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THE CABINET

**Wednesday, 22nd October, 2014 at 8.15 pm in the Conference
Room, Civic Centre, Silver Street, Enfield, EN1 3XA**

Membership:

Councillors : Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader of the Council), Chris Bond (Cabinet Member for Environment and Community Safety), Yasemin Brett (Cabinet Member for Community Organisations), Donald McGowan (Cabinet Member for Health and Adult Social Care), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykenar (Cabinet Member for Housing and Estate Regeneration), Rohini Simbodyal (Cabinet Member for Culture, Sport, Youth and Public Health), Alan Sitkin (Cabinet Member for Economic Development) and Andrew Stafford (Cabinet Member for Finance)

Associate Cabinet Members

Note: The Associate Cabinet Member posts are non-executive, with no voting rights at Cabinet. Associate Cabinet Members are accountable to Cabinet and are invited to attend Cabinet meetings.

Bambos Charalambous (Associate Cabinet Member – Non Voting), George Savva MBE (Associate Cabinet Member – Non Voting) and Ozzie Uzoanya (Associate Cabinet Member – Non Voting)

NOTE: CONDUCT AT MEETINGS OF THE CABINET

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

AGENDA – PART 1

1. APOLOGIES FOR ABSENCE

2. DECLARATION OF INTERESTS

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

DECISION ITEMS

3. URGENT ITEMS

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

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

4. DEPUTATIONS

To consider any requests for deputations which are received for presentation to this Cabinet meeting.

5. ITEMS TO BE REFERRED TO THE COUNCIL

To agree that the following reports be referred to full Council:

1. Report No.83 – Adoption of Development Management Document
2. Report No. 85 – Central Leaside Area Action Plan

6. SAFEGUARDING CHILDREN BOARD AND SAFEGUARDING ADULTS BOARD - ANNUAL REPORTS 2013-14 (Pages 7 - 80)

A report from the Director of Health, Housing and Adult Social Care and Director of Schools and Children's Services is attached. This presents the Annual Reports 2013-14. (Non key)

(Report No.79)
(8.20 – 8.30 pm)

7. REVENUE MONITORING REPORT 2014/15: AUGUST 2014 (Pages 81 - 100)

A report from the Director of Finance, Resources and Customer Services is attached. This sets out the Council's revenue budget monitoring position based on information to the end of August 2014. **(Key decision – reference number 3949)**

(Report No.80)
(8.30 – 8.35 pm)

8. QUARTERLY CORPORATE PERFORMANCE REPORT (Pages 101 - 114)

A report from the Chief Executive is attached. This sets out the progress made towards delivering the identified key priority indicators for Enfield. **(Key decision – reference number 3996)**

(Report No.81)
(8.35 – 8.40pm)

9. PROMOTION OF LONDON BOROUGH OF ENFIELD 50TH ANNIVERSARY (Pages 115 - 120)

A report from the Director of Finance, Resources and Customer Services is attached. This seeks Members' endorsement of the London Borough of Enfield 50th anniversary campaign and action plan. (Non key)

(Report No.82)
(8.40 – 8.45pm)

10. ADOPTION OF DEVELOPMENT MANAGEMENT DOCUMENT (Pages 121 - 142)

A report from the Director of Regeneration and Environment is attached. This seeks approval, for recommendation to full Council, of the formal adoption of the Development Management Document to form part of Enfield's Local Plan. **(Key decision – reference number 3978)**

Note: The Development Management Document has been published on the Council's website as a reference document.

(Report No.83)
(8.45 – 8.50pm)

11. HOUSING DEVELOPMENT FRAMEWORK (Pages 143 - 268)

A report from the Director of Health, Housing and Adult Social Care and Director of Regeneration and Environment is attached. This seeks approval of the Enfield Housing Development Framework and the standard for new council housing. **(Key decision – reference number 3369)**

(Report No.84)
(8.50 – 8.55pm)

12. PROPOSED SUBMISSION CENTRAL LEESIDE AREA ACTION PLAN
(Pages 269 - 274)

A report from the Director of Regeneration and Environment is attached. This seeks endorsement of the Proposed Submission Central Leeside Area Action Plan for recommendation to full Council. **(Key decision – reference number 3975)**

Note: The Central Leeside Area Action Plan has been published on the Council's website as a reference document.

(Report No.85)
(8.55 – 9.00pm)

13. CONTRACT FOR THE PROVISION OF AGENCY WORKERS (Pages 275 - 282)

A report from the Chief Executive is attached. This seeks approval to the contract for the provision of agency workers. (Report No.93, agenda part two also refers) **(Key decision – reference number 3966)**

(Report No.86)
(9.00 – 9.05pm)

14. AWARD OF CONTRACT FOR CARE AND SUPPORT SERVICE AT SKINNERS COURT (Pages 283 - 290)

A report from the Director of Health, Housing and Adult Social Care is attached. This seeks approval to the award of the contract. (Report No.95, agenda part two also refers) **(Key decision – reference number 3824)**

(Report No.88)
(9.05 – 9.10pm)

15. NEW AVENUE DEVELOPER PARTNER SELECTION REPORT (Pages 291 - 300)

A report from the Director of Health, Housing and Adult Social Care is attached. This seeks approval to the selection of the preferred bidder for the New Avenue Development Partner. (Report No.96, agenda part two also refers) **(Key decision – reference number 3793)**

(Report No.89)
(9.10 – 9.15pm)

16. ENABLING MERIDIAN WATER INFRASTRUCTURE

A report from the Director of Regeneration and Environment **will be circulated as soon as possible**. This summarises the progress to date. (Report No.97, agenda part two also refers) **(Key decision – reference number 3973)**

(Report No.90)
TO FOLLOW
(9.15 – 9.20pm)

17. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

To note that no items have been received for consideration at this meeting.

18. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 301 - 306)

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

19. MINUTES (Pages 307 - 322)

To confirm the minutes of the previous meeting of the Cabinet held on Wednesday 17 September 2014.

20. MINUTES OF ENFIELD RESIDENTS' PRIORITY FUND MEETING - 27 AUGUST 2014 (Pages 323 - 328)

To receive, for information, minutes of a meeting of the Enfield Residents' Priority Fund Cabinet Sub-Committee held on 27 August 2014.

21. MINUTES OF LOCAL PLAN CABINET SUB-COMMITTEE - 22 SEPTEMBER 2014 (Pages 329 - 334)

To receive, for information, the minutes of a meeting of the Local Plan Cabinet Sub-Committee held on 22 September 2014.

INFORMATION ITEMS

22. ENFIELD STRATEGIC PARTNERSHIP UPDATE

There are no written updates to be received.

23. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 12 November 2014 at 8.15pm.

CONFIDENTIAL ITEMS

24. EXCLUSION OF THE PRESS AND PUBLIC

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

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

MUNICIPAL YEAR 2014/2015 REPORT NO. 79**MEETING TITLE AND DATE:**

**Cabinet – 22 October
2014**

REPORT OF:

Director of Schools and
Children's Services &
Director of Health,
Housing and Adult Social
Care

Agenda – Part 1	Item 6
Subject: Safeguarding Children Board and Safeguarding Adults Board Annual Reports 2013-2014	
Wards: All	
Cabinet Member consulted: Councillor Don McGowan	

Contact officer and telephone number:

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1. EXECUTIVE SUMMARY 1.1 The Safeguarding Children Board exists as a statutory body and has a range of duties including implementing national policy developments and scrutinising and challenging local child protection and early help practice. Section 14 of the Children Act 2004 sets out the objectives for the LSCB as:

- To co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area and;
- To ensure the effectiveness of what is done by each such person or body for these purposes

1.2 The Safeguarding Adults Board is a partnership of statutory and non-statutory organisations, including local people and those who use services and their carers, committed to preventing and responding to the abuse of adults at risk. The primary aim of the SAB is to work with local people and partners, so that adults at risk are:

- safe and able to protect themselves from abuse and neglect;
- treated fairly and with dignity and respect;
- protected when they need to be; and
- able to easily get the support, protection and services that they need.

The passage of the Care and Support Bill to the Care Act 2014 has now placed Safeguarding Adults Boards on a statutory footing.

1.3 This report brings to attention the annual reports from both respective Boards for 2013-2014. The annual reports aim to set out a summary of Board activities and its effectiveness in assessing and challenging safeguarding practice which keep children, young people and adults at risk safe.

2. RECOMMENDATIONS

To note the progress being made in protecting vulnerable adults and children in the Borough as set out in the annual reports from the Safeguarding Children Board and Safeguarding Adults Board.

3. BACKGROUND

3.1 The Safeguarding Children Board annual report for 2013 - 2014 has demonstrated that the Board is carrying out its statutory duties effectively, with a focus on outcomes and impact against locally and nationally defined objectives and work streams in its Business Plan. The Board has a new 2year business plan in place for 2014 – 16 and impact of this will be measured over the coming year.

3.2 New and emerging themes were incorporated in the work of the Board in 2013 - 14 to reflect the priorities of the Borough as well as nationally, including those arising from Serious Case Reviews and Independent Management Reviews. The report has been written taking into account new guidance from Working Together to Safeguard Children 2013. The development of the ESCB website and Community handbook has enabled the ESCB to further raise its profile and share the importance of safeguarding and how to access help amongst the community.

3.3 To carry out its objectives, the Safeguarding Children Board has a number of sub groups, supported by all agencies. The sub groups are as follows:

- Child Death Overview Panel – reviews the deaths of children and young people. Cases are reviewed and assessed as to whether there were any modifiable factors present i.e. could anything have been done or be done in the future to prevent such deaths
- Child Sexual Exploitation, Missing Children and Trafficking Group - this group ensures a focus on child sexual exploitation and has built into its programme for the coming year the issue of missing children. Work has included an extensive programme of training and awareness and the development of protocols and risk register
- Training and Development – ensures all staff across agencies have access to development opportunities which contribute to up to date safeguarding practice, including the introduction of e learning programmes. This includes any new messages or learning arising from serious case reviews, independent management reviews and case audits. The group ensures that such learning is embedded in training programmes across all agencies
- Quality Assurance – production and monitoring of a comprehensive data set that highlights activity, trends and key performance data within Enfield. Also monitors, updates and develops policies and procedures
- Serious Case Review Panel - reviews serious cases and ensures lessons are learnt and embedded from serious case and independent management reviews through the creation and monitoring of multi-agency action plans and learning events. A new process has been develop for carrying out Serious

Case Reviews taking into consideration the requirement to utilise a systems methodology

- Female Genital; Mutilation task and finish group – focuses on tackling FGM by raising awareness, and planning in longer term actions to support victims and potential victims

3.4 Additional key successes over the last year include; high profile and successful learning events around child sexual exploitation and familial sexual abuse; creation of a responsive and reflective learning and development programme; improving the involvement of children and young people through the development of the Young Persons Board; and the on-going support from agencies that enables safeguarding concerns to be addressed and actions to be agreed and implemented.

3.5 The Safeguarding Children Board also recognises that in a changing environment it needs to adapt to the many challenges ahead. Its new Business Plan for 2014 – 16 focuses on additional areas including:

- Continued Involvement of children and young people in the work of the Board – taking into consideration their views, including those who are under child protection. The Young People's Board is already working on projects affecting young people such as bullying
- Consideration of more cross borough working and sharing of practice in some key areas e.g. training, audits, joint initiatives – this is not only cost effective, but is a way of increasing sharing of ideas and best practice.
- Closer collaboration with other Boards on joint initiatives such as FGM. Mental Health and Domestic Violence
- A close consideration of how we measure the impact of what we do and what difference the ESCB makes – this takes place within a learning and improvement framework
- Continued focus on FGM as a local and national issue
- Continued work to tackle Child Sexual Exploitation

3.6 The Safeguarding Adults Board reviewed its strategy in 2012 and asked local people what actions we should take to meet the priorities of the Board in the following three years. The answers from the consultation and other activities in the community have helped to inform the action plan in the Safeguarding Adults Strategy 2012-2015. This will directly impact on and inform what we do to prevent and respond to the abuse of adults at risk. The strategy action plan for 2012-2015 is project managed by the Council's Central Safeguarding Adults Service and reported upon progress at each quarterly meeting.

3.7 The Board is supported by four sub groups, which are chaired by Board partner agencies. The four groups are:

- Service User, Carer and Patient Group
- Learning and Development
- Policy, Procedure and Practice
- Quality, Safety and Performance

3.8 The Safeguarding Adults Board have had a number of key achievements including challenging care and nursing homes to the dignity standards; continued raising of awareness of abuse to adults at risk through partnership events; practice based forums to share learning; initiatives by Board partners to include those who use services in the quality assurance and service development; aiming to improve access to the justice system by joint meetings between Local Authority and Police, as well as new initiatives by the Police to ensure adults at risk are flagged.

3.9 Keeping safe adults at risk is receiving increased focus in the media, following high profile cases such as 'Winterbourne View Hospital' and the public enquiry into events at Mid Staffordshire Hospital. In the coming year, we will consult on a policy for Health, Housing and Adult Social Care on the use of overt and covert surveillance to deter and detect abuse, seeking feedback from residents and key stakeholder on its implementation.

3.10 The Board is particularly keen to learn from the experiences of people who use services. To ensure we keep people central to the safeguarding adults process, where their views and experience drive practice, the Enfield Safeguarding Adults Service are developing methods for feedback which can be translated into service improvement.

3.11 Nationally, we are also seeing major changes in the political and economic context in which services and activities are planned and provided. We have the impact of the national and internal budget deficits, coupled with the impact of poverty and health inequalities faced by some groups. All of this will affect the capacity of individuals and whole communities to care well for themselves and the more vulnerable residents. The Boards will face these challenges to ensure that children, young people and the most vulnerable are kept safe from harm and that the routine analysis of abuse takes into consideration trends associated with these political and economic changes.

3.12 The above national changes may also impact on carers and families, so we need to improve our understanding of the stress faced by families, in order to be able to take a holistic approach to care and risk planning. By improving our understanding and working across adult and children's services, where necessary, we can help alleviate the strain placed on families and the potential for harm.

3.13 Work between the Safeguarding Children Board and the Safeguarding Adults Board is an important part of how we keep everyone safe. In addition to joint events, the two Boards will continue to consider how we can join up projects and initiatives which keep all communities safe and taking into account the need for smarter working and better use of resources. With this in mind, a joint Safeguarding Children's and Adults Sub Group of both Safeguarding Boards is being set up to tackle cross cutting issues including mental health and substance misuse.

4. ALTERNATIVE OPTIONS CONSIDERED

Not applicable. The Annual reports are being presented to Members for information.

5. REASONS FOR RECOMMENDATIONS

To advise Members of the progress being made in protecting vulnerable adults and children in the Borough.

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

6.1 Financial Implications

Under Working Together 2013 the statutory partners on the Safeguarding Children Board contribute to a Board budget. The need to make best use of the resources and contributions from partners is paramount, while also recognising the need to maintain or increase contributions as the demands on the work of the SCB increase. The annual report provides details of the income of the Board, including agency contribution, other incomes and expenditure. This does not include the additional contribution from LBE for staffing of the Business Unit.

The Safeguarding Adults Board will require contributions from partners. Primary support to the Board is provided via LBE through the Councils Central Safeguarding Adults Service. Spend was contained within budget in 2013/14 for the Safeguarding Adults service. However, additional pressures will be faced in 2014/15 due to the upwards trend in the number of safeguarding referrals.

6.2 Legal Implications

Section 13(1) of the Children Act 2004 places a duty on local authorities to establish a Local Safeguarding Children Board for their area. Section 14(1) of the Children Act 2004 sets out the objective of a Local Safeguarding Children Board as being to co-ordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area of the authority by which it is established; and to ensure the effectiveness of what is done by each such person or body for those purposes.

Section 14A of the Children Act 2004 requires Local Safeguarding Children's Boards to prepare and publish a report about safeguarding and promoting the welfare of children in its local area at least once in every 12 month period, and to submit a copy of that report to the local Children's Trust Board.

The preparation and publication of the report of the Local Safeguarding Children Board is done in accordance with these requirements.

There is no statutory framework in existence that creates, regulates or defines the role of a Safeguarding Adults Board ("SAB"). However, local authorities have been responsible for safeguarding adults for many years and this role has been defined by the publication of government guidance, case law and linked to other areas of the law such as the Human Rights Act 1998 and Mental Capacity Act 2005.

The 'No Secrets' (Department of Health, 2000) statutory guidance suggests that local authorities establish a multi-agency management committee (adult protection) that has a clearly defined remit and lines of accountability with agreed objectives and priorities for its work. The guidance goes on to say that "such committees should determine policy, coordinate activity between agencies, facilitate joint training, and monitor and review progress".

In addition, the general power of competence set out in s1(1) is likely to provide the local authority with the power to establish a Safeguarding Adults Board and to publish a report.

Notwithstanding the absence of any statutory framework, the preparation and publication of the report of the Adults Safeguarding Board is done in accordance with the above and the council's current policies.

It should be noted that The Care Act 2014 (when it comes into force in April 2015 approx.) will for the first time create a statutory framework for how local authorities and other agencies should work together to protect adults. The Act will require local authorities to set up a SAB in their area which must include the local authority, CCG and Police to meet regularly, to develop shared plans for safeguarding and working with local people to decide how best to protect adults in vulnerable situations, and publish a safeguarding plan and to report annually on its progress.

6.3 Property Implications

No property implications noted.

7. KEY RISKS

7.1 The raison d'être of both the Safeguarding Children Board and the Safeguarding Adults Board is to manage risks in relation to vulnerable children and adults respectively. Mitigation of these risks is demonstrated in both reports.

7.2 Restructure across a number of agencies, such as police, health and council services, will need to be considered and carefully managed to minimise the impact on children, young people and vulnerable adults. Both Boards have quality assurance mechanisms to consider the contribution from partners to keep people safe and are able to manage risks within this.

7.3 The Boards are required to work effectively within resources, while continually striving to achieve innovative services. Partners of the Safeguarding Children Board held a development day to discuss and agree the future operation of the Board, which would enhance efficiency and effectiveness of joint working, including membership and commitment – the result of this was a reshaping of the Board which has shown to be effective in facilitating challenge between agencies to tackle issues of concerns such as FGM. Needing to deliver in times of austerity, for both Boards, will be mitigated through an emphasis on joint work between children and adult services.

7.4 During 2013/14 we saw the number of referrals for safeguarding adults increase to 957, which of these 733 proceeded to the safeguarding adults process. The coming year will also see the Police use Merlins, which are a reporting system for adults coming to the notice of police personnel. This may result in a higher number of referrals to adult social care, which needs to be screened and assessed to ensure the safety of individuals and to determine whether they require progression under safeguarding adults procedures. In response to these two factors, the Council's Safeguarding Adults Service are working with Adult Social Care Teams, to review the resources needed to effectively and safely manage safeguarding alerts.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

Both Boards are committed to tackling inequalities and ensuring those disadvantaged and at risk of abuse are provided support and opportunities to protect themselves from harm and improve their well-being.

8.2 Strong Communities

Both Boards have strong leadership for independent chairs. In addition, partners on all Board are of appropriate seniority to promote the vision that 'safeguarding is everyone's business.' The work of the Boards must be responsive to the needs of local people and those who use services; this is achieved through a range of activities and quality assurance mechanisms.

Above all, the Boards work in partnership to improve safety of people in Enfield, linking to issues such as hate crime and domestic violence.

9. EQUALITIES IMPACT IMPLICATIONS

The annual reports are not equality impact assessed; work undertaken by the Board which may require assessments are done on an individual basis, such as policy or strategies produced.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

Council Services supporting children are inspected through rigorous regulatory inspection frameworks and conducted by Ofsted and HMI Probation (young offenders). In 2015 the regulatory framework will be extended to inspect the roles played by other statutory partners including Health services and the Police.

11. PUBLIC HEALTH IMPLICATIONS

Child Death Overview Panel is chaired by a senior officer within the Public Health Team to ensure that learning and trends can be actioned.

Safeguarding of adults at risk and children is recognised as a significant public health issue; preventing abuse and promoting of choice will increase wellbeing within these populations.

Background Papers

None

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Enfield Safeguarding Adults Board

Annual Report 2013/14





Working in partnership with local people and





Message from the Chair

This is my second year as Independent Chair of the Enfield Safeguarding Adults Board. The Board partners have had a challenging year with austerity affecting all organisations. Despite this you will see from this report that they have been able to achieve a great deal. However there will always be more to do.

We have held a range of public events to try to raise awareness of adults safeguarding and encourage people in Enfield to report any concerns they may have. We have made sure that carers and older and disabled people can have access to services which can provide them with support and space to discuss concerns they might have. We have put in practical solutions such as community help points to keep people safe when they are out and about.

We have seen a 20% increase in the numbers of referrals for an investigation of an adult at risk. This has put significant pressure on the teams investigating these situations. We have been pleased to see that they have responded appropriately. We have arranged an independent view of the quality of safeguarding work undertaken. We have ensured that any improvements recommended are acted upon.

This year we have made great efforts to ensure the voice of people who use services is heard. People who have been part of safeguarding investigations have been asked about their experiences and the findings have been fed back to the social work teams to improve their practice. The quality checker programme has grown strongly. This involves volunteers going out to talk to the people who use care services about the quality of services they receive. Some of these volunteers have gone on to be part of the dignity panel which is looking in depth at the quality of care services and reporting back to the managers of these services to help them to improve. I am pleased to be chairing this panel and helping to develop this unique and valuable work.

In Enfield there are over 150 care homes, more than in almost any other London Borough. This means that the safeguarding team must ensure that they are aware of any issues about the care provided in these homes and act to ensure any shortcomings are put right. A safeguarding information panel has been set up where partner agencies make sure information is shared across the partnership so that concerns are picked up early. This ensures support can be provided to the home or the necessary enforcement action taken if the concerns are serious.

The partnerships represented by the Board have become stronger over the year. All agencies have reported back to the Board on practical ways in which they have been able to make vulnerable adults safer and have been able to learn from and encourage each other. The Clinical Commissioning Group has been hugely valuable in helping to ensure standards are improved in nursing and medical care. The police in Enfield have shown strong commitment to keeping vulnerable people safe.

I would like to thank all partner agencies for their support in this work. I particularly thank the Chairs of our sub groups for their huge contribution to the Board. I would like to thank Ray James, Director of Health Housing and Adult Social Care at Enfield Council for his constant support and commitment, to the councillors in Enfield for their interest and encouragement and to the people of Enfield for their vigilance.

Marian Harrington

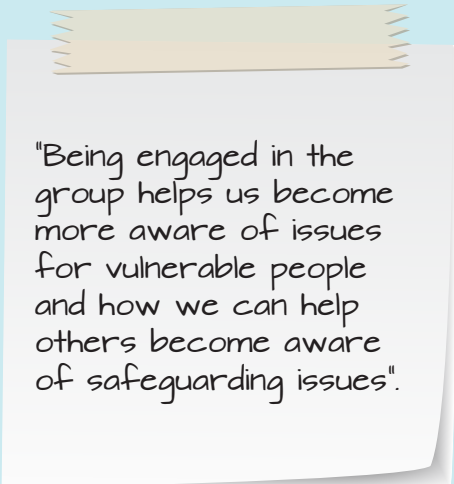
Independent Chair of the Enfield Safeguarding Adults Board

Message from Service Users, Carers and Patients on Board Sub-Group

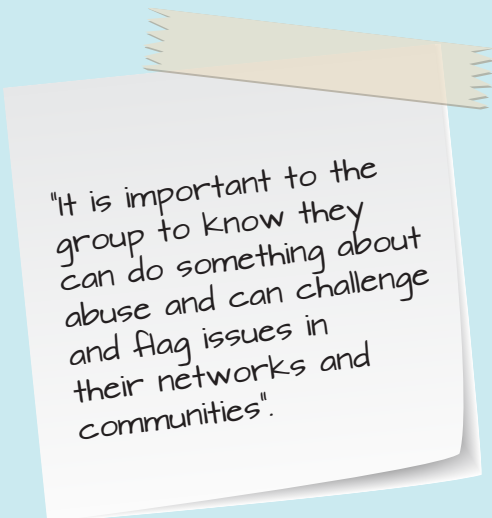
The Service Users, Carers and Patients contribute towards actions and oversight of safeguarding adults in Enfield, and were asked about how they feel we keep people safe. This is their response.

The Co-Chairs are pleased the group has grown with members of Enfield Deaf Image Group and the LGBT Network joining the group.


Members noted that:



"Being engaged in the group helps us become more aware of issues for vulnerable people and how we can help others become aware of safeguarding issues".



"It is important to the group to know they can do something about abuse and can challenge and flag issues in their networks and communities".



"This group is passionate about people being able to live their lives with dignity, respect and care".

Glossary of Terms

Abuse includes physical, sexual, emotional, psychological, financial, material, neglect, acts of omission, discriminatory and institutional abuse.

Adult at risk are people over 18 years of age who are or may be in need of community care services by reason of mental health, age or illness, and who are or may be unable to take care of themselves, or protect themselves against significant harm or exploitation. The term replaces 'vulnerable adults'.

Personalisation – the Personalisation agenda aims to ensure that everyone receiving social care support has more choice and control over how services are delivered.

ADASS	The Association of Directors of Adult Social Services
B&CFHT	Barnet & Chase Farm Hospitals NHS Trust
BEHMHT	Barnet, Enfield and Haringey Mental Health NHS Trust
CMHT	Community Mental Health Team
CCG	Clinical Commissioning Group
CQC	Care Quality Commission
DoLS	Deprivation of Liberty Safeguards
DH	Department of Health
DVSG	Domestic Violence Strategic Group
EDA	Enfield Disability Action
ESCB	Enfield Safeguarding Children's Board
GP	General Practitioner
HHASC	Health, Housing and Adult Social Care
HASC	Health and Adult Social Care
HM	Her Majesty's (Government)
IDVA	Independent Domestic Violence Advocates
ILDS	Integrated Learning Disabilities Service
DBS	Disclosure and Barring Service
LBE	London Borough of Enfield
LD	Learning Disabilities
MARAC	Multi-Agency Risk Assessment Conference
MCA	Mental Capacity Act
MH	Mental Health
NHS	National Health Service
NMUHT	North Middlesex University Hospital NHS Trust
OP	Older Persons
OP CMHT	Older Persons Community Mental Health Team
OT	Occupational Therapy
PCT	Primary Care Trust
PD	Physical Disabilities
RP	Registered Providers
RSL	Registered Social Landlord
SAB	Safeguarding Adults Board
SCIE	Social Care Institute for Excellence
SSCB	Safer and Stronger Communities Board
VAWG	Violence against women and girls

Contents

Sections

Section 1	Introduction and Strategy	5
Section 2	Key Developments, Objective and Progress	6
	Service User Feedback	
Section 3	Other achievements, challenges and opportunities.....	9
	Winterbourne View	
	Dignity Standards	
	The Care Act 2014	
Section 4	Quality assurance and organisational learning	12
	Quality Checker Programme	
Section 5	Difference that safeguarding adults has made to those who have been harmed	13
Section 6	Quality of Care in Provider Services	14
Section 7	Safeguarding Adults Board Sub-Groups.....	15
	Service User, Carers and Patient Group	
	Policy, Procedure and Practice Group	
	Learning and Development Group	
	Quality, Performance and Safety Group	
Section 8	Partner Statements 2013-2014	17
	Barnet and Chase Farm Hospitals NHS Trust	
	Barnet, Enfield and Haringey Mental Health NHS Trust	
	NHS Enfield Clinical Commissioning Group	
	Enfield Homes	
	Safer and Stronger Communities Board	
	London Ambulance Service	
	London Fire Brigade – Enfield Borough	
	Enfield Borough Police	
	North Middlesex University Hospital	

Appendices

Appendix 1	Safeguarding Adults Board Key Tasks 2014-2015.....	31
Appendix 2	Safeguarding Adults Referral Report 2013-2014	37

Section 1

Introduction and Strategy

This report sets out how the Enfield Safeguarding Adults Board partners have worked to safeguard adults from abuse in 2013-2014 and how we intend to continue and expand upon this work in the coming year.

The Enfield Safeguarding Adults Board is committed and passionate about keeping adults at risk safe from abuse. The Board is a partnership of statutory and non-statutory organisations, including local people and those who use services and their carers, who have a strategic lead in how we work to prevent abuse from happening in the first place and how we respond when abuse does occur.

The aim of all partners in Enfield are to work with local people and partners, so that adults at risk are:

- **safe** and able to protect themselves from abuse and neglect;
- treated fairly and with **dignity and respect**;
- **protected** when they need to be; and
- able to easily get the **support**, protection and services that they need.

These aims are set out in our Safeguarding Adults Strategy 2012-2015. This strategy was developed through consultation with local people and partners to ensure we have a clear vision and action plan for the future which will help to safeguard individuals from abuse.

The Board is well aware that despite the success of recent years and the delivery of a number of initiatives and positive outcomes for service users, we need to be smarter and more creative in order to eradicate abuse. Many of the tasks we have been working towards in 2013-2014 are a continuation and strengthening of what we have done so far – especially in raising awareness and training staff and volunteers. However there are particular areas where we have been concentrating our efforts, such as improving quality of care in services and ensuring those who use services and their carers are fully informed and participate in development of service delivery and how the safeguarding adults process is run.

The ten priorities of the strategy are set out below and progress we have made can be found in Appendix 1:

1. To continue to raise community awareness of safeguarding adults – we want the people of Enfield to be able to recognise, prevent and report abuse.
2. To work with organisations and agencies to ensure they treat people with dignity and respect – we want to make sure systems are in place to prevent the abuse of adults at risk who use support services, including dignity in care and quality improvement programmes.
3. To continue to improve our practice in responding to reports of abuse and quality assure those responses – we want to make it easier for people to report abuse and make sure they receive a good quality service when they do so by reviewing our safeguarding interventions and protection arrangements.
4. To listen to, and ensure people who are at risk of abuse, or have been abused, are fully involved in local safeguarding arrangements and improvements to services – we want people to feel they are listened to and, most importantly, to feel safe.
5. To support people to protect themselves from abuse – we want adults at risk to have access to advice and information to help them protect themselves from abuse and to enable them to make choices and manage risk, relevant to their own situation.
6. To support people who choose to arrange their own care to do this in a way that protects them from abuse – we want to ensure people have the opportunity to take responsibility for their own protection and are supported to manage risk.
7. To make sure adults at risk get access to the justice system – we want the police, the Crown Prosecution Service (CPS) and the courts to make sure adults at risk get equal access to the justice system.
8. To work with people to avoid situations where they may be at risk of abusing others – we want to work with people to manage risk to themselves and others.
9. To collect and analyse statistics about reports of abuse and take action to improve local safeguarding arrangements – we want to use the information we collect to improve local safeguarding arrangements by looking at trends, areas of concerns and what we can do to address them.
10. To promote and implement the use of Information Technology for safeguarding adults – for example, using appropriate surveillance technology to detect or identify abuse of adults at risk.

Section 2

Key Developments, Objective and Progress

The Safeguarding Adult's Board believes that safeguarding is everyone's business – which has the ability to affect any one of us. By working together we can both prevent and support those who may be at risk. We have achieved a number of the objectives we have set ourselves and which were identified by local people, service users and carers during our strategy consultation as important to them.

The number of reports of abuse received by adult social care continues to increase, and this is a trend seen nationally. During 2013-2014 we saw 957 alerts, which is a 20% increase from the previous year. The Safeguarding Adults Board believes that despite the number of reports, abuse is often under reported and hidden, particularly in some of the communities. We have continued to raise awareness so that service users, carers and professionals can identify abuse and know how to report this in. Our dedicated **Enfield Adult Abuse Line** which is staffed 24 hours a day, 365 days per year received 952 this is on top of the many ways in which we try to make reporting abuse accessible.



Some of the ways we worked to raise awareness include having information available at the Enfield Town Show in September 2013 and doing bespoke presentations to community groups, such as a deaf group in Enfield. Our aim is to ensure that these events or presentations bring as much information together on how to keep yourself safe and prevent abuse. Partners on the Board also do bespoke events, such as Enfield Council's Trading Standards focus on 'Not Sure? Don't Open the Door', which was presented at the Ruth Winston Open Day in October 2013 and to Sainsbury's Veterans.

In March 2013 we saw the re-launch of the Community Help Point Scheme, which was originally set up in 2007 to provide places of support to enable young people to safely navigate the borough. This scheme was extended to cover adults at risk, so if people are lost, frightened or afraid they can access businesses and organisations which have nominated themselves as help points. Businesses and organisations nominate themselves to act as help points for people who are lost, frightened or afraid and in need of assistance. We sent out posters about this scheme throughout Enfield and information into partner publications.

The location of your nearest Community Help Point can also now also be found through a mobile application called **Tap-it**. This free app lets you keep in touch with family and friends to know you're okay and get help from someone you trust if you need assistance. Part of this app includes a safe site locator, so if you are away from home and feeling vulnerable and need to find a place of safety, the 'safe site' locator will present you with the nearest police station and community help point scheme location.

Tap-it provides a quick way for people to create and access their own network of trusted friends and family members and is available to download free from Google Play or iTunes Store.

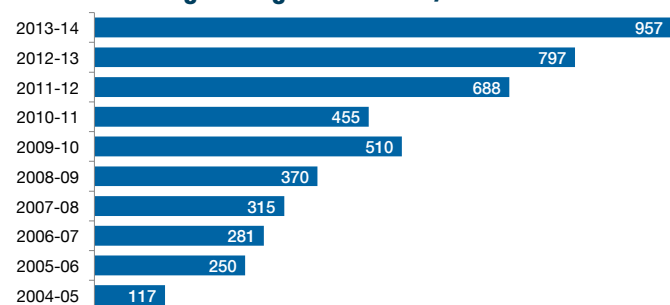
The Tap-it app helps everyone, young or old to feel connected wherever they are, whatever the situation and by creating and coordinating personal networks of family and friends, tap-it helps everyone feel a little more connected.

Tap-it has been developed in collaboration with community safety teams from Enfield Council, Southwark Council and a number of voluntary sector organisations. This initiative has been funded by The Mayor's Office for Policing and Crime (MOPAC).

Awareness of what abuse is and how to report is essential, so that adults at risk can get the support and protection they require. The Board has raised awareness through many different ways, such as articles in partner publications, the Keep Safe Week and the Essential Guide for 2012-2014. Information on fire safety and how to request a home fire safety assessment from the London Fire Brigade was put into the Enfield Talking Newspaper via one of the members of the Service User, Carer and Patient sub-group of the Board.

Safeguarding adults data indicates that the result of heightened awareness following community events and other actions having been undertaken by Board partners has been effective.

Number of safeguarding adults alerts/referrals



Key themes from the safeguarding adults referrals include (for further information, please see Appendix 2):

- April 2013 to March 2014 there were 957 referrals (alerts) received. This is an increase of 20% from the previous year.
- There has been a 16% increase in alerts related to people over 65 years of age.
- Most alerts relate to multiple abuse (35%) or neglect (24%).
- 38% of the referrals are in relation to alleged abuse in the Adult at Risk's own home and 29% are in a residential/nursing home.
- Hospital staff made the most referrals, at 22%.
- 38% of alerts relate to adults aged 18-64 while 62% to adults aged over 65 years.
- There is an increase in referrals from Black and Ethnic Minority communities.
- For the person alleged to have caused harm, 282 (29%) are family/friends/neighbours of the adult at risk and 261 (27%) are formal social carers.
- Of the 957 safeguarding adults referrals (alerts) received, 733 proceeded to the safeguarding adults process.

- 45% of cases had a nominated advocate involved, which may be both paid or a family member or friend.
- 87% of the strategies agreed were within the required timeline of five working days from the alert.
- In 83% of cases, the alerter was informed of the strategy on the same day it was agreed, if considered appropriate. This is an improvement from 38% in 2011/12.

Relating to the cases which are now closed:

- Of the 226 cases that have an outcome following investigation, 48% of them were substantiated or partially substantiated (35% in 2012/13).
- 25% of outcomes for the Adult at Risk resulted in increased monitoring, 10% (23 cases) moved to different or greater care and 4% (10 cases) were removed from the Property or Service.
- In 35% of closed cases, the outcome for the person alleged to have caused harm was 'continued monitoring', whilst in 15 cases there was disciplinary action recorded.

We know from our data that reports of abuse involving older adults continues to increase in Enfield. As a result of their circumstances, such individuals are some of the most vulnerable older people living in Enfield, and are therefore at risk of harm, abuse and/or neglect. Our awareness events will shift to target this area and work towards a more preventative model in care homes with our health partners and commissioners in the Clinical Commissioning Group (CCG). We will also continue to work with Trading Standards to raise awareness of rogue traders and scams, particularly against older people.

The personalisation agenda in Enfield remains a priority for the coming year, so that adults at risk and their carers are empowered to take a lead role in how they are cared for and supported. This will include helping them to manage risk and protect themselves from harm. We also saw from our data that advocates, both paid and informal, were recorded in 45% of cases. Advocacy is particularly important for adults at risk to support their voice to be heard and identify those outcomes which will improve their quality of life; the Service user, Carer and Patient sub group of the Board is very passionate about challenging and improving this area in the coming year.

In addition to raising awareness, a range of actions took place across the partnership to prevent abuse and keep people safe.

Working with adults at risk of abuse and their carers is central to how together we can help to keep people safe. Partners such as Age UK work with carers of older people with dementia on safeguarding issues and support them with safeguarding alerts and the investigation process. They will also advocate on behalf of clients with dementia and where they consider poor practice has occurred, and will support an alert being raised.

The Carers Centre is also a helpful point of call for carers to obtain support and seek guidance if they have concerns that they or the person they care for are at risk of abuse. A booklet was developed and is available on how carers can keep themselves, and the person they care for, safe and well. It is important that carers who are under stress are supported in order to help prevent the risk of harm occurring; Age UK have two regular carer support groups where safeguarding issues are discussed, with an offer of peer support sessions and one to one sessions with Carers.

Domestic and familial violence and abuse is an issue that can affect anyone, and some adults at risk may find it difficult to seek help when experiencing harm from a partner or family member. Partners on the Board are expected to ensure staff have training on responding to domestic violence, and practitioners in adult social care were offered training in how to respond to cases of domestic violence. Other partners, such as Age UK, have relevant staff on domestic violence training and alerts have been raised when carers have expressed they have felt like hitting the person they are caring for. Emergency respite has often been provided in these cases.

Service User Feedback

Ascertaining service user views and experiences of the Safeguarding process can be challenging. It is vital that we capture this feedback so that we can improve but, in the past, service users have been reluctant to fill in questionnaires once the Safeguarding process has been completed.

This year, we decided to contact 20 service users and carers who had recently been through the Safeguarding Adults process (from referral to Case Conference) in order to find out what the outcomes for them were and where we could make improvements. We did this through face-to-face interviews and using the key outcomes identified in 'Effective Outcomes within Adult Safeguarding: A Toolkit' by Improving Social Care in Wales.

These focus on three main areas:

- Awareness of Safeguarding, what is an abuse and how to raise a concern.
- Were the concerns properly responded to, did the service user/carer feel listened to?
- Does the service user feel safer as a result of the Safeguarding action?

This information is still being collated but initial feedback is that the majority of service users (or their carers) do feel safer after the Safeguarding process and feel that they can raise a concern if problems occur.

Most fed back that the workers from the London Borough of Enfield that they spoke to were respectful and polite. Some service users/carers still did not have an understanding of the Safeguarding process in terms of which meetings were happening or what documents were filled in. Although they felt listened to they were not always aware of the formal Protection Plan (although they may know some of what was in it). This is clearly an area for improvement for the service and will be taken into account for future planning.

This report will inform future practice and help to shape process and professional responses for adults at risk.



Section 3

Other achievements, challenges and opportunities

In addition to the above, a number of achievements have been demonstrated by the Board and across the partner agencies. We have:

- Held meetings between the Police Community Safety Unit and the Council's Safeguarding Adults Service to review whether referrals are being progressed appropriately. Adults at risk should have access to the justice system.
- Continued to work with the Council's Drug and Alcohol Action Team (DAAT) so those with substance misuse have the same support and protection under safeguarding adults as other adults at risk.
- Ensured all partners have in place safer recruitment, which applies to both staff and volunteers.
- Partners have reviewed their websites and the North Middlesex University Hospital has include sections on how to report abuse and has a translation facility installed to enable people with Learning Disabilities and individuals with poor literacy skills to access website information.

Barnet and Chase Farm Hospital have a number of ways that they seek the experience of patients, such as the customer response tracker from the national patient survey, asking family and friends, with a new texting service, survey on website and cards. This is reported via the quality and safety committee. The Barnet Enfield and Haringey Mental Health Trust hold peer reviews. These include interviews with service users. In addition, they have a privacy and dignity audit where a service user goes into the ward and both interviews and observes quality of care.

The London Fire Brigade (LFB) at present are focusing on those individuals who may be at increased risk of fire. This was done through the work with London Borough of Enfield in writing to 1,800 adult social care users, targeted sessions with the Over 50s Forum and mental health service users, and attendance at the Boards Service User, Carer and Patient sub-group. The LFB are now looking at how they target fire safety information at support accommodation providers in Enfield.

Personalisation is about ensuring that everyone who receives social care support has more choice and control over how services are delivered. We believe clear and transparent information about the types of services and support available will enable safer and more informed choices. Safeguarding has always been an integral part of how personalisation is developed in Enfield; the Council's Safeguarding Adults

Service is currently developing a framework for those who are purchasing their own care through a direct payment.

The Safeguarding Adults Board continues to promote the Dignity Standards, believing firmly that **dignity and respect** cannot be separated from safeguarding. The standards were developed as part of the national Dignity in Care campaign in 2006 and remain the most effective set of standards for ensuring that Dignity is at the heart of health and social care services for patients, users and carers.

Winterbourne View

Further to Panorama uncovering the appalling abuse of residents in Winterbourne View work in Enfield has continued to transform services for people with learning disabilities or autism and mental health conditions or behaviours described as challenging.

We already had very low numbers of people in assessment and treatment settings and have reduced the numbers of admissions to our in-borough assessment and treatment service. Lengths of stays have also been shortened as people have been given intensive support after they are discharged. Personalised care programmes and support plans are produced for each individual.

Enfield is one of the top performing boroughs in terms of the number of people with learning disabilities living in the community.



Dignity Standards

1. To have a zero tolerance of all forms of abuse
2. To support people with the same respect you would want for yourself or a member of your family
3. To treat each person as an individual, by offering a personalised service
4. To enable people to maintain the maximum possible level of independence, choice and control
5. To listen and support people to express their needs and wants
6. To respect people's right to privacy
7. To ensure people feel able to complain, without fear of retribution
8. To engage with family members and carers, as care partners
9. To assist people to maintain confidence and a positive self-esteem
10. To act to alleviate people's loneliness and isolation

There is underreporting of **hate crime** in Enfield generally and in particular where it is committed against an adult at risk. The Council's Community Safety Unit (CSU) has worked to tackle this area through actions such as:

- Representation by Council's CSU at Safeguarding Practice forum to educate professionals on how to identify incidents of hate crime and if necessary to alert appropriate agencies.
- Presentations/training to Learning Disabilities Partnership Board as well as training relating to additional identification of hate motivation in safeguarding situations to workers from Mencap, One to One Enfield and Enfield Disability Action.
- A permanent representative from the learning disabilities team has been nominated to attend the monthly hate crime casework management panel. This has led to improved communication and co-ordination between the two services.
- The latest version of the safeguarding alert form asks if the report relates to an incident of Hate Crime. This should lead to a higher number of accurate classification of incidents involving hate crime.

