comprehensive programme of 14 events to celebrate a Black History Month in October 2013 that was well received by audiences and participants.

### *Performances included*

- an entertaining talk on the history of Black comedy
- Ballet Black – a performance celebrating talented Black and Asia dancers from around the world
- a film about Mahatma Gandhi
- the London Community Gospel Choir
- Stephen K Amos in his new stand-up show
- an evening of lovers' rock at the Millfield Theatre
- The Magic of Motown
- a talk on the legacy of the Empire Windrush, and
- a talent show featuring local artists



Enfield Racial Equality Council

# 2013: A Year of Achievement

## Residents Survey 2013

We were also highly encouraged to note that our latest Residents Survey published in 2013 revealed that we had record levels of satisfaction amongst our residents with the borough as a place to live.

- 87% of respondents felt proud to live in their local area
- 81% of respondents felt that people from different backgrounds got on well together
- 87% of respondents felt a sense of belonging in their local area
- 81% of respondents felt happy with their local area as a place to live

These are the benchmarks we have created and we will aim to maintain and build on in future years.

### **Citizenship Ceremonies**

*The Council holds Citizenship Ceremonies every Thursday in the Council Chamber at Enfield Civic Centre. The ceremony welcomes the new citizens into the community and into British Citizenship and hopes they fully participate in civic society. During 2013 over 2,000 adults took part in the ceremony and received their certificates.*

## Supporting our black and ethnic minority communities

Enfield has a hugely diverse population and, for many of our residents from our black and ethnic minority communities, the past year has presented significant new challenges. Enfield Council has worked with our communities and our partners to develop appropriate responses to those needs.

### **Helping families dealing with Welfare Reform**

Since April 2011, the Government has introduced sweeping Welfare Reform. Our Benefits Team held special information events for the Somali, Congolese and Turkish communities using translators to make them aware of how they might be affected by the cap.

In the last year, we arranged 5663 face-to-face interpreting sessions, 1159 telephone interpreting sessions, and 285 translations of written material.

The Council has enhanced its service that is available through our website. Recent improvements include the introduction of Google Translate that now allows translation into 72 languages.

# 2013: A Year of Achievement

## Increasing access to language classes and employability training

During 2013, the Council sub-contracted the delivery of English for Speakers of Other Languages (ESOL) classes to three community providers, and delivered classes directly to parents in 13 primary schools and 11 Children's Centres. We have worked in partnership with London Councils

### ***Our Borough: Enfield's population from an Equalities and Diversity perspective***

*Enfield is a hugely diverse borough and one that is changing and growing rapidly.*

*Based on recent projections using to the last national Census held in May 2011, we estimate the population of Enfield is currently 322,426. The Council and its partners use population estimates and other data relating to the composition of our communities to plan and deliver our services.*

*63.3% of Enfield residents are from Black and Minority Ethnic communities (up from 38.8% in 2001). At least a quarter of Enfield's residents were born outside the UK. The largest minority ethnic group is White Other, which includes communities from Turkey, Greece, Cyprus and Eastern Europe) – the figure stands at 23.6%. The Black British/Black African community makes up 7.2% of the population, while the Black British/Black Caribbean community stands at 5.6%.*

and the European Social Fund to lever additional resources totalling £187,500 into community grants that have been accessed by our local BME community groups to work with some of our most deprived and vulnerable residents.

## Capacity Building for BME Communities

The Council has also invested additional funding once more in grants to increase capacity building in our diverse communities. £150,000 was made available in Round 3 of our Enfield Community Capacity Building Fund. This has brought our total additional expenditure in this area to over £1 million since 2010 and has provided support to local communities at a time when it was needed most and when other local authorities were withdrawing funding opportunities. Much of this funding (over 40%) has focused on supporting capacity building initiatives with our BME communities.

## Supporting new communities

During 2013, the Council has run drop-in sessions at the Angel Community Centre, Edmonton every Wednesday morning to enable the Roma and Eastern European community in Enfield to access services and improve the quality of life.

## Healthy Lifestyles

The Council has welcomed the Public Health Team for Enfield back into the local

# 2013: A Year of Achievement

authority and we have begun to assemble a range of targeted interventions across the borough that will support some of our most deprived, vulnerable and isolated residents.

To give an example of an early win, our Public Health Team helped 886 residents from Black and Minority Ethnic communities stop smoking during 2013.

## Supporting people with disabilities

Enfield Council continues to value the contribution those people with disabilities make to our communities and aims to support their greater involvement and sense of belonging wherever it can.

During 2013, we launched an eco car wash scheme offering jobs for disabled people at car parks across the borough. The scheme sees people with a range of disabilities running a social enterprise car wash at the Palace Gardens Multi-storey car park.

In November 2013, the Council designated a whole floor of the Palace Gardens Multi-Storey Car Park in the Enfield Town shopping centre for disabled motorists. The floor will have 27 dedicated spaces located on the lower level of the car park.

Both Albany Leisure Centre and Southgate Leisure Centre have installed disability changing equipment in 2013 – this includes harnesses to move a disabled person from

a changing bed to their wheelchair and vice versa. The changing beds also move up and down to make the process of moving the person as easy as possible.

£173,000 of funding from Transport for London has been used to upgrade approximately 30 bus stops in the borough to make adjustments to the footways to provide accessibility to buses for those residents using wheelchairs, and to make it easier for the mobility impaired to get on and off buses.

Our Customer Services Centre achieved Louder than Words accreditation in 2013 - this is a nationally-recognised best practice charter for organisations judged to be offering excellent levels of service and accessibility for customers and employees who are hearing-impaired or deaf.

We contributed £100k in 2012/13 towards the introduction of lifts to Edmonton Green Station. This allows easier access for mobility impaired users, particularly wheelchair users.

*15.5% of people in the borough have a long-term illness, health problem or disability that limits their daily activities or the work they could do. This is likely to be an underestimate as many people do not like to declare they have a disability.*

# 2013: A Year of Achievement

In November, we worked with the Enfield Deaf Image Group to hold the first area forum at Community House in Edmonton specifically for deaf and hearing-impaired residents. Discussions took place on how deaf people can get improved access to services, how they can take part in the electoral process, and advice about fire safety.

We have also provided further support to our local community groups that provide support to those managing their disability through our Enfield Community Capacity Building Fund.

## Supporting young people

Young people are the future lifeblood of our communities and we recognise our duty to listen to our young people and offer support where we are able.

A Transition Club has been introduced on a Tuesday evening at the Formont Centre for 14 – 19 year olds going through the transition from Children Services to Adult Services. The club is run jointly with the Cheviots Children’s Centre, and the young people are fully involved in the running of a wide range of different activities.

Last year, our Youth Support Service commissioned a project with the Joint Disability Service to arrange “buddies” to help disabled young people to access mainstream facilities such as youth clubs. As a result, many young people with a

disability are now attending youth centres in Enfield, and some attend without specialist support being needed.

Enfield Council continues to support and nurture our flagship Youth Engagement Panel and Parent Engagement Panel and has worked across Departments and with the Enfield Strategic Partnership and Enfield Community Capacity Building Fund to secure funding for both of £300,000 that will allow them to continue to provide vital services to our young people and their families for the next two years.

Our Youth Support Service Inclusion project focuses on young people with specific needs, mild/moderate learning difficulties and mild/ moderate disabilities. The project is open to young people between the ages of 13 and 25, and supports them with life skills, social activities, integration with mainstream provision and education and



*At the younger end of the scale, 27.4% of people are under the age of 19*

# 2013: A Year of Achievement

*The latest annual number of births in Enfield is 5,122.*

employment advice. 37 young people have attended so far in 2013 with 21 young people having improved their life and social skills, and 18 having achieved a nationally-recognised award or qualification.

Members elected to the Enfield Youth Parliament took their cause to a national level when they were elected to the UK Youth Parliament and got involved in a televised debate in the House of Commons and other meetings to debate issues of importance

Our Leisure Services Team runs activities for under-fives throughout term time and the summer holidays including tots football, pre-school gym, tots trampolining, ballet and pony rides.

## Supporting older people

Enfield's proportion of older residents continues to grow and we are dedicated to enabling them to live independent and fulfilling lives.

The Council's Community Safety Unit provides a "Safehouse" service that makes security improvements for older people aged over 60 who meet certain criteria.

Our Leisure Services Team ran a successful Over 50's programme incorporating a wide

range of free and paid courses throughout the borough. Activities include tai chi, ballroom dancing, swimming, keep fit, tennis and bowls.

The Intergenerational IT Project that commenced last year continued at John Jackson Library with sessions in April and October with over 50s from the local area being tutored by Year 12 student volunteers from Kingsmead School in basic IT skills.

Enfield Over 50's Forum and several BME organisations supporting older people in the borough have also been successful in bids to the Enfield Community Capacity Building Fund as we seek to provide added value opportunities to support core service delivery.

*Our population is ageing – the percentage of people over the age of 65 in Enfield is 12.8%, and 28.3% are over the age of fifty. These figures are predicted to increase over the next 25 years.*



# 2013: A Year of Achievement

## Supporting people of different faiths

We continue to see the creation of opportunities to bring people of different faiths together in positive activities as critical to our aims of creating strong and resilient communities.

In summer 2013, Enfield Police appointed a new Faith and Communities Police Officer, PC Steve Savell. His role is to bring people from different faiths, communities and ages together and work with the Metropolitan Police, Enfield Council and our partners to improve their neighbourhood. This set up has already seen two big community clean-up projects, one in Edmonton and the other in Southgate.

In September 2013, the Council and Enfield Police restarted meetings of the Enfield Faith Forum, a body that hadn't met for two years. This body brings leaders of faith communities in Enfield together with the various public bodies with the objective of working together across the faiths to promote peace, mutual understanding and respect.



Our Cemeteries Service provides two separate Muslim areas in Strayfield Road Cemetery, one affiliated to the Enfield Mosque and the second to the Alevi Cultural Centre. In addition to the existing Christian Baby Section in Lavender Hill Cemetery, and in consultation with the Enfield Mosque, we have established a separate Muslim Baby Section in Strayfield Road so that parents have more choice.

Our Public Health Team held fifteen health check sessions in the mosque opposite the Angel Centre in Upper Edmonton. The scheme was so successful we are looking to extend this to other faith venues.



*Christianity is the most common religion in the borough in all its different forms (53.6%). 16.7% of residents are of the Muslim faith, but 15.5% of people say they have no religion or belief at all.*

*As at December 2012, 166 civil partnerships had been registered in Enfield. Latest figures show that 492 marriages take place in Enfield every year.*



# 2013: A Year of Achievement

## Supporting the Lesbian, Gay, Bisexual and Transgender community



The Council identified a lack of support for the local LGBT community as a gap in provision to the voluntary and

community sector in the borough. As a result, we supported the local Enfield LGBT Network by making a funding contribution towards their Chief Officer post for the next three years.

We have also continued to encourage events at our flagship cultural centres, Millfield Theatre and the Dugdale Centre, that celebrate diversity and have presented shows exploring the transgender spectrum over many years. Most recently, transgender themes were explored in several shows during The Mimetic Festival at the Dugdale Centre in July, including Michael Twait's "the Red Shows" and "Burn".

*Gaining a trustworthy percentage of people who belong to the lesbian, gay, bisexual or transgender community is difficult as the question has never been asked in the national Census. Estimates have been put forward of between 1% and 10% of our population. This could equate to anything from 3,200 to 32,000 people in Enfield.*



## Developing our workforce

We continue to develop our own workforce to be fully aware of how the equalities and diversity agenda reflects on their responsibilities to local people as a central part of their jobs. To this end we have worked with our Human Resources Department to provide a comprehensive range of training opportunities to help embed equalities fully into all we do.

We are also determined to create an environment where our staff reflects the diversity of the population of the communities we serve and are investing in training opportunities that can help to ensure that our next wave of senior managers and leaders is more representative.

We have successfully rolled out across the organisation an approach to embedding equalities in all of our work that have significantly increased the skills base of the local authority and ensured that we have a consistent approach in every department.

# 2013: A Year of Achievement

## Supporting Women



Enfield Council has maintained its support of activities and services that are dedicated to supporting women in the borough and is proud to continue to be a sponsor of

Enfield Women's Centre as a focal point for much of what is initiated in this area as well as providing support to diverse women's BME groups such as Dalmar Foundation (Somalian Women), Naree Shakti (Asian Women) and Third Age Challenge Group (Turkish Women).

Our Active Women's Week organised specific courses locally in Enfield to run in parallel with the national programme of events. The courses were designed and implemented for women only and proved very successful. Activities included zumba, netball and yoga, and were all led by female coaches.

Face to face appointments are now available for customers using at John Wilkes House. This means pregnant women and customers with certain health conditions no longer need to wait to be seen.

## Work with all communities

Our Development and Estate Renewal Team supports vulnerable residents to decant from our estate renewal schemes. We have engaged a specific officer to undertake this role as we have identified losing your home as an emotional time for

vulnerable residents who need assistance to decant to alternative accommodation. We can also refer cases if necessary to support services e.g. floating support case workers or mental health case workers.

The New Southgate Take the High Road project celebrated the launch of the improved High Road Open space with an inclusive healthy living event - activities ranged from fitness trainers working with all abilities and ages to demonstrate the new outdoor gym equipment and running sessions, walking programme, healthy eating, food and gardening activities. The Outer London Fund Lock to Lock event provided activities, local businesses and the community with the opportunity to explore their local waterways with water taxis, a managed walking programme, paddle boarding, canoeing and a music festival. The costs of activities were either free or low cost to increase participation and create memories in the highly deprived North East Enfield.

Local Neighbourhood panels and partnerships consist of a number of community and voluntary organisations who actively participate in reviewing regeneration projects. This enables members of the community who live work and play within the areas of Edmonton, New Southgate and Ponders End a chance to feed into local plans, and every effort is made to make these accessible as possible, for example, we have provided our panel members with language and sign language interpreters to support their participation.

# Looking Ahead - Tackling Inequality/ Facing the Challenges in Enfield

Enfield Council continues to think positively and innovatively with its partners about how best to progress the equality and diversity agenda.

## Underlying priority themes

The key to our future success will be **building greater resilience in our organisation and our local communities** coupled with creating an environment that recognises the importance of delivering on the equalities agenda.

There will continue to be a great demand on our resources and we know that these resources will diminish in availability over the next few years. Therefore we will be seeking new ways to **build sustainability** into our community organisations and our neighbourhoods that enables a flourishing Enfield that has equality at its heart.

We will continue to seek to **enable our residents and staff** to gain an even deeper understanding of the equalities agenda, **encouraging local residents to become active citizens**. We will **ensure that our own policies, our staff training and our service delivery mechanisms remain excellent from an equalities perspective** and that all officers understand what is expected of them to that end.

We will continue to identify ways to **deliver** on the equalities agenda **in partnership with our partners in the community and voluntary sector**.

Enfield Council understands the value of its joint working and how the successful implementation of targeted joint working can deliver much needed capacity in our communities and help us to realise our goals for equity of opportunity in the borough.

When looking ahead we can prioritise some key areas of activity that we would wish to support the addressing of in 2014 and beyond.

## Key identified areas of support for 2014

In terms of issues pertaining to race and ethnicity, the degree of challenge remains high and the challenges involved are complex.

In terms of activity in the **labour market** there remain marked differences. While the employment rate for the White 16-49 year-old population was 69%, for the non-White population, it was 60%. Within the non-White community, only 55% of the mixed and other population groups were employed (2011 Census estimates). Unemployment rates in the same age group were 7% for the White population, and 11% for the total non-White population

(including the Black population for which the unemployment rate was even higher at 14%). There are also inequalities in income as indicated by the Census occupation-based socio-economic classification. Whereas the White group had 30% in professional and managerial occupations, the non-White group proportion was 27% and for the Other group was only 20%. Additionally, 2011 Census estimates for the proportion of the working age population having a long term health problem vary from only 9.7% for Black groups to 15.4% in the Other group.

We are continuing to work with our partners in **JobCentre Plus** and the wider public and private sector to develop strategies that can help redress the balance and get more of our ethnic minority residents into sustainable employment.

In terms of **health** we know that smoking prevalence amongst some of our communities remains disproportionately high and we are working through our Public Health Team to target further support to build on our successes.

We also recognise that Enfield has many of the issues surrounding high rates of **mental health** amongst our ethnic minority communities that affect much of the country and we are developing a new Mental Health Strategy with partners and the community that will help us focus more keenly in this area and deliver more effective interventions.

**Educational attainment** amongst some of our ethnic groups remains a concern. Latest figures show significant differences in educational attainment for some ethnic groups. In 2012, only 39.4% of children with a Somali background and 45.8% of children from a Turkish speaking background achieved 5 or more A\*-C grades at Key Stage 4 (including Maths and English), in comparison to 55.5% of children in Enfield as a whole. We are working hard with our schools, parents and community groups to bridge those gaps.

Refugees and asylum seekers are known to rarely report **hate crime**. Figures for incidents of reported race hate crime increased from 122 in 2011/12 to 152 in 2012/13. In partnership with our colleagues in the Metropolitan Police and other agencies we remain committed to tackling this hugely destructive area of crime.

## Disability

Our **disabled residents remain at significant disadvantage** in many areas and we wish to provide the support where they are able to access opportunity and feel valued as significant contributors to our civic life.

Disabled adults are far more likely to be economically inactive and unemployed than non-disabled people. 55% were economically inactive at 2011, compared to only 20% of non-disabled (Census estimates). 15% of economically active

disabled were unemployed, compared to only 9.8% amongst economically active non-disabled.

They are also likely to have **lower incomes**. Only about 19% are (or were) in professional and managerial groups, compared to 31% for non-disabled (2011 Census estimates).

**Enfield Council will continue to support and sponsor local organisations that can assist our residents with disabilities to overcome the challenges they face and encourage them to participate in civic life with confidence.**

## Age

Our local population is ageing and we are determined to ensure that we can **support our older residents to live independently** in Enfield and combat social isolation.

To this end we will continue to work with our partners in health and the voluntary sector to provide services that can keep people in their homes, **in neighbourhoods where they feel safe and respected and where social isolation is challenged** amongst our old folk through targeted support in our most deprived and isolated wards.

The number of older people with a diagnosis of **dementia** is estimated to be between 2,500 and 3,300, with a higher

prevalence among women, and this number is predicted to rise by 10% over the next 5 years (as the numbers of older people increases). We are working with agencies and the community to develop strategies that can support those affected and their carers to make life as comfortable as possible.

Our **young people** also face many challenges, they are more likely to be victims of violent crime, more likely to be unemployed, more likely to still live at home and we have a **significant number of children in poverty** in our Borough.

Child poverty statistics show that Enfield's families with dependent children are disadvantaged compared to the rest of the population. The Income Deprivation Affecting Children Index (IDACI) measures the proportion of children aged under 16 living in income deprived households. A calculation of the local authority level rates puts Enfield at 8th highest in England. Income deprivation is relatively lower amongst older people.

Our **young people are more likely to be obese** than the national average and we are working through our Public Health Team to deliver programmes to address this.

Enfield has the highest prevalence of obese children at reception age in London, and a much higher prevalence than found nationally. By Year 6, the obesity prevalence is one in every four children in Enfield.

## Religion and belief

Enfield has high proportions in all the main non-Christian religions except Sikh, compared to national averages. Our **Faith Forum** will continue to be a focal point for how we manage inter-ecumenical matters and we will seek to create further opportunities to sponsor and **encourage inter-faith events**. The Council will also continue to sponsor and support cultural activities that **promote religious tolerance** and bring our diverse communities together.

## Sexual orientation

Enfield Council believes strongly that no one should be discriminated against because of the sexual orientation and is committed to working with agencies and communities to address this.

Whilst still relatively small in number levels of reported hate crime of a homophobic nature has risen slightly in the past year. The Council remains committed to creating a borough where homophobic crime is eliminated and will continue to work with our strategic partners in the voluntary and statutory sectors to ensure that this happens. We have a clear message - **Any homophobic crime in Enfield is simply not acceptable and will not be tolerated.**

## Pregnancy and maternity

We will continue to work proactively with the community to address high levels of teenage pregnancy and ensure that those women in the borough who do become pregnant have the information available and confidence to present early to antenatal services.

We will use these interactions with our local residents to promote healthy lifestyles and help to address our high levels of maternal obesity and infant mortality.



# Further Information

A fuller explanation of our progress and the strategic context in which we work can be found in the full length 2013 Equality and Diversity Annual Report on the Council's website [www.enfield.gov.uk](http://www.enfield.gov.uk).

If you want to know more, please contact Ilhan Basharan on 020 8379 3123, email to: [ilhan.basharan@enfield.gov.uk](mailto:ilhan.basharan@enfield.gov.uk)

or write to the  
Communities Team,  
B Block South,  
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Middlesex EN1 0XY



**For help with this document, please call 020 8379 3123**



## The Council's Equality and Diversity Action Plan

The action plan sets out the activities we will undertake as a Council over the period to tackle inequality in Enfield. The last plan was developed through consultation with our partners in the voluntary and community sector who are the umbrella groups representing all aspects of equality and diversity in the borough i.e.

- Enfield Racial Equality Council
- Enfield Disability Action
- Enfield Women's Centre
- Enfield Over Fifties Forum
- Age UK Enfield
- Enfield Faith Forum, and
- Enfield Lesbian, Gay, Bisexual and Transgender Network

In our Equality and Diversity Annual Reports, we update you on the progress we are making against these actions. This year's annual report shows you what progress we have made during 2013. From 2014 a new Action Plan will be developed in consultation with our partners and other stakeholders to tackle the challenges we face in future.

The full version of the Enfield Council Equality and Diversity Action Plan for 2013 can be accessed via the Council's website [www.enfield.gov.uk](http://www.enfield.gov.uk)

**Contact Enfield Council**

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**MUNICIPAL YEAR 2013/14 REPORT NO. 232**

**MEETING TITLE AND DATE:**

Cabinet - 9 April 2014

**REPORT OF:**

Director of Schools and  
Children's Services

<b>Agenda – Part: 1</b>	<b>Item: 9</b>
<b>Subject: Preparing Enfield's School Kitchens for the Introduction of Free School Meals for Pupils Under Seven and the Impact on Capital Investment</b>	
<b>Wards: All</b>	
<b>Key Decision No: KD3889</b>	
<b>Cabinet Member Consulted:</b> Councillor Ayfer Orhan	

**Contact officer and telephone number:**

Keith Rowley 0208 379 2459

**1. EXECUTIVE SUMMARY**

- 1.1. In September 2013 Deputy Prime Minister Nick Clegg announced that every child in reception, year 1 and year 2 in state-funded schools will receive a free school lunch from September 2014. This report identifies schools which will not be able to cope with the increase in the number of meals and proposes a strategy to resolve and fund the issues.

**2. RECOMMENDATIONS**

- 2.1. It is recommended that approval be given to
- (a) the proposed programme of works including professional and technical expenses detailed in Appendix 1 to this report or any other emergency schemes proceeding up to the total Programme value of £3.848m over three years, subject to funding being available.
  - (b) the Director of Schools & Children's Services approving tenders through an operational decision for individual schemes or schemes of aggregated value up to a maximum of £250,000 including professional and technical expenses.
  - (c) a portfolio decision being secured to approve tenders for any proposals exceeding £250,000 in value including professional and technical expenses.
  - (d) the Director of Schools & Children's Services being authorised to manage the Programme in a flexible way within the overall budget available to take account of variations between estimates and tender costs and the need to substitute schemes having a greater technical priority if the need arises using the tender acceptance report pro forma,
  - (e) note that funding of the 2015/16 and 2016/17 programme is dependent on future years' capital grant allocations from Central Government that have not yet been confirmed and should these not be forthcoming there would be insufficient funds to complete the works at Eidon. Officers would need to review the funding strategy and bring a further report to Cabinet for approval to proceed.

### 3. BACKGROUND

- 3.1. The Council as Corporate Landlord is responsible for major works to address the condition of community and foundation schools. Such works mainly relate to building such as roof replacement, electrical and mechanical services. The responsibility for major works includes kitchen and dining halls. Under the Scheme for Financing Schools, the de minimis limits for delegation for repairs and maintenance is £36,000 for primary and special schools and £53,000 for secondary schools. Separate funding streams are available for Voluntary Aided Schools for kitchen and dining hall work through the LCVAP Programme.
- 3.2. In September 2013 the Deputy Prime Minister, Nick Clegg, announced every child in reception, year 1 and year 2 in state-funded schools will receive a free school lunch from September 2014. The government will be providing revenue funding of £450 million in 2014 to 2015 and £635 million in 2015 to 2016 to the Department for Education (DfE) to fund this commitment. It will also make £150 million of capital available to ensure that schools can build new kitchens or increase dining capacity where necessary.
- 3.3. In December 2013 the DfE announced Capital allocations for universal infant free school meals (UISFM) and basic need. Enfield received UISFM funding of £817,893 for mainstream schools and £230,875 for Voluntary Aided Schools. Voluntary Aided school projects are prioritised by the relevant Diocesan Board or schools in conjunction with SCS Officers.
- 3.4. A project team consisting of SCS and Catering services staff has been created to evaluate the Central Government's UISFM initiative. The priority task of the project team has been to review all mainstream schools which are affected by the UISFM in terms of health and safety, kitchen condition in terms of building, ability to deliver an increase in meals (increased meal production on an average additional 100 meals) and kitchen equipment. This review identifies nine schools as being unable to cope with the meal increase or at risk of closure due to equipment breakdown or building condition. A further school Hazelbury Junior which although not affected by the UISFM has been included because of the risk of closure due equipment failure and issues in meal production.

Identified school kitchens unable to increase meal production or at risk of closure:

Bowes Primary  
Brimsgate School  
Eldon Federated Schools  
Galliard Primary  
Hazelbury Infant  
Hazelbury Junior  
Lavender Primary  
Oakthorpe Primary  
Worcesters Primary

- 3.5. Building condition reports on both Eldon Federation and Brimsdown Primary have also identified the kitchen and dining hall blocks as life expired. Both school buildings styles are referred to as HORSAs which were constructed post war, 1946, as a short term measure (predicted 10 year lifespan), to meet educational needs caused by buildings being destroyed in the war, the post war baby boom and the raising of the school leaving age by the 1944 Education Act (the 'Butler' Act), (HORSA = Hutting Operation for the Raising of School Leaving Age). The rebuilding of Brimsdown Primary kitchen and dining block was the subject of a report to March Cabinet, Key Decision 3869; with approval that Brimsdown Primary School's kitchen and dining facilities be re-provided at an estimated cost of up to £3m including contingency, from within the PEP2 project costs already included in the Council's Capital Programme. It was proposed that these facilities be provided in such a way which would facilitate either an improvement of the current building stock or the re-provision of the school on site.
- 3.6. In line with previously agreed procedures, it is proposed that the Director of Schools and Children's Services should continue to be authorised to approve tenders for individual schemes or schemes of aggregated value up to a maximum of £250,000 including professional and technical expenses. Any schemes exceeding £250,000 will be the subject of a portfolio decision and lodged as a Key Decision within the Council's Democratic process.
- 3.7. It may be necessary to amend the Programme to take account of variations between estimates and tender costs and the need to substitute schemes having a greater technical priority such as breakdowns of heating systems or plant, if the need arises. It is proposed that the Director of Schools and Children's Services should continue to be authorised to take relevant action in such cases.

#### **4. PROPOSAL**

- 4.1. The improvements to the eight schools identified in section 3.4 (excluding Brimsdown Primary) are currently estimated to cost a total of £3.85m (note all scheme budgets include professional and technical expenses). This value exceeds the USIFM funding of £818k. Officers have reviewed other opportunities for funding the USIFM schemes, in particular the 2014/15 Maintenance Grant allocation from Central Government of £4.1m which is ring-fenced to school building maintenance including kitchens.
- 4.2. Maintenance Grant had already been allocated to high priority schemes such as works identified in Fire Officer Surveys or potential building or building services failure. Officers have reviewed the list of priority projects and have managed to reduce some of the scheme budgets to enable a contribution of £430k (£630k including a contribution to Eldon), to the 2014/15 USIFM programme, bringing the total available grant funding to £1.448m in 2014/15

- 4.3. The proposal for funding a rebuild of Eldon Federated Schools kitchen and dining hall (estimated at £2.6m) is to profile the project over three years; £200,000 in 2014/15 to develop designs, £1,500,000 in 2015/16 to deliver the main part of the rebuilding and completing the project and demolishing the existing building in 2016/17 by allocating £900,000. This requires a further £200k from the 2014/15 Maintenance Grant and the balance as first call from future Maintenance Grants in 2015/16 and 2016/17. However this strategy still allows funding to be allocated to high priority school maintenance projects in consequent years.
- 4.4. The risks is that Central Government does not allocate Enfield a Maintenance Grant in 2015/16 or 2016/17, meaning there would be shortfall in funding and the only opportunity for completing the projects would potentially be additional Council borrowing. Additional borrowing would be a last resort and SCS Officers would explore other funding opportunities to deliver the project during the course of the financial year 2015/16. However if the only option was additional borrowing then SCS would bring a further report to Cabinet asking for authority to complete the Eldon Federated schools kitchen and dining rebuild project through additional borrowing.
- 4.5. A separate list of schemes showing the proposed allocation of Maintenance Grant to the Kitchen, Condition, Fire and Access programmes for 2014/15 to 2016/17 has been included in Appendix A. This assumes Maintenance Grant of £4.2m in 2015/16 and 2016/17. As above the programme will need to be reviewed if the full grant is not received.

## **5. ALTERNATIVE OPTIONS CONSIDERED**

- 5.1. In considering potential projects, the Schools and Children's Services Asset Management Unit reviewed all primary school kitchens affected by the new legislation and because of the limits on available funding it was necessary to prioritise certain categories of schemes and defer proposals having lesser priority to arrive at the schools listed in section 3.4.

## **6. REASONS FOR RECOMMENDATIONS**

- 6.1. The recommendations have been made to enable work to be commissioned on kitchen works in schools for 2014/15 and meet the requirements of the Central Government UISFM initiative.

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

### **7.1. Financial Implications**

- 7.1.1. The Department for Education has announced capital funding of £818k to deliver kitchen improvements. A further £630k has been allocated from the Maintenance Grant 2014/15. (See Appendix 1)

- 7.1.2. The total cost of the proposed immediate kitchen programme works is estimated to be £3.848m. The costs have been re-profiled over three years to enable funding from capital grants; £1.448m in 2014/15, £1.5m in 2015/16 to deliver the main part of the rebuilding of Eldon Federated Schools and a final allocation in 2016/17 £0.9m to complete the project. There is a risk that the government capital grant funding may be lower than estimated in 2015/16 and 2016/17. These should be announced in December 2015.

### **7.1.3. VAT Implications**

#### **VAT Recovery**

The supply of statutory education by the Council is deemed to be a non-business activity for VAT purposes. The council is generally able, under the provisions of S33 of VAT Act 1994, to recover VAT incurred in relation to expenditure for which it is responsible. The Council can therefore recover VAT incurred toward its supply of statutory education and in relation to its responsibilities as corporate landlord at community and foundation schools, but subject to the normal rules for VAT recovery. Therefore, the Council must procure/contract for the works, receive the supply, receive a VAT invoice in its name and pay with its own funds- including grant funding awarded to it by central government.

Special VAT rules apply at Voluntary Aided schools because the council is responsible for ongoing repair and maintenance but not capital expenditure. The Governing Body own the premises so VAT incurred in relation to the premises at Voluntary Aided Schools can be recovered by the council only to the extent that it relates to expenditure for which the council is responsible – in line with the de-minimis limit for delegation of repairs and maintenance specified in the Scheme for Financing Schools. However, HMRC accept that the Council may recover VAT that it incurs on expenditure for which the Governing body of a Voluntary Aided School is responsible, on the condition that the Council procures the supply (places the order directly with the supplier), pays from its own funds, and receives a VAT invoice in its own name. It cannot recover VAT incurred on expenditure paid for from D of E grant funding awarded specifically to the Governing body, for example LCVAP; or any other funds belonging to the Governing body.

### **7.1.4. Partial Exemption**

This project is not expected to have any significant impact on the council's partial exemption position.

## **Legal Implications**

- 7.2.1 Section 14 of the Education Act 1996 requires that an authority ensures that sufficient school places are available within its area for children of compulsory school age. Case law upon this statutory duty confirms that compliance with the duty requires an education authority to actively plan to remedy any shortfall. In addition, section 111 of the Local Government Act 1972, includes the power to do anything ancillary to, incidental to or conducive to the discharge of any of its statutory functions. The provision of appropriate kitchens is incidental to the statutory function to provide school places, therefore the recommendations within this report are in accordance with these powers.
- 7.2.2 All goods, services and works commissioned (including the procurement and award of contract) under this report will be in accordance with the Council's Constitution, in particular, the Contract Procedure Rules to ensure compliance with UK/EU law. This will also ensure that the Council achieves value for money in accordance with the Best Value principles under the Local Government Act 1999.
- 7.2.3 Any contracts for goods, services and works will be in a form approved by the Assistant Director of Legal Services.

## **7.2. Property Implications**

- 7.2.1. The implementation of the Kitchen Programme will increase schools capacity to provide additional school meals by improving the school kitchen / dining facilities. This will not only enable existing facilities to remain operational but also extend their life. The improvements will enhance the value of assets.

## **8. KEY RISKS**

- 8.1. Unless the Council is able to undertake a comprehensive UISFM programme in resolving kitchens issues the schools identified in section 3.4 will not be able to meet the requirements of the Governments UISFM initiative. In addition there is a serious risk of building closures due to failure of structure at Eldon Federated Schools kitchen and dining, potentially 950 children will be without a lunchtime cooked meal.
- 8.2. If Central Government does not allocate Maintenance Grant to Enfield in 2015/16 or 2016/17, the UISFM programme will not completely resourced. This will affect the second and third year costs of the Eldon Federation scheme and other means of financing would need to be identified.

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

### **9.1. Fairness for All**

- 9.1.1. This proposal will assist the Authority in meeting its objective of providing high quality school meals and improved educational attainment for all children and young people by ensuring that pupils are adequately nourished.

**9.2. Growth and Sustainability**

9.2.1. The proposed works will improve school buildings and lead to savings on maintenance and energy costs.

**9.3. Strong Communities**

9.3.1. The proposed programme will ensure all children are adequately nourished.

**10. EQUALITIES IMPACT IMPLICATIONS**

10.1 An Equality Impact Assessment has been carried out. A strategy has been developed to ensure that there are sufficient pupil places across the Borough to meet demand, that these places are not discriminatory and to ensure that all children have access to quality education.

**11. PERFORMANCE MANAGEMENT IMPLICATIONS**

11.1. Unless circumstances dictate otherwise, the various works will be procured in full compliance with the Council's Contract Procedure Rules and competitive quotations or tenders invited from contractors on the Council's Approved List to ensure best value for money.

**12. PUBLIC HEALTH IMPLICATIONS**

12.1. There are no public health implications.

**13. HEALTH AND SAFETY IMPLICATIONS**

13.1. The works concerned will be undertaken in full accordance with Health and Safety and CDM Regulations.

**Background Papers**

None.

## APPENDIX 1

Kitchen Programme Funding		2014/15		2015/16	2016/17
School	Budget	Maintenance Grant	Kitchen	Maintenance Grant	Maintenance Grant
Bowes	£ 150,000	£ 50,000	£ 100,000		
Brimsgate	£ -	£ -	£ -	£ -	£ -
Eldon	£ 2,600,000	£ 200,000		£ 1,500,000	£ 900,000
Galliards	£ 300,000		£ 300,000		
Hazelbury I	£ 150,000		£ 150,000		
Hazelbury J	£ 150,000	£ 150,000			
Lavender	£ 198,000	£ 50,000	£ 148,000		
Oakthorpe	£ 200,000	£ 100,000	£ 100,000		
Worcesters	£ 100,000	£ 80,000	£ 20,000		
Totals	£ 3,848,000	£ 630,000	£ 818,000	£ 1,500,000	£ 900,000
	Total for Year		£ 1,448,000	£ 1,500,000	£ 900,000

Revised Condition, Access & Fire Prevention Programme 14/15 onwards				
	2014/15	2015/16	2016/17	Total
<b>13/14 Condition Works</b>				
Brettenham	£ 186,000			£ 186,000
Brimsgate	£ 158,000			£ 158,000
Carterhatch	£ 590,000			£ 590,000
De Bohun	£ 500,000			£ 500,000
Edmonton County	£ 135,000			£ 135,000
Oakthorpe	£ 102,000			£ 102,000
West Lea	£ 350,000			£ 350,000
<b>Other Priorities 15/16 Onwards</b>				
De Bohun		£ 353,000	£ 300,000	£ 653,000
Broomfield		£ 220,000		£ 220,000
Broomfield		£ 56,000		£ 56,000
Walker		£ 45,000		£ 45,000
West Lea		£ 350,000	£ 100,000	£ 450,000
Aylands		£ 56,000		£ 56,000
Bush Hill Park		£ 110,000		£ 110,000
Walker		£ 56,000		£ 56,000
Eldon Junior			£ 200,000	£ 200,000
Grange Park		£ 67,000		£ 67,000
Hazelbury Infants		£ 110,000		£ 110,000
Hazelbury Junior		£ 90,000		£ 90,000
Lavender			£ 45,000	£ 45,000
Raynham			£ 220,000	£ 220,000
West Lea		£ 398,000	£ 272,000	£ 670,000
<b>13/14 Fire Safety Works</b>				
Chesterfield	£ 90,000			£ 90,000
Durants	£ 82,000			£ 82,000
Highfield	£ 170,000			£ 170,000
Prince of Wales	£ 69,000			£ 69,000
West Lea	£ 100,000			£ 100,000
Alma	£ 137,000			£ 137,000
Southbury	£ 86,000			£ 86,000
Worcesters	£ 87,000			£ 87,000
Broomfield	£ 220,000			£ 220,000
<b>13/14 Schools Access</b>				
13/14 Contingency	£ 229,595			£ 229,595
SAI Contingency	£ 200,000	£ 200,000	£ 200,000	£ 600,000
Condition Contingency	£ 228,000	£ 589,000	£ 1,463,000	£ 2,280,000
Fire Contingency			£ 500,000	£ 500,000
Total	£ 3,769,595	£ 2,700,000	£ 3,300,000	£ 9,769,595

Estimated Grant Available	2014/15	2015/16	2016/17
Maintenance Grant Available	£ 4,123,595		
Estimated MG in future years		£ 4,200,000	£ 4,200,000
Estimated Balance of 13/14 MG	£ 276,000		
Total Grant Available	£ 4,399,595	£ 4,200,000	£ 4,200,000

Proposed Spending of Maintenance Grant		AT RISK	AT RISK
School Kitchen	£ 630,000	£ 1,500,000	£ 900,000
Condition, Fire & Access	£ 3,769,595	£ 2,700,000	£ 3,300,000
Total	£ 4,399,595	£ 4,200,000	£ 4,200,000

Grant Balance	£	£	£
	-	-	-



**MUNICIPAL YEAR 2013/2014 REPORT NO. 233**

**MEETING TITLE AND DATE:**

**Cabinet – 9th April 2014**

**REPORT OF:**

Director - Regeneration &  
Environment

<b>Agenda – Part: 1</b>	<b>Item: 10</b>
<b>Subject: Management of Flood Risk to Protect Residents and Businesses in Enfield.</b>	
<b>KD No: KD 3885</b>	
<b>Wards: All</b>	
<b>Cabinet Member consulted: Cllr Chris Bond</b>	

Contact officer and telephone number: Bob Griffiths Assistant Director  
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**1. EXECUTIVE SUMMARY**

This report describes the extent and range of activities undertaken by Enfield Council and its partners to protect residents and businesses from flooding both locally and to those areas downstream that could potentially be affected by runoff from Enfield, it also considers the impact of flood risk management measures in areas further upstream that drain into Enfield.

**2. RECOMMENDATIONS**

- 2.1 That Enfield Council continues to support the actions described in this report to manage flood risk and reduce it where possible.
- 2.2 That Council note the additional investment in flooding mitigation measures during the last few years and note the continued investment outlined in the Highways Capital Programme.
- 2.3 To support the ongoing use of Council capital and other external funding streams identified for flood mitigation, maintenance and monitoring works including the development of a programme for the planned extension of CCTV cameras and monitoring equipment to critical locations in order to assess flooding risk during storm events.

### **3. BACKGROUND**

- 3.1 This report describes the extent and range of activities undertaken by Enfield Council and its partners to reduce flood risk both locally and to those areas downstream that could potentially be affected by runoff from Enfield.
- 3.2 The primary sources of flooding in Enfield are main rivers and surface water. There are three main rivers that flow across Enfield towards the River Lee on the eastern side of the borough – Turkey Brook, Salmons Brook and Pymmes Brook. Surface water flooding occurs when intense rainfall generates runoff that overwhelms the drainage system leading to ponding and overland flows. Further sources of flooding include sewers, groundwater and flooding from ordinary watercourses.
- 3.3 The Environment Agency manages flooding from main rivers while Thames Water is responsible for public sewers. The Flood and Water Management Act 2010 defines Enfield Council as a Lead Local Flood Authority (LLFA) with responsibilities for the management of all forms of local flood risk including surface water, groundwater and ordinary watercourses.
- 3.4 The combination of extensive man-made surfaces and under-lying impermeable geology in Enfield mean that local rivers respond rapidly to rainfall and are liable to sudden flooding; these factors also increase the risk of surface water flooding. The number of properties at risk of flooding in Enfield is one of the highest in the country – this is based on the risk of existing defences being overwhelmed for a 1 in 100 year flood event. For such an event it is estimated that 10% of the total area of Enfield would be flooded. This would affect just over 5,000 properties, which is 4% of the total number in the borough, most of these are in the Lee valley. Consequently, a wide range of flood defence systems are required to manage flooding and ensure that Enfield's residents and businesses are not faced with unacceptable risks or disruption. These defences include all aspects of the drainage network from simple road gullies to large channelled rivers, floodwalls and flood storage areas.
- 3.5 In recent years, Enfield has been fortunate not to experience the severity of rainfall that has led to flooding in many parts of the country. The last significant flood event in Enfield occurred in October 2000 when over 200 properties in Edmonton were flooded by Salmons Brook. Recently, many areas of the UK have been affected by flooding. In general each of these storms has not been extreme enough to cause flooding in their own right. Large catchments such as the River Thames have very prolonged response times and consequently repeated storms of this nature can lead to a build-up of flows that eventually cause flooding. However, the river catchments in Enfield are far smaller and therefore less vulnerable to rainfall of this nature.
- 3.6 Maintenance to keep flood risk at existing levels is a continuous process, partly to ensure they are in a serviceable condition, but also because the risk of flooding is increasing due to climate change and urban creep. In addition,

opportunities to reduce flood risk further are continually being sought. This is now feasible because of the availability of new techniques such as the computational hydraulic modelling. Applying these techniques as part of Enfield's Surface Water Management Plan has improved our understanding of flood risk across the borough; this allows identification of the highest risk areas and provides tools to evaluate the most effective flood risk management measures.

- 3.7 If no action were taken to manage flood risk, increased flooding would occur and the consequences could be severe. The cost of this damage and disruption would almost certainly outweigh the cost of continuing to manage flood risk.
- 3.8 It is recommended that Enfield Council continues to support the actions described in this report to manage flood risk and reduce it where possible.

### **Flood Risk Management Activities**

- 3.9 In partnership with risk management authorities, such as the Environment Agency and Thames Water, Enfield Council carries out a wide range of activities to manage flood risk. Enfield Council is an active member of organisations that facilitate partnership working such as Drain London and the London Drainage Engineers Group (LoDEG). Enfield staff meet regularly with neighbouring boroughs to ensure ongoing projects provide complimentary mitigation and share best practice. Within Enfield the Flood Working Group meets every three months to discuss ongoing activities and policy development. This provides an opportunity for officers from different departments that have responsibilities for flooding to share information and coordinate activities across the Council.
- 3.10 Enfield has retained a team of Engineers with expertise in drainage and flood risk within Highway Services, which is partly a reflection of the fact that Enfield has more watercourses than any other London Borough. Since implementation of the Flood and Water Management Act, all London Boroughs have created a flood risk role or team of some form. Enfield has benefited from the continuity of service, experience and local knowledge of officers derived by maintaining an existing team with expertise in this field. This has enabled Enfield to be at the forefront of the recent changes to local flood risk management setting an example for neighbouring boroughs in many areas such as asset management and emergency planning procedures.

### **Routine and Reactive Maintenance**

- 3.11 Routine maintenance includes day-to-day activities such as cleaning highway gullies and removing litter and other detritus from the streets. These actions help to ensure that important features of the drainage network such as gullies, pipes and grilles are less likely to become blocked and thereby lead to flooding. There are approximately 28,000 highway gullies in Enfield, the Council's contractors aim to clean each of these once a year (twice a year on Principal Roads). The Council's contractors aim to respond within 2 hours to

unplanned reactive gully cleaning required to alleviate flooding problems on the highway.

- 3.12 Reactive maintenance involves responding to incidents where some degree of flooding has already occurred. This is often due to blockages caused by litter, fallen trees or collapsed pipes affecting the functionality of the drainage system. The Highways Services Contractor carries out unscheduled cleaning when blockages or other issues are reported. Enfield's Highway Works Contract includes emergency activities that may be required in response to flooding. These reactive maintenance operations on the highway network include provision of sandbags, emergency pumps and traffic management measures. Where properties or business are threatened by flooding, Enfield's Emergency Management Team will consider what level of assistance it is able to provide, however it is not standard practice to provide sandbags to members of the public for the protection of private property. Enfield Council maintains a supply of sandbags for the purpose of protecting critical infrastructure. Enfield Council continue to review contingency arrangements for flooding situations including the use of alternatives to sandbags such as temporary flood barriers and aqua-sacs.
- 3.13 Parks Operations staff also undertake routine and reactive maintenance of drainage features such as grilles and drains.

### **Emergency Planning Procedures**

- 3.14 Enfield Council aims to take action before, during and after flooding in order to mitigate the effects of any extreme rainfall or fluvial flood events. The procedures to be followed are set out in detail in the Multi-Agency Flood Plan (MAFP). This document was prepared by Enfield's Emergency Planning Team in 2010 in partnership with a number of external agencies including the Metropolitan Police, the London Fire Brigade and the Environment Agency. The MAFP also includes a risk assessment for critical infrastructure across the borough, this ensures that the risks are well understood and can be managed accordingly.
- 3.15 Council officers in the Emergency Planning and Structures and Watercourses teams monitor Flood Warnings issued by the Flood Forecasting Centre. In addition these teams use telemetry and CCTV cameras to monitor live conditions across Enfield. River level monitors and rainfall gauges send SMS and email alerts when pre-determined thresholds are breached. CCTV cameras at high-risk locations can be used to make immediate assessments of risks. Depending on the level of risk, a 'Floodwatch' inspection may be implemented. This involves one or more officers from the Structures and Watercourses team visiting a number of significant locations to further assess the risk.
- 3.16 During this process information from other Council officers, members of the public and partnership agencies is fed back to the Emergency Planning team who monitor the event and determine if and when to activate the Multi-Agency Flood Plan. If this decision is made, the first step is to open the Borough

Emergency Control Centre (BECC). There are several possible triggers for this:

- Flooding has already occurred and there is significant risk to life, property and/or infrastructure;
- A major incident is declared by the emergency services;
- Responding organisations are unable to cope with the demand placed upon them to respond to a flooding incident.

3.17 The Emergency Planning procedures for flooding were tested in 2012 to ensure the system functioned effectively and that all relevant officers were aware of their individual responsibilities.

3.18 Another potential major source of flood risk is reservoir failure. The William Girling and King George V reservoirs in the Lee valley are considered to be two of the highest risk reservoirs in the country due to their size and proximity to densely populated areas. Although these reservoirs are owned and managed by Thames Water it is Enfield Council's responsibility to develop an off-site plan, which is to be activated in the event of reservoir failure. It is essentially an evacuation plan as if these reservoirs were to fail there would be insufficient time to protect properties or infrastructure, the aim would be to move people to safety as quickly as possible. The severity of such an event would be catastrophic, fortunately the risk of failure is extremely low – the annual probability is estimated to be less than 1 in 10,000.

### **Planning Policy and Development Management**

3.19 Planning policy and development management play a key role in managing flood risk by ensuring that new developments are not built in flood risk areas and that they do not exacerbate flood risk elsewhere by increasing surface water runoff from hard-standing areas. This is achieved by implementing the policies and recommendations made in the Strategic Flood Risk Assessment, (2008) and the Surface Water Management Plan (2012).

3.20 These policies have been encapsulated in the Development Management Document. This is now part of the Council's Local Development Framework.

3.21 New developments, in particular the re-development of brownfield sites, provide opportunities to reduce overall flood risk, principally through the use of Sustainable Drainage Systems (SuDS) and allowing space for flood storage and overland flows. It is widely recognised that sustainable forms of flood alleviation, such as providing more space for rivers to flow and flood naturally, are preferable to out dated techniques that rely on hard defences such as concrete walls and channels.

3.22 The Development Management Document includes policies that require all new developments to use SuDS. These systems include measures such as green roofs, permeable paving and rainwater harvesting that mimic natural drainage systems by increasing storage and infiltration and slowing down the

rate of runoff. This reduces the rate and volume of surface water runoff and therefore the risk of flooding further downstream.

- 3.23 Although the implementation of SuDS can be more challenging in some respects, this is primarily due to a lack of experience and expertise in the building industry. Well-designed SuDS can be more economic and robust than conventional drainage systems. In addition, SuDS offer a wide range of ancillary benefits including improved water quality, increased tolerance of droughts and enhanced amenity and habitat features.
- 3.24 The Flood and Water Management Act 2010 includes requirements for all new developments to use SuDS. It is proposed that local authorities such as Enfield will be designated as SuDS Approval Bodies (SAB) and will approve and adopt the SuDS. Although this element of the Act is yet to be implemented by the Government it is anticipated that it will come in to effect during 2014.

### **Asset Management**

- 3.25 The Flood and Water Management Act 2010 also requires LLFAs such as Enfield to establish and maintain a register of flood risk management assets. Enfield has been at the forefront of implementing this new requirement through close involvement with LoDEG in the development of Flood Station. This new, web-based software allows LLFAs to record information about assets including ownership and condition. It will also have a facility for recording information about maintenance requirements, critical infrastructure and flood incidents.
- 3.26 Recording details of flood incidents and linking these to specific assets where relevant, as well as monitoring the condition of significant flood assets, will enable London Boroughs to manage risks and prioritise resources effectively, potentially saving money as well as reducing risks to property and infrastructure, individuals and communities.

### **Recent and Ongoing Works**

- 3.27 Enfield Council has carried out a number of flood alleviation schemes in recent years, some of which have been initiated in response to recent flood events. For example, the exceptionally high rainfall experienced in the latter half of 2012 identified a number of locations on Enfield's highway network that were vulnerable to flooding, these included key roads such as The Ridgeway, Whitewebbs Lane and Meridian Way. In response to this, a series of projects were undertaken in 2013 to increase the resilience of the highway drainage systems serving these roads. Though it is recognised that further work is still required, the measures implemented to date have performed well during the recent wet period.
- 3.28 In 2012 works to improve the safety of two statutory reservoirs that are owned by the Council were carried out in Grovelands Park and Trent Park. These works were designed in-house by the Structures and Watercourses team and required the construction of wide, open spillways in combination with

embankment raising works. The spillways allow extreme flood flows to pass over the reservoir embankments without the risk of erosion. If erosion did occur, the embankments could be destabilised and fail, which would lead to flooding of thousands of properties downstream. Both sites are ornamental lakes set in listed landscapes, hence it was necessary to design and implement a solution that would be in keeping with the character of the parks whilst meeting the requirements of the Reservoir Act 1975, this was generally considered to have been achieved very successfully at both sites.

- 3.29 Another change brought about by the Flood and Water Management Act 2010 is that LLFAs can now bid for Flood Defence Grant in Aid (FDGiA) funding and the local levy funding that is managed by Regional Flood and Coastal Committees (RFCCs) – previously both these were administered by the Environment Agency only. By submitting funding applications at the earliest stage possible, Enfield Council has been amongst the first local authorities to benefit from this new source of income attracting £200,000 in the first year. £55,000 of this funding has been allocated to support the Grovelands Park Flood Alleviation Scheme with further funding from Enfield Council's Structures and Watercourses budget. This scheme will restore over 200 metres of a watercourse within Grovelands Park that is currently buried underground and create flood storage areas that protect a number of properties downstream.
- 3.30 In 2013 Enfield carried out a drainage improvement scheme at Whitewebbs Golf Course. As well as protecting and enhancing an important Council owned asset, the works were designed to mitigate flood risk further downstream by incorporating storage features such as ditches and ponds. The excess spoil from the scheme was used to modify the floodplain within Whitewebbs Park thus storing more floodwater and increasing protection to populated locations such as the area around Turkey Street.
- 3.31 The Salmons Brook Flood Alleviation Scheme is the largest flood risk management scheme that is currently being constructed within London. This Environment Agency led scheme is due to be completed in 2015 and will reduce the risk of flooding to 2,000 properties in the Edmonton area.
- 3.32 Enfield Council has supported the scheme by providing land for flood storage at Cheney Walk Open Space and Montagu Road Recreation Ground. As part of a planned programme of works, Enfield Council de-silts culverts in the vicinity of Montagu Road to ensure that flood water is carried away from this high-risk area as efficiently as possible. The Council is now working with Thames Water as part of the Deephams Sewage Treatment Works re-development to ensure that this flow can continue through the site and make a significant contribution to the overall success of the Salmons Brook scheme.
- 3.33 Enfield Council is also currently working with Thames21 to implement the Salmons Brook Healthy River Challenge. The aim of the project is to develop techniques for reducing the impact of diffuse pollution that arises through urban land use. It will see the creation of up to six community centred bio-remediation and large-scale SuDS within the Salmons Brook catchment, demonstrating best practice and innovative techniques.

- 3.34 These SuDS will intercept diffuse urban pollution from surface water sewers before or close to where they discharge into open watercourses. They will also provide attenuation and create new areas of bio-diverse habitat and amenities for local people. One of the key aspects of the project is to work closely with Friends of Parks Groups, residents and other local organisations.

### **Communications**

- 3.35 There are a number of ways flood warnings are communicated to residents and businesses. The Environment Agency offers a Floodline Warnings Direct service for homes and businesses. Flood warning messages are sent out to numbers registered with this service, which includes tenants and landlords.
- 3.36 To supplement this service, the Council in partnership with the police provide a similar system known as CommunitySafe, which offers the opportunity for residents and businesses to register for an emergency warning and informing service. This service would cover a major incident only.
- 3.37 The Council also provides up to date information via its web-site and the local press to keep residents and businesses informed.

### **Future Work**

- 3.38 The Council published a Surface Water Management Plan (SWMP) in 2012. The SWMP identifies and prioritises areas of high flood risk, this involved flood risk modelling of the entire borough. It was developed as part of the Drain London project and provides the evidence that supports the Council's forthcoming Local Flood Risk Management Strategy. LLFAs are required by the Flood and Water Management Act 2010 to develop, maintain, apply and monitor a strategy for local flood risk management. There is no specific timeframe for this exercise nevertheless it is proposed to develop and implement this strategy during 2014.
- 3.39 Many of the actions recommended by the SWMP are already underway. In the last two years detailed modelling studies have been carried out for a number of Critical Drainage Areas in the borough. These studies extend the SWMP by analysing high-risk areas in greater detail and identifying suitable flood risk management measures. Enfield has developed a programme of sustainable measures going forward to manage risks and protect properties and businesses. Where suitable, open spaces such as playing fields and parks can be used to temporarily store water during extreme rainfall events and ensure that developed areas and critical infrastructure are protected from flooding. Where flood risk is identified in densely built-up areas, SuDS measures can be retrofitted to existing buildings to reduce risks. In some cases measures to protect individual properties may be most appropriate. Enfield's use of CCTV cameras to monitor flood risk is planned to be increased to all high priority locations, the estimated cost of achieving this is £200,000. Additionally, Enfield Council continually monitors watercourses in



Enfield for build-up of silt and carries out dredging works at high risk locations when required.

- 3.40 Another option to reduce river flooding in Enfield is to look at land management practices in the rural areas of the borough where much of the runoff is generated. Natural flood management techniques that slow runoff rates can reduce flood risk downstream by increasing wooded areas and restricting the capacity of drainage channels. A small reduction in farmland is compensated for by enhanced biodiversity and management of water. As well as reducing the runoff that causes flooding, such techniques increase infiltration and reduce the impact of droughts. It is important to recognise that any upstream measures to store flood waters or slow down runoff, whether from small SuDS schemes or large-scale flood storage areas, have a positive benefit on flood risk downstream. For example, storing water at upstream locations such as Enfield Golf Club has a positive impact on areas further down the catchment such as Edmonton and Meridian Water.

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

The option of doing nothing is not considered appropriate as it would lead to increased flooding, threatening Enfield's residents and businesses.

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

The recommendations are made to ensure that Enfield complies with statutory duties in relation to flood risk management – in particular the requirements set out in the Flood and Water Management Act 2010 to reduce the risk of flooding to private properties and businesses.

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

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

- 6.1.1 Funding streams for flood mitigation includes £200,000 Enfield Council capital funding per annum for watercourse maintenance. This has recently been supplemented by an additional £100,000 Enfield Council capital funding per annum for the maintenance of ditches and other drainage improvements.
- 6.1.2 In addition, The Council has successfully gained £220,000 per annum from Defra for its role as a Lead Local Flood Authority, but this is only guaranteed until 2014/15. Through Defra's Flood Defence Grant in Aid (FDGiA) funding and the Regional Flood and Coastal Committee, the Council received £191,000 in 2013/14 and has been awarded £175,000 in 2014/15. It is recommended that Enfield Council continue to seek this external funding until the programme of works described in the SWMP is fully implemented.

## **6.2 Legal Implications**

The recommendation is within the powers of the Council. The Council has statutory duties under the Highway Act 1980 and the Flood and Water Management Act 2010 in relation to flood prevention. In addition, the Civil Contingencies Act 2004 requires the Council to maintain arrangements to support the emergency services in responding to emergencies to protect life and prevent damage to the environment or communities.

## **6.3 Property Implications**

- 6.3.1 A number of the Flood Management measures and initiatives covered in this report have implications for the Council's property and landholdings, and the management and potential disposal of sites and buildings.
- 6.3.2 Significant areas of the eastern part of the Borough within the Lee Valley are located within Flood Zone 2 and 3, and consequently, the monitoring and Flood Management measures for existing property and new development proposals needs to take full account of the policies and recommendations set out in the Strategic Flood Risk Assessment and related studies. The regeneration of brownfield sites, such as Meridian Water, will provide opportunities to reduce overall flood risk, with the introduction of sustainable drainage systems, more permeable surfaces and soft landscaping, and specific areas for flood storage.
- 6.3.3 Other potential development sites and property disposals are likely to be affected by the sustainable drainage requirement stemming from the Flood and Water Management Act 2010, more detailed site specific flood assessment and other due diligence precautions. These investigations and measures will inevitably add to development costs, and may place restrictions on the development yield from sites. For properties generally, there will be higher insurance premiums across the board, and potential limitations on insurance cover in some of the areas at greatest risk of flooding.
- 6.3.4 The register of flood risk management assets, referred to in para 3.25 above, will be an important and useful resource to monitor the condition of critical infrastructure. It is understood this resource will be accessible to Property interests generally.

## **7. KEY RISKS**

The key risks to the Council are:

- Failure to comply with the new statutory duties set out by the Flood and Water Management Act 2010 and the Flood Risk Regulations 2009;
- Increased flood risk arising from failure to implement appropriate flood risk management policies at the local level, risks include damage to life and property, disruption to transport infrastructure and Council services.

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

### **8.1 Fairness for All**

Implementation of the new statutory duties set out by the Flood and Water Management Act 2010 and the Flood Risk Regulations 2009, and the actions recommended by the SWMP will help to ensure that Enfield's residents are not unnecessarily exposed to local sources of flood risk that could otherwise be mitigated.

### **8.2 Growth and Sustainability**

Adoption of appropriate flood risk and sustainable drainage policies will promote future developments that are safe from flooding and prevent increased flood risk elsewhere.

### **8.3 Strong Communities**

Future actions could include development of Community Flood Plans for areas that are at risk from local sources of flooding.

## **9. EQUALITIES IMPACT IMPLICATIONS**

Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment/analysis is not relevant or proportionate for the approval of this report as no reduction in service is being proposed.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The delivery programmes for works to mitigate flooding are monitored within Divisional and Service plans. The Council also has a Flood Working Group, chaired by Councillor Levy, which has an overview of flood mitigation undertaken by the Council and other agencies, in so far as their work affects the borough of Enfield.

## **11. PUBLIC HEALTH IMPLICATIONS**

Flooding has serious public health implications both in the short and long term. Efforts to prevent flooding are therefore of utmost importance to the borough. It will be imperative that the risk of flooding is constantly monitored, particularly given changing weather patterns.

### **Background Papers**

None.

## Glossary

**Climate change** Long-term variations in global temperature and weather patterns, recent predictions suggest that climate change will lead to an increase in the frequency and intensity of storms that cause river and surface water flooding

**Flood Forecasting Centre** A working partnership between the Environment Agency and Met Office that provides forecasts for all natural forms of flooding

**Groundwater** Water in the saturated zone of the ground below the water table, prolonged wet periods cause the water table to rise which can lead to water seeping out of the ground unexpectedly

**Main rivers** A watercourse designated on a statutory map of main rivers maintained by Defra

**Ordinary watercourses** A watercourse that is not a designated main river, a private drain or a public sewer

**Urban creep** The process whereby the impermeability of the urban area increases over time, mainly due to modifications to individual properties

MUNICIPAL YEAR 2013/2014 REPORT NO. **234**

**MEETING TITLE AND DATE:**

**Cabinet**  
**9th April 2014**

**REPORT OF:**

Director of Finance, Resources and  
Customer Services

**Contact officer and telephone no:**

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<b>Agenda – Part: 1</b>	<b>Item: 11</b>
London Councils: London LGPS Collective Investment Vehicle	
<b>Wards: All</b>	
<b>Cabinet Member consulted: Cllr Taylor</b>	

**1. EXECUTIVE SUMMARY**

This report follows on from work undertaken at London Councils on the potential for more collaboration between boroughs that wished to do so, on the management and investment of pension funds. Expert legal and financial services advisors have been appointed to develop a robust business case and a formal proposal to proceed with implementation of a London LGPS Collective Investment Vehicle (CIV), in the form of a UK based FCA Authorised Contractual Scheme (ACS).

The Leaders' Committee has agreed to take recommendations to their boroughs (and the City Corporation) in respect of agreeing to proceed with establishing an Authorised Contractual Scheme (ACS), and the ACS Operator, which is the company that would manage it.

It should be noted that the proposals outlined in this report are based on voluntary participation, and the decision as to whether to invest in the ACS would be made later in the year. In other words, nothing proposed in this report locks LB Enfield into any level of commitment to invest at this point.

Dialogue with HM Government relating to the review of Local Government Pension Schemes is ongoing, and they are apprised of the progress made to date by London Councils. An announcement on this is awaited but it is known that CIVs are considered to be one of the ways forward. In the meantime the financial case for a CIV is strong, as cost savings can be made even at relatively low levels of participation whilst at the same time practical proposals for the governance structure are being formulated

## **2. RECOMMENDATIONS**

Cabinet is invited to

- 2.1 Note the Enfield Pension Board has considered and approved the London Councils report at its meeting on 26<sup>th</sup> February.
- 2.2 Note the work being undertaken to establish a collective investment vehicle, in the form of an authorised contractual scheme (the “ACS”), and the incorporation of a private company limited by shares, to act as the Authorised Contractual Scheme Operator (the “ACS Operator”), for local authority pensions in London (“the Arrangements”);
- 2.3 Endorse that a London Local Government Pensions Scheme Collective Investment Vehicle be established, structured and governed as outlined in this report;
- 2.4 Agree that LBE becomes a shareholder in the ACS Operator, and to contribute £1 to the ACS Operator as initial capital;
- 2.5 Appoint the Chair of the Pension Board as the elected member who will have power to act for LB Enfield in exercising its rights as a shareholder of the ACS Operator;
- 2.6 Appoint the deputy Chair of the Pension Board to act as the nominated deputy in this shareholder capacity.
- 2.7 Agree that a representative body, in the form of a new sectoral joint committee (the “Pensions CIV Joint Committee”), is established pursuant to the existing London Councils Joint Agreement to act as a representative body for those local authorities that resolve to participate in the Arrangements; and

## **3. BACKGROUND**

3.1 At its December 2013 meeting, the London Councils Leaders’ Committee received a progress update from its Pensions Working Group (PWG), which outlined the views and recommendations of the PWG in respect of the potential London LGPS Collective Investment Vehicle (CIV). Following discussion, Leaders’ Committee agreed the recommendations of the PWG that a business case and formal proposal should be prepared to proceed with implementation of a CIV and that this should be structured as a UK Authorised Contractual Scheme (ACS). At its 11<sup>th</sup> February 2014 meeting the Leaders’ Committee agreed to take questions to their boroughs as to whether they agree to the next steps in the formation of the ACS and its Operator.

3.2 This report recaps the financial benefits which may arise from operating an ACS, and sets out details of the expected costs. It also summarises the proposed structure of the ACS and potential governance arrangements (including the ACS Operator), together with the steps that are required to progress the project and establish the ACS and its

Operator. The decision as to whether to invest in the ACS will remain with Enfield and any decision would not be made until the autumn at the earliest.

3.3 The 33 London LGPS funds currently have over £20bn of assets under management. Previous reports have noted that some of those funds deliver performance that is amongst the best, some of the funds are performing less well, and all funds are facing the challenging environment of volatile asset performance and increasing liabilities. This is a picture reflected across the UK.

3.4 The Government issued a call for evidence on the future structure of the LGPS last year, and sought professional advice to consider either Collective Investment Vehicles or merger of funds as potential routes forward. This advice, being provided by Hymans Robertson and Government consultation are expected to be published shortly. Informal indications are that, while undoubtedly whatever is published will need to be considered it seems unlikely that the direction of travel towards a London CIV will be fundamentally challenged.

3.5 The London Councils' work precedes this call for evidence. In 2012, a report from the consultants PwC for the Society of London Treasurers' set out options for reconfiguring the London LGPS funds, and indicated the possible financial benefits of a CIV. Since then, the matter has been discussed several times, and it has been agreed that creating a CIV should be considered further, and that the most appropriate structure for the CIV would be an ACS. LB Enfield was one of a number of authorities which agreed to contribute £25-£50k towards exploring the proposal, and a designated fund of these contributions has been established. These contributions will fund the professional costs associated with development of the proposed ACS and its Operator.

3.6 At its December 2013 meeting, Leaders' Committee commissioned the PWG to engage expert legal and financial services advisors to assist in the development of the ACS and its Operator. These advisors, - Eversheds, Deloitte and Northern Trust as a Custodian advisor, have been appointed and further analysis has been undertaken on the legal, regulatory, and financial aspects of implementing the CIV. A robust business case is being prepared to inform the formal proposal to proceed with implementation of the ACS and its Operator.

3.7 The Pension Board considered the London Councils report at its meeting on 26<sup>th</sup> February and agreed its recommendations to move forward with the CIV.

## **Financial Case**

In considering the financial case, there are a number of areas being considered. Firstly the potential financial benefits of the ACS, and then the potential ongoing costs and costs of establishment. These benefits and costs are considered in more detail below, with a high level summary appended.

### *Financial benefits*

The 33 London LGPS funds currently have over £20bn of assets under management. Previous work undertaken by PwC estimated savings in the region of £120m per annum from the creation of a CIV, provided there was close to full participation by authorities. The current analysis affirms this calculation.

The primary cost savings previously identified were in respect of lower investment management fees. Improved performance, whilst anticipated, cannot be guaranteed and

is not a cost saving as such. Work since then indicates that there may be further savings in other areas. For example, when investing in a third party fund, it is likely that income

from activities such as stock lending and foreign exchange will be earned, however may not be passed on to the LGPS, as investors, to the same level as could be possible in the ACS where the participating Councils also act as the ACS Operator. PWG estimated that the income from these activities could be in the region of 10 to 20bps. There is no current information available about the level of return that is currently allocated to LGPS in relation to their existing investments.

Additional analysis of costs has been undertaken since the PwC report. The broad conclusion of this analysis is that, depending on the level of participation, the marginal costs for investing in the ACS are likely to be in the middle of the original 1 to 5 basis point estimate and that there are potential additional savings that could be made.

### *Custody costs*

The main cost associated with running the ACS is from the custody of the assets. Custody costs are calculated as a basis point fee on the amount of assets, with the basis point fee reducing on a sliding scale as the amount of assets under custody increases. For assets of £1bn or less, the cost may be relatively high, at 0.1% (10 basis points) of assets under management. At around £6bn of assets, the custody costs would be in the region of 5 basis points. For assets in excess of £14bn, the costs are lower still, estimated to be 0.035% (3.5 basis points) of assets under management.

A reasonable minimum target size of assets management for the ACS is considered to be in the range of £5bn of assets. This is based on work undertaken by the PWG, which shows that there are a number of boroughs who currently have very similar investment mandates with exactly the same investment managers. This research suggests that if 6 of the largest similar mandates with identical investment managers across a range of passive and active equity and bond mandates were selected in the ACS, scale of around £3bn could be achieved without any individual borough pension funds materially changing their currently selected mandates or manager. On the assumption that a number of other London boroughs would also be minded to invest in the ACS if it offered these mandates and given the initial interest expressed by boroughs in participating, a minimum target size of £5bn appears a reasonable assumption.

At a level of assets of £5bn the additional custody costs would be expected to be in the range of 3 to 4 basis points (or £1.5 to £2m), being an ACS custody cost of c.5 basis points less the 1 to 2 basis point charge which would have been incurred on existing investments.

### *Other costs and benefits*

Other on-going costs of the ACS are likely to include staff costs, consultancy fees, FCA fees and administration costs including audit and taxation. These fees would be charged directly to the fund, as they would be now. Consultancy fees might include professional advice on investment manager selection and compliance with the FCA Rules. As this would be performed centrally at the ACS level rather than multiple times at individual borough level, it is likely that savings would be achieved in this regard. Admin costs would not be expected to be significant compared to the benefits identified.



In relation to staff costs, on the basis that it is expected that a majority of functions may not be full time and might be performed by existing local authority personnel, additional staff costs are not expected to be significant. For the purposes of the cost benefit analysis undertaken, an estimate of £400,000 has been made.

There are a number of roles required, and the precise detail of the final establishment of the ACS Operator will need to be confirmed later. To the extent that resource is not available, either from within London Councils or seconded from boroughs, additional third party or professional costs may be incurred. It is anticipated that these costs will be analysed in due course once the key roles have been more fully defined and the availability of suitable internal resources have been considered.

### *Establishment costs*

There will be a number of establishment costs incurred in setting up the ACS Operator and the ACS. These will be one-off costs in the first year.

£600,000 has already been contributed to these costs by the boroughs, in order to engage professional advisors to perform the necessary financial and regulatory work. It is currently expected that this work will be performed within this existing budget. However, it should be noted that the costs for working up the detailed workings of the various committees and their interaction with ACS Operator, and any arrangements between the participating Councils as shareholders in the ACS Operator, have not been factored into to cost estimates given so far.

As the project progresses, additional professional fees are likely to be incurred, for example to assist in training relevant individuals on their regulatory roles and to assist in the development of procedure manuals and assist in identifying key administrative functions which require to be outsourced, the service standards which should be required and negotiating this arrangement. It will become clearer in due course where costs may arise in this regard.

There are expected to be costs of transition of assets to the ACS as assets are moved from existing managers to new managers appointed to the ACS. To a large extent, pension funds already incur similar costs as they transition assets to different managers in the ordinary course of their pension activities. As such these costs may well simply offset existing costs incurred although clearly this depends on the level of fees currently charged and the number of transitions. Until further decisions are taken on the mandates that will be launched in the ACS, it is difficult to estimate accurately what these costs might be.

### **Proposed Structure**

It was previously agreed that the most appropriate structure for the CIV is a UK based FCA authorised ACS fund, and nothing has emerged to suggest that that recommendation should change. During the ACS establishment process, some regulatory clarifications will be required although it is not currently expected that there will be any material difficulties. In particular, it will be important to confirm that no changes will be made that would prevent any LGPS from investing substantially all of its assets in a single ACS vehicle. Restrictions currently apply to certain other investment vehicles such as unit trusts and Open-ended investment companies and accordingly it will be important to confirm that changes to legislation will not be put in place that would impact

the operation of the ACS, or that the legislation is amended to carve out from those restrictions ACSs operated by local authorities.

The ACS will require a FCA regulated ACS Operator to be established. Typically this is in the form of a limited liability company which is proposed here. The board and employees of this company will be responsible for the overall operation of the ACS, including its investment management. The composition of the board and its activities will need to comply with FCA regulations.

It is proposed that shares in the ACS Operator are owned by the participating local authorities. Initially, this would require boroughs that wish to participate at this stage to make a £1 investment in the share capital of the ACS Operator. At a later date, additional capital will be required for the ACS Operator to meet its regulatory capital obligations. It is currently expected that this capital will be invested by those boroughs that wish to make a pension investment into the ACS. No further capital would be required from any boroughs who participate at this stage but whose pension funds subsequently choose not to invest in the fund; indeed such boroughs could transfer their interests to those participating boroughs. Further details of how capital investments would need to be made for boroughs that choose to invest pension money will be considered in due course.

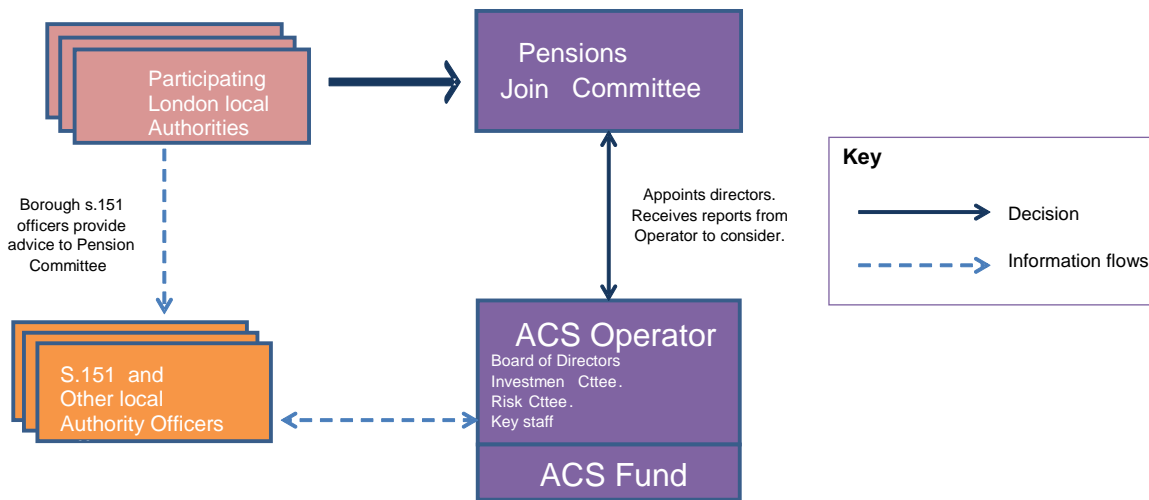
### **Governance structure of the ACS Operator**

The process for governance and decision making has been considered in some detail, and there are a range of options for how the governance arrangements could be structured. The precise arrangements would always be open to members' scrutiny and amendment, and subject to FCA requirements, but what is laid out below is seen as sensible initial proposals to take the project forward at this point.

It is proposed that a new joint committee ('Pensions CIV Joint Committee') will be established under the existing London Councils framework and would be made up of the Leaders of those councils participating in the ACS. Should all the boroughs participate, this role would be performed by London Councils' Leaders' Committee. In relation to the make-up of this committee, it is proposed that boroughs that agree to become a shareholder in the ACS Operator would appoint a representative who will sit on this committee and with the power to act for the local authority in exercising its rights as a shareholder of the company. London Councils view is that whilst typically the borough Leader might be appointed as the representative on the joint committee, in the event that meetings are required to deal with specialist matters e.g. discussions on investment matters, it may be that a person with appropriate expertise would act as a deputy to attend such meetings, e.g. for investor matters; elsewhere it is envisaged that, the Chair of the relevant Borough Pension Committee could be appointed.

One of the main purposes of the Pensions CIV Joint Committee will be to act as a forum to recommend the key members of the board of the ACS Operator. The ability to appoint directors of the ACS Operator rests with the shareholders (who in practice, will be the members of the committee) and analysis is currently on-going to determine the most appropriate methodology for the wishes of the committee to be executed in a manner which is acceptable given various constraints that exist within local government, Companies Act 2006 requirements and FCA regulations.

The governance arrangements and lines of communication between various interest parties have been considered. The proposed arrangements in this regard are illustrated in the diagram below.



The exact mandate of the joint committee will require further consideration. The joint committee could make decisions in relation to the running of the ACS. There are a range of options in this regard, from making decisions on a limited number of matters, for example changes to capital and appointment and removal of directors, to taking decisions on a wide range of matters, such as investment strategy and choice of investment managers for the ACS. It is expected from a regulatory perspective that the mandate of the joint committee will be on a limited number of matters. The frequency of meetings of the joint committee would also need to be decided.

It is proposed that up to three members of the joint committee could be directors of the ACS Operator. The directors have to be approved by the FCA and will have fiduciary duties and responsibilities. The decision as to who could be in these roles is to be decided. It is not a requirement for the elected councillors sitting on the joint committee to have any director roles, and this will be one of the early matters on which the initial

Participating boroughs to join the joint committee and participate in the ACS will be asked to decide.

It is intended that at this stage the company should be established with interim directors, with formal appointments for the ongoing directors made in the autumn, prior to FCA approval. London Councils has proposed that, subject to no impediment for the individuals, the members of the Pensions Working Group should be asked to take the roles of interim directors, augmented with by the Chief Executive of London Councils. For clarity that would be Mayor Pipe (LB Hackney), Councillors O'Neill (LB Bexley) and Dombey (LB Sutton), the Chamberlain of the City of London, Mr Chris Buss (Finance Director, LB Wandsworth), Mr Ian Williams (Finance Director, LB Hackney), and Mr John O'Brien (Chief Executive, London Councils).

## **Next Steps**

Broadly, if a sufficient number of boroughs agree to participate in the joint committee, the following steps will be undertaken:

- a. If required, a new sectoral joint committee will be established under the relevant act and agreements. To the extent all 33 boroughs wish to participate at this stage, London Councils Leaders' Committee would fulfil this role instead.
- b. The ACS Operator will be established, with participating councils having £1 of share capital in the ACS Operator, and initial directors appointed, as set out above.

Further work will be undertaken regarding the design and operation of the ACS Operator and the ACS, the ongoing costs, and the documents required by the FCA to become authorised, such that when authorities reconvene following local elections, the draft documentation supporting the application can be presented, with authorities at that point being asked to commit to invest in the ACS.

## **Conclusion**

London Councils has agreed to establish a collective investment vehicle, in the form of an authorised contractual scheme for local authority pensions in London. LBE is being asked to participate by becoming a shareholder in the ACS Operator and contributing £1 to the ACS Operator as initial capital. It is also asked to appoint an elected member who will have power to act for us in exercising its rights as a shareholder of the ACS Operator.

All London local authorities are being asked to respond in writing to the London Councils Chief Executive, by 14 April 2014, or before the day of the local government elections (22 May 2014)

### **5. ALTERNATIVE OPTIONS CONSIDERED**

There are no alternatives.

### **6. REASONS FOR RECOMMENDATIONS**

To ensure that the Council's Treasury Management strategy is fully compliant with the new CIPFA Code of Practice and to demonstrate good practice.

### **7. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES & CUSTOMER SERVICES**

#### **Financial Implications**

The legal implications are contained in the body of the report

#### **Legal Implications**

A new joint committee (the "Pensions CIV Joint Committee") will be set up to act as representative body acting on behalf of the participating local authorities, Enfield being one of them. This will be set up using our powers in sections 101 and 102 of the Local Government Act 1972 and section 9EB of the Local Government Act 2000.

The ACS Operator will be set up as a company using the powers in sections 1 and 4 of the Localism Act 2011. Sections 1 and 4 of the Localism Act 2011 provide power to set up the company and trade for commercial return.

Each local authority that decides to participate in the Pensions CIV Joint Committee and in the ACS Operator would need to recognise that the Pensions CIV Joint Committee would be collectively acting in the interests of all participating authorities in exercising their rights as shareholders of a company.

Additionally, councillors or officers whom the local authorities nominate to serve as directors of the ACS Operator (if any) would be obliged to act in the best interests of the company and they would need to be satisfied that there would not be a conflict of interests when they balance this duty with their role as a councillor or officer of the local authority that nominates them as a director.

### **Property Implications**

There are no property implications

#### **8. KEY RISKS**

Good risk management is central to effective treasury management governance. The establishment of prudent and proactive processes are key to sound treasury management.

#### **9. PUBLIC HEALTH IMPLICATIONS**

There are no specific implications.

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

There are no specific Health and Safety implications.

#### **11. IMPACT ON COUNCIL PRIORITIES**

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

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

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

#### **12. 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.

Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

#### **13. PERFORMANCE MANAGEMENT IMPLICATIONS**

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

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**MUNICIPAL YEAR 2013/2014 REPORT NO. 235**

**MEETING TITLE AND DATE:**

Cabinet – 9 April 2014

**REPORT OF:**

Director of Regeneration  
and Environment/Director  
of Finance, Resources and  
Customer Services

Agenda – Part: 1

Item: 12

**Subject: Sustainable Procurement**

**Wards: All**  
**Non Key**

**Cabinet Members consulted: Cllr. Goddard  
and Cllr. Stafford**

Contact officer and telephone number: David Levy, 1611

E mail: [David.Levy@enfield.gov.uk](mailto:David.Levy@enfield.gov.uk)

**1. EXECUTIVE SUMMARY**

- 1.1 This paper sets out the steps that Enfield Council has taken to embed Sustainability into the Procurement process, the benefits that this action has achieved to date and what projects are currently being taken forward in order to continue to deliver improved outcomes to the environment, our residents and the local economy.

**2. RECOMMENDATIONS**

- 2.1 Cabinet to note achievements to date and to consider ongoing and future activity to embed Sustainability into Procurement processes.

**3. BACKGROUND**

As well as Enfield's role in planning and the community, Sustainable Procurement is a key mechanism through which Enfield Council can address social, economic and environmental objectives. The commitment to Sustainable Procurement directly impacts upon the challenges faced by Enfield (see section 2.3 of attached report) and enables the Council to deliver tangible improvements to the borough and its residents via the contracts it awards.

Sustainable procurement is defined as:

*“Sustainable Procurement is a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, while minimising damage to the environment.”<sup>11</sup>*

In short it means buying goods and services in a way that:

- Achieves whole life value for money
- Provides benefits to the local society
- Improves the local economy
- Minimises damage to the environment

Practical examples of how this is demonstrated includes the procurement of environmentally friendly products, requiring local employment generation through our contracts and retaining wealth within the borough through active supply chain management, including the creation of apprenticeships and training opportunities.

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

Do nothing.

However Sustainable Procurement supports Enfield Council’s vision to make Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities and so this was not an option. There is also a legal obligation on the Council by the Public Services (Social Value) Act which requires contracting authorities to take local wellbeing into account before starting a procurement process.

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

To continue to build on the positive actions achieved to date in embedding Sustainability in the procurement process, and to ensure that Enfield procurement continues to meet its’ Legislative requirements.

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<sup>1</sup> Enfield Sustainable Procurement Policy



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

### **6.1 Financial Implications**

The financial impact of any changes relating to the development of sustainable procurement can be taken account of when developing the Council's Medium Term Financial Plan.

### **6.2 Legal Implications**

**6.2.1** The Local Government Act 2000 placed a duty on local authorities to prepare a community strategy for promoting or improving the economic, social and environmental well-being of their area and contributing to the achievement of sustainable development in the UK and gave authorities the power to do anything they consider is likely to achieve the promotion of the area's well-being in that sense.

**6.2.2** The Sustainable Procurement Policy is in accordance with the Councils Constitution, in particular Contract Procedure Rules and EU law (Public Contracts Regulations 2006) ("the Rules"). The Council will continue to monitor the policy to ensure continued compliance with the Rules.

**6.2.3** EU Directive 2004/18/EC acknowledges that assessing the most economically advantageous tender balances price with other characteristics which may include "environmental performance and/or other sustainability criteria".

**6.2.4** The Sustainable Procurement Policy will ensure that all tenders for goods, works and services are assessed upon the basis of the whole life costing of quotations, not simply lowest price, to ensure value for money in accordance with the Best Value principles under the Local Government Act 1999.

### **6.3 Property Implications**

The council is involved in many Environmental Sustainability strategies, including in the construction, maintenance and management of its buildings. The detail of these is reported separately.

## **7. KEY RISKS**

By not continuing to embed Sustainability into the Procurement Process the Council risks not meeting the requirements of the Public Services (Social Value) Act, which came into force in 2013.

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

### **8.1 Fairness for All**

The Sustainable Procurement activity tackles inequalities in the tendering process, and ensures a transparent and equal process is taken. The report reflects on activities such as supporting SMEs and Local Businesses to have the skills and opportunities to bid for Council business, and the Council commitment to not contract with companies who use Construction industry blacklists.

### **8.2 Growth and Sustainability**

Sustainable Procurement promotes growth and sustainability through supporting local businesses, increasing job and training opportunities and ensuring our suppliers consider their impact on the environment.

The report gives examples of how local businesses are enabled to quote for Council business, as well as projects that Procurement have taken forward to actively ensure environmentally friendly products are available in the supply chain.

### **8.3 Strong Communities**

The report reflects on how Council Officers have presented at various local business forums over the past year to explain how the Council contracts for services and how to access these opportunities. These opportunities are used to promote sustainability, in particular the use of apprenticeships. In addition we are also working with partners to assist local suppliers take advantage of emerging industries as part of the RetroFit project. This is supporting Enfield's business community.

## **9. EQUALITIES IMPACT IMPLICATIONS**

Sustainability in the procurement process actively works to eliminate discrimination, provide equality of opportunity and ensure our providers to work to the equality standards promoted by the Council.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

This report reflects on the performance of the Sustainable Procurement Policy to date and how this has had positive impacts on the borough and its residents.

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

Health and Safety are actively engaged in the procurement process to ensure that the appropriate Health and Safety standards are met by our Contractors.

## 12. PUBLIC HEALTH IMPLICATIONS

Sustainable Procurement positively impacts on the health and well-being of the public in Enfield. For example, the report outlines the trial Consolidation Project which will reduce pollution within the borough through reduced lorry deliveries.

### **Background Papers**

None

Appendix One – Sustainable Procurement Paper

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## **Sustainable Procurement – How this has been implemented in Enfield Council**

### **1. Foreword**

Similar to many Local Authorities, Enfield Council faces numerous challenges in maximising and managing its financial resources in the current economic climate. Procurement is one of the core elements in managing these challenges.

The on-going awareness and implementation of Sustainable Procurement demonstrates our commitment to having a positive impact on the environment, local economy and socially through the money we spend.

This paper sets out the steps that Enfield Council has taken to embed Sustainability into the Procurement process, the benefits that this action has achieved to date and what projects are currently being taken forward in order to continue to deliver improved outcomes to the environment, our residents and the local economy.

A summary of benefits achieved to date, as set out in this report are:

- The establishment of the Sustainable Procurement Policy and the Strategic Procurement Board, which underpin and continue to challenge upcoming tenders to ensure that they deliver economic, social and/or environmental benefits where appropriate.
- The development of the Community Benefits Toolkit, and ongoing training of Enfield employees in how to use it.
- The mandation of attaining local quotes for spend on goods and services under £70,000 and works under £100, 000
- Spend with local providers is currently running at 19% of Council Spend, across 552 local suppliers.
- E- Tendering mandated for spend over £5,000. This simplifies the tendering process, is transparent and is environmentally friendly.
- Social benefits built into contracts, including the requirement for apprenticeships and training opportunities, where proportionate and relevant.
- Enfield is the first council in the UK to pass a motion to use only cruelty free cleaning products

### **2. Background**

#### **2.1 What is sustainable procurement and why does it matter?**

As part of Enfield's role in planning and providing services to the community, Sustainable Procurement is a key mechanism through which Enfield Council can address social, economic and environmental objectives. The commitment to Sustainable Procurement directly impacts upon the challenges faced by Enfield (see section 2.3) and enables the Council to deliver tangible improvements to the borough and its residents via the contracts it awards.

Sustainable procurement is defined as:

*“ a process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, while minimising damage to the environment.”<sup>11</sup>*

In short it means buying goods and services in a way that:

- Achieves whole life value for money
- Provides benefits to the local society
- Improves the local economy
- Minimises damage to the environment

Practical examples of how this is demonstrated includes the procurement of environmentally friendly products, requiring local employment generation through our contracts and retaining wealth within the borough through active supply chain management, including the creation of apprenticeships and training opportunities.

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

## **2.2 Legal context**

The Council must comply with the legal framework for Local Authority procurement - the UK Public Contracts Regulations 2006, the Council's Contract Procedure Rules, the general duty to obtain Best Value (Local Government Act 1999) and also the European Treaty principles of transparency, proportionality, non-discrimination of providers in member states and equality of treatment. This therefore regulates how Sustainable Procurement initiatives are implemented in Enfield.

The UK Public Contracts Regulations allow for such environmental and socio-economic considerations to be taken into account; however these must be

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<sup>1</sup> Enfield Sustainable Procurement Policy

relevant and proportionate to the contract in question. This is supported by the Public Services (Social Value) Act, which came into force in 2013 requiring contracting authorities to take local wellbeing into account before starting a procurement process.

However the Council must bear in mind that non-commercial considerations such as community benefits, must only be pursued on the basis that they will still achieve value for money (often assessed through tendering via a 'most economically advantageous' evaluation model). In addition, Procurement Law is clear that contracting authorities are not permitted to discriminate against non-local organisations when competing contracts.

### **2.3 Socio – economic context**

Enfield Council spends £339m per annum buying in goods and services. Despite this, Enfield faces a number of challenges. Enfield has a lower than average employment rate – 67.7% compared to 69.5% for London and 70.9% for the rest of the UK (as of November 2013). As a result, unemployment is much higher than both the London and UK rates – 10.5% compared to 8.9% and 7.8% respectively<sup>2</sup>.

The recession has had a significant impact in the Borough. Whilst the number of unemployed young people is at the lowest level since December 2008 and JSA claims have decreased in Enfield by 3.9%, unemployment still remains a challenge for the borough. Equally, as Enfield has the 3<sup>rd</sup> highest proportion of 5 – 19 year olds in London, finding suitable routes to training and employment is essential.

Therefore it is critical that the Council make every effort to utilise all available opportunities to retain within the Borough the direct benefits arising from initiatives such as Sustainable Procurement.

### **2.4 Purpose of this paper**

**The purpose of this report is to outline the achievements made to date by Enfield Council through implementing Sustainable Procurement initiatives, including:**

- **Community Benefits Toolkit**
- **Sustainable Procurement Policy**
- **Strategic Procurement Board**

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<sup>2</sup> Labour Market Bulletin, November 2013

- **Examples of activity that supports environmental, economic, social and ethical outcomes through the procurement process.**

**This paper will also outline planned activity to build on these successes and to continue to deliver improved outcomes to the borough in 2014 and beyond.**

### **3. Benefits Achieved to Date**

#### **3.1 Sustainable Procurement Policy**

The Council adopted a Sustainable Procurement Policy in January 2012. This has now been fully implemented and underpins all of the positive achievements that are listed in sections 3.2 – 4 of this report.

The Sustainable Procurement Policy and its associated action plan is one of the projects in the Enfield 2020 Programme.

#### **3.2 Community Benefits Toolkit**

The Shared Procurement Service with Waltham Forest has developed the Community Benefit Toolkit. The toolkit is a step by step guide to provide officers in both Enfield and Waltham Forest with the necessary guidance with regards to the inclusion of social and community benefits required within a tender exercise. This includes practical advice on how to incorporate requirements on areas such as apprenticeships, training initiatives, work placements, use of local supply chain, recruiting via our named agencies, and developing the workforce.

The toolkit has been rolled out across Enfield and Waltham Forest and is available on both intranets. All Enfield employees are offered Community Benefits training in support of this initiative. The Shared Procurement Service is also reviewing a mandatory training offer, including an eLearning option, for all employees who are engaged in procurement to ensure that expectations are clear and the importance of Sustainable Procurement is emphasised.

#### **3.3 Strategic Procurement Board**

The Strategic Procurement Board (SPB) was established in 2011, and oversees all Enfield Council's high value (above OJEU) procurement activity to make sure it is carried out appropriately, delivers us value for money and tracks our procurement savings.

SPB is mandated to challenge where procurements are proposed which do not demonstrate sustainability to ensure that there is a robust check in place and that community benefit opportunities are not missed. Typical areas of challenge include whether apprentices are being sought, how the local supply chain could be used and whether the procurement is 'SME friendly'.



## **3.4 Economical**

### **3.4.1 Local Quotes**

Enfield Council is committed to increasing the volume of spend being reinvested in the borough with local suppliers and their supply chains. This has been supported through ensuring that the Contract Procedure Rules (CPRs) require officers to seek quotes from local suppliers where practicable. It is now expected that spend up to £75,000 for goods and services or £100,000 for works receive at least 1 local quote where practicable. This is tracked through the e-tendering system to ensure compliance.

For larger contracts we can require larger contractors to utilise local suppliers in their supply chain, and practical methods for officers to do this are detailed in the Community Benefits Toolkit. This is currently being progressed as part of an upcoming tender for the building of a new residential care home in the borough.

Spend with local providers is currently running at 19% of Council Spend, across 552 local suppliers.

### **3.4.2 Meeting with local businesses**

The Shared Procurement Service has presented to various local business forums over the past year to explain how the Council contracts for services and how to access these opportunities (with an emphasis on e-Tendering – see section 3.4.3). These opportunities are used to promote sustainability, in particular the use of apprenticeships. Feedback at these events is captured to ensure that future presentations are meaningful and applicable to those local businesses in attendance. In addition we are also working with partners to assist local suppliers take advantage of emerging industries as part of the RetroFit project.

The Shared Procurement Service also take the opportunity to meet with local providers on a one to one basis to better understand the perceived barriers to doing business with the Council so that these can be addressed in future activity. Most recently a local Construction company and the Federation of Master Builders met with the Assistant Director of Procurement to review such barriers. Subsequent actions from this meeting include a Council review of the use of select lists (see section 4.5). This demonstrates an on-going Council commitment to actively seeking and listening to the feedback of local businesses and SMEs to ensure that they are not discriminated against in the procurement process.

### **3.4.3 e-Tendering and simplified procurement process**

e – Tendering is the use of electronic means to conduct a tendering or bidding exercise where suppliers are able to bid, in secure, controlled conditions, for a

contract. All Enfield procurement activity over £5000 is now done electronically through the Council e – Tendering portal – Pro contract.

Pro-Contract, known as the London Tenders Portal, is used by 18 London boroughs. The London Tenders Portal is free for suppliers to register on. Once registered, suppliers will receive email updates on new contract opportunities issued by the public sector that match the suppliers registered capabilities.

This has the dual benefit of allowing providers in Enfield to have visibility of all opportunities to do business with Enfield Council, as well as opportunities in neighbouring boroughs – therefore encouraging growth of businesses within the borough.

By adopting an electronic tendering process this has enabled the Shared Procurement Service to adopt a more simplified procurement process. This follows extensive feedback from local suppliers and SMEs, who noted the high costs associated with the tender process. This includes the adoption of standard PQQ templates (Nationally for Works and pan London for goods and services) to enable providers to avoid time consuming duplication.

### **3.5 Social**

#### **3.5.1 Training and Employment opportunities**

Given the economic downturn it has never been more important to ensure that the Council gets the most value for its money spent with external contractors. This includes ensuring that additional employment and training opportunities are delivered through Council contracts

The Community Benefits Toolkit provides practical ways for Council officers to establish clauses in contracts to cover both longer term unemployed and the offer of apprenticeships to create training opportunities for local people. As an example, an opportunity which is currently out to tender has used the Community Benefits Toolkit to develop documentation that requires successful contractors to:

- Consider local recruitment when offering employment. Formal evidence of 50% local recruitment will be required.
- Provide additional apprentices as funded by the Council
- Provide skills training and work experience opportunities and industry insight experiences for young people and for long-term unemployed.
- Source local sub-contractors and suppliers – at least 50% of annual spend.
- Encourage equal opportunities.

A further example of where stipulating these requirements has demonstrated tangible benefits is the ICT contract that Enfield has with Serco, which has delivered 3 local apprentices.

This commitment is also reflected internally within the Council. In 2009 Enfield Council was one of 33 councils who pledged to increase the number of apprentices employed by them and their contractors. The target then was to offer 2,000 apprenticeships by 2012. This target was met ahead of schedule and has been continually built on since.

### **3.5.2 Support of Voluntary Sector, SMEs, micro providers and diverse suppliers**

Through ensuring transparency of opportunities, a simplified process (3.4.3), and training support (at meet the buyer forums – 3.4.2 – as well as direct) Enfield continues to encourage voluntary sector, SME and diverse suppliers to win business with the Council. This is particularly prevalent in Schools & Children's Services and Housing, Health and Adult Social Care contracts.

These providers are expected to deliver a positive contribution to the local communities in which they work on our behalf and, given the nature of their businesses, are well placed to do so.

The Public Contracts Regulations 2006 regulation 8 (12) provide that where the value of a contract (which forms part of a larger contract) for works is less than one million Euros (£869,670), or for supplies of services worth 80,000 Euros (£69,574), that contract may be excluded, even though the directive/regulations would otherwise apply because the total value of relevant contracts under the aggregation rules exceeds the threshold.

The exclusion of small Lots from the OJEU Notice and subsequent procurement procedure creates flexibility for local authorities to address local issues through procurement. This provides an opportunity to consider particular services/supplies/works for smaller businesses including local opportunities.

The Council may take advantage of this exemption for contracts worth up to 20% of the total value of the lots.

## **3.6 Ethical**

### **3.6.1 Use of blacklists**

A number of construction companies have been challenged about allegations of supporting the existence of and subscribing to unlawful Construction industry 'blacklists', which detail covertly gathered information on construction trade

unionism, militant tendencies, trouble making, etc. Blacklisting is an unacceptable practice and cannot be condoned.

Enfield Council will not contract with companies who use 'blacklists, in support of the commitment to Fairness for All, and the provision of job opportunities for everyone.

The Shared Procurement Service have therefore amended the PQQ documentation accordingly to request bidders to confirm that they do not subscribe to the use of unlawful construction industry 'blacklists' and will exclude tenderers who refuse to do so.

### **3.7 Environmental**

#### **3.7.1 Government Minimum Buying Standards**

In adopting the Sustainable Procurement Policy the Council has committed to adopting the Government Minimum Buying Standards. These standards provide minimum environmental criteria to be applied when procuring a goods and services ranging from ICT to paper, through to building projects

A quick win, which was implemented by the Shared Procurement Service, is the switch to 100% recycled paper. This has obvious environmental benefits but is also estimated to save the Council approximately £30,000 per year.

The Community Benefits Toolkit also gives officers practical ways to incorporate environmental considerations into the product and service selection process.

#### **3.7.2 E – tendering**

As highlighted in 3.4.3 e- Tendering has been adopted by Enfield Council. The benefits to both organisation and suppliers in terms of efficiencies and transparency must be noted. However there is a further environmental benefit due to reduced paperwork.

#### **3.7.3 Cruelty Free Cleaning Products**

Enfield has developed an innovative approach to developing the supply chain which has resulted in the supply of 'cruelty free' (BUAV) cleaning products being developed by a local company and supplied through our existing supply chain.

The end result is that Office Depot is trialling BUAV approved products, produced by a local supplier, through their catalogue. BUAV products are now being used in Enfield Civic Centre and by the Council's cleaning contractor Enfield Norse. Office Depot is also now promoting the product to their other customers, one of which is a large high street brand. As Office

Depot is a framework provider to many public sector bodies this has opened up significant opportunities for them in supplying ethical products and also for the manufacturer.

Enfield is the first council in the UK to pass a motion to use only cruelty free cleaning products. This prompted enquiries from other councils to see what we had done to implement this motion. As the opportunity developed we kept them informed of progress. This has led to another council speaking to Office Depot and the local supplier about supply of these products.

## **4. Going Forward**

Enfield Council remains committed to driving Sustainable Procurement, and so is keen to continue to build on the positive actions listed above. It is important that the foundations have been established in order for this to happen – and the Sustainable Procurement Policy and Community Benefits Toolkit will continue to be reviewed in order to ensure they are meaningful and ambitious to support future activity.

### **4.1 Apprentices**

Due to the introduction of the Community Benefits Toolkit there are an increasing number of contracts that require the delivery of apprenticeships as part of their delivery. It is now important that processes are put in place to capture and track these benefits.

Therefore the Shared Procurement Service is working with Enfield's Democratic Services to develop the Report Writing Guidance so that Apprenticeships achieved through Procurement exercises are captured in DARS. This will enable further transparency and the ability to monitor arrangements.

It is also intended that future market engagement events for up-coming procurement opportunities will also include a section on sustainable procurement expectations, so that there is clarity at tender stage on what will be required from providers in terms of the delivery of community benefits (including Apprenticeships).

### **4.2 Section 106**

Strategic Planning are represented at SPB, and the synergy between local labour initiatives through Sustainable Procurement and the requirements placed on developers through the section 106 agreements must be noted.

A section 106 (S106) agreement is an enforceable legal agreement negotiated between the Local Planning Authority and a developer in the context of some

planning applications. S106 can be used, for example, to secure non-monetary benefits such as business and employment initiatives. These can include:

- Local labour initiatives including local labour in construction
- Employment skills training
- Apprenticeships
- Job brokerage

Where applicable, the developer will be required to support local labour in construction projects and will be expected to submit a Local Employment Strategy for approval by the Council to set out how they will engage with local contractors/ subcontractors, how many trainees will be employed on site and how many weeks training will be provided per trainee.

Similarly, monies can be collected in lieu for employing trainees on site, which are then pooled to fund Enfield JOBSnet (or other similar services) which supports the work placement of trainees in the construction industry.

The S106 is now under review following the introduction of the Community Infrastructure Levy (CIL) to ensure Enfield is achieving maximum benefits for the borough. However it is likely that s106 requirements for business and employment initiatives will remain. Therefore this is an opportune time for Corporate Procurement and Strategic Planning to work together to agree a more robust method of capturing and monitoring community benefits, such as the number of apprenticeships achieved through contracts let and s106s.

### **4.3 New Directions**

Enfield Council in partnership with the Centre for Research on Socio – Cultural Change (CRESC) have highlighted the need to work jointly on issues of economic renewal. The shared interest in new national and local policies has led to a collaboration that brings together CRESC's expertise on job creation in the national and local economy with Enfield's commitment to the role of 'Co-ordinating Council' which provides place based community leadership. This project has been called 'New Directions'.

The objectives of the New Directions work are to:

- Reinforce Enfield's role as a coordinating council in building a strong local economy.
- Develop a series of new economic strategies to build a sustainable economy in Enfield.

- Develop new proposed policy directions for local, regional and national Governments leading to reindustrialisation and therefore stimulate growth and economic stability delivering new jobs and creating the conditions for distributing prosperity more widely.

The scope of the project includes Corporate Social Responsibility initiatives, building sustainable Economy initiatives and regeneration of the industrial projects in the Borough.

There are a number of projects that will facilitate the development of Enfield's new thinking, these are:

- Big Business and Corporate Social Responsibility (CSR) – working with businesses in Enfield to support reinvestment for jobs and growth in the local community.
- Purchasing and Collaboration – working with small and medium businesses to investigate central and collaborative purchasing to reduce costs and helping business to grow.
- Financial Strategies –pension funds, including the release of (where lawfully able to) for reinvestment in social and economic regeneration. Working with Banks to deliver benefits for residents

#### **4.4 Consolidation Centre**

Enfield is working with Camden, Waltham Forest and Camden's project partner, the Institute of Sustainability (IFS) on the Consolidation Centre project. This is in order to help the Councils' meet one of its core objectives to reduce harmful emissions, road accidents, noise and congestion in relation to road freight in the capital.

In July 2013, LB Camden undertook a procurement exercise in partnership with the other authorities in order to appoint a consolidation centre provider for the concept trial period. The Consolidation Centre trial, provided by DHL, is located in Edmonton, which is centrally located between the partner Boroughs. This is an additional benefit to the borough.

The concept trial will comprise of undertaking the delivery of good received from four Council suppliers and delivering them to partner Council sites. The four suppliers in the concept trial are Office Depot, Bunzl Greenham, Janitorial Express, and Banner, two of which are shared by all three partner Boroughs.

A consolidation centre for Enfield, Camden and Waltham Forest's supplies of goods and associated services is expected to deliver the following benefits:

- Reduce the number of vehicles delivering supplies to Enfield, Camden and Waltham Forest's sites.
- Reduce the total distance travelled in bringing supplies from manufacturer to Enfield, Camden & Waltham Forest's sites.
- Reduce congestion levels created by Enfield, Camden and Waltham Forest's supply vehicles.
- Improve air quality by exploring the use of electric vehicles.
- Reduce Cost - generate purchase saving costs from reduced supply distances.
- Introduce added value services to Council departments and sites.
- Contribute to improving road safety in the geographical area.
- Contribute towards improving air quality.
- Contribute towards reducing the impact of transport noise.

A review will take place following the pilot to decide the long term strategy.

#### **4.5 Review of select lists**

The Council currently uses a national select list to get quotes from a list of pre - qualified providers for Works under the EU thresholds. This is positive as it allows providers to tender for works without duplicating activity in completing PQQs for each opportunity. It also benefits the authority as it is efficient, whilst still ensuring a robust and compliant process is followed.

However there are various select lists available for the Council to use and therefore a review of this is currently taking place to ensure the list used is the most appropriate in terms of supporting local SMEs to bid for opportunities. This is being done in consultation with local suppliers.

#### **4.6 London Living Wage**

Enfield is an accredited London Living Wage Council. The accreditation is from the Living Wage Foundation, an organisation which campaigns for basic wages in London. Enfield Council has paid its direct employees the London Living Wage since February 2012.

As a further commitment the Council will consider (to the extent permitted by law) whether London Living Wage should be included at contract renewal. In the social care field it is recognised that this may be problematic due to personalisation.

Well in advance of the re-tender of each contract, work will be undertaken to assess the potential financial impact of introducing this into the process.

London Living Wage has already been achieved in a number of Enfield contracts including the Cleaning Contract, Leisure Services Contract, Highways Maintenance Contract, Honeysuckle House Care Home and Parkview Care Home.



Therefore the Shared Procurement Service is now working with Enfield Legal and Finance to ensure that the Community Benefits Toolkit and tender documents are updated accordingly.

#### **4.7 Retro Fit**

Retrofit London will provide a support package of 12 hours to 175 SMEs (employing <250 staff) located in Enfield, Haringey, Waltham Forest and Lewisham. SMEs take part in the project will include those with PAS2030, those that would like to secure PAS2030 and micro SMEs that can join regeneration supply chains.

Councils taking part in the project will use their influence and relationship with: Green Deal Providers, Energy Companies, framework contractors and other regeneration clients to open-up supply chain opportunities for SMEs and in-turn safeguard 35 jobs and create 25 new jobs.

The Shared Procurement Service is supporting the retro fit project by ensuring officers are trained to include community benefits in their tenders, including the use of local supply chain. In addition we will be working with Sustainability colleagues and Regeneration colleagues to assist SMEs engage with the programme and secure support so that they become accredited to supply services to meet future demand.

#### **4.8 Changes to EU Legislation**

The European Parliament is set to approve new directives covering the way that public sector bodies carry out procurement activity. We already have to comply with procurement legislation as set out in the Public Contracts Regulations 2006 (as amended) but the new directives will radically change the way that we undertake this activity.

Once the directives have been approved in Brussels each Member State has up to 2 years to implement the changes in domestic law. The UK Government has already stated that it wishes to implement the changes sooner than that and the expectation is that this will be in late 2014.

In readiness for this a number of staff from the Shared Procurement Service will be receiving training from the Cabinet Office and then rolling out that training to other public sector bodies. This will ensure that Enfield procurement staff are at the forefront of the new rules and will be proficient in them. Training and awareness sessions will be arranged for the wider organisation later in the year.

The new Directives support Sustainable Procurement and the building of increased innovation into procurement, some examples being:

- **Division of contracts into lots**

Contracting authorities will have to explain in the tender documents or in a contract report on the award procedure, why it has decided not to split a contract into lots. Where contracts are divided into lots then it will be permitted to limit the number of lots to be awarded to one tenderer provided that the maximum number of lots per tenderer is stated in the contract notice or invitation to confirm interest. There is also an optional provision which will permit contracting authorities to consider tenders for combined lots. This means that contracts must be broken down to further enable SME bids.

- **Electronic procurement**

There are now mandatory requirements for the transmission of notices in electronic form and electronic availability of the procurement documents and submission of tenders. This supports Enfield's environmental commitments.

- **Selection stage and selection criteria**

A new European Single Procurement Document (ESPD) is to be introduced. This is a self-declaration form which contracting authorities must accept at the request to participate stage (or on submission of tenders in an open procedure) in lieu of certificates relating to the grounds for exclusion, trade or professional registers and other specified documentation. Contracting authorities can request the certificates or other documents at any later stage in the process.

This will be less expensive and time consuming for SME providers, and will simplify the tendering process.

#### **4.9 Improving opportunities for local SMEs**

It is possible to improve upon this figure through more effective market engagement, alerting local SMEs of forthcoming opportunities and understanding the ability of what/how suppliers can deliver to help shape contract specifications. In addition Corporate Procurement will seek to run workshops/events which assist local suppliers to be 'bid-ready' and also encourage the larger suppliers to use the local supply chain.

## **5. Conclusion**

With all of the positive activity outlined above, it is important that this information is captured in a transparent, meaningful and track-able way. Therefore this must be an area of development moving forward. Corporate Procurement will work

with Commissioners, Democratic Services, Legal Services, Accountancy Service and Contract Managers to ensure that:

- Tenders include community benefits, with a more simplified and robust Community Toolkit
- Consideration is given to a mandatory % of the evaluation criteria being put against community benefits.
- Spend with local suppliers continues to increase, with an aspiration of 25%.
- Contracts are written in a robust way that reflects the community benefits included in tenders
- Contract Managers are skilled in monitoring and ensuring contract delivery, with consideration to further (potentially mandatory) training.
- The financial impact of any changes relating to the development of sustainable procurement can be taken account of when developing the Council's Medium Term Financial Plan.

Part of this activity will include agreement on where this information is held corporately, so that there is clarity on what Enfield contracts and s106 agreements are delivering and the outcomes that are being achieved. The responsibility to provide this information must sit with the Contract Manager(s) to ensure delivery but be reported corporately on a quarterly basis to Strategic Procurement Board. A mechanism will be developed to ensure that this information is captured and reported. There must also be an agreement to what data is captured, though to is likely to cover the community benefits listed in 3.5.1

That said, this report demonstrates the ongoing achievements of Enfield Council to enable and embed Sustainable Procurement initiatives in order to continue to deliver improved outcomes to the environment, our residents and the local economy.

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**MUNICIPAL YEAR 2013/2014 REPORT NO. 236**

**MEETING TITLE AND DATE:**  
Cabinet 9 April 2014

**REPORT OF:**  
Director - Regeneration &  
Environment

Contact officer and telephone number:

Alan Gardner

E mail: [alan.je.gardner@enfield.gov.uk](mailto:alan.je.gardner@enfield.gov.uk)

**Agenda – Part: 1**

**Item: 13**

**Subject: CCTV Staffing Award of Contract**

**Wards: ALL**

**Key Decision No: KD3795**

**Cabinet Member consulted: Cllr. Christine Hamilton**

## 1. EXECUTIVE SUMMARY

The CCTV Monitoring staffing contract was due to expire on 1 April 2014. However, a waiver has been agreed to extend the current contract for up to 3 months to enable the completion of the tendering process. This report seeks approval to award the new contract from July 2014.

## 2. RECOMMENDATIONS

2.1 For the reasons stated in this report, the Council now seeks the following:

2.1.1 Approve the award of the contract to “Contractor A” who is the successful tenderer, as detailed in the part 2 report.

2.1.2 To approve the commencement of the contract from July 2014 for a period of five years with an option to extend by a further period of up to two years.

2.1.3 To approve Contractor A’s tendered price detailed in the Part 2 report.

2.2 To note that the contract has been designed with sufficient capacity for growth. This will allow the Enfield Public Safety Centre (EPSC) to offer various other public safety, telecare or alarm and response security services both to the authority and to future external clients for income generation.

### **3. BACKGROUND**

- 3.1 The existing CCTV monitoring staffing contract was procured for a three year period with a two year extension option. The council took up that extension and the current contract is due to expire on 1 April 2014. The monitoring arrangements predominantly, support the provision of 24 hour public safety cameras in the borough and are known to be effective in the prevention and detection of crime. Other current monitoring includes surveillance of traffic offences and building and personal safety alarms.
- 3.2 To meet procurement regulations this contract had to be re-tendered. A full two stage part B tender process was started in April 2013 and was approved by the Strategic Procurement Board to proceed to initial Pre-Qualification Questionnaire (PQQ) tender stage.
- 3.3 The security market was informed of the impending tender through industry inspectorates and use of the BSIA (British Security Industry Association) to which most companies belong.
- 3.4 From the PQQ evaluation those companies identified as suitable were invited to tender in the formal Invitation To Tender (ITT) phase. The details of the tender evaluation can be found in the Part 2 report.

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

- 4.1 The current CCTV monitoring staffing contract is due to expire on 1 April 2014 (this has been extended by three months via a waiver until the end of June 2014) and procurement and government regulations require the contract to be re-tendered.
- 4.2 An option to consider bringing the service in-house was rejected on the grounds it would not be economically viable and against the Leaner principles of the council.

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

- 5.1 This contract has been evaluated and considered to cover all the requirements of the various services the EPSC delivers.
- 5.2 The contract has further been expanded in scope to allow future provision of other aspects of security and public safety work and has capacity for growth without the need for additional changes.
- 5.3 The successful bidder returned a compliant bid and scored highly on the quality assessment process.

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

## **6.1 Financial Implications**

Please see Part 2 Report

## **6.2 Legal Implications**

6.2.1 Section 163 of the Criminal Justice and Public Order Act 1994 permits the use of CCTV in a local authority area for the prevention of crime.

6.2.2 Section 17 of the Crime and Disorder Act 1998 requires local authorities and the Police to mainstream community safety throughout the way they plan and deliver services. This applies to Council and Police use of CCTV.

6.2.3 The Council is a relevant authority under Section 33(5) of the Protection of Freedom Act 2012, and therefore must have regard to the Surveillance Camera Code of Practice when exercising any functions to which the code relates, which includes the operation of CCTV. In addition the Information Commissioner has published a CCTV Code of Practice which provides good practice guidance in relation to the Council meeting its statutory obligations under applicable legislation, which includes the Data Protection Act 1998 and the Regulation of Investigatory Powers Act 2000 (RIPA 2000). Covert directed surveillance will only be conducted if formal authorisation is provided in accordance with RIPA 2000.

6.2.4 The procurement of the CCTV monitoring staffing contract was conducted in accordance with the Council's Constitution, in particular the Contract Procedure Rules. Throughout the procurement process the Council ensured compliance with the EU treaty principles of transparency, proportionality, equality and non-discrimination.

6.2.5 Furthermore, the Council must ensure compliance with Best Value in accordance with the Local Government Act 1999.

6.2.6 The resultant contract must be in a form approved by the Assistant Director of Legal Services.

## **6.3 Property Implications**

6.3.1 The Property Procedure Rules are not applicable in this transaction and the Corporate Procurement Rules will cover the granting of this contract.

6.3.2 The contract terms should ensure the occupation by the contractor and the contractor's use of the EPSC is strictly for the period of the contract. No rights under the Landlord and Tenant Act 1954 Security of Tenure Provisions should be granted, which would give rise to prolonged occupation of the EPSC after the contract's expiry.

6.3.3 Please ensure that Property Services are consulted on the terms of the contract in the draft form so that the property occupation matters can be check prior to granting of the new contract.

## **7. KEY RISKS**

- 7.1 This contract will permit continued CCTV public safety services and CCTV enforcement services to help detect crime and improve traffic flow and enforce public highway contraventions within Enfield.
- 7.2 If this contract was not approved then the impact on public safety and also the income stream from CCTV parking enforcement may jeopardise current community safety and other projects of the council.

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

### **8.1 Fairness for All**

The EPSC delivers services to keep all residents and visitors to Enfield safe.

### **8.2 Growth and Sustainability**

- 8.2.1 The existing control room is modern and equipment replacements every five to seven years ensure equipment and energy savings are occurring due to more modern energy efficient equipment being installed.
- 8.2.2 This contract is designed with the capacity to enable the consolidation of various security and safety monitoring services under a central contract that may offer further efficiencies and savings.
- 8.2.3 This contract is also designed to enable potential growth in service provision of the EPSC to aid in income generation.

### **8.3 Strong Communities**

- 8.3.1 The provision of CCTV monitoring, building alarm and lone worker services under this contract will continue the EPSC services that are used to help crime reduction and other priorities in the Community Safety Partnership (CSP).
- 8.3.2 The EPSC is a front line operational partner with the Metropolitan Police in measures such as operational resourcing of incident and management, Automated Number Plate Reading (ANPR) and evidence production post event that help detect and reduce crime and Anti-Social Behaviour and also assist in providing protection and reassurance to vulnerable members of the public.

## **9. EQUALITIES IMPACT IMPLICATIONS**

There is an obligation in the contract for the contractor to comply with the Council's relevant policies and codes of practice in relation to employment and equal opportunities. However, it is neither relevant nor proportionate to undertake an equality impact assessment / analysis purely for the award of the contract.



## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 10.1 This contract specification has a comprehensive performance management and Key Performance Indicators (KPI) and benchmarking criteria set to ensure not only compliance with standards set but also to obtain and show continuous improvement throughout the life of the contract.
- 10.2 This contract also specifies that the contractor shall ensure the EPSC and its services it will deliver and will obtain all British and other industry standards of operation in all areas of services it will provide.

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

Health and safety policies of all bidders were considered during the tender process. In addition, there were no direct health impacts on services from this contract.

## **12. PUBLIC HEALTH IMPLICATIONS**

This contract is able to not only supply public CCTV monitoring and CCTV parking enforcement services but also other public safety services such as alarm and lone worker monitoring, key holding, security mobile patrolling and response to incidents and telecare etc. All of which improve the health and safety of individuals, businesses and LBE employees.

## **Background Papers**

None.

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## THE CABINET

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

<b>NEW MUNICIPAL YEAR 2014/2015</b>
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- |           |   |             |
|-----------|---|-------------|
| <b>1.</b> | <b>Lee Valley Heat Network – Business Plan</b>  | Ian Davis   |
|           | This will seek approval of the Business Plan for the Lee Valley Heat Network. <b>(Key decision – reference number 3706)</b>   |             |
| <b>2.</b> | <b>Procurement of Housing Repairs and Maintenance Contracts</b>   | Ray James   |
|           | <i>Details awaited. (Key decision – reference number tbc)</i>   |             |
| <b>3.</b> | <b>Dujardin Mews – Appropriation for Planning Purposes</b>  | Ray James   |
|           | This will seek approval to the required appropriation for Dujardin Mews. (Parts 1 and 2) <b>(Key decision – reference number 3734)</b>  |             |
| <b>4.</b> | <b>Alma Housing Management Strategy</b>   | Ray James   |
|           | This will explain the future housing management arrangement for the new Alma Estate and Dujardin Mews. <b>(Key decision – reference number 3806)</b>                              |             |
| <b>5.</b> | <b>Award of Contract for Extracare Service at Skinners Court</b>  | Ray James   |
|           | This will seek approval of the award of contract. (Parts 1 and 2) <b>(Key decision – reference number 3824)</b>   |             |
| <b>6.</b> | <b>London Borough of Enfield Key Decision Threshold Review</b>  | James Rolfe |
|           | This will recommend an amendment to the financial threshold criteria for a key decision in Enfield. (Part 1) (Non key)  |             |
| <b>7.</b> | <b>New Avenue Estate Renewal Scheme</b>   | Ray James   |
|           | This will seek approval to appoint the preferred bidder at the final tender stage to develop the New Avenue Estate. (Parts 1 and 2) <b>(Key decision – reference number 3793)</b> |             |
| <b>8.</b> | <b>Housing Development Strategy</b>   | Ray James   |
|           | This will seek approval to the Council's Housing Development Strategy. <b>(Key decision – reference number 3369)</b>  |             |

**9. Special Purpose Vehicle for New Build Council Homes** Ray James

This will seek approval to set up a Special Purpose Vehicle to enable the financing and development of new council homes. (Part 1) **(Key decision – reference number 3890)**

**10. Health, Housing and Adult Social Care: Surveillance Policy** Ray James

This will seek approval of a policy which sets out the scope and options for use of surveillance, both overt and covert in order to prevent and detect the abuse of “adults at risk”. (Part 1) **(Key decision – reference number 3836)**

**11. Enfield Joint Adult Mental Health Strategy** Ray James

This will seek approval of Enfield’s Joint Adult Mental Health Strategy.

## CABINET - 12.3.2014

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 12 MARCH 2014****COUNCILLORS**

**PRESENT** Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), 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 Oykenen (Cabinet Member for Housing) and Andrew Stafford (Cabinet Member for Finance and Property)

**ABSENT** Chris Bond (Cabinet Member for Environment) and Del Goddard (Cabinet Member for Business and Regeneration)

**OFFICERS:** Rob Leak (Chief Executive), Andrew Fraser (Director of Schools & Children's Services), Ray James (Director of Health, Housing and Adult Social Care), Neil Rousell (Director of Regeneration, Leisure & Culture), Asmat Hussain (Assistant Director Legal), Andrea Clemons (Acting Assistant Director - Community Safety and Environment), Isabel Brittain (Acting Assistant Director of Finance), John Austin (Assistant Director - Corporate Governance), Paul Walker (Assistant Director, Regeneration, Planning & Programme Management), Detlev Munster (Head of Property Programmes) and Suzanne Linsey (Press Officer) Jacqui Hurst (Secretary)

**Also Attending:** Councillors Elaine Hayward, Robert Hayward and Derek Levy.

**1**

**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Del Goddard (Cabinet Member for Business and Regeneration), Councillor Chris Bond (Cabinet Member for Environment), Ian Davis (Director – Environment) and James Rolfe (Director of Finance, Resources and Customer Services).

An apology for lateness was received from Councillor Christine Hamilton (Cabinet Member for Community Wellbeing and Public Health).

**CABINET - 12.3.2014**

**2**

**DECLARATION OF INTERESTS**

There were no declarations of interest registered in respect of any items on the agenda.

**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 2013 with the exception of:

An Addendum to Report No.206 – Small Housing Sites – Appropriation of Land for Planning Purposes (circulated at the meeting).

Councillor Doug Taylor (Leader of the Council) reported that Cabinet was being asked to consider an addendum to Report No.206 – Small Housing Sites – Appropriation for Planning Purposes (Minute No.9 below refers) as an urgent item. The reasons for urgency were that the addition of this scheme to the Council's capital programme required a recommendation from Cabinet to Council. The final Council meeting in this municipal year was on 2 April 2014 and there was a need for this to be agreed in order to allow works to commence on site by June 2014 in order to secure a GLA grant. The next normal business meeting of the Council was not scheduled until July 2014.

Report No.210 – Meridian Water: Development Opportunities – Update Report (circulated as a "to follow" paper in advance of the meeting)

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

**AGREED** that the Addendum to Report No. 206 – Small Housing Sites – Appropriation of Land for Planning Purposes and Report No.210 – Meridian Water: Development Opportunities – Update Report, as stated above, be considered at this Cabinet meeting (Minute Nos. 9 and 13 below refer).

**4**

**DEPUTATIONS AND PETITIONS**

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

**5**

**ITEMS TO BE REFERRED TO THE COUNCIL**

**AGREED** that the following items be referred to full Council:

**CABINET - 12.3.2014**

1. Report No.206 – Small Housing Sites – Appropriation of Land for Planning Purposes – for the recommendation to Council only as set out in the addendum to the report.
2. Report No.208 – Proposed Submission North East Enfield Area Action Plan

**6****CAPITAL PROGRAMME MONITOR THIRD QUARTER DECEMBER 2013  
BUDGET YEAR 2013-14**

Councillor Andrew Stafford (Cabinet Member for Finance and Property) introduced the report of the Director of Finance, Resources and Customer Services (No.203) informing Members of the current position up to the end of December 2013 regarding the Council's Capital Programme (2013-17) taking into account the latest information for all capital schemes including the funding arrangements.

**NOTED**

1. That the overall projected expenditure was projected to be £69.0m for the General Fund and £43.7m for the HRA for 2013/14.
2. An amendment sheet was circulated at the meeting in respect of Appendix A to the report regarding the schemes within Regeneration, Leisure and Culture for the capital programme 2013-2017. The amended figures are set out below:

**Regeneration:**

Scheme	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	Total Current projection £000
Ponders End	802	1,694	935	0	3,431
New Southgate	260	813	1,850	750	3,673
Meridian Water	1,056	15,122	21,471	5,500	43,149
Edmonton projects	15	1,288	1,700	1,500	4,503

3. The detail of the capital spending plans for 2013-2017 as set out in the report including the Council's borrowing and investment activity. Members' attention was drawn to several of the major projects within the programme; Appendix A to the report set out the detailed programme.

**Alternative Options Considered:** None stated, not applicable to this report.

**DECISION:** The Cabinet agreed

1. The additions to the General Fund Capital Programme totalling £541k in 2013/14 (Table 1 – to be funded from grants and earmarked resources) and noted that this would not materially increase capital financing costs.

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2. The updated four year programme including proposed reductions subject to indicative estimates included in later years (as detailed in section 5 of the report), including the amendments provided at the meeting.

**Reason:** To continue to monitor the Council's Capital Programme.  
**(Key decision – reference number 3763)**

**7**

**QUARTERLY CORPORATE PERFORMANCE REPORT**

Councillor Achilleas Georgiou (Deputy Leader) introduced the report of the Chief Executive (No.204) presenting the latest quarterly report on the Corporate Performance Scorecard.

**NOTED**

1. The progress made towards delivering the identified key priority indicators for Enfield;
2. That the priority indicator scorecard grouped performance indicators under the Council's three strategic aims, Fairness for All, Growth and Sustainability and Strong Communities. 81 performance indicators were being reported, of which 75 had targets. Of these, 47 (62.7%) were at green; 16 (21.3%) were at amber; and, 12 (16%) were at red.
3. The details contained with the Corporate Performance Scorecard and the explanations provided for individual indicators as set out in the report.
4. The indicators within Adult Social Care and the responsibility of the NHS for aspects of the performance.

**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.

**Reason:** To update Cabinet on the progress made against all key priority performance indicators for the Council.  
**(Key decision – reference number 3864)**

**8**

**BRIMSDOWN PRIMARY SCHOOL INVESTMENT**

Councillor Ayfer Orhan (Cabinet Member for Children and Young People) introduced the report of the Director of Schools and Children's Services (No.205) providing an update on the need to provide Primary pupil places in the North East of the borough.



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NOTED

1. That the replacement of the kitchen and dining facilities at Brimsdown Primary School were required as a matter of urgency and it was proposed that they be re-provided in such a way which would allow them to be incorporated into the current school buildings or to form part of the re-provision of a new build, as set out in the report.
2. That the staff and Governing Body of the school were pleased with the proposed improvements.

**Alternative Options Considered:** The Council had considered re-provision and expansion of the school as part of the Primary Expansion Programme (PEP2) programme however, due to the provision of additional primary school places via two local academies there was no longer a need. It was not an option to do nothing to the current kitchen and dining facilities the current buildings were no longer fit for purpose and require replacement.

**DECISION:** The Cabinet agreed to approve

1. The updated strategy to provide school places in the North East of the borough and to note that it no longer required a Council funded school expansion in the short to medium term.
2. That Brimsdown Primary School's kitchen and dining facilities be re-provided at an estimated cost of up to £3m including contingency, from within the PEP2 project costs already included in the Council's Capital Programme. It was proposed that these facilities be provided in such a way which would facilitate either an improvement of the current building stock or the re-provision of the school on site.
3. That a detailed options appraisal be undertaken on the site to assess the benefits and costs of either upgrade the current building stock to enable the school to deliver the curriculum into the 21<sup>st</sup> Century or to re-provide the school within the school site.
4. Delegated authority to the Director of Schools and Children's Services and the Cabinet Member for Children and Young People (via a portfolio decision) to take decisions on:
  - Entering into contractual arrangements and placing orders for required construction works.
5. Delegated authority to the Director of Schools and Children's Services on the:
  - Appointment of appropriate technical services such as architects, surveyors and contract managers.
  - Submission of planning applications; and
  - The appropriate procurement routes for individual schemes

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**Reason:** The school buildings were in need of improvement with the kitchen and dining room block in urgent need of replacement with the potential of imminent failure.

**(Key decision – reference number 3869)**

**9**

**SMALL HOUSING SITES - APPROPRIATION OF LAND FOR PLANNING PURPOSES**

Councillor Ahmet Oykenar (Cabinet Member for Housing) introduced the report of the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services (No.206) seeking approval for the Council to use its powers to appropriate the land required for the Small Housing Sites development for planning purposes.

NOTED

1. That an addendum to the report had been circulated for Members' consideration on grounds of urgency, as set out in Minute No.3 above.
2. That this report marked an important stage in the Council's plans to bring these 7 sites back into use and provide much needed additional housing in the local area.
3. In addition to recommending that the land be appropriated for planning purposes, to avoid any undue delay an addendum had been produced to reflect the improved financial terms that had been secured following robust due diligence and examination of the original bids.
4. That the addendum recommended improved financial terms and sought Council approval for the borrowing to be allocated from within the £100m previously agreed by Council for housing purposes. This approach would enable a prompt start on site, help to secure just under £700k of external funding, provide an asset backed investment that would deliver much needed local housing and longer term gains for the General Fund.

**Alternative Options Considered:** NOTED the following alternative options which had been considered:

1. Regarding procurement of land for planning purposes none.
2. To progress a lease and lease-back option with another third party funder. Public Works Loans Board (PWLB)/European Investment Bank (EIB) borrowing was cheaper than an income strip from other private funders.

**DECISION:** The Cabinet agreed

1. that in accordance with section 122 of the Local Government Act 1972 the sites required for the completion of the Small Housing Sites

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development (set out in appendix one of the report) should be appropriated from their present holding purpose to planning purposes and in particular the purposes of section 237 of the Town and Country Planning Act 1990.

2. To note that the appointment of the preferred developer would be subject to a separate portfolio decision by the Cabinet Members for Housing and Finance and Property, in accordance with the original Cabinet decision in July 2012.
3. To note that specific finance and legal comments were included within the main body of the addendum to the report.
4. To note that a more comprehensive report, regarding the funding detailed in the recommendation to Council below, would be presented to full Council on 2 April 2014.
5. To establish a separate Special Purchase Vehicle to take a lease of the 57 private rented properties, the details of which would be presented to Cabinet in June 2014.

**RECOMMENDED TO COUNCIL** an update to the General Fund Capital Programme in 2014-16 to allocate £17.3m from the Investment in Private Rented Sector Homes to the Small Housing Sites project.

**Reasons:** 1. All the bidders requested that any Development Agreement entered into with the Council included a requirement, as a condition precedent, for the Council to use its powers to appropriate the land for planning purposes. Failure to appropriate the land for planning purposes would delay the project and could even put the development at risk. 2. Council officers in their commitment to achieve best value to the Council, had commissioned a reputable consultancy firm to undertake further modelling on the different funding options. The result revealed a net cash flow of £56m (note: figure corrected following the circulation of the addendum which stated £59m) between the two funding options. 3. The £56m positive difference was a compelling reason alone to recommend the Public Works Loan Board(PWLB)/European Investment Bank(EIB) option over the private alternative. However the PWLB/EIB option also resulted in a shorter repayment term and meant that all 94 homes, not just the 37 homes, remain in the Council's ownership throughout the loan repayment period further underlining the superiority of this option.

**(Key decision – reference number 3780)**

**10**

**ASSETS OF COMMUNITY VALUE**

Councillor Andrew Stafford (Cabinet Member for Finance and Property) introduced the report of the Director of Finance, Resources and Customer Services (No.207) setting out the recommended process to ensure that the Council complies with its responsibilities as set out in the Localism Act 2011.

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NOTED

1. That there was now a duty on a local authority to consider applications from certain groups who wished to nominate assets (both public and private) as Assets of Community Value. The local authority must maintain a list of Assets of Community Value which would be known as the "List of assets of community value". There was also the requirement for Local Authorities to maintain a list of unsuccessful nominations.
2. The processes to be followed as set out in section 4 the report, and the timescales that would apply.
3. That the Council would be liable to cover compensation claims of up to £20,000 per annum. Beyond this figure, the Government would reimburse the local authority for any payments made.
4. That the Council had no option but to comply with this statutory requirement, however, concern was expressed over the legislation and its potential negative effects.
5. That whilst this was a Cabinet decision, Members asked that the report be referred to full Council for noting only.

**Alternative Options Considered:** As this was a new area of legislation research had been undertaken to see what other authorities were doing. At present all appeared to be managing the Right to Bid within their own authority. When the process was tested by way of a nomination this would give an opportunity to review how the process was operated and whether the lead service should continue to do so.

**DECISION:** The Cabinet agreed

1. To note the new duty under the Localism Act 2011 to implement the Community Right to Bid.
2. The management approach for the implementation of the Community Right to Bid.
3. The evaluation criteria for assessing nominated assets of community value.
4. That any additional costs be contained within existing services and contingency budgets in 2014/15.

**RECOMMENDED TO COUNCIL** that the report be noted.

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**Reason:** To ensure that the council fully complies with the requirements of the Localism Act 2011 and maintains a register of successful and unsuccessful nominations.

**(Key decision – reference number 3850)**

**11**

**PROPOSED SUBMISSION NORTH EAST ENFIELD AREA ACTION PLAN**

Neil Rousell (Director of Regeneration, Leisure and Culture) introduced his report (No.208) seeking approval of the Proposed Submission North East Enfield Area Action Plan (NEEAAP) and supporting documents.

**NOTED**

1. That the report had been approved by the Local Plan Cabinet Sub-Committee at its meeting on 27 February 2014. Minor amendments had been suggested which were now being worked through;
2. That once adopted, the NEEAAP would form part of Enfield's Local Plan.
3. The main elements of the NEEAAP as set out in the report.
4. That it was proposed that the statutory public consultation period would commence in late May 2014 for a period of 6 weeks. In response to questions raised, Neil Rousell outlined the proposed consultation and engagement processes and noted the work which had already taken place.
5. Due to the size of the documents referred to, reference copies of the full documents had been placed in the Members' Library and Group Offices and were available on the Council's website.

**Alternative Options Considered:** None as the absence of a plan would leave a gap in the policy framework which would make it more difficult to co-ordinate regeneration efforts and restrain inappropriate development. Section 5 of the report referred.

**RECOMMENDED TO COUNCIL**

1. The approval of the Proposed Submission Draft North East Enfield Area Action Plan and supporting documents for a statutory 6 week period of public consultation and submission to the Secretary of State for public examination.
2. That the Director of Regeneration, Leisure and Culture and any other authorised Director, having consulted with the Cabinet Member for Business and Regeneration, be authorised to approve as an operational decision under the Council's Scheme of Delegation appropriate changes to the Submission version of the North East

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Enfield Area Action Plan and undertake any further consultation required, in the run up to and during the public examination process into the document, in response to representations received, requests from the Planning Inspector and any emerging evidence, guidance or legal advice. This would be subject to changes of a substantive nature being considered by the Local Plan Cabinet Sub-Committee.

**Reason:** To provide a basis for setting the area specific planning policies by which decisions on development could be guided. Section 5 of the report referred.

**(Key decision – reference number 3866)**

**12**

**MARKET GARDENING - COMMUNITY INTEREST COMPANY FOR ENFIELD VEG COMPANY**

Neil Rousell (Director of Regeneration, Leisure and Culture) introduced his report (No.209) seeking agreement to form a Community Interest Company for the Enfield Veg. Co.

NOTED

1. The key themes and proposed approach as detailed in the report. It was intended to form a partnership with Capel Manor College.
2. The proposed delegation, as detailed in decision 2 below (recommendation 2.2 of the report) to agree the necessary documentation subject to the completion of a satisfactory business plan.
3. The proposed company structure as set out in section 3.11 of the report and in particular the proposed board membership detailed in paragraph 3.11.5 of the report.
4. The financial implications detailed in section 6.1 of the report. The costs to the Council would be officer time on this particular aspect of the scheme.
5. That failure by the Council to set up a Community Interest Company or similar corporate vehicle would be a breach of its agreement with the GLA (paragraph 6.2.3 referred).
6. Members welcomed the proposals and noted the potential for growth in the long term.

**Alternative Options Considered:** The option to not incorporate the vegetable box scheme as a company was considered but it was not in accordance with the Council's legal agreement with the GLA. The methodology recommended for selecting the Community Interest Company used the toolkit published by Co-operatives UK for selecting the most suitable

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legal format. Co-operatives UK was the national trade body that campaigns for co-operation and works to promote, develop and unite co-operative enterprises and had a unique role as a trade association for co-operatives. The toolkit suggested that a Community Interest Company (limited by guarantee) was the most suitable legal form for the Enfield Veg. Co., based on membership, financial risk, initial funding costs, and funding distribution.

**DECISION:** The Cabinet agreed

1. That Enfield Council be authorised to take all steps necessary to form a Community Interest Company for the Enfield Veg. Co.
2. To delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance, Resources and Customer Services, to agree appropriate Terms of Reference, Memorandum of Articles and Shareholders Agreements for the Community Interest Company, subject to the completion of a satisfactory business plan.

**Reason:** To meet the terms of the GLA agreement and establish a food-growing enterprise. To be an exemplar social enterprise for other community groups and food growers who aspire to establish a business vehicle for growing projects.

**(Non key)**

**13**

**MERIDIAN WATER: DEVELOPMENT OPPORTUNITIES**

Neil Rousell (Director of Regeneration, Leisure and Culture) introduced his report (No.210) concerning the development opportunity areas that were located within the boundaries of the Meridian Water Masterplan.

NOTED

1. That following 16 October 2013 Cabinet meeting, appropriate professional advice had been taken to inform discussions with a major land-owner regarding their holdings in Meridian Water (attention was drawn to section 5.4 of the report).
2. That there was no part two report for consideration at this meeting;
3. That it was anticipated that the final report authorising the purchase of the land would be set before Cabinet on 9 April 2014, as detailed in section 5.5 of the report.

**Alternative Options Considered:** The following options had been considered:

- Declining the possible purchase of the land potentially available to the Council had been considered, but rejected due to the uncertain

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timescales associated with their owner bringing the land to market and securing development.

- The purchase of the sites on an individual basis had been considered “in-principle”, but this was not an option open to the Council at this time as the opportunity was only available as a package.
- The use of compulsory purchase powers to acquire the land that comprises the opportunity, either as a package or individually had also been considered, but this was not the Council’s first preference given the current advanced negotiations with the owner. The Council’s power to purchase land compulsorily should perhaps be best regarded as a reserve power to be used if the land-owner in question were to, for example, put forward unreasonable (or unduly onerous) terms, such that the purchase proposition would be unlikely to be taken-up in the market.

**Reason:** To update Cabinet on the current position with the negotiations and highlight the work being undertaken before further decisions concerning redevelopment of Meridian Water were progressed.

**14  
ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY  
PANEL/SCRUTINY PANELS**

NOTED that no issues had been raised for consideration at this meeting.

**15  
CABINET AGENDA PLANNING - FUTURE ITEMS**

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

**16  
NOTICE OF KEY DECISION LIST**

NOTED that the Notice of Key Decision list was due to be published on 28 March 2014, this would be effective from 1 May 2014.

**17  
MINUTES**

**AGREED** that the minutes of the previous meeting of the Cabinet held on 12 February 2014 be confirmed and signed by the Chairman as a correct record.

**18  
MINUTES OF ENFIELD RESIDENTS' PRIORITY FUND CABINET SUB-  
COMMITTEE - 6 FEBRUARY 2014**

NOTED the minutes of a meeting of the Enfield Residents’ Priority Fund Cabinet Sub-Committee held on 6 February 2014.



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**19**

**ENFIELD STRATEGIC PARTNERSHIP FEEDBACK**

There were no written updates to be received at this meeting.

**20**

**DATE OF NEXT MEETING**

NOTED that the next meeting of the Cabinet had been rescheduled to take place on Wednesday 9 April 2014 at 8.15pm (this would replace the meeting previously scheduled for 23 April 2014).

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**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 4.3.2014****MINUTES OF THE MEETING OF THE ENFIELD RESIDENTS PRIORITY FUND  
CABINET SUB-COMMITTEE  
HELD ON TUESDAY, 4 MARCH 2014****COUNCILLORS**

- PRESENT** Christine Hamilton, Achilleas Georgiou and Bambos Charalambous (Chair)
- ABSENT** Chris Bond
- OFFICERS:** Peter Doherty (ERPF Administrator), Ann Freeman (Assistant Head of Finance), Jayne Middleton-Albooye (Principal Lawyer), Joanne Stacey (Performance and Information Manager) and Alison Trew (Head of Corporate Policy and Performance) Penelope Williams (Secretary)

**1****WELCOME AND APOLOGIES**

The Chair welcomed everyone to the meeting. Apologies for absence were received from Councillor Bond and for lateness from Councillor Georgiou.

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

Councillor Charalambous declared non-pecuniary interests in the following applications in his Palmers Green Ward: (PAL030) (PAL039) (PAL040) (PAL041) and (PAL042).

Councillor Georgiou declared non-pecuniary interests in the following applications for his Bowes Ward (BOW049) and for Palmers Green (PAL042) and Southgate Wards (SGT025) as his niece was employed by the market.

Councillor Hamilton declared a non-pecuniary interest in the following application for her Enfield Lock Ward: (ENFL017b).

**3****URGENT ITEMS**

NOTED the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information) (England) Amendment Regulations 2002.

There were no urgent items.

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 4.3.2014**

**4  
PROJECT STATUS UPDATES**

There were no project status updates.

**5  
APPLICATIONS TO THE FUND**

Councillor Bambos Charalambous introduced the report of the Chief Executive (No. 219) presenting the applications that had been formally submitted up to 17 February 2014 for the Enfield Residents' Priority Fund 2013-14.

Joanne Stacey, Performance and Information Manager, 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 Russell Road Green Space (BOW049)**

A project for Bowes Ward to create a new green space in Russell Road. 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.

Agreement had been reached with Thames Water on the site lease and discussions with the Environment Department on costs were continuing.

The application was approved.

**2.2 Art Trail and Open Studios (BUSH021)**

A project for Bush Hill Park Ward to make a contribution towards the creation of an art trail and the opening up to the public of local art studios. 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 education, skills and training.

Members noted that this was an extension to a previously agreed scheme for neighbouring wards.

The application was approved.

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 4.3.2014**

**2.3 Water Wildlife Zone (BUSH022)**

A project for Bush Hill Park Ward to create a water wildlife area at Firs Farm Primary School. Members noted that the application met the social and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, education, skills and training.

The application was approved.

**2.4 Botany Bay Cricket Club New Practice Nets (CHAS023)**

A project for Chase Ward to provide a contribution towards the replacement and upgrading of cricket nets. 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.

Other organisations including the Lords Taverners and Middlesex County Cricket Club had also promised funding. Leisure had indicated their support. The club was used by many colts groups and schools in the area.

The application was approved.

**2.5 Additional Street Cleansing (CHAS024)**

A project for Chase Ward to provide additional street cleansing in roads north of Hoe and Carterhatch Lanes. 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.

The application was approved.

**2.6 St Georges Day Fun Day (CHAS025)**

A project for Chase Ward to organise a fun day to celebrate St Georges Day 2014. 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.

The application was approved subject to ensuring that more than one entertainer was employed.

**2.7 Turkey Brook Cleansing (ENFL017b) (HIWAY038)**

A project for Enfield Lock and Highway Wards to provide additional funding for the previously approved project to clean up Turkey Brook. Some of the money would be used to paint the railings along the Brook. Members noted that the application met the social and environmental wellbeing objectives and

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 4.3.2014**

the following criteria: fairness for all, growth and sustainability, strong communities and environment.

Consultation had been carried out for the earlier application.

The application was approved.

**2.8 Town Park Improvements Part B (GRA011b)**

A project for Grange Ward to carry out landscaping improvements and install outdoor table tennis tables in Town Park. Members noted that the application met the social and environmental wellbeing objectives and the following criteria: fairness for all, strong communities, crime and environment.

The funding for the table tennis tables had been approved at the last meeting.

The application was approved.

**2.9 Haselbury Road CCTV (HAS034)**

A project for Haselbury Ward to install CCTV cameras in Haselbury Ward. Members noted that the application met the economic and social wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, and crime.

Minutes from the local CAPE meeting would be attached to the application to show evidence of consultation.

The application was approved subject to evidence of consultation and a breakdown of the costs.

**2.10 Get Jubilee Reading (JUB034)**

A continuation of the project for Jubilee Ward to recruit and train volunteers to act as reading helpers. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities and crime.

The application was approved.

**2.11 Palmers Green Triangle Flower Beds (PAL030)**

A project for Palmers Green Ward to provide and plant flower beds in Palmers Green triangle. Members noted that the application met the social, economic and environmental wellbeing objectives and the following criteria: strong communities and employment.

The application was approved.

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 4.3.2014**

**2.12 Fox Lane Residents Association Media Equipment (PAL039) (WMH024)**

A joint project for Palmers Green and Winchmore Hill Wards to provide a new projector, screen and media equipment for the Fox Lane Residents Association. 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 education, skills and training.

The application was approved.

**2.13 Broomfield Park Bandstand Concerts (PAL040)**

A project for Palmers Green Ward to provide a contribution towards holding concerts in the bandstand in Broomfield 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 education, skills and training.

The application was approved.

**2.14 Toys for Women's Refuge (PAL041)**

A project for Palmers Green Ward to provide toys for children living in the women's refuge. 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 education, skills and training.

The application was approved at an increased rate of £1,000.

**2.15 EXPANSION OF SOUTHGATE MARKET (PAL042), (SGT025)**

A project for Palmers Green Ward to provide funding to support the expansion of and advertising for Southgate Market. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities and employment.

The application was approved.

**2.16 PEACE – PONDERERS END FOOTBALL CLUB (PE040)**

A project for Ponders End Ward to provide youth diversion with sport. Members noted that the application met the economic and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities and education, skills and training.

The application was approved subject to evidence of consultation.

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 4.3.2014**

**2.17 BROADFIELD SQUARE IMPROVEMENTS (SOUB029)**

A project for Southbury Ward to install benches and provide planting in the open space. Members noted that the application met the economic and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, education, skills and training and environment.

The application was deferred to enable further discussions with ward councillors on their priorities.

**2.18 KING GEORGE V PLAYING FIELDS PLAYGROUND REPAIRS (SOUB030)**

A project for Southbury Ward to repair the playground surfaces damaged by the severe weather. Members noted that the application met the economic and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, education, skills and training and environment.

The application was deferred to enable further discussions with ward councillors on their priorities.

**2.19 SKETTY ROAD ALLEYGATING (SOUB031)**

A project for Southbury Ward to install fencing to support the installation of alley gates. Members noted that the application met the economic and environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, education, skills and training and environment.

The application was deferred to enable further discussions with ward councillors on their priorities.

**2.20 SCOUT HALL SOUNDPROOFING AND CURTAINS (TOWN033)**

A project for Town Ward to improve the curtains and provide soundproofing for the 4<sup>th</sup> Enfield Scout Group scout hall. Members noted that the application met the social and environmental wellbeing objectives and the following criteria: fairness for all, strong communities, employment, health and disability and environment.

The application was approved subject to evidence of wider use by the community.

**2.21 EXTENSION OF BESTWAY EDUCATIONAL PROJECT (TST053)**

An extension of the project for Turkey Street Ward providing supplementary education classes for young people. Members noted that the application met



**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 4.3.2014**

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

The application was approved.

**2.22 ENFIELD DEAF IMAGE GROUP MEETING (UPED048)**

A project for Upper Edmonton Ward to provide a small grant to hold a group meeting to address deafness issues. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability and strong communities.

The application was approved.

**2.23 WEIR HALL PARK NATURE INTERPRETATION BOARDS (UPED049)**

A project for Upper Edmonton Ward to install nature interpretation boards in Weir Hall Park. Members noted that the application met the social and economic wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities and crime.

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:

<b>WARD</b>	<b>PROJECT TITLE</b>	<b>AMOUNT</b>
Bowes (BOW049)	Russell Road Green Space	£26,700
Bush Hill Park (BUSH021)	Art Trail and Open Studios	£9,000
Bush Hill Park (BUSH022)	Water Wildlife Zone	£2,107
Chase (CHAS023)	Botany Bay Cricket Club – New Practice Nets	£11,000

## ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 4.3.2014

Chase (CHAS024)	Additional Street Cleansing	£16,605
Enfield Lock (ENFL017b) and Enfield Highway (HIWAY38)	Turkey Brook Cleansing	£280 from Enfield Lock and £917 from Enfield Highway
Grange (GRA011b)	Town Park Improvements Part 2 – Landscaping	£14,670
Jubilee (JUB034)	Get Jubilee Reading Project	£9,782
Palmers Green (PAL030)	Palmers Green Triangle Flower Beds	£9,000
Palmers Green (PAL039) Winchmore Hill (WMH024)	Media Equipment for Fox Lane Residents Association	£175 from Palmers Green and £202 from Winchmore Hill
Palmers Green (PAL040)	Broomfield Park Bandstand Concerts	£900
Palmers Green (PAL041)	Toys for Women's Refuge	£1,000
Palmers Green (PAL042), Southgate (SGT025)	Expansion of Southgate Market	£2,217 from Palmers Green and £854 from Southgate
Town (TOWN033)	Soundproofing and Curtains for 4 <sup>th</sup> Enfield Scout Hall	£3,430
Turkey Street (TST053)	Extension to Bestway Educational Project	£1,008
Upper Edmonton (UPED048)	Enfield Deaf Image Group Meeting	£500
Upper Edmonton (UPED049)	Weir Hall Park – Nature Interpretation Boards	£3,948

2. The following applications were approved subject to conditions:

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 4.3.2014**

- Haselbury Ward (HAS034) - Haslebury Road CCTV Installation £12,064 subject to a costs breakdown and evidence of consultation.
  - Chase Ward (CHAS025) St Georges Funday£1,995 subject to evidence that more than one entertainer was to be employed.
  - Ponders End (PE040) PEACE Ponders End Football Club - £6,500 subject to evidence of consultation.
3. The following applications were deferred, for consideration at a future meeting of the Sub Committee, to enable more information to be provided, before a decision was made:
- Southbury (SOUB029) Broomfield Square Improvements – to enable further discussion with ward councillors on their priorities.
  - Southbury (SOUB030) King George V Playing Fields Playground Repairs - to enable further discussion with ward councillors on their priorities.
  - Southbury (SOUB031) Sketty Road Alleygating - to enable further discussion with ward councillors on their priorities.
4. It was agreed that these projects be given up to 31 March 2015 to spend the approved resources and the contracts be amended to reflect this.
5. The Chair of the Sub Committee be given delegated authority to provide 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 wellbeing by tackling local need and deprivation. The projects all support the Council's vision of making Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.

**6**

**MINUTES OF THE MEETING HELD ON 6 FEBRUARY 2014**

The sub committee received and agreed the minutes of the meeting held on 6 February 2014.

At the next meeting only applications from 2013/14 allocations will be considered.

Before the start of the new municipal year members will review the fund criteria.

**ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 4.3.2014**

**7**

**DATE OF FUTURE MEETINGS**

The Sub Committee agreed to change the date of the next meeting from Thursday 3 April 2014 to Tuesday 1 April 2014.

## LOCAL PLAN CABINET SUB-COMMITTEE - 27.2.2014

**MINUTES OF THE MEETING OF THE LOCAL PLAN CABINET SUB-COMMITTEE  
HELD ON THURSDAY, 27 FEBRUARY 2014****COUNCILLORS**

<b>PRESENT</b>	Del Goddard (Cabinet Member for Business and Regeneration) and Achilleas Georgiou (Deputy Leader)
<b>ABSENT</b>	Chris Bond (Cabinet Member for Environment) and Ahmet Oykenner (Cabinet Member for Housing)
<b>OFFICERS:</b>	Joanne Woodward (Head of Strategic Planning and Design), Ismail Mulla (Principal Planning Officer), Koulla Panaretou (Committee Secretary)

**1****WELCOME AND APOLOGIES FOR ABSENCE**

The Chairman welcomed everyone to the meeting and apologies for absence were received from Councillors Bond and Oykenner, Neil Rousell and Paul Walker.

**2****DECLARATIONS OF INTEREST**

There were no declarations of interest registered in respect of any items on the agenda.

**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****NORTH EAST ENFIELD AREA ACTION PLAN**

Councillor Del Goddard (Cabinet Member for Business and Regeneration) introduced the report of the Director of Regeneration, Leisure and Culture (No 218). This report sought endorsement by the Local Plan Sub-Committee of the Proposed Submission North East Enfield Area Action Plan and supporting documents.

**Noted**

- Cllr Toby Simon's comments contained in his email of 24<sup>th</sup> February 2014.

**LOCAL PLAN CABINET SUB-COMMITTEE - 27.2.2014**

- Paragraph 3.9 of the report indicated that there was likely to be a shortfall of available housing sites to meet the estimated 1000 new units required in the area in the Council's adopted Core Strategy. This will be actively kept under review and form part of a review of the Local Plan later this year.

**Alternative Options Considered:**

1. None as the absence of a plan would leave a gap in the policy framework which would make it more difficult to co-ordinate regeneration efforts and restrain inappropriate development.
2. Having an adopted and comprehensive planning framework for the area provides a basis for setting the area specific planning policies by which decisions on development can be guided. This is essential to support the Council's regeneration programme, particularly in light of on-going as well as future investment opportunities.
3. Local authorities have a legal responsibility to meet the Public Sector Duty of the Equality Act 2010 and are obligated to carry out an Equality Impact Assessment to assess equality impacts. The publication and submission of the Sustainability Appraisal, Consultation Statement and Policies map are a requirement of the Town and Country Planning (Local Planning) (England) Regulations 2012. The production and publication of the Sustainability Appraisal is also a requirement under the Environmental Assessment of Plans and Programmes Regulations 2004 and Planning and Compulsory Purchase Act 2004.
4. The need for Habitat Regulations Assessment is set out within Article 6 of the EC Habitats Directive 1992, and interpreted into British law by Regulation 48 of the Conservation (Natural Habitats &c) Regulations 1994 (as amended in 2007).

**Recommended to Cabinet and Council:**

**Agreed** that the Local Plan Cabinet Sub-Committee endorsed for recommendation onto Cabinet and Council:

1. The Proposed Submission Draft North East Enfield Area Action Plan and supporting documents, as noted at paragraph 1.2 of this report and thereafter a statutory 6 week period for public consultation and submission to the Secretary of State for public examination.
2. The Local Plan Sub-Committee agreed that the Director of Regeneration, Leisure and Culture or any other authorised Director, having consulted with the Cabinet Member for Business and Regeneration, be authorised to approve as an operational decision under the Council's Scheme of Delegation appropriate changes to the Submission version of the North East Enfield Area Action Plan and

**LOCAL PLAN CABINET SUB-COMMITTEE - 27.2.2014**

undertake any further consultation required, in the run up to and during the public examination process into the document, in response to representations received, requests from the Planning Inspector and any emerging evidence, guidance or legal advice. This will be subject to changes of a substantive nature being considered by the Local Plan Cabinet Sub-Committee.

**Reasons for Recommendations:** As detailed in paragraphs 5.2 and 5.3 of the report.

**(Key Decision reference number 3866)**

**5**

**LOCAL PLAN ANNUAL MONITORING REPORT**

Councillor Del Goddard (Cabinet Member for Business and Regeneration) introduced the report of the Director of Regeneration, Leisure and Culture (No. 217). This report sought the authorisation for the Cabinet Member for Business and Regeneration to endorse Enfield's Local Plan Annual Monitoring Report 2012.

**Noted**

- The Executive Summary of the Annual Monitoring Report provided a helpful overview of development trends in the borough.. Since the time of writing the report, more recent data has been published and officers will update the Executive Summary accordingly.

**Alternative Options Considered:** None considered as the preparation of a Monitoring Report was a requirement of The Act.

That the Local Plan Cabinet Sub-Committee:

**Agreed**

- That Enfield's Local Plan Monitoring Report 2012 is endorsed
- That the updated Executive Summary be included with the Minutes of the meeting to be reported to Cabinet, and publicised through the Members' weekly newsletter.

**Reason for Recommendation:** Preparation of a Monitoring report was a statutory requirement.

**6**

**MINUTES FROM THE MEETING HELD ON 11TH SEPTEMBER 2013**

**AGREED** that the minutes of the Local Plan Cabinet Sub-Committee held on 11<sup>th</sup> September 2013, be confirmed and signed by the Chairman as a correct record.

**LOCAL PLAN CABINET SUB-COMMITTEE - 27.2.2014**

**7**

**DATE OF NEXT MEETING**

**AGREED** that this be the last meeting for this Municipal Year. Dates of future meetings were to be confirmed at Full Council on the 11<sup>th</sup> June 2014.

In the meantime, if another meeting was required, this could be arranged.



## ANNEX 1

### LOCAL PLAN MONITORING REPORT 2012/13: EXECUTIVE SUMMARY

The Council has a statutory requirement to prepare a Monitoring Report on the progress of local planning policy documents, the extent to which policies within these documents are being implemented and their effectiveness. This Monitoring Report summary covers the period from April 2012 to March 2013.

When completed, this Monitoring Report will be the third to be produced since the adoption of the Core Strategy in November 2010. The period covered from the adoption of the Core Strategy is two years and five months and therefore shows the effects of the Core Strategy and other emerging Local Plan objectives and policies.

Preparation of several important new planning policy documents is underway and can be summarised as follows:

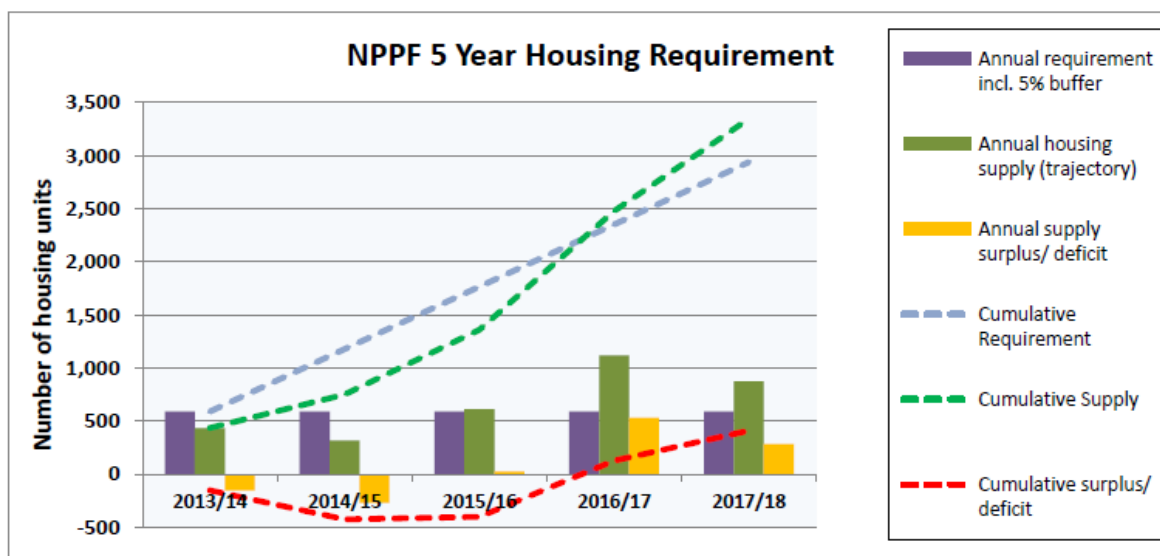
- The Proposed Submission version of the Development Management Document (DMD), approved by Council in March 2013. The DMD, together with the Core Strategy (2010) will guide development across the borough. The DMD will undergo Examination in Spring 2014 with adoption by the Council expected later in 2014;
- The North Circular Area Action Plan underwent Examination in late 2013 and is expected to be adopted in Summer 2014;
- The North East Enfield Area Action Plan is programmed to be submitted to the Secretary of State for independent examination in Summer 2014.
- Consultants have been appointed to progress the Central Leaside Area Action Plan;
- The process to recommence the Enfield Town Area Action Plan work is underway;
- Edmonton masterplanning work has commenced; and
- Work continues on the Community Infrastructure Levy (CIL). A Draft Charging Schedule will be published for public consultation in Summer 2014.

Housing is an important element in the Monitoring Report, with figures on past completions and new homes, along with forward-looking information in the housing trajectory. In 2012/13 550 (net) new homes were completed in the borough. For developments of over 10 units 57% of the new units provided were affordable.

The housing trajectory predicts the completion of a further 6,328 homes between 2012/13 and 2020/21. Between 2018/19 and 2027/28 some 6,085 new homes are expected to be completed, many within the regeneration priority areas of Meridian Water, Ponders End, New Southgate and Enfield Town.

A key requirement of the National Planning Policy Framework (NPPF) (2012) is the identification of a five-year supply of housing sites, plus a buffer of 5%. For some local authorities an insufficient five-year supply in Local Plan documents has already been used by developers as a basis for appeal and has been cited by planning inspectors as a reason to reject Local Plans submitted for examination. Enfield's requirement over the next five years (2013/14 to 2017/18) is 2,940 (560 per annum plus the 5% buffer), which should be

exceeded with the housing trajectory indicating 3,348 deliverable homes within this period<sup>1</sup>.



A summary of key messages over this monitoring period is as follows:

### Housing

- 550 net (586 gross) new homes were completed in the borough in 2012/13, compared to 297 net completed in 2011/12.
- In housing developments of over 10 units 57% of new homes were affordable. Of the 243 affordable new homes completed 44% (106) were social rent and 56% (137) intermediate homes, in line with Core Strategy requirements.
- Major developments were at Innova Way (330 units) and land to the rear of New River Crescent in Palmers Green (35 units), which together accounted for 66% (365) of net new homes and 92% (223) of affordable homes delivered.
- Of the affordable new homes 13% were 3+ bedroom and 87% were 1/2 bedroom flats.
- Of the private/ market new homes 20% were 3+ bedroom and 80% were 1/2 bedroom flats.

<sup>1</sup> The Housing Trajectory figures relate to 2011/12 and will be updated to reflect the most up-to-date position by end of May 2014.

## Economy and Jobs

- There was a 6,023 sqm decrease in total employment floorspace in 2011/12, with 5,880 sqm of this due to the change of use of an office and factory to a mosque with education and community centre.
- Retail floorspace in the borough's town centres was largely unchanged during 2011/12, while net out-of-centre retail floorspace increased by 3,574 sqm, driven by conversion to retail units of a nightclub on Dearsley Road and a car showroom on London Road, along with the addition of a mezzanine floor to a retail unit on Mandeville Gate retail park<sup>2</sup>.
- 9.6% of the working population had no qualifications in 2012, a decrease from 13.8% in 2009.
- The unemployment rate as a percentage of the working age population was 10.5% in 2012/13 compared to 12.4% in 2011/12 and 10.1% in 2010/11.
- The percentage of the working age population qualified to NVQ level 1 and above was 77.9% in 2012, lower than the London level of 83.6% and national average of 84.0%.
- In 2013 gross weekly earnings for men rose to £581 from £574 in 2012, but remains below the 2011 level of £593. Female gross weekly earnings remain lower than those for males, at £544 in 2013, a fall from £547 in 2012.
- The percentage of the workforce in professional roles fell in 2012/13 to 20.7%, below the London level of 24.8%.

## Education

- As at September 2014 Enfield will have 72 primary schools and 21 secondary schools. The Council has been adding capacity to existing primary schools to meet the growing demand, for example, Edmonton County opened a separate site primary school in September 2013 and the 'all-through' school Oasis Academy on South Street opened in 2013.
- A number of free schools have opened in Enfield, in particular through the Cuckoo Hall Academy Trust and the ARC organisation.
- In 2013 63.2% of pupils in the borough gained 5+ GCSE grades A\* to C, including maths and English, an increase from 55.5% in 2012.

## Social

- Enfield is the 10th most deprived borough out of 32 in London (2010). Owner occupation of housing has fallen sharply in 2011 compared to 2001, down from

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<sup>2</sup> The figures relate to 2011/12 and the updated figures will be available by end of May 2014.

71% to 58%, matched by a corresponding increase in private rental up from 9% to 33%.

- Households in temporary accommodation rose to 2,143 in 2012/13, up 10% from 1,956 in 2012.

### **Crime**

- In 2012/13 the total number of crimes in the borough fell to a rate of 71.0 per 1,000 of population compared to 73.0 in 2011/12 and 80.2 in 2010/11. The rate of burglaries, however, increased to 11.8 per 1,000 in 2012/13 from 11.3 in 2011/12.
- Fear of crime showed 95% of residents feeling safe outside in Enfield during the day and 67% feeling safe outside at night, according to the 2012 Residents Survey.

### **Sustainability and the Environment**

- CO2 emissions for Enfield in 2011 were 4.2 tonnes per capita, a reduction of 30% from 6.0 tonnes in 2006.
- 38.8% of household waste was recycled in 2012/13, an increase from 35.3% in 2011/12 and 32.4% recycled in 2010/11.
- The mode of travel to work between 2001 and 2011 saw a fall in private vehicle use and an increase in use of public transport.

### **Green Spaces and Biodiversity**

- Green Belt covers 3,058 ha of the borough while there is 579 ha of Metropolitan Open Land. The Core Strategy states that there should be no net loss of Green Belt land and Metropolitan Open Land.
- There was a 91% level of satisfaction with Enfield's parks in 2012, up from 84% in 2011.

**ENFIELD COMMUNITY CAPACITY BUILDING FUND CABINET SUB-COMMITTEE -  
25.2.2014**

**MINUTES OF THE MEETING OF THE ENFIELD COMMUNITY CAPACITY BUILDING  
FUND CABINET SUB-COMMITTEE  
HELD ON TUESDAY, 25 FEBRUARY 2014**

**COUNCILLORS**

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

**ABSENT** Chris Bond (Cabinet Member for Environment)

**OFFICERS:** Shaun Rogan, Head of Communities, Partnerships and External Relations, Niki Nicolaou (Voluntary Sector Manager), Jayne Middleton-Albooye (Principal Lawyer), Koulla Panaretou (Committee Secretary)

**1  
WELCOME AND APOLOGIES**

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

**2  
DECLARATIONS OF INTEREST**

There were no declarations of interest registered in respect of any items on the agenda.

**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 arrangements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

**4  
ENFIELD COMMUNITY CAPACITY BUILDING FUND ROUND 3  
APPLICATIONS**

Councillor Christine Hamilton (Cabinet Member for Community Wellbeing and Public Health) introduced the report of the Chief Executive (No. 213) presenting the applications that had been submitted up to February 2014 for the Enfield Community Capacity Building Fund.

**ENFIELD COMMUNITY CAPACITY BUILDING FUND CABINET SUB-COMMITTEE -  
25.2.2014**

Shaun Rogan, Head of Communities, Partnerships and External Relations, introduced the report.

- A total of 44 bids had been received and 21 of these had been judged to pass the quality assurance process for approval for funding from the Enfield Community Capacity Building Fund Round 3.
- The total amount of funding available for this year's applications was £150,000.

The applications were each considered in detail taking account of officer comments at the meeting and the agreed criteria for funding.

**1. The Following bids were approved in full**

- 1.1 Edmonton Dance Club for the Blind (CBF 3002) - £2,180
- 1.2 Green Towers Luncheon Club (CBF 3003) - £6,512
- 1.3 Breathe Easy Enfield (CBF 3012) - £1,850
- 1.4 Third Age Challenge Group (CBF 3014) - £7,860
- 1.5 Naree Shakti [Women's Strength] – (CBF 3015) - £5,840
- 1.6 Over 50 Bangladeshi Society (CBF 3017) - £4,805
- 1.7 Enfield Parents & Children (CBF 3033) - £11,994.80

**2. The following bids were approved subject to conditions**

- 2.1 The Hanlon Centre (CBF 3001) - £11,818 –bid approved subject to joint working with the Public Health division to ensure that work carried out is included in to the wider opportunities being made available in Upper Edmonton.
- 2.2 Forty Hall Community Vineyard (CBF 3007) - £12,500 subject to including communities from all parts of the Borough.
- 2.3 Elevation Profile CIC (CBF 3010) – Up to a maximum of £10,750 subject to a final review of costs relating to elements of the budget set out in the application.
- 2.4 African French Speaking Organisation (CBF 3013) – up to a maximum of £11,500 subject to the bilingual flyer-poster leaflet being printed by LBE's print services team and clarification of 2x sports day at Lee Valley Athletic Centre

**ENFIELD COMMUNITY CAPACITY BUILDING FUND CABINET SUB-COMMITTEE -  
25.2.2014**

- 2.5 Turkish Youths of London (CBF 3018) – up to a maximum of £6,495 subject to confirmation from them of how they intend to cover all the areas stated in their application and to ensure that the services they provide from this project are for Enfield residents only. Additionally information was required in relation to the Lead Co-ordinator's qualifications. Agreed that the offer letter will reiterate the condition that they will need to work closely with the PEP and YEP.
- 2.6 Enfield Citizens Advice Bureau (CBF 3022) – up to a maximum of £9,988 subject to training volunteers to offer advice, thus continually building capacity of the project. Agreed that the £2512 central overhead costs to be removed, reducing total figure from £12,500 to £9988.
- 2.7 Tamil Relief Centre (CBF 3027) – up to a maximum of £12,500 subject to them confirming that the Welfare Rights Advisor to be employed must train volunteers to share knowledge and continue building capacity of the project to ensure sustainability of the project.
- 2.8 Home Start Enfield (CBF 3034) – up to a maximum of £10,000 subject to trainers training the volunteers to continue capacity and sustainability of the project. Further clarification of £10,000 allocated for salaries to be identified.

**AGREED** that all successful applications should receive agreement in writing from the LBE, advising them that they will be supported for their sustainability issues and that they will be expected to conform to requirements.

**AGREED** that the balance of the total amount of funding, once final grant offers had been agreed with those successful organisations should be used for community capacity building purposes. The Sub-Committee agreed that the specific allocation of the balance would be by means of a delegated authority report.

**3. The following bids were refused:**

- 3.1 ECYPS (CBF 3004). Part time co-ordinator to develop Community Help Point Scheme - Members felt that the service was currently running successfully without the need for a paid resource. They thought that the Voluntary Sector Strategy Group was already in discussion with Facilities Management to take this forward.
- 3.2 DAZU (CBF 3005). Outreach and engagement with socially excluded communities –Members felt that there was no evidence available of previous working relationships with the Gypsy Roma Traveller, Congolese or Asian Communities. Members questioned the suitability and capability of DAZU to deliver the service. Also there was no

**ENFIELD COMMUNITY CAPACITY BUILDING FUND CABINET SUB-COMMITTEE -  
25.2.2014**

evidence to confirm that West Lea School would be on board and would be happy to facilitate the project.

- 3.3 Sublime (CBF 3032). Mobile Youth Centre project to address those at risk of offending and ASB –Members felt that there was not enough clarity on what was being proposed on the application. Capacity building is therefore unclear and details of budget breakdown unclear.
- 3.4 Rap Aid Onside (CBF 3037). Young farmers club for disadvantaged young people –Members felt that there was a lack of evidence of demand to support the bid.
- 3.5 Niburu Media (CBF 3031). Stop and Search awareness project working with young people with the Met Police – Members felt that work was already in progress with the Voluntary and Community Sector and Community Safety around building awareness and that the capacity building/sustainability aspects of the bid was not sufficiently clear.
- 3.6 Action for Social Integration (CBF 3036). Information Advice and counselling programme for victims of domestic violence and female genital mutilation – Members were concerned that there was not sufficient demonstration of the evidence base from which the project would target participants and that given the highly sensitive nature of the work under consideration that the organisation did not evidence any track record of delivery in this or related fields. There was also concern that there was no referral to the roles of related strategic partners who would need to be aware of/involved in the project. Therefore project declined as specific need and ability to deliver were not evidenced within the application.

**NOTED** that the total sum allocated amounted to £126,592.80.

**Alternative Options Considered**

That the projects are not considered and the funding is not allocated. This would not be recommended as this will not support the stated aim of building greater capacity and resilience within our communities.

**Reasons for recommendations**

The projects submitted have been proposed and developed by the voluntary and community sector organisations and community groups of Enfield, to help build community capacity and so improve the social, economic or environmental wellbeing by tackling local need and deprivation. The projects shortlisted all support the Council's vision of making Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities. They have been assessed by a team of officers to determine their eligibility for consideration by the Cabinet Sub Committee.



**ENFIELD COMMUNITY CAPACITY BUILDING FUND CABINET SUB-COMMITTEE -  
25.2.2014**

The Chair thanked all the officers for their effort and time that had been put into the application process, to make it run so smoothly and to enable members to consider the applications so efficiently.

**5**

**MINUTES OF PREVIOUS MEETING**

**AGREED** that the minutes of the previous meeting held on the 7<sup>th</sup> March 2013 be approved as a correct record.

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**MUNICIPAL YEAR 2013/2014 REPORT NO. 238**

**MEETING TITLE AND DATE:**

Cabinet  
9<sup>th</sup> April 2014

**REPORT OF: ROB LEAK**

Chief Executive

<b>Agenda – Part: 1</b>	<b>Item: 22</b>
<b>Subject: Enfield Strategic Partnership Update</b>	
<b>Wards: All</b>	

Contact officer and telephone number:

Shaun Rogan Tel – 020 8379 3836

E mail: shaun.rogan@enfield.gov.uk

**1. EXECUTIVE SUMMARY**

This paper contains:

A summary of the minutes of the Enfield Strategic Partnership Board meeting which took place on 18<sup>th</sup> March 2014 attached at appendix 1 for your information.

**2. RECOMMENDATIONS**

To note the outcome of the Enfield Strategic Partnership's March Board meeting.

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## Executive Summary

### **MARCH ESP BOARD MEETING**

Below is a summary of the items discussed at the 18<sup>th</sup> March 2014 ESP Board and the actions that arose from it.

#### **1. MINUTES AND MATTERS ARISING FROM THE MINUTES OF THE PREVIOUS MEETING**

None.

#### **2. BUILDING SELF-RESILIENT COMMUNITIES**

Francis Sealey from Global Net21 and a local resident had had discussions at the House of Commons with Cllr Yasemin Brett about the role of Global Net21 as she thought that the activities in which they were involved would be ideal for the ESP.

Global Net21 started in 2007 and now had almost 20,000 network members in the UK and abroad. This vast social networking system, including LinkedIn, Facebook and Twitter, brought people together to discuss and seek solutions for critical issues that divided and threatened the stability of society and the planet.

A collaborative network of organisations had been set up to exchange good practice and transfer knowledge. The network was cross boundary and included local authorities, housing associations, universities, community groups and social enterprises as well as people from across the political, economic and religious spectrum. The aim was through dialogue to celebrate diversity and develop community self-resilience and sustainability at a time of unprecedented social and environmental change.

Francis Sealey then defined what was meant by community resilience - a measure of the sustained ability of a community to utilise available resources to respond, withstand and recover from adverse situations. He also referred to the National Risk Register for Civil Emergencies, an official government assessment of potential risks to the UK and the role of the World Economic Forum, an independent international organisation committed to improving the state of the world by engaging business, political, academic and other leaders of society to shape global, regional and industry agendas.

Global Net 21 was developing a number of activities to increase participation including webinars, particularly with MPs; seminars; blogs and social media; community building; and internet TV. He emphasised how the digital age could engage new audiences and recreate democracy. Working in partnership with a collaborative network was a creative way of developing links with communities, building from the bottom up, and creating awareness and understanding.

David Byrne referred to the two colleges in the Borough and the link that could be made with Global Net21. It was agreed that he would have discussions with Francis Sealey.

The Board **agreed** that whilst there could be links for the ESP and Global Net21, more detailed consideration was needed. Del Goddard will have further discussions with Francis Sealey and report back to the next meeting.

### 3. **ESP FUNCTION REVIEW**

Shaun Rogan introduced his report which is summarised below. He advised that this had resulted from the ESP Annual Conference held on 13 November 2013 which looked at how the Council worked both internally and as an outwardly facing strategic partner across the Borough and as part of the ESP Partnership. The December Board meeting had requested an ESP Function Review.

(a) Reviewing ESP Board Membership – enabling more strategic involvement from schools

The report suggested that an invite be extended to the three strategic head teacher representatives from Secondary, Primary and Special Needs in Enfield to sit on the Board, allowing for greater integration and access to schools as a vital hub in the wider community as well as create a meaningful link into this sphere.

The Board **agreed** to strategic schools representatives taking three additional seats on the Board, the offer to the representatives being cleared at the June ESP Steering Group meeting and the representatives commencing at the 15 July ESP Board meeting.

(b) Reviewing ESP Board Membership – increasing business representation

Following the resignation of Gary Walker (Metaswitch), there was only one private sector business representative (Dave Wyatt, GE.Lighting) on the Board.

There was a need for greater levels of proactive work with the business sector and it was suggested that two more seats be made available on the Board (bringing the total to four) to cover business and the private sector. Work was ongoing with the Lead Member for Regeneration to recruit local business representatives to serve on the Board.

The Board **agreed** that two additional seats be created to strengthen private sector involvement, the approach to recruit the representatives be cleared at the June ESP Steering Group and the representatives commence their positions at the 15 July Board meeting.

(c) Creating an additional ESP Theme of 'Learning Communities

A review had been carried out to establish whether there was a need for an additional strategic theme to be created to ensure that educational and learning outcomes and ambitions for the Borough were not subsumed within the Prosperous Communities Theme where notionally these outcomes resided.

It was envisaged that the remit of this Theme would cover all aspects of education and learning of the young people in the Borough and could facilitate and create a work programme that could be developed with lead input from the refreshed educational establishment representatives.

The report suggested that initially the Theme could consider the following areas – attainment, attendance, NEETs, careers, links to the Enfield Youth Parliament, youth engagement and diversion, further education and links to the job market for school leavers/young people.

The Board made the following comments:

- Often what employers wanted and what they got were totally different;
- The Strand should be included in all Area Based Partnerships;
- The North Middlesex Hospital was a large employer and it would be necessary to consider how this Strand might be tied in; and
- It was necessary to avoid duplication with the work of the Employment and Enterprise Board.

The Board **agreed** that a new 'Learning Communities' Theme be established, further work be undertaken to progress the structure and strategic objectives for the theme with strategic leads and the Children's Trust Board and a further report be submitted to the 15 July Board meeting.

(d) Establishing an ESP Executive Group

The report considered the possibility of creating an ESP Executive Group which would act in an advisory capacity to the Board and the Area Based Partnerships.

The report proposed that the ESP Executive Group would be a high-level strategic group. It would meet at the request of the Board and/or the Area Based Partnerships in response to emerging issues affecting the delivery of ESP strategic objectives. It would meet on an exceptions basis up to three times per annum on dates strategically selected to follow Board meetings and precede the ESP Steering Group meetings.

The Board made the following comments:

- Caution should be applied in establishing an ESP Executive Board. The fear was that it could be too complex and that there would be danger in adding more to it;
- It would involve more time spent at meetings by senior staff from the various organisations involved; and
- There were better ways to get the self regulating audience required. For example for some issues, contact could be made by email to the Partners to ascertain their views.

The Board **agreed** that no action be taken in establishing an Executive Group until the Partners had considered the issue further, partners provide written feedback with their views as to whether an Executive Group should be established and a further report be submitted to the 15 July Board meeting.

(e) Reviewing the governance arrangements between the Board and Area Based Partnerships and Thematic Action Groups

There was a need for more robust protocols and placing greater emphasis on Partners to ensure their presence on Area Based Partnerships.

An initial review had identified two areas where clarity was required, namely:

- how the ESP and Area Based Partnerships related to each other, how business was brought to the ESP Board from the Area Based Partnerships and what the offer was from the ESP Board in return; and
- the Thematic Action Groups had become remote from the main ESP Board over time and that there might be a case for reconnecting them more substantially to the parent ESP Board.

Work was ongoing to address these issues and a piece of work in partnership with the Chairs of the Thematic Action Groups and lead officers will include

how progress is reported back to the Board and how joint working could be stimulated across the Thematic Action Groups via the ESP Board and Steering Groups.

The Board **agreed** to note the work being undertaken on the issue of working together and a report be submitted to the 15 July meeting of the Board.

(f) Integrating the Child Poverty Agenda into the work of the Partnership at the highest level

The review undertaken had identified the need for the Partnership to refine and refresh its approach to linking up to effectively address priority areas to support the strategic objectives.

It was suggested that the Child Poverty Agenda had been adopted as an overarching theme for the ESP Partnership. A strategy was currently being developed by a working group. There was a good opportunity to discuss whether the Child Poverty Agenda could be elevated further to make it a reference point for all of the thematic work in such a way that it became owned by all senior Partners.

An emerging model indicating where multi agency work was necessary. Was being prepared as a tool that could be used by the Thematic Action Groups and Area Partnership Boards together with various agencies.

The Board made the following comments:

- The emerging model could be seen as a three dimensional tool resulting in steeper edges the closer to the centre which would make getting out of the centre more difficult and costly. Therefore, the focus should not just be on the centre sector where complex and high level intervention was necessary;
- There should be trigger points to alert where families were heading to the middle sector where the complex and high level intervention was involved;
- It was necessary to set young people on the right path early on in early life rather than be burdened with higher costs in teenage and later years;
- Due to local authority cuts, social landlords had to provide more support to their tenants. With restricted budgets acute difficulties were becoming more of a problem with social landlords dealing with escalating complaints as local authorities were unable to assist;
- With regard to young people, attention was concentrated more on high achievers which could lead to young people joining gangs;
- There was disparity in life expectancy in the eastern part of the Borough where there was high unemployment and poor housing. There was a need for a structure to ensure the best results were achieved. The Partnership should concentrate on the middle sector of the diagram where complex and high level interventions were required;
- It was necessary to set out the financial needs for each segment of the model; this would assist in indicating the highest priorities;
- A single agency triage should be included indicating where it was most cost effective;



- Work was already ongoing with high risk groups with help on benefits, the Change and Challenge Programme, the Parent Engagement Panel etc;
- Whilst it was easy to focus on high risks groups, this should not be to the detriment of others. A report of the King's Fund stated that more social care would be needed in the future;
- There was a dilemma as to where to focus energy and develop ideas to support older people from being isolated and lonely; and
- Comparing the model with business structures where there was a limited amount of money to achieve something, it was necessary to consider what the most effective interventions were. This involved costing all interventions and then considering what had the greatest impact.

The Board **agreed** that following Del Goddard's further consideration on focusing on greater levels of effective partnership working and linking up more effectively to tackle the priorities identified a further report be submitted to the 15 July meeting of the Board.

(g) Developing a new ESP Delivery Plan

Work had begun on the process of compiling and developing a draft ESP Delivery Plan which could capture the strategic vision for Enfield for the next five years and set out the context in which partnership working would drive forward improvements.

Discussion and refinement of this document would form the centre piece of the next ESP Annual Conference and it was hoped that a draft could be agreed at that event which could go back to the following ESP Board at its meeting on 2 December 2014 for final comment and sign off.

It would be necessary to select a basket of indicators that would provide a 'bell weather' indication of the wellbeing of the Borough. This would assist in delivering outputs and positive outcomes to local people.

The Board **agreed** that all Partners consider indicators for inclusion in the ESP Delivery Plan, these indicators be submitted to the June ESP Steering Group and a further report be submitted to the 15 July meeting of the Board.

(h) Proposed change of date to future Annual Conferences

Consideration was given to bringing the ESP Annual Conference forward to September/early October 2014 and for future Annual Conferences after that.

The Board **agreed** that the 2014 Annual Conferences be brought forward to September/early October and similarly for future Annual Conferences.

#### 4. **ENFIELD YOUTH PARLIAMENT UPDATE**

Paige Morgan gave an update on the work of the Enfield Youth Parliament. She referred to URBACT and JOBTOWN, a European Network of Local Partnerships aimed at identifying the most effective ways in which local authorities and their socio-economic partners could work together to help young people to find employment.

Each JOBTOWN partner locality had established a Local Support Group as a basis for developing sustainable Local Partnerships for Youth Employment and

Opportunities. Each Local Support Group was responsible for developing a Local Action Plan outlining their strategy for achieving the project objectives in their local areas. This Plan would be coordinated by members of the Support Group and Managing Authorities of the European Structure Funds.

Enfield was establishing a Local Support Group involving key stakeholders and the Greater London Authority's European Programme Management Unit.

Enfield was the first London Borough to sign a Partnership Agreement with the Department for Works and Pensions to tackle unemployment through locally agreed measures. The Prince's Trust would also be contributing to Enfield's local JOBTOWN partnership.

Paige Morgan also referred to work on cyber bullying whereby a film had been produced.

## **5. PARENT ENGAGEMENT PANEL**

Sam Morris introduced his report which provided an update on the progress made by the flagship Parent Engagement Panel (PEP) and evaluated the impact made and suggested future directions to sustain and possibly expand its remit.

The PEP was commissioned by the Board in March 2010, following a recommendation from the Young People's Life Opportunities Commission and was officially launched in September 2010. The overall aim of the project was to build community capacity and resilience by engaging positively with and empowering Enfield parents and carers to provide informal support, information and guidance in their own communities for their children in the most deprived wards who often faced complex challenges and were at risk of getting into difficulties as a result.

The PEP was funded through three streams, the Enfield Strategic Partnership, Enfield Community Capacity Building Fund and core funding from Schools and Children's Services through the provision of a manager to oversee the Project.

As part of wider changes and restructuring within the Schools and Children's Services Department, responsibility for the Panel had moved from the Children's Services Management Team to the Commissioning and Community Engagement Team from April 2013.

A PEP Steering Group had been established to set the future direction of the Project and ensure that the reach of the PEP grew.

Currently, there were 13 wards being serviced by four monthly Area PEP meetings; two further Area PEPs were planned.

A PEP Planning Away Day is to take place on 27 March 2014 at the Dugdale Centre. The event would allow all PEP Members to work with council officers, the voluntary sector and other partners to form a plan that would further develop the Project over the coming financial year and provide for its future sustainability through transformation from an ESP project into an independent charity or social enterprise as well as reviewing the Project generally.

Four Parent Champions had graduated at the Enfield Parents Day on 22 October 2013 and in December 2013 a cohort of a further nine PEP Members qualified as Parent Champions at a graduation celebration held at the Dugdale Centre.

Parent Champion training was currently being reviewed and a robust commissioning process would ensure that it was of the highest quality and provided value for money. A list of PEP Members, who wanted to undergo information technology training, was being created.

Development Coordinators had begun to establish new Area Parent Engagement Panels in Children's Centres in Enfield.

PEP Members continued to contribute to a range of Children's Services and were working with the National Children Trust breast feeding programme, Homestart, Strengthening Families Programmes and LEAP.

Future developments with regard to the Project included:

- a PEP strategy and an action plan would be written in partnership with PEP Members and the Away Planning Day would be part of this process;
- the long-term strategy was to have eight core PEP Area Groups which would service the whole of Enfield. There would also be a number of satellite groups which would be affiliated to the PEPs;
- a food bank had been established in Edmonton;
- the PEP structure would form the basis of a democratically elected Parent Parliament that would be the voice of parents in Enfield; this would ensure that the views and experiences of parents were reflected in the decisions made by the Council and its Partners;
- three Parent Champions would be recruited on a part-time casual basis to provide administrative and project support for the Area Based Partnerships' meetings. They had been allowed to recruit directly from PEP Members; and
- it was anticipated that by 2015 the Project would become an independent non-profit organisation possibly in the form of a charity or social enterprise for which an exit strategy would be prepared.

Due to a number of changes to the PEP since the original funding agreement was signed in December 2012 it had not been possible to spend all the funding allocated by the Board for the 2013/2014 financial year. It was suggested that funds were re-profiled across the financial years of 2014/2015 and 2015/2016 to ensure that the Project developed in line with the Board's original aims.

The Board **agreed** that under spent funding for the Project be re-profiled across the financial years 2014/2015 and 2015/2016 guarantee the sustainability and longevity of the PEP.

## **6. CHANGE AND CHALLENGE UPDATE**

Ann Stoker introduced her report which provided information to the Board on the strategic and operational development of the Change and Challenge Programme. This Programme was the Council's rebranded name for the Government's Troubled Families' Initiative which was intended to bring a transformation in reaching and working with the most testing and challenging families.

In Enfield crime and antisocial behaviour was the priority area in the initial phase of the Programme with refocused priorities for years 2 and 3 (April 2013-2015)

being education and employment (adults pathway to work, NEETs, persistent absence, school exclusion and families in poverty), NEETs (young people not in education, employment or training). Monitoring would continue on crime filters, youth crime, antisocial behaviour, substance misuse, domestic violence, gang involvement and child health and wellbeing within years 2 and 3.

By June 2013, the Programme had identified 345 of Enfield's most challenging families and of these 311 had been assigned to a lead agency for targeted support. A number of services had been commissioned to support families to make a positive change in their lives.

The targets for identifying families in year 2 and year 3 of the Programme had been revised in order to maximise the time spent turning families around. Although it had been a very stretching target to identify all 775 families by 31 March 2014, staff were confident that they would identify the full cohort by the target date. Significant links with wider service providers had been made to ensure that directly working with families met both national and local indicators.

The Single Point of Entry was one of the key features of the transformation that was taking place in Children's Services. This engaged partners across all sectors that might have a concern about the children that they were working with.

With Kate Kelly in post, together with both a newly recruited data analyst and an assistant, case workers were actively contacting schools in order to cement the referral process and continued engagement.

The Department for Communities and Local Government had engaged a consortium - Ecorys UK to evaluate the Government's Troubled Families Programme. The Department for Communities and Local Government would be visiting the Borough on 26 March 2014.

Ann Stoker then referred to some anonymized cases to show the Board the intensity of work and levels of complexity for case workers.

The Board **agreed** that the information provided for the Change and Challenge Programme update be noted and that Partners continue to engage with and promote the Programme as appropriate as it contributed to achieving positive outcomes for Enfield's families.

## 7. AOB

The Board **agreed** to record its appreciation of the work undertaken by Neil Rousell and wished him well in his retirement.