

# Public Document Pack



## OVERVIEW & SCRUTINY COMMITTEE

Monday, 4 November 2013 at 7.30 pm  
Room 1, Civic Centre, Silver Street, Enfield,  
EN1 3XA

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Councillors : Toby Simon (Chairman), Alan Sitkin, Alev Cazimoglu,  
Michael Rye OBE, George Savva MBE, Rohini Simbodyal and Edward Smith

Education Statutory Co-optees: 1 vacancy (Church of England diocese representative), Simon Goulden (other faiths/denominations representative), Tony Murphy (Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor Representative).

Support Officer –Mike Ahuja (Head of Corporate Scrutiny & Community Outreach)  
Stacey Gilmour (Corporate Scrutiny Secretary)

## AGENDA – PART 1

### 1. WELCOME & APOLOGIES

### 2. DECLARATIONS OF INTEREST

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

### 3. WELFARE REFORM- UPDATE ON IMPACT AND IMPLICATIONS (Pages 1 - 10)

To receive an update from Kate Robertson, Assistant Director, Customer Services.

### 4. REVENUES & BENEFITS SERVICE-PERFORMANCE MONITORING UPDATE (Pages 11 - 16)

To receive an update from Kate Robertson, Assistant Director, Customer Services.

### 5. ITEM REFERRED FROM THE AUDIT COMMITTEE (Pages 17 - 32)

To receive the report of the Director of Finance, Resources & Customer Services on the London Borough of Enfield Key Decision Threshold Review.

The report has been referred on to Overview & Scrutiny Committee by Audit Committee (25 September 13) who were keen to seek comments on the need for a review of the threshold, prior to the matter being presented back to the Audit Committee at its next meeting (7 November 2013) for further consideration.

**6. UPDATE ON THE DEEPHAMS SEWAGE PLANT PETITION** (Pages 33 - 34)

To receive a copy of the letter from O&SC sent to OFWAT as agreed at the Overview & Scrutiny meeting on 17 October 2013.

**7. SCRUTINY INVOLVEMENT IN BUDGET CONSULTATION** (Pages 35 - 38)

To receive a report from the Head of Corporate Scrutiny & Community Outreach, outlining the proposed arrangements for Scrutiny's involvement in the 2014/15 budget consultation process.

**8. CHANGE & CHALLENGE PROGRAMME (TROUBLED FAMILIES) UPDATE** (Pages 39 - 48)

To receive an update from Anne Stoker, Head of Parenting Support Service & Parent Commissioner on the Change and Challenge Programme.

**9. MATTERS REFERRED FROM THE EXECUTIVE/COUNCIL TO SCRUTINY**

To consider any items referred from the Executive/Council to scrutiny and how they should be progressed.

Members are asked to note that no items had been referred for consideration at the time of agenda dispatch.

**10. ITEMS REFERRED FROM SCRUTINY PANEL FOR CONSIDERATION BY OVERVIEW & SCRUTINY COMMITTEE**

To consider any issues referred onto Overview and Scrutiny Committee by individual Scrutiny Panels.

Members are asked to note that no items had been referred for consideration at the time of agenda dispatch.

**11. REFERENCES TO CABINET**

**Specific Items to be referred to Cabinet**

To confirm any issues that the Committee have agreed to refer onto Cabinet.

## **References to Scrutiny to Cabinet/Council and other bodies: Monitoring Update:**

Overview & Scrutiny Committee is asked to note that no scrutiny references have been considered by Cabinet/Council & other bodies since its last meeting on the 16<sup>th</sup> October 2013 (Cabinet).

### **12. MINUTES OF THE LAST BUSINESS MEETING (TO FOLLOW) (Pages 49 - 64)**

To agree the minutes of the Overview & Scrutiny Committee business meetings held on Thursday 26<sup>th</sup> September 2013 and Thursday 17<sup>th</sup> October 2013.

### **13. DATES FOR FUTURE MEETINGS**

To note the dates for the future meetings to be held in November and December 2013 as being:

Potential Call-In's:

Monday 18<sup>th</sup> November  
Thursday 28<sup>th</sup> November  
Wednesday 4<sup>th</sup> December  
Thursday 12<sup>th</sup> December

Please note that the next Overview & Scrutiny Committee business meeting is to be held on the Thursday 30<sup>th</sup> January 2014 which will be discussing the Council's budget requirements for 2014/15.

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

To consider, if necessary, passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting for the item of business listed in Part 2 of the agenda on the grounds that it will involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 Schedule 12A to the Act, (as amended by the Local Government (Access to Information) (Variation) Order 2006), as are listed on the agenda. (Please note there is no part 2 agenda).

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**MUNICIPAL YEAR 2013/2014 REPORT NO.****MEETING TITLE AND DATE:**

**Overview and Scrutiny  
Committee, 4 November 2013**

**REPORT OF:**

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

**Contact officer: Kate Robertson**

<b>Agenda – Part:</b>	<b>Item:</b>
<b>Subject: Welfare Reform update</b>	
<b>Wards: All</b>	
<b>Cabinet Member consulted:</b>	

**1. EXECUTIVE SUMMARY**

- 1.1 This report gives Overview and Scrutiny Committee an update on the Government's welfare reforms and their impact on Enfield.

**2. RECOMMENDATIONS**

- 2.1 Overview and Scrutiny Committee note the outcomes achieved so far and the impact of the Government's welfare reforms.

**3. BACKGROUND**

- 3.1 The Government has introduced a number of changes to welfare benefits over the last two years as part of the biggest programme of welfare reform for many years. With more changes to come, this report gives Overview and Scrutiny Committee an update on the impacts of the changes that have happened so far; namely the Benefit Cap, changes to Local Housing Allowance, Social Sector Spare Room Subsidy, Council Tax Support, Personal Independence Payments and Social Fund.

**Benefit cap**

- 3.2 The Benefit Cap places a maximum threshold on the amount of benefits a household can receive of £500 a week for families with children and £350 a week for single adults. Pensioners are excluded from the cap. The Council is instructed to apply the cap by the Department of Work and Pensions as the money is taken from housing benefit payments which local authorities

administer. As at 20 September, the following numbers of households were being capped under the Government's benefit cap.

Tenancy type/ value of weekly cap	Private tenants	Council tenant	RSL tenant	TA tenant
<£25	227	15	6	29
£26-£49	69	5	10	44
£50-£99	295	8	22	67
£100-£199	142	6	12	49
£200-£299	24			21
>£300	7			7
TOTAL Number of households	764	34	49	217

- 3.3 In total 1064 households are affected, impacting on 3121 children and 265 non-dependents. Over 78% of people affected are lone parents. In terms of household size, 76% have three or fewer children.
- 3.4 Enfield was one of four London boroughs to be the first in the country to go live with the benefit cap. It soon became apparent that the data scans we have received pre-go live from the DWP had a number of inaccuracies in. As a result, in March 2013 they were predicting over 2000 households would be capped. But when we received the final referrals, this had reduced to 1300. Whilst this would good news, it did mean that a lot of people received correspondence from the DWP and ourselves unnecessarily.
- 3.5 In preparation for the benefit cap, Enfield launched a benefit cap taskforce in October 2012 which brought together benefits, housing, Job Centre Plus and Enfield CAB to provide a joined up advice and support service. Data matching took place across the Council to identify families known to be vulnerable and these were prioritised for support alongside those losing over £100 a week living in the private rented sector and council/temporary accommodation tenants. In many cases there has been intensive support offered and the outcomes of individual households has been tracked. See the table below for the latest outcomes which have contributed to the total number of capped households reducing.

The taskforce has engaged with 1060 households. Of these:

- 269 have found work
- 110 have moved to more affordable accommodation of their choice
- 105 have now been awarded an exempted benefit
- 70 can pay their rent from their remaining income
- 6 have been evicted
- 616 have been awarded a discretionary housing payment to allow time to find work or cheaper accommodation.

- 3.6 The work of the benefit cap taskforce continues and is expanding to offer targeted advice for more vulnerable individuals. It has recently won the national IRRV Gold award for Innovation.

### Social Sector Spare Room Subsidy

- 3.7 This change affects working age tenants living in council housing or registered social landlords (RSLs). If they are deemed to have too many bedrooms for their needs, their housing benefit is reduced by 14% if one bedroom too many or 25% if more than one bedroom too many. This mainly affects households where their children have now left home. The figures as at 20 September as set out below;

Caseload		Under Occ by 1 room	Under Occ by 2 room	Under Occ by 3 room	Under Occ by 4 room	Total
		14% reduction	25% reduction	25% reduction	25% reduction	
<b>Enfield Homes</b>	Cases	623	141	4	0	768
	Weekly Loss	£ 9,368.64	£ 3,962.29	£ 105.94	£ -	£ 13,436.87
	Annual Loss	£ 496,537.92	£ 210,001.37	£ 5,614.82	£ -	£ 712,154.11
<b>RSL</b>	Cases	565	114	10		689
	Weekly Loss	£ 10,752.91	£ 3,836.63	£ 369.86		£ 14,959.40
	Annual Loss	£ 569,904.23	£ 203,341.39	£ 19,602.58	£ -	£ 792,848.20
<b>Total</b>	Cases	1188	255	14	0	1457
	Weekly Loss	£ 20,121.55	£ 7,798.92	£ 475.80	£ -	£ 28,396.27
	Annual Loss	£ 1,066,442.15	£ 413,342.76	£ 25,217.40	£ -	£ 1,505,002.31

- 3.8 It is proving difficult to get a clear picture of the situation in RSLs but Enfield Homes is supporting a number of households affected by this change. The majority of households are choosing to stay and find the additional money although there has been an increase in interest in mutual exchange. A new incentives programme has been introduced and extra capacity put in to support these exchanges. Where households are waiting for a mutual exchange, they are being offered financial support through discretionary housing payments.
- 3.9 The average arrears figure of all Enfield Homes tenants affected by both the under-occupation is showing a slight increase. This is despite many being in receipt of Discretionary Housing Payments (DHP) which has provided an interim support.

The tables below illustrate the current trend in rent arrears performance broken down according to the under-occupation levels over the reporting period.

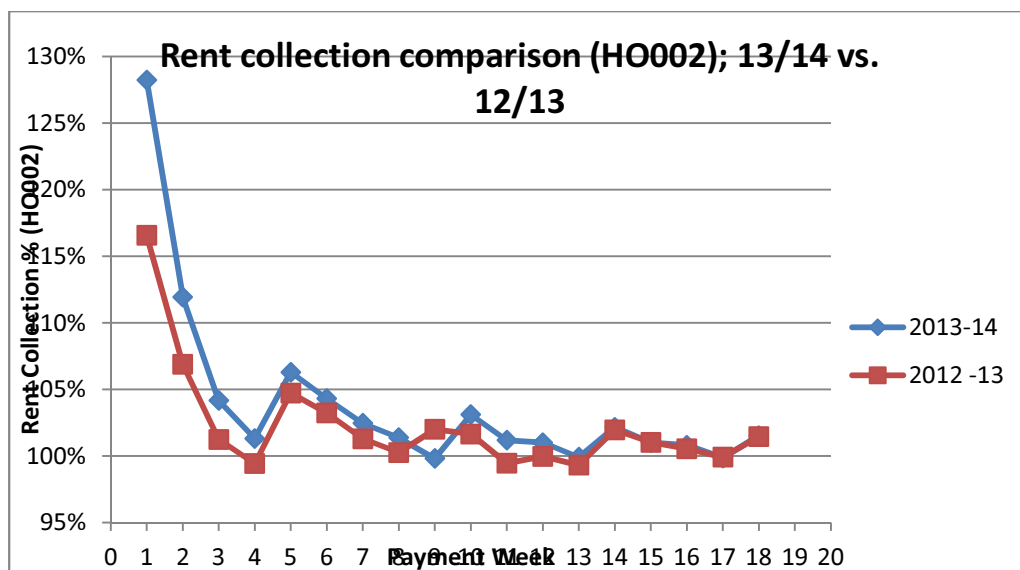
<b>1 Bedroom deduction - 14%</b>						
	<b>Week 1</b> (w/c 1/4/13)	<b>Week 5</b> (w/c 29/4/13)	<b>Week 10</b> (w/c 3/6/13)	<b>Week 14</b> (w/c 1/7/13)	<b>Week 18</b> (w/c 29/7/13)	<b>Week 23</b> (w/c 2/09/13)
No. of accs in arrears	<b>367</b>	<b>383</b>	<b>340</b>	<b>319</b>	<b>340</b>	<b>341</b>
Average arrears level	<b>£344</b>	<b>£350</b>	<b>£365</b>	<b>£402</b>	<b>£386</b>	<b>£385</b>
% of customers paying all rent due	<b>N/A</b>	<b>44%</b>	<b>44%</b>	<b>48%</b>	<b>45%</b>	<b>47%</b>

<b>2 or more bedroom deduction - 25%</b>						
No. of accs in arrears	<b>82</b>	<b>84</b>	<b>72</b>	<b>74</b>	<b>77</b>	<b>70</b>
Average arrears level	<b>£412</b>	<b>£428</b>	<b>£467</b>	<b>£470</b>	<b>£452</b>	<b>£533</b>
% of customers paying all rent due	<b>N/A</b>	<b>48%</b>	<b>40%</b>	<b>43%</b>	<b>48%</b>	<b>46%</b>
<b>U/occupation against wider setting</b>						
% of U/o accounts in credit (+0.01)	<b>48%</b>	<b>44%</b>	<b>46%</b>	<b>48%</b>	<b>45%</b>	<b>46%</b>
% of U/O accounts in debit (-0.01)	<b>52%</b>	<b>56%</b>	<b>53%</b>	<b>51%</b>	<b>54%</b>	<b>54%</b>
% of all EH rent arrears from those affected by U/O	<b>10.05%</b>	<b>10.68%</b>	<b>9.88%</b>	<b>9.87%</b>	<b>9.73%</b>	<b>9.76%</b>

3.10 Rent collection figures of all EH customers (up until week 23) of 2012/13 and 2013/14 have been compared to provide an opportunity to view emerging trends. Figure 1 below, shows the early improvement in EH's rent collection in the 1<sup>st</sup> quarter has now levelled out to the same period last year.

Figure 1: Rent collection comparison (HO002 data); 12/13 and 13/14 quarter 1





### Changes to Local Housing Allowance

- 3.11 Reforms to the Local Housing Allowance (LHA) system of housing benefit for the private rented sector were implemented between April 2011 and January 2012 placing caps on the total amount of housing benefit a household could claim. Rates were reduced from the 50th percentile to the 30th percentile meaning that the bottom 30% of a rental market in an area should theoretically be affordable to recipients of housing benefit.
- 3.12 However rents in London and Enfield continue to increase at a rate that is not matched by the LHA rates. In addition, the number of households receiving LHA continue to increase in Enfield and outer London generally. Enfield saw the number of LHA claimants increase by 3370; a 27% increase which is 3<sup>rd</sup> highest in London at the same time as rents increasing by £125 a month (May 2011-May 2013)
- 3.13 This is directly impacting on the local private rented sector dynamics. It is becoming increasingly difficult for the Council to find affordable properties in Enfield or neighbouring areas. Anecdotal evidence suggests landlords are seeking possession because they know they can get more money from other households or boroughs needing temporary accommodation. This demand is pushing up the price of temporary accommodation for the Council and poses a financial risk going forward.
- 3.14 Figures for temporary accommodation in Enfield show that numbers have increased from 1956 in April 2012 to 2143 in April 2013 (an increase of 187 or 9.5%).

### Council Tax Support

- 3.15 The Council agreed a new Council Tax Support Scheme for 2013/14 to replace the previous national Council Tax Benefit scheme that was abolished. Pensioners were protected from any change but working age claimants had to

pay a minimum of 19.5% of the Council Tax liability. Six months in to the year and the Council is on target to achieve its budgeted collection targets. There have been just over 100 applications for the Council Tax Hardship Scheme. Claimants have been given the option of weekly direct debits/payment arrangements as well as the provision of new cash kiosks across the borough.

### **Social Fund**

- 3.16 The Government abolished various discretionary elements of the Social Fund and devolved a reduced level of funding to local authorities to administer local schemes. Enfield agreed an Emergency Support Scheme. So far the Council has awarded 124 grants for emergency living costs and resettlement costs (e.g. furniture/white goods). Targeted use of visiting officers had led to a reduced level of approval than the previous DWP process. However, we are seeing increasing claims from people whose Employment Support Allowance has been stopped following reassessment.

### **Personal Independence Payments**

- 3.17 Personal Independence Payments (PIP) have replaced new claims for disability living allowance for working age people. It is too early to say how these assessments are going. It is unlikely that existing DLA claimants will be asked to reapply under PIP until 2015.

### **Universal Credit**

- 3.18 Universal Credit is the Government's flagship project aimed at wrapping up a number of working age benefits and tax credits into a single payment. It was due to be rolled out nationally for new claims from October 2013 but it has now been postponed. A new delivery plan is expected before Christmas 2013 and the Government continue to expect full roll-out to be complete by 2017. In the meantime, smaller pilots are taking place for new claimants who are single with no housing, disability or childcare costs. The pilots testing payment direct to tenants have been extended to December 2013. Following earlier feedback, the Government is due to publish more details about its 'Local Support Service Framework' in the next few months. This will set out how it expects vulnerable people will be supported with the expectation that these frameworks will be in place for Autumn 2014.
- 3.19 Linked to Universal Credit are changes to Job Centre Plus which include improved in-work support, a new claimant commitment to improve advice and new conditionality requirements to encourage those in work to seek more hours or better paid work. These are being piloted in a variety of Job Centres and the new claimant commitment is expected to be rolled out to Enfield Job Centres from next Spring.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 None – this report is for information only.

## **5. REASONS FOR RECOMMENDATIONS**

Welfare reform is a significant national programme of change, impacting on large numbers of Enfield residents. This report gives Overview and Scrutiny Committee an update on the latest impacts.

## **6. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES AND OTHER DEPARTMENTS**

### **6.1 Financial implications**

The Council has received additional funding from the Government to support the delivery of these initiatives. The impact on rent and council tax collection is being monitored closely.

### **6.2 Legal implications**

None relating to this report.

### **6.3 Property implications**

None relating to this report

## **7 RISKS**

The key risks relate to rent and council tax income which is being monitored closely. In addition there are emerging risks due to the way in which the local private rented sector is responding to these changes and the increased costs of temporary accommodation.

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

### **8.1 Fairness for All**

This report reviews the impact of Government reforms on Enfield's community.

### **8.2 Growth and Sustainability**

The Government's reforms have seen a significant reduction in income for many households which may impact on the local economy in the longer term. However employment is a key opportunity for households affected by the reforms.

### **8.3 Strong Communities**

The biggest issue is one of migration, as potentially poorer households cannot afford to live in Enfield.

**9. EQUALITIES IMPACT IMPLICATIONS**

The reforms impact on a wide variety of households – the LHA changes affect single young adults, benefit cap families with children and the social sector spare room subsidy affects older households whose children have left home. Currently disabled adults who need an extra room are not exempt from the reduction in housing benefit but Enfield is currently supporting a number of such households through discretionary housing payments.

**10. PERFORMANCE MANAGEMENT IMPLICATIONS**

Corporate Policy collate a range of indicators on a quarterly basis to monitor the impact of these reforms.

**11. PUBLIC HEALTH IMPLICATIONS**

Poverty is a key influence on health and wellbeing whilst health can also limit people's abilities and choices in responding to these reforms.

**BACKGROUND PAPERS**

Overview and Scrutiny Committee, March 2013



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## MUNICIPAL YEAR 2013/14

**MEETING TITLE AND DATE:**

Overview and Scrutiny Committee –  
4 November 2013

**REPORT OF:**

Director of Finance Resources &  
Customer Services  
Contact officer and telephone number:  
Kate Robertson Ext 6189

**Agenda - Part:****Item:****Subject:**

Revenues and Benefits Performance  
Monitoring Briefing

**Wards:****Cabinet Member consulted:****1. EXECUTIVE SUMMARY**

This report sets out key performance for revenues & benefits in 2012/13. Despite increasing benefit caseloads and the general economic climate council tax collection performance has improved.

**2. BACKGROUND**

- 2.1 Collection Services cover Council Tax, Business Rates (NNDR) and collection of overpaid Housing Benefit. Benefit services cover take-up, assessment and payment of Housing Benefit and Council Tax Benefit (but not Benefit Fraud Investigation which is part of the Corporate Governance Division).
- 2.2 The 2012/13 net charge (after Benefit, Discounts, Charity Relief etc.) for Council Tax and NNDR total some £228m calculated as follows:-

**Council Tax**

		£m
Gross Debit		178.9
Less Exemptions	4.0	
Disabled Relief	0.2	
Discounts	14.8	
Council Tax Benefit	<u>36.9</u>	55.9
<i>Net Debit</i>		<u><b>123.0</b></u>

\*BRS Business Rate Supplement

**NNDR**

		£m
Gross Debit		117.7*
		(*inc 3.4m BRS)
Less Exemptions	2.4	
Transitional Relief	2.0	
Small Bus Rate Relief	2.7	
Charity Relief	5.0	
Hardship	<u>0.0</u>	12.1
<i>Net Debit</i>		<u><b>105.6</b></u>

	<b>Council Tax</b>	<b>NNDR</b>
No. properties	122,037	6,988
No. reminders/final notices issued	47,446	3,378
No. Summonses issued	20,539	2,353
No. Liability Orders issued	12,933	1,282
No. cases referred to bailiffs	7,323	850

### **Benefits**

2012/13 Subsidy Claim £328.4m

### **3. PERFORMANCE**

- 3.1 There is extensive performance monitoring of Revenues and Benefits both within the Council and by Central Government Departments. There exists a wide range of key indicators which are supported by other measures with an emphasis on keeping the overall monitoring to sensible proportions so that some subsets are collated only if the main indicator shows a need for further analysis.

#### **Key Performance Indicators**

	<i>2010/11</i>	<i>2011/12</i>	<i>2012/13</i>
<b>COLLECTION</b>			
Collection in year Council Tax (%)	95.71	95.76	95.86
NNDR (%)	98.5	98.86	98.86
Benefit Overpayments (% collected)	63.58	79.33	77.35
<b>BENEFITS</b>			
New Claims (average no. days from receipt of claim to completion of processing including time to receive evidence)	24.47	23.63	21.18
Change Events (average no. days)	9.66	7.42	7.20
Overpayments Raised (as % of benefit payments)	2.12	2.19	1.95
Overpayment LA Error (as percentage of Benefit payments)	0.46	0.44	0.35

- 3.2 Enfield Council was recently presented with two awards at the IRRV conference for excellence in innovation which recognized the work of the benefit cap team and the council tax arrears collection team.



- 3.3 The council tax in year collection rate for 2012/13 is 95.86%. The overall collection level for council tax remains 98%, the 9<sup>th</sup> highest in London and above the target of 98.7%.
- 3.4 This year the amount of council tax to be collected increased due to a reduction in the number of exemptions awarded so whilst the in-year collection showed a small improvement on the previous year, the amount of payments increased by £1.1m.
- 3.5 Enfield's taxbase (the number of eligible properties for council tax) is the 8<sup>th</sup> highest in London.
- 3.6 Significant focus has been spent on reducing historic debts. Last year Enfield collected £5.98m of historic council tax arrears in 2012/13 – the highest in London and 4<sup>th</sup> nationally. Arrears at 31 March 2013 stand at £29m (£22.3m *Council element*). Reducing aged debt remains a focus this year which is expected to further cut the historic debt levels.
- 3.7 The Council has also increased the number of charging orders against properties by £1.1m. As a result bad debt provision has reduced by £1.3m to £11.7m.
- 3.8 During 2012/13, 54,581 council tax payers opted to pay by direct debit resulting in over 565,000 direct debit payments. However, 8500 were rejected by banks resulting in further recovery work. 97,000 payments were made by credit/debt card via the website or automated telephone payments service. Over 82,000 payments were made at cashiers (including cheque payments).
- 3.9 The introduction of the local council tax support scheme in April 2013 saw some residents paying council tax for the first time. Included in this group where a small number of council tax payers with learning difficulties who previously received 100% benefit but were entitled to an exemption. Following representation from local voluntary organisations, the council tax service has worked closely with adult social care to identify potential exemption cases, protect from enforcement action and fast track exemption awards by using social care experts to provide the necessary certification rather than contacting the customers GP. The work has led to the creation of a working group looking at financial protocols for social care clients living in the community which promises to introduce better debt collection processes for dealing with social care clients across all debt types.
- 3.10 In February 2012 the Ministry of Justice set out proposals for transforming bailiff services. Following consultation the Government summarized the areas to be addressed to protect against aggressive action by enforcement agents as:
- the misrepresentation of an enforcement agent's legal authority;
  - the charging of excessive fees;
  - the threatening behavior by enforcement agents;

- 3.11 These recommendations have been incorporated into the ‘Tribunal, Courts and Enforcement Act 2007’ and the ‘Taking Control of Goods Regulations 2013’. Good practice guidance has also been issued in May 2013 regarding council tax arrears collection. The council is due to retender the corporate bailiff contract and will incorporate the new legislative requirements within the contract. However, the revised fee structure has not yet been announced making it difficult to specify council requirements.
- 3.12 Despite the recession and the economic downturn, the collection rate for NNDR increased to 98.87%, an increase on previous year’s performance of 98.6% and exceeding the target of 98.7%. The amount of NNDR to be collected also increased due to increases in valuations by £4.3m. This partly resulted in a £2.8m increase in payments but a £1.9m increase in arrears (£9.4m) and a £1.1m increase in bad debt provision to £5.9m.
- 3.13 Business rate payers use a variety of payment methods. Over 58% pay by direct debit, but 14% continue to pay by cash at cashiers (including cheques). This is a priority area for the forthcoming year to increase to reduce cash and cheque transactions for business rates and increase either automated payments or direct debit for business rates.

**Customer**

- 3.14 Following the customer first review, the counter service and bulk phone answering service transferred to the corporate customer service centre.

Volumes by channel last year are as follows:

35,836 emails and eforms  
 188,386 written correspondence  
 227,734 telephone calls  
 10,656 face to face visits.

Statistics for complaints 2012/13 are as follows:-

Complaints -	2012/13
Number received	221
Fully/partially upheld	119(53%)
Answered within 10 days	182 (82%)

**4. BENEFITS**

- 4.1 The benefit caseload continues to rise and now stands at 42,334 Housing Benefit and/or Council Tax Benefit cases. The Council Tax Benefit caseload is the third highest in London. The private tenant Housing Benefit caseload (under 5,000 in May 2004) is now 18,926 which is the highest in London and the 6<sup>th</sup> highest in England.

- 4.2 On average, each benefit case has 3.7 re-assessments per-annum with some 200,000 assessment/re-assessments actioned in 2012/13. The reassessments will cover changes in employment, income, household composition etc.
- 4.3 In addition the service delivered a number of system and process changes in order to deliver the Government's welfare reforms, awarded its full allocation of discretionary housing payments, oversaw the work of the benefit cap taskforce and continued to run quarterly landlord and voluntary sector forums.
- 4.4 Staffing remains a concern for the service as more trained and experienced benefit assessors across the country leave the service due to the threat of Universal Credit. The uncertainty over the future of housing benefit assessment has resulted in higher volumes of temporary staff.

## **5. ALTERNATIVE OPTIONS CONSIDERED**

None. This report is for information only.

## **6. REASONS FOR RECOMMENDATIONS**

Overview and Scrutiny Committee monitor the performance of a number of key council services that impact on large numbers of local people.

## **7. COMMENTS OF THE DIRECTOR OF FINANCE AND CORPORATE RESOURCES AND OTHER DEPARTMENTS**

### **7.1 Financial Implications**

There are no financial implications arising directly from this report.

### **7.2 Legal Implications**

There are no legal implications arising directly from this report.

### **7.3 Property Implications**

There are no property implications arising directly from this report.

## **8. KEY RISKS**

Strong performance management of the Revenues and Benefits service assists in reducing the Council's operational, financial and reputational risks.

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

The Revenues & Benefits service supports Council priorities both in terms of financial management of council income and support for the community via the benefit service.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The Council tax, Business Rates and Housing Benefits services all have local performance indicators.

**MUNICIPAL YEAR 2013/2014 REPORT NO. 87A**

**MEETING TITLE AND DATE:**

Overview & Scrutiny  
Committee – 4 November  
2013  
Audit Committee – 7  
November 2013

**REPORT OF:**

Director of Finance  
Resources & Customer  
Services

<b>Agenda – Part: 1</b>	<b>Item:</b>
<b>Subject: London Borough of Enfield Key Decision threshold review</b>	
<b>Wards: All</b>	
<b>Cabinet Members consulted: Cllr Doug Taylor</b>	

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**1. EXECUTIVE SUMMARY**

This report presents the outcome of benchmarking undertaken with other Local Authorities around the current financial thresholds set for Key Decisions. The information provided was initially considered by Audit Committee (25 September 2013) at which stage members felt it would also be useful to seek views from Overview & Scrutiny Committee, prior to any final decision being made on whether a review or amendment of the current threshold operated within Enfield was required.

**2. RECOMMENDATIONS**

- 2.1** Overview & Scrutiny Committee is asked to consider the outcome of the benchmarking process with any views expressed regarding the current Key Decision threshold in Enfield to be fed back for consideration by Audit Committee.
- 2.2** Subject to any comments received from Overview & Scrutiny Committee (under 2.1 above) Audit Committee is being asked to consider whether based on the information provided any further review of the Council's current financial threshold relating to key decisions is required.

**3. BACKGROUND**

- 3.1 The Local Government Act 2000 placed a requirement on local authorities to provide advance notice of any decisions classified as “key”. This was introduced with the aim of increasing transparency around the decision making process and letting people know in advance about major decisions that were planned and how they could influence them. Up until introduction of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations in September 2012 this required the publication of a monthly Forward Plan setting out the Key Decisions a local authority planned to take over a four month rolling period.
- 3.2 The Regulations introduced in September 2012 removed the specific requirement to publish a Forward Plan, with Local Authorities now only required to provide 28 clear calendar days notice before the relevant “key decision” is taken. In Enfield we continue to provide this public notice via a monthly Key Decision list, which can be added to (as required) during the month as long as it is still possible to provide the required 28 days notice.
- 3.3 The statutory definition of a key decision was set out in the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 which accompanied the Local Government Act 2000. The Regulations stated that a Key Decision would be something that:
  - (a) resulted in expenditure or savings which were significant having regard to the overall budget for the service or function to which the decision related; and/or
  - (b) was likely to be significant in terms of its effect on communities in two or more wards

This definition was not altered under the 2012 Regulations.

- 3.4 Individual Local Authorities were given their own discretion to agree and set (at full Council) the level of expenditure/savings considered to be “significant” in relation to the definition of a Key Decision in their area. Whilst guidance issued by Government at the time stated that this may vary from service to service, taking account of relative overall budgets it was agreed in Enfield (as by many other local authorities) for the sake of simplicity to set a single financial threshold. In Enfield this was set at £250,000. The Council also adopted a more rigorous definition in respect to (b) by requiring that the impact in terms of the effect on communities should cover one rather than two or more wards.
- 3.5 The current definition of a key decision operated within Enfield is therefore as follows and this has applied since coming into effect following the 2000 Act:

Key decisions are defined as ‘a proposal’:

- (i) which involves expenditure/savings of £250,000 or above – this includes proposals phased over more than one year and match/grant aided funding, with a total of £250,000 or above; and/or
- (ii) which has significant impact on the local community in one or more wards.

N.B: A quasi-judicial decision taken by the Planning Committee/Panel or Licensing Committee is not a key decision.

- 3.6 As part of an ongoing review of the Council's decision making procedures, following introduction of the Executive Meeting Regulations 2012, the opportunity has also been taken to look at how the threshold operated by Enfield in relation to Key Decisions compares with those operated by other London Boroughs. The results of this review are set out below, for members information.

#### **4. Review of Key Decision financial threshold in other Local Authorities**

- 4.1 As part of the annual CIPFA Benchmarking review of Democratic Services undertaken in 2012, participating councils were asked to provide details of their financial threshold for Key Decisions. The breakdown of responses from the 48 participant Councils was as follows:

- (a) 10 had set financial thresholds below £250k
- (b) 14 (including Enfield) had a threshold of £250k or above
- (c) 1 had a threshold of £350k or above and 1 at £400k or above
- (d) 18 had set their threshold at £500k or above
- (e) 4 had set their threshold at £1m or above

It should be noted, when considering these results, that the participant boroughs represent a mix of County, Metropolitan, Unitary and District Councils of varying sizes across the UK.

- 4.2 Following on from the benchmarking review, the London Borough of Richmond has undertaken a more detailed survey (via the Association of Democratic Services Officers) on the specific arrangements across London Boroughs. The survey was again conducted in 2012 with responses received from 31 Boroughs. Each Council was asked to provide details on the financial and community impact threshold for their Key Decision criteria. A summary of the responses is set out below:

- (a) 13 of the London Boroughs had financial thresholds set at £500k or above.
- (b) 6 had financial thresholds set at £100k or above.
- (c) 1 was set at £200k with Enfield at £250k and another with a threshold of £1m.
- (d) Of the remaining boroughs a number stated that they used the statutory guidance with decisions made on a case by case basis whilst another set their threshold at 20% of the budget for the service area.

In a number of instances the thresholds identified above actually involved more complex arrangements, for example, with boroughs distinguishing between the threshold for capital and revenue expenditure or setting thresholds relating to individual services areas or a % of overall service budgets.

A detailed breakdown of the survey results has been attached as Appendix 1.

- 4.3 Following on from this review an analysis of the decisions published in Enfield between January 2013 – July 2013 was undertaken, in order to look at the potential impact any change in the key decision threshold may have. The review specifically looked at the impact any increase in the threshold to £500k may have had up, with the results as follows:
  - (a) During the period under review a total of 83 key decisions were taken. Of these 25 were below £500k in value (30% of the total number taken) with 17 between £250k - £500k and the remaining 8 involving a value below £250k but being assessed as having significant community interest.
  - (b) Of the 17 key decisions that were between £250k - £500k in value – 3 were taken at operational level (i.e. by the relevant Director) and the remaining 14 were either taken by Cabinet or the relevant Portfolio Holder (and would have been open to publication and call-in, whatever the value).
- 4.4 Audit Committee (25 September 2013) undertook an initial consideration of the benchmarking information provided but felt it would be helpful (before making any final decision of whether any more detailed review or amendment to the threshold was required) to also seek the views of Overview & Scrutiny Committee.
- 4.5 Overview & Scrutiny Committee are due to consider the matter on 4 November 2013 and any comments made as a result will be feedback to Audit Committee when the report is presented for further consideration on 7 November 2013. Based on the outcome of benchmarking



undertaken members of both Overview & Scrutiny Committee and Audit Committee are being asked to consider whether they feel a review of the current financial threshold is needed in order to reflect (a) the scale of the Council's overall budget; and (b) nature and size of services currently being provided and fact that it had been set when the original regulations were originally introduced.

- 4.6 If minded to support a review, members views would also need to be sought on the level at which it was suggested any new threshold should be set. Any change agreed as a result would require approval by full Council, following consultation with the Members & Democratic Services Group before coming into effect.

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

None – the report has been prepared in order to enable members to consider whether a review of the existing financial threshold for key decisions within Enfield is required. If not, the current threshold will remain in operation.

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

To enable members to consider, as part of an ongoing review of the Council's decision making procedures following the introduction of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, whether any further review of the Council's financial threshold for key decisions is required.

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

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

Any further review identified by members would be undertaken within existing resources. If members were minded to support a change in the financial threshold this would require an associated review of the Financial Procedure Rules as well as a comprehensive programme of staff briefing to ensure that officers across the Council were aware of the new requirements.

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

The powers are set out in 3.1 to 3.3 of this report. Under the Local Government Act 2000 any final decision to alter the key decision financial threshold within Enfield would require formal approval by full Council.

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

If the required period of notice for a key decision is not complied with that could leave the decision open to potential challenge. Should the threshold for a key decision be changed, the provision of ongoing advice & guidance to staff would be needed to ensure officers were aware of the new requirements and in order to minimise any potential risk.

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

### **8.1 Fairness for All & Strong Communities**

The requirements in relation to the notice needed for key decisions have been designed to increase transparency and openness in relation to the Council's decision making process and have strengthened the rights of councillors (as local representatives) with regard to access to information.

## **9. EQUALITIES IMPACT IMPLICATIONS**

It has not been necessary to carry out an Equalities Impact Assessment in relation to this proposal.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The changes introduced to the Council's governance and decision making procedures as a result of the Executive Meeting Regulations have been designed to assist the Council in managing its business in as efficient and effective a way as possible.

## **11. PUBLIC HEALTH IMPLICATIONS**

There are no specific public health implications arising from the proposals within this report.

## **Background Papers**

None

## Appendix 1 – Review of London Boroughs Key Decision Financial Threshold

BOROUGH	Financial Determinant (expenditure or saving)	Community Determinant (number of wards to be affected significantly)	Comments on determinants
<b>Brent</b>	20% of the budget for a service areas or corporate unit	One or more	
<b>Barnet</b>	In excess of £500,000 ('as well as otherwise being, significant having regard to the council's budget for the service or function to which the decision relates')	Two or more	
<b>Camden</b>	Not set	More than one ward	<p>All Cabinet decisions subject to call-in and published in the forward plan.            Chief officers decide if decision is 'significant' by examining:            "(i) extent of the impact (i.e. how many wards will be affected);            (ii) likely views of those affected (i.e. is the decision likely to result in substantial public interest);            (iii) whether the decision is likely to be a matter of political controversy;            (iv) where the decision may incur a significant social, economic or environmental risk.            Where there is any doubt, chief officers should refer the decision to the proper officer for the Leader to decide whether or not it is key."</p>
<b>Westminster</b>	No definition – use statutory guidance and set by officers on case by case	Two or more wards	In practice all decision of Cabinet and its committees published on FP etc regardless of

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	basis.		whether it is key
<b>Kensington and Chelsea</b>	£100,000 or more	One or more	In the case of uncertainty the matter shall be treated as a key decision. Extensive list of examples of what might constitute a key decision at endnote. <sup>i</sup>
<b>Hammersmith and Fulham</b>	In excess of £100,000	Affecting two or more wards or “significantly affecting one ward (where practicable)”	Also – “anything affecting the budget and policy framework set by the Council.”
<b>Ealing</b>	“not normally considered to be significant unless they exceed £500,000.”	Not less than two wards	
<b>Harrow</b>	“in excess of £500,000 for capital expenditure or £100,000 for revenue expenditure” or “where expenditure or savings... constitute more than 50% of the budget attributable to the service in question”	Two or more wards	
<b>Barking and Dagenham</b>	£200,000	Two or more wards	Two-stage process for determining whether it is a key decision by officer and CE who has final judgement
<b>Bexley</b>	(a) Revenue – • The net full year cost is more than £25,000 p.a. AND more than 5% of the annual budget where the budget is less than £2 million. OR more than £100,000 pa (b) Capital – • More than £50,000 AND more than	Two or more wards	Further detailed guidance at endnote. <sup>ii</sup>

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	10% where the capital programme provision is less than £2 million. OR More than £200,000.		
<b>Bromley</b>	Set by Council and varies for different portfolios: currently adult's services, children's services and environment is £500,000; other services are £250,000 or £50,000 for safety and recreation.	One or more wards	
<b>Croydon</b>	"more than £1m, or such smaller sum which the decision-taker considers is significant having regard to the Council's budget for the service or function to which the decision relates."	One or more ward	
<b>Enfield</b>	"£250,000 or above – this includes proposals phased over more than one year and match/grant aided funding, with a total of £250,000 or above"	One of more ward	
<b>Greenwich</b>	<p>annual financial effects in respect of revenue: Over £500,000 or Between £100,000 to £500,000 and is more than 10% of the relevant budget?</p> <p>aggregate financial effects in respect of capital: Over £500,000 or Between £100,000 to £500,000 and is more than 10% of the relevant budget?</p>	<p>Two or more wards</p> <p>[Is it a decision which is likely to be either sensitive, have a material impact, or have a significant effect upon the manner in which the Council conducts it's business? The Chief Executive or the appropriate chief officer can require that a decision be treated as a key decision for</p>	<p><b>EXEMPTIONS</b></p> <ul style="list-style-type: none"> <li>_ Investment/Divestment relating to operational decisions exercised under the Council's Treasury Management Strategy</li> <li>_ Decisions relating to the direct provision of services to individuals under the existing budgetary and policy framework</li> <li>_ Agreed delegations to Director of Regeneration, Enterprise and Skills in respect of Regeneration Programmes.</li> </ul> <p><b>BASIC CONDITIONS</b></p> <p>The two tests should only be applied to decisions if they comply with the following basic criteria:</p>

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		reasons of sensitivity, funding or professional judgement, and also to ensure the consistent application of this test across the Authority.]	It is a necessary decision under delegated or executive powers. The financial effect will result in the movement, allocation, reduction or increase of resources in respect of income or expenditure. It has never previously been decided or specifically identified. It requires the specific reconsideration of a decision.
<b>Hackney</b>	None set – the opinion of the mayor	Two or more wards	Any substantial or sensitive issues that do not fit the above definition may still be included in the Forward Plan at the discretion of the Mayor. Everything that goes to Cabinet is treated as a key decision.
<b>Haringey</b>	Award of contracts or expenditure estimated at £500K or above except “spot contracts” and contracts for the supply of energy to the Council. Virements between directorate revenue cash limits of £250k or above. Virements between programme areas within directorate capital budgets.	One or more ward	For ward definition, the following can be taken into account: (a) Extent of the impact (b) Likely views of those affected (i.e. is the decision likely to result in substantial public interest) (c) Where the decision may incur a significant social, economic or environmental risk Where there is any doubt, Chief Officers should refer the decision to the proper officer for the Leader to decide whether or not it is key.
<b>Havering</b>	<u>Revenue Expenditure/Savings</u> (a) over £500,000 or in excess of 10% of the gross controllable composite budget at Head of Service/ Assistant	Two or more wards	

## Appendix 1 – Review of London Boroughs Key Decision Financial Threshold

	<p>Chief Executive level                  (b) the 10% calculation will exclude a de minimis level of £250,000 and therefore no decision under £250,000 will be a key decision                  (c) a single revenue virement in excess of £500,000  <u>Capital Expenditure</u>                  (a) a capital scheme in excess of £500,000 expenditure                  (b) a single virement in excess of £500,000</p>		
<b>Hillingdon</b>	<p>Decisions resulting in cost/savings outside of existing budget that exceed the following thresholds:-</p> <ul style="list-style-type: none"> <li>• 10% of the annual revenue budget for a service or any proposals in excess of £500,000.</li> <li>• variations to capital schemes on programmes in excess of £250,000 in any one year.</li> </ul>	<p>Two or more wards: where the outcome will have a significant impact on the wellbeing of the community or the quality of service provided to a significant number of people living or working in an area.</p> <ul style="list-style-type: none"> <li>• Where 'Communities of Interest' as well as geographic areas are affected significantly, e.g. young people by the closure of a youth centre.</li> </ul>	<p>Also defined as: 'Developing proposals that require the Council to amend its policy framework.'</p>
<b>Hounslow</b>	<p>£100,000 and over</p>	<p>"likely to have significant impact on the community"</p>	
<b>Islington</b>	<ul style="list-style-type: none"> <li>• it involves expenditure or the making of savings of an amount in excess of</li> </ul>	<p>Two or more wards</p>	

## Appendix 1 – Review of London Boroughs Key Decision Financial Threshold

	<p>£1m for capital expenditure or £500,000 for revenue expenditure; or</p> <ul style="list-style-type: none"> <li>• where expenditure or savings are less than the amounts specified above, they constitute more than 50% of the budget attributable to the service in question; or</li> <li>• in respect of a disposal of land by the Council, the proposed receipt (or reasonable pre-sale estimate in the case of an auction sale) exceeds £1.5 million and the Executive has not already agreed in principle to disposal of the land;</li> <li>• in respect of the acquisition of land or property, the proposed expenditure (or reasonable estimate prior to entering into the contract) exceeds £500,000;</li> </ul>		
<b>Kingston upon Thames</b>	<p>5% or more of the net expenditure for the service area concerned, subject to a minimum cash value of £100,000. For capital expenditure the limit is £200,000.</p>	<p>(where the value is less than £100,000 but the decision is judged to have a significant effect on) more than one electoral ward.</p>	
<b>Lambeth</b>	<p>involves resources of £500,000 or more</p>	<p>Two or more wards</p>	
<b>Lewisham</b>	<p>£500,000 or more (save treasury management transactions taken in accordance with the Council's Treasury Management Strategy as approved by the Council)</p>	<p>Two or more wards, whether the impact is direct (e.g. where the decision relates to a road which</p>	<p>The Council will also define all executive decisions which relate to matters within the categories listed below as key decisions whatever their financial impact, and irrespective of the number of</p>



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		crosses a ward boundary) or indirect (e.g. where the decision relates to the provision or withdrawal of a service which is or would be used by people from two or more wards. Decisions will still be deemed to affect more than one ward even if one or more of the wards affected is outside the borough.	wards affected by them (see endnote). <sup>iii</sup>
<b>Merton</b>	£500,000 or above (Also key if it results “in Merton Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council’s budget for the service or function to which the decision relates”)	One or more ward or electoral division (effects on communities and groups of service users)	Or if it is “to amend the agreed budget and policy framework.”
<b>Newham</b>	£500,000	Two or more wards	Before any Procurement activity for the supply of goods or the provision of services is undertaken approval must be obtained from the Mayor where the value is expected to exceed £500,000.
<b>Redbridge</b>	• A decision (or decisions), which has the cumulative effect of increasing the approved budget in any one financial year, or on an ongoing basis, funded from reserves Exceeding £100,000 or 10% of the gross budget for the service concerned,	Two or more wards  A decision that affects people living or working in only one ward should also be treated as a Key Decision if the effects are sufficiently	Seeks to change any part of the Council’s Budget and Policy Framework. Officers should answer “Yes” where the conclusion is in doubt  (a) Notwithstanding the thresholds above, no decision where the financial implication is less than £10,000 will be considered a Key

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	<p>whichever is the smaller</p> <ul style="list-style-type: none"> <li>• A decision (or decisions), which has the cumulative effect of reducing the approved budget of any service through savings in any one financial year, or on an ongoing basis Exceeding £100,000 or 10% of the gross budget for the service concerned, </li> <li>whichever is the smaller</li> <li>• A decision to apply an approved budget (e.g. Partnership Development Reserve, capital scheme or grant to a voluntary organisation) £100,000</li> <li>• A decision to transfer between one approved budget and another, including transfers between schemes in the Capital Programme (“Virements”) Exceeding £50,000 or 10% of the smaller gross budget for the service(s) concerned, whichever is the smaller</li> <li>• A decision to acquire or dispose of a capital asset £250,000</li> <li>• A decision to increase fees and charges</li> </ul>	<p>significant, e.g. a school closure or the introduction or amendment of traffic calming measures. (further explanatory notes available)</p>	<p>Decision on financial grounds alone. Any decision where the financial implication is less than £10,000 may be a Key Decision if it has a significant effect on the Community or if it is an increase in fees and charges. (further explanatory notes available)</p>
<p><b>Southwark</b></p>	<p>£500,000 or more</p>	<p>One ward or more</p>	<p>In addition there are other decisions which are deemed to be key decisions:          -the setting of fees and charges          -the granting or withdrawing financial</p>

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			<p>support to any external community or voluntary organisation in excess of £10,000 (this would not apply to those organisations from which the council commissions services)</p> <ul style="list-style-type: none"> <li>-the writing off any bad debt in excess of £50,000 per case</li> <li>-the disposal of any council property for less than best consideration</li> <li>- <input type="checkbox"/>the exercise of the council’s compulsory purchase order powers</li> <li>- <input type="checkbox"/>the consideration of an inspection or reports by the Social Services Inspectorate, District Auditor, Office for Standards in Education, Children's Services and Skills (Ofsted) and the council’s response to any such report</li> <li>- <input type="checkbox"/>the strategic procurement strategy approval decisions (Gateway 1 reports)</li> <li>- <input type="checkbox"/>reports on corporate budget monitoring and performance.</li> </ul>
<p><b>Sutton</b></p>	<p>No specific details – see comments on determinants</p>	<p>Two or more</p>	<ul style="list-style-type: none"> <li>(a) anything on the Policy Framework part of The Executive Agenda that is a recommendation to Full Council</li> <li>(b) any departure from the Policy Framework that does not fall within the agreed in-year modifications</li> <li>(c) anything on the operational part of The Executive or Local Committee agenda that involves expenditure not already included in revenue or capital estimates that isn’t covered through the</li> </ul>

## Appendix 1 – Review of London Boroughs Key Decision Financial Threshold

			<p>virement rules set out in Financial Regulations and isn't specific funding from external sources</p> <p>(d) any other matter on The Executive or Local Committee agenda which, in the opinion of the Chief Executive, is considered to be significant in terms of cost or impact on the local community.</p>
<b>Tower Hamlets</b>	The Council has not adopted a financial threshold for key decisions but these are subject to financial regulations. Other criteria is used see comments on determinants	Two or more	<ul style="list-style-type: none"> <li>-Whether the decision may incur a significant social, economic or environmental risk.</li> <li>-The likely extent of the impact of the decision both within and outside of the borough.</li> <li>-Whether the decision is likely to be a matter of political controversy.</li> <li>-The extent to which the decision is likely to result in substantial public interest.</li> </ul>
<b>Waltham Forest</b>	Decisions involving significant expenditure as set out in the Financial Thresholds in the Executive Procedure Rules, Part 5 Section 3 <sup>iv</sup>	One or more	Also taken as key decisions: Decisions which are politically sensitive and which the Executive wishes to take rather than delegate to officers.
<b>Wandsworth</b>	None set	Two or more wards	All decisions of Executive go on FP and all are referred to O&S prior to the Executive so key decision criteria is less relevant.



Ms Sonia Brown  
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 Ofwat  
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Please reply to : Mike Ahuja  
 Corporate Scrutiny &  
 Outreach  
 1st Floor, Civic Centre

E-mail : Mike.Ahuja@enfield.gov.uk

Phone : 0208 379 5044

My Ref :

Your Ref :

Date : 21 October 2013

*Dear Ms Brown*

### **DEEPHAMS SEWAGE WORKS**

At its meeting on 17 October, the Council's Overview and Scrutiny Committee received a petition from Enfield's community with 2,239 signatures raising concern regarding the odour nuisance over much of Eastern Enfield caused by the sewage works. We were sorry that Ofwat declined our invitation to be represented.

We have referred the matter to the full Council for debate but in view of the timetable for Thames Waters' application to you. I am writing to set out the concerns expressed at the meeting, as Chair of the Committee.

We heard very clear testimony from residents about the level of odour nuisance. They spoke of their disgust at the smell, from the time they get up to the time they go to bed; the embarrassment they feel when visitors notice the smell; and the impact on the economic well-being of the community in terms of property values and the disincentive to invest in the area (e.g. the cancellation of the World Athletics Championship at Pickett's Lock in 2002, partly due to the stink). A number of young people were particularly eloquent about having to grow up in such an environment.

Thames Water said that recent works had led to a 15% reduction in odour levels, though it was clear from the audience reaction this had not affected public perceptions. Thames Water explained that following the previous consultation they were progressing an application to rebuild Deephams, which would lead to significant odour reduction. However there will still be a significant odour nuisance that will affect a large number of Edmonton

residents. They said the cost of fully enclosing the plant so that odour could be contained within the site boundary would be beyond the cost levels that Ofwat would approve.

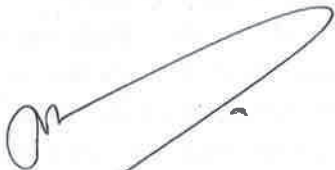
The Committee did not feel that an adequate cost-benefit analysis had been undertaken of the odour-reductions achievable with modern technology. The drivers for the rebuild seemed to be much more about water quality, than about the much more direct human impact of the Deephams stink, not only in LB Enfield but also in LB Waltham Forest.

We asked that Thames Water should share their economic analyses with the LAs affected, so that we can review the metrics used and the values ascribed to them.

As a Committee we felt that the starting point should be that odour should be confined within the plant boundaries. The prioritisation of funding for odour reduction should depend on objective factors rather than on who shouts loudest.

We hope that this will assist you in evaluating the Thames Water submission. I expect that the LA will write further, after we have seen the figures and held a debate in full Council.

Yours sincerely,

A handwritten signature in black ink, appearing to be 'Toby Simon', written over a long, thin, slightly curved line that serves as a guide for the signature's length.

Councillor Toby Simon  
Chair, Overview and Scrutiny Committee

Cc: Stephen St Pier, Ofwat  
Cc: Mark Worsfold, Ofwat  
Cc: Rob Leak, Chief Executive  
Cc: Andy Love, MP  
Cc: Nick Butler, Thames Water

**Overview & Scrutiny Committee – 4 November 2013****Scrutiny involvement in the Budget Consultation Process: Arrangements for 2014/15 Scrutiny Budget Consultation Process**

Briefing paper prepared by: Mike Ahuja (Head of Corporate Scrutiny) 020-8379-5044 & Stacey Gilmour (Overview & Scrutiny Committee Secretary) 0208-379-4187

**1. Executive Summary**

- 1.1 The Overview & Scrutiny Committee is responsible for the management and co-ordination of scrutiny's involvement in the Council's budget consultation process.
- 1.2 Over the past seven years this approach has been structured through a Scrutiny Budget Commission, set up to consider the budget consultation proposals and produce a co-ordinated response on behalf of the scrutiny function. The approach has been further developed with individual Panels now given the opportunity to meet in advance of the Commission to consider the budget proposals relating to their remits in more detail and refer any comments onto the Commission for consideration, as part of the overall scrutiny response.
- 1.3 Overview & Scrutiny Committee is being asked to confirm that it wants to continue with the above approach as a means of structuring scrutiny's involvement in the budget consultation process for 2014/15 and, on the basis of this assumption, consider the detailed arrangements for this years process.

**2. Scrutiny Budget Commission 2014/15: Arrangements**

- 2.1 The aims behind the Commission's approach agreed by Overview & Scrutiny Committee in previous years were as follows:
  - To provide a co-ordinated, structured & holistic approach towards consideration of the budget consultation proposals by the scrutiny function;
  - To allow meaningful engagement with members and the public on the consultation proposals with an opportunity provided for stakeholders to focus on the particular areas within the consultation proposals relevant to their interests;
  - To avoid any repetition in terms of the way that the proposals were presented to scrutiny and in the responses generated from the consultation process.
- 2.3 Overview & Scrutiny is asked to consider the following in terms of the arrangements for this year's process (based around the continuation of a Scrutiny Commission approach):
  - (a) **Date, time & venue for Commission meeting:** A date has already been scheduled for a Commission meeting on Thursday 30th<sup>t</sup> January 2014 in the

Conference Room at the Civic Centre. Last year the meeting was held between 7 – 9pm. **Are members happy to continue with the same arrangements for this year?**

Cabinet is due to consider the response from the budget consultation process at its meeting on 12 February 2014, before the final budget is considered by Council on 26<sup>th</sup> February 2014, the above date has been scheduled to enable the Commission to meet as early as possible in order to ensure its response is available in advance of the Cabinet meeting. This will ensure that any comments made can be fully considered as part of the consultation response.

Dates for each of the Scrutiny Panels to consider the budget consultation proposals, and feed their comments back to the Commission, have been scheduled as follows:

Children & Young People	Tuesday	7 January 14
Crime, Safety & Strong Communities	Monday	16 December 13
Older People & Vulnerable Adults	Tuesday	10 December 13
Housing Growth & Regeneration	Wednesday	15 January 14
Health & Wellbeing	Tuesday	21 January 14
Sustainability & Environment	Thursday	16 January 14
Budget Scrutiny Commission	Thursday	30 January 14

- (b) **Membership of the Commission** – as in previous years it is proposed that the Commission be made up by the members from Overview & Scrutiny Committee, with the Overview & Scrutiny Chairman serving as Commission chairman. **Are members happy to continue on the same basis this year?**
- (c) **Commission Programme** – Last year Overview & Scrutiny Committee agreed that the Commission’s meeting should be based around a structured programme, with specific time built in to allow consideration of the proposals within the consultation document relating to each Council service area. **Are members happy to follow a similar programme for this years Commission meeting and to delegate authority to the Chairman to agree the detailed programme?**

Details are awaited on the format for this years consultation document but in reviewing last years programme a need has been highlighted to ensure it is structured to ensure the maximum opportunity and time is made available for:

- scrutiny members as well as the public to participate and comment on the proposals; and
- any comments referred onto the Commission by individual Panels to be fully considered.

- (d) **Invitees** – The Leader & Cabinet Member for Finance and Property will be invited to attend this years Commission in order to present the consultation proposals and respond to comments raised. As in previous years the Directors from all other Council Departments, or an alternative senior officer who is able



to deal with any detailed issues raised in relation to the consultation proposals within their particular service remits, will also be invited to attend.

In terms of scrutiny it is again proposed that all Panel members should receive a specific invitation to attend and participate in the Commission meeting.

The meeting will also be open for members of the public/representatives from local interest/stakeholder groups to attend, with specific publicity provided to encourage public participation including a press advert, & direct mailing. **Overview & Scrutiny Committee is asked to confirm they are happy with this approach and also consider any additional publicity methods they would like to see introduced to encourage public attendance at the Commission meeting.**

- 2.4 An initial steer on the above issues will enable officers to begin making the necessary arrangements for this year's Commission and will also ensure that all invitations & publicity can be issued well in advance of the meeting.

### **3. Recommendations**

In order to assist in planning scrutiny's approach towards their involvement in the budget consultation process during 2014/15 Overview & Scrutiny Committee is asked to:

- 3.1 consider the issues highlighted in bold within section 2 above and confirm how they wish to proceed in terms of the final arrangements for the scrutiny's involvement in this years budget consultation process.
- 3.2 delegate consideration and approval of the detailed arrangements, structure and timetable for the this process to the Chairman of Overview & Scrutiny Committee, in consultation with the Head of Corporate Scrutiny & Community Outreach and any other members identified.

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**MEETING TITLE AND DATE:****Overview and Scrutiny Committee 4<sup>th</sup> November 2013****Author: Anne Stoker Change and Challenge Manager and Parent Commissioner****Email: [anne.stoker@enfield.gov.uk](mailto:anne.stoker@enfield.gov.uk)****Telephone: 07506706560****1. EXECUTIVE SUMMARY**

1.1 This paper provides information to the Overview and Scrutiny Committee (O&SC) on the strategic and operational development of the Change and Challenge programme in Enfield. This report gives an update on the following:

- Targets
- Family identification with partners and stakeholders
- Monitoring, Evaluation and Outcomes
- Financial table outlining maximum amount of funding available
- Change and Challenge Strategy
- Links with local welfare task force
- Government announcement Phase 2 2015-2016
- Key Risks
- Progress measures for every Authority as of the end of June 2013

**2. RECOMMENDATIONS**

2.1 This report requests that the O&SC note the information and partners continue to engage with and promote the programme as appropriate as it contributes to achieving positive outcomes for Enfield's families.

**3. BACKGROUND**

3.1 The Government's Troubled Families initiative, launched in April 2012, has made almost £450 million available in order to radically transform the lives of 120,000 of the country's most troubled families by the end of this Parliament.

These families are households characterised by:

- an adult being on out of work benefits
- children not being in school
- involvement in crime and/ or anti-social behaviour

3.2 In Enfield crime and antisocial behaviour was the priority area in the initial phase of the programme with the refocused priorities for years 2 and 3 (April 2013-2015) being Education and Employment (adults' pathways to work, NEETs, persistent absence, school exclusion, families in poverty). We will continue to monitor crime filters (youth crime, anti-social behaviour) substance misuse, domestic violence, gang involvement and child health and wellbeing within years 2 and 3 where relevant

3.3 The outcomes set out by the Government are:

- 60% reduction in anti-social behaviour, across the family in the last 6 months and/or a 33% reduction in youth offending.
- each child in the family having fewer than three fixed term exclusions and/or less than 15% unauthorised absence in the last 3 school terms
- at least one adult in the family to have either volunteered for the Work Programme or be attached to the European Social Fund (ESF) provision in the last 6 months

- at least one adult in the family moving off out-of-work benefits into continuous employment in that last 6 months

- 3.4 The estimated cost of specific services for these families to the public purse is £75,000 per family per year with a significant proportion of this cost borne by local authorities. Enfield is meeting 60% of the cost of the Troubled Families programme based on the allocation of £10,000 per family. The Government's contribution represents the remaining 40% and will partially be on a payment by results (PBR) basis. The Department for Communities and Local Government (DCLG) has taken into account the upfront costs for restructuring services, and are therefore, giving local authorities an attachment fee for each family that they start to work with.
- 3.5 The purpose of the grant from central government is to supplement our service delivery in the expectation that the number of high cost families can be significantly reduced. It has been confirmed by evidence-based research that investing money in preventative services and a whole family approach, will lead to a reduced demand for services from these families and thus generate cost savings.
- 3.6 Since the Troubled Families initiative was announced, by the Prime Minister in 2011, Enfield has continued to make significant progress in redesigning and transforming services to families. By June 2013 the programme itself has identified 345 of Enfield's most challenging families and of these 331 had been assigned to a lead agency for targeted support. A number of services have been commissioned to support families make a positive change in their lives.
- 3.7 This report offers information on progress both in regard to continued strategic links in order to achieve a collaborative transformation through the life span of the initiative, and in terms of operational activity.

## 4 TARGETS

- 4.1 'Change and Challenge' represents the means by which the Council and its partners can bring about a transformation in engaging and working with our most testing and challenging families. The name reflects the fact that it is as much about transforming our local delivery as it is about families and individuals radically transforming their own lives.

The indicative number of Enfield families is estimated by the Government to be 775. This estimate has been arrived at using data from the Index of Multiple Deprivation, the Child Well-being Index, and the Family and Children Survey (2005).

Table 1

Year	2012-13	2013-14	2014-15	Total over lifetime
Original Target	280	387	108	775
Revised Target	280	495	0	775
PBR No.	233	413	0	645

The targets for identifying families in year 2 and 3 of the programme have been revised in order to maximise the time spent turning families around.

## 5 FAMILY IDENTIFICATION WITH PARTNERS AND STAKEHOLDERS

- 5.1 The development of the Single Point of Entry (SPOE) is one of the key features of the transformation that is taking place in Children's Services; engaging partners across all sectors that may have a concern about a child they are working with. The increased capacity created within the SPOE through this initiative will enable them to check all their referrals against the Change and Challenge criteria and identify the majority of the new cohort of families by March 2014. Processes are already in place within the SPOE to allocate cases to key agencies, the lead professional is expected to complete a family action plan which will include as appropriate those national and local Change and Challenge milestones.
- 5.2 Schools are being consulted on the best way to gather and cross match data on the families high on their day to day concerns. Work has started to contact initially each secondary school with a list for them to check and agree (on the basis of year 1 data list) processes are then being put into place with schools to add to as appropriate.
- 5.3 Work has taken place to re-launch and re-brand the Common Assessment Framework (CAF) in October 2013 as an early help form fit for purpose, streamlined, electronic and appropriate for all key partners. E-CAF is live and due to be piloted with partner agencies from November 2013. A further integrated IT system (Multi-View) is in development which will assist in identifying families through data matching across services.
- 5.4 In February 2013, the Change and Challenge Advisory Group reviewed the family identification and referral guidance document and decided that it remained a useful mechanism for identifying potential new families. It has now been uploaded to the Children's Trust Website.  
[http://www.enfield.gov.uk/ChildrensTrust/info/27/change\\_and\\_challenge/48/change\\_and\\_challenge\\_family\\_identification\\_and\\_referral\\_guidance](http://www.enfield.gov.uk/ChildrensTrust/info/27/change_and_challenge/48/change_and_challenge_family_identification_and_referral_guidance)

## 6 MONITORING, EVALUATION AND OUTCOMES

### 6.1 National Monitoring and Evaluation arrangements

The DCLG have engaged a consortium Ecorys UK to evaluate the effectiveness of the Troubled Families Programme. All local authorities are taking part in a national evaluation of the Troubled Families programme. DCLG have set out four levels of involvement for the evaluation; this allows local authorities the discretion to choose which level of involvement they are interested in.

Level 1- "Enhanced case studies" Authorities who opt for Level 1 involvement in the evaluation will work closely with the evaluation team with families being surveyed and take part in all four elements:

- **Process:** How the programme is being delivered
- **Monitoring:** Who the families are what problems they face and what progress they make
- **Impact Assessment:** What outcomes the families achieve
- **Economic Assessment:** What savings the programme makes

Level 2- “Case Studies” Level 2 authorities will be similar to Level 1 except there will be no survey of families in the area. Level 2 authorities will work closely with the evaluation team.

Level 3- “National and local monitor data areas” Level 3 authorities will take part in the outcomes evaluation. Their troubled families will be tracked against national data sets and family monitoring data.

Level 4- “Local monitoring data only” Level 4 authorities will collect monitoring data on a sample of their families (minimum 10%) and will not have any further active involvement in the evaluation.

As a Council, we have opted for Level 4 involvement in the National Evaluation.

## 6.2 Local Monitoring and Evaluation arrangements

- 6.2.1 DCLG has been very clear that the focus will move away from numbers and attachments to monitoring, evaluating and reaching successful outcomes, working effectively with those families now identified and ensuring that their pathways into work, school and out of crime are established. It is on clear evidence of this that any reward payment can be claimed.
- 6.2.2 The development work in Enfield to date has been focused on “attachment” and identification of families, along with developing broad participation opportunities for partners in the delivery of projects and work-streams. The recruitment to key support posts within the Change and Challenge Team, will enable appropriate performance monitoring to take place.
- 6.2.3 In accordance with the local governance arrangement, Enfield’s returns will be circulated to ETYEB (Enfield Targeted Youth Engagement Board), SSCB (Safer and Stronger Communities Board) and the ESP (Enfield Strategic Partnership) in order that all partners are aware of progress.
- 6.2.4 A cost tool is expected to be circulated by DCLG shortly which can be used by all Local Authorities to analyse the effectiveness of the programme and evidence the actual savings made to the public purse at both a National and Local level.

## 6.3 Outcomes

- 6.3.1 The outcomes set out by the Government are:
- 60% reduction in anti-social behaviour, across the family in the last 6 months and/or a 33% reduction in youth offending.
  - each child in the family having fewer than three fixed term exclusions and/or less than 15% unauthorised absence in the last 3 school terms
  - at least one adult in the family to have either volunteered for the Work Programme or be attached to the European Social Fund (ESF) provision in the last 6 months
  - at least one adult in the family moving off out-of-work benefits into continuous employment in that last 6 months
- 6.3.2 The Change and Challenge Team have a comprehensive system in place that is tracking outcomes against each family member. The DCLG Troubled Families Unit has revised their monitoring and claims schedule facilitating quarterly returns from

July 2013 which require evidence of outcomes monitoring in order for claims to be paid. All PBR claims are subject to internal audit and Directorship approval before being sent through to DCLG

- 6.3.3 At the end of June 2013 it was agreed that Enfield would have met some of the governments troubled families targets turning around 5% of the year 1 cohort of Change and Challenge families, which equated to 14 families.

We have successfully exceeded the bench mark and have submitted a claim to DCLG for payment by results for 136 results. This breaks down as follows:

- 32 families with at least 1 adult back to work
- 18 families with 1 adult on a back to work programme
- 86 families achieving both the education and ASB/crime outcomes

Of the year 1 cohort, only 5/6ths were open to payment by results claims. As described above, Enfield has successfully claimed for 136 PBRs. These claims were verified by James Rolfe Director of Finance Resources and Customer Services.

Troubled Families remains high on the Government agenda in mid-September there was an announcement hailing the national progress of troubled families and outlining each individual authority's successful number of outcomes. See separate report outlining the published progress measures as of the end of June 2013.

The next window of opportunity to assess successful outcomes and claim payment by results will be during October 2013. See attached paper listing all the progress measures achieved by each Authority as of the end of June 2-13.

## 7 FINANCIAL TABLE

Although Enfield is expected to work with 775 families, we will only be eligible to claim funding for 645 families as some grant has been withheld to meet the costs of the European Social Fund (ESF) employment programme being locally delivered by REED.

Financial table outlining maximum amount of grant funding available to Enfield

Year	Up Front Attachment Grant	Up Front Coordinator Grant	% Up Front	Total	PBR %	PBR £ per family	Maximum PBR
2011/12	N/A	£20,000	N/A	£20,000	N/A	N/A	N/A
2102/13	£745,000	£100,000	80%	£845,000	20%	£800	£186,400
2013/14	£991,200	£100,00	60%	£1,091,200	40%	£1,600	£660,800
2014/15	0	£100,000	0	£100,000			
Phase 2 2015/16	N/K	N/K	N/K	N/K	N/K	N/K	N/K

## **8 CHANGE AND CHALLENGE STRATEGY**

- 8.1 The Change and Challenge Strategy has been out for consultation and a number of suggested amendments received. It is expected that the final version will be agreed by the end of October 2013.

## **9. LINKS WITH LOCAL WELFARE TASK FORCE**

- 9.1 The Change and Challenge initiative has been working closely with LBE's Revenues and Benefits Service to identify where those identified as meeting the programmes criteria will also be adversely impacted upon by the reforms to the welfare programme.
- 9.2 Approximately 10% of the year 1 cohort has been identified as living in households who will be impacted on by the upcoming changes. The majority of these families are known to the Children in Need in Service, they have been working with the 'Benefits Taskforce' to ensure families are aware and signposted to support as appropriate. The Parenting Support Service and the task force worked together to contact those families that do not have an identified lead agency working with them. Processes have been put into place for checking the Year 2 cohort of families at the point they begin to trigger Change and Challenge criteria.
- 9.3 On the 4<sup>th</sup> March the Government announced that further support would be put in place to drive the employment strand of the Troubled Families agenda to strengthen this element of the project. Enfield has been allocated one JCP Troubled Families advisor and locally it was agreed to create an employment advisor for the project. The Change and Challenge Coordinator and the local JCP manager have agreed how best to proceed with recruitment to both posts, two employment advisors will be joining the Change and Challenge team on 4<sup>th</sup> November 2013.

## **10 TROUBLED FAMILIES PHASE 2 2015-2016**

- 10.1 Due to the nationally recognised success of the programme, a commitment to Troubled Families phase 2 has been announced by the Government. This will extend the programme to 2015-16, committing a new £200 million to the budget. It is likely that local authorities will be asked to identify families for phase 2 in 2014/15.
- 10.2 DCLG see phase 2 as a 5 year programme. However, they only have the financial commitment for 2015/16 at this present time. It is expected that they will broaden the Troubled Families criteria for phase 2.

## **11. KEY RISKS**

- 11.1 Louise Casey Director General, DCLG, announced at the National Troubled Families coordinators conference on 17<sup>th</sup> July 2013 that she did not see the success of the programme being hinged upon business as usual. She was very positive about those local authorities that had whole family intervention project (FIP) models or family recovery projects (FRP) in place. She was also keen to praise those authorities that were striving to make cultural changes within services that historically have not focussed upon the whole family when offering service interventions. DCLG is expecting the Troubled Families agenda to have a major impact upon local delivery



of services to families; with systemic strategic and operational changes having been made as a direct result of the success of the project.

11.1.2 Through direct meetings with schools at the summer term 2012/13 and at the beginning of the new academic year, September-October 2013, it is envisaged that a significant cohort of new families will be identified by Head teachers and school pastoral staff. The respective schools are sharing information directly with the Change and Challenge lead and are expecting plans to be put into place to allocate these families to key workers that can offer intensive interventions to address the complex issues.

11.1.2 The services we have currently commissioned through Change and Challenge will not be able to meet the needs of the full cohort. In Enfield we do not have a FIP or FRP model in place, historically the service that has most aligned itself to operate in this integrated way has been the Community Parent Support Service.

Both the Change and Challenge Advisory Board and ETYEB have considered operational models being delivered in other authorities and the gaps in service provision in Enfield. It has been agreed to fund a central Change and Challenge intensive intervention service. A team manager has been appointed and it is hoped they will be in post by the end of November 2013. The newly appointed team manager will be able to directly recruit the case workers. The team will be able to work directly with those identified families with complex needs that have not managed to turn their lives around despite their being support services already involved.

Future re-commissioning will be based upon reviewing outcomes, identifying gaps in services and strengthening our alignment to those Local Authorities who have operational FIP or FRP models.

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## TROUBLED FAMILIES - PROGRESS INFORMATION AS AT THE END OF JUNE 2013 AND FAMILIES TURNED ROUND AS AT THE END OF JULY 2013

Area	Total number of Families	Number of families identified as at the end of June 2013	Number of families worked with as at the end of June 2013	Number of families achieving crime/asb/education result as at the end of July 2013 <sup>1</sup>	Number of families achieving continuous employment result as at the end of July 2013 <sup>2</sup>	Number and % of total number of families turned around as at the end of July 2013 <sup>3</sup>	Number of families achieving progress to work outcome as at the end of July 2013 <sup>4</sup>	Number of families achieving both employment criteria at end July 2013
Birmingham	4,180	2,469	1,842	699	22	721	3	
Lancashire	2,630	1,135	1,005	732	2	734	4	
Kent	2,560	1,082	1,076	72	1	73	0	
Manchester	2,385	2,385	1,385	277	34	311	218	
Essex	2,220	1,140	569	185	0	185	0	
Leeds	2,190	1,911	921	450	0	450	2	
Liverpool	2,105	993	703	256	8	264	4	
Bradford	1,760	938	775	281	0	281	0	
Norfolk	1,700	1,036	829	86	94	180	0	
Sheffield	1,680	1,680	982	320	0	320	0	
Hampshire	1,590	546	546	62	12	74	5	
Nottinghamshire	1,580	1,171	640	35	35	70	7	
Staffordshire	1,390	478	426	83	13	96	13	
Devon	1,370	964	283	73	2	75	13	
Lincolnshire	1,370	841	616	112	0	112	13	
Bristol	1,355	1,355	697	382	0	382	0	
Derbyshire	1,355	700	524	228	0	228	9	
Hertfordshire	1,350	1,284	527	10	0	10	0	
Durham	1,320	1,157	480	252	5	257	23	
Cornwall	1,270	725	586	164	1	165	12	
Northamptonshire	1,200	1,137	558	21	1	22	0	
Nottingham City	1,200	1,177	577	284	1	285	40	
West Sussex	1,165	1,002	496	26	0	26	0	
Suffolk	1,150	1,150	525	89	3	92	75	
Leicester	1,140	719	598	163	11	174	18	
Tower Hamlets	1,120	560	470	53	0	53 (4.7%)	1	1
Kirklees	1,115	560	421	104	0	104	0	
Sandwell	1,115	516	516	79	5	84	6	
Southwark	1,085	372	372	104	1	105 (9.6%)	0	1
Kingston upon Hull	1,080	1,080	411	224	0	224	0	
Lambeth	1,080	650	550	113	3	116 (10.7%)	0	3
Cumbria	1,050	873	500	153	0	153	0	
Surrey	1,050	1,050	331	12	0	12	0	
East Sussex	1,015	930	448	100	0	100	1	
Newcastle upon Tyne	1,010	1,010	702	303	0	303	0	
Hackney	1,000	403	403	46	0	46 (4.6%)	0	0
Newham	985	985	368	17	0	17 (1.7%)	0	0
Wakefield	930	815	722	307	0	307	243	
Lewisham	910	585	418	74	0	74 (8.1%)	0	0
Wirral	910	652	307	204	0	204	7	
Coventry	905	753	274	17	3	20	3	
Gloucestershire	900	725	322	14	13	27	0	
Worcestershire	900	430	223	34	0	34	1	
Ealing	880	539	446	102	0	102 (11.5%)	0	0
Doncaster	870	490	292	51	3	54	11	
Somerset	870	589	266	51	0	51	2	
Haringey	850	500	288	114	0	114 (13.4%)	0	0
North Yorkshire	845	439	261	66	16	82	0	
Salford	835	479	380	104	20	124	0	
Stoke-on-Trent	835	351	313	6	0	6	0	
Bolton	830	630	330	104	2	106	0	
Islington	815	482	326	103	0	103 (12.6%)	0	0
Brent	810	800	303	7	26	33 (4%)	39	1st 65
Leicestershire	810	695	476	329	17	346	106	
Oxfordshire	810	748	503	279	0	279	0	
Wolverhampton	810	393	324	11	5	16	0	
Cambridgeshire	805	289	275	30	3	33	0	
Sunderland	805	805	335	72	0	72	0	
Warwickshire	805	638	309	20	1	21	25	
Walsall	795	383	371	13	0	13	0	
Greenwich	790	358	358	162	1	163 (20.6%)	5th	1
Westminster	790	447	325	57	0	57 (7.2%)	0	0
Croydon	785	419	374	180	5	185 (23.5%)	3rd	9
Enfield	775	345	331	86	32	118 (15.2%)	6th	18
Waltham Forest	760	439	371	71	0	71 (9.3%)	0	0
Camden	755	488	488	161	0	161 (21.3%)	4th	0
Wigan	755	495	375	127	0	127	0	
Plymouth	745	745	351	154	0	154	0	
Dudley	740	687	418	31	2	33	5	
Rotherham	730	680	326	88	0	88	1	
Barnet	705	400	341	25	9	34 (4.8%)	4	13
Southampton	685	685	355	36	2	38	7	
Oldham	680	295	295	59	0	59	0	
Brighton and Hove	675	546	226	7	1	8	7	
Rochdale	675	478	286	105	0	105	10	
Derby	660	428	302	130	0	130	12	
Wandsworth	660	595	265	174	6	180 (27%)	2nd	24
Northumberland	650	251	251	0	0	0	0	4th 30
Sefton	650	360	239	71	6	77	0	
Barking and Dagenham	645	417	254	47	11	58 (8.9%)	7	18
Barnsley	645	645	250	63	14	77	19	
Knowsley	620	525	250	56	0	56	7	
Tameside	620	620	232	76	11	87	25	
Gateshead	595	595	272	41	0	41	7	
Dorset	590	326	202	12	7	19	1	
Cheshire East	585	437	254	72	0	72	1	
Hounslow	585	502	242	67	1	68 (11.6%)	3	4
Middlesbrough	570	300	291	89	2	91	2	
Stockport	565	342	231	144	9	153	0	
Medway Towns	560	270	240	123	2	125	43	
Hillingdon	555	262	200	51	31	82 (14.7%)	0	3rd 31
Portsmouth	555	555	241	0	0	0	0	
Redbridge	550	220	216	0	0	0 (0%)	0	0
Buckinghamshire	545	417	261	35	0	35	0	
Hammersmith and Fulham	540	479	203	43	0	43 (7.9%)	0	0
Cheshire West and Chester	525	296	216	73	0	73	3	
Luton	525	328	237	107	4	111	0	





To all Members of Overview & Scrutiny

Contact: Jane Juby  
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Council  
website: www.enfield.gov.uk  
Date – 29 October 2013

**Overview & Scrutiny Meeting (Monday 4 November 2013):**  
**“To follow” Paper: 2<sup>nd</sup> dispatch**

Please find attached an additional paper on the agenda for the next meeting of Overview & Scrutiny on 4 November 2013:

**Agenda item 12: Minutes of the Last Business Meeting (To Follow) :**

- **Minutes of the Overview & Scrutiny Committee held on Thursday 26 September 2013 and**
- **Minutes of the Overview & Scrutiny Committee held on Thursday 17 October 2013**

To remind you, the meeting will be taking place at 7:30pm in Rooms 1 and 2 at the Civic Centre.

I hope this is clear but if you should have any queries please come back to me.

Yours sincerely,

Jane Juby  
Scrutiny & Community Outreach

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**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON THURSDAY, 26 SEPTEMBER 2013**

**COUNCILLORS**

**PRESENT** Toby Simon (Chairman), Alan Sitkin, George Savva MBE,  
Rohini Simbodyal and Edward Smith

**ABSENT** Alev Cazimoglu and Michael Rye OBE, Terry Neville

**STATUTORY  
CO-OPTees:** 1 vacancy (Church of England diocese representative), Mr  
Simon Goulden (other faiths/denominations representative),  
Mr Tony Murphy (Catholic diocese representative), Alicia  
Meniru & 1 vacancy (Parent Governor representative) - *Italics  
Denotes absence*

**OFFICERS:** James Rolfe (Director of Finance Resources & Customer  
Services), Amir Rashid (Head of Transformation and  
Programme Delivery) Mike Ahuja (Head of Corporate Scrutiny  
and Outreach)

**Also Attending:** Cllr Andrew Stafford Portfolio Cabinet Member, Cllr Ertan  
Hurer attended in place of Michael Rye OBE, Cllr Geoff  
Robinson attended in place of Cllr Alev Cazimoglu, Cllr  
Michael Lavender presented the Call-in

**397**

**WELCOME AND INTRODUCTIONS**

The Chairman welcomed everyone to the meeting.

**398**

**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Cllr Michael Rye OBE and Cllr  
Neville.

**399**

**DECLARATIONS OF INTEREST**

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

**400**

**SCRUTINY ISSUES ARISING AND WORK PROGRAMME**

AGREED that there are no Scrutiny issues arising from the previous meeting.

**OVERVIEW & SCRUTINY COMMITTEE - 26.9.2013**

AGREED the amended Scrutiny work programme to reflect changes in the timetable.

**401**

**CALL IN - APPROVAL FOR FUNDING FOR POSTS WITHIN THE LEANER TRANSFORMATION PROGRAMME**

Overview & Scrutiny Committee received a report from the Director of Finance & Corporate Resources report No:85 providing details of a call-in submitted in relation to, Approval for funding for posts within the LEANER Transformation programme decision dated 5th September 2013. The decision had been included in the Publication of Decisions List No. 28/13-14 (Ref: 5/28/13-14 issued on 6th September 2013).

The Committee was advised that this decision had been called-in for review by 9 members of the Council. The reasons provided for the call-in had been as follows:

The reasons for the call in are:

Inadequate information to justify the decision.

The decision refers to three posts within the Programme, two of which are identified as external with one 'internal secondment opportunity'. None of this is sufficiently explained – are these posts? Or are they external consultants ?

1. The specific earmarked reserve being used to fund this has not been identified in the report.

2. The savings expected from the expenditure of £240,000 has likewise not been identified.

On that basis it is impossible to say that this expenditure offers value for money. There is no identifiable income.

Cllr. Lavender introduced the call in. Cllr Lavender stated the reasons for the call in as stated above.. He felt the briefing note provided by officers had addressed issues raised in the call in.

The alternative action proposed by the members who called-in the decision was to refer the matter back to the Cabinet Member for reconsideration.

**402**

**CALL IN - APPROVAL OF FUNDING FOR THE APPOINTMENT OF SPECIALIST EXTERNAL CONSULTANCY FOR THE LEANER TRANSFORMATION PROGRAMME**

Overview & Scrutiny Committee received a report from the Director of Finance & Corporate Resources (No:.84 ) providing details of a call-in submitted in relation to approval of funding for the appointment of specialist external consultancy for the LEANER Transformation Programme decision dated 5th September 2013. The decision had been included in the Publication of Decisions List No.28/13-14 (Ref.4/28/13-14) issued on 6th September 2013.



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The Committee was advised that this decision had been called-in for review by 9 members of the Council. The reasons provided for the call-in had been as follows:

The reasons for the call in are:

Inadequate information to justify the decision.

1. The specific earmarked reserve being used to fund this has not been identified in the report.
2. The savings expected from expenditure of £245,000 has likewise not been identified.

On that basis it is impossible to say that this expenditure offers value for money.

Cllr. Lavender introduced the call in. Cllr Lavender stated the reasons for the call in as stated above.. He felt the briefing note provided by officers had addressed issues raised in the call in.

The alternative action proposed by the members who called-in the decision was to refer the matter back to the Cabinet Member for reconsideration.

**SUPPLEMENTARY AGENDA - CALL IN APPROVAL OF FUNDING FOR THE APPOINTMENT OF SPECIALIST EXTERNAL CONSULTANCY FOR THE LEANER TRANSFORMATION PROGRAMME**

AGREED that all further discussions in respect of this item be conducted under Part 2 as financially sensitive issues arose from the report. (Exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person) of Schedule 12A to Local Government Act 72).

Overview & Scrutiny Committee received a report from the Director of Finance, Resources and Customer Services (Report Number 85) providing details of a call-in submitted in relation to a portfolio decision made by the Cabinet Member Finance & Property (5th September 2013) relating to the Approval for funding for posts within the LEANER Transformation Programme. The decision had been included in the Publication of Decisions List No. 28/13-14 (ref 5/28/13-14) – issued on 6th September 2013. The Committee was advised that this decision had been called in for review by nine members of the Council.

NOTED

1. Cllr Simon noted that there were two reports on the Leaner programme that had been called-in, and with the agreement of the Panel he felt it was prudent to deal with both reports under the same item and to discuss them as Part 2 items (no members of the public had attended) though the minutes should be open. The Panel agreed to this.

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2. The Head of Transformation and Programme Delivery provided the update on the role of Leaner in redesigning services to address the funding gap.
  - As the funding gap increases the Council is examining the functions of the front office and the back office.
  - The report had selected PWC to work with the Council as the Council does not have the skills or the capacity for the type of work required.
  - Working with PWC will place the Council in a better position to understand and achieve the targets and meet the Medium Term Financial Plan (MTFP).
3. Members commented on the report and asked for clarification on the rationale for choosing PWC and how they would train internal staff to allow a transfer of skills.
4. The Head of Transformation and Programme Delivery informed that PWC had worked on the Customer First Programme and, as part of that work, 3 members of staff were trained in this area of work. This allowed staff to implement the programme following the redesign phase.
5. Councillor Hurer questioned the dates of the commencement of work by PWC, and stressed the importance of allowing the call in period to run its due course.
6. The Director of Finance and Corporate Resources advised that no contractual obligation had been entered into and PWC would not have been engaged until the call in process had been completed.
7. Councillor Smith asked for the rationale for selecting PWC and queried why a mini tender process had not been used rather than the process laid out in the report.
8. The Director of FRCS advised that PWC had worked with the Council on the blueprint design phase, the other companies had not done this. The view taken, therefore, is that other providers would require more effort and the Council would not benefit from the continuity bought by PWC. The Director of FCRS further indicated that the Council also provided a challenge on scope to reduce costs on all submissions in the process.
9. Councillor Smith asked if the design work was being carried out in partnership with other authorities.
10. The Director of FRCS stated that whilst the leaner programme is standalone the Council has joint initiatives for procurement with

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Waltham Forest and the Council has a shared audit contract with Barnet.

11. Councillor Simon asked who owns the intellectual property of the outcome of the work. He was advised that the consultants do.

Following on from further clarification and discussions the Overview & Scrutiny Committee AGREED that:

(1) Having considered the information provided at the meeting, the Overview & Scrutiny Committee unanimously agreed to confirm the original portfolio decision in relation to:

- a. Approval for funding for posts within the LEANER Transformation programme; and
- b. Approval of funding for the appointment of specialist external consultancy for the LEANER Transformation Programme.

(2) In reaching the decision in (1) above, Overview & Scrutiny Committee noted that the Call-in process on this item was now complete, enabling the original Portfolio decision taken by the Cabinet Member for Finance & Property be implemented with immediate effect.

**403**

**AUDIT COMMISSION - MANAGEMENT OF THE GREEN BELT AND CONCESSIONS**

The Overview and Scrutiny Panel received a report from the Head of Property Programmes. The report showed information on property transactions in the Green Belt portfolio.

The panel have agreed to exercise both property disposals in 2012/2013.

- North Lodge, Whitewebbs Road, EN2 8JA
- North Lodge, Ferry Hill, EN2 0QA

The Head of Corporate Scrutiny and Community Outreach to undertake this work and provide a report by exception.

**404**

**ITEMS REFERRED FROM SCRUTINY PANELS FOR CONSIDERATION BY THE OVERVIEW & SCRUTINY COMMITTEE**

NOTED that no specific items had been referred onto Overview & Scrutiny Committee for consideration at the meeting.

**405**

**MATTERS REFERRED FROM THE EXECUTIVE/COUNCIL TO SCRUTINY**

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NOTED that no specific items had been referred onto Overview & Scrutiny Committee for consideration at the meeting.

**406**

**REFERENCES TO CABINET**

**(a) Specific items to be referred to Cabinet**

No items were identified at the meeting for referral onto Cabinet.

**(b) References from Scrutiny to Cabinet/Council and other bodies: Monitoring Update**

The Scrutiny Annual work programmes went to Cabinet on the 18<sup>th</sup> September. Cabinet referred the work programmes onto full Council and recommended to Council that the annual Scrutiny work programme 2013/14 be fully adopted.

**407**

**MINUTES OF THE LAST BUSINESS MEETING**

AGREED that the minutes of the last business meeting of the Overview & Scrutiny Committee on the 24<sup>th</sup> July 2013 be received and signed as a correct record.

**408**

**DATES FOR FUTURE MEETINGS**

Dates of all future meetings were agreed.

The Chair advised members that the meeting on the 17<sup>th</sup> October would be held in Green Towers in Edmonton and receive the community partition regarding Deephams Sewage Works. LB Waltham Forest to send an observer.

**409**

**EXCLUSION OF THE PRESS AND PUBLIC**

RESOLVED in accordance with the principles of Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of schedule 12 A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE  
HELD ON THURSDAY, 17 OCTOBER 2013**

**COUNCILLORS**

**PRESENT** Toby Simon, Alan Sitkin, Alev Cazimoglu and Edward Smith

**ABSENT** Michael Rye OBE, George Savva MBE and Rohini Simbodyal

**STATUTORY  
CO-OPTES:** 1 vacancy (Church of England diocese representative), Mr *Simon Goulden (other faiths/denominations representative)*, Mr *Tony Murphy (Catholic diocese representative)*, Alicia Meniru & 1 vacancy (Parent Governor representative) - *Italics Denotes absence*

**OFFICERS:** Rob Leak, Chief Executive, Mike Ahuja, Head of Outreach & Corporate Scrutiny, Stacey Gilmour, Overview & Scrutiny Secretary.

**Also Attending:** Councillor Geoff Robinson (substituting for Councillor George Savva), Councillor Joanne Laban (substituting for Councillor Michael Rye OBE), Councillor Andrew Stafford, Cabinet Member, Finance & Property, Councillor Achilleas Georgiou, Deputy Leader, Claire Whetstone, Lead Petitioner, Mark Mathews, Town Planning Manager, Thames Water, Nick Butler, Senior Project Manager-Deephams Sewage Works Upgrade, Thames Water

**410**

**WELCOME & APOLOGIES**

The Chairman welcomed everyone to the meeting and introductions were made. Apologies for absence were received from Councillor George Savva who was substituted by Councillor Geoff Robinson, Councillor Rohini Simbodyal and Councillor Michael Rye OBE who was substituted by Councillor Joanne Laban.

Andy Love MP also sent his apologies as Parliamentary business had kept him at Westminster. He had however sent a representative to the meeting who would report back to him.

The Chairman advised that Ofwat had been invited to attend the meeting but had declined the invitation to be represented.

**411**

**DECLARATIONS OF INTEREST**

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

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412

**PETITION- DEEPHAMS SEWAGE PLANT**

**RECEIVED** a petition from members of the community which called for the London Borough of Enfield to use all its powers to urge Thames Water to work with Ofwat to take whatever action was necessary to stop the smell from Deephams entering the atmosphere and environment. The Petitioners asked OSC to consider the views expressed in the petition and to refer the Petition and views to Cabinet and/or full Council.

**NOTED** the report of the Head of Corporate Scrutiny & Community Outreach. Petitions with 1375 signatures or more, which equates to 0.5% of the number of residents of Enfield, automatically trigger receipt of the petition by the Overview & Scrutiny Committee, who will review the issues raised by the petitioners. He had advised the petitioners that the role of the Committee does not include reversing decisions taken by the Council. The Petition was compliant in its paper form and an E-Petition had also been submitted. Currently there are 2,239 verified signatures.

1. RECEIVED the following comments from Claire Whetstone (Lead petitioner and representative of the community):
  - a. Claire introduced herself and advised that she had lived in Edmonton for many years and also worked directly next to the Deephams Sewage Plant:
  - b. Although the community understood that there was a need to expand the plant due to the increased capacity in the area, residents still had major concerns with regards to the odour from the plant and the impact this was having on their quality of life. Claire had gained in excess of 2,000 signatures to petition the Council to support the concerns of the local community.
  - c. Claire spoke in more detail about the effect the odour was having on local residents and how it was impacting on their quality of life. She explained that as a result of the constant odour from the plant, people were not able to go about their normal everyday activities such as opening their windows, hanging out their washing, holding BBQs in the summer months and socialising with friends and family. They were also unable to make use of local facilities such as the Lea Valley Athletics Park, as it would prove very unpleasant to run and exercise in the current conditions.
  - d. Local residents not only had to endure the odour from Deephams, but were also affected by pollution and other issues caused by the waste incinerator located at the Edmonton Eco Plant.

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- e. Petitioners were asking for Thames Water to ensure that real 21<sup>st</sup> century technology is used to solve a 21<sup>st</sup> century problem. They wanted to see maximum investment now to ensure that the same problems do not occur in the future. Claire acknowledged that Thames Water could not guarantee zero smell from Deephams but wanted as close to zero pollution as could possibly be achieved, and this was the main reason for putting forward the petition to Enfield Council.
- f. In conclusion Claire thanked Sue Payne, Outreach & Corporate Scrutiny Officer for all her advice in this matter, which had resulted in the local community having the opportunity to have their voice heard.
- 2. The following comments by Mark Mathews, Town Planning Manager, Thames Water:
  - a. he thanked Enfield Council for inviting Thames Water to this evening's meeting, and also thanked Claire for her comments.
  - b. how pleasing it was to see such a big turn out and advised that himself and his colleagues would be on hand during the course of the evening to answer any questions that may arise.
  - c. Thames Water had an important role to play in improving the local environment, not only by providing water and treating wastewater, but also ensuring that they continue to be a really good local neighbour. Thames Water acknowledged how important addressing odour is for local residents and because of this reducing odour at the works was a top priority.
  - d. he showed a short presentation which set the scene on what the plans were for the sewage works at Deephams. The presentation included some background information on the Deephams Sewage Works, recent improvements (which were stated to have reduced odour levels by 15%), the planned major improvements and potential additional future improvements.
  - e. the project would improve quality of local river water, significantly reduce odour to the benefit of residents, cater for population growth and climate change, replace old equipment with modern plant, install innovative new technology and create significant renewable energy generation.
  - f. subject to funding, a sludge treatment project would also be undertaken at Deephams. The benefits of this would include further reduction of odour and provide synergies and opportunities with other forms of waste treatment.
  - g. Thames Water's plans for the next twelve months included engagement with key stakeholders and local residents on the proposals

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throughout the winter of 2013. A second phase of public consultation on the detailed proposals would take place in spring 2014.

- h. In conclusion, Thames Water had carried out public exhibitions and were stepping up their campaign. He was confident that by providing significant investment at Deephams, not only would additional jobs be made available but the life of local residents would be considerably improved.
3. Councillors:
- a. questioned how much more reduction would there be in the level of odour.
  - b. asked about the results of the first consultation and suggested advertising more widely before the second round of consultation.
  - c. commented that the technology did exist to eliminate the smell entirely and asked what the additional cost would be to use this technology.
  - d. asked how much it would cost to carry out the improvement works that were currently proposed.
  - e. referred to the Thames Water League table and would be interested to know where Edmonton currently sat, both previously and following the 15% claimed odour reduction
  - f. asked if there would be any section 106 money and if water quality or odour reduction was the primary objective of the upgrade at Deephams.
  - g. referred to the Cost Benefit Analysis carried out by Thames Water that would be presented to Ofwat and asked whether an analysis had been carried out based on reducing the odour to the confines of the site.
  - h. made reference to the World Athletics Games in 2001 which were originally awarded to Edmonton, but then withdrawn, at least partly due to the smell. The Borough lost money and prestige as a result of losing these games.
  - i. asked why Deephams and the NLWA could not hold discussions to ascertain exactly where the smell was coming from.
4. The following responses were received from Mr Mathews:
- a. the plan was to rebuild the existing plant whilst improving water quality to ensure a better standard. Once a contractor had been appointed discussions would take place to best decide what could be done to improve the quality of life for local residents.



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- b. in terms of eradicating odours to the confines of the sewage works he did not think this would be possible, as guarantees could not be given that there would never be a smell outside of these confines. The overall cost for the current proposal was £200 million. However to eradicate the odour entirely an additional cost of say £100 million was estimated, bringing the total investment required to £300 million.
  - c. the main aim for Thames Water now was to concentrate on securing the funding from Ofwat and then using that in the best way possible to reduce the odour. Looking at an investment of £200 million a significant portion of this would be used for odour abatement.
  - d. a cost benefit analysis for the regulator Ofwat was currently being finalised and would be submitted in December 2013.
  - e. a 15% reduction in odour had already been achieved, but Thames Water was keen to improve significantly on this. He advised that there was not a league table; however he did keep a record of odour assessments and could confirm that Deephams was in the top three.
  - f. if Thames Water submitted an odour reduction objective to Ofwat without a water quality objective he felt that it would be very hard to get the funding approved.
  - g. with regards to Section 106 payments he confirmed that when the planning application was submitted, this would be discussed with Enfield Council.
5. The following comments were made by members of the public:
- a. Concerns were raised that although there were plans to spend £200 million on the proposed project, this would still not eradicate the smell completely.
  - b. Residents felt that this issue had gone on for far too long and a change now needed to take place. They were angry that they could not enjoy everyday activities like opening their windows and sitting in the garden, and were embarrassed to invite friends and family to their homes because of the smell. They also spoke about the effect the odour had on the price of their properties, some saying that their properties were now worth next to nothing because of the smell.
  - c. Several young people in the audience spoke about the impact the smell had on their everyday lives and their upset at having to grow up in such an environment.
  - d. One resident however of Picketts Lock Lane felt that people were confusing the smell from Deephams with that of the Eco Park Waste Plant. She had resided at the same address for forty nine years and personally felt that there had been a significant reduction in the smell

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from Deephams, and felt that the odour was often coming from the Eco Plant.

- e. A resident asked about profits for Thames Water, especially as they were not having to build additional sewage works to deal with the increased volume in the area, but were able to use the existing site at Deephams, thereby saving money. She also asked about the social responsibility of Thames Water to the people of Edmonton.
  - f. A member of the audience felt that it was absurd that a multi-million pound profit making company like Thames Water could not deal with this odour and implement measures to eradicate it once and for all.
  - g. One resident commented that the smell appeared to increase at night and felt that this was due to the fact that the existing storm tank could not deal with the increased volume as there was not the capacity at the plant to handle it.
6. The following responses were received from Mark Mathews, Thames Water:
- a. the treating and upgrading works would mean less reliance on storm tanks as treating the flow by using better technology would allow the water to flow back into the river quicker.
  - b. customers and local residents were very important to Thames Water, and they were always keen to hear their views to find out what was being done well and what could be improved upon.
  - c. when this project initially started some five to six years ago, Thames Water approached Enfield Council and the first thing they were told was that the plans must include reducing the odour at Deephams. Council Officers had really tested Thames Water on their initial proposals, seeking to ensure that they got the best deal for residents.
  - d. the dynamics of the project planned at Deephams meant that Thames Water could not guarantee eradicating the smell completely. However obtaining the funding from Ofwat would allow considerable investment at the site, with the main focus being on odour reduction so that it did not continue to impact on local residents.
  - e. as they planned for their planning submission next year, Thames Water would be stepping up their consultation with a real focus on getting out to the local community groups that form the backbone to the neighbourhood. They would be seeking the views of local residents on the detailed proposals and refining them wherever possible to address local views.
  - f. In conclusion he was confident that the investment planned over the course of the next few years would see a real significant improvement

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in local amenity that will see a step change in the quality of local water courses and would help to encourage even more jobs and homes for the local area.

7. Summing up, the Chairman:
  - a. requested that Council Officers undertake or commission a detailed technical review of the overall cost- benefit and engineering analyses that Thames Water would be submitting to Ofwat,  
**Action: Mike Ahuja/Bob Griffiths**
  - b. suggested they work on this with LB Waltham Forest as with the prevailing winds their residents would also be affected by the odour from Deephams.
  - c. asked Thames Water to share their economic analyses with the Local Authorities affected, so that they could review the metrics used and values ascribed to them.
  - d. said that the Committee considered that the starting point should be that the odour should be confined within the plant boundaries and that the prioritisation of funding for odour reduction should depend on objective factors.
  - e. he would write to Ofwat, outlining their views, concerns and conclusions.
  - f. The Committee was invited to refer the petition to full Council.

**AGREED** to adopt the Chair's proposals and to refer the petition and views of the Overview and Scrutiny Committee to the next meeting of Council on 27 November 2013 for debate.

**413**

**DATES OF FUTURE MEETINGS**

**AGREED** the dates of future meetings as follows:

Potential Call-Ins:

Monday 18<sup>th</sup> November 2013

Thursday 28<sup>th</sup> November 2013

The next business meeting would be held on Monday 4 November 2013

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