The Care Act 2014

The Care Act, which has recently attained royal assent, will bring far-reaching and welcome changes to social care provision. The Act puts principles into statute that have long been in the domain of social work, and provides a script for modern social work with adults.

The act introduces a new duty for authorities to promote wellbeing in all decisions regarding an individual's care needs, and assessments must consider the whole family. Local authorities will also have to guarantee preventative services which could help reduce or delay the development of care and support needs. The act directs public services to provide advice and information, continuity of care and inter-professional working. It puts safeguarding on a statutory footing for the first time, and extends the role of advocacy.

The Safeguarding Adults Board works within a challenging area, and despite the evidence of good work being undertaken and positive outcomes for adults at risk, there is always much more to do.

The Health service has evolved dramatically over the last few years, with Clinical Commissioning Groups (CCG's) in each area taking on new responsibilities and challenges in how services are commissioned and delivered. Health services need to be clinically led, **patient centred** and focused on improving the health of the population. All health services have a responsibility towards safeguarding adults. Safeguarding of adults at risk and children is recognised as a significant public health issue; preventing abuse and promoting of choice will increase wellbeing within these populations.

Our work with the **Safeguarding Children's Board** is an important part of how we keep everyone safe. A number of initiatives are planned for 2014-2015, including Keep Safe Week, joint training and how we can work more effectively across both Boards. The Enfield Safeguarding Adults Board and Enfield Safeguarding Children's Board will form a joint Safeguarding Adults and Children's Group.

The Safeguarding Adults Board has continued to see the number of safeguarding adults referrals increase. Many of the initiatives we undertake aim to ensure everyone who may be at risk of abuse knows how to report it, and that carers are equally able to access support. While ensuring we prevent and respond to all reported cases of abuse, the department will continue to ensure that all reported cases of abuse are investigated appropriately.

We know from our data that 29% of alerts relate to care in nursing and residential homes. Increasingly we have seen highlighted in the media cases of abuse and neglect and in Enfield we have a Provider Concerns Process which aims to:

- Ensure the safety, dignity and care to those who use the service of the provider;
- Ensure that the customer is at the heart of the process;
- Share information appropriately in order to enable effective partnership working;
- Work together with providers to improve the quality of care;
- Take robust action in instances where a crime has been committed or to protect the wellbeing of those who use services.

Working together means recognising that no single agency can alone respond or improve the quality of care within providers. Each organisation has its own remit, focus and skills, which together, has the potential to contribute to creating the best possible outcomes. The Council and its partners will continue to intervene in cases where providers are failing to deliver the quality of services required for people using services.

It has been positive to see the number of requests for Deprivation of Liberty Safeguards (DoLS) authorisations in 2013-2014 increase. During that period 66 DoLS applications were made, compared to 36 the year before. The DoLS are for people who lack mental capacity and may require care or treatment in a hospital or care home, where their freedom may need to be restricted to the point of depriving them of their liberty. This can only be done lawfully, if appropriate authorisation for a Deprivation of Liberty Safeguard has been sought. During the last year 38 applications related to people in residential or nursing homes and 28 related to people in hospital, including two in a hospice setting. Of the total applications, 42 were authorised and 24 were declined.

Whilst many more Enfield residents benefited from a Deprivation of Liberty Safeguard as applications almost doubled, the overall number of DoLS (Deprivation of Liberty Safeguards) requests from local hospitals remained low. This means that people may be subject to unauthorised deprivation of liberty, without the appropriate safeguards in place. New case law was laid down by a judgement by the Supreme Court on 19 March 2014, which has since resulted in hundreds of applications being made all across the country, which puts health and care providers under pressure to comply

with the law. This was in the case of “P v Cheshire West and Chester Council and another” and “P and Q v Surrey County Council”.

The Supreme Court has now confirmed that to determine whether a person is objectively deprived of their liberty there are two key questions to ask, which they describe as the ‘acid test’:

1. Is the person subject to continuous supervision and control?
2. Is the person free to leave? (The person may not be saying this or acting on it but the issue is about how staff would react if the person did try to leave).

This now means that if a person is subject to all three conditions, continuous supervision and control and not free to leave they are deprived of their liberty.

The judgment is significant in the determination of whether arrangements made for the care and/or treatment of an individual lacking capacity to consent to those arrangements amount to a deprivation of liberty.

Enfield, in response to this judgement, has created a steering group and plan of action. The Deprivation of Liberty Safeguards lead is the Chair of the Pan London DoLS group and involved in the national DoLS group to ensure local authorities share best practice in meeting this challenge.

Advocacy continues to be an area that the Board and those who use services and their carers are passionate about. Advocacy for safeguarding is being included in part of the HHASC Commissioning team’s Voluntary Community Sector Strategic Commissioning Framework 2013-16. It is recognised that the organisation(s) providing the advocacy service must have or develop specialist advocacy to support victims of abuse (including domestic violence) and subject to a safeguarding investigation.

Section 4

Quality assurance and organisational learning

The Safeguarding Adults Board has a range of activities which aims to ensure the high quality of our responses to reports of abuse and that learning from these activities is embedded in our future practice.

Every year the Council's Health, Housing and Adult Social Care department commission an external safeguarding adults case audit, where an independent consultant reviews a number of safeguarding adults cases, selected at random. The aim of this review is to look at case practice against a standard of excellence and identify where there have been improvements and where further work needs to be done.

The audit found some areas of good practice, which included:

- A person-centred approach to adults at risk.
- The clarity, relevance and timeliness of recording.
- The quality of the investigations that were held.
- The quality and wide use of protection planning.
- Working to ensure that service users always have access to advocates (either formal or informal).
- Putting together robust protection plans.

Areas identified as needing focus, in the coming year, include:

- Ensuring that cases are reviewed appropriately so that preventative recommendations are being carried forward.
- Making sure that investigations are carried out promptly and independently where necessary.
- Ensuring that social workers always have the right support from across the multi-disciplinary team in order to complete investigations.

It is important that learning is done directly through case practice with those involved in safeguarding adults. To achieve this, the Central Safeguarding Adults Service complete quarterly case file audits with managers or staff who worked on a case. Some of the improvements that have arisen from these audits include:

- A new Review template to assist practitioners in terms of following up actions and protection plans arising from Safeguarding Adults.
- A marked improvement for some teams in terms of the quality of their recording.
- A greater uptake in Safeguarding Pan London Policies and Procedures training across the services.

Managers working in Barnet, Enfield and Haringey Mental Health Trust also have an audit process, which helps to assure case practice for adults at risk with mental health needs, at risk. This is done on a monthly basis and promotes best practice.

Quality Checker Programme

Our Quality Checker volunteer programme puts our service users and carers at the heart of our quality improvement work. All of our Quality checker volunteers are current or former Enfield Adult Social care service users or carers. This work programme is helping us ensure that our service users' and carers' views are central in identifying and implementing improvements to service provision.

The Quality Checkers are visiting a range of adult social care services: these include all of our In-house provider services, private residential and nursing care homes, our accredited equipment retailers, and home care services. The information from the Quality Checker visits is fed back to providers to enable them to put in place improvements or to confirm good practice. Any themes identified are taken to our Quality Improvement Board where projects are agreed and governance provided for their delivery.

Achievements of the programme so far:

- 50 Quality Checker volunteers have been recruited and trained
- 150 visits to a variety of services (including 70 visits to service users in their homes)
- Successful operation of the Quality Improvement Board
- Establishment of the Dignity in Care panel (Quality Checkers and independent chair) have started the pilot to review Enfield Provider services from the Service user/carer perspective using the Dignity in care standards.

Outcomes from our visits to people who receive services in their home:

- Home Care Provider informed of poor quality care from delivered by one of their workers – faeces not cleaned up properly. This was addressed by the Provider.
- Home library service organised for service user.
- Based on feedback from clients, our Quality Checkers provide service users with a Complaints leaflet, Adult Abuse line number, and social care information booklet on every visit.

Care home Carers' Network launched on 18th February. This is a support group bringing together carers of residents of Enfield's Care homes to: share experiences; learn from each other; advise us of best practice examples and areas of improvement; and to help promote the establishment of relative and residents groups in each care home.

Section 5

Difference that safeguarding adults has made to those who have been harmed



Mr. A, an older man suffering from dementia, lives in a residential care home where the Safeguarding Adults Service were working under the Provider Concerns process. At a Residents and Relatives meeting, his sister raised that he had been found wandering in the street in a confused state – clearly putting himself at risk and showing that the home didn't have appropriate arrangements in place to keep him safe. A Deprivation of Liberty assessment was quickly arranged and Mr. A was spoken to by a Best Interests Assessor and a Psychiatrist. A more secure door was identified for the home and training done for staff. The most successful measure taken was identifying that Mr. A left the home because he wanted to go for a walk. Arrangements were made for carers to help him to walk round the garden a couple of times a day. Now, not only is the property more secure thus safeguarding Mr. A but he is also happy to be going for regular walks and therefore doesn't try to leave as regularly.

Miss. B, a young physically disabled woman in the community, has three calls a day from a domiciliary care agency. In October of last year, she found that one of her carers was frequently late and being rude to her. At first, she was not sure what to do but, during her Annual Review, an Officer helped her to raise a Safeguarding Alert showing emotional abuse. The case was investigated and the allegation found to be substantiated. Miss B is now working with another agency and very happy with her care. The carer involved is no longer with her agency.



Mr. C lives in a supported tenancy for men with mental health problems and has a history of alcohol abuse. A Safeguarding Adults alert was raised in relation to his behaviour to another resident (Mr. D) when he was drunk. Through the investigation and discussion, it was identified that Mr. C was struggling with his addiction and needed a lot more support to live his life. It was decided that he would be supported to move to another residential provision where the other residents did not have similar issues and there was intensive key worker support for when he was worried. Staff report that he has not had a drink of alcohol in three months and he seems to be a lot happier in his new home. Mr. D is also happy and feels more secure.

Mr. E, a younger man with severe learning disabilities and very limited communication, was the victim of an alleged assault by a professional. Initially it was believed that the Police would have great difficulty proving the issue given that Mr. E could not make a verbal or written statement. However, the Police worked with their own Intermediary service and the London Borough of Enfield Speech and Language team in order to get a good understanding of his communication. They also worked with the Integrated Learning Disabilities team to identify other potential witnesses and gather more evidence. The alleged perpetrator was charged and Mr. E will not have to testify. Mr. E has been protected as have other vulnerable adults within the borough.

Section 6

Quality of Care in Provider Services

Enfield is committed to ensuring that those who receive a service are kept safe and have a number of processes in place to achieve this. Many partners on the Board are involved in sharing information and working together to respond to concerns about quality of services.

The Safeguarding Information Panel (SIP) was created stemming from a partnership of the Councils Central Safeguarding Adults Service and the Care Quality Commission. The panel brings together information from the Council, such as safeguarding, health and safety and information held by commissioning and contract monitoring staff, with that of partner organisations, such as the Clinical Commissioning Group and the London Ambulance Service. The panel is instrumental in helping partners share information and in identifying common areas of concern. Some of the outcomes from these meetings include:

- The identification of care providers, including Hospitals, where the provider concerns processes or other interventions (for example, contract monitoring visits, pharmacy audit) is necessary;
- Assurances from partners about quality of care within a particular provider;
- Joined-up interventions, such as work by the Local Authority and the Clinical Commissioning Group (visits by the shared Nurse Assessor).

The Safeguarding Information Panel has continued over the last year to meet every six weeks and has taken the lead in highlighting providers which may need support to improve the quality of their care to residents. In order to help support providers to do this, the Central Safeguarding Adults Service in Enfield Council manages the provider concerns process.

The provider concerns process is put in place in response to concerns or information which highlights that a care provider is failing to meet the reasonable expectations in terms of quality, safety and dignity in care. We will work with our external partners, who include the Care Quality Commission, Enfield Clinical Commissioning Group, the Police and other placing authorities and our internal partners such as the Care Teams, Health and Safety, Internal Fraud and finance.

During the course of this progress residents and friends and family are regularly engaged through professional visits and friends and family meetings. This feedback is critical in ensuring that we know what needs to improve and when we have achieved this.

A theme from friends relatives and friends meetings is that residents feel listened to. When asked if there had been any changes one family member commented “Good to see staff spending time with residents on a human level, one to one, showing caring aspect”.

In 2013-2014 the Central Safeguarding Team worked with 19 providers, including nursing homes, residential care homes, hospital wards and domiciliary care agencies. This is a decrease in number from last year of 4.

Nursing Home Q was found to have issues with the dignity in care that was provided to residents, an over reliance on agency staff, concerns with medication management and poor engagement with residents and the family members over complaints. Often being under scrutiny can be challenging for any care provider, but working together to support improvements with partners such as Clinical Commissioning Groups and the Care Quality Commission, meant the home became more open to putting in place the required changes.

The home were able to put in place improvements such as a recruitment drive which meant permanent staff in place, regular meetings of residents and families, and working with a pharmacist to improve how they store and administer medication.

Meetings were held by the Strategic Safeguarding Adults Service with family and friends of residents, with their feedback give to the home and included in any improvements put in place. Over time, the family and friends became more confident that their concerns and suggestions were being addressed.

This process is not only a learning experience for the nursing home, but the Council and other organisations which support them. At the end of this process we identified some areas where improvements can be made, including:

- Setting out clearly the timescales for this provider concerns process
- Improving communication between partners and providers as the process goes on
- Ways in which single alerts which are investigated when the provider concerns process is underway is managed, so that the provider is able to understand and respond to allegations made against them.

Section 7

Safeguarding Adults Board Sub-Groups

In order to achieve its aims and to influence the Board's decision making process it has established sub groups to implement the safeguarding arrangements. Where required, these groups will have project plans and reports will be made to the Board about the process and outcomes of these groups.

The Board has four sub-groups which would be chaired by members of the Board. The four groups agreed were:

- Service User, Carers and Patients group (co-chaired by Age UK and Over 50's Forum)
- Quality, Performance and Safety group (co-chaired by the Police and Clinical Commissioning Group)
- Learning and Development Group (co-chaired by Barnet Enfield and Haringey Mental Health Trust and London Borough of Enfield)
- Policy, Procedures and Practice group (co-chaired by North Middlesex Hospital NHS Trust and London Borough of Enfield)

Service User, Carers and Patient Group

This group has service users, carers and patients who are committed to contributing towards how we keep everyone in Enfield safe from abuse and harm. It is a diverse group of individuals, including those with caring responsibilities, learning disabilities, from the deaf

community and from the lesbian, gay, bisexual and transgendered community. The Group is aware of the need to be inclusive and representative of the population of Enfield and is constantly seeking to address any inequalities in representation.

The Group meets monthly and has contributed to safeguarding developments, such as:

- Development of the questionnaire to be used with adults at risk whom have been harmed or abused and undergone the safeguarding adults process
- Review of hate crime literature
- Review and comments on the Surveillance Policy for safeguarding adults
- Discussion around data trends, with concern noted of the low number of adults at risk from Black and Minority Ethnic communities reporting in.

The Group would like to develop a DVD on the types of abuse, in an effort to increase understanding across service users, carers and local people. It is felt that a DVD could also include translating and signing for the deaf community, which is a focus in the Safeguarding Adults Strategy Action Plan. The group considered other mechanisms to improve awareness-raising and are currently looking at the use of radio stations.



Policy, Procedure and Practice Group

The Policy, Procedure and Practice Group will focus on ensuring guidance to staff in line with national and local changes, including multi-agency working to ensure best outcomes for adults at risk. Practice will be reviewed to ensure lessons learnt can be embedded and inform how we safeguard adults at risk.

In 2013-2014 the Group have drafted a Multi-Agency Hoarding Protocol.

The Group will continue to review policies put forward for consideration and lead on any new policies, in line with national or local guidance. In addition, the group has led for practice developments and, therefore, will consider how multi-agency sharing of lessons learnt can improve how we safeguard adults at risk in the coming year.

Learning and Development Group

Learning is a process, not just a product. How learning is delivered in safeguarding adults spans a range of activities which ensure that staff, volunteers and even those who use services and their carers know how to keep people safe and report abuse. Learning by Board partners is undertaken through activities such as formal training sessions, e-learning, group activities and one-to-one reflective practice, to name a few.

The Learning and Development Group is tasked with supporting those in Enfield who both work and support adults at risk to gain a minimum basic competency set, with commissioning training courses and embedding organisational learning, that arises from the many activities we do.

Work has been completed on mapping the Learn to Care Capabilities throughout the council against all job roles. This will support partner organisations in mapping out the capabilities against their own organisational roles in the next financial year.

The following training is mandatory, where relevant, for staff whose organisations are represented on the Safeguarding Adults Board:

- Basic Awareness
- Investigators
- Managers Introduction
- Managing from referral to closure
- Charing Strategy Meetings
- Refresher course

Course	HHASC/ LBE	BEH MHT	Police	Private & Voluntary	Totals
Alerters	50	8	0	40	98
Investigators	13	25	0	2	40
Financial Abuse: Stage 1	Courses cancelled due to low uptake				
Financial Abuse: Stage 2					
Legal Context					
Charing Strategy Meetings					
Referral to Closure					
Total	63	33	0	42	138

The multi-agency training programme is currently managed and administered by the Learning and Development Team of the Council's Health, Housing and Adult Social Care department.

The organisations represented on and numbers of people attending multi-agency training courses are as follows:

- Basic Awareness (e-learning)
- Alerters (New Starters and Refresher Courses)
- Investigators
- Financial Abuse: stage 1 and stage 2
- Managing from referral to closure

Quality, Performance and Safety Group

The Board's Quality, Performance and Safety Group has been set up to provide assurances that high quality safeguarding arrangements are in place within Enfield SAB partner organisations. Where best practices are identified these need to be shared to ensure that adults at risk in Enfield are kept as safe as possible. Where areas of improvement are identified, it is imperative that the sub-group plays a constructive and supportive role to ensure improvement plans are agreed and delivered swiftly.

The sub-group will need a variety of information from providers to effectively execute its role, including independent validation which service user, carer and patient volunteers will be able to provide through invaluable insight into how all SAB partners' arrangements are working.

The Enfield SAB implemented the NHS England SAB audit which included a partner challenge event. This information, once collated will be used to provide assurances of quality, safety and effectiveness of safeguarding arrangements and derive an action plan based on the sub-group's GAP analysis.

Section 8

Partner Statements 2013-2014

- Barnet and Chase Farm Hospitals NHS Trust
- Barnet, Enfield and Haringey Mental Health NHS Trust
- NHS Enfield Clinical Commissioning Group
- Enfield Homes
- Safer and Stronger Communities Board
- London Ambulance Service
- London Fire Brigade – Enfield Borough
- Enfield Borough Police
- North Middlesex University Hospital



Barnet and Chase Farm Hospitals NHS Trust

From 1 July 2014 Barnet and Chase Farm Hospitals NHS Trust became part of the Royal Free London NHS Foundation Trust.

Internal arrangements for governance regarding Safeguarding adults:

- The Director of Nursing is the director responsible for Safeguarding.
- Head of nursing acts as the corporate lead for Vulnerable Adults.
- A Medical Matron acts as an operational lead, providing advice and support to staff on adult protection policies and procedures.
- The Trust has a vulnerable adult's board which meets quarterly and has a safeguarding strategy group, to ensure that learning from both children's and adults' safeguarding are taken forward within the organisation.
- An Annual Report which includes the Annual Reports from both the London Borough of Barnet and London Borough of Enfield is taken to the Trust Board.
- A quarterly report, which includes the number of safeguarding alerts/investigations and the numbers of staff who have attended safeguarding training, is taken to the Quality and Safety Committee.

Internal arrangements for training regarding Safeguarding adults:

- There is a session on induction for all staff.
- Additional training has been provided by an external trainer and there is also an eLearning package in place.
- The Trust has e-learning packages for all statutory and mandatory training including Safeguarding, Mental Capacity Act, Deprivation of Liberty Safeguards and Dementia.
- Training in Mental Capacity Act, Deprivation of liberty and Dementia is now mandatory.
- Training has been provided on caring for patients with dementia in an acute setting as part of the Trust's Dementia Strategy.
- The Trust has also received a visit from the CQC to undertake a thematic review for the care of patients with Dementia. The CQC found the Trust to be compliant.

Work undertaken/planned and achievements/progress in 2014/15:

- As part of safeguarding awareness week and Nurses day the Trust had information stalls on both sites.
- The Trust is replacing the butterfly scheme for Dementia with the "Forget Me Not".
- QUIS audits are undertaken monthly and staff are using this tool to reflect on how they care and to agree actions as a team to continue to improve care and communication. The results of the QUIS audits are reported on as part of performance review.
- The Trust has a Patients and Relatives Group and members of this group undertake QUIS audits.
- The Trust is making environmental changes within the ward areas, to improve the facilities for patients with dementia; this includes the use of symbols and colours to identify key areas within the wards.
- The Trust is reviewing the Policy and guideline on safeguarding, Mental Capacity Act and Deprivation of liberty.
- The Trust will also be implementing a new policy on Domestic Violence.
- The Trust continues its ongoing commitment to reducing the inequalities experienced by people with learning disabilities, when accessing healthcare environments.
- Training in Learning Disability awareness is provided in a number of formal and informal sessions, which includes the Patient Safety training days for nursing staff.
- The Acute Liaison Nurse has provided training to specific wards and departments and has supported the Day Surgery Unit to identify reasonable adjustments they can make to their pathways.
- The Acute Liaison Nurse for patients with a learning disability undertakes sessions on recognising the needs of people with a learning disability as part of the student nurse induction.
- The Trust implemented the dementia pathway as part of its dementia strategy. As part of this, a range of information and advice sheets are available to patients, staff and their relatives.

- The Trust has implemented the 'green cup' scheme for patients, with dementia, to prevent dehydration.
- Distraction boxes have been implemented for patients with dementia.
- The Trust has implemented a 'carers' badge' scheme.

Work planned for 2014/15:

- As part of Nurses Day, the Trust intends to continue holding safeguarding awareness stalls.
- The Trust has implemented the Tiptree table on one of our wards and this is being rolled out to our other wards.
- There is a plan for further environmental changes, as part of its dementia strategy, and extending the use of colour and symbols to identify specific areas to help create Dementia Friendly environment for patients.
- The Trust has trained key staff as dementia trainers and will continue its dementia training programme.
- The Learning Disability Liaison Nurse will continue to work with the communications department to develop patient information leaflets in an accessible form.
- The ALN is also looking at ways our cancer services and pre-admission clinics can be improved to take into consideration the unique needs of some of our patients with learning disabilities.
- The Acacia team in maternity is now up and running. They are a team of midwives who provide additional support and care for vulnerable women. This includes those who experience Domestic Violence, FGM and women with Learning Disabilities.
- The Trusts will revise its Patient Experience Strategy in line with the Chief Nursing Officers '6 C's' and will incorporate the recommendations from the government's response to the Francis Enquiry.

Statement written by:

Noeleen Behan

Lead Nurse for Nursing Performance & Informatics
 Enfield Safeguarding Adults Board representative

Barnet, Enfield and Haringey Mental Health NHS Trust

Internal arrangements for governance regarding Safeguarding Adults

As part of the governance structure in Barnet, Enfield and Haringey Mental Health Trust (BEHMHT) and Enfield Community Services (ECS) the Safeguarding Adult Committee meets on a quarterly basis. The Safeguarding Adults Committee meeting is chaired by the Executive Director of Nursing, Quality and Governance.

Other members of the committee are assistant directors from each service line or their representatives and safeguarding leads from the local authority. This meeting affords for the discussion and follow up on actions from both internal and external issues regarding safeguarding adults. A Safeguarding Annual Report and work plan continues to be developed on a yearly basis, for presentation at the Governance and Risk Management Committee (GRMC) and the Trust Board. The executive lead and assistant directors represent the Trust at the three Safeguarding Adults Boards.

The Executive Director of Nursing, Quality and Governance is the Board Lead for Safeguarding Adults in the Trust. The Trust has a Safeguarding Adults Team consisting of The Head of Safeguarding People and The Safeguarding Adults Lead who report to the Executive Director of Nursing, Quality and Governance.

The management of safeguarding cases is co-ordinated by the Community Mental Health Team Managers and Team Managers in integrated teams. This arrangement has been reached with Barnet and Enfield local authorities. The process for Enfield Community Services is different as all safeguarding alerts are sent to and managed by the London Borough of Enfield.

The Trust participates in the bi-monthly practice development group, co-ordinated by the Enfield Safeguarding Adults Team.

Work undertaken/planned and achievements/progress in 2013/14

During 2013/14, the practice in safeguarding adults has continued to ensure the best outcomes for the service user, if they have been subject to a type of abuse. To ensure compliance with "Protecting Adults at Risk: London multi-agency policy and procedures to safeguard adults from abuse" (Pan-London Procedures) case file audits on Meridian have been carried out as part of a quality assurance measure.

The Trust has achieved the following in terms of learning and development:

- Development of safeguarding adults' e-Learning refresher level 1 training.
- Level 1 training has continued to be delivered in the Trust, on mandatory training days.
- Bespoke Safeguarding Adults training was undertaken and delivered to managers and staff in the Forensic service.

In total, 2,228 staff attended level 1 safeguarding adults training during 2013/14 this training is offered as part of the mandatory training day.

Additional achievements across the Trust include:

- The Self-Assessment Assurance Framework was reviewed and signed off by the Enfield Safeguarding Adults Board, in November 2013.
- A Domestic Violence and abuse protocol has been developed jointly with Safeguarding Children, in the Trust.
- Compliance inspections against the criteria in Outcome 7 (safeguarding) of the CQC's regulatory framework on all inpatient units and Community Teams.
- A Domestic Violence factsheet and flowchart have been developed for each borough in the Trust.
- Safeguarding Adults updated information on the new Trust website.
- A Safeguarding Adults Flowchart/Poster has been developed for Enfield Community Services.

Work planned for 2014/15

The Trust will incorporate the following elements into its safeguarding adults work programme for 2014/15:

- Continue to raise awareness among staff, in the practice of Safeguarding Adults.
- Continue to ensure that the Trust deliver a safe, friendly and caring environment where people are treated with respect, courtesy and dignity.
- Learning from Safeguarding cases to be embedded in the Trust and across the partnership.
- Quality of care on secure wards to be maintained.

- Ensure appropriate referrals are sent to the Disclosure and Barring Service.
- Safeguard adults by ensuring that any case of abuse is reported and managed through the London Multi-agency policy and procedure.
- Have a continued programme of level 1 Safeguarding Adults training with 85% compliance achieved.
- With the increased activity in the number of referrals being reported, services to ensure that adequate resources are available to support and respond to alerts in a timely way.
- Staff to access domestic violence and abuse training through the local authority or in the Trust, in order to improve awareness and gain further understanding of the referral process and support available to victims.
- As part of a quality measure, team managers to audit one case file per month on Meridian.
- Maintenance of the Trust-wide Safeguarding Adults Database.
- Review of the Trust Self-Assessment using the Safeguarding Adults Assurance Framework for Healthcare Services.
- A planned programme of compliance inspections against the criteria in Outcome 7 of the CQC regulatory Framework to be carried out as part of the Trust peer review process.
- As part of the implementation the Bournemouth Competency Tool, to work with the local authorities training sub-group to ensure competences are linked to safeguarding adult training and to afford consistency in the Trust.

To raise awareness of the Multi-Agency Practice Guidelines for Female Genital Mutilation and ensure that staff are trained understand the issues and the how to report concerns.

Work in partnership to develop a Borough wide strategy to enable to staff to know how to assess, manage and raise concerns if a person develops a Pressure Ulcer.

Statement written by:

Mary Sexton

Executive Director of Nursing, Quality and Governance
Enfield Safeguarding Adults Board representative

NHS Enfield Clinical Commissioning Group

Introduction

“Our Vision is to ensure that safeguarding adults at risk is everybody’s business.”

(NHS Enfield Clinical Commissioning Group)

NHS Enfield Clinical Commissioning Group (ECCG) priority is to ensure adults at risk remain safe whilst they are receiving health care in Enfield. This priority remains at the heart of all commissioning planning and decision-making. We have continued to work in partnership with all agencies in the health economy to achieve this and make sure that all health providers in Enfield understand their role in the health and wellbeing of vulnerable adults.

ECCG has ensured that safeguarding arrangements have been embedded in NHS provider organisations. The contractual arrangements within these providers include clear service standards and performance indicators for safeguarding which are incorporated in all commissioning arrangements. These indicators are monitored through the contract performance reports and are routinely subject to additional assurance methods. These assurance methods take the form of site visits known as “Walk the Pathway”. These can be both “announced” and “unannounced” visits which are undertaken for purpose of obtaining assurances against the Health and Social Care Act 2008 (Regulated Activities) Regulations 2010 and the Care Quality Commission (Registration) Regulations 2009. These regulations describe the essential standards of quality and safety that people who use health and social care services have a right to expect.

ECCG ensures that commissioning decisions in respect of adult care placements (e.g. in care homes & nursing homes) are based on knowledge of standards of care and safeguarding concerns. The CCG has produced several assurance papers in relation to the learning associated with Winterbourne and the actions associated with the Concordat. The CCG works collaboratively with the local authority in quality assuring the care in adult care placements including the sharing of information where there are multiple concerns that are indicative of early warning signs of possible abuse.

Key Achievements and Next Steps

- A Safeguarding Adults at Risk Strategic Committee is in place which gains assurance from senior health managers in the provider organisations. This committee is established through meetings held quarterly and it provides a health based forum which

advises, implements and shares good practice in relation to safeguarding adults at risk, across the Enfield Health economy.

- The CCG has employed a nurse assessor, jointly with London Borough of Enfield who is working on a pressure sore project. A review of the available data on pressure sores was gathered on ten nursing homes in Enfield. The nurse assessor will continue to work with the nursing home care managers in establishing a safeguarding alert system for reporting pressure sores within Enfield homes. A database system will also be established and this can be accessed by both Enfield Clinical Commissioning Group and Enfield Local Authority. This project should be completed by year end.
- A safeguarding GP forum has been established on a quarterly basis. GP leads for safeguarding adults at risk are invited to this group. They are updated on issues in relation to safeguarding adults.
- Enfield CCG has been successful in securing funds for training in MCA and DoLS across Enfield Care Homes. This will be delivered in partnership with London Borough of Enfield by year end.
- The PREVENT agenda has been embedded across the health economy.
- Working with care home managers on standards of nursing care.

Statement written by:

Carole Bruce-Gordon

Head of Safeguarding

Enfield Clinical Commissioning Group (CCG)

Enfield Safeguarding Adults Board representative

Enfield Homes

Enfield Homes is responsible for delivering housing management services to approximately 16,000 tenants and leaseholders on behalf of Enfield Council.

Committed to creating and sustaining **successful communities** Enfield Homes believes that everyone has the right to be treated with dignity and respect and live a life free from fear or abuse. Enfield Homes also recognises that safeguarding adults is closely linked to the equality and diversity and human rights agenda. For example, the definition of a vulnerable adult used in the 'No Secrets' document and definitions of harm and abuse include protected characteristics and behaviours defined as harassment under the Equalities Act 2010.

Keeping adults safe is a priority for Enfield Homes and it will continue to work in partnership with Enfield's Safeguarding Adults Board and others to promote the safety and welfare of adults at risk.

Internal Governance

Enfield Homes' embraces safeguarding adults at the highest level and its commitment is included in its Delivery Plan¹, which feeds into relevant service plans and operational practices.

The Director of Housing Operations is the organisations Safeguarding Champion and provides leadership at strategic and operational levels, reports on progress to the executive management team and Enfield Homes Board and ensures that safeguarding issues are reflected in all relevant operational policies and procedures.

Training

Enfield Homes has access to the Enfield's Safeguarding Adults Board training programme and all staff are required to complete the Basic Awareness e-learning module.

Partnership Working

Enfield Homes continues to work with the Safer Stronger Communities Board and MARAC to report and reduce anti-social behaviour including hate crime and harassment, which can often include safeguarding issues.

The Safeguarding Champion sits on the Safeguarding Adults Board and gives a high profile to the work of the Board within Enfield Homes.

Enfield Homes works to the Pan London Safeguarding Policy and Procedures to prevent and report abuse when it is suspected.

Sheltered housing staff regularly report concerns, attend case conferences and work with other agencies to tackle abuse when it is recognised.

Raising Awareness

Enfield Homes actively promotes an understanding of adult safeguarding issues to staff and residents. Information has been published in Housing News, the residents newsletter, focussing on how to recognise adult abuse and what to do about it.

Enfield Homes' website has an adult safeguarding page with links to further advice and information about the Councils strategy for staff and residents. Information is available for residents in Sheltered Housing Blocks and at all key customer contact points within the organisation.

Continuous Improvement

Enfield Homes completed an audit of activities using the SAB assessment tool and identified a number of improvements for the coming year including:

- Reviewing policies, procedures and governance structures to meet good practice standards
- Increasing the scope of work with tenants in general needs housing to raise awareness of adult safeguarding issues and prevent abuse
- Reviewing linkages with key services, such as the anti-social behaviour team, to make sure that the needs of all tenants are considered in the safeguarding process (e.g. when allegations of anti-social behaviour are made against residents falling within the definition of an adult at risk).

Statement written by:

Ann Otesanya

Director of Housing Operations
Enfield Homes

Enfield Safeguarding Adults Board representative

¹ This sets out the organisations priorities for the business for the forthcoming year

Safer and Stronger Communities Board

The Enfield Safer and Stronger Communities Board (SSCB) is the statutory Community Safety Partnership locally and has responsibility to maintain an understanding of crime and anti-social behaviour, develop and consult on a strategy to bring about improvements and drive forward the delivery of a Partnership Plan.

The Partnership has an excellent reputation for innovative and effective joint working, delivery and value for money. There is a strong emphasis on performance management and a programme of continuous improvement.

Current position

The Safer and Stronger Communities Board comprises of the local authority, the police, the fire and rescue service, probation services and health agencies. Also represented are the local Youth Offending Service, other criminal justice agencies, Housing Providers, Elected Members and voluntary organisations. The Board works in partnership with community groups, neighbouring boroughs, central government and the Mayor's Office for Policing and Crime who are the Police and Crime Commissioners for London.

The partnership receives support from the Council's Regeneration and Environment Department and the manager of the Community Safety Unit is a member of the Safeguarding Adults Board.

There are considerable changes underway in the landscape of community safety, including the introduction of the Local Policing Model and the imminent introduction of Community Rehabilitation Companies who will take on around 80% of the management of offenders in the community as the key element of the Ministry of Justice reforms.

These changes to how offenders and victims are dealt with in general will have obvious implications for dealing with complex cases, aggravated offences and vulnerable victims. We also know that in the current climate, more offenders than ever are citing financial pressure as a reason for offending.

Key achievements of 2013-14 include:

- Significant investment in CCTV provision
- National recognition for links with Health and Wellbeing Board agenda
- Revision of joint tasking arrangements and problem solving groups
- Further development of partnership work to tackle gangs, for which we have received international recognition

- Better oversight of ASB cases through regular case management meetings
- Continued use of powers to tackle poor behaviour, including securing over 30 ASBO's this year, including against those involved in gangs
- National award for tackling illegal money lending
- Further work around Domestic violence including supporting Project IRIS working with GPs to identify DV and intervene safely and the launch of the Tap-it mobile phone app

Priorities in this years' Partnership Plan are:

- Reducing property crimes such as burglary and car crime
- Tackling serious youth violence
- Tackling violence against women and girls
- Tackling Anti-Social Behaviour
- The management of offenders in the community

We are also aware of key cross cutting themes that impact on the above priorities such as substance misuse and hate crime. These themes will also be key areas of work for the SSCB during 2014-15.

Statement written by:

Andrea Clemons

Acting Assistant Director, Community Safety and Environment

Enfield Safeguarding Adults Board representative

London Ambulance Service

We are committed to safeguarding vulnerable members of our community and continue to work closely with partner organisations to improve this process.

Living a life that is free from harm and abuse is a fundamental right of every person and all of our staff, are committed to preventing harm or abuse occurring and taking action where concerns arise.

The London Ambulance Service NHS Trust has been working hard over the past year to ensure that we can keep our patients and their families safe.

- We held a safeguarding conference on 5th June 2013 for 100 LAS staff plus 6 national leads.
- We have undertaken a review of our referral system and processes.
- An audit of referrals was undertaken in 2013 to review quality and appropriateness.
- A further audit is being undertaken in 2014 looking at self-harm and mental health referrals.
- The Trust is fully engaged with safeguarding boards. As a Pan London provider it has identified local safeguarding leads that attend Safeguarding boards or sub groups.
- An E-learning package on the Mental Capacity Act has been developed and is available to staff via our e learning platform.
- We have undertaken Prevent training for our officers and are developing a Prevent Strategy.

Our referrals continue to rise month on month pan London for children and adults. For Enfield figure please see below.

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Total
Adults	62	68	59	76	64	58	75	78	74	60	79	60	813
Children	22	19	27	16	24	17	24	25	22	15	20	35	266

As a Pan-London provider it is not possible for us to write 32 reports for the safeguarding boards. We complete a Trust report annually which is published on our website and covers all aspects of our safeguarding activity. Likewise we have provided a response to the Winterbourne View Report and recommendations which was given to the chairs group.

Statement written by:

John Carmichael

Community Involvement Officer (Enfield & Haringey)

London Ambulance Service

Enfield Safeguarding Adults Board representative

London Fire Brigade – Enfield Borough

The London Fire Brigade has a strong commitment to safeguarding adults at risk and continues to work to develop service delivery by focusing preventative work streams to better identify at risk individuals as well as responding appropriately following referral through links with inter professional groups. We recognise that robust safeguarding arrangements are essential to managing risk. We believe that all residents have the right to be treated fairly and with dignity and respect.

The London Fire Brigade has a good reputation for working closely with and supporting multi-agency teams to deliver adult safeguarding services in accordance with the pan London 'Protecting adults at risk: London multi-agency policy and procedures to safeguard adults from abuse' framework.

Current position

As part of the London Fire Brigade's adult safeguarding responsibilities, it is required to provide a representative as board members on the local multi-agency safeguarding adult board. The Borough Commander Enfield Borough is currently on Enfield Safeguarding Adults Boards and is an integral decision maker in the development and progression of the local safeguarding agendas. The London Fire Brigade has maintained an active participation in the Safeguarding Adults Board, undertaking work streams as required throughout the year.

The Borough Senior Officer for Community and Fire Safety has also been nominated to attend Enfield Safeguarding Adults Board subgroup for the multi-agency Safeguarding Adults Policies, Procedures and Practice Group.

Key Achievements 2013 to 2014

Last year London Fire Brigade Enfield Borough planned the following activities and achieved the following outcomes.

- Raise awareness of partners, organisation and agencies of risks to adults from fire in particular dangers of hoarding and the benefits of a fire suppression system in domestic and sheltered housing.
 - Outcome: Partners were encouraged to consider the benefits of fire suppression systems to reduce the damage caused by fire, reduce the number of injuries and death to vulnerable people. Work commenced on the development of a Multi-agency Hoarding Protocol through the Policy, Procedures and Practice sub group of the Adults Safeguarding Adults Board
- All Borough fire officers were updated by the Enfield borough council safeguarding team in regards to considerations and legal requirements when carrying out their daily roles in emergency incidents at the annual information day workshops
- Senior fire officers attending borough area forums to ensure that all communities are aware of the important fire safety work carried out by fire officers and delivering 'Home Fire Safety Visits' to the most vulnerable members of our community
- Attended a number of Community based events to promote home fire safety and raise awareness of the provision of arson proof letter boxes
- Work with partners to ensure a robust information sharing process is established that sits within data protection act.
 - Incorporated data sharing provision within Multi agency Hoarding Protocol which is currently being drafted
 - Maintained current information sharing provision within current Safeguarding Adults procedures
- To develop protocol between LFB and adult social services reporting referral outcomes in relation to safeguarding.
 - Local systems within London Fire Brigade Enfield have been developed to ensure follow up calls are made with Adult Social Services following referral
 - Following 2 fatal fires, an internal review recommended considerations for serious case review where appropriate
 - Through joint working with Enfield Adult Social Services and Enfield Borough Council Safeguarding Adults Service identified and offered a free home fire safety risk assessment to adults vulnerable to fire incidents in the home
- Raising awareness of fire crews as to what other services are available for adults at risk.
 - A training programme is incorporated into each Fire Stations training plan in relation to Safeguarding policy and procedure for both Children and Adults
- Monitor outcome reports.
 - Standing agenda item on all Borough management meetings to monitor and evaluate/quality assure previous 28 days safeguarding issues and referrals

Improving services for at risk groups

- Working with at risk groups such as the deaf community. This could involve the provision of free smoke detectors for the deaf and provision of information about home fire safety and calling the emergency services.
 - London Fire Brigade have made excellent links with the local drop in services and received a number of referrals from the deaf community for home fire safety visits. This has been delivered by fire fighters with British Sign Language level 2 proficiency
- Officers to refer to appropriate agency through Safeguarding protocol where evidence suggest this is necessary.
 - London Fire Brigade Watch officers have made a number of referrals throughout the year in accordance with Brigade Policy. Of these only a small number have been referred through the urgent referral agreement. The remainder have been referred to appropriate services and agencies.
- Work with partners to address vulnerable adults at risk from exploitation by unscrupulous land lords to receive support through implementation of statutory enforcement.
 - London Fire Brigade Regulatory Fire Safety Team have worked with Enfield Council to raise awareness of these issues and offer assistance and advise when necessary
- Officers to identify evidence of abuse, preserve scene and early passing of information to the Police as possible crime scene.
 - London Fire Brigade Officers have received awareness training and referred cases to Police where appropriate
- Support partners by providing advice in relation to fire safety in the home when requested.
 - Senior Officers attended a seminar hosted by Enfield Borough Council Safeguarding Adults Services, for Residential Social Landlords, to raise awareness of home fire safety and regulatory fire safety matters

A centrally held safeguarding referral database to identify safeguarding adults trends pan London, by developing LFB policy and outcomes shared with partners is ongoing.

Staff Training in Safeguarding Adults

Safeguarding adults training is mandatory for all staff. The training is provided internally by the Watch based managers. This is programmed for refresher training at least twice per year per member of staff.

As Safeguarding encompasses a wide range of legal responsibilities the training sessions include coverage of:

- Policy Statement
- Definition of Adults at risk
- Disclosure and Barring Service (previously Independent Safeguarding Authority)
- Recognising harm to adults
- Reporting procedures
- Information sharing and data protection

Priorities for 2014/2015

- Continue to raise awareness of the availability and provision of domestic fire suppression systems for very high risk adults.
- Continually seeking improvements to reduce the number of incidents in sheltered accommodation by working closely with service providers.
- Raising staff awareness of domestic violence.
- Focusing our prevention and protection activities on ensuring that older people living in care home and in sheltered housing are as safe as possible.
- Developing further local recording and quality assurance programmes.
- Continue to raise awareness of partners, organisation and agencies of risks to adults from fire, in particular dangers of hoarding and provision of arson proof letter boxes and fire retardant bedding.
- Continue to develop protocol between LFB and adult social services reporting referral outcomes in relation to safeguarding adults or otherwise.
- Support partners by providing advice in relation to fire safety in the home when requested.
- Regular analysis of centrally held safeguarding referral database and other incident related databases, to identify safeguarding adults trends pan London to develop LFB policy and outcomes shared with partners.

Statement written by:

Les Bowman

Enfield Borough Commander

London Fire Brigade

Enfield Safeguarding Adults Board representative

Enfield Borough Police

Enfield Borough Police are committed to safeguarding adults at risk, previously known as vulnerable adults, and are setting out work to improve performance in this area. Full details of all proposed activity for Enfield Police are recorded in the Safeguarding Adults Board Action Plan for 2012-2015. All police actions in relation to the plan were updated and reviewed in January 2013.

Achievements over 2012/13

The Metropolitan Police Service incorporates Safeguarding Adults as a priority within the Total Victim Care policy. This policy sets out how officers and staff should look to prioritize victim safety and satisfaction in all areas of their work. From 01/04/14 Chief Inspector Taylor Wilson has been appointed to cover Public Protection matters. This will ensure that there is increased SLT oversight of all Public Protection issues, including Adult Safeguarding.

- Recently, vulnerable adults have been incorporated into the MPS-wide Merlin system. This allows welfare concerns to be formally recorded, monitored and tasked through the Multi Agency Safeguarding Hub system
- Launch of Vulnerable Adult Toolkit, and as from 02/04/13 the use of the Merlin system to record welfare concerns relating to vulnerable adults
- Training has been provided to frontline officers outlining how the new Merlin Vulnerable Adult facility should be used. This training includes risk management measures to be put in place to protect vulnerable adults in the short-term pending multi-agency action. Training of officers is ongoing and being conducted on a weekly basis
- Co-Chairing the Quality, Performance and Safety Group of the Safeguarding Adults Board

Activities planned for 2013/14

Enfield Borough Police completed an audit of safeguarding arrangements as part of the Safeguarding Adults Board Challenge Day event. The purpose of the event was to highlight the work individual organisations undertake to ensure effective safeguarding practice and to identify areas for improvement or development.

Work to introduce the Multi Agency Safeguarding Hub (MASH). This will provide triage and multi-agency assessment of safeguarding concerns in respect of adults at risk.

Further analysis to be completed of Adult at Risk crimes to ensure that these more complex investigations are being appropriately dealt with and judicial outcomes being obtained where possible.

Proposed activity relating to Training:

- Training opportunities to be explored for safeguarding adults in the multi-agency arena at both DI and DCI level
- A central training team is currently delivering training to cover the Vulnerable Adult framework, including circumstances when a Merlin report should be completed and specific case law pertaining to vulnerable adult abuse
- This area of work will require refreshing as new officers join the organisation and to include changes driven by case law

Proposed activity relating to Processes:

- Relevant departments within Enfield Police to conduct daily review of all crimes recorded in the previous 24 hours, to ensure that all crimes are flagged appropriately
- Dedicated Detective Constable (DC) to continue to work under the Safeguarding Adults Supervisor. Enfield is one of the few Boroughs in London to have a dedicated DC working exclusively on vulnerable adult issues. The DC will investigate the most complex adult abuse cases and provide guidance to other officers dealing with safeguarding adult investigations

Proposed activity relating to Quality Assurance:

- Analysis of the new system of vulnerable adult referrals being completed on the Merlin system
- All safeguarding adults and adult abuse crimes to be brought to the daily 1,000 Pacesetter meeting in order to review the risk management measures put in place and the investigation plan set

Statement written by:

CI Taylor Wilson

Enfield Police, Public Protection

Enfield Safeguarding Adults Board representative

North Middlesex University Hospital

The North Middlesex University Hospital NHS Trust has a strong commitment to safeguarding adults at risk and continues to work enthusiastically to enhance this focus through stronger links with inter professional groups, community patient groups and the voluntary sector. We recognise that robust safeguarding arrangements are vital to managing risk. We believe that all patients have the right to be treated with dignity and respect. The Trust has a good reputation for working closely with all teams to ensure that all patient care and safety is patient centred and work with our inter professional agencies within the pan London 'Protecting adults at risk: London multi-agency policy and procedures to safeguard adults from abuse' framework.

Current position

As part of the Trust's adult safeguarding responsibilities, it is required to provide trust representatives as board members on the local multi-agency safeguarding adult boards. The Trust is currently represented on both the Enfield and Haringey Council Safeguarding Adults Boards and is an integral decision maker in the development and progression of the local safeguarding agendas. The Trust has maintained an active participation in the Safeguarding Adults Boards undertaking work streams as required throughout the year.

The Trust has an established Safeguarding Adults Group which has representation from our inter professional and inter agency groups. It provides the strategic direction to safeguarding adult activities across the Trust and ensures that all safeguarding commitments and responsibilities are met. Its purpose is to promote engagement with all agencies and to gain assurance that standards set out in the Pan-London 'Protecting adults at risk: London multi-agency policy and procedures to safeguard adults from abuse' are met.

The Safeguarding Adults Group is chaired by the Director of Nursing and Midwifery (Executive Director responsible for Safeguarding Adults at the Trust) and reports to the Trust Risk and Quality Committee. This ensures that scrutiny can be achieved at several levels which also involve Trust Non-Executive Directors.

The Safeguarding Adults Group also maintains an organisational overview of the implementation of the legal provisions in the Mental Capacity Act and the associated Deprivation of Liberty Safeguards (DOLS). During 2013/14, there were two requests for DoLS authorisations to the Court of Protection. The Trust Board receives an Annual Report and work plan on the Trust's Safeguarding Adults arrangements.

Key Achievements 2013/14

The Trust completed the NHS London Safeguarding Adult Self-Assessment Audit and this was presented at the Enfield and Barnet Safeguarding Adult Board Challenge Event on 26th March 2014. The presentation was well received and in summary areas of good practice identified included:

- Board sign up for Safeguarding Adult Strategy 2014-2017 up to date policies and procedures
- Good Safeguarding Adult structures with links between Safeguarding Adults and Child Protection and partner organisations
- Good risk awareness reporting systems.

Other initiatives that have been taken forward include:

- introduction of a new Adult Patient Restraint Policy which shows the correct process for dealing with situations where patients are in need of close surveillance and where there is a risk that they might leave the ward unsupervised
- an updated Safeguarding Adult at Risk Policy which includes a section on the interface between Serious Untoward Incidents and Safeguarding Adult procedures
- an updated Mental Capacity Act and Deprivation of Liberty Safeguards Policy which includes additional information on how to progress mental capacity assessments, best interest decisions and applications for Deprivation of Liberty Safeguards
- introduced a new discharge form which includes a patient body map diagram to ensure staff record any marks on the body, bruises or pressure ulcers prior to discharge. This enables us to have a baseline should any discrepancies arise at a later date
- implemented a SSKIN bundle and moisture lesion training programme on all inpatient wards which has enabled the Trust to accomplish its overall ambitious stretch target of an 80% reduction in severe hospital acquired pressure ulcers over the last 3 years
- partnership working with Enfield and Haringey Local Authorities in matters relating to domestic violence and abuse
- contribution to Individual Management Reviews as required
- developed a website link to sources of advice and help for domestic violence victims and internal domestic abuse referral protocols
- a 'Patient Passport' which supports people with learning disabilities who are admitted to the Trust. This provides staff with important information about the patient and it also includes contact details for community learning disability teams

- good processes in place for identifying and anticipating patient appointments for those with Learning Disabilities. The Learning Disability Acute Liaison Nurse takes a lead role and acts as link between Trust staff and patient and community support services
- introduction of Word-Bank facility on the Trust website to enable people with Learning Disabilities and individuals with poor literacy skills to access website information. This enables them to simplify the meaning of difficult words using an automated plug-in dictionary or in animation or picture format. A button at the top of the Trust's front page of the website allows the user to switch on Word-Bank which provides preset explanations of difficult words and medical terminology
- audit of the Michael Inquiry and Six Lives: Public services for people with learning disabilities Trust action plan
- completed a Trust Self-assessment audit on PREVENT, using the tool kit outlined the Department of Health – Building Partnerships, Staying Safe document.

Staff Training in Safeguarding Adults

The Trust has approved a Safeguarding Adult Training Strategy and has undertaken a training needs analysis to identify which level of training is required for each member of staff in the Trust. Safeguarding Adult level 1 training is mandatory in the Trust for all new staff at induction. All new staff receive training in relation to Learning Disabilities at induction.

We continue to train staff through face-to-face training and e-learning packages. Safeguarding Adult Level 2 training is provided as face to face training for relevant groups of staff and covers the Mental Capacity Act and Deprivation of Liberty Safeguards. The training figures are presented to the Risk and Quality Committee on a quarterly basis.

There is also an ongoing training programme to raise staff awareness on the Government PREVENT programme which teaches them how to recognise vulnerable individuals who may be at risk of being drawn into terrorist activity.

Priorities for 2014/15

The Trust has updated its Safeguarding Adults Strategy with an associated action plan which will be updated annually with a progress update and new priorities added as necessary. This year's priorities are to:

- ensure that Trust Safeguarding Adults Policies and procedures are up to date and comply with current legislation
- ensure that the Trust Safeguarding Adults/Learning Disabilities and Domestic Violence web pages are up to date
- ensure that all staff receive appropriate training
- improve our links and cooperation with partner organisations working with adults at risk
- ensure that reasonable adjustments are made as necessary for those with Learning Disabilities
- improve Domestic Violence support available to patients
- ensure that the Prevent agenda is part of mainstream Safeguarding Adult processes
- strengthen links for Safeguarding Adults and Child Protection and implement improvements identified from lessons learned.

Statement written by:

Eve McGrath

Safeguarding Adults Lead

North Middlesex Hospital

Enfield Safeguarding Adults Board representative

Appendix 1

Safeguarding Adults Board Key Tasks 2014-2015

Introduction

This is the Safeguarding Adults Strategy action plan, incorporating all actions for 2012-2015. The plan is based on the 10 key priorities agreed by the Safeguarding Adults Board and is informed by partners own action plans and by the results of the public consultation that took place between April – June 2012. The Safeguarding Adults Board (SAB) will monitor the delivery of these actions. Partners will report on progress to the SAB at the quarterly meetings.

The other key work areas for the Safeguarding Adults Board are concerned with its leadership and partnership role and with ensuring that safeguarding is embedded with all commissioning activities across health and adult social care. These actions are described below.

Leadership, Partnership and Commissioning










The Safeguarding Adults Board will:

- review the Safeguarding Adults Board structure and Terms of Reference including membership
- ensure the Safeguarding Adults Strategy is regularly reviewed and updated to reflect changes in national and local position
- continue to support the development of the Service User, Carer and Patient Group and ensure there is effective feedback from all Sub Groups
- ensure that leaders across partnership demonstrate a personal commitment to Safeguarding Adults
- undertake a review of the training and development strategy
- ensure adults at risk are supported to attend meetings and events, both individually and as representative/s
- produce a new information sharing protocol for the safeguarding partner agencies
- ensure the Safeguarding Adults Board has effective governance and work programme
- ensure Safeguarding is embedded within all new services specifications
- develop a Commissioning Strategy for Safeguarding Adults with London Borough of Enfield (LBE) Safeguarding Adults and Commissioning Service and the Clinical Commissioning Group (CCG)
- ensure sufficient resources are available to deliver the safeguarding adults work programme
- audit the performance of the SAB against good practice guidance and relevant legislation
- work closely with commissioners to make sure that the requirement to demonstrate a commitment to safeguarding adults and to delivering against












safeguarding standards is clearly laid out within contract specification, tender appraisals and contract monitoring

- work closely with the Clinical Commissioning Group to ensure compliance with safeguarding requirements
- work closely with the Safeguarding Children's Board to ensure systems are in place to ensure safe transition to adult services (minimising risk to them and from them to others) including the transition to adult mental health services and to the adult welfare criminal justice system
- develop and sustain effective professional relationships across Children's and Adults' Services in order to ensure assessment and services which minimises risk to both children and adults at risk in households with need.











“What difference did we make?” “Is anyone better off?”

No.	Work Area/Project Outcome	Lead	Outcome	Target date	Status
1. Community awareness					
1.1	Information and advice: <ul style="list-style-type: none"> ■ Continue to provide an up to date portfolio of leaflets, bulletins, web-based advice/information for use across the partnership and the Council, suitable for diverse audiences ■ Provide suitable articles about preventing and tackling abuse and keeping safe ■ Ensure information about how to report abuse is easily accessible and is in suitable formats including British Sign Language and easy read format 	SAB – All Board Partners	<ul style="list-style-type: none"> ■ All partner agencies able to evidence information is given as routine to adults at risk ■ The accessibility of our information means that more people are able to understand what abuse is and how to report – this is reported by board partners through their user engagement feedback processes 	2012 and ongoing	BSL changes targeted 2013/2014 
1.2	Learning and development: <ul style="list-style-type: none"> ■ Continue to provide a range of learning and development opportunities including e-learning and workshop events that are available for staff across the partnership, including joint training where feasible ■ All partner agencies to publish data showing which staff are required to receive safeguarding adults training and evidence this is happening 	SAB – Learning Strategy sub-group	<ul style="list-style-type: none"> ■ All partners able to demonstrate compliance with mandatory training requirements as agreed by SAB 	2012 and ongoing March 2013	On track  Complete 
1.3	Learning and development: <ul style="list-style-type: none"> ■ Offer training to all Council Members and Non-Executive Directors of NHS Trusts ■ Offer training to Older People and Vulnerable Adults Scrutiny Panel 	Safeguarding Service Head LBE	Senior leaders show visible leadership, including community and political leadership, strategic planning, partnership and collaboration to promote safeguarding	March 2013	
1.4	All partners have in place organisational learning arrangements	SAB – All Board Partners	Internal audits demonstrate improved practice and/or organisational change resulting from learning opportunities	March 2013	
1.5	All partners ensure that domestic violence training is available and quality assured	SAB – All Board Partners	Partners can demonstrate improved internal reporting of domestic violence. Training available via learning pool by DV Coordinator, LBE	March 2013	
1.6	To arrange regular public awareness raising events, including annual safeguarding awareness week: <ul style="list-style-type: none"> ■ To ensure all community events feature safeguarding adults – crime prevention, preventing neglect and abuse 	SAB – All Board Partners	Events provide an opportunity to raise concerns and receive feedback-evidenced through reports of abuse, referrals and feedback forms obtained through events	2 per year	
1.7	To raise awareness of the interface between Hate Crime and Safeguarding Adults	LBE Community Safety Unit & SAB partners	Increase in hate crime cases brought to hate crime panel – improvement to be evidenced during 2013/2014	2012 and ongoing	
1.8	To use all existing staff, engagement and partnership events – Boards, team meetings, away days etc. to raise the profile of safeguarding adults	SAB – All Board Partners	Evidence of safeguarding adults strategic outcomes in partner plans	2012 and ongoing	













Key:  Achieved/on track  Monitor closely/behind schedule  Not achievable or no satisfactory update received

No.	Work Area/Project Outcome	Lead	Outcome	Target date	Status
1.9	To use different ways to raise awareness – e.g. through opticians, dentists, pharmacists, banks, radio advertising, sandwich boards and enabling senior management to speak to local people around Enfield	SAB – All Board Partners	Mechanisms for reaching residents of Enfield diversified- measuring referral routes and use of adult abuse line as indicator. Events held at Over 50's Group, Safeguarding article in Our Enfield, raised at Keep Safe Group.	2012 and ongoing	
1.10	Develop a Safeguarding Adults Competency Framework for staff and commission in line with this	HASC Learning and Development		March 2014	
1.11	To agree and implement projects targeting specific groups, including drug and alcohol users and the deaf community	SAB – All Board Partners	Projects Agreed at Sept 2013 SAB. Targets, dates and updates from Leads required. Deaf community supported via Service User, Carer and Patient Sub Group to coordinate awareness raising. Training provided to DAAT partners on safeguarding levels 1 & 2.		
1.12	To arrange targeted events for BME groups, carers, GP's, police, CCGS, schools and health centres staff	SAB – All Board Partners		Ongoing	
1.13	Target information about safeguarding services to vulnerable young people without on-going care needs and seek their consent to share relevant information with adult services to improve any future response required	Representative from Safeguarding Children's Board		March 2014	On track 
2. Work with organisations and agencies – dignity and respect					
2.1	Service users experience to be sought regularly and routinely – focus on how adults at risk are treated with dignity and respect	SAB – All Board Partners	Feedback from adults at risk confirms that they feel safe and have a positive experience of care and support	2012 and ongoing	
2.2	Feedback routinely obtained after incidents of abuse and learning is captured	SAB – All Board Partners ensure internal monitoring arrangements	Organisational learning is embedded and can be evidenced through service change/improvements – evidenced in audits. Also process/system available at Practice Forum	2012 and ongoing	Improvements noted in audits 
2.3	Implement regular reviews of service provision with the involvement of adults at risk to identify specific areas for improvement in ensuring dignity and respect, set local targets and monitor progress	SAB – All Board Partners	Service User Interviews being undertaken with final report produced to inform good practice and areas for improvement	2014-2015	
2.4	Arrange Dignity Conference and specific publicity material	SA Service Head	March 5th 2014 Dignity Conference booked	February 2014	
3. Quality assurance and practice					
3.1	Ensure that clear standards and procedures are in place for safeguarding adults responses with achievable time targets for actions for each partner	SAB – All Board Partners	All partners must have clear standards in place to demonstrate to Board via self assessment audit during 2012/13	March 2013	
3.2	50% safeguarding investigations to be completed within 7 weeks	LBE – HHASC	Compliance with pan London Safeguarding Adults Policy, as evidenced in audits	March 2013	












Key:  Achieved/on track  Monitor closely/behind schedule  Not achievable or no satisfactory update received

No.	Work Area/Project Outcome	Lead	Outcome	Target date	Status
3.3	Police to conduct audit of safeguarding adult cases referred to them, focusing on decision to investigate and prosecutions	Police	Recommendations delivered which aim at improving processes that increase access to the justice system for adults at risk	By March 2013	
3.4	Ensure that there are well understood alert processes between partners within the initial response to an allegation of abuse and that feedback is provided to referrers	SAB – All Board Partners	Alerts are sent in timescales, meaning adults get immediate protection plan and are safe- evidence through feedback from adult social care receiving alerts. In 83% of cases, the alerter was informed of the strategy on the same day it was agreed, if considered appropriate. This is an improvement from 38% in 2011/12.	Partners 2012/13 and ongoing	Improved 
3.5	Ensure that all care assessments and reviews demonstrate that adult at risk and those who support them have up to date and accessible information about safeguarding services	NHS and LBE	Quality assurance activities demonstrate that adults at risk and carers know how to report abuse (audits)	March 2013	
3.6	Agree a policy and joint whistle blowing procedure across the partnership	SAB – Safeguarding Service Head, LBE	Improved mechanisms for staff to raise concerns relating to their own organisation-embed policy in 2013/2014 and for the use of the policy to be audited in 2014/2015, in order to evidence increase in whistle blowers	Board partners by March 2013 Commissioned services by March 2014	
3.7	Embed quality assurance mechanisms across partner agencies – driven by service user experience. Include case file audits and quality checks, translating into shared learning across partnership to help improve the quality of referrals and outcomes		SAB will quality assure processes across partnership, included via SAB audit during 2013/2014		
3.8	Undertake an audit of cases to quality assure service user involvement from alert through to closure	SAB – Safeguarding Service Head, LBE		Report due March 2014 Board meeting	
4. Service user engagement					
4.1	Develop a range of ways in which service users can easily make their voices heard, including people with mental health problems, learning difficulties and dementia	SAB – All Board Partners	Service user/patients are part of service development and have mechanisms to become active partners in how safeguarding work keeps people safe- evidence submitted by partners in annual report	2012 and ongoing	
4.2	All partners ensure that adults at risk are involved in quality assuring services	SAB – All Board Partners		By March 2013	
4.3	Ensure that the review of the Safeguarding Adults Board increases active involvement from adults at risk	SAB		By March 2013	Via sub-group 
5. Self protection strategies					
5.1	All appropriate public events hosted by partnership members to include information about and for adults at risk e.g. crime prevention, keeping safe, financial training – which directly relate to self protection	SAB – All Board Partners	Service users and carers feedback at events identifies information contributes to preventing abuse	2012 and ongoing	

Key:  Achieved/on track  Monitor closely/behind schedule  Not achievable or no satisfactory update received

No.	Work Area/Project Outcome	Lead	Outcome	Target date	Status
5.2	Provide regular action and advice on preventing abuse – e.g. self protection strategies	SAB – All Board Partners	Risk assessments demonstrate action taken to reduce risk of abuse occurring	2012 and ongoing	
5.3	Review how we provide information to adults at risk who are experiencing domestic violence	SAB – Head of Community Safety LBE		2013/2014	
5.4	Identify isolated adults at risk and explore ways of providing advice and support to them to protect themselves, possibly using local neighbourhood schemes; accessing suitable funding as appropriate	SAB – All Board Partners	e.g. discuss with CCGs using home visits by GP's and other health professionals	2013/2014	
6. To support people who choose to arrange their own care to do this in a way that protects them from abuse					
6.1	Make easily available public information about the risks of adult abuse, especially targeted at: <ul style="list-style-type: none"> ■ Adults at risk who arrange own care ■ Carers of self-funders ■ At critical times like hospital discharge, using a multi-discipline approach 	SAB – All Board Partners HHASC Carers Commissioner and NHS	All partner agencies able to evidence information is given as routine to adults at risk	2012 and ongoing	
6.2	Ensure all service providers are able to demonstrate how service quality is assured	HHASC – Head of Commissioning and CCG commissioners	Providers able to demonstrate quality assurance are directed to resources which prevent providers concerns process from being initiated	2012 and ongoing	Via sub-group 
6.3	Maintain multi-disciplinary approach ensuring relevant partners are aware of adults at risk at the point of hospital discharge, incl. assessing mental capacity	SAB – Hospital Trusts	Prevent unsafe hospital discharge and evidenced reduction of unsafe discharges raised to safeguarding adults service	2012 and ongoing	Being monitored 
6.4	Ensure all personalisation developments including risk management and the 'market place' embed safeguarding adults	HHASC – Commissioning Department, LBE	Market place has information on how to keep safe and evidence strategically of how safeguarding is embedded (project plans)	2012 and ongoing	
7. Access to justice system					
7.1	Conduct review of barriers to adult at risk cases being prosecuted – see 3.3 – 'Police to conduct audit of safeguarding adult cases referred to them'.	CPS and Police	Recommendations delivered which aim at improving processes that increase access to the justice system for adults at risk	March 2013	
7.2	To improve understanding of barriers to prosecutions involving adults at risk, for the Board to receive learning from cases of hate crime and domestic violence which did not result in a prosecution	LBE Community Safety Unit	Actions to be identified from the learning which will be added to the strategy action plan	March 2013	
7.3	Ensure that all partners are clear about the Crown Prosecution Service (CPS) requirements/considerations for: neglect, fraud, common assault and sexual offences		Improve understanding across partnership	2012 and ongoing	
7.4	Share learning when CPS decides not to pursue – explore feasibility of action through civil action		Actions to be identified from the learning which will be added to the strategy action plan	2012 and ongoing	
7.5	Agree a protocol with Coroner's Office re death in care homes and investigations	SAB– Safeguarding Service Head	As evidenced through case audits, appropriate action taken when death occurs in care homes-audits 2013/2014	March 2013	Draft complete – presently with Coroner 

Key:  Achieved/on track  Monitor closely/behind schedule  Not achievable or no satisfactory update received

No.	Work Area/Project Outcome	Lead	Outcome	Target date	Status
8. Work with perpetrators					
8.1	Ensure carers and carers organisations recognise and report abuse	HHASC Carers Commissioner, LBE and Carer Centre		2012 and ongoing	Improved via events – new leaflet 
8.2	Support the early identification of carers under stress and help them understand when they need more help and where to access the support	SAB – All Board Partners		2012 and ongoing	
8.3	To implement safer recruitment principles to ensure all staff and volunteers working with adults at risk are safely recruited and appropriately supervised	SAB – All Board Partners	Our staff and volunteers are best placed to support our client bases – prevent unsuitable people from working with adults at risk and evidence we have embedded safer recruitment principles through feedback to SAB	2012 and ongoing	
8.4	Staff – each agency has processes in place to manage allegations against staff and volunteers in line with Pan London policy	SAB – All Board Partners	Allegations management procedures which can be evidenced to the SAB	2012 and ongoing	Awaiting evidence 
8.5	Produce information and training for carers who may be abused or at risk of abusing	HHASC Carers Commissioner, LBE and Carers Centre		March 2014	Carers Centre now launched 
9. Data and statistics					
9.1	Safeguarding Adults Board to receive statistical reports from partners on alerts, and actions including learning from Serious Incidents Panel and risk management arrangements	SAB – all partners	Partners to maintain own internal reporting arrangements and share data with SAB – best practice embedded across partnership which helps to keep people safe and demonstrate effective responses	2012 and ongoing	Report by all partners December 2013 
9.2	Agree revised management and performance reporting requirements to SAB focussing on in depth analysis	HHASC Strategy & Performance, LBE	SAB are able to identify area for organisational learning or targeted work to improve processes	December 2012	
9.3	Board to receive national and local data (using GIS to demonstrate incidence spread) and use to improve safeguarding adults arrangements	Suzanne Gumble		March 2014	
10. Information technology					
10.1	Agree use of Regulatory Investigatory Powers Act for safeguarding adults – e.g. review options for surveillance – cameras in capturing evidence for police etc.	SAB – All partners with HHASC SA	Evidence to improve access to justice systems and base for actions against failing providers	March 2014	
10.2	Explore and use Telecare alarm options for adults who have been or are at risk of abuse	SAB – HHASC	Adults at risk have increased protective strategies in their home – feedback through quality assurance processes and adult social care	March 2013	
10.3	Use IT to ensure access to SA information to deaf community	SAB with HHASC Safeguarding Head	Partners forwarding resources including DVD's accessible online. Library resource file held in Central Safeguarding Adults Service.	March 2014	

Key:  Achieved/on track  Monitor closely/behind schedule  Not achievable or no satisfactory update received

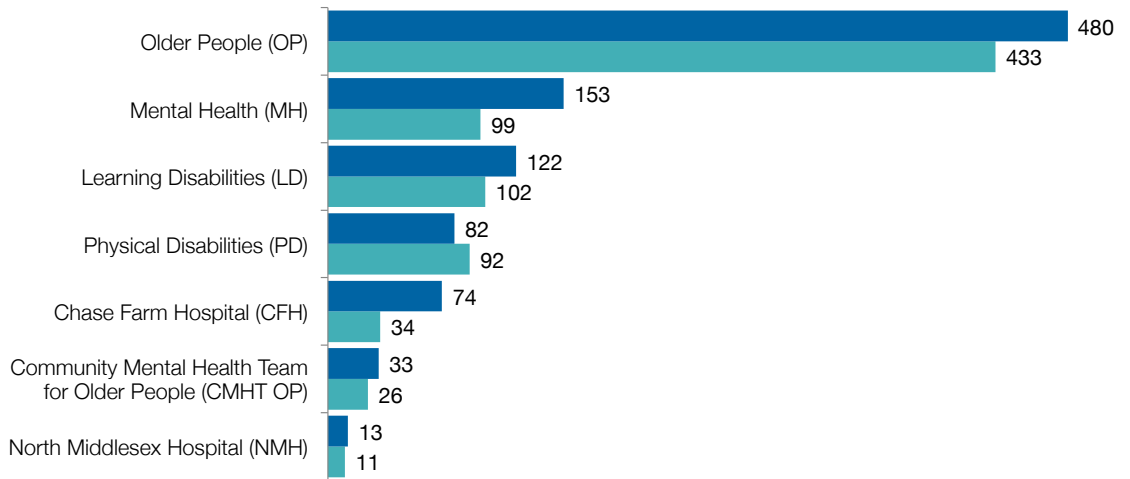
Appendix 2

Safeguarding Adults Referral Report 2013-2014

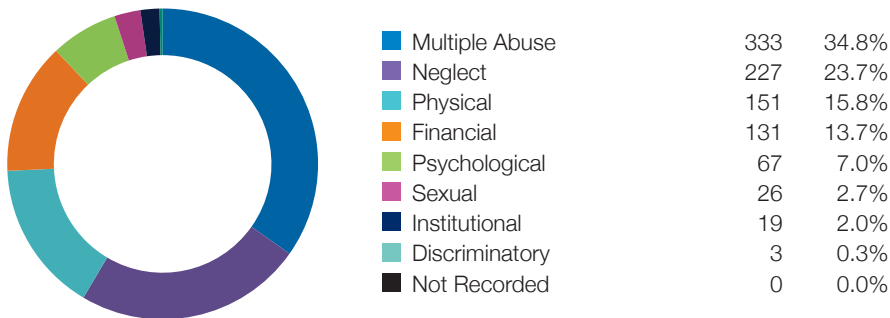
Referrals (Alerts)

Initial Alerts by Team

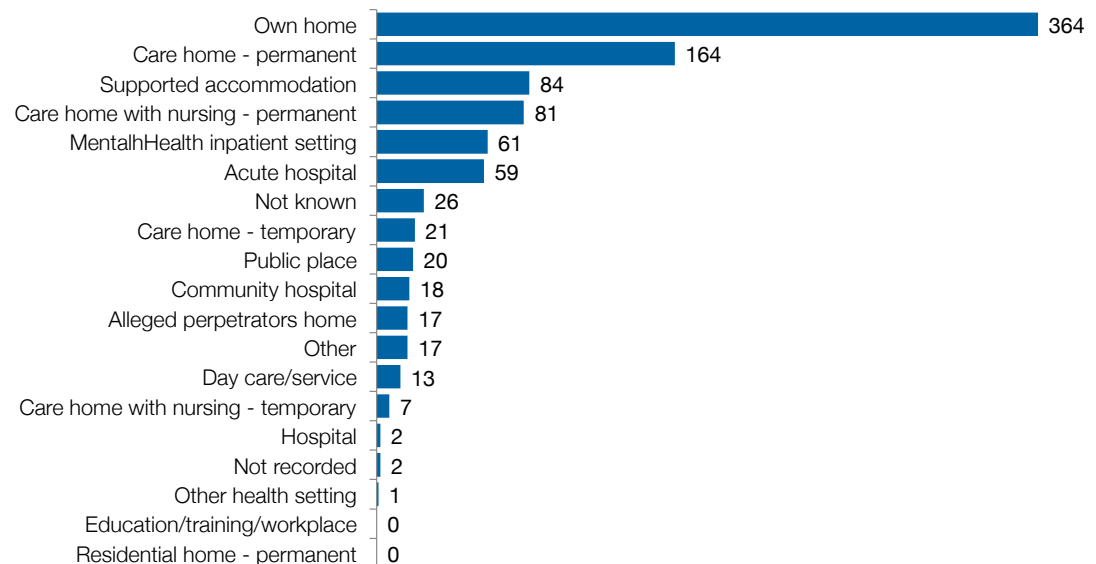
■ 2013-14
■ 2012-13



Types of Alleged Abuse



Place of Alleged Abuse



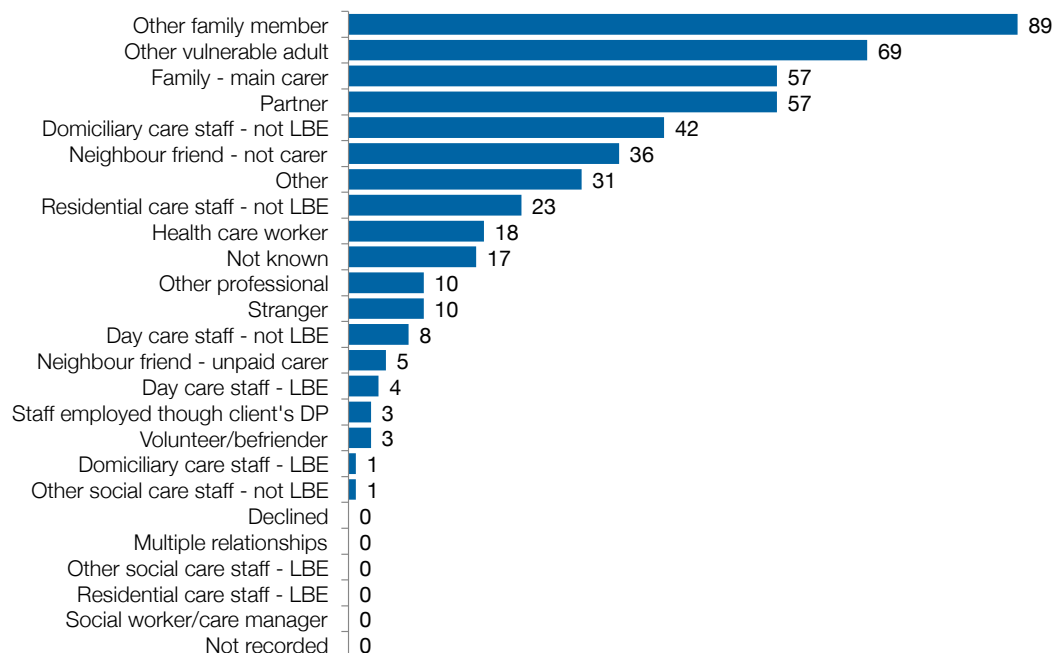
Routes of Referral

Referer	2012-13	2013-14	% change
Hospital staff	153	208	35.9%
Private/Independent Provider	184	151	-17.9%
LBE – HASC	115	139	20.9%
Community Health Professional	56	95	69.6%
Relative	47	68	44.7%
LBE not HASC	26	33	26.9%
Mental Health staff – Joint teams	15	32	113.3%
Ambulance Service	50	30	-40.0%
Domiciliary staff	27	27	0.0%
Other	8	27	237.5%
CQC	5	21	320.0%
Housing/RSL	29	17	-41.4%
Day care staff	10	16	60.0%
Police	15	15	0.0%
Anonymous	3	15	400.0%

Referer	2012-13	2013-14	% change
Self referral	10	13	30.0%
Voluntary/Religious	21	11	-47.6%
General Practitioner	4	11	175.0%
Neighbour/Friend	4	9	125.0%
Carer	3	7	133.3%
Council staff	0	7	n/a
Not recorded	2	5	150.0%
Other service users	3	0	-100.0%
Financial Institution – Bank	2	0	-100.0%
Guardian/Office of Public Guardian	2	0	-100.0%
Public	2	0	-100.0%
Education provider	1	0	-100.0%
Social Services staff – not LBE	0	0	n/a
PCT	0	0	n/a
Total	797	957	

Information about the person alleged to have caused harms

Relationship to Adult at Risk of those alleged to have caused harm. Only for those alerts where the type of alleged perpetrator is an individual.

**Person alleged to have caused harms
Relationship to Adult at Risk**

Outcomes of alerts

Outcome of Initial Alert

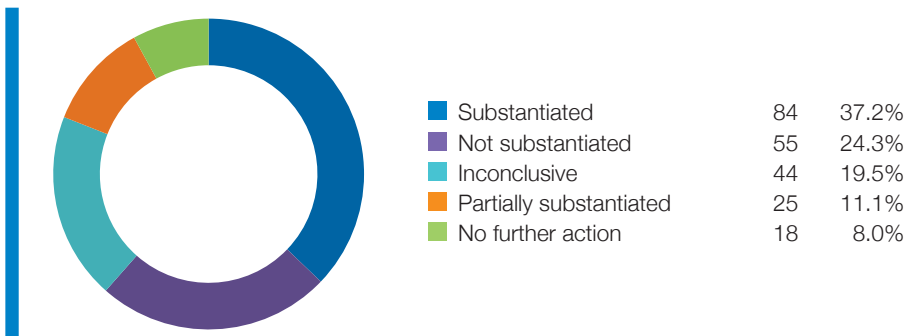


Nominated Advocate Involved?

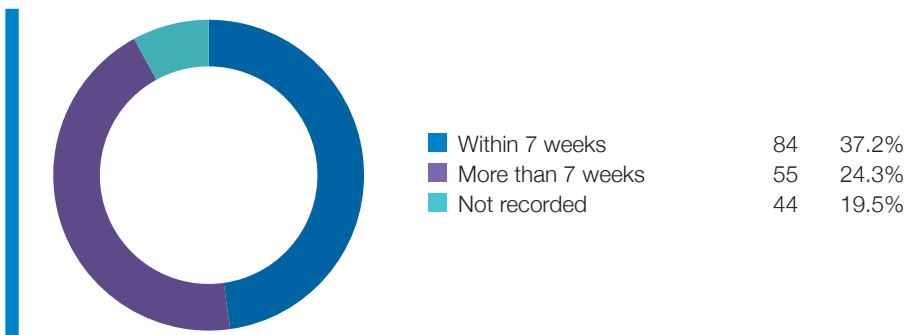
	2012-13	2013-14	% change
Yes	220	433	96.8%
No	372	264	-29.0%
Not applicable	68	31	-54.4%
Not recorded	0	5	n/a
Total	660	43	

Outcomes of closed cases

Outcome of the Safeguarding Adult Inquiry/ Investigation



Days from Alert to Inquiry Closed



**Outcome
proposed for
Adult at Risk**

	2012-13	2013-14	% change
No further action	48	63	31.3%
Increased monitoring	48	57	18.8%
Other outcome	35	25	-28.6%
Moved to increase/different care	7	23	228.6%
Not recorded	9	18	100.0%
Community Care Assessment and Services	10	11	10.0%
Removal from property or service	8	10	25.0%
Restriction/Management of access to AP	2	4	100.0%
Management of access to finances	2	4	100.0%
Application to Court of Protection	-	3	n/a
Application to change appointee-ship	0	2	n/a
Continuing care placement required to meet patients cultural needs	0	2	n/a
Referral to MARAC	-	2	n/a
Review of Self Directed Support	1	1	0.0%
Referral to Counselling/Training	-	1	n/a
Total	170	226	32.9%

**Outcome
proposed
for persons
alleged to have
caused harm**

	2012-13	2013-14	% change
Action by Continued Monitoring	32	78	143.8%
No further action	75	59	-21.3%
Not recorded	12	20	66.7%
Disciplinary Action	11	15	36.4%
Action by Contract Compliance	9	9	0.0%
Not known	5	9	80.0%
Management of access	3	8	166.7%
Removal from property or service	3	8	166.7%
Counselling/Training/Treatment	9	6	-33.3%
Exoneration	5	4	-20.0%
Action by CQC	1	3	200.0%
Criminal Prosecution/Formal Caution	-	2	n/a
Police action	3	2	-33.3%
Referral to registration body	-	2	n/a
Community Care Assessment	-	1	n/a
Other (specified)	2	0	-100.0%
Total	170	226	32.9%

Current Enfield Safeguarding Adults Board Members

Name	Title	Agency
Marian Harrington	Independent Chair	Enfield Safeguarding Adults Board
Councillor Donald McGowan	Cabinet Member for Adult Services, Care and Health	London Borough of Enfield
Ray James	Director of Health, Housing and Adult Social Care	London Borough of Enfield
Lorraine Davies	Assistant Director Adults, HHASC	London Borough of Enfield
Bindi Nagra	Assistant Director Strategy and Resources, HHASC	London Borough of Enfield
Taylor Wilson	Chief Inspector	Enfield Metropolitan Police
Leslie Bowman	Borough Commander for Enfield	London Fire Brigade
John Carmichael	Community Involvement Officer	London Ambulance Service NHS Trust
Douglas Maitland-Jones	Learning and Development Team Manager, HHASC	London Borough of Enfield
Dr Ujjal Sarkar	Lead GP Safeguarding	Enfield Clinical Commissioning Group
Sharon Burgess	Head of Safeguarding, Quality Assurance and Complaints, HHASC	London Borough of Enfield
Niel Niehorster	Head of Integrated Learning Disability, HHASC	London Borough of Enfield
Eve McGrath	Safeguarding Adult Lead	North Middlesex Hospital
Ann Otesanya	Director of Operations, HHASC	London Borough of Enfield
Kay Lewis	Divisional Manager Adult Community Nursing	London Borough of Enfield
Carole Bruce-Gordon	Head of Safeguarding	NHS Enfield Clinical Commissioning Group
Paul Reeves	Director of Nursing	North Middlesex Hospital
Mary Sexton	Executive Director of Nursing, Quality and Governance	Barnet, Enfield and Haringey Mental Health Trust
Nusrath Jaku	Volunteer Manager	One-to-One
Tracy Goodman	Matron	Barnet and Chase Farm NHS Trust
Judy Gash	Patient Experience and Quality Manager (North Central and East London)	NHS England (London Region)
Andrea Clemons	Head of Community Safety Unit	London Borough of Enfield
Tony Seagroatt	Director	Age UK
Christine Dyson	Interim Head of Safeguarding People	Barnet, Enfield and Haringey Mental Health Trust
Daniel Crampton	Head of Safeguarding Children	London Borough of Enfield
Irene Richards	Chair of Over 50's Group. Co-Chair of SCP Group	
L Liane	Chief Executive	Enfield Disability Action
Martin Haines	Inspection Manager Adult Social Care Directorate	Care Quality Commission (London Region)
Julie Firth	Deputy Director of Nursing	North Middlesex Hospital NHS Trust
Shan Kilby	Development Manager	Safeguarding, Quality Assurance and Complaints Team

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Safeguarding Adults
Health, Housing and Adult Social Care

August 2014



Enfield Safeguarding
Children Board

Annual Report 2013-14



www.enfieldscb.org

Enfield

Safeguarding
Children Board

...because safeguarding children
is everybody's business





Contents

2	Foreword from the Chair
4	Introduction from the Author
5	Executive summary
6	Statutory framework
7	The local context
9	Enfield Safeguarding Children Board Priorities
11	Activities of the Sub Groups Quality Assurance and Performance Sub Group Trafficking, Sexual Exploitation and Missing Children Serious Case Review Panel Child Death Overview Panel Learning and Development Sub Group Female Genital Mutilation
18	Other activities of the Board
20	Role of the Lay Member
21	Measuring Impact under a Learning and Improvement Framework
23	Budget
24	Future challenges and looking ahead
26	Conclusions

Appendices

27	1: Learning and Improvement Framework for the ESCB
34	2: Attendance by agency at Board and Sub-Committee meetings 2013-14
38	3: LADO referrals 2013-14

Foreword from the Chair

As I write this introduction in the summer of 2014, child abuse headlines and court cases are constantly in the national news. There have been a series of announcements about government led enquiries to look at so called 'historical child abuse' and various other reports are still in the pipeline. The message seems a clear one, all involved need to 'up our game', a phrase heard and used over and over again in recent weeks.

What does this mean to those of us involved in Child Protection, many staff across the partnerships might well say 'don't we work hard enough already'.

Without doubt staff (police officers, health visitors, GP's, teachers, probation officers, social workers, nurses, ambulance staff, voluntary groups and others) do try to give their best yet we are beset with national headlines such as 'Child Protection System in disarray', calls for a clean sweep of current methods and a 'start again' approach. Social Workers and in particular the quality of social work training courses have been negatively portrayed. Other national headlines describe insufficient mental health resources for children, inadequate safeguarding systems across schools and academies. GPs who report ever increasing caseloads within already existing time pressures, Accident & Emergency Departments with queues of ambulances outside? What are we to make of this by and large negative attention and how does the Enfield Safeguarding Children Board (ESCB) respond?

During 2013-14 the ESCB has continued to meet on a regular basis. We identified the main areas of concern in our Business Plan and made sure we focused on these. We have introduced a slimmed down Board and reduced some of the former bureaucracy. The ESCB has contributed to Serious Case Reviews in neighbouring Boroughs.

The ESCB is clearly an active partnership, but the 'million dollar question' remains 'are we doing enough together to prevent harm to children within the Borough, and when harm is identified, do we make the required changes. Do we as a Board know exactly what impact the ESCB has?

Reviewing 2013-14 I am pleased the Board has helpful dialogue with the Clinical Commissioning Group, the Safer and Stronger Communities Board, and the Health and Wellbeing Board. Of course we all share a common aim, protecting and preventing harm to children. We are getting better at direct communication with young people via the Young People's Board and other forums.

We are making progress in tackling issues such as sexual exploitation of children and young people and female genital mutilation across the Borough and also importantly creating much needed networks with local community groups. We have kept abreast with the various changes in the NHS, Metropolitan Police and London Probation Trust. Public Health colleagues are fully engaged with our agenda and are making significant contributions.

'I would like to thank all staff for their continued focus and energy on reducing harm to the children and young people in Enfield. There is evidence of skilled, able and effective work going on a daily basis...'

This Annual Report is mainly about progress made, though I am also aware of where and what we need to do better. This includes safeguarding across all educational establishments, a better focus on joint work with the Adult Board, and a relentless need to keep improving frontline practice.

I would like to thank all staff for their continued focus and energy on reducing harm to the children and young people in Enfield. There is evidence of skilled, able and effective work going on on a daily basis, I continue to see this on my regular visits. However those national messages do need reflecting on, there is no room for complacency and all of us involved across the child protection landscape must review and refresh our practice. We are being encouraged to innovate and consider new ways of working which will be an ongoing challenge in the year ahead.

Geraldine Gavin
Independent Chair
ESCB July 2014

'...there is no room for complacency and all of us involved across the child protection landscape must review and refresh our practice. We are being encouraged to innovate and consider new ways of working which will be an ongoing challenge in the year ahead.'



Introduction from the Author

In my second year as Business Manager the ESCB has continued to change and develop. The Board has been ‘refreshed’ with a greater focus on outcomes, a slimmer structure and new processes and procedures aimed at encouraging greater discussion and debate to influence and where necessary change or modify multi-agency practice. All this is taking place in an environment of changes in many of our partner agencies and a backdrop of LSCBs for the first time being subject to inspections by OFSTED in their own right.

These changes to the ESCB have been made in line with new guidance from Working Together to Safeguard Children 2013 in which the emphasis is on the difference the Board is making to children, young people and their families. These changes have already started to make a difference since the new Board structure was implemented in January 2014 by encouraging agencies to challenge one another and implement changes necessary to improve safeguarding in Enfield.

All Board members have a shared commitment to improvement and this report outlines the key areas of work the Board has undertaken in 2013-14. The Board however also recognises that challenges remain and this will be taken forward to the new Business Plan 2014-2016.

This annual report therefore aims to answer the question – ‘What difference has the ESCB made to the children, young people and their families?’

Alison Cutler
ESCB Manager

‘The Board has been ‘refreshed’ with a greater focus on outcomes, a slimmer structure and new processes and procedures aimed at encouraging greater discussion and debate to influence and where necessary change or modify multi-agency practice.

‘All Board members have a shared commitment to improvement...’



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Executive summary

This report represents an update on the work of the Enfield Safeguarding Children Board for 2013-14 as required under the terms of Working Together to Safeguard Children. A guide to inter-agency working to safeguard and promote the welfare of children. (HM Government 2013). The report provides a summary of Board activities and its effectiveness in assessing and challenging safeguarding practice across partner agencies. This includes a focus on the challenges that the Board has faced, what it has done to tackle these and what further needs to be done.

The Board has a number of sub groups all of which are well supported by partner agencies. These sub groups are the key mechanism for challenging practice and any gaps or weaknesses in service provision. It is also via these groups that the operational aspects of the Business Plan are implemented.

The Board has undergone a transformation and change in 2013-14, with more streamlined structures and processes in place. This report considers the impact of these changes on safeguarding practice.

This report also shows that the Board is carrying out its statutory duties and that there is evidence of greater challenge and change to tackle issues.

Key highlights

- Board restructure leading to greater challenge and tackling of issues This has included involvement of hospitals in referring cases of FGM, use of the early help form to pass cases to the Single Point of Entry and the role of the voluntary sector in the provision of Early Help
- Completion of key areas of work of the sub groups and thus achievement of the Business Plan
- Development of a learning and improvement framework to support the Board’s drive towards continued improvement across safeguarding practice – this has a greater focus on showing how the Board has made a difference to children, young people and their families
- An updated and redesigned website and community handbook making safeguarding information accessible to all

- Section 11 audits with a focus on challenging practice via panel discussions
- Flexible and responsive Board able to meet the needs of a changing environment including a refocus of work on for example Child Sexual Exploitation
- Positive impact of the Single Point of Entry to deal with multi-agency referrals and thus implement changes to support families at an early stage
- Launch of Young People’s Board to further include the views of young people in service planning and in ensuring that the work of the ESCB accurately reflects safeguarding concerns of children and young people
- Greater cross Board and cross Borough working including a joint Serious Case Review with Haringey, and contributing to Serious Case Reviews and Domestic Homicide reviews in Brent and Hertfordshire.

Areas for further development in 2014-15

- Ensure that the ESCB dataset is more closely linked to the business plan outcomes so that the Board can better measure the difference it is making and identify any areas that need improvement or further support
- Implement future SCR’s or learning reviews via a systems approach as set out in Working Together 2013 – this will ensure learning is embedded and incorporates the views of practitioners in order to make necessary changes to practice
- Continue to encourage the voice of the young people, children and their families in all reviews and via the work of the Young People’s Board
- The focus on learning and improvement will be developed further in 2014-2016 as part of the next two year Business Plan. The ESCBs learning and improvement framework (Appendix 1) sets out how the Board will achieve improvement. This includes effective use of data, training, continued close partnership working and challenge and implementation of the use of audits and reviews in which the voice of practitioners, children, young people and their families is more clearly heard.

Statutory framework

The Board exists as a statutory body and has a range of roles including developing policies and procedures and scrutinising and challenging local safeguarding practice.

Each Board partner retains their own existing line of accountability for safeguarding. (Working Together to Safeguard Children, 2013). Our Board members include representatives from:

- Police
- Health
- Probation
- Voluntary Sector
- Education
- Social care
- Community Safety

We also work with other partners such as Adult Services, Fire Service, Higher Education, Fire and Rescue Service, Housing and Leisure.

The role therefore of the Board is to have an independent coordinating and challenge role around safeguarding practice across its partner agencies. Within Enfield this is carried out via each of the sub groups. These are:

- Child Death Overview Panel (statutory)
- Serious Case Review Panel (statutory)
- Learning and Development
- Trafficking, Sexual Exploitation and Missing Children
- Quality Assurance and Performance
- Female Genital Mutilation – multi-agency task and finish group

In addition, OFSTED now also inspect Safeguarding Boards. The emphasis on the inspection is on the difference LSCBs can make to multi-agency safeguarding practice and thus the impact on children, young people and their families. The ESCB has implemented a leaning and improvement framework which sets out all the ways in which the Board continues to monitor its activities and ensure that it is making a difference to frontline practice across all agencies.

Section 14 of the Children Act 2004 sets out the objectives for the LSCB as:

To coordinate what is done by each person or body represented on the Board for the purposes of safeguarding and promoting the welfare of children in the area and;

To ensure the effectiveness of what is done by each such person or body for these purposes.



The local context

The Safeguarding Board takes into consideration its local context when deciding on priorities for its areas of work and setting the Business plan and work of the sub groups. Key factors for the Safeguarding Board to consider are:

- **Child poverty**
In Enfield, there are approximately 80,000 children and young people under 18 i.e. 25% of the total population and 32.5% of children live in poverty. Enfield has been ranked 64th most deprived out of the 326 local authority areas in England, with 10 of the 21 wards in the East of the Borough amongst the worst 10% in the country.
- **Domestic violence**
This features in 73% of child protection plans in the Borough.
- **Diversity of the population**
In the 2013 School Census conducted by the local education authority (LEA), Enfield pupils recorded themselves under 96 different ethnic codes. There are 775 disabled children and young people in receipt of services from the Joint Service for Disabled Children and there are 1,400 with Statements of Special Educational Needs. There are also approximately 1,000 young carers in Enfield, 300 of which are supported by the charity DAZU who run the young carers project. Work is already underway to help DAZU provide more extensive support to wider numbers of carers in the future.
- **Contrasts between deprivation and areas of prosperity**
Enfield is a Borough of sharp contrasts between areas of privilege and prosperity and areas of severe deprivation and poverty. The gap between the prosperous and deprived neighbourhoods of the Borough is widening and its population, diversity and deprivation are all increasing. An increasing number of vulnerable groups, including single parent households and disabled people, are moving into the Borough. (taken from Enfield's Child and Family Poverty Strategy 2012)
- **Gangs and knife crime**
Enfield faces challenges in terms of youth violence and gangs. Total figures provided by the Metropolitan Police show that overall, Enfield had, in the year ending 31 March 2014, 38 gang-related incidents involving serious violence against children and 128 children and young people who were victims of knife crime. Eight young people and children were recorded as being accused of knife crime.

In quarter four i.e. January – 31 March 2014 Enfield had four young people accused of knife crime and 28 knife victims. Enfield had the 8th highest number of reported knife victims out of 32 London Boroughs. In terms of number of gang-related incidents involving serious violence against children, Enfield ranked the 2nd highest out of the London Boroughs with 16.
- **Future pressures on the Borough**
Population in the Borough in 2013 is now at 320,500 which represents an increase of over 43,000 since 2001. This is predicted to rise by 14 – 50,000 between the period 2014-2024. With this comes a pressure on housing and employment provision. 28% of all households in 2013 are on housing benefits already.



Enfield Safeguarding Children Board Priorities

How has the ESCB taken these local issues into consideration?

The ESCB continues to develop its work priorities to tackle safeguarding issues within this local context. This work is also carried out in conjunction with other partners for example the Community Safety Unit and gangs workers, Police, Domestic Violence Strategic and Operational groups and Public Health and Housing. This work is also reflected in the priorities for the Business Plan and will continue 2014-16.

The ESCB recognises the diverse nature of the Borough and works closely with the voluntary and community sector to ensure safeguarding messages are disseminated in the community, as well as that concerns are fed into the work of the ESCB. The creation of the Community Handbook which contains essential information on a wide range of safeguarding issues and incorporates details of support organisations has been a key way of informing the community about safeguarding.

www.enfield.gov.uk/enfieldscb/info/3/parents_and_carers/226/enfield_community_handbook

This handbook was developed in conjunction with all statutory partners, the community sector and young people to ensure that it met the needs of the community in understanding their role in keeping children and young people safe.

The development of a Young People's Board further ensures that concerns from young people in the Borough are also included in the work of the ESCB. This also includes the views of young people who have participated in the child protection process. Projects are being led by Young People which link to the Business Plan of the ESCB e.g. bullying. Such projects are important for engaging children and young people in safeguarding issues which directly affect them. The impact of this work will continue to be monitored in 2014-15.

The development of a Young People's Board further ensures that concerns from young people in the Borough are also included in the work of the ESCB.



One of the areas identified for action in 2012-13 was to consider how the Board could be more effective given the changing environment in which it operates and the local challenges and context in which it sits. Also, how it could respond to the statutory requirements but also in an environment of reduced resources and change across many of its partner agencies.

This work formed the basis of discussions and work at the Board development day in Summer 2013 with consultation and work continuing in readiness for full implementation of the changes in January 2014.

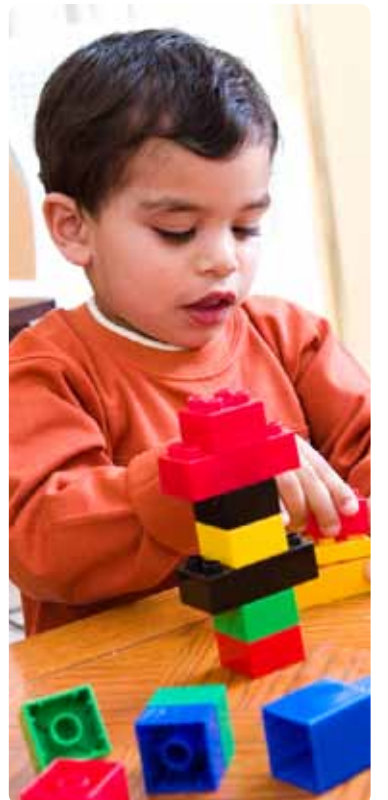
The agreements reached by Board members as part of this consultation were to:

- Make the linkages between the Board and its sub groups clearer i.e. include clearer reporting processes and schedule in regular updates to the Board. Also clearer processes for escalating concerns
- Revisit the membership of the Board – reducing the number of attendees would encourage more challenging and focussed discussions amongst partner agencies. (Appendix 2, agency attendance, reflects this change as well as the removal of the Executive group)
- Remove the Executive group as it was felt this was an unnecessary middle layer if the sub group reporting line could be improved
- Promote the work and purpose of the Board by a much improved website on which key messages could be placed
- Involve Young People via the Young People's Board

Impact of these changes

These changes have made an impact on the work of the ESCB:

- Greater challenge between Board members – this has included tackling FGM, communication about the closure of Chase Farm, use of the referral process, and capacity and involvement of the voluntary sector in referrals and early help processes.
- Streamlined less bureaucratic reporting process with a calendar of meetings and report schedules in place. This has ensured that reports are timely and all sub groups are able to clearly report activities to the Board so that members are aware of the work of the sub groups and concerns. This is to be consolidated further in 2014-16.
- The Young People's Board is working on projects linked to the ESCB business plan, has consulted on the development of the website to ensure that it meets the needs of young people and kept the Board informed of issues of concern to children and young people. This has meant that the work of the Board can be directly linked to supporting children and young people.



Activities of the Sub Groups

- The new website – www.enfieldscb.org – was launched in November 2013 and is proving to be an invaluable source of information for the community as well as those working with children, young people and their families. The website is promoted in training across agencies and will form the basis of a further communications campaign in 2014/15 aimed at raising safeguarding awareness amongst the community.
- Feedback about the website has been positive and has enabled the Board to answer queries and put individuals in touch with organisations who can support them. Training bookings have also increased as all courses are promoted on the website.
- The community handbook has also been well received and is being used by practitioners to direct the families they are supporting to further help and also offer safeguarding information to the community.

The new website – www.enfieldscb.org – was launched in November 2013 and is proving to be an invaluable source of information for the community as well as those working with children, young people and their families.

The work of all sub groups this year has been to complete the Business Plan for 2013-14 but also to respond to other requests and requirements. This has meant greater flexibility in work plans and also the formation of a new task and finish group to tackle Female Genital Mutilation. Each of the groups have submitted reports to the ESCB outlining their key areas of work and the impact in line with the development of the ESCB Learning and Improvement framework.

Learning and improvement is an ongoing theme for all sub groups under the new Business plan for 2014-16 which has been streamlined and has an even greater focus on what difference each area of work is likely to make to keeping children and young people safe.

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Quality Assurance and Performance Sub Group

The group is further developing the multi-agency data set to link to the improvement priorities in the Business Plan so that areas of concern can more clearly be seen and reported to the Board. This will ensure that the data that is gathered is useful, fit for purpose and is easily understood. Agencies have been challenged to provide data where there are gaps and this work will continue in 2014-15.

Existing Protocols and Procedures have been reviewed and updated in line with current practice and legislation and have been made easily accessible on the website: www.enfield.gov.uk/enfieldscb/info/4/publications

Protocols reviewed include:

- Model Safer Recruitment Policy
- Children with Disabilities Protocol
- Child Sexual Exploitation Protocol
- Elective Home Education Protocol
- Children Missing from Care and Home Protocol

The impact of this is that practitioners now have clear and up to date guidance to support their work. This also includes the development of a new multi-agency escalation policy so that all staff understand where to raise concerns if they feel a case is not being adequately addressed.

This work is ongoing to ensure that all policies and procedures are reviewed annually and therefore reflect changes and updates both locally and nationally.

The Quality Assurance Group has also completed four peer inspections during this period to ensure that learning from cases is shared amongst practitioners and areas for improvement identified. Some areas where changes have been made include: improved SMART (Specific, Measurable, Achievable, Realistic and Timely) staff supervision

and Children in Need assessments leading to clearer and more focussed actions which are regularly reviewed to avoid any drift in cases. Social care staff feel also more supported and there is greater management oversight of cases.

The group has also been involved in the pilot peer inspection child protection arrangements and championed the Young People's Inspection team. These activities have ensured that Young people play an active role in the ongoing development of Child protection practice and policies.

Feedback from young people has led to recommendations including:

1. More children and young people should be encouraged to attend child protection conferences and be supported to speak and take part
2. Children and young people should regularly feedback to managers and social workers their experiences of the child protection system and make recommendations for improvement
3. Children and young people should be routinely involved in the recruitment and selection of social workers and managers

These will be implemented and monitored into 2014-15. Future work also includes looking at attendance at A&E of young people to consider where further improvements can be made.

The group also raised the issue of under 18 stabbings in the Borough with the Safer and Stronger Communities Board. As a result, work will be undertaken to instigate a multi-agency response to tackle this issue and this forms part of the ESCB Business Plan for 2014-15.

...practitioners now have clear and up to date guidance to support their work.

Trafficking, Sexual Exploitation and Missing Children (TSEM)

The Trafficking and Sexual Exploitation sub-group covers the Council's strategic and operational response to Child Trafficking and Sexual Exploitation and Missing Children (TSEM). The group is now an established sub-group of the Safeguarding Children Board and well attended by up to 30 professionals from different organisations.

The group has:

- Reviewed the University of Bedfordshire's Toolkit and responded to Consultations. These included the Consultation on Children's Homes and on Children who go missing from Care or home for the Department of Education and the Pan London CSE Operating Protocol. This ensures that the experiences of young people and the work in Enfield is incorporated into national initiatives to tackle Sexual Exploitation
- Made professionals aware of the Abduction Warning Signs from the Police and informed all agencies of the National Referral mechanism and the routes in to this. This ensures that staff know what processes to follow and how to identify cases of sexual exploitation
- Developed a CSE Strategy for Enfield which has been ratified and made links with Community Safety Unit and Domestic Violence
- Produced a brand new Child Sexual Exploitation leaflet for Enfield. This ensures that practitioners as well as the wider community are aware of the signs of sexual exploitation.

Further work includes:

- A series of multi-agency training sessions presented by the Police and the Head of Safeguarding was implemented and attended by nearly 90 representatives of the private sector and Foster Carers. A follow up training session has now taken place with another 30+ providers taking part. This

ensure that practitioners are equipped to be able to deal effectively with young people at risk of sexual exploitation

- Multi-agency sexual exploitation meetings (MASE) are in place and agencies are now working together and sharing information and intelligence to combat CSE both within the borough and with neighbouring boroughs
- The Child Sexual Exploitation list is regularly reviewed. This identifies children at risk and allows specialist practitioners to intervene
- A part time CSE lead to coordinate activity and lead on prevention work for 2014-15 will be employed
- A well-attended multi-agency conference took place on the 24th February 2014 and multiple training opportunities have been set up to ensure that practitioners are aware of Sexual Exploitation and have the tools to assist them in tackling this
- The Board is working with the MsUnderstood Project with 6 other North London Boroughs to look at peer-on-peer and gang-associated sexual exploitation. This will help to implement a coordinated response to tackling exploitation both within and across Boroughs
- A further sub-group has been set up address the issue of Female Genital Mutilation within the Borough, This group is multi-agency and includes health, police and the voluntary sector. The work commenced in 2014 and will continue into 2015 and beyond. The ESCB is working closely with Public Health also to support an audit of FGM in Enfield which will support longer term strategies to tackle this issue.

The wider impact of the work of the group has been cited by group members as the ability to network, share ideas and gain contacts so that sexual exploitation can be tackled as a multi-agency issue. The ongoing training has been well received and the development of an e learning programme available to all practitioners will further enhance the knowledge of staff to identify and tackle sexual exploitation.

Serious Case Review Panel

Meetings have continued at two/three monthly intervals, attendance is good with all partners playing a full role. The Independent Chair of the ESCB continues to chair one SCR panel, which is being jointly reviewed with Haringey SCB.

The ESCB has also contributed to SCRs in Brent and Haringey. Learning from these cases was explored at the ESCB on 25th November. Whilst attendance has been good at the SCR meetings held during the year, there have been frequent changes in the personnel involved. The designated Doctor from Chase Farm Hospital left mid-year, the Assistant Director for Safeguarding at Barnet, Enfield and Haringey Mental Health Trust left in late autumn, the named nurse at North Middlesex Hospital was permanently appointed to in December 2013. Whilst change as well as loss can bring new thinking and refresh the group, continuity also brings with it shared memories and a history of the cases under review. A head-teacher attends the group and the panel are considering how best to widen the work within schools. Changes to the Probation Service will also need incorporating into the group's future.

The SCR Group has met 5 times during 2013-14 and an additional meeting was held in February 2014 to specifically look at one case in detail. Planning is now underway for the publication of the joint SCR with Haringey This has been a complex report with 23 independent management reports (IMR) from different agencies and an appeal against conviction still outstanding. The sub-committee has also agreed on a SCIE (Social Care Institute for Excellence) case review as Working Together 2013 requires all boards to develop their own 'Learning Framework' and future SCRs need to be a systematic look across incidents rather than the 'old-style' IMR and chronology analysis. Discussions have taken place with the Social Care

Institute of Excellence (SCIE), who will be mentoring and guiding this piece of work, a case has been selected and planning is now underway for the case examination. The SCR sub-committee and the Child Death Overview Panel (CDOP) are both working on behalf of the ESCB and their overlapping agendas will be under scrutiny in the Systems Light review.

A joint action list is kept of the recommendations from the reviews. Alison Cutler, the Business Manager of the Board, co-ordinates this activity and the progress made gives the ESCB an audit trail of this critical work. These actions are monitored, added to and removed when completed. The CH SCR brings several national as well as local recommendations and these will be a particular focus during 2014-2015.

The main concerns across many local and national SCRs continue to be parental mental health, addictions, domestic violence, poverty and neglect, unstable and overcrowded housing, violence amongst young people, and gang related activities. This is not an exhaustive list and clearly each case needs to be individually analysed and reviewed. The SCR sub-committee of the ESCB will continue to meet, review cases and make sure all opportunities to reduce harm to children are widely disseminated. Other activity will be to:

- Make sure actions and changes to practice from SCRs are monitored regularly
- Continuously review cases and the need for ongoing improvements across all partners to be owned
- Improve how the SCR experience is perceived by all staff by their involvement in the new style of SCRs
- Make sure all agencies are open and able to acknowledge when mistakes have been made
- Keep raising awareness across the agencies of the need to 'Work Better Together'.

Child Death Overview Panel

The panel this year has undergone changes of chair due to organisational restructure however it has continued in its statutory duty of reviewing all child deaths. The Panel is chaired by Public Health and includes members from the voluntary sector, health, education, police and social care.

The panel held a development day to review its effectiveness and the way it was operating. The outcome of this was a review of membership and a streamlining of process. This now means that the role of members has been clarified further in the terms of reference and ante natal deaths are reviewed by a panel group comprised of those most involved with the case. This has led to more efficient use of the meetings to discuss cases which are potentially more complex

There is also greater synergy between Serious Case Review (SCR) Panel and CDOP to ensure that cases are escalated and considered appropriately. CDOP is now a standard agenda item for SCR panel to ensure that cases causing concern by CDOP can be considered in light of serious case review guidance. The CDOP chair also attends the SCR panel to facilitate communication between the two groups.

There were 28 child deaths notified to Enfield Child Death Overview Panel between 1 April 2013 and 30 March 2014.

The Child Death Overview Panel met four times between April 2013 and March 2014 and a total of 37 deaths were reviewed by the Panel between 1 April 2013 and 30 March 2014, of which 20 were deaths recorded between April 2012 and March 2013.

One review was completed on the death of a child that occurred in 2011/12 where the child did not usually reside in Enfield and one review was undertaken for the death of a child that had left the borough to live abroad.

Of the deaths that were reviewed in 2013/14, eight of the deaths were found by the Panel to have been caused by modifiable factors. These are where the panel have identified one or more factors which may have contributed to the death of the child and which, by means of locally or nationally achievable interventions, could be modified to reduce the risk of future child deaths (as defined in Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children 2013). Of those deaths, the majority were Sudden Unexpected Death in Infancy (SUDI). Enfield CDOP continues to work with Haringey in running awareness sessions about SUDI for practitioners so that staff are better able to advise and support parents.

There is also greater synergy between Serious Case Review (SCR) Panel and CDOP to ensure that cases are escalated and considered appropriately.

Learning and Development Sub Group

Focus for this year again was on ensuring a robust, comprehensive and flexible training programme which linked to the business plan, themes from learning reviews and serious case reviews and practice issues. Courses are in place as well as conferences, learning events, workshops and short 'lite bite' sessions on key practice areas. All these also complement and link to single agency learning and ensure that for example there is no duplication of courses being offered to staff.

Training sessions included child protection awareness, diversity, online safety, domestic violence, working with resistant parents, substance misuse, parental mental health, child sexual exploitation and neglect. Areas covered as learning events include sexual exploitation, familial sexual abuse and lessons from Serious Case Reviews, all of which were well received and positively evaluated.

The launch of the website as a focus of information and promotion of the training has had a big impact with more staff attending than previous years with increases especially from the voluntary sector and Police. As a result, over 800 staff have attended multi-agency learning events and courses – this is an increase of over 200 from the previous year.

Breakdown of attendance on training and learning events by agency:

Agency	Training courses	Learning events
Local Authority	91	141
Education	149	81
Police	23	4
Health	45	82
Mental Health	9	12

Independent/ Voluntary	124	37
Out of Borough	0	2
Other	1	8
Total	442	367

Monitoring is in place with all staff sent a follow up questionnaire up to 3 months post course to gain examples of how the training has impacted on practice. Positive feedback has been received so far.

Training audits are also being carried out across all agencies, and are included in section 11. This is to ensure that agencies are providing adequate safeguarding training for their staff.

The learning and development group meets quarterly and has good multi-agency attendance. This group monitors and sets the annual core training programme as well as supports and implements further learning that is identified via actions from the Business plan during the year.

A very positive step forward is that Enfield Homes now also sit on the sub group. The result of this is that housing staff have started to attend the courses and learning events and have an awareness around safeguarding which is important when they are visiting families. This was as a direct result of questions being raised at Board about cases causing concern where housing was an issue.

Members of the sub group also run learning events and training, reducing the need to use external trainers and ensuring that the learning is focussed on local issues.

An example of impact of the programme was expressed by one delegate as follows:

'I currently support families from a wealth of backgrounds and I am therefore now able to reflect on what I learnt on the course and put it into practice and use within my role as a Keyworker. Therefore this has enhanced the outcomes for my families that I am trying to support.'

Female Genital Mutilation

This group was set up in March 2013 to tackle the issue of FGM in the Borough. The group is made of representatives from social care, public health, police, health, schools and the voluntary sector. This group has already delivered training for professionals and awareness raising sessions in the community, updated the FGM protocol and commissioned a health needs analysis from Enfield Public Health to estimate the prevalence of this practice in the Borough.

Cases are now being referred to social care and there has been anecdotal evidence from men in the community who stated they were unaware of the extent and impact of the practice until they attended training. Local Imams and healthcare professionals have delivered training and spoken about FGM at local mosques during Friday prayers. It is hoped that this will encourage men to become involved in the campaign to put a stop to FGM.

Further work will continue 2014-15 with FGM a key part the ESCB business plan in partnership with Public Health. Future projects include a pilot in schools to inform and educate children and young people about FGM, and the introduction of support for victims such as counselling and medical services.

Other activities of the Board

As well as its sub groups, the Board undertakes other duties and oversees Licensing, the work of the Local Authority Designated Officer (LADO) and Private Fostering. Regular reports in these areas highlight any concerns and actions required.

Licensing

The legislation under the Licensing Act 2003 promotes four statutory objectives which must be addressed when licensing functions are undertaken, namely:

- The prevention of crime and disorder;
- Public safety;
- The prevention of public nuisance; and
- The protection of children from harm.

In the period 1 April 2013 to 31 March 2014 the Enfield Safeguarding Board received notice of 90 licence applications for the sale of alcohol.

The premises included:

- 19 Restaurants
- 17 Public Parks
- 14 Supermarkets
- 8 Public Houses
- 8 Clubs including a football club and snooker club
- 4 Service Stations
- 3 Off Licences

The rest were various other venues such as mini markets, Community Centres etc.

There were 5 applications where children under 18 were not admitted therefore no conditions necessary.

The 90 applications included 9 reviews of licences:

- 1 club closed – prevention of crime and disorder – public safety
- 2 mini markets – protection of children from harm – underage sales
- 1 off licence – licence revoked – protection of children from harm – underage sales and prevention of crime and disorder
- 2 public houses – prevention of crime and disorder
- 1 public house closed – prevention of crime and disorder – public safety
- 2 restaurants – public nuisance – noise nuisance

Not all applications included the sale of alcohol but related to the public showing of films /videos which are restricted to the recommendations of the British Board of Film Classification. Some of the applications were with regard to changes in opening hours.

In addition, there were 10 applications for Gambling Licences. There were 3 in the previous year. Children under the age of 18 years are not permitted on the premises.

Summary of LADO activity

Total number of allegations referred to the Local Authority Designated Officer (LADO) for period 1st April 2013 and 31st March 2014 was 69. (For detailed breakdown see Appendix 3) This has been a significant increase from 56 in 2012-13.

In addition to these referrals, the LADO has been consulted for advice on a regular basis when the threshold for a referral was not met.

There has been appropriate liaison with OFSTED and the Barring Service when this has been warranted.

Workshops/training around managing allegations has been provided to several services/agencies, to ensure compliance with national and local procedures and guidance and to increase confidence in dealing with these allegations.

The referrals were considered in line with the London Child Protection Procedures chapter 15 and the local Enfield protocol, and triggered by:

- Behaviour which had harmed or may have harmed a child or young person
- Possible criminal offence against or related to a child
- Behaviour towards a child or young person in way which indicated professionals or volunteers were unsuitable to work with children or young people.

Private Fostering

There has been sustained activity in the area of Private Fostering during the last year. At the end of March 2013, there were 7 Private Fostering cases open within the Children in Need Service. At the end of March 2014 there were 15 open cases. It is suspected that these figures do not adequately convey the level of private fostering arrangements in the borough Between April 2013 – March 2014, children's social care received 25 new notifications where assessments were undertaken under the Private Fostering Regulations.

We have been able to offer some improvements, during the last year, to the level of support provided to young people who are privately fostered. Enfield's Children in Care Council (Kratos) has now extended its offer of advice and support to all privately fostered young people (and children who are subject to child protection plans). Plans are in place to develop a computer-based questionnaire that can assist us with better understanding the wishes and views of privately fostered young people. This will be a key development for us in 2014/15.

The Board continues to inform the community of the need to register such arrangements and this features as part of the Community Handbook information on the website.



Role of the Lay Member

The ESCB has two lay members who play a vital role in supporting activities of the Board and providing the ‘voice of the community’ in challenging the Board on particular issues. The ESCB also led a workshop at the annual London Board conference in December 2013 to support other LSCBs in engaging with lay members.

Our lay members Rick Jewell and Irene Ridley are an important link between the ESCB and the community. Rick describes their contribution as follows:

‘The internet explosion has opened up the world of communication more than we could ever have imagined, and young people use it to the max, unfortunately, so do some people who wish to gain some of that access to our youngsters.

Poverty and the effects that it has on children and young people in Enfield is a very serious issue with 29% of children in our borough living in poverty. Enfield comes 8th in the London Boroughs for children living below the poverty line. What do we do about them?

Exploitation and Trafficking of Children is a major concern and there have been several high profile cases around the country about the sexual exploitation of young people. What are we doing to make sure Enfield doesn’t become one of those high profile cases?

Female Genital Mutilation seems to be getting the attention it quite rightly deserves and I am glad to see that there is a move to prosecute those responsible for allowing this barbaric procedure to be forced upon young girls.

And what about the sort of cases that made me want to become part of this board the Victoria Climbié’s or the Daniel Pelka’s and Baby P’s of this world. How can this happen in today’s

world where we are all supposed to be vigilant and looking out for these situations. How do we ensure that no young person living in Enfield has to suffer the treatment that these young people did?

We get involved! We start taking an interest in things that we would normally just whisper about.

I have found that my time on the board has been a real eye opener for me and I am proud of the way that Enfield has developed the lay member role. My fellow Lay member Irene Ridley and myself have immersed ourselves deeply in the work of the board. We spend time with the different partner agencies that fall under the umbrella of the board. We take time to visit the partners and spend time with them to observe and learn what they do when initial concerns are raised about children and young people. We ask questions about their work and tell them what our role is. It is important that a transparent approach is taken as we represent you, the community. Hopefully we ask the questions that many of you would ask. Sometimes they are difficult questions and people have to go and gather that information for us, but they do.

Enfield’s approach to having Lay members has developed over the past couple of years. Last year I was asked to co-facilitate a workshop at the London Safeguarding Board Conference on how to Maximise the effectiveness of Lay members and I think we were pretty surprised at how we work in Enfield was received by other Lay members in London. Both the Lay members in Enfield have played important roles in the Section 11 audits and also in putting together the business plan for the board.

I look forward to my continuing work with the board and representing the community I live in.’

‘This is my third year as one of the Lay members on the Children’s Safeguarding Board for Enfield and I have to say I am still as eager to play a part as I was 3 years ago.

‘The safety of Children and Young people in our community should be something we all take very seriously and should be at the heart of everything we do. The world is changing very quickly and the dangers that children face is very different from the ones we faced when we were younger (talking about myself here having just hit 50). The stranger in the car pulling up next to you or the person approaching you and telling you that your mum has sent them to pick you up have now been replaced by faceless individuals that get into your children’s lives via technology.’

Rick Jewell
Lay Member

Measuring Impact under a Learning and Improvement Framework

The learning and improvement framework (Appendix 1) sets out the commitment from the ESCB to learning and improvement as well as some of the mechanisms and measurement tools used to drive improvement. These will continue to be developed in 2014-2016 under the revised Business plan which also focuses on ‘improvement outcomes’ as opposed to ‘objectives’.

Lessons from Serious Case Reviews and peer reviews will continue to be shared and disseminated both via wider multi agency workshops as well as incorporated into individual agency learning and training. A further action has been to take on board feedback from the Serious Case Review session held in early 2014 which also raised national themes. This led to more tailored workshops in team meetings for social workers as well as an awareness raising programme about the work of the SPOE and wider dissemination of information specific for schools via newsletters. All of this will continue into 2014-16. In this way, the Board is ensuring that it is continually supporting staff in their roles to better support the children and young people under their care.

The Board continues to challenge areas of work of its partners via the Section 11 Audit and this has led to improvements in practice e.g. more training for staff at private hospitals, and recruitment of staff in safeguarding also as a result of learning from a Serious Case Review. One of the key features of the Section 11 audit this year was inviting agencies to complete the form but then also attend an interview with the panel which comprised the Independent Chair, Lay Member and Head of Safeguarding or the Business Manager. The independence of the Panel and the participation of the Lay Member meant that meaningful and challenging questions could be asked of respondents and suggestions made in terms of improving practice.

Additional areas for the Board to monitor this year was Missing Children and the ongoing development of the SPOE – Single Point of Entry. Both these areas have highlighted the benefits and outcomes of effective multi agency practice. Some examples from the leads of these areas are highlighted as follows.



Budget

Children missing from education (report to the Board from the lead):

'A positive improvement has been the introduction of a 'tear-off' reply letter; which highlights elements of 'Every Child Matters', 'Children's Act' and British Medical Association' around working together to safeguard children. This letter is sent as a follow-up request to G.P surgeries and Health Centres who have not responded to first requests for information and has proven to be very successful, with all responding promptly and providing the information requested.

There has been an extremely positive and effective development in inter-agency working with the Finance, Resources and Customer Services Team and Senior Enquiry Officer; which has been beneficial in three cases so far. One of these resulted in the family finally engaging after 18 months of silence and providing evidence of the child being abroad; the remaining two are still awaiting an outcome but initial checks by the Senior Enquiry Officer suggests that the families had fled the property. This joined-up working has also led to positive outcomes for the other team as benefits that were claimed fraudulently have been cancelled and in one case it was found that the property had been sub-let.'

Lead from the Single Point of Entry Team:

'Once accurate names and dates of births had been established for the family, information was collated from Education, Health and Children's Social Care. All information had been gathered within 2 hours of the receipt of query and full information about schools and Health professionals for the family was able to be provided at point of escalation to Children's Social Care (CSC)'

Most recently we have achieved our goal of forging a partnership with Third Sector Services – This initiative has been supported by the Enfield Children and Young People's Service who attends or sends a representative with an umbrella overview of community services and who then "brokers" referrals coming from the SPOE so that we can link families with the wealth of provision available from specialist, faith and community groups in the borough.

Whilst Enfield has an increasing child population that currently stands at 80,400, referrals to CSC in Enfield has not risen in line with this increase. Indeed the referral rate into CSC for 2012/13 is only slightly higher than for the previous year.

Whilst these statistics may be attributed to a number of initiatives, such as the development of an Adolescent Support Service, it is likely that SPOE early intervention processes have also contributed to this fall.

The initial phase of the SPOE development has gone well and much has been achieved over the last year. There is some evidence that the early intervention and prevention response is having a positive impact on outcomes for children, young people and their families and that the MASH process is enhancing safeguarding for the most vulnerable children.'

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The Board continues to focus on value for money and transparency in its finances and has managed to maintain and develop its activities within budget.

Contributions are made from all areas as below:

Income and Expenditure 2013/14

Income:

Agency Contribution	Amount
Metropolitan Police	£5,000
CCG	£5,000
North Middlesex Hospital	£3,000
Chase Farm Hospital	£3,000
London Probation Service	*£0
CAFCASS	£550
BEH Mental Health Trust	£3,000
Enfield Children's Services	£23,400
Total	£42,950

*Nil contribution due as overpayment received in previous year.

Other income:

Carried forward from 2012-13 £40,000

Main Areas of Expenditure:

Expenditure	Amount
Training	£15,065
Catering/room hire	£1,940
Chair	£31,331
Conferences/events	£569
Promotional items	£2,979
Travel	£240
Subscriptions	£186
Total	£52,310

To be noted in general about the budget:

Above figures do not show staff expenditure within the LSCB and paid for by LBE and government grants of approx. £124k.

Budget for 2014-15

The projected spend for 2014-15 will be broadly similar and as a result the ESCB has agreed to maintain contributions at their current level especially as the budget already includes carry over from previous year. Plans are in place to fund any Serious Case Reviews that could be instigated in 2014-15, as well as a lead worker to coordinate activities to tackle Child Sexual Exploitation. The contributions will be reviewed during the year to ensure that there is no overspend and that the ESCB can still meet its objectives.

Future challenges and looking ahead

This annual report has highlighted the activities of the Board for 2013-14 and shown that it is having an impact on supporting practitioners as well as improving outcomes for children, young people and their families

The challenges facing the Board are issues arising from the local context and in themes from Serious Case Reviews. These include the impact of gangs, knife crime, domestic violence, substance misuse, potential increase in child poverty and pressures on housing, child sexual exploitation and mental health. Tackling FGM is also a key area of work. The ESCB will therefore continue to work closely with other Boards in these areas to develop joint strategies and action plans.

To develop this further a joint protocol will be agreed between the ESCB, the Adult Safeguarding Board, The Safer Stronger Communities Board and the Health and Well Being Board. Work in conjunction with these Boards has already started and will be built on further in 2014.

The future priorities of the Board are set out in a streamlined, outcome focussed Business Plan for 2014-16. This has multi agency ownership and brings together the work of other Boards and involves young people via the Young Peoples Board. These objectives also reflect the local context in which it operates and future challenges.

The future priorities of the Board are set out in a streamlined, outcome focussed Business Plan for 2014-16. This has multi-agency ownership and brings together the work of other Boards and involves young people via the Young People's Board. These objectives also reflect the local context in which it operates and future challenges.



Business plan 2014-2016 key improvement outcomes

Improvement priority:	Lead group	What difference do we want to make?	How will we measure our success?
To work with partners to develop, deliver and monitor strategies to tackle key areas of concern including Domestic Violence, neglect, substance misuse, child sexual exploitation, Sudden Unexpected Death in Infancy, child poverty and mental health (adult and children)	Joint Children/ Adult Board sub group Involvement of other Subgroups – QA/ Training/SCR/CDOP	To reduce the impact of these issues on safeguarding children and young people	Dataset, case studies, training evaluations
To develop strategies to identify, tackle and raise awareness of FGM	FGM task and finish group, ESCB, CCG and HWBB	To raise awareness amongst professionals and the community to reduce the prevalence of FGM and report it where it does take place so as to reduce occurrence of FGM in future	Have full understanding of the scope of FGM and track reporting and prevalence, training evaluation, ongoing assessment and reporting to the Board by Public Health
Develop active participation tools to encourage the voice of young people in the Board including the Young People's Board	ESCB Business Manager, working with Youth Service	Ensure that the business of the Board incorporates the voice of children and young people so that issues affecting the safeguarding of children and young people can be addressed	The business plan and projects of the Board have input from young people. Feedback sought from the Young People's Board as well as other mechanisms including Viewpoint
To develop strategies and tools to tackle all forms of child sexual exploitation	TSEM	Reduce the prevalence of sexual exploitation by raising awareness amongst the community, young people and professionals	Impact of awareness training, data monitoring, case audits
Develop joint safeguarding protocols and strategies with other Boards including Adult and CCG, as well as other Boroughs where appropriate to ensure that Boards work effectively together to tackle issues such as knife crime, placements, gangs, peer on peer abuse and familial abuse	ESCB	To make better use of resources and learn from others to improve practice and ensure that a holistic approach is taken when considering difficulties in families	Impact of joint initiatives – audits, experiences of practitioners, feedback from young people, case audits
Embed a shared commitment to learning and improvement across the Board and all its partner agencies	ESCB, training group and QA group	To continually challenge and learn from each other to improve practice	Utilise the tools in the improvement framework i.e. section 11, audits, case reviews, training audit and evaluations
To deliver the core statutory duties as defined in Working Together 2013	ESCB	To co-ordinate local work to safeguard and promote the well-being of children and to ensure the effectiveness of that work	Monitor the work of the Board to ensuring all processes and procedures are followed such as for CDOP and SCR

Conclusions

The aim of this report was to set out the work for the Board for 2013-14 and to answer the question – What difference has the ESCB made?

There is evidence to show that the ESCB does make a difference to practice and the community it serves by the implementation of a robust learning and improvement framework that is supported by all agencies and by reviewing all its activities taking into consideration the local context and challenges.

It has achieved this by:

- Identifying the needs of Enfield by the activities set out in the improvement framework including case reviews, data, practice issues, lay members and young people and feedback from the community. This has fed into the Business Plan and activities of the sub groups and directly led to improvements in process and procedures as well as impacted on practice as reported by those who work with families.
- Taking action to challenge practice and request and monitor information to ensure that multi agency practice is effective. The new Board structure has further facilitated this activity.
- Ensuring that practitioners as well as families are supported in safeguarding practice whether this is via training and learning or the dissemination of information via the new website including the community handbook. Such communication continues to be crucial moving forward and the development of the Young People's Board will also enable the Board to actively involve young people in its work.

- A focus on early intervention is making a difference by encouraging all agencies to work together via the SPOE and MASH to best support families, children and young people. This has meant that early help to these families is preventing escalation of cases so children and young people are better protected at an early stage.

There is always more for the ESCB to do to improve safeguarding practice. Therefore the Board will continue to move forward in the coming year in its drive to tackle child abuse by monitoring and reviewing all it does on a regular basis and addressing any areas that need improvement.



Appendix 1: Learning and Improvement Framework for the ESCB

Introduction

This document sets out how the ESCB and its partner agencies meet their duties as set out in Working Together 2013 to create, maintain and measure a framework of continuous learning and improvement.

The ESCB is committed to continual improvement of the way it works and the outcomes for safeguarding practice. This framework outlines the method by which lessons are learned from the different activities of the Board and how they can best be disseminated and embedded in practice. The aim is to meet the challenges of a changing environment and to further improve safeguarding practice across all agencies. The framework is therefore flexible, responsive to changes and an integral part of the creation of the business plan.

The relaunch of the Board in January 2014 including revised reporting processes to the Board from sub groups is also aimed at supporting more open and discussions to challenge practice where needed and more effectively sharing ideas for improvement. Members of the Board are therefore encouraged to model a commitment to ongoing learning and improvement to their different agencies and this is facilitated via networking events and Board development days during the year.

The Board is also committed to continuing to work with other LSCB's and Boards such as the Adult and Health and Well Being Board and the Clinical Commissioning Group to share practice and learn from others.

This document sets out:

- Statutory duties of the Board and its partner agencies in terms of learning and improvement

- Methods of learning and development incorporating:
 - Linkages to the Business Plan and wider work of the Board
 - Dissemination of learning
 - Audit and measurement of impact

As the various methods and tools for learning set out in the framework highlight issues to be addressed, so these can then be tackled and evaluated by using those same tools. The process is thus cyclical and ongoing.

Current work that the Board is undertaking which illustrates this cyclical process includes:

- Scoping the impact and extent of FGM using data and analysis, followed by planning awareness raising and training based on the information from this data.
- Joint initiatives with other Boroughs around gangs, peer on peer abuse and sexual exploitation to learn from each other and share practice.
- The development and implementation of a flexible and responsive learning and development programme which supports and arises from key themes from serious case reviews, practice, peer reviews, dataset trends and feedback from young people and the community.
- Commissioning of a thematic SCIE review on neglect to identify learning from cases which do not fully meet the SCR threshold but where lessons can nevertheless be learned.
- Continued contribution to and attendance at LSCB events and meetings in London and nationally to share practice and learn from others.

Statutory duties of the LSCB

Working Together 2013 defines the work of the Local Safeguarding Children Board. Linked to all of these duties is a requirement to continue to learn and improve. Working Together sets this out as follows:

Local Safeguarding Children Boards (LSCBs) should maintain a local learning and improvement framework which is shared across local organisations who work with children and families. This framework should enable organisations to be clear about their responsibilities, to learn from experience and improve services as a result.

Each local framework should support the work of the LSCB and their partners so that:

- reviews are conducted regularly, not only on cases which meet statutory criteria, but also on other cases which can provide useful insights into the way organisations are working together to safeguard and protect the welfare of children;
- reviews look at what happened in a case, and why, and what action will be taken to learn from the review findings;
- action results in lasting improvements to services which safeguard and promote the welfare of children and help protect them from harm; and
- there is transparency about the issues arising from individual cases and the actions which organisations are taking in response to them, including sharing the final reports of Serious Case Reviews (SCRs) with the public.

The local framework should cover the full range of reviews and audits which are aimed at driving improvements to safeguard and promote the welfare of children. Some of these reviews (i.e.

SCRs and child death reviews) are required under legislation. It is important that LSCBs understand the criteria for determining whether a statutory review is required and always conduct those reviews when necessary.

It is with these in mind that Enfield Safeguarding Children Board has developed this overarching framework for monitoring and improvement of all its activities.

Methods and tools for learning

The framework covers all opportunities for learning. For the ESCB these include:

- Training and development supported by the ESCB Training strategy
- Serious Case Reviews and Independent Management Reviews
- Peer Audits and Case Audits
- Direct visits to agencies by the Chair
- Consultation with young people
- Section 11 audits
- Training audits
- Dataset
- Child Death Overview Panel

Training and Development

The ESCB has an annual training programme which is agreed via the training sub group. The programme is varied and incorporates courses, short 'lite bite' sessions, workshops, conferences and e learning. The programme is adapted through the year as needs dictate and covers issues arising from Serious Case reviews and other audits as well as priorities set as part of the business plan. It is also based on research and latest training and development practice incorporating reflective practice, sharing of practice and the facilitation of learning communities which continue the learning 'beyond the classroom' (Cutler, A)

The training strategy sets out how the programme is developed, as well as an evaluation framework and incorporating

the learning into supervision and one to ones. The training and the strategy is promoted on the website at the following link:

www.enfield.gov.uk/enfieldlscb/info/5/training

A network for all safeguarding trainers is also being developed in order to share practice and encourage consistency of safeguarding training provision.

Serious Case Reviews and Independent Management Reviews

The ESCB carries out SCR's in line with statutory guidance via the Serious Case Review Panel. Independent Management reviews are carried out in cases that cause some concern and where there is useful learning but do not necessarily meet the threshold for an SCR. There is also representation from CDOP on the SCR panel to ensure that cases from CDOP are brought to the attention of the panel for consideration.

All SCR's are carried out in line with the guidelines in Working Together to use a systems approach and one that is proportionate to the case. Members of the panel have been trained in SCIE methodology so that Enfield can adopt this process in future reviews. It is also intended that at least two members of the panel will be mentored to become lead reviewers by SCIE in 2014. A 'mini' SCIE is planned on a thematic review of cases not requiring an SCR but where the Board has identified potential lessons to be learned.

Learning from SCR's locally and nationally is cascaded via briefings and workshops and promoted on the ESCB website. Action plans arising from local cases or ones the ESCB has been involved in are monitored and followed up and implemented across different agencies as appropriate.

Child Death Overview Panel

The ESCB carries out Child Death Reviews as set out in Working Together 2013. Lessons and trends arising from these reviews are compiled and reported to the main Board. Campaigns are carried out as appropriate – this has included in the past Sudden Infant Death Syndrome which was held in conjunction with other Boroughs.

The CDOP has undergone a review in Enfield of its terms of reference and the way it functions in order for it to be able to analyse even further lessons to be learned. This includes taking part in national research projects and attending pan London meetings to share practice. A closer working relationship between the CDOP and the SCR panel has been developed with an agenda item on each to share cases and concerns rather than each panel looking at these in isolation. This has enabled greater consideration of cases to be made and has led to peer reviews of cases causing concern and the commissioning of a thematic SCIE review around neglect which is planned for Spring 2014.

Peer Audits and Case Audit

Peer audits are multi agency audits looking at a case put forward by any of the agencies on the Board. Multi agency participants attend the meeting and share practice and thoughts on the case and any learning is drawn out. In children's services, case audits are carried out every 6 weeks. Any multi agency issues arising from audits are passed to the ESCB for action and incorporated into the learning and development plan as required. A quarterly reporting process of the findings of such reviews is made to the Board as part of the overall reporting of data and audits. Collating and analysing audits and data from all agencies form the key area of work of the Quality Assurance sub group and themes and

trends are highlighted and reported to the Board as part of an improvement plan.

Direct visits to agencies by the Chair

The Independent Chair of the Board regularly visits agencies and meets practitioners to discuss any issues or areas where improvements can be made so that the work of the Board can also reflect issues raised at the 'front line'. Her reports at the Board feed back issues and these are also addressed either via training, communication of processes or via the website. Such discussions have included awareness around the understanding of thresholds and accessibility of the ESCB website – the latter leading to the development of a shortcut application for all children services workers to easily access the website. The ESCB has adopted the London Thresholds document and this is now on the website and further training around this is planned. Work continues to improve for example reporting back on the progress of a case once a referral is made – all in direct response to feedback from staff.

Consultation with young people

The formation of the Young People's Board should further facilitate consultation and involvement of young people in the development of the business plan and activities of the Board and greater focus on issues affecting young people. Their views have already influenced the website, and the introduction of Viewpoint to record the views of children and young people also form part of the monitoring of the effectiveness of child protection practice. The Young People's Board will also be involved in projects forming part of the business plan so that they can actively contribute to the work of the Board. Regular attendance at the Board by representatives of the

Young People's Board is planned. The draft Business Plan and the workings of the Young People's Board is to be presented at KRATOS (Children in Care Council) in March for consultation and feedback.

Section 11 Audit

The Section 11 audit considers safeguarding practice across all agencies in Enfield. These are carried out as a paper audit as well as follow up interviews with the agencies by a panel including the ESCB chair and a lay member. These interviews challenge and discuss the content of the audit with each agency. Lessons from this and gaps are addressed directly with the agency and also form part of wider learning where needed including changes to practice.

The audit also allows the identification of additional support for agencies to take place and highlights areas where improvements can be made. This mix of activities enables a much more robust and useful discussion with agencies to take place as opposed to simply completing the forms. The audit also serves as a measurement of impact of safeguarding practice across all agencies. Some areas that are currently being addressed include staff training and awareness of safeguarding processes. This was particularly highlighted in discussions with a private healthcare provider in the Borough.

Learning and Development Audit

The learning and development audit is carried out annually with all agencies and this highlights what training is being carried out, how it is evaluated and crucially how the impact on practice is measured. This is then reviewed by the Learning and Development sub group and a report made to the Board. The audit allows the Board to identify any gaps in the provision of

training and to challenge and support agencies as required to address these to meet their statutory requirements around safeguarding. The audit can also highlight any gaps in the provision of multi-agency training and thus contributes to the ESCB training plan.

ESCB Dataset

The ESCB dataset consists of a number of multi-agency indicators, identified and agreed by the Quality Assurance sub-group. The dataset is monitored and reviewed by the QA sub-group and members are tasked with actions as appropriate. An overview of the dataset and any areas of concern will be presented, on a regular basis, to the full board by either the Chair of the QA sub-group or Deputy Chair of the QA sub Group and the Performance Manager, Children's Services. These areas of concern will then be discussed at the Board and the relevant agencies asked to address as appropriate.

The dataset is currently under review to consider how it can best be utilised to support and inform the ongoing improvement plan for the ESCB. All data in the dataset will be directly linked to the outcomes and objectives in the ESCB business plan.

Ongoing dissemination and cascade of learning

All of the learning and findings from these tools are disseminated and incorporated into the day to the day business of the Board and its partner agencies. This takes various forms and includes:

- Specific learning interventions such as training
- Briefing notes and practice workshops
- Development and updating of protocols and procedures
- Development and ongoing review of the Business Plan

- Discussions, debate and challenge at Board level using evidence from these tools to hold agencies to account
- Information on the website
- Cascade of information via all members of the Board and its sub groups
- Linkages to communication channels in other agencies eg newsletters to ensure key messages are disseminated
- Trainer network to commence in Spring 2014 to ensure consistent messages around safeguarding are delivered across all agencies and best practice is shared
- Monitoring and evaluation of impact is ongoing utilising the learning and improvement tools in this framework.

References:

Working Together to Safeguard Children – A guide to inter-agency working to safeguard and promote the welfare of children. HM Government, March 2013

Cutler, A. (2011) Can collaborative, inter-agency learning support the development of inter-agency working relationships between practitioners? (MA research paper, University of Hertfordshire)

ESCB website: www.enfieldscb.org

Appendix 2: Attendance by agency at Board and Sub-Committee meetings 2013-14

Enfield Safeguarding Children Board

Agency	Date of meeting				
	21/05/2013	30/09/2013	25/11/2013	27/01/2014	03/03/2014
Community Health	5	2	3	1	1
Barnet & Chase Farm Hospitals	1	1	1		
North Middlesex University Hospital	2		1	1	1
Public Health				1	1
Police – Child Abuse Investigation Team	1	1	1		
Police – other	1				1
Community Safety Unit				1	1
Probation	1	1	1		1
Education	1	1			
Further Education	1	1	1		
London Fire Service	1			1	
Social Care	3	4	2	1	2
Safeguarding Children & Quality Assurance Service	1	3	3	1	1
Third Sector	1	4	1	1	1
Other London Borough of Enfield	8	8	6	1	2
Enfield Safeguarding Children Board	2	2	2	2	2
Other	2	2	2	2	1
Total no. attendees	31	30	24	13	15

- NB The reduced number of attendees for the ESCB in January and March as shown above represents the restructure of the Board referred to in the report. This was aimed at reducing the number of attendees to encourage more challenging and focussed discussions amongst partner agencies.
- The Executive group was also removed as it was felt this was an unnecessary middle layer if the sub group reporting line could be improved. This change is also reflected in the figures below for the Executive Group. The last meeting of this group was in November 2013.

Executive Group

Agency	Date of meeting			
	07/05/2013	26/06/2013	17/09/2013	05/11/2013
Community Health	1	1	2	1
Public Health	1			
Police – Child Abuse Investigation Team		1	1	
Police – other	1	1	1	1
Community Safety Unit	1	1	1	1
Probation			1	
Social Care	1	1	1	1
Safeguarding Children & Quality Assurance Service	2	1	1	
Other LBE	1			1
ESCB	2	2	2	2
Total no. attendees	10	8	10	7

Serious Case Review Panel

Agency	Date of meeting				
	15/04/2013	17/06/2013	09/09/2013	06/11/2013	21/01/2014
Community Health	3	2	1	2	3
Barnet & Chase Farm Hospitals	4	1	1	1	1
North Middlesex University Hospital	1	1	1	1	2
Child & Adolescents Mental Health Service	1	1	1	1	1
Mental Health	2	1			
Police – Child Abuse Investigation Team	1		1	1	1
Police – other		1		1	1
Community Safety Unit			1		
Probation		1		1	1
Education	1			1	
Social Care	2	3	1	1	4
Safeguarding Children & Quality Assurance Service	1	2	1	1	2
Other London Borough of Enfield	1	1		1	1
Enfield Safeguarding Children Board	2	2	2	2	2
Other			1		
Total no. attendees	19	16	11	14	19

Quality Assurance Sub-Group

Agency	Date of meeting				
	23/04/2013	01/07/2013	14/10/2013	05/12/2013	17/02/2014
Community Health	2	1	3	1	3
Barnet & Chase Farm Hospitals			1	2	1
North Middlesex University Hospital	1	1	1	1	1
Child & Adolescents Mental Health Service	1	1		1	1
Police – Child Abuse Investigation Team	1	1	1		1
Youth Offending Service	1				
Probation	1	1			1
Social Care	2	2	1	1	1
Safeguarding Children & Quality Assurance Service	1	1	1	1	1
Other London Borough of Enfield	4	3	2	3	3
Enfield Safeguarding Children Board	2		1	1	1
Total no. attendees	16	11	11	11	14

Child Death Overview Panel

Agency	Date of meeting			
	25/06/2013	24/09/2013	03/12/2013	11/03/2014
Community Health	2	3	3	2
Barnet & Chase Farm Hospitals	3	3	3	5
North Middlesex University Hospital	2	1	1	1
Public Health	1		1	2
Police – Child Abuse Investigation Team	1	1	1	1
London Ambulance Service		1	1	1
Social Care			1	1
Safeguarding Children & Quality Assurance Service	1	2	1	
Enfield Safeguarding Children Board	1		1	
Other	1	1		
Total no. attendees	12	12	13	13

Trafficking, Sexual Exploitation & Missing Children Sub-Group

Agency	Date of meeting					
	22/05/2013	15/07/2013	16/09/2013	26/11/2013	04/02/2014	31/03/2014
Community Health	1	3	3		2	1
Barnet & Chase Farm Hospitals	1	1	1		1	1
North Middlesex University Hospital					1	
Police – Child Abuse Investigation Team	1	1	1	1	1	1
Police – other		1		4	1	
Youth Offending Service				1	1	
Community Safety Unit	1	1	1			
Education	1	1	1	1	1	1
Social Care	1	2	1	4	3	2
Safeguarding Children & Quality Assurance Service	2	3	2	2	2	2
Third Sector	2	1	2	1	1	1
Other London Borough of Enfield	1	2	1	2	2	3
Enfield Safeguarding Children Board	1	2	1	2	2	1
Other		1	3	2	4	1
Total	12	19	17	20	22	14

Training & Workforce Development Sub-Group

Agency	Date of meeting					
	02/05/2013	04/07/2013	17/10/2013	14/11/2013	10/01/2014	13/03/2014
Community Health						1
Barnet & Chase Farm Hospitals	1	1	1		1	1
North Middlesex University Hospital	1	1	1		2	
Community Safety Unit			1	1		1
Education			1	1		1
Social Care	2	1	3	1	2	2
Safeguarding Children & Quality Assurance Service			1	1		
Third Sector					1	1
Enfield Safeguarding Children Board	1	1	1	1	1	1
Other	2			1	1	
Total	7	4	9	6	8	8

Appendix 3: LADO referrals 2013-14

	Substantiated	Unsubstantiated	Unfounded	Malicious	Outstanding
Primary Schools	4	4	4		
Secondary Schools	8	6	1		
Special Schools			1		
Independent Schools			1		
Health Agencies/Providers		2	1	1	
Nurseries/Playgroups/play schemes		2	2		
Foster Carers (LB Enfield)	1	2	3		
Foster Carers (agency)		2			1
Foster Carers (other LA)			1		1
Faith Groups	1		1		
Child-minders		1	1		2
Children's Centres			2		
Residential/semi-independent units		2	1		
Others	6	1	3		
Total	20	22	22	1	4

Definitions of outcomes

"Unfounded"

No evidence or proper basis which supports the allegation being made or there is evidence to prove that the allegation is untrue.

"Unsubstantiated"

Insufficient identifiable evidence to prove or disprove an allegation. The term does not imply guilt or innocence.

"Malicious"

Implies that an allegation has been made with a deliberate intent to deceive or cause harm to the person subject to the allegation. For an allegation to be classified as malicious it will be necessary to have evidence to prove the intention to cause harm. Care should be taken in dealing with such allegations as some facts may not be wholly untrue; some parts may have been fabricated or exaggerated but elements may be based on truth.

Enfield Safeguarding Children Board Partner Agencies





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**Enfield Safeguarding Children Board
Schools and Children's Services**

August 2014



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MUNICIPAL YEAR 2014/2015 REPORT NO: 80**MEETING TITLE AND DATE:**Cabinet: 22nd October 2014**Report Of:**Director of Finance, Resources and
Customer Services**Contact:**

Isabel Brittain: 0208 379 4732

AGENDA PART 1**ITEM 7****Subject: Revenue Monitoring Report
2014/15: August 2014****Wards: All****1. EXECUTIVE SUMMARY**

- 1.1 This report sets out the Council's revenue budget monitoring position based on information to the end of August 2014. The report forecasts an outturn position of £2.4m overspend for 2014/15 before implementation of action plans to contain budget pressures.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Notes the £2.4m overspend revenue outturn projection.
- 2.2 Agrees that departments reporting pressures should formulate and implement action plans to ensure that they remain within budget in 2014/15.

3. BACKGROUND

- 3.1 The Council's revenue expenditure against budget is monitored by regular monitoring reports to the Corporate Management Board and Cabinet. These reports provide a snapshot of the revenue position for each Department and for the Council as a whole, and provide details of any projected additional budget pressures and risks, or any significant underspends.
- 3.2 The Revenue Monitoring Report is a result of the monthly monitoring process carried out by Departments, which is based on the following principles to ensure accuracy, transparency and consistency:
- Risk assessments, to enable greater emphasis to be placed on high-risk budgets throughout the year.
 - Comparisons between expenditure to date, current budgets and budget profiles.
 - Expenditure is predicted to the year-end, taking account of seasonal fluctuations and other determinants of demand.
 - The 'Key Drivers' that affect, particularly, the high-risk budgets are monitored and reported to Department Management Teams.

- Action plans to deal with any areas that are predicting or experiencing problems staying within agreed budgets are produced.
- 3.3 This report provides information on the main budget variances and their causes that are affecting the Council across all departments. Although a full budget monitor is carried out each month, the variations in this report are deliberately limited to +/- variances of £50,000 or over in order to provide a greater strategic focus.
- 3.4 A summary overview of financial performance is outlined below in Table 1. The intention of this is to provide the key highlight messages in a “dashboard” style summary. It is designed to capture the key messages across the Council’s main financial areas, namely:
1. Income and expenditure;
 2. Balance sheet (liquidity, debtor/creditor management, investments and use of balances); and
 3. Cash flow forecasting and management.

Table 1: Summary performance overview

Area of review	Key highlights	Risk Rating		
		June	July	Aug
Income and expenditure position	<ul style="list-style-type: none"> • Year-end forecast variances of £2.4m overspend have been identified to date in relation to General Fund net controllable expenditure. Budget variances identified to date will need to be managed closely to ensure timely appropriate action can be taken. 	Red	Red	Red
	<ul style="list-style-type: none"> • Budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year. This has been possible through the development of the “Budget Buddy” financial monitoring system where budget holders are now able to profile individual budgets based on anticipated spend across the year. This will change to green when we are satisfied that the profiles for 14-15 are correct with managers working with accountancy teams to fine tune this work. 	Green	Amber	Amber
	<ul style="list-style-type: none"> • The HRA is projecting a £733k underspend for year-end outturn against budget. 	Green	Green	Green
Balance Sheet	<ul style="list-style-type: none"> • The current profile of cash investments continues to be in accordance with the Council’s approved strategy for prioritising security of funds over rate of return. 	Green	Green	Green
	<ul style="list-style-type: none"> • The year-end projections for General Fund balances assumed in the Council’s Medium Term Financial Strategy will be dependent on bringing the income and expenditure back to the planned spending position. 	Green	Amber	Amber
Cash flow	<ul style="list-style-type: none"> • The Council’s cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due. 	Green	Green	Green
	<ul style="list-style-type: none"> • Interest receipts forecast for the year are on target with budget. 	Green	Green	Green

4. August 2014 Monitoring – General Fund

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

Table 2: Forecast Outturn Table- Net Controllable Budget / Spend

Department	Net Controllable Budget				
	Original Budget	Approved Changes	Approved Budget	Projected Outturn	Projected Variation
	£000s	£000s	£000s	£000s	£000s
Chief Executive	3,423	0	3,423	3,423	0
Environment	27,405	1,374	28,779	28,842	63
Finance, Resources & Customer Services	46,668	684	47,352	47,854	502
Health, Housing and Adult Social Care	92,094	61	92,155	92,206	51
Schools & Children's Services	49,635	1,880	51,515	53,305	1,790
Total Department Budgets	219,225	3,999	223,224	225,630	2,406
Collection Fund	319	0	319	319	0
Corporate Items	33,986	(3,999)	29,987	29,987	0
Government Funding	(155,932)	0	(155,932)	(155,932)	0
Council Tax Requirement	97,598	0	97,598	100,004	2,406

The current forecast is an overspend of £2.4m. It is usual at this stage of the year for an overspend to be forecast as projections, especially of demand led services, are subject to change and also management action to control in year spend. The Council's 2013/14 outturn report to last Cabinet showed General Fund reserves at 31 March 2014 totaling £68m. These reserves enable the Council to manage any outturn overspend without affecting services and provide room for the Council to manage on-going pressures through the Medium Term Financial plan.

- 4.2 As mentioned in the previous monitoring report, the recurring pressures in FRCS and SCS will be addressed as part of the 2015-16 Budget Process

5. DEPARTMENTAL MONITORING INFORMATION

Each department's detailed monitoring report is contained in Appendix A. Any department forecasting an overall overspend must formulate and implement action plans to ensure that they remain within budget in 2014/15. Each department's outturn position is summarised below along with proposed actions to address overspends.

5.1 Chief Executive's Department (Appendix A1)

The department is currently projecting a level spend.

5.2 Regeneration & Environment (Appendix A2)

The movement of £63k from the reported position in July is due to the delay in the implementation of the merger of the Anti-Social Behaviour functions across Enfield Homes and the Council in order to achieve agreed savings within the Medium Term Plan.

5.3 Finance, Resources & Customer Services (Appendix A3)

Finance, Resources & Customer Services are currently projecting an overspend in 2014/15 of £0.5m. This projection is largely due to the loss of income from across the commercial portfolio. This is as a result of redevelopment of commercial properties and continuing difficult market conditions. The position should improve in the long term once redevelopments are completed and the commercial property market recovers fully from the economic recession. The Council has provided sufficient reserves to meet this pressure in 2014/15.

5.4 Health, Housing & Adult Social Care (Appendix A4)

Adult Social Care are forecasting a balanced budget at year end. Currently, there is a pressure of £1.5m which will be addressed through additional actions to return to run rate balance. The main forecast overspends, based upon prudent projections, are in Learning Disabilities (£0.8m), Older People and Physical Disabilities (£0.7m). The budget will continue to be managed throughout the year to reduce the forecast overspend and utilise specific HHASC reserves to meet any unavoidable cost pressures.

Community Housing

There is currently a projected net overspend of £51k for 2014/15. This is made up of £1,008k overspend funded by £957k specific contingency balances available. This will also be met from existing reserves from within the department.

This area of spend remains volatile and there has been a significant increase in the number of families placed in more expensive nightly paid temporary accommodation this year (2,315 compared to the budget of 2,059 in temporary accommodation as per the information available in August 2014 - an increase of 12%).

5.5 Schools & Children's Services (Appendix A5) Departmental (General Fund Budget)

Schools and Children's Services are currently projecting a pressure of £1.790m. This arises due to increased demand for Children's services including Care Placements for Looked after Children and Leaving Care Costs (£1.3m), Social Work Teams (£0.25m) and Unaccompanied Asylum Seeking Children (UASC) and UASC aged 18+ (£0.25m). Management actions as previously reported continue to be applied in order to manage the budget and to minimise the forecast overspend. However, numbers have risen again this month and, as previously reported, due to the upward trend of the demographic pressures and the increasing numbers of children presenting with complex needs, it is expected that there will still be a significant overspend at year end.

5.6 Schools Budgets (Appendix A6)

These variations do not form part of the General Fund position but are reported for information.

6. OTHER GENERAL FUND ITEMS

6.1 Treasury Management and cash flow analysis

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

This has, however, been counterbalanced to some extent by the new treasury management strategy that has increased our maximum lending period from three months to one year.

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

On 30th August, following the sale of the Heritable Bank mortgage book, the Authority received a dividend of £871k (16.73p), taking the total recovered to £4.8m (94.21p). The Authority is now only £187k short of recovering its deposit of £5m.

We are awaiting the outcome of a legal case against the Heritable's Icelandic parent bank. If the case is successfully defended, it is likely the Council will recover all of its investment including interest.

6.2 Corporate Items (Including Contingency) General Fund

The Council maintains a general contingency of £1.0m. £0.5m of this will be used to fund the projected £500k spend on the No Recourse to Public Funds service provided by Schools & Children's services, agreed in the July Monitoring report to Cabinet.

7. Housing Revenue Account (HRA) – Projected £733k underspend

The overall HRA position is projected to be a surplus of £733k. There are three main areas of underspend – Right To Buy (RTB), Repairs and Maintenance (R&M) and Leaseholder Service Charges. This is partially offset by a decline in income for Rent Dwellings.

As previously reported, the first component is the revised RTB's forecast. The estimated number of RTB's was 40 in the HRA business plan, with a projected income of £114k, less £76k for an additional RTB post, giving an estimated surplus of £38k. The forecast estimate of RTB's has now increased to 200, increasing the total income to £570k, less additional RTB admin and legal costs of £68k, taking the projected surplus to £426k.

The second major component is Repairs & Maintenance (R&M). The current R&M monitoring shows a projected underspend of £191k, a £62k movement from the previous month, which is due to an anticipated underspend on planned

works and to more controlled budget monitoring and an effective programme of works. There is a risk this underspend may reduce if there is a severe winter and an increase in responsive works.

Leaseholder Service Charges are expected to increase by £350k, due to more efficient billing and increase in the number of leaseholders.

As reported in last month's monitor, the remaining balance of the underspend comes from an expected refund of incorrectly charged Business Rates of £54k, Under Occupation which is forecasting an underspend of £30k, an improvement in Shop rents of £25k, and an increase in rent from Garages of £7k due to a reduction in the void rate.

Rents Dwellings is forecast to decline by £350k, due to the higher than expected RTB sales.

8. ACHIEVEMENT OF SAVINGS

8.1 The 2014/15 Budget Report included new savings and the achievement of increased income totalling £11.0m to be made in 2014/15. To date £8.8m of savings (80%) are classified as Blue or Green (on course for full achievement). £2.0m are currently Amber with £0.12m currently classed as Red. Appendix C provides supporting information for the Amber / Red savings. The overall savings position in terms of traffic light classifications is set out below:

Table 3: New Savings Monitor - Summary Position August 2014

Department	Red		Amber		Green		Blue		Total
	£000's	%	£000's	%	£000's	%	£000's	%	£000's
Chief Executive	0	0%	0	0%	(200)	100%	0	0%	(200)
Environment	(125)	8%	(200)	13%	(1,007)	66%	(200)	13%	(1,532)
Finance, Resources & Customer Services	0	0%	(89)	4%	(2,029)	91%	(113)	5%	(2,231)
Housing, Health & Adult Social Care	0	0%	(1,726)	34%	(1,068)	21%	(2,352)	46%	(5,146)
Regeneration, Leisure & Culture (<i>Saving achieved as part of restructure</i>)	0	0%	0	0%	(217)	100%	0	0%	(217)
Schools & Children's Services	0	0%	0	0%	(1,273)	78%	(369)	22%	(1,642)
Total Savings for 2014/15	(125)	1%	(2,015)	18%	(5,794)	53%	(3,034)	28%	(10,968)

8.2 Savings agreed as part of previous budgets total £12.6m. £11.5m (91%) of these are traffic lighted as green or blue on course for achievement. £1.1m are red /amber and are currently being reviewed by directors.

9. ENFIELD RESIDENT'S PRIORITY FUND

There is revenue budget provision of £500k allocated in the 2014/15 Council Budget plus an additional £200k unclaimed funding from the 2011/12 ERPF allocation held in an Earmarked Reserve. The first meeting of the sub-committee was held on August 27th 2014 where the first applications against this budget and the proposed new Enfield Residents Priority Fund criteria was considered. Projects to the value of £27,265 were approved leaving £672,735 to

be allocated.

10. ALTERNATIVE OPTIONS CONSIDERED

Not applicable to this report.

11. REASONS FOR RECOMMENDATIONS

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

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

12.1 Financial Implications

As the Section 151 Officer, the Director of Finance, Resources & Customer Services is required to keep under review the financial position of the Authority. The monthly revenue monitoring is part of this review process and this latest monitoring report presents the overall position at this point in time. It should be noted that departments are currently working to reduce any projected overspends by managing and containing budgets and/or investigating the use of one off resources to cover funding pressures. Measures to contain expenditure within approved budgets will be put in place to address risks identified through this monitoring process.

12.2 Legal Implications

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

12.3 Property Implications

Not applicable in this report.

13. KEY RISKS

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

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

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

14. IMPACT ON COUNCIL PRIORITIES

- 14.1 **Fairness for All** – The recommendations in the report fully accord with this Council priority.
- 14.2 **Growth and Sustainability** – The recommendations in the report fully accord with this Council priority.
- 14.3 **Strong Communities** – The recommendations in the report fully accord with this Council priority.

15. EQUALITIES IMPACT IMPLICATIONS

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

The Council does not discriminate on grounds of age, colour, disability, ethnic origin, gender, HIV status, immigration status, marital status, social or economic status, nationality or national origins, race, faith, religious beliefs, responsibility for dependants, sexual orientation, gender identity, pregnancy and maternity, trade union membership or unrelated criminal conviction.

The Council will promote equality of access and opportunity for those in our community who suffer from unfair treatment on any of these grounds including those disadvantaged through multiple forms of discrimination. Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

16. PERFORMANCE MANAGEMENT IMPLICATIONS

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

Appendix A1

Chief Executive	Forecast Budget Variation August 2014 (£'000)
The department is currently projecting a level spend. There are no current budget variances over £50k to report.	
Chief Executive Total	0

Appendix A2

Regeneration & Environment	Forecast Budget Variation August 2014 (£'000)
Community Safety - overspend due to delays in restructure of Anti-Social Behaviour services and overspend in Emergency planning incidents.	95
Parking - the overspend in Parking is mainly due to a reduction in car parks receipts and increase in contractor costs. The projection is based on assumptions for the collection of back dated parking arrears (£200k) and may be subject to alteration during the year once collection performance is quantified.	123
Vehicle Leasing - one-off underspend for 2014/15 only as a result of th	(332)
People's Transport - overspend due to the procurement and implementation of a new routing solution to replace the current manual processes.	50
Other Variations:	127
Environment Total	63

Appendix A3

Finance, Resources & Customer Services	Forecast Budget Variation August 2014 (£'000)
Property Services - due largely to loss of income from across the commercial portfolio notably New Southgate Estate (Ladderswood), Bus Shelter information Panels, Palace Garden Development and some units in Claverings Estate. This is as a result of redevelopment strategies and prevailing market conditions.	450
Corporate Governance - due mainly to loss of income which relates to funding for Scrutiny services.	55
Other Variations	(3)
Finance, Resources & Customer Services Total	502

Appendix A4

Health, Housing and Adult Social Care	Forecast Budget Variation August 2014 (£'000)
<p>Adult Social Care</p> <p>Key assumptions within the forecast are based on projected activity and year to year trends, which suggest that this is a prudent projection at this point in the financial year. An additional risk in 2014/15 is as a consequence of the recent Cheshire West Supreme Court ruling has been the broadening of what is considered a Deprivation of Liberty. This ruling has had a major impact on all English Councils who have a responsibility for Adult Social Care and we are expecting and have already seen a significant increase in the number of people who require a DoLs. The current anticipated cost to Enfield could be up to circ. £900k.</p>	
<p>Learning Disabilities- the service is projecting an overspend position. The movement between months is £-13k, as a result of managing demand lead services. The service operates a monthly efficiency programme that reviews progress against savings and manages demand for services during the year.</p>	846
<p>Older people and Physical disabilities (the Customer pathway)- The service is projecting care purchasing overspends against a net budget of £28m. The movement in month is £17k, this is due to a variations in client packages. These are only forecast projections and will continue to be reviewed throughout the year against the known activity. There is also pressure as a result of an increase in Safeguarding Adults referrals.</p>	681
<p>Public Health Grant</p> <p>The departmental forecast also includes the ring fenced Public Health Grant.</p> <p>Public Health grant allocated in 2014/15 is £14.2m. The Public Health service is projecting to budget for 2014/15. It should be recognised that there is material risk associated with the demand led PH services which may impact on year end forecast, particularly for sexual health services and ongoing discussions with Enfield CCG on prescription costs. The Public Health grant is ring fenced and as per the Department of Health guidance underspends will be carried forward in to the next financial year to meet the grant conditions.</p>	
<p>Adult Social Care & Public Health</p>	1,527
<p>Contribution from Reserves</p>	(1,527)
<p>Adult Social Care</p>	0

Appendix A4

Health, Housing and Adult Social Care	Forecast Budget Variation August 2014 (£'000)
<p>Community Housing</p> <p>The Community housing base budget was increased by £4.1m from 2013/14 to 2014/15 and in addition a contingency of £762k was set aside for temporary accommodation. Despite this the budget is showing a small overspend of £51k.</p>	
<p>Rental Portfolio-There is a net overspend of £838k on the rental portfolio and this is mainly due to the increase in procurement of the more expensive nightly paid accommodation. There is a forecast 12% (256) rise in the number of homeless clients compared to budget. In addition overspend due to increase in PLA rates anticipated from Jan 2015 onwards. <i>This overspend is offset by £763k contingency funds available.</i></p>	838
<p>Salaries- Restructuring delays have resulted in a net salary overspend in Community Housing</p>	213
<p>Running costs - There is £43k underspend in running costs.</p>	(43)
<p>Specific contingency - balances available to offset overspend.</p>	(957)
<p>Note: It is anticipated that Discretionary Housing grants will be used to fund incentive payments made to temporary accommodation providers to support the prevention of homelessness.</p>	
<p>Community Housing</p>	51
<p>Housing, Health & Adult Social Care Total</p>	51

Appendix A5

Schools & Children's Services	Forecast Budget Variation August £000's
Community Access The underspend is due to salary savings pending a restructure and savings in services provided by schools	(84)
Lettings Agency The planned closure of this service will result in an overspend of £52k due to costs incurred during the wind-up process.	52
Education Welfare An overspend of £82k is projected as a result of the delay in the implementation of the staff restructure and the employment of Agency Staff covering staff taking early retirement	82
External Residential Child Placements The external residential and special needs homes budgets are showing an overspend of £748k which is due to higher weekly average costs for clients who are more challenging and vulnerable. This is partially offset by a current underspend of £181k within the secure placements budget. These projections are based on current and planned placements so future new placements will cause further pressure on these budgets. Since December 2013 there has been a net increase of 17 Looked After Children to the end of July 2014. The increase of £134k this month is mainly due to a new residential placement and extensions to existing ones (+£54k), 2 new agency foster placements (+£40k) and 2 new secure remands (+£40k).	748
Children in Need Social Work Teams Increasing demand for services requires these teams to maintain their full staffing establishment to provide a safe service. Staff turnover has also increased resulting in higher costs due to agency staff filling key vacant posts. The £52k increase this month is due to extensions of agency staffing requirements for vacant posts. Benchmarking still indicates that Enfield have a lower percentage of temporary staff in this area in comparison to other authorities	252
Prevention of Care - Section 17 This budget is now underspending mainly as a result of the £100k contribution from FRCS to fund significant amounts of S17 expenditure for housing rents and deposits from the Discretionary Housing Payments budget.	(51)
In-House Fostering & Adoption Allowances These budgets are projecting a net underspend of £108k which is based on existing and known placements. Fostering is underspending by £204k but as new placements are made during the remainder of the year the underspend will reduce. In August the fostering projection increased by £29k due to increased sessional assessment costs and a decrease in consortium income. There have also been a significant number of new special guardianship order placements in recent months which are causing the Adoption budget to overspend by £96k.	(108)

<p>Leaving Care - Client Costs This budget is currently projecting an overspend of £616k. This is partially due to an 18.5% increase in the number of clients since June 2013. There is also an increase in the number of young offenders and young people at risk of sexual exploitation who require more specialised and intensive support plus an increase in client demand/needs pressures. The LAC service are reviewing the most expensive support packages and exploring alternative or new options for service provision for these clients. This has so far resulted in a reduction of £36k since July. Additional grant funding of £40k for the 'Staying Put' pressures is also now included.</p>	616
<p>Unaccompanied Asylum Seeker Children* (UASC) This budget is now supporting an additional 671 UASC client weeks above the original budget which is mainly due to an additional 13 clients. There is also a shortage of suitable accommodation for the recent arrivals resulting in the use of more expensive agency fostering placements. The government grant is also insufficient to cover the actual client costs for some clients who require expensive placements. There has been a net increase of 1 client this month resulting in the £23k increase this month.</p>	107
<p>Former Unaccompanied Asylum Seeker Children 18+* The overspend is mainly due to additional clients who are now turning 18 during 14/15 who have previously arrived as UASC towards the end of 13/14. There is also a lack of suitable inexpensive accommodation which is causing costs to rise. As the actual client numbers are still below the 25 fte threshold at 20 fte no grant funding will be claimable this year.</p>	149
<p>Other Variations</p>	27
	1,790

* The challenge of these budget areas has been flagged up by Enfield and a number of London authorities - lobbying for a change in the funding regime for these areas continues to be a priority for the SCS Department.

Appendix A6

Schools Budget	Forecast Budget Variation August 2014 (£'000)
Minor variations totalling £51k.	51
	51

APPENDIX B

Treasury Management Cashflow Investments & Borrowing as at 31st August 2014

The treasury management position as at 31st August is set out below:

	Position 31 st May £m	Position 30 th June £m	Position 31 st July £m	Position 31 st August £m
Long term borrowing	263.6	263.6	263.6	263.6
Short-term borrowing	31.4	31.4	31.4	30.4
Total borrowing	295	295	295	294
Total investments	-120.5	-111.8	-103.2	-96.8
Net debt	174.5	183.2	191.8	197.2

London Borough of Enfield Investments at 31st August 2014

Financial Institution	Principal	Start Date	Effective Maturity	Rate	Days to Maturity	Lowest Credit Rating
Call Accounts						
Santander UK PLC	£14,000,000		On demand	0.60%	1	A
HSBC Bank PLC	£14,000,000		On demand	0.40%	1	AA-
Royal Bank of Scotland PLC	£14,000,000		On demand	0.50%	1	A
Money Market Funds						
Goldman Sachs	£7,250,000		On demand	0.38%	1	AAAm*
Ignis	£10,000,000		On demand	0.42%	1	AAAm*
Federated Prime Rate	£10,000,000		On demand	0.38%	1	AAAm*
Termed Deposits						
Barclays Bank PLC	£7,500,000	10 th April 13	9 th March 14	0.82%	190	A
Nationwide Building Society	£7,500,000	12 th April 13	11 th April 15	0.72%	223	A+
Lloyds Bank PLC	£7,500,000	7 th May 13	7 th Nov 14	0.71%	68	A
Lloyds Bank PLC	£5,000,000	15 th April 13	15 th Oct 14	0.71%	45	A
Total - Investments	96,750,000		Average	0.54%		
Number of Investments	10					

* AAAM is the highest rating for money market funds.

2014/15 Budget & Medium Term Financial Plan (£'000)
Red & Amber New Savings

APPENDIX C

Ref No.	Proposal Summary (from template)	Risk	Total 2014/15	Remarks
Red Savings			£000's	
Environment				
ENV04	Fleet Savings - People Transport	Red	(125)	Officers will undertake a detailed review of these savings and present an action plan for the October Monitoring Report.
Total Red Savings			(125)	
Amber Savings				
Environment				
ENV25	Anti-Social Behaviour services LBE and Enfield Homes Joint Services Review	Amber	(100)	Discussion with Enfield Homes are on-going to implement changes to achieve saving.
ENV26	Health & Safety services- LBE and Enfield Homes Joint Services Review	Amber	(100)	Discussion with Enfield Homes are on-going to implement changes to achieve saving.
Housing, Health & Adult Social Care				
HHASC 14/15 04	Learning Disability Day Care procurement review	Amber	(150)	Action plan required for review from Procurement.
HHASC 14/15 05	Learning Disability - Personal Budget allocations.	Amber	(700)	LD efficiency board continues to monitor all work being undertaken to deliver savings in year. FMS monitor places this saving currently at red.
HHASC 14/15 07	Older People/Physical Disabilities - Personal Budget allocations.	Amber	(876)	Pathway continues to monitor activity, finance and savings month on month. FMS monitor places this saving currently at red.
Finance, Resources & Customer Services				
Legal 1	Staff restructuring within Legal Services	Red	(89)	One staff member only being charged 50% to Waltham Forest
Total Amber Savings			(2,015)	
Total Red / Amber Savings			(2,140)	

Of the total new savings of £10.968m agreed as part of the 2014/15 budget setting process, £8.8m of savings (80%) are classified as on course for full achievement.

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MUNICIPAL YEAR 2014/2015 REPORT NO. 81

MEETING TITLE AND DATE:Cabinet – 22nd October 2014**REPORT OF:**

Chief Executive

Contact officer and telephone number:

Alison Trew 020 8379 3186

E mail: alison.trew@enfield.gov.uk

Agenda – Part: 1	Item: 8
Subject: Quarterly Corporate Performance Report	
Wards: All	
Key Decision No: 3996	
Cabinet Member consulted: Cllr A. Georgiou	

1. EXECUTIVE SUMMARY

- 1.1 Cabinet has been receiving regular monitoring reports on the Corporate Performance Scorecard since September 2012.
- 1.2 In the current difficult financial environment, there is value in demonstrating that, in many areas, Council performance in delivering key priorities is being maintained and/or improved. It is also important that the Council understands and effectively addresses underperformance.
- 1.3 The attached schedule contains the latest available performance data at the end of the first quarter of 2014/15.

2. RECOMMENDATIONS

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

3. BACKGROUND

- 3.1 Cabinet has been receiving quarterly monitoring reports on the Corporate Performance Scorecard since September 2012. The reports demonstrate that in many areas, Council performance is being maintained or improved despite the challenging financial environment. The Council is also enabled to identify the targets that are not being met and whether there are further interventions that can be to ameliorate the situation, or, if it is out of the Council's control, how the Council can make a case to central Government and other public bodies.

- 3.2 The Corporate Performance Scorecard has been updated for 2014/15. Some new indicators have been added and targets have been revised to reflect Council priorities and local resources, demand etc. The indicators are grouped under the Council's three strategic aims, Fairness for All, Growth and Sustainability and Strong Communities. The scorecard also includes a number of financial health measures.
- 3.3 The attached quarterly performance schedule is also available on the Council's website.

4. PERFORMANCE

- 4.1 The attached report contains the latest available performance data at the end of the first quarter of 2014/15. The tables also show performance against the London average where this is available. Where appropriate, explanatory comments are provided next to the performance information.

4.2 Financial Indicators

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

4.3 Priority Indicators

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

Where a target has been set, performance is rated at green if it is on or exceeding the target; amber if there are concerns that the target may not be achieved by the end of the year; and red when the current levels of performance mean that the target is unlikely to be achieved. 5 of the indicators being reported do not have targets. Reasons for this include new indicators for which targets have yet to be established and indicators that have no national targets set (e.g. Domestic Violence).

76 performance indicators are being reported, of which 71 have targets. Of these, 47 (66.2%) are at green; 13(18.3%) are at amber; and 11(15.5%) are at red.

The notes cover a number of areas and may include explanation of how the indicators are calculated, commentary on progress towards achieving the targets, trends over time and national comparisons

5. ALTERNATIVE OPTIONS CONSIDERED

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

6. REASONS FOR RECOMMENDATIONS

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

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

7.1 Financial Implications

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

7.2 Legal Implications

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

7.3 Property Implications

None

8. KEY RISKS

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

9. IMPACT ON COUNCIL PRIORITIES

a. Fairness for All

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

b. Growth and Sustainability

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

c. Strong Communities

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

10. EQUALITIES IMPACT IMPLICATIONS

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

11. PERFORMANCE MANAGEMENT IMPLICATIONS

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

12. PUBLIC HEALTH IMPLICATIONS

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

Background papers

None.

Cabinet Review - Financial Indicators 2014/15 Q1 (Protect)



Generated on: 11 September 2014

Area of Review	Key Highlights	Risk Rating - June'14
Income & Expenditure Position - Year end forecast variances	Year end forecast variances of £4.8m overspend have been identified to date in relation to General Fund net controllable expenditure. Budget variances identified to date will need to be managed closely to ensure timely appropriate action can be taken.	
Income & Expenditure Position - Budget Profiling	Budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year. This has been possible through the development of the "Budget Buddy" financial monitoring system where budget holders are now able to profile individual budgets based on anticipated spend across the year. This will change to green when we are satisfied that the profiles for 14-15 are correct with managers working with accountancy teams to fine tune this work.	
Income & Expenditure Position - HRA	The HRA is projecting a £330k underspend for year-end outturn against budget	
Balance Sheet - Cash Investment	The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return.	
Balance Sheet - General Fund balances year end projections	The year-end projections for General Fund balances assumed in the Council's Medium Term Financial Strategy will be dependent on bringing the income and expenditure back to the planned spending position.	
Cash Flow - Cash balances and Cashflow Forecast	The Council's cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due.	
Cash Flow - Interest Receipts Forecasts	Interest receipts forecast for the year are on target with budget.	

(1) Fairness for All

(a) Housing and Homelessness

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Number of households living in temporary accommodation	2148	Jul'13	2398	2320	July 2014	<p>Market drivers: other borough placements in Enfield, Government initiatives (Welfare Reform/Localism Act) and lack of mortgage availability for working professionals have combined to increase demand on the private rental sector that is driving up costs and causing greater volume of landlord evictions leaving the Council as last resort for provision of emergency housing for homeless families.</p> <p>7,747 repairs were completed in time from a total of 7,853.</p>
Private Sector Housing: Empty Homes Brought Back into Use	16	Jun'13	14	12	June 2014	
Overall satisfaction with repairs service provided by Enfield Homes	93%	Jun'13	95%	94%	June 2014	
Contractor monitoring by Enfield Homes of responsive repairs completed YTD by agreed target date	99.4%	Jun'13	98.65%	98.85%	June 2014	
Rent collected by Enfield Homes as a proportion of rent due (excluding rent arrears)	101.54%	Jul'13	101.41%	100.00%	July 2014	
Rent arrears of current tenants, as managed by Enfield Homes	2.68%	Jul'13	2.44%	3.00%	July 2014	

(b) Educational Attainment

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Percentage of Persistent Absence in State Funded Primary school.(New 15% Threshold)	3.6%	11/12	3.4%	2.6%	2012/13	<p>Data amended to match the attendance statistical First Release. Previous reported Enfield figure (3.9%) was from DfE School Performance tables. New SFR figures: Enfield 3.4%-England: 2.7%-London : 2.6%</p> <p>Persistent Absentees are defined as having an overall absence rate of around 15 per cent or more. This equates to 46 or more sessions of absence (authorised and unauthorised) during the year.</p> <p>Analysis of data has allowed the SIS service to identify and consider a number of actions to improve PA. Some of the actions being considered are: Identify key factors in individual schools data and prioritise poor performing schools. Allocate individual support for schools, review use of legal enforcement, such as penalty notices and warning letters. Retrain responsible staff in schools including governor training. Disseminate effective strategies and models for improving absence from schools with good performance. target groups and hold parent meetings. Provide information and support to individual families.</p>
Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	63.2%	12/13	64.8%	64.0%	2013/14	

(c) Adult Social Care

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Number of clients reviewed in the year (of clients receiving any service)	27.2%	Jul'13	24.9%	27.3%	July 2014
Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support	New 13/4		99.31%	99.00%	July 2014
Delayed transfers of care	5.19	Jun'13	6.54	5	July 2014
Timeliness of social care assessment (all adults)	76.9%	Jul'13	94.1%	90.0%	July 2014
Carers receiving needs assessment or review and a specific carer's service, or advice and information	15.57%	Jul'13	18.44%	16.00%	July 2014
Number of adult learning disabled clients known to CASSRs in paid employment	141	Jul'13	141	152	July 2014

Notes
ANNUAL TARGET 2014/15 = 82%. Performance is currently (July 2014) at 24.9% - performance should be at 27.3% by this point in the year. At this point in 2013/14 27.2% of clients had been reviewed.
99.31% (2743) clients were in receipt of a Personal Budget or Direct Payment. Please note that this is taken as a snapshot dd 31.07.2014. There were 2743 clients with an open Community based service at this point. Please note excluded packages: Professional Support, Enablement, Short Term Res & Equipment and Adaptations.
ANNUAL TARGET 2014/15 = 5 people delayed per 100,000 pop for Delayed Transfers which equates to a rolling average of approx 11.86 THIS IS A MEASURE OF NHS AND COUNCIL PERFORMANCE. There were 11 patient delays during July, of which 8 were Health Delays and 3 were attributable to Social Care. This is a significant improvement from June (20 delays). Performance of 6.54 is outside the target.
ANNUAL TARGET FOR 2014/15 = 90%. Performance is now 94.1%. In July 13/14 performance was 76.9%.
ANNUAL TARGET 2014/15 = 48%. This percentage figure represents 921 carers receiving a carers service or information and advice. This is currently above target for this point in the year. This time last year performance was below target at 15.57%.
ANNUAL TARGET 2014/15 = 152 This indicator relates to clients aged 18-64 only and measures the number of clients in employment out of all clients known to HHASC with a learning difficulty. We are currently below target as 141 clients are recorded in employment.

(d) Safeguarding Children

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
The number of Looked after children who were adopted or where an Special Guardianship Order (SGO) was granted during the year as a percentage of the number of children Looked after who had been Looked after for 6 months or more	3.39%	Q1 13/14	1.79%	2.75%	Q1 2014/15
Child Protection Plans lasting 2 years or more	3%	Jul'13	2.4%	5.0%	July 2014
Percentage of child protection cases which were reviewed within required timescales	100%	Jun'13	100.0%	100.0%	June 2014
Care leavers aged 19-21 in suitable accommodation	94.4%	Q1 13/14	92.0%	90.0%	Q1 2014/15
Care leavers (19-21 years old) in education, employment or training	61.1%	Q1 13/14	60.3%	70.0%	Q1 2014/15

Notes
Since April 2014, there have been 3 Adoptions and 1 Special Guardianship Order granted out of a cohort of 224. This is an incremental target: Q1 = 2.75%, Q2 = 5.5%, Q3 = 8.25% and Q4 = 11%.
6 children had a CP plan which lasted more than 2 years during the past year out of a total of 254 plans closed in the last 12 months. Good performance is low (0-10%).
The percentage of child protection cases which were reviewed within the required timescale is 100%. There were 139 reviews in the denominator.
93/101 care leavers were recorded as being in suitable accommodation.
61/101 care leavers are in Education Employment and Training. Performance has decreased this quarter. This indicator is based on a small cohort and small changes therefore have a significant impact on performance.

(e) Sport and Culture

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Sports Development Sessions - Young People Attendances	10,448	Q1 13/14	9,178	10,000	Q1 2014/15
Sports Development Sessions - Adult Attendances	7,945	Q1 13/14	7,256	7,318	Q1 2014/15
London Youth Games - Enfield Ranking	6th	12/13	8		2014/15
Leisure Centre - Young People attendances	231,876	Q1 13/14	204,406	196,098	Q1 2014/15
Leisure Centres - Adult attendances	204,914	Q1 13/14	180,638	173,622	Q1 2014/15
Number of all Library visits Actual and Electronic	762,130	Q1 13/14	761,691	801,736	Q1 2014/15
Number of Arts activities for Children and Young people	2,193	Q1 13/14	2,390	1,925	Q1 2014/15
Engagement in the Arts (People taking part in all arts at local level)	52,104	Q1 13/14	78,988	62,500	Q1 2014/15
CYP Participation in Positive Activities (To measure and drive improved performance around the participation of young people in positive activities.)	18,386	Q1 13/14	27,886	20,000	Q1 2014/15

Notes
Figures are slightly below target due to fewer commissioned activities from external/internal partners. A bigger summer programme has been planned for quarter two to compensate for the shortfall.
1% increase on previous years target
2014-15 target = actual for 2013-14 plus 3%. A drop in library usage was noted during the football World Cup. Library managers are tasked with proposing initiatives to improve visitor figures and a large number of children's events are being held in libraries during the school summer holidays which we expect to impact on actuals for Q2.
TOTAL 2390 Forty Hall & Estate - 1358 Salisbury House - 24 Millfield House & Theatre - 886 Dugdale Centre - 98 Festivals & Events - 24
TOTAL: 78,988 Forty Hall & Estate - 33,796 (20,449 online visitors) Salisbury House - 1,230 Millfield Theatre & House - 29,618 Dugdale Centre - 11,672 Festivals & Events - 2,672
Total - 27,886 Forty Hall & Estate - 3,366 Salisbury House - 290 Millfield Theatre & House 18,479 Dugdale Centre - 4125 Festivals & Events - 1626

(f) Income Collection, Debt Recovery and Benefit Processing

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Recover Council properties from illegal subletting (joint team with Enfield Homes)	6	Q1 13/14	25	20	Q1 2014/15
% of Council Tax collected (in year collection) Combined	28.72%	Q1 13/14	28.80%	28.65%	Q1 2014/15
% Council Tax (Local Support Scheme) Collected	25.67%	Q1 13/14	25.83%	23.97%	Q1 2014/15
% Council Tax (non benefit) Collected	29.11%	Q1 13/14	29.11%	29.07%	Q1 2014/15
% of Business Rates collected (in year collection)	27.60%	Q1 13/14	28.80%	27.55%	Q1 2014/15
% of Housing Benefit Overpayments recovered.	Q1 13/14	Jun'13	78.86%	80.00%	Q1 2014/15

Notes
Annual target 75

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Processing Times for New claims - Housing Benefit/Council Tax Support (average number of calendar days)	20.62	Jun'13	24.42	23	June 2014	Performance has improved since Q1 - Q1 always a peak time.
Processing Times for Benefit Change in Circumstances (average number of calendar days)	7.2	Jun'13	7.57	7	June 2014	
Reduction of Arrears - target £10m reduction - CTAX, NNDR, Social Care and Sundry Income			£0.00		Q1 2014/15	This is a new Indicator and is still being calculated. The figures are extracted from 4 systems and Quarter 1 & 2 will be reported together in Q2

(2) Growth & Sustainability

(a) Employment & Worklessness

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
16 to 19 year olds who are not in education, employment or training (NEET)	4.78%	Jul'13	5.29%	5.00%	July 2014	The rise in NEET figures is very common at this time of the year, as young people in their final year leave school. Every year from Easter onwards the NEET figures begin to increase, culminating in a big spike over the start of September as all of the current destinations expire and we have to wait and see who is doing what and where in October. Remedial action is already underway, the same every year, with NEET events, courses, referrals to Summer University etc. Please note that the 4.7% Target is only measured against the 3 months November -January as set out in the indicator definition.
Employment rate in Enfield - working age Population (JobCentrePlus indicator monitored by Enfield - Source: Office for National Statistics)	65.8%	Q1 13/14	66.4%		Q1 2014/15	132,700 in employment from a working age population of 199,849 (66.4%) The employment rate is higher than at the same point last year, but has decreased when compared to the previous quarter (67.7%) as a result of an increase in working age population and decrease in economically active residents in Enfield.

(b) Planning

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Percentage of all valid planning applications that are registered within 5 working days of receipt	77.5%	April'13	89.7%	80.0%	April 2014	
2 year rolling performance of major applications determined in 13 weeks		new 14/15	61.64%	50.00%	June 2014	
Processing of planning applications: Major applications processed within 13 weeks	66.7%	Q1 13/14	77.78%	60.00%	Q1 2014/15	

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Processing of planning applications: Minor applications processed within 8 weeks	76.9%	Q1 13/14	75.78%	70.00%	Q1 2014/15
Processing of planning applications: Other applications processed within 8 weeks	91.3%	Q1 13/14	80.06%	80.00%	Q1 2014/15

Notes
The Minor applications also include applications for flat conversions. Given the Council's adopted policy, such applications often require a S106 Legal Agreement and the completion of these often prolongs the planning process, taking decisions out of time. We are actively trying to engage with our viability consultant at an earlier stage on such applications to allow agreement to be reached on contributions, where possible, and then agree extensions of time on applications to cover the period necessary to complete the Legal Agreement. We are also looking to use template legal agreements.

(c) Waste, Recycling & Cleanliness

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Residual household waste per household	589.1kg	Q4 12/13	609.89kg/hhd	580.00kg/hhd	Q4 2013/14
Percentage of household waste sent for reuse, recycling and composting	38.8%	Q4 12/13	39.12%	42.00%	2013/14
Percentage of inspected land that has an unacceptable level of litter	3.17%	Jul'13	2.67%	5.00%	July 2014
Percentage of inspected land that has an unacceptable level of detritus	4.0%	Jul'13	3.70%	6.00%	July 2014
Percentage of inspected land that has an unacceptable level of graffiti	0.67%	Jul'13	0.00%	2.00%	July 2014
Percentage of inspected land that has an unacceptable level of fly-posting	0.17%	Jul'13	0.33%	1.00%	July 2014

Notes
Enfield was in the bottom (i.e. heaviest residual arising) 10 boroughs for waste collected per household. The total household arising was 28,302.8 tonnes, but the tonnage in this quarter last year was 25,574.9 tonnes which means an additional 2728 tonnes of waste were collected this quarter. Further analysis has been undertaken for all London Boroughs looking at both capacity and the collection of food waste. These are widely regarded as the two biggest influencing factors. All of the bottom 18 boroughs offer a weekly collection service with the exception of Westminster which is somewhat of an anomaly anyway. Many of the weekly collections at the highest performing boroughs for example Corporation of London, Tower Hamlets and Camden, H&F, Islington, Merton have significantly different demographics compared to Enfield in terms of household size and socio-economic groupings. This along with any other patterns or trends will be analysed and investigated further.
Enfield was the 10th in London for Recycling rate - in terms of recycling Enfield collected a total of 47,877 tonnes in 2013/14 which is 5th highest in London. Organic - went up from 2286 in the same quarter last year to 3040 which is an additional 754 tonnes

(3) Strong Communities

(a) Crime Rates

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
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Notes

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Burglary	819	Jun'13	638	753	June 2014	<p>The overall burglary figure includes burglary of domestic households (69% of total), commercial premises and businesses (20%) and domestic buildings such as sheds and garages (11%). Currently household burglary in Enfield is at its lowest level in several years, although there has been a rise in break-ins of domestic sheds and garages. We should expect to achieve a reduction on last year's figure, although we may not meet our stretch target for 2016 as set by the Mayor's Office for Policing and Crime.</p> <p>The partnership continues to implement alley gate schemes to reduce opportunities for rear entry burglary offending across the borough and other intensive initiatives are planned for seasonal increases over the winter months.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have reduced -10.1% compared to -9.8% across London.</p> <p>For more information on burglary in Enfield and tips to keep safe please see the following link: http://www.enfield.gov.uk/info/100002/community_safety_and_emergency_planning</p>
Criminal Damage	505	Jun'13	517	552	June 2014	<p>Criminal Damage has reduced by more than-20% since 2011/12 and we are currently exceeding the stretch target which was set by the Mayor's Office for Policing and Crime.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have reduced -0.4% compared to approx. -3.1% across London.</p>
Robbery	282	Jun'13	221	239	June 2014	<p>Robbery has reduced by more than -15% since 2011/12 and we are currently exceeding the stretch target which was set by the Mayor's Office for Policing and Crime. Rates of offending per 1,000 residents are now notably below the London average, and the proportion of offences involving young people are at their lowest levels in several years.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have reduced -9.0% compared to -19.0% across London.</p> <p>For more information on robbery in Enfield and tips to keep safe please see the following link: http://www.enfield.gov.uk/info/100002/community_safety_and_emergency_planning</p>
Theft from Motor Vehicle	819	Jun'13	578	640	June 2014	<p>Thefts from motor vehicle offences in Enfield increased between 2011 and 2014, but are now experiencing a reduction in volume.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have increased +3.2% compared to -5.8% across London.</p> <p>For more information on vehicle crime in Enfield and tips to keep safe please see the following link: http://www.enfield.gov.uk/info/100002/community_safety_and_emergency_planning</p>
Theft/Taking of Motor Vehicle	239	Jun'13	230	230	June 2014	<p>Thefts of motor vehicles in Enfield have declined by almost -22% since 2011/12 and we are currently exceeding the stretch target which was set by the Mayor's Office for Policing and Crime.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have increased +4.3% compared to -0.1% across London.</p>
Theft from the Person	161	Jun'13	111	101	June 2014	<p>Theft from the person offences are composed largely of pick-pocket type offences and snatch thefts (predominantly where mobile phones are snatched from victims in the street). Just fewer than 60% of all Theft from Person offences involve mobile phones being taken from victims.</p> <p>London wide there has been a -6.7% decrease in this crime type since 2011/12, whilst Enfield has noted a rise of +16.7% in the same period.</p> <p>We are significantly off meeting the stretch target as set by the Mayor's Office for Policing and Crime for 2016.</p>

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Violence with Injury	426	Jun'13	609	356	June 2014
Total Offences (MOPAC 7)	3,251	Jun'13	2,904	2,869	June 2014
Number of Domestic Crimes	456	Jun'13	590		June 2014
Number of Domestic Violence cases referred to MARAC	86	Q1 2013/14	204		Q1 2014/15
First time entrants to the Youth Justice System aged 10-17	73	Q1 13/14	26	73	Q1 2014/15

Notes
<p>Reported numbers of Violence with Injury have increased in Enfield, driven to some extent by our efforts to increase the number of Domestic Violence victims who report crimes to the police and local authority. 42% of Violence with Injury in Enfield is attributable to Domestic Violence. Just under 20% of the current increase in Violence with Injury offences has been caused by the increase in Domestic Violence offences.</p> <p>Nationally it is estimated that as much as 50% of all violence goes unreported to the police, particularly that which is domestic or familial, or that which occurs as part of the night time economy.</p> <p>Reported crime figures provide a snapshot, however, it is important to note that they are not conclusive. A considerable amount of violence that is not reported to police is dealt with by the London Ambulance Service and Accident & Emergency Departments. Locally we have worked to obtain this data in order to improve our knowledge on geographic locations of violence so that resources can be better coordinated.</p>
<p>The Mayor's Office for Policing and Crime announced in 2011/12 that the Metropolitan Police would be measured against 7 neighbourhood crime targets, referred to as the MOPAC 7. An ambitious stretch target of -20% over the next four years was set for Burglary, Criminal Damage, Robbery, Theft from Motor Vehicles, Theft of Motor Vehicles, Theft from the Person and Violence with Injury.</p> <p>Whilst Enfield has noted a reduction in the 'MOPAC 7' to date, we are currently some way off meeting the stretch target as set by the Mayor's Office for Policing and Crime. The largest single contributors to this target are Burglary and Thefts from Motor Vehicles, which combined account for almost 60% of the MOPAC 7 crimes.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have decreased by -2.5% compared to -7.1% across London.</p>
<p>There is no local target regarding the number of crimes of domestic violence. Domestic Violence is significantly under-reported nationally therefore we actively encourage victims to report offences to the police.</p>
<p>The Multi-Agency Risk Assessment Conference (MARAC) is a regular local meeting whereby information about high risk domestic violence victims is shared between local agencies. A co-ordinated plan is drawn up to support the victim.</p> <p>There is no specific target set with regards to the number of referrals.</p>

(b) Health & Well Being

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Partnership Successful Completion Rate (%) for all Drug users in treatment (over 18 years of age), excluding primary alcohol users:	24.2%	Jun'13	27.7%	20%	June 2014
Numbers in Effective Treatment - All Drug Users (over 18 years of age), excluding primary alcohol users	1,031	Mar 2013	922	1,068	March 2014

Notes
<p>From April 2014, Public Health England has changed the methodology for computing the number of alcohol and drug users in treatment by introducing a fourth group to the previous three cohorts used. The new group is 'Alcohol and Non-opiate Users'. As a consequence the overall number of drug users in treatment has increased but we have equally witnessed a corresponding decline in alcohol users. The logic for the change in methodology was to improve performance monitoring against the Public Health Outcomes Framework 2.15 (number of drug users successfully completing treatment). The new target has been set to the new London baseline, i.e. 20%.</p>
<p>Performance has dropped due to a data cleanse exercise, which resulted in a large number of cases being closed off, with the consequent effect that there was an increase in the NDTMS Successful Treatment completions.</p>

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
4 week smoking quitters	1,584	Q4 2012/13	1,707	1,672	Q4 2013/14	This indicator presents the number of people who successfully quit smoking amongst those who set a 4 weeks target date in the quarter. The Annual target for this indicator is 1572 quitters. For 2013/14 1707 smoking quitters successfully quit for 4 weeks. The Cumulative end of year target for 2013/14 was 1672 so therefore the target was achieved.
NHS Health Checks-offered (cumulative)	15.4%	Q4 2012/13	21.5%	20%	Q4 2013/14	This figure is calculated against an eligible population denominator of 80665. This is an estimate number provided by the DoH of people on disease registers. For 2013/14 17436 health checks had been offered which equates to a figure of 21.5% of the eligible population. The end of year cumulative target was 20% and therefore this target has been met.
NHS Health Checks-received as % of Population	2.29%	Q1 2013/14	1.36%	2.2%	Q1 2014/15	This figure is calculated against a denominator of 80665. This is an estimate number provided by the DoH of people on disease registers. At the end of Q1 there was a cumulative total of 1094 Screenings, equating to 1.36% of the eligible population. The cumulative target for Q1 is 2.2% which has not been met. The end of year cumulative target is 8.81%

(c) Enfield Council Website

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Page Views - Number of Public Web Page Views on Enfield Council website	2,379,228	Q1 13/14	2,494,495	2,652,000	Q1 2014/15	Figures are for Q1. May 2014 (887,681) was the highest monthly figure ever.
Enfield website - total number of transactions carried out by members of the public using the Council website	26,453	Q1 13/14	29,998	29,910	Q1 2014/15	9,205 Payments, 605 Waste requests, 257 Envirocrime, 151 Highways

(d) Council Corporate Indicators

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Average Sick Days - Corporate Staff (rolling 4 quarters)	8.43	12/13	8.45	8.00	Q4 2013/14	Data represents sickness absence for the period from 01.04.2013 to 31.03.2014. Corporate: 28,889.39 days lost/3419.5 average FTE = 8.4 average days
Stage 1 Customer Complaints - % replied to within 10 working days		New 14/15	57%	92%	Q1 2014/15	The breakdown by Department is as follows: FRCS 47%; CHEX 100%; SCS 100%; RE 82%; HHASC 62% FRCS low performance was due to high level of work as this was the busiest time of the year - straight after annual Council tax main billing and Benefit notification. i.e. in Q1 Revenues & Benefits received 17,545 emails and 16,780 correspondence scanned in (letters and other forms). Revenues and Benefits have improved their performance significantly during Q2.
Council's Property Disposals programme	£1,405,000	Q1 13/14	£000,000	£2,000,000	Q1 2014/15	Section 106 and parking plans close to completion for Southgate Town Hall. Completion monies will be received by the end of July (£2,050,000).
Internal Audit Programme - % of reviews completed	0%	Q1 13/14	3%	0%	Q1 2014/15	target for the year is 97%; 50% of reviews have commenced and are at varying stages of progress
I.T. incidents resolved within SLA High Priority (severity 1) resolved within 2 hours	99.5%	Q1 13/14	100%	95%	Q1 2014/15	Total incidents = 138

Indicator
I.T. incidents resolved within SLA (severity 2) High 7 hrs fix
FoI Requests ALL DEPARTMENTS - Enquiries closed inside target
% of invoices paid within 30 days for all Departments

Previous Year Data	Time Period
100%	Q1 13/14
78.8%	Q1 13/14
97.3%	Jul'13

Current Value	Current Target	Last Update
100%	95%	Q1 2014/15
86.94%	95%	Q1 2014/15
97.99%	98%	2014/15

Notes
Total incidents = 84
The volume of FOI requests continue to increase. 12/13 = 894 13/14 = 1166 These requests often contain lengthy lists of data requests in each FOI and can take considerable time to extract from systems and produce in the required format.
Despite year on year improvements to performance there is still a little way to go to meet this target. Monitoring has been increased and Officers are confident that this performance will improve.
98% of invoices paid within 30 days is for the period from April to end of July 2014 (37,855 invoices of 38,627 paid within 30 days). monthly profile: April 98%; May 97.1%; June 98.1%; July 98.7%

MUNICIPAL YEAR 2014/2015 - REPORT NO. 82

MEETING TITLE AND DATE

Cabinet – 22 October 2014

Agenda - Part: 1

Item: 9

Subject: Promotion of London Borough of Enfield 50th anniversary

Wards: All

Key Decision No: N/A

REPORT OF:

Director of Finance, Resources and Customer Services

Contact officer and telephone number:

John Austin 0208 379 4094

E mail: John.austin@enfield.gov.uk

Cabinet Member consulted: Cllr R Simbodyal

1. EXECUTIVE SUMMARY

1.1. 1st April 2015 marks the 50th anniversary of the creation of the London Boroughs including the London Borough of Enfield (LBE).

1.2. This report sets out proposals to mark this anniversary year by commemorating the last 50 years of life in the borough and promoting LBE as a great place to live, visit, do business and study.

2. RECOMMENDATIONS

2.1. That Cabinet endorses the outline LBE 50th anniversary campaign and action plan.

3. BACKGROUND

3.1. 1st April 1965 saw the creation of the London Boroughs including the merging of the Municipal Boroughs of Edmonton, Enfield and Southgate to create the London Borough of Enfield.

3.2. Next year will be the 50th anniversary of the creation of the London boroughs. There will be some London Councils led promotional activity to mark this event (as yet unconfirmed). Enfield Council is proposing to supplement this activity with a Enfield focused campaign that commemorates the last 50 years of life in the borough and promotes LBE as a great place to live, visit and do business.

3.3. The purpose of this campaign will be to:

- Raise awareness and celebrate the history of the borough
- Encourage those living, working and studying in Enfield to take pride in the borough
- Encourage residents, businesses and visitors to discover local amenities, attractions, businesses and organisations - to drive the local economy
- Promote Enfield as a growing and forward thinking borough

3.4. Enfield '50' provides a strong focus for the campaign and will help promote the Borough's history (50 great Enfield Innovations, 50 famous Enfield residents), current attractions (50 great things to do, 50 great places to eat, 50 great Enfield events) and bright future (50 new shops, businesses, innovations)

3.5. Key promotional activities will include local competitions to engage residents and will utilise existing, cost-effective Council communications channels such as Our Enfield, the website, customer access centres and the press office. See appendix 1 for details.

3.6. The campaign will be promoted throughout the year at events and initiatives with a Council presence. See attached appendix 2 for details.

3.7. The costs of this campaign will be met from existing departmental budgets

3.8. There will be opportunities for businesses to 'buy in' to the campaign through sponsorship and advertising.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1. Do nothing as a borough and rely on any generic London Councils' events

5. REASONS FOR RECOMMENDATIONS

5.1 This is a relatively low cost opportunity to build civic pride and encourage inward investment in the borough.

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

6.1 Financial Implications

The proposals will be funded from existing departmental budgets.

6.2 Legal Implications

Under section 1 of the Localism Act 2011 the Council has a general power of competence that enables the Council 'to do anything that individuals generally may do'. The recommendations of this report are in accordance with this power.

The procurement of any goods, services or works must be in accordance with the Council's Contract Procedure Rules (CPR's) and/or the EU procurement rules as appropriate. The Council should seek the advice of Legal Services and/or Corporate Procurement in relation to procuring any goods, services or works. All contracts must be in a form approved by the Assistant Director of Legal Services.

7. KEY RISKS

Lack of buy in from local residents and businesses.

However, there is a reputational risk in not doing anything as most other London boroughs are likely to have their own promotional programme.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All, Growth and Sustainability and Strong Communities

The programme of events will take place across the borough and be accessible to all residents. There is an opportunity to promote Enfield and encourage residents and businesses to spend locally. By instilling local pride the campaign will aim to strengthen local communities.

9. EQUALITIES IMPACT IMPLICATIONS

None

10. PERFORMANCE MANAGEMENT IMPLICATIONS

None

Background Papers

None

APPENDIX 1

Planned communications activities:

- Photography and poetry competitions
- Mobile exhibition including photos of past, present (exhibition winners) and future (CGIs)
- Section on Enfield Council website
- To include factsheets promoting borough – 50 things to do, 50 places to eat, 50 famous residents etc
- Digital archive of photography
- Promotion via Social Media
- Council magazine editorial
- Booklet and posters for libraries, customer access centres & exhibition stand
- Supporting media campaign

APPENDIX 2

Enfield 50 to be promoted at following events 2015-16:

- April 2015
Launch event
- May 2015
Mayor Making and Annual Council
- July 2015
Edmonton Carnival
Love Parks Week
- September 2015
Autumn Show
World Tourism Day
- October 2015
Black History Month
- November 2015
European Week For Local Democracy
- December 2015
Small Business Saturday
- March 2016
International Women's Day

MUNICIPAL YEAR 2014/2015 REPORT NO. **83**

MEETING TITLE AND DATE:

Cabinet
22nd October 2014

Council
19th November 2014

REPORT OF:

Director – Regeneration &
Environment

Agenda - Part: 1	Item: 10
Subject: Adoption of Development Management Document (DMD)	
KD 3978	
Wards: All	
Cabinet Member consulted: Cllr Sitkin	

Contact officer and telephone number:

Neeru Kareer; Tel: 0208 379 1634;

email: neeru.kareer@enfield.gov.uk

1 EXECUTIVE SUMMARY

- 1.1 The Development Management Document (DMD) will form part of Enfield's Local Plan and specifically delivers the detailed planning policies, that will be used to determine all planning applications: from small scale householder applications to applications for large scale residential, commercial and mixed use development.
- 1.2 The Council submitted the DMD to the Secretary of State for public examination in January 2014. Inspector Jill Kingaby BSC(ECON) MSc MRTPI was appointed to conduct an independent examination into the Plan. Public hearing sessions took place in April of this year.
- 1.3 The Council received the Inspector's Report into the soundness and legal compliance of Enfield's Development Management Document (DMD) on the 2nd September 2014. The Inspector has concluded that the DMD (part of Enfield's Local Plan) provides an appropriate basis for the planning of the borough, satisfies the requirements of Section 20(5) of the 2004 Planning & Compulsory Purchase Act and meets the criteria for soundness in the National Planning Policy Framework.
- 1.4 Once adopted the DMD will form part of Enfield's Local Plan and policies within the document will be used alongside policies contained in the London Plan and adopted Core Strategy (2010) to determine planning applications in the borough.
- 1.5 This report seeks the Cabinet's endorsement of the DMD and recommendation to Council that it is formally adopted. The DMD will be considered by the Local Plan Cabinet Sub-Committee prior to this Cabinet meeting.

2 RECOMMENDATION

- 2.1 That Cabinet notes receipt of the Planning Inspector's final report, attached as Appendix 1, this concludes the Development Management Document to be 'sound' and legally compliant, in accordance with Government legislation.
- 2.2 That Cabinet recommend to Council formal adoption of the DMD to form part of Enfield's Local Plan. Copies of the Adoption version will be available in Group Offices, the Member's library and on the Council's website.

3. BACKGROUND

- 3.1 The Council's policies and guidance for spatial planning and development management is set out in a portfolio of documents that together make up Enfield's Local Plan. The approved Local Development Scheme (2013-2016), sets out the suite of Local Plan documents programmed to come forward over the next three years. Collectively these documents will provide the planning framework to deliver Council strategies and plans to support the delivery of corporate priorities such as sustainable growth, regeneration, and creating successful sustainable communities, particularly in Enfield's regeneration areas.
- 3.2 The Development Management Document (DMD) will help deliver the spatial vision and strategy for the borough set out in the Core Strategy, adopted in November 2010. Once adopted, the DMD, alongside the London Plan and Core Strategy will form the development plan for Enfield. This will be supplemented with Area Action Plans and Neighbourhood Plans as these come forward. The DMD, once adopted will also replace the remaining saved Unitary Development Plan policies (1994) and is accompanied by changes to the Local Plan Policies Map.
- 3.3 New development proposals coming forward in the borough will be expected to accord with the policies and proposals contained within the DMD, the adopted Core Strategy, emerging Area Action Plans and the Mayor's adopted London Plan.
- 3.4 The DMD's evolution formally began with the Draft DMD and public consultation in summer 2012. Over 60 responses were received which later informed the Proposed Submission DMD (May 2013). The Council agreed the Proposed Submission DMD at its meeting in March 2013 after which it was formally 'published' for a final stage of public consultation. The publication period of the Proposed Submission DMD ran from July to the end of September 2013. Approximately 1500 specific and general consultees were invited to make representations.

- 3.5 In total, 142 representations (comments) were received on various aspects of the DMD from 33 respondents, including receipt of the Mayor's confirmation that the DMD is in general conformity with the London Plan.
- 3.6 The Council formally submitted the DMD to the Secretary of State for public examination in January 2014. Hearing sessions were held in April 2014.
- 3.7 The Council received the Inspector's Report into the soundness and legal compliance of Enfield's Development Management Document (DMD) on the 1st September 2014. The Inspector has concluded that the DMD (part of Enfield's Local Plan) provides an appropriate basis for the planning of the borough, satisfies the requirements of Section 20(5) of the 2004 Planning & Compulsory Purchase Act, and meets the criteria for soundness in the National Planning Policy Framework.
- 3.8 The Council is now in a position to adopt the DMD to form part of Enfield's Local Plan.
- 3.9 The DMD is a borough wide document, it responds to new challenges and opportunities arising since the adoption of the Core Strategy, including the publication of the National Planning Policy Framework (NPPF), the introduction of a new affordable housing tenure and the Taylor review of planning guidance. Evidence which underpins the Core Strategy has been supplemented with further evidence on viability and other studies including: a review of employment land; a detailed green boundary review, and a review of open space and nature conservation sites.

4. ALTERNATIVE OPTIONS CONSIDERED

None. It is imperative that the DMD is adopted to inform planning decisions, in the context of the changes to national planning policy guidance, to replace the remaining Unitary Development Plan policies (1994) and provide a robust up to date Local Plan.

5. REASONS FOR RECOMMENDATIONS

As set out in paragraph 4 above.

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

6.1 Financial Implications

- 6.1.1 Provision for the cost of the preparation, consultation and examination of the DMD is included in the Strategic Planning and Design budget.
- 6.1.2 The report does not commit the Council to additional expenditure. Any future proposals with cost implications would need to be subject to separate reports and full financial appraisal.

6.2 Legal Implications

- 6.2.1 The Planning and Compulsory Purchase Act 2004 (the Act) as amended and the Town and Country Planning (Local Planning) (England) Regulations 2012 (the Regulations) require local authorities to prepare the local plan, which consists of the local development documents (LDDs).
- 6.2.2 The Council's constitution requires that changes to the Council's Development Framework are a matter for Council and therefore the adoption of the DMD must be approved at a meeting of full Council.
- 6.2.3 The recommendations contained in this report are in accordance with the Council's powers.

6.3 Property Implications

The adoption of the DMD should provide greater clarity and guidance for the development industry as a whole, particularly in assessing the viability of proposals and preparing planning applications in the Borough. There will be less ambiguity as the 'saved' policies of the old UDP are superseded and replaced with more up to date guidance, which is more closely related to the NPPF and the London Plan. The overall effect in theory should reduce planning and development risks associated with bringing new schemes forward. It will be important to monitor closely the effects of DMD policies, on development viability in particular, to ensure Enfield remains a competitive and attractive place to do business.

7. KEY RISKS

Failure to produce up to date, robust policies through the preparation of a development management document would result in a gap in policy. This would lead to poor quality development and/or development in inappropriate locations and would significantly harm the Council's ability to meet its wider regeneration objectives.

8. IMPACT ON COUNCIL PRIORITIES

The DMD will be fundamental in achieving sustainable development. Policies throughout the document seek to achieve fairness for all, sustainable growth and the development of strong communities through the development management process.

9. EQUALITIES IMPACT IMPLICATIONS

Previous draft versions of the DMD have been subject to an initial Equalities Impact Assessment (EqIA) to ensure that consultation promotes equal opportunities. A final EqIA (including an assessment of policies) was undertaken and forms part of the supporting documentation to the Plan.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The DMD will provide clear policies for the assessing planning applications which will bring performance management improvements to the planning application process and better performance at appeal.

11. PUBLIC HEALTH IMPLICATIONS

The DMD contains policies covering a wide range of topics, all of which may have implications for public health, such as housing, transport ,community facilities, environmental protection, and green infrastructure. Strategic Objective 5 of the adopted Core Strategy (2010) promotes Education, Health and Wellbeing; the DMD will provide more detailed policies on how to achieve these policy objectives in the assessment of individual planning applications.

Background Papers

None.

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The Planning Inspectorate

Report to Enfield Borough Council

by Jill Kingaby BSc(Econ) MSc MRTPI

an Inspector appointed by the Secretary of State for Communities and Local Government

Date 2 September 2014

PLANNING AND COMPULSORY PURCHASE ACT 2004 (AS AMENDED)

SECTION 20

**REPORT ON THE EXAMINATION OF THE PROPOSED SUBMISSION
DEVELOPMENT MANAGEMENT DOCUMENT PART OF ENFIELD'S LOCAL PLAN**

Document submitted for examination on 24th January 2014

Examination hearings held on 23rd and 24th April 2014

File Ref: PINS/q5300/429/8

Abbreviations Used in this Report

AA	Appropriate Assessment
AAP	Area Action Plan
DMD	Development Management Document
GLA	Greater London Authority
LDS	Local Development Scheme
MM	Main Modification
NPPF	National Planning Policy Framework
PPG	national Planning Practice Guidance
REMA	Revised Early Minor Alterations to London Plan
SA	Sustainability Appraisal
SCI	Statement of Community Involvement
SCS	Sustainable Community Strategy
SHMA	Strategic Housing Market Assessment
SIL	Strategic Industrial Location

Non-Technical Summary

This report concludes that the Development Management Document Part of Enfield's Local Plan (The DMD or the Local Plan) provides an appropriate basis for the planning of the Borough, providing a number of modifications are made. Enfield Council has specifically requested me to recommend any modifications necessary to enable the Plan to be adopted.

All of the modifications to address this were proposed by the Council but where necessary I have amended detailed wording and added consequential modifications. I have recommended the inclusion of modifications after considering the representations from other parties on the relevant issues.

The Main Modifications are necessary, in summary, to achieve the following:

- To secure general conformity with the London Plan and recognise the significance of viability in affordable housing policy;
- To give a flexible approach towards suitable non-B uses on Strategic Industrial Locations, and give encouragement to a range of businesses which can contribute to redevelopment and renewal of existing industrial locations;
- To explain the sequential approach for new retail, leisure and office development accurately, and provide appropriately for out-of-centre development if no sequentially preferable sites are available;
- To secure good design in new developments and protect heritage assets, and aid effective planning for tall buildings;
- To secure transport and parking policies which are in general conformity with the London Plan and encourage the promotion of more sustainable travel and road safety;
- To address the concerns of the Environment Agency and Thames Water over water-related issues; and
- To achieve clear policies for conserving and enhancing the natural environment, including waterways, to protect and improve open space for leisure, and to protect the Green Belt in line with national policy.

Introduction

1. This report contains my assessment of the Development Management Document Part of Enfield's Local Plan in terms of Section 20(5) of the Planning & Compulsory Purchase Act 2004 (as amended). It considers first whether the Plan's preparation has complied with the duty to co-operate, in recognition that there is no scope to remedy any failure in this regard. It then considers whether the Plan is sound and whether it is compliant with the legal requirements. The National Planning Policy Framework (NPPF) (paragraph 182) makes clear that to be sound, a Local Plan should be positively prepared; justified; effective; and consistent with national policy.
2. The starting point for the examination is the assumption that the local authority has submitted what it considers to be a sound plan. The basis for my examination is the Proposed Submission Development Management Document (March 2013) [DMD-01] plus the Addendum of Focused Changes (January 2014) [DMD-07] which sought to address concerns with soundness raised during public consultation on the Plan at the Regulation 19 stage.
3. My report deals with the main modifications that are needed to make the Development Management Document (the DMD or Local Plan) sound and legally compliant and they are identified in bold in the report (**MM**). In accordance with section 20(7C) of the 2004 Act, the Council requested that I should make any modifications needed to rectify features that make the Plan unsound and thus incapable of being adopted. These main modifications are set out in the Appendix to this report.
4. The main modifications that are necessary for soundness all relate to matters that were discussed at the Examination hearings and/or resulted from the Council's work with interested parties and persons to produce statements of common ground on points of dispute. Following the hearings, the Council prepared a Schedule of Proposed Main Modifications, which also included the Focused Changes it had put forward at submission stage. This schedule has been subject to public consultation for six weeks. I have taken account of the consultation responses in coming to my conclusions in this report and in this light I have made some amendments to the detailed wording of the main modifications and added consequential modifications where these are necessary for consistency or clarity. None of these amendments significantly alters the content of the modifications as published for consultation or undermines the participatory processes and sustainability appraisal that has been undertaken. I have highlighted the amendments in the report (**MMs 12, 71 & 72**).

Assessment of Duty to Co-operate

5. Section s20(5)(c) of the 2004 Act requires that I consider whether the Council complied with any duty imposed on it by section 33A of the 2004 Act in relation to the Plan's preparation.
6. The Council prepared a Statement on the Duty to Co-operate [DMD-05] detailing how it had engaged with other bodies including neighbouring local authorities in the preparation of the Plan. This Development Management

Document is designed to provide detailed policy and criteria for assessing planning applications within Enfield, and assist with delivery of the strategy in the adopted Core Strategy. I have seen no substantive evidence to suggest that the Council has not engaged constructively, actively and on an ongoing basis with the relevant bodies to prepare the current Plan. The duty to co-operate has been met.

Assessment of Soundness

Preamble

7. The national Planning Practice Guidance (PPG) was issued in its final form by the Department for Communities and Local Government in March 2014, after the Council had submitted this Local Plan for examination. The PPG is intended to support and provide guidance on the application of the NPPF and not to replace or change national policy. Nevertheless, it is a material consideration for the DMD and I have taken account of it in examining the Local Plan.
8. I have considered whether the DMD should include a specific policy to confirm the presumption in favour of sustainable development which lies at the heart of the NPPF and "should be seen as a golden thread running through both plan-making and decision-taking" (paragraph 14). However, section 1.3.2 of the Local Plan, entitled Sustainable Development and containing highlighted text, satisfactorily reflects the approach sought by the NPPF. Also, as the NPPF has been in place for more than 2 years now, and its objectives are more widely embraced than in the recent past, it is unnecessary and it would be repetitive to add a specific policy to this Local Plan, in my view.

Main Issues

9. Taking account of all the representations, written evidence and the discussions that took place at the Examination hearings, I have identified six main matters with related issues upon which the soundness of the Plan depends.

Issue 1a – Whether policies in Chapter 2 of the Plan are consistent with delivering a wide choice of high quality homes as sought by the NPPF, the London Plan and the adopted Core Strategy. Issue 1b - Whether policies in Chapter 3 provide for people's needs for community facilities consistently with the Core Strategy and are deliverable.

10. The Greater London Authority (GLA) objected to Policy DMD1 concerning its coverage of affordable rent, which it contended could be interpreted as attempting to cap rents. A statement of common ground was subsequently signed on 26th March 2014 by the GLA and the Council, and there was agreement to revise the wording and clarify the purpose of the affordable housing policy. This should be done to secure general conformity with the Revised Early Minor Alterations to the London Plan (REMA), as set out in **MM1**.
11. In order to address concerns that Policy DMD1 did not recognise the significance of viability to delivering affordable housing for developers, especially those promoting small housing schemes, and in order to remove any potential conflict between Policy DMD2 and paragraph 2.1.8, the Council

proposed modifications **MM1 & MM2**, which I support to ensure the policies will be justified, and effective in delivering affordable housing.

12. Policy DMD5 was perceived by some as contrary to the London Plan Housing Supplementary Planning Guidance [EBD-30]. This, as a general principle, opposes local restrictive policies including those based on 'conversion quotas' along transport corridors or within walking distance of town centres. However, EBD-30 recognises that a balance has to be struck between realising the potential for residential conversions, especially to meet the needs of smaller households, and sustaining residential quality in neighbourhoods where the pressure for conversion is intense. The Enfield Characterisation Study [EBD-19] describes the detrimental effect of clutter from aerials, satellite dishes and rubbish bins which can disrupt the streetscene, and the pressure for parking spaces in Victorian streets which has led to the loss of front gardens and boundary walls in the Borough. These effects, it is alleged, are exacerbated when residential conversions leading to high occupancy rates are concentrated in a particular street.
13. The Enfield Housing Market Assessment identified a significant shortfall of family housing for dwellings with three or more bedrooms in the Borough. The Council argues that this shortfall justifies its policy to restrain conversions, and advises that it has applied a similar policy to Policy DMD5 with a 20% threshold since 1994. I have seen no substantive evidence that the application of this policy has had harmful consequences. Indeed, Enfield's Monitoring Report 2011/12 indicates that, even with the policy in place, flatted development has been growing faster than new family housing. **MM3** would clarify the meaning of houses in multiple occupation and explain that an Article 4 Direction to limit conversions has been in place since October 2013. This modification is necessary to inform potential developers as to when a planning application would be necessary, and to achieve an effective policy.
14. I also support the Council's **MM4** as this would remove a potential inconsistency in the wording of Policy DMD6. I have seen no substantive evidence that applying the London Plan density matrix unless higher density can be justified in the regeneration areas would be inappropriate in this Borough or prevent sustainable development. I have considered whether Policies DMD6 and DMD8, General Standards for New Residential Development, would be too onerous for developers, bearing in mind paragraphs 173 & 174 of the NPPF which state that development should not be subject to such a scale of obligations and policy burdens that viable delivery is threatened. However, the Council has assessed the likely impact of the policies, as recorded in its Viability Assessment – Community Infrastructure Levy and Proposed Submission Development Management Document (DMD) [EBD-10], section 2.12. I am satisfied that there is consistency with the NPPF.
15. Concerning the policies which address standards for new development, the use of the words "adequate" and "appropriate" for parking, scale, form and density etc has been queried. Although these words are not precise, they are helpful when describing qualitative issues, and should alert applicants to relevant subject matter. They also provide necessary flexibility for the decision-makers who will have to deal with each planning application on its own merits. **MM5**

would clarify the distinction between overlooking private and communal open space, and should ensure Policy DMD9's effectiveness. Suitable management arrangements for communal amenity space should be sought (criterion 2e) to secure good design in accordance with paragraphs 57 & 58 of the NPPF.

MM6 would clarify how Policy DMD16, Provision of Community Facilities, would be applied, especially in the strategic growth areas.

16. Providing the above-mentioned modifications are made, I conclude that policies in Chapter 2 of the Plan are consistent with delivering a wide choice of high quality homes as sought by the NPPF, the London Plan and the adopted Core Strategy. The policies in Chapter 3 should help provide for people's needs for community facilities consistent with the Core Strategy and be deliverable.

Issue 2 – Whether the policies in Chapters 4 and 5 are consistent with the NPPF's goal for a strong, competitive economy, encouraging and not acting as an impediment to sustainable growth, and with ensuring the vitality and viability of town centres.

17. Policy DMD19 permits a range of activities in Preferred Industrial Locations and in the Great Cambridge Road Industrial Business Park. The Employment Land Review 2012 [EBD-09] which underpins the policy is an up-to-date local assessment that has had regard for market signals. EBD-09 concludes that Enfield does not appear to have any significant surplus capacity in terms of its property market, and vacancy rates appear to be low.
18. Policy DMD19 permits a wide range of business activities including green industries, waste management, and car showrooms in selective locations, and goes beyond listing traditional 'B' uses. The policy, to protect the Strategic Industrial Locations for a diversity of industrial uses, is justified and consistent with the encouragement of economic growth and business development in the context of Enfield. The Council proposed **MM7** which would add text to paragraph 4.2.1 to explain that a flexible approach will be taken to suitable non-B uses, in line with the London Plan and Mayor's supplementary planning guidance. I consider that this should be made to ensure that business development is not unreasonably restricted and that the approach is consistent with supporting growth in the local and wider economy, and with regeneration.
19. Policy DMD22, in line with Core Policy 19 of the Core Strategy [EBD-01] seeks to protect and enhance office development and resist the loss of such floorspace in Enfield Town and Southgate town centres, unless the site is no longer suitable and viable for continued office use. Paragraph 4.5.3 and section 4.6 explain the need for market demand analysis and viability assessment to support any proposed loss of employment use. **MM8** would clarify, in paragraph 4.6.4, the role of qualitative appraisals required to justify a release of land. Policy DMD22, with the proposed modification to the supporting text, is consistent with paragraph 22 of the NPPF and would not be overly protective of sites with no reasonable prospect of employment use. In addition, Appendix 13 of the Plan helpfully sets out the Requirements for Market Demand and Viability Assessments. **MM66** would ensure that the Appendix was clear about qualitative appraisals, contributing to effectiveness and consistency with national policy, and should be made.

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20. The Council proposed changes to Policy DMD23 and the supporting text (**MM9 & 10**) which should ensure that the Plan recognises the important contribution to Enfield's economy which local and other businesses and small business start-ups can make. Policy DMD25 (paragraph v.) was seen by some as too restrictive and inconsistent with the NPPF, as it states that retail, leisure or office development beyond town centres and edge of centre sites, or within specified retail parks, will not be permitted. The NPPF allows the possibility of out-of-centre development if no sequentially preferable sites are available. **MM11** would explain the sequential test more accurately and allow the necessary flexibility for all proposals to be determined on their individual merits but in line with national and other Local Plan policy.
21. The Council proposes a similar change to that put forward to Policy DMD25 to give flexibility to Policy DMD32, designed to manage the number and clustering of food and drink establishments (**MM12**). Policy DMD32's paragraph 4 aims to tackle health issues notably childhood obesity. The Enfield Food Strategy [EBD-24] and other local evidence support a restriction on hot food takeaways within 400m of secondary school entrances. **MM12** would strengthen the effectiveness of the policy, although a further modification is necessary to avoid conflict between Policy DMD32 and Policy DMD21. **MM12** should also allow for "*Complementary and supporting uses within SIL and LSIS [Locally Significant Industrial Sites] in accordance with Policy DMD21*" after 1.c in Policy DMD32. However, there is insufficient justification for the DMD to alter the boundaries of Oakwood Large Local Centre to include Trent Park Golf Club.
22. With all the above modifications, I conclude that the Plan is consistent with positive planning for a strong, competitive economy, encouraging and not acting as an impediment to sustainable growth, and with ensuring the vitality and viability of town centres.

Issue 3 – Whether the policies in Chapter 6 are consistent with securing good design (a key aspect of sustainable development and indivisible from good planning, according to the NPPF) and conserving the historic environment, whilst not subjecting development to an excessive scale of obligations and policy burdens.

23. Policy DMD37 sets out the objectives for good design and sets out a positive approach consistent with paragraphs 56 onwards of the NPPF which should assist prospective developers to achieve good design. The DMD was prepared and submitted before the PPG was finalised and earlier documentation was superseded, including By Design: Urban Design in the Planning System which is referenced in paragraph 6.1.2 of the Plan. The principles of the policy remain sound and I see no necessity to remove the reference to By Design which, as a matter of fact, aided plan preparation. However, I support the Council's proposed change to the wording (**MM13**) to achieve consistency with national policy.
24. Design and access statements are required for a significant number of planning applications in Enfield, and the Council's experience is that many are poor quality and fail to explain the design rationale of proposals. Policy DMD38 sets out the expectations of design and access statements. I am satisfied that the policy should not be too onerous, and would avoid

unnecessary prescription or detail. The approach is supported by the recent PPG which provides guidance as to what is, and what should be, included in such a statement. Proposed modifications **MM14 & 15** are needed to ensure that heritage assets are protected and high quality outcomes sought.

25. I also support the Council's proposal to move text from paragraph 6.2.3 to Policy DMD39, The Design of Business Premises (**MM16 & MM17**). This should reassure developer and business interests that the operational requirements will be fully considered when design is assessed, and that excessive obligations and policy burdens will not be imposed. **MM18** would introduce a degree of flexibility into Policy DMD41 regarding internally illuminated signs, box fascias or projecting box signs in conservation areas. Although **MM18** is considered insufficient by some representors, preservation or enhancement of the character or appearance of conservation areas is a legal requirement. A liberal approach to new illuminated or projecting signage could be materially harmful and inconsistent with the NPPF's requirement for good design.
26. Local residents expressed frustration about the quality of recent developments and proposals, and stated that there had been limited opportunity for public involvement. Policy DMD38 refers to the use of design review panels, and it was suggested that qualified members of the public should be involved. The PPG states that *"To achieve good design the use of expert advice from appropriately skilled in house staff or consultants may sometimes be required. But design should not be the preserve of specialists, it is also important to seek the views of local communities."* Whilst recognising the importance of public engagement, it is not essential for the composition of design review panels or the detailed mechanisms for consultation on design to be set out in this DMD. The absence of such information should not prevent a step up in public involvement in future nor make the Plan unsound.
27. Core Policy 30 stated that areas appropriate, inappropriate and sensitive to tall buildings would be mapped, and policies developed as part of the DMD. Policy DMD43 provides detailed criteria to direct proposals for tall buildings away from inappropriate or sensitive areas to appropriate ones, but fails to map distinctive areas. English Heritage contended that mapping would be useful to developers, decision-makers and local communities in understanding the interpretation of the policy. Some other London Boroughs have included such policies in their Plans, and Enfield should do the same.
28. The Council has studied the character and location of existing tall buildings, the factors which make them appropriate or inappropriate, and the scope for accommodating new buildings, in its Report on Location of Tall Buildings and Important Local Views in Enfield [EBD-14], and in the Enfield Characterisation Study [EBD-19]. However, having researched the topic in greater depth since the Core Strategy was published, the Council considers that maps to guide future development, whether based on precise boundaries or broad locations, could be misleading. Town centres in principle would be appropriate for tall buildings but many in Enfield include or abut conservation areas which could be adversely affected by them.
29. The existing tall buildings' assessment in EBD-14 indicates that the majority of such buildings in Enfield are seen as inappropriate structures and/or

inappropriately located. This indicates that a degree of caution as to the suitability of future schemes and their locations is justified. Detailed assessment of the areas with most potential for new tall buildings where development is most likely to occur can be undertaken through other parts of the Local Plan. For example, the recently examined North Circular Area Action Plan contains policies with specific expectations as to the number of storeys in new buildings [EBD-37]. The absence of a map as promised in the Core Strategy is regrettable but, in combination with Area Action Plans and masterplans, Policy DMD43 should provide a sufficiently comprehensive set of criteria to guide users of the Plan. **MM19 & 20** would add references to the map in EBD-14 and relevant Area Action Plans, and should be made to aid the Local Plan's effectiveness in achieving buildings of high quality design.

30. A cross-reference to Core Policy 31: Built and Landscape Heritage in Policies DMD49 & DMD50, Sustainable Design and Construction Statements and Environmental Assessment Methods, and changes to the wording in paragraph 2 of Policy DMD44 and Appendix 6 are put forward by the Council in **MM21, 22, 34 & 35**. These modifications should be made to emphasise the importance of good design and of conserving and enhancing the historic environment, to achieve consistency with the NPPF and reflect legislative language and terminology. In Appendix 14, the Glossary should be changed by **MM68** so that the particular types of heritage asset are defined. English Heritage suggested some additional refinement of the terms which, in my opinion, could be made at the Council's discretion without affecting the Local Plan's soundness.
31. As long as the above main modifications are made, I conclude that the policies in Chapter 6 are consistent with securing good design (a key aspect of sustainable development and indivisible from good planning, according to the NPPF) and with conserving the historic environment.

Issue 4 - Whether the Plan is consistent with the promotion of sustainable development and the use of sustainable travel modes, and includes appropriate parking policies which are in general conformity with the London Plan.

32. Transport for London raised concerns that the tone of Policy DMD45 could encourage car parking in all developments regardless of location, nature and scale. This would be contrary to the London Plan which seeks to minimise car parking and promote sustainable transport options. Car club provision, electric vehicle charging points and disabled parking provision, it was suggested, should be considered when developments were proposed. The proposed modifications **MM23 & 24** would address these concerns. Local residents expressed doubts as to whether limiting car parking space would discourage car ownership and use. However, proposed modifications to the supporting text, **MM25-27**, would add a new paragraph to signal the production of new guidance notes on parking provision and the need for a Transport Assessment where development could exacerbate on-street parking pressure. The modifications would emphasise that a design-led approach will be sought which would balance the needs of all users of vehicles and parking space with the need to protect streetscape.
33. In addition, proposed modifications of Policy DMD46 and its supporting text

(**MM28 & 29**) are put forward by the Council to clarify the approach to proposals for vehicle crossovers and dropped kerbs. I support all the above modifications to secure effectiveness in planning for vehicle parking.

34. Proposed modifications to Policies DMD47 and DMD48 and the supporting text (**MM30, 31 & 32**) would reinforce the aim that new access and servicing arrangements should secure attractive, safe and convenient access for users of all forms of transport including pedestrians, cyclists and public transport users. They would clarify the role of transport assessments, travel plans and servicing and delivery plans. I have seen no detailed evidence that encouraging the production of Construction Logistics Plans for major applications would be unduly onerous for the development of new waste facilities in the Borough. Concerning risk assessments for road safety, the NPPF's definition of a transport assessment states "*....It identifies what measures will be required to improve accessibility and safety for all modes of travel, particularly for alternatives to the car such as walking, cycling and public transport and what measures will need to be taken to deal with the anticipated transport impacts of the development*". **MM33** would provide additional information about the use of Travel Plans which should ensure effectiveness in securing safe and sustainable development.
35. With the proposed modifications, Chapter 7 of the Plan: Transport and Parking is consistent with the promotion of sustainable development and the use of sustainable travel modes, and includes appropriate parking policies which are in general conformity with the London Plan.

Issue 5 - Whether the Plan tackles the challenge of climate change in a positive fashion and consistently with national planning policy. Whether the Plan's policies provide protection against flooding, pollution, deterioration in air quality, and other contamination.

36. The Council has proposed modifications in response to Thames Water Utilities Limited, to address concerns over water efficiency, wastewater infrastructure and assessing, avoiding and reducing flood risk. A reference to the proposed upgrade to Deephams Sewage Works was also sought. These have been agreed and are shown in **MM38, 39, 40, 42, 43 & 65**. Main modifications **MM53 & 54** to Policy DMD68 and supporting text would confirm how development generating noise would be assessed and these have also been agreed with Thames Water. Amendments to the Glossary were also agreed between Thames Water and the Council in respect of Building Premises and Sustainable Drainage Strategy (**MM67 & 69**). I am satisfied that all these changes, including the change to wording in Policy DMD64, Pollution Control and Assessment (**MM48**), are necessary for the delivery of high quality, sustainable development.
37. Concerns were raised that the policies in Chapter 8 paid insufficient attention to viability and the need for schemes to be deliverable. Modifications to specify that technical feasibility and economic viability and other relevant planning considerations will also be taken into account are put forward in respect of Policies 49, 56, 57 & 58 (**MM34, 36, 37 & 38**). This caveat is already included in Policy DMD55 in recognition that there may be schemes where it is technically unfeasible to use all roof space and vertical surfaces for green roofs, living walls etc.

38. It was also claimed that paragraph 2 of Policy DMD49 should differentiate between householder, minor and major development preferably in a SPD, so that the policy requirements did not appear too onerous, and to achieve consistency with the NPPF's paragraph 174. As the policy makes reference to "technical feasibility", however, it should not be unduly onerous to proposed developments of different types and scale. The suggested modification is not necessary, in my view. Policy DMD49 includes a reference to Appendix 3, explaining that the scale and scope of statements will be determined on a site-by-site basis. **MM64** would add a reference to the local validation list to Appendix 3 which should clarify how the policy will be applied.
39. The Environment Agency expressed pleasure that resilience to the impacts of climate change formed such an important part of the DMD. It proposed a number of modifications to address procedural matters. **MM41** would be consistent with the fact that it could be Enfield Council rather than the Agency that will have responsibility for reviewing sustainable drainage schemes in the future. **MM51** would add a reference to paragraph 9.3.3 to the Environment Agency's General Principles and Practice document. **MM46 & 47** advise that there should be a minimum 8 metre buffer strip between new development and main rivers, and the Agency should be consulted on applications within 8m rather than 20m of a main river. The modification to Policy DMD63 addresses the Environment Agency's concern raised at the Regulation 19 consultation stage and is not so significant that it undermines sustainability appraisal for the Local Plan. The Council has offered to add definitions of 'main rivers' and 'ordinary watercourses' to the Glossary, which I support to assist application of the policy (**MM71**).
40. In addition, **MM44** would require all development to explain how surface water management would be achieved. **MM45** would refer to mitigating flood risk to third parties as well as on site, to the Agency's Groundwater protection: Principles and Practice document, and to Water Framework Directive assessments. **MM49** should ensure that surface water and groundwater is taken into account when remediation for pollution control is considered. **MM55** would alert developers to address ecological impact when a Water Framework Directive is required. All the proposed modifications are supported by the Council and necessary for the achievement of sustainable development in my view. The Environment Agency also pointed out a typographical error in paragraph 8.5.7 which could lead to misunderstanding of the sequential and exceptions' tests. I recommend that this be corrected (**MM72**).
41. The Government's Housing Standards Review has signalled the likely demise of the Code for Sustainable Homes and indicated that energy requirements in dwellings should be secured through Building Regulations rather than planning policy. However, the PPG has not confirmed this and national policy has not yet been changed. Policy DMD50 states that proposals must achieve standards under the Code for Sustainable Homes or BREEAM "or equivalent scheme or rating if this is updated". This should enable future changes in national policy to be applied appropriately in Enfield. Policies DMD51 and DMD54 address the requirements of Policy 5.2 of the London Plan, and should be read in conjunction with the Council's s106 supplementary planning document [EBD-21]. I consider that these policies for energy efficiency in new development are consistent with the NPPF in seeking good design and

sustainable development.

42. Regarding the reference to the 1 in 1 year run off rate in Policy DMD61, the Council explained that this applies to major developments. As the majority of these will occur on brownfield sites which have the greatest impact on flood risk in Enfield, I consider the policy to be justified.
43. The Greater London Authority (GLA) sought change to Policy DMD 67 and supporting text to state that the risks from hazardous installations would be considered in balance with the benefits of development and existing patterns of development. The Council proposed **MM50 & 52** which would bring the Local Plan into line with REMA.
44. I conclude that the Plan tackles the challenge of climate change in a positive fashion and consistently with national planning policy. As long as the main modifications are made, it should provide protection against flooding, pollution, deterioration in air quality, and other contamination.

Issue 6a - Whether Chapter 10 of the Plan is consistent with conserving and enhancing the natural environment including waterways and biodiversity, and with protecting and improving open space provision.

45. Policy DMD74 seeks to resist the loss of space used for outdoor sports and establish standards to secure high quality new facilities. Sport England pointed out that the policy should refer to "playing field land" rather than "sports' pitches", as the latter are defined by white markings to denote the area of play of a particular sport. To achieve an effective and unambiguous policy consistent with national policy for Green Belts, the Council's proposed **MM56** should be made.
46. Lee Valley Regional Park is the subject of Core Policy 35, which states that the Park Development Framework being prepared by the Lee Valley Regional Park Authority will inform preparation of the North East Enfield Area Action Plan and Central Leaside Area Action Plan. Core Policy 11 refers to identifying the priority mix of recreation and leisure facilities at Pickett's Lock, a major development site in the Green Belt. The Area Action Plans (AAPs) are progressing, with the Examination of the North East Enfield AAP expected to start in October 2014, and Central Leaside AAP in April 2015. Both emerging plans [EBD-35 & EBD-36] include references to improving sustainable access to Lee Valley Regional Park, to enhancing the waterways and developing corridors of recreation, leisure and new habitat. There are policies for Ponder's End and Enfield Lock, among other places.
47. The emerging Central Leaside AAP provides an outline approach for development at Pickett's Lock. The criteria in Policy DMD74 are not in my view so restrictive that they would stifle the ambition to develop Pickett's Lock for multiple sport and recreation purposes. In view of progress on the AAPs, there is scant evidence that progress on development of the Regional Park is being held back. There is insufficient justification for a site-specific policy with a detailed appendix for Lee Valley Regional Park in this DMD. More generally, there is insufficient justification to relax Policy DMD74 and allow for the loss of sports' pitches or playing fields where "special circumstances apply".

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48. Regarding Policy DMD75, the London Plan states that new mooring facilities should normally be off line from main navigation routes ie. in basins or docks. However, the London Plan clearly supports a diversity of uses on the waterways and Enfield's plans have to achieve a satisfactory balance between them. **MM57** would clarify that permanent residential or commercial moorings will be supported providing, among other things, there would be no adverse impact on freight or leisure uses. The requirement that leisure and recreation uses must not be adversely affected should provide adequate safeguards for Lee Valley Regional Park Authority and planning decision-makers.
49. Concern was raised about retaining or introducing public access to the waterfront beside industrial/commercial development, especially in SILs. The potential for anti-social behaviour which could be harmful for industrial users was referenced. However, the Council indicated that regeneration schemes had achieved the desired outcome opening up the waterfront in some places. The policy includes the phrase "where possible" to providing an attractive and accessible façade, which should allow flexibility in its application. In response to concern that the requirement for on-site ecological enhancements could render some development unviable or unfeasible, **MM58** was put forward by the Council, which I support. I conclude that Chapter 10 of the Plan will be consistent with conserving and enhancing the natural environment including waterways and biodiversity, and with protecting and improving open space provision, providing the above main modifications are made.

Issue 6b – Whether Chapter 11 protects the Green Belt in line with the NPPF.

50. Chapter 11 of the DMD is consistent with Core Policy 33 and with national policy for Green Belts, even though the Core Policy pre-dates the NPPF. The two major development sites and Areas of Special Character are taken forward in a consistent way in the DMD. Proposed modifications **MM62 & 63** to Policy DMD89 and the supporting text should eliminate any uncertainty about the approach to redevelopment of previously developed sites in the Green Belt with an added reference to Core Policy 33. Changes to wording where Green Belt is mentioned in Policy DMD74, to the second sentence of DMD82 and to Policy DMD89 regarding previously developed sites, are needed to ensure consistency with national policy for Green Belts (**MM56, 59 & 62**). Even though the Crew's Hill Area may be the largest horticultural retail trading area in Europe and of notable economic significance, Policy DMD90 should not be changed. As the Local Plan indicates, the impact of garden centres in the Green Belt needs to be carefully managed.
51. Although the areas of countryside around the built-up area of Enfield are almost synonymous with the Borough's Green Belt land, care needs to be exercised to ensure that Policy DMD83 is not extending restrictive Green Belt policy beyond the defined boundaries. A demand for openness in adjoining areas, it was claimed, could prevent much-needed development. On the other hand, the Enfield Characterisation Study [EBD-19] identifies the farmland ridges and valleys in the Borough as high quality open landscape with a special character. All of this character area is protected as Green Belt and much is in productive agricultural use. The rural part of Enfield also includes historic

parklands. The NPPF expects Green Belts, among other things, to assist in safeguarding the countryside from encroachment. Landscapes, visual amenity and biodiversity should be enhanced. **MMs60 & 61** assist in clarifying how Policy DMD83 will be applied on land adjacent to the Green Belt, consistently with national policy and the local evidence base. I see no need for Edmonton EcoPark to be an explicit exception to Policy DMD83, and conclude that Chapter 11 will be sound as long as all the above-mentioned modifications are made.

Assessment of Legal Compliance

52. My examination of the compliance of the Plan with the legal requirements is summarised in the table below. I conclude that the Plan meets them all.

LEGAL REQUIREMENTS	
Local Development Scheme (LDS)	The Development Plan Document is identified within the approved Revised LDS (2013-16) [EBD-03] which sets out an expected adoption date of September 2014. The Plan's content and timing are compliant with the LDS.
Statement of Community Involvement (SCI) and relevant regulations	The SCI was adopted in 2006 [EBD-02]. Consultation, including consultation on the post-submission proposed 'main modifications' has been compliant with the key principles therein, and with the Regulations.
Sustainability Appraisal (SA)	SA has been carried out and is adequate [DMD-03].
Appropriate Assessment (AA)	The Habitats Regulations AA Screening Report, 2009, assessed the combined effect of implementing the Core Strategy and London Plan on Enfield. A review for the current Plan in May 2013 [DMD-06] found that this baseline remains relevant and appropriate. Natural England has confirmed that the Council's approach is justified and a full AA is not required.
National Policy	The Local Plan complies with national policy except where indicated and modifications are recommended.
Sustainable Community Strategy	Satisfactory regard has been paid to the Sustainable Strategy for Enfield as revised in 2009 [EBD-20].
Public Sector Equality Duty	The Plan was the subject of Predictive Equality Impact Assessment – Equality Analysis, 2013 [SD-02], and complies with the Duty for public bodies to consider how different people will be affected by their policies and services, and secure inclusiveness.
2004 Act (as amended) and 2012 Regulations.	The Plan complies with the Act and the Regulations.

Overall Conclusion and Recommendation

53. The Plan has a number of deficiencies in relation to soundness for the reasons set out above. The Council has requested that I recommend main modifications to make the Plan sound and capable of adoption. I conclude that, with the recommended main modifications set out in the Appendix, the Development Management Document – Part of Enfield's Local Plan satisfies the requirements of Section 20(5) of the 2004 Act and meets the criteria for soundness in the National Planning Policy Framework.

Jill Kingaby

Inspector

This report is accompanied by the Appendix containing the Main Modifications

MUNICIPAL YEAR 2014/2015 REPORT NO. **84**

MEETING TITLE AND DATE:

Cabinet
22nd October 2014

REPORT OF:

Director of Health, Housing & Adult
 Social Care & Director of
 Regeneration and Environment

Contact officer and telephone number:

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Agenda – Part 1:	Item: 11
Subject: Housing Development Framework Wards: All Key Decision No: KD3369	
Cabinet Member consulted: Councillor Oykenner	

1. EXECUTIVE SUMMARY

- 1.1 The case for new housing in Enfield is compelling. How the Council will play its part to increase supply in the borough has up until this point been undefined.
- 1.2 Definition is needed to explain to communities, stakeholders and the Council's partners, how Enfield will coordinate the delivery of housing led developments.
- 1.3 Increasing the supply of housing is not an achievement on its own unless the legacy is one of successful places, greater prosperity and stronger communities. The Enfield Housing Development Framework explains how Council led housing developments can achieve these objectives.
- 1.4 The report also recommends approval of a standard for new council housing to ensure new council homes enables tenants to prosper.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1** Notes the progress that has been made by the Council to increase the supply of new housing in the borough.
- 2.2** Approves the Enfield Housing Development Framework included at **Appendix 1**.
- 2.3** Approves the standard for new council housing included at **Appendix 2 and 3**.
- 2.4** Notes that when procuring housing partners to deliver residential new build developments that the Housing Development Framework must be included as part of the tender documents.
- 2.5** Notes that when procuring housing partners to deliver new council housing that the Performance Specification must be used to frame the standard for new council housing.
- 2.6** Notes that it is proposed to undertake a review in 12 months and any revisions made to reflect feedback received through consultation (paragraph 5.3 of the report refers). To agree that delegated authority be given to the Cabinet Member for Housing and Estate Regeneration to agree any revisions required on behalf of Cabinet.

3. BACKGROUND

- 3.1** The Council has made real progress in the delivery of housing developments and so far in 2014, a number of schemes have started on site with construction now underway on Ladderswood in New Southgate, and soon to be underway on Dujardin Mews in Ponders End and on the Small Housing Sites (Phase 1) project. Construction on the Highmead site in Angel Edmonton commenced in 2013 and is due for completion in spring 2015.
- 3.2** The Small Housing Sites KD3920 was approved at Cabinet in September 2014. The report describes how the Council intends to bring forward further Council owned sites to continue with the rolling programme of developing small sites for new homes.
- 3.3** On Alma, New Avenue, the Small Housing Sites project (Phase 1) and Dujardin Mews the Council is committed to developing new council owned homes, following the increased borrowing powers as a result of government reform of the Housing Revenue Account.
- 3.4** The Council has established a new Special Purpose Vehicle, Enfield Innovations LTD, to own and develop new council homes. The development of new council owned homes rather than disposal of public land to developers and registered providers can provide better value for money over the medium to long-term.

- 3.5 In Ponders End the Council has appointed Countryside Properties and Newlon Housing Trust to deliver the regeneration of the Alma Estate and planning applications are due for submission by December 2014. In central Ponders End the Electric Quarter development is moving forward following the selection of Lovell and a revised planning application will follow.
- 3.6 The biggest opportunity of all, Meridian Water, where over 5,000 new homes can be built, continues to gather pace following important funding for rail infrastructure and an application to become one of the GLA's Housing Zones. New homes on the A406, the preparation of a masterplan for Edmonton Green and opportunities in Enfield Town can all contribute to Enfield Council becoming one of the leading London boroughs for the supply of new homes.
- 3.7 The progress is tangible but the challenge of increasing the supply of new homes to meet the needs of local people is one that is becoming more serious.
- 3.8 The market is not and has not delivered the number of homes that is required. This failure comes at a real cost to the Council as the cost of providing temporary accommodation to homeless families has increased significantly in recent years. The cost to the Council will increase further unless the Council is able to replace approximately 200 homes lost annually to council tenants exercising their Right to Buy their council home since discounts were increased in 2012 and again in 2014.
- 3.9 There is not only a sound economic case for greater Council intervention but an equally compelling social case. A shortage of affordable housing means families struggle to afford living in the communities where they grew up; a shortage of family housing means children suffer in overcrowded conditions; a shortage of council housing means local people are unable to settle in an area with the security of tenure council homes provide.
- 3.10 These dynamics are not unique to Enfield as a housing supply and affordability crisis permeates across London. A number of Local Authorities are taking a proactive approach to these challenges and Enfield must continue to be at the forefront of these.
- 3.11 Enfield can and does use its planning powers to facilitate growth and the preparation of Area Action Plans has an important role to play in facilitating new housing in the borough.
- 3.12 To deliver the number of new homes required the Council must continue to take a proactive role in leading the delivery of new developments, not in competition with the private sector or the housing association sector but working in partnership with these agents and complementing the work they are already doing to increase the supply of housing.

- 3.13 Whilst there is a recognised need for new housing there is not always universal support for housing in neighbourhoods not persuaded by the case for change. The reasons for this are multitudinous but it is clear that part of the reason is a sense of a loss of space with no clear gain and concerns over the appearance of new build developments.
- 3.14 The purpose of the Housing Development Framework is a commitment to local communities that the Council will sensitively increase the supply of housing. There are a number of themes which emerge through the Framework with the common thread being the enhancement of neighbourhoods and increasing prosperity within Enfield. By ensuring that local communities are the principal beneficiaries of housing led growth, housing developments can be viewed more in terms of the opportunities they create.
- 3.15 The Housing Development Framework has been written deliberately to the people of Enfield and the intention is that the Framework will be refined during further conversations with local people and consultation with communities.
- 3.16 The second principal audience are the Council's stakeholders and partners. The Framework is designed to describe to this audience the considerable experience and competence the Council has gained as well as explaining the common approach to delivery that the Council will adopt going forward.
- 3.17 The Framework will govern all Council led housing developments whether these are sites owned by the Council, to be acquired by the Council, or where the Council utilises statutory powers to coordinate delivery.

4. SETTING THE STANDARD FOR NEW COUNCIL HOUSING

- 4.1 The 2012 Housing Revenue Account self-financing reforms has ushered in a new era of council housing building in England. Enfield Council is amongst a number of Local Authorities to have taken advantage of these new powers to commit to a large council house building programme. New council homes have been committed on a number of projects.
- 4.2 New council homes require a new standard to be developed. The council housing of the future must set the benchmark for all council homes; new and the existing stock. New council homes must not repeat the mistakes of the past; they must blend into neighbourhoods not distinguish themselves as subsidised housing; they must provide space for children to achieve; and they must be designed both durably and attractively.
- 4.3 The Council has commissioned architects Levitt Bernstein and surveyors Sweett Group to prepare a specification for new council homes. The documents build upon the standards set out in the London Housing Design Guide and have been developed following a series of workshops attended by operational staff at Enfield Homes and appropriate colleagues from within the Council.

- 4.4 New council homes will not just be traditional social rent; the Council is already committed to building shared equity, shared ownership and private rent on Dujardin Mews and the Small Housing Sites. The council housing specification documents have been prepared for all these tenures. The specification documents will be updated and reviewed in a year; at this point it may also be necessary to include a standard for other tenures such as private sale.
- 4.5 The specification documents have been prepared on the basis of social rented homes with variances for shared equity/ownership and private rent included as appendices. The critical point to note here is that the differences between social rent and shared equity/ownership and private rent are very limited. This is because the new standard for council housing has been raised to a level closer to these more expensive tenures.
- 4.6 A new standard for council housing is needed to achieve consistency, economies of scale and a more efficient management and maintenance regime. The Principles and Objectives and Council Housing Performance Specification documents are included at **Appendix 2** and **3** respectively. These documents explain in detail the recommended approach to new council housing and will ensure the new era of council housing in the borough meets the needs of tenants.

5. CONSULTATION

- 5.1 The Housing Development Framework and the standard for new council housing have been prepared in discussion with colleagues from across the Council, Enfield Homes, resident forums and developers. This dialogue must continue, and a wider audience engaged, in order to ensure that these documents remain relevant and appropriate.
- 5.2 Further consultation with resident groups is recommended as well as discussing the ideas and proposals with developers and partners.
- 5.3 It is proposed that a review is undertaken 12 months hence and any revisions made to reflect feedback received.

6. ALTERNATIVE OPTIONS CONSIDERED

- 6.1 The principal alternative option is not to approve a Framework for coordinating housing led developments in the borough.
- 6.2 The absence of a Framework would result in an inconsistent offer to Enfield residents, a delay in delivering new homes as a starting position for new developments has to be created for every project; and a less transparent approach to delivering new housing.
- 6.3 The principal alternative option to not approving a new standard of council housing is an inconsistent and ad hoc approach to new council homes

which may not meet the needs of tenants and neighbourhoods. An absence of a standard would also cost more money due to not achieving economies of scale savings.

7. REASONS FOR RECOMMENDATIONS

7.1 The Housing Development Framework places a firm emphasis on more affordable housing, creating successful places, training and jobs for local people, and a collaboration with communities. These measures amount to a local Framework for growth and prosperity for the people of Enfield.

7.2 The Development and Estate Renewal Team, Neighbourhood and Regeneration and Property Services are all delivering housing led developments on behalf of the Council. This overarching Framework therefore ensures that these different teams can deliver housing led projects working to the same set of principles so that the people of Enfield, our stakeholders and partners receive a consistent approach.

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

8.1 Financial Implications

7.1.2 There are no financial implications arising directly from this Framework. A number of teams deliver housing led developments on behalf of the Council. These developments are funded in different ways and the Framework for funding each scheme depends on the type of scheme and the viability of that scheme. This Framework ensures that these different teams can deliver housing led projects working to the same set of principles.

8.2 Legal Implications

8.2.1 The Local Government Act 2003 requires the Council to publish a housing Framework which sets out the Council's vision and priorities for housing in Enfield. Specifically, it should:

- assess and plan for the current and future housing needs of the population of Enfield across all tenures
- make the best use of existing housing stock to meet need
- plan and enable new housing supply
- plan and commission housing support services which link homes to support and other services
- ensure effective housing and neighbourhood management through partnership

8.2.2 Enfield's Housing Strategy provides an overarching framework against which the authority considers and formulates other policies on more specific housing issues. The legislation allows the Council to add to the Framework over time so it may produce supporting documents to the Framework over time to reflect

changing events. It is recommended that this Framework should sit as a subsidiary Framework to the Housing Strategy.

8.3 Property Implications

- 8.3.1 The Framework is a timely addition to the Council reports on the housing challenges facing the Borough, highlighting the positive and practical action to date, together with objectives and intentions for future provision to help meet ever increasing demand.
- 8.3.2 The achievements in regeneration and new development should be emphasised, and the Development Framework is a good platform to communicate this to tenants, residents seeking Council housing, partners and other stakeholders. However, it should also be recognised that some of the commitments made on the Council's programme of action, and the resources required to achieve the result, may well be outside the Council's control as a result of the continuing squeeze on public finances.
- 8.3.3 The performance specification to provide a new standard for Council homes is also an important and valued initiative. It will create a transparent and robust basis for all new development schemes, large and small. It provides a consistent approach for all housing led development projects across the Council, establishing a new benchmark in terms of quality and build expectation, and wider sustainable, environmental and other benefits. It should reduce the potential for ambiguity and inconsistency in the project tendering process, and in the longer term these standards should reduce the maintenance and running costs for new homes.

9. KEY RISKS

- 9.1 The key risk associated with approving this report is that the principles and approach described within the Framework do not get embedded within the Council's housing delivery functions. This risk can be mitigated by ensuring the Framework and specification documentation is used in all subsequent relevant procurement processes.

10. IMPACT ON COUNCIL PRIORITIES

- 10.1 The Framework, and the principles outlined within that document, has been deliberately prepared to explain how they contribute to the aims of Fairness for All, Strong Communities and Growth and Sustainability.

11. EQUALITIES IMPACT IMPLICATIONS

- 11.1 The Framework and specification documents have been prepared to ensure that communities benefit from the proceeds of new housing developments and not disadvantaged. Particular care has been taken to avoid any form of discrimination.

12. PERFORMANCE MANAGEMENT IMPLICATIONS

12.1 There are no performance management implications.

13. HEALTH AND SAFETY IMPLICATIONS

13.1 The specification documents have been drafted to ensure compliance with health and safety legislation.

14. HR IMPLICATIONS

14.1 There are no HR Implications.

15. PUBLIC HEALTH IMPLICATIONS

15.1 The Framework and specification documents promote housing and transport modes which can achieve positive public health outcomes.

Background Papers

None.

Appendices

Appendix 1 – Enfield Housing Development Framework

Appendix 2 – The Principles and Objectives

Appendix 3 – Council Housing Performance Specification

Appendix 1

Enfield Housing Development Framework

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Enfield Housing Development Framework 2014-2019

www.enfield.gov.uk

Contents

1. Foreword by the Cabinet Member for Housing and Estate Regeneration
2. Introduction
3. The Case for Housing Development & Renewal
4. Vision and Objectives
5. Housing supply
6. Design and Management of new homes
7. Residents and stakeholders
8. What happens next?

1. Foreword by the Lead Member for Housing & Estate Regeneration



I am proud to introduce Enfield's first Housing Development Framework which explains to our residents, stakeholders and partners how we intend to meet the huge demand for new homes in the borough. This Framework continues the conversation we have been having with you about how best to deliver homes in a way that meets your needs and we will update this work as our conversations evolve.

New homes are vital to the future prosperity of the borough. I am however clear that housing led growth must create successful places and revitalise existing neighbourhoods. Many more homes are needed but they must be designed and built in a way that makes places more, not less, desirable.

New homes must meet the diverse needs of our residents and we will continue to promote an unrelenting emphasis on building more affordable homes.

Capturing the proceeds of growth generated by new developments to ensure local people and businesses are the principal beneficiaries is both a fair and an essential element of growing local economies. Ensuring local people and businesses benefit from housing led growth is one of the key promises I want to make to the people of Enfield.

We have already achieved a lot with housing as a Council; by establishing a company to purchase homes for temporary accommodation, with major estate regeneration projects underway across the borough and large projects like Meridian Water and Alma making real progress.

All this must be achieved against a backdrop of less funding for affordable housing, reduced funding for local authorities and demands for new infrastructure. This Council has already proven itself capable of taking big decisions and by continuing to work successfully with communities and delivery partners this is a challenge we will rise to.

**Cllr Ahmet Oyken, Cabinet Member for
Housing & Estate Regeneration**

2. Introduction

The Enfield Housing Development Framework has been prepared to explain to the people of Enfield, our partners, stakeholders and potential investors what the Council is doing directly to meet the overwhelming need for new housing.

This Strategy governs all new developments which the Council will be leading on whether these are sites that the Council currently owns, intend to acquire or where we will coordinate using our planning powers.

Some of these sites will be in multiple-ownership where the Council will have to use our statutory powers to coordinate delivery, others will be existing council estates which the Council will either demolish and rebuild or build additional homes on spare land, and others will be underutilised brownfield sites.

All of these sites and more will be needed if the supply of the new homes in the borough is to keep up with demand. Please add this sentence: On certain sites it will be appropriate to build at higher densities especially where transport infrastructure and facilities are already in place.

New housing must and will cater for a range of different affordability levels as well as homes for single people and larger families. Successful neighbourhoods include a mixture of housing types and facilities and this is what will be promoted. Whilst the principles set out in this Strategy can be applied to all new housing individual strategies for more specialist housing, such as for wheelchair users or extra care homes, will be prepared separately.

The purpose of the Strategy is simple; to ensure that new homes are designed and built to enhance Enfield's neighbourhoods. The Council believes that this can be achieved by ensuring new homes are delivered alongside necessary facilities and infrastructure; that local people benefit from the new homes and the opportunities created; and by recognising the value of great architecture and quality landscaping.

By explaining clearly the Council's principles and objectives for new housing local communities can trust that the Council shares your commitment to improving the desirability and prosperity of our neighbourhoods. By continuing to work closely with local communities to design our schemes we can also ensure new housing developments meet local needs.



3. The Case for Housing Development

High Level Enfield Context

The London Borough of Enfield faces a number of housing challenges, not only in relation to our existing homes and neighbourhoods, but from the need to increase the number of new homes to meet the needs of London's growing population.

At the London wide level there is a recognised chronic housing shortage. The Mayor's London Plan and Housing Strategy have identified the need to increase house building to 42,000 per year across London to keep up with the demands of a growing population. The table below shows how Enfield's and London's population has grown between 2001 and 2011.

Area	Population 2001	Population 2011	Absolute Change	% Change
Enfield	273,559	312,500	+ 38,941	+ 14.2
Greater London	7,172,901	8,173,900	+ 1,000,999	+ 12.2
England	49,138,831	53,012,500	+ 3,873,669	+ 7.3

Source: ONS Census (2001 / 2011)

Population growth within Enfield is expected to grow at an even faster rate during the next two decades. The table below, produced by the Office of National Statistics, estimates that by 2037 Enfield's population would have grown to include another 100,000 people.

	2012	2017	2022	2027	2032	2037	Change
Total Population	317,300	341,100	364,200	384,600	403,300	420,500	
Change		+23,800	+23,100	+20,400	+18,700	+17,200	+103,200
% Change		+7.5	+6.7	+5.6	+4.9	+4.3	+32.5

Source: 2012 based ONS sub-national population projection: Figures are rounded to the nearest 100

The Greater London Authority (GLA) has set Enfield a minimum target of delivering 7,976 new homes between 2015 and 2025 but with the population expected to grow at a faster rate than estimated by the GLA these housing growth targets will need be revised upwards.

Enfield's growing population is increasing the demand for housing in the borough. The result of the supply of new homes failing to keep up with demand is that housing in a number of areas in the borough is increasingly becoming unaffordable to rent or buy. The 2014 House Price Survey shows that the average deposit required to purchase a one bed flat in Enfield is £40,800 and a two bed flat is £52,800. The size of deposits required mean that the aspiration of owning a home is unobtainable for many ordinary people in the borough. One of the policy solutions to this lack of

The Case for Housing Development

affordability will be to build more affordable housing. Affordable housing options such as shared ownership and rent to buy can make homeownership more achievable.

The case for housing led development is clear; more homes are needed to keep up with the demand of a growing population and the failure to deliver will result in reducing affordability for local people.

The demand for new housing has to be met by a range of delivery partners; housing associations, developers, local housebuilders and the Local Authority all have a role to play. The decline in housing building generally and in affordable housing specifically signals that local authorities must step up to deliver the housing that other partners are not providing.

Since 2012 Local Authorities have been granted new powers to borrow money to invest in the existing council housing stock as well as building the next generation of council homes. The Council owns 11,300 tenanted homes across the borough, but many of these homes are on estates which are coming to the end of their economic life and are in need of either significant capital investment or comprehensive renewal. A large number of tenanted properties are lost annually under the 'Right to Buy' scheme whilst the Council currently has approximately 3,000 households on the waiting list for a council home. In short, many more council homes are need.

Increasing the supply of new homes in Enfield is complicated by a number of constraints. While parts of the borough are prosperous, well connected, green, inclusive and desirable, other parts of the borough are deprived, isolated, and have high concentrations of unemployed and vulnerable residents.

The divided nature of the borough presents challenges for developing new homes. The development of new housing depends largely on the availability of land, but also the provision of transport infrastructure and planning policy which determines the density of development and the number and type of homes that can be built on a site. These challenges will need to be overcome to increase supply and in many instances the Council will be uniquely placed to unlock development opportunities.

In the current buoyant housing market the demand for new homes is constant. There is however a growing section of borough residents who are locked out of much of the housing market because of income levels.

The economic inactivity rate for the borough is around two percentage points higher than the regional and national average at 25.3%, which equates to around 48,500 people. Over 32,000 people have never worked, which is 37% of the unemployed population – 14 percentage points higher than the national average and over 2 percentage points higher than the London average. The current employment rate is 67.7% which is below the London and national average and most comparator areas.

The challenge, therefore, is to not only increase the supply of quality, well managed, and genuinely affordable homes but to ensure that housing led growth increases the prosperity of local people.

4. Vision and Objectives

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

The Council's housing vision is to: ***'Increase the supply of well-managed, good quality and affordable homes; promote housing choices and build strong neighbourhoods.'***

The Council has three strategic aims: fairness for all; growth and sustainability; and strong communities; these underpin all of the Council's business. Housing led developments have an important role to play in contributing to the delivery of these three aims – the box below explains how we will achieve this.

Housing led developments can contribute to the **Fairness for All** aims by ensuring:

- 1) A balanced mix of housing tenures across the borough which meets the needs of everyone
- 2) The creation of more cohesive neighbourhoods by designing out physical barriers
- 3) New developments to focus on achieving successful places and be of the highest architectural quality

Housing led developments can contribute to the **Growth and Sustainability** aims by ensuring:

- 4) New developments can meet environmental challenges and minimise energy bills
- 5) The net supply of new housing is significantly increased
- 6) Local people and businesses are the principal beneficiaries of housing led growth

Housing led developments can contribute to the **Strong Communities** aims by ensuring:

- 7) Local stakeholders have a real opportunity to guide housing development proposals
- 8) Affected residents have the choice of a new home in the regeneration area
- 9) New facilities and services are accessible to all
- 10) New housing and facilities to address the health and wellbeing needs of residents

The following pages and sections go on to explain in more detail how we will deliver the ten objectives of this framework.

5. Housing Supply

This section supports the delivery of the following objectives:

- 1) A balanced mix of housing tenures across the borough which meets the needs of everyone
- 2) The creation of more cohesive neighbourhoods by designing out physical barriers
- 5) The net supply of new housing is significantly increased

Achieving the Aims

Inequality in Enfield can in part be described in geographical terms with the most prosperous areas of the borough located in the north-west and the most impoverished areas along the eastern corridor. The Council wants to reduce these inequalities by raising life chances for those living in the more deprived neighbourhoods up to the level of their more prosperous neighbours.

Housing has a role to play in meeting this challenge. Well-designed good quality housing has been proven to improve the health and well-being of residents, improve children's educational prospects and address overcrowding. Developing a greater mix of tenures, particularly more affordable housing, can also reduce the cost of housing.

Recognising that people's housing needs are varied is important; new housing must meet the needs of an ethnically diverse community, those with different medical needs as well as different affordability levels. Social housing will continue to be vital for those on low incomes but there is also a large section of the community who will never be eligible for social housing but are really struggling to raise a deposit or to afford private rents. More can be done to invest in shared ownership and sub-market rent homes to meet this need. New high quality purpose built homes for private rent (not buy-to-let landlords) account for just a fraction of homes in the borough, providing more of these homes, especially on larger regeneration sites, will help to raise the standard of private rented homes across Enfield.

A financially viable business case must underpin all new housing developments. There are a number of factors which can undermine financial viability including property values, land contamination, grant levels and construction costs. The Council will have to be flexible and innovative to achieve good levels of affordable housing on every site. Decisions will be taken on a site by site basis on the nature of the affordable housing offer that can be afforded on a site as well as what is appropriate for the local area.

Physical barriers can separate communities and cause division. This is particularly a problem with the layout of housing estates which often turn their back on neighbouring streets and don't feel like spaces that are accessible to all. Making areas more accessible for those on foot and bike is another way to open up spaces and areas to everyone. New developments can open up areas to the whole community as well as helping to facilitate new pedestrian and cycle routes in the borough.

Housing Supply

Achievements to date

The demand for housing in the borough is not a new challenge although it is one that has become more acute in recent years. The Council has already made great strides, working with a range of partners, to get major housing developments underway.

The Council has brought forward the delivery of a number of development opportunities, working in partnership with private sector developers and registered providers to deliver new high quality housing developments; including comprehensive improvements to the public realm and community facilities.

On Fore Street in Angel Edmonton, the **Highmead** Estate has been demolished and the construction of 118 new homes, shops, a community centre and a GP centre will be completed in 2015. The private for sale homes will be marketed by Countryside Properties and the affordable housing will be let by Newlon Housing Trust.



In New Southgate, the renewal of the **Ladderswood** Way Estate is underway, after construction of the first phase started in 2014. The development at Ladderswood will provide a mixture of private homes, and affordable homes; both rented and shared ownership. The development will also include some commercial space and a hotel. Alongside Ladderswood **High Road Open Space** has also been renovated. Physical barriers have been removed to deter crime and play spaces have been opened up to the whole neighbourhood to enjoy.

Housing Supply

In Ponders End, the **Alma Estate** is subject to a large regeneration programme that will include the phased demolition of 717 homes to make way for approximately 1000 homes, new retail space, a gym and a GP centre. The Council will own a minimum of 200 homes for tenants and leaseholders who wish to remain, while the remainder will be private for sale homes marketed by Countryside Properties and shared ownership homes marketed by Newlon Housing Trust. As part of the regeneration programme, opposite the Alma Estate, the Council is developing 38 new homes at **Dujardin Mews** for residents affected by the Alma scheme. Half of the homes will be provided for council tenants and half will be for resident leaseholders.



Phase 1 of the **Small Housing Sites**

programme is on site and on the way to delivering a minimum of 100 new council homes across eight different sites in Enfield Lock, Enfield Chase, Turkey Street and Enfield Town. A high proportion of family homes will be built for private rent, shared ownership and social rent.



Housing Supply

Looking Forward

Enfield's population has grown at an unprecedented level. To keep up with the growing demand for homes and to prevent housing becoming unaffordable to local people requires many more homes to be built. The emphasis will be on building new homes in areas where the infrastructure is already in place to serve the needs of a growing population.

The biggest opportunity of all is at Meridian Water in the south eastern corner of the borough. Meridian Water, one of the largest development opportunities in London, comprises 85 hectares of developable land. Meridian Water can achieve over 5,000 new homes and 3,000 new jobs in addition to the necessary infrastructure needed to support a new sustainable neighbourhood of this scale.

The Council's housing development ambitions do not end in Meridian Water.

There are still too many council owned estates in the borough in need of renewal. The Council is committed to delivering twelve estate regeneration projects over the next thirty years. New estate regeneration projects will be identified based upon a range of factors including the condition of the blocks, residents' views, area deprivation and financial viability.

There are a number of estates in the borough which are in a decent condition, are well loved and function well in the local neighbourhood. These estates will not be demolished but they may provide opportunities for new homes to be built on under-utilised land. Where the Council builds new homes on estate land it will do so on the basis that existing residents will either gain from improvements to the landscape or from the allocation of new homes. The Council will explore such opportunities with local residents and is committed to continuing an annual rolling programme of developing small sites in the borough.

Councils can, and Enfield will, build and own new homes for shared equity, private rent and affordable rents in addition to building traditional social rented homes. Building more private homes not only meets a need but the Council can use the additional income that private homes provides to fund more social rented homes.



Housing Supply

The construction industry is continually evolving and modernising. Opportunities exist for residents to build their own homes, for homes to be built off site to minimise disruption to neighbourhoods and to use materials which are less harmful to the environment. Enfield will continue to innovate and will explore all of these opportunities and more where new ideas can benefit communities.

We will...

- Get the construction of 10,000 new homes underway by 2019 and continue to increase the level of new homes to keep pace with population growth
- Ensure that new homes contribute to the creation of great places
- Build more council homes
- Deliver 12 more estate regeneration projects over the next 30 years
- Continue to promote a balanced mix of tenures
- Increase the supply of shared ownership, sub-market rent and private rent homes
- Improve landscaping and/or allocate new homes to local people where building extra homes on estate land
- Design and build out physical barriers in new and existing developments and improve pedestrian and cycle routes
- Promote modern methods of construction

6. The Design and Management of new homes

This section supports the delivery of the following objectives:

- 3) New developments to focus on achieving successful places and be of the highest architectural quality
- 4) New developments can meet environmental challenges and minimise energy bills
- 9) Opportunities for local people to manage local services
- 10) New facilities and services are accessible to all

Achieving the Aims

People respond to their built environment, and poorly designed places can have a profound impact on residents. Poor design blights communities, can result in higher crime rates and discourage people from using spaces. The Council understands the importance of quality of design and all new developments will place a high premium on architectural quality.

The Council's commitment to well-designed homes applies equally to the new council homes which are and will be built over coming years. The new generation of council homes will be spacious, fitted out to modern specifications, energy efficient and beautifully designed. All of these objectives have been captured in a new specification for new council homes which will ensure that all new council homes will be built to the same high standard.

New council homes will look no different to any other row of houses or block of flats... which is entirely the point. The council homes of the past were too easily distinguishable from private homes which contributed to divided communities, ghettoization and urban decay. Neighbourhoods must be a cohesive whole not a collection of divided parts.

The Council also plans to build a district heat network in the Lee Valley which will be capable of providing cleaner energy to thousands of homes. The Council believes that green energy is a growing market that can benefit the people of Enfield both in terms of jobs and cheaper energy.

The cost of housing can take up a sizeable proportion of residents' income. Energy bills in particular are an increasing amount of the household budget leading too many residents choosing to turn off heating altogether. Building greener homes is not only good for the environment but it can also help to tackle fuel poverty by reducing energy bills.

The Design and Management of new homes

Beautiful homes do not stay beautiful for long if they are not well managed or maintained. Maintenance begins at the design stage when more durable materials must be chosen over those that deteriorate quicker requiring costly repairs which are ultimately paid for by the resident. Homes built to the same standard but managed and maintained to different standards make it easy to distinguish the tenure of homes. Typically there will be a variety of different types of homes built on a site. The Council will always insist on a common standard of management on these sites.

How new homes are managed can be done in a variety of ways. Different housing management approaches will include resident involvement in the management of their homes, working with housing associations and using the Council's housing management services.

New developments will include new shops, facilities, schools, health centres, green spaces and gyms. In short, all the vital ingredients of successful neighbourhoods. These new facilities are important not just for the services that they provide but they also foster a greater sense of community. The Council will ensure that these new facilities are open and affordable to people from all sections of the community.

We will...

- Ensure all new council homes are built to the same high standard
- Design and build homes which minimise the impact on the environment and keep energy bills to a minimum
- Promote quality of design by only appointing brilliant architects
- Design homes to the principles of Lifetime Homes which ensures new homes are designed to cater for residents changing needs
- Design developments to encourage walking and cycling and reduce car dependency
- Ensure new facilities and services are inclusive places
- The management of new homes must support the principle of tenure blind homes
- Maintain management service levels on regeneration estates



7. Residents and stakeholders

This section supports the delivery of the following objectives:

- 6) Local people and businesses are the principal beneficiaries of housing led growth
- 7) Local stakeholders have a real opportunity to guide housing development proposals
- 8) Affected residents have the choice of a new home in the regeneration area

Achieving the Objectives

Too often communities can feel like they are not benefitting from new developments in their area. This will not happen in Enfield. Where Enfield leads new developments the principal beneficiaries of the new opportunities will be local people. New developments generate new homes, training, jobs and facilities; this housing led growth will be captured and shared amongst the community.

Generating new jobs and increasing employment levels is equally important to the future prosperity of Enfield as building new homes. The new jobs, training and apprenticeship opportunities will be planned. This planning will also include working with colleges and training providers to ensure that local people have the skills to take advantage of the new jobs created.

The Council is clear that the development of new homes and the regeneration of areas achieve the best results when there is a strong and important partnership between the Council and local stakeholders. Engaging people in what is going on in their community and giving people an opportunity to inform proposals not only brings people together but it ensures that new homes and facilities take account of local needs.

A healthy, empowered and stable community is a stronger community. Too often the demolition and rebuild of housing estates can result in the



7. Residents and stakeholders

unnecessary displacement of residents to different parts of the Borough. This can and should be avoided by offering residents the choice of continuing to live in the regeneration area.

We will...

- Deliver the promises made in the Community Charter



Community Charter

Stakeholder engagement

- Stakeholder panel / resident forum established for all major projects
- Local stakeholders invited to comment during preparation of planning applications
- Major consultation to be held with estate residents prior to commencing estate regeneration project
- Residents on regeneration estates will have access to independent advice paid for by the council

Promise to local communities

- Local people to have the first option to purchase new shared ownership and market sale homes being built in their area
- Local people to be invited to participate in learning, apprenticeship and job opportunities generated by the projects
- Ongoing dialogue with the local community and Council staff to be easily accessible during the project lifespan
- Disruption and disturbance during the construction phase to be kept to a minimum
- New schools, shops, employment uses and routes to be provided to meet local needs.

Promise to Council Tenants

- Right to a new home in the regeneration area
- The option to bid for a home elsewhere in the borough
- Support to develop a Local Lettings Plan
- Tenancy conditions to be same or similar to existing tenancy terms

Promise to Resident leaseholders

- When purchasing a comparable property in the borough leaseholders should not be financially disadvantaged
- Enable all resident leaseholders to remain in the regeneration area
- Provide resident leaseholders with a fair choice
- Encourage resident leaseholders to exercise financial responsibility

Promise to Businesses

- Minimise the loss of existing businesses in regeneration areas
- Promote use of local businesses through supply chains
- Support independent retailers to prevent the homogenisation of Enfield shopping parades

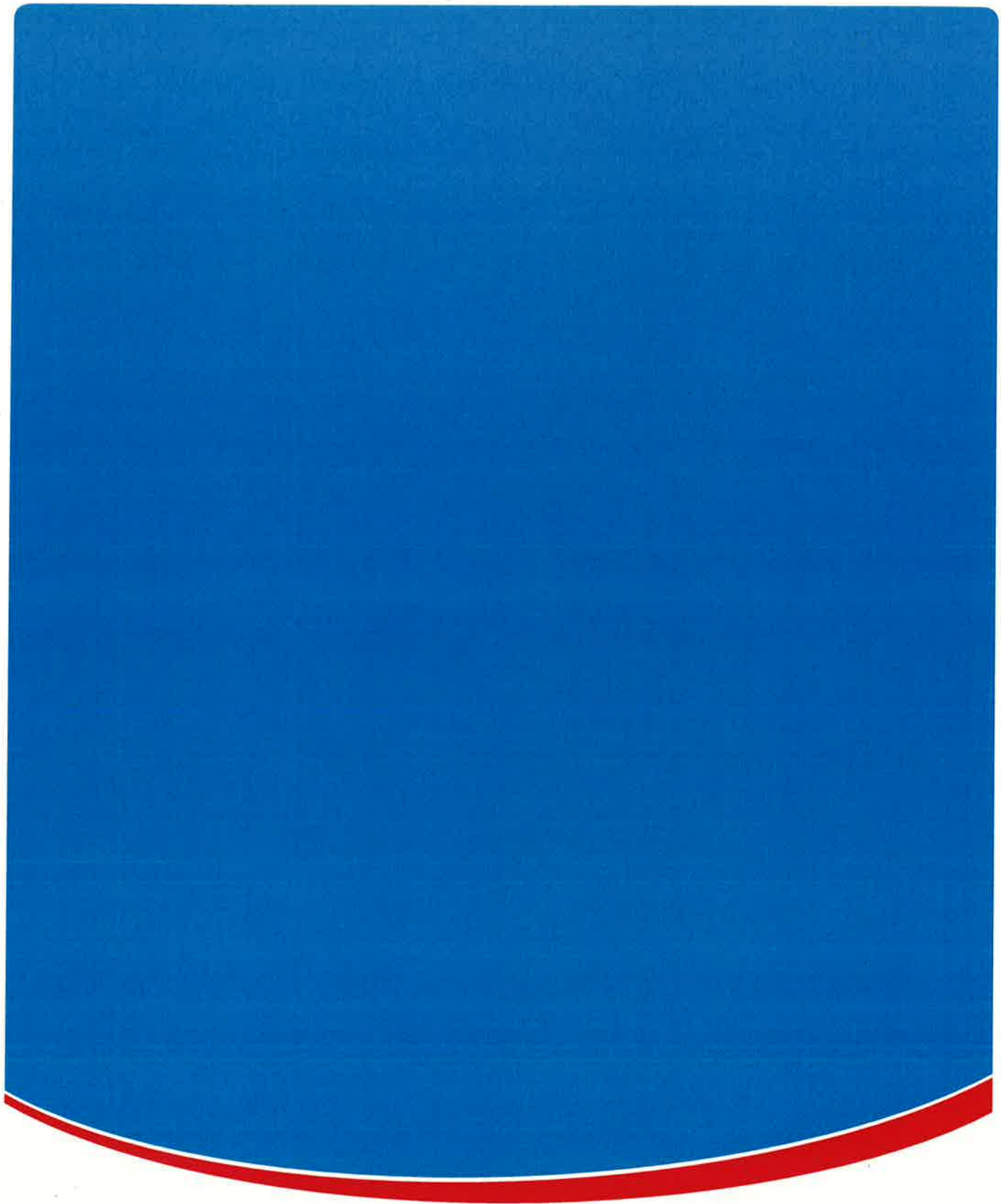
8. What happens next?

The Enfield Housing Development Framework explains how, with the right set of principles, the development of new homes and facilities can foster local growth and enable neighbourhoods to flourish. New housing developments can sometimes be viewed as a threat but by reorienting projects to focus on the needs of local communities then new developments can begin to be viewed more in terms of the opportunities that they create.

This Strategy has been written following conversations with residents, stakeholders and partners and is intended to be owned as much by the Council as by the communities that the Council is employed to serve. These conversations must continue and this Strategy will be reviewed annually and updated where necessary to ensure that it continues to reflect the views and needs of local people.

Over the coming months and years we look forward to talking to you about the opportunities in your neighbourhood for new homes and facilities and how we can work together to make successful places.





HHASC572

For further information

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Appendix 2

The Principles and Objectives

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Principles and Objectives: New Council Homes in Enfield



Levitt Bernstein



Images:

Front cover and main image p 9: Du-jardin Mews by Maccreehanor Lavington and Karakusevic Carson architects

Main images p 8 and p12: Alma Estate Regeneration by Pollard Thomas Edwards architects

Contents

Introduction

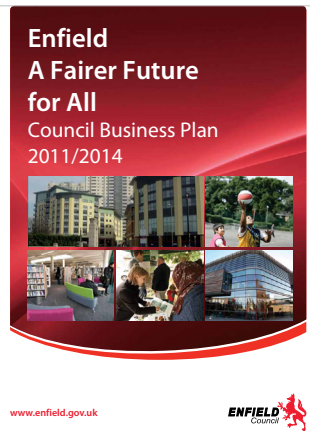
Background.....	04
Guiding principles.....	05
Relationship to existing Enfield Council policies and other published standards.....	06
Cost input.....	06
Keeping the performance standards and specifications up to date.....	07
Putting principles into practice.....	07

Principles

1 Set a new standard for council housing.....	08
2 Provide safe, welcoming and attractive living environments that integrate with their surroundings.....	09
3 Offer residents choice and empower them to participate throughout the development process.....	10
4 Alleviate fuel poverty and keep general running costs down.....	11
5 Create balanced communities and tenure blind development.....	12
6 Promote general health and wellbeing through flexible and inclusive design.....	13
7 Minimise environmental impact and plan for a changing climate...	14
8 Design and develop durable buildings, spaces and infrastructure and secure best value over long lifespan.....	15
9 Support the local economy.....	16

Introduction

Background

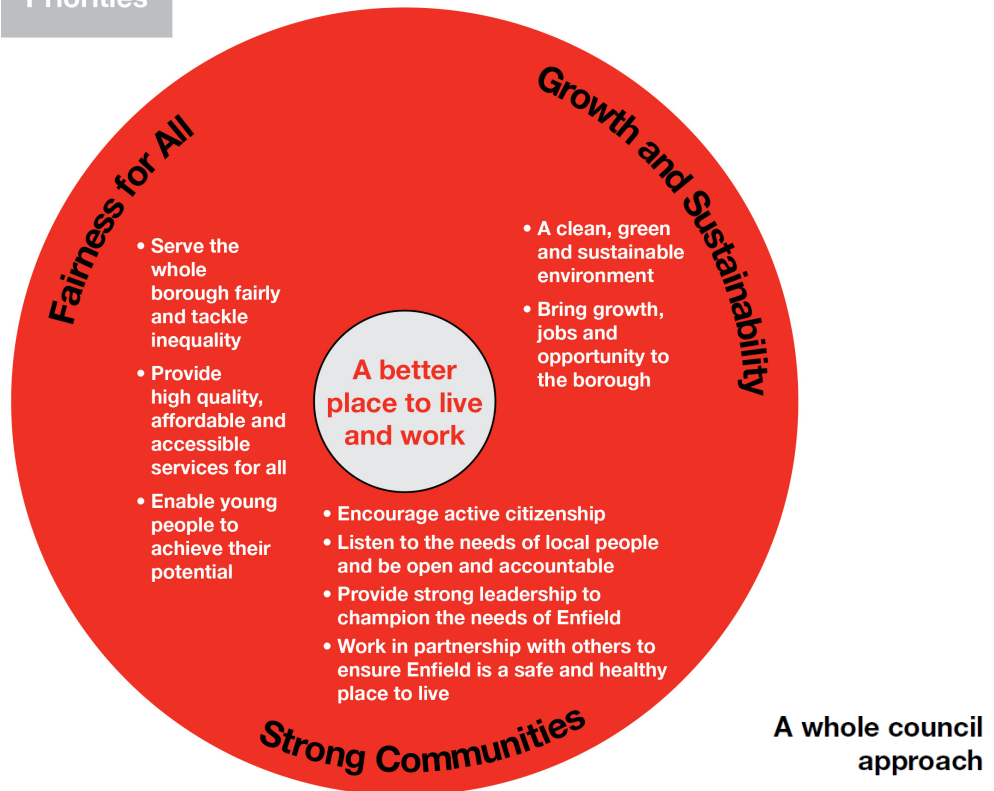


Enfield is once again building new council housing. Working with Enfield Homes, our Arms Length Management Organisation (ALMO), we are embarking on an ambitious new development programme that will see empty land used, redundant buildings replaced and run-down estates transformed to provide much needed new housing; primarily affordable housing for rent.

This initiative fits with the three overarching objectives of our current business plan, 'A Fairer Future for All':

- **Fairness for all**
- **Growth and sustainability**
- **Strong communities**

Vision
Aims
Priorities



“Quality matters as much as quantity”

Work has already begun and our aim is to have 10,000 new homes underway by 2019. Quality matters as much as quantity and from the start, we recognised the need to be clear about the high standards we expect the new homes and developments to reach.

This document sets out the key principles that have guided the development of the design and technical performance standards and specifications which stem from it. They will continue to guide us, and the people we work with, as we fulfil our objectives.

Together, they set a new standard for our next generation of council housing.

At the start of 2014 we brought together a wide range of council staff, from departments such as development, planning, management and maintenance, to agree some key priorities. Supported by external consultants, and with input from Councillors, residents and our development partners, we have undergone a series of collaborative workshops to define what good quality housing means to us, and more importantly, what it means to our residents.

Guiding principles

The first step was to define nine overarching principles that relate specifically to our planned development programme.

<p>1. Set a new standard for council housing</p>	<p>2. Provide safe, welcoming and attractive living environments that integrate with their surroundings</p>	<p>3. Offer residents choice and empower them to participate throughout the development process</p>
<p>4. Alleviate fuel poverty and keep general running costs down</p>	<p>5. Create balanced communities and tenure blind development</p>	<p>6. Promote general health and wellbeing through flexible and inclusive design</p>
<p>7. Minimise environmental impact and plan for a changing climate</p>	<p>8. Design and develop durable buildings, spaces and infrastructure and secure best value over a long lifespan</p>	<p>9. Support the local economy</p>

Mindful that principles are only effective when put into practice, we have worked through the implications of delivering these priorities and produced a comprehensive set of design standards and technical specifications. These are set out in a separate document and will be applied to all the new council housing we build. They will act as a brief to the designers we appoint, form the backbone of the agreements we make with our development partners, and represent a promise to residents.

“Together they set a new standard for our next generation of council housing”

Relationship to existing Enfield council policies and other published standards

Enfield Council documents

The new principles, standards and specifications are complementary to our existing standards and policies and sit within the hierarchy of planning and development related policy documents as follows:

- Business Plan
- Core Strategy
- Draft Development Management Document (DMD)
- **Principles and Objectives: New Council Homes in Enfield**
- **Performance Standards and Specifications: New Council Homes in Enfield**
- Wheelchair Design Guidance

A key part of their role is to interpret our existing policies in the specific context of our house-building programme. The standards provide considerably more design and technical detail, particularly in relation to internal layout, fittings and finishes, and deal with issues that are often not covered by other guidance, such as management and maintenance. Where our existing documents, notably the Draft DMD and the Wheelchair Design Guidance, are directly relevant, we have referenced the appropriate policies rather than repeated them.

Other relevant published standards and guidance

We have also taken account of other published standards and guidance, many of which are reflected in the Draft DMD too. These include the London Plan and the GLA Housing Standards (comprising the London Housing SPG 2012, the Interim London Housing Design Guide (LHDG) and the GLA Funding Standards Framework Prospectus and Pro-forma).

The GLA standards also embody the following key standards:

- **Lifetime Homes (LTH)**
- **Code for Sustainable Homes (CSH)**
- **Secured by Design (SBD)**



Cost input

We are clear in our aim to provide good value over the long term. Working with external cost consultants, we have considered the impact of future operational, maintenance and replacement costs alongside the initial, capital cost. This life cycle costing exercise has allowed us to weigh up the relative merits of different options and informed our decision-making.

As the standards are implemented we will seek feedback from our own staff and Enfield Homes (particularly housing managers) as well as our external development partners and consultants. Above all, we will learn from the firsthand experience of our residents.

Keeping the performance standards and specifications up to date

We will also need to keep up to date with changes to our own policies as well as those to external standards and regulation. We are mindful of the implications of the Government's ongoing review of housing standards and appreciate that this is likely to lead to new regulations for accessibility, space, security and water. We are aware that changes to energy performance and carbon compliance are also pending in light of the commitment to achieve Zero Carbon with Allowable Solutions for new homes from 2016.

We therefore expect to have to update our performance requirements within the next year and continue to review them periodically.

Each of our nine principles has had direct implications for the design standards and technical specifications we have derived. These are set out under three main headings:

Putting principles into practice

- 1. External environment** - including streets, buildings, public open space, play areas, shared amenity areas car-parking and environmental sustainability.
- 2. Communal areas** - including entrances, corridors, lifts and stairs, post and deliveries, cycle storage and waste management.
- 3. Inside the home** - including the size of dwellings and requirements for all parts of the home as well as privacy, soundproofing, security, daylight, sunlight, ventilation and related issues.

An additional section on services is included in the technical part of the document.



Principle 1

Set a new standard for council housing

“...from form and massing to windows and door handles...”

It is now fifty years since councils were actively involved in housing procurement and while the homes built in the forties, fifties and sixties were badly needed, the majority have required considerable on-going maintenance and many are now at, or near, the end of their useful lives.

Housing standards generally have risen significantly since that time and the value of good urban design, balanced communities and environmental sustainability is more widely appreciated. We want the next generation of council housing in Enfield to foster strong community networks, support family life and promote personal well-being. We expect the new buildings and spaces to last significantly longer than their predecessors; to require less maintenance; and to be adaptable to the changing needs and circumstances of our residents. They need to be more accessible, more resource efficient, more durable and more appealing.

These wide-reaching objectives can only be met by a comprehensive set of standards that collectively set a new benchmark. The first of our principles therefore has implications for the entire design and build process – from initial, strategic decisions about form, massing and layout through to the appropriate specification of components such as windows and door handles.

Below: Alma Estate as it is now and as it could be following redevelopment



Principle 2

Enfield is a large and varied borough with areas of distinct architectural character each with different opportunities and constraints. The best new developments show an understanding of place and context; draw on the positive aspects of what already exists; and improve those parts that could be better.

Successful layouts integrate with their surroundings by providing through routes that connect into the network of existing streets. Good physical connections lead to good social connections – allowing people to travel safely and efficiently to work or school, reach local facilities and access public transport.

All new developments should feel welcoming and inviting – qualities that are achieved through a combination of strategy and detail. Routes need to be overlooked by buildings and kept active by frequent entrances, windows and balconies. This not only makes people feel safer but also promotes neighbourliness and friendship. Car usage and fuel cost are often reduced as a result because people feel secure enough to walk or cycle.

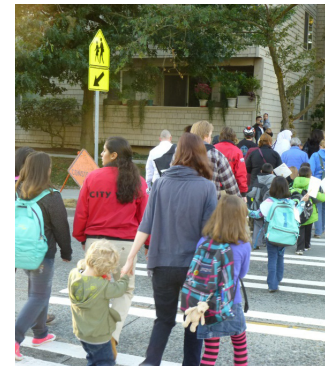
Buildings and spaces can convey a sense of welcome – careful planting, warm materials, large windows and balconies and inviting entrances all make a discernible difference.

Provide safe, welcoming and attractive living environments that integrate with their surroundings

“..good physical connections lead to good social connections”



Below left: Dujardin Mews creates a safe neighbourly streetscape



Principle 3

Offer residents choice and empower them to participate throughout the development process

“...where people have been involved in the design process they are more likely to use the spaces that result”

Residents are often the real experts when it comes to understanding the local area. Early consultation not only builds good community relations, it can also be an extremely useful way of gathering local knowledge and opinion. Local people know what works and what doesn't and have much to contribute throughout the design process. Their views and experiences can help to shape buildings and spaces and this can be a crucial factor in terms of their long-term success. We know that where people have been involved in decision-making, they are more likely to use the spaces that result, and to contribute to their upkeep.

Community consultation is particularly important in estate renewal projects. Faced with major change, residents can feel vulnerable and unsettled about the future. It is important to keep them involved and informed throughout the process and offer genuine choices about their future homes.

We expect to see well planned events that actively engage residents and cover a range of topics and techniques. This could mean an open discussion about the design of an open space or the sort of play equipment that would work best - a workshop to consider the merits of different types of balconies - or one-to-one sessions with individual residents to ascertain their preferences for the colours of walls, doors and flooring and the style of kitchen units.

Good design continues to offer people choices about how they wish to live, long after they have moved in. For example, we hope to give all residents the ability to have a separate kitchen if that is their preference. The rooms in their new homes will be large enough to be furnished in different ways and used for a wide range of activities. Living spaces will be suitable for socialising or quiet relaxation and bedrooms designed for play and study as well as for sleeping and personal storage.

Through the incorporation of Lifetime Homes features, we will be able to adapt homes more easily for our residents as their physical needs change over time.

Below: engaged residents contribute ideas and opinions through consultation



Principle 4

Rising fuel costs are a very real concern for many of our residents. Good design and specification can create highly energy efficient buildings simply by providing a well-insulated external envelope. This can generate huge fuel savings for relatively little extra capital cost - a very tangible example of another of our principals - the desire to achieve long-term value for money. The installation of smart meters and appropriate Low or Zero Carbon (LZC) technologies will make a further contribution, as will the stringent water efficiency targets of our DMD.

Alleviate fuel poverty and keep general running costs down

Having made our new homes as energy efficient as possible, it may still be necessary to 'offset' carbon through 'Allowable Solutions'. We will follow Government guidelines for offsetting additional carbon by using levied funds to improve the thermal performance of existing housing stock in the borough - thereby spreading the benefit more widely.

It is equally important to keep service charges reasonable, particularly for tenants of affordable housing. A large element of service charge relates directly to the cost of management and maintenance. Durability, the subject of our eighth principle, is paramount to keeping on-going costs down. Notwithstanding our responsibilities as landlords, it is in everyone's interest for us to procure buildings and spaces that 'look after themselves' as far possible. Ensuring that residents are able to clean their own windows safely and easily is a simple example of how we can reduce costs to tenants and leaseholders by inviting them to take on responsibility where they can.

"..good design and specification can create highly energy efficient buildings"

A more fundamental way in which we can reduce service charges is to balance the number of households served by each core. By aiming to provide clusters of 15 to 25 dwellings, we will have enough households to share the cost of maintaining a lift while remaining within a workable number from a management perspective. Larger numbers may appear more efficient but gains can be easily outweighed by the need for increased levels of management and maintenance, particularly where child density is high.

Below: examples of smart metering, photovoltaic roof tiles and retro-fitting cavity wall insulation



Principle 5

Create balanced communities and tenure blind development

“...socially and economically balanced communities...”

Below: mixed tenure developments designed to encourage social cohesion



Although our highest priority is the provision of new homes for affordable and social rent, we will also be building homes for shared ownership and, in some instances, private rent. On larger sites we may wish to provide an element of housing for market sale, and in these cases, we will select a development partner to work alongside us. The majority of our new developments will therefore be mixed tenure – a key part of creating a socially and economically balanced community.

Across all of our developments, we will ensure that different tenures are dispersed across the site, well integrated and designed to similarly high standards. While we are not looking for total uniformity of design or specification, we do want to ensure that the tenure of a building, or core, is not obvious from its external appearance.

This tenure blind approach to external design is important to us in terms of fairness and will also provide the flexibility for tenure to change over time. The continuing demand for shared ownership and the 80 -100 year life that we should expect from the homes we build today makes it increasingly likely that the tenure of a home, or group of homes, will change over time. If we choose to develop for the private rental market we will ensure that the design and layout of the building and the flats within it would not prevent us from switching to affordable rent at a future date.

It is useful that the London Plan requires the GLA internal space standards to be universally applied. In itself, this promotes equality and flexibility but we have chosen to go further by adopting the additional ‘good practice standards’ for all tenures.

Almost all of our own design standards and technical specifications are also consistent and where they differ this is largely due to the need to keep service charges as low as possible for our own tenants. Where external areas are shared by different tenures, we will be applying the higher, or highest, specification.



Principle 6

Creating living environments that promote general health and wellbeing can be particularly challenging in dense, urban environments. Where there is limited scope to provide private gardens, balconies and wintergardens are a valuable substitute. These should be coupled with well-designed public and shared amenity spaces that allow for active play and exercise as well as opportunities for quiet relaxation. Trees, and other forms of planting, are important for their softening effect and can also provide summer shade, act as a filter for airborne pollutants, absorb carbon dioxide and support native birds and other forms of wildlife.

We want communal areas to be naturally lit and ventilated wherever possible and anonymous, institutional layouts with long, internal corridors to be avoided. Smaller clusters of flats are more manageable and allow people to get to know neighbours more easily.

Within the home, health and wellbeing derive from environmental conditions that are stable and comfortable, and spaces that are enjoyable and fit for purpose. The former requires good levels of daylight, ventilation, soundproofing and privacy, and the latter implies a balance of social spaces - where families can choose to eat and sit together, and private spaces - where individuals can choose to study, play or relax alone.

Good housing often has an even greater impact on the quality of life of older and disabled residents. Accessible and adaptable homes with level access showers and the potential for the fitting of stair-lifts and handrails, support independence and reduce the risk of falls and accidents. They can also generate substantial savings in the costs of health and social care, particularly when the ability to install assistive technology has been considered from the start.

We expect our homes to accommodate religious and cultural diversity too – for example, by providing flexible living, dining and kitchen arrangements, additional bathrooms or washing facilities and receivers for international television channels.

Promote general health and wellbeing through flexible and inclusive design

“..substantial savings in the cost of health and social care....”

Below: indoor environments that cater for diversity and promote health living



Principle 7

Minimise environmental impact and plan for a changing climate

It is now widely accepted that our climate is changing. We have to expect longer, drier summers and milder, wetter winters interspersed with more extreme weather events such as gales and heavy rainfall. We expect our new homes to be designed and developed with this in mind. They need to be robust enough to withstand inclement weather while staying comfortable during warmer months. Solar gain should be captured as a benefit (to warm spaces and provide low carbon energy) as opposed to being a problem (by triggering demand for mechanical cooling). We will also expect suitable mechanisms for reducing flood risk such as sustainable urban drainage systems (SUDS).

At all stages, the design, construction and use of our new homes should consider the environment. The general population increase, coupled with higher lifestyle expectations, has meant that resources and construction materials are becoming less abundant and therefore more costly. We will promote the principles of resource efficiency; namely to procure sustainable materials and use them wisely to reduce waste.

“Lean, Clean and Green”

Our homes will be designed and built to operate effectively and efficiently, necessitating only minimal resources (principally energy and water) to ensure comfort now and in the future. We will follow the GLA and DMD energy hierarchy by being ‘Lean, Clean and Green’. The starting point is to reduce demand through good design and robust specification. Once we have pushed the fabric and services as far as is practical, we will encourage the use of Low and Zero Carbon (LZC) technologies as the final step in creating energy efficient homes.

We will also consider the wider external environment and use planting and other measures to increase ecological value and mitigate CO2 emissions. Similarly, we will be proactive in seeking to reduce car dependency by promoting all forms of green travel including cycling, the use of public transport and car clubs, and by providing charging points for electric cars.

Below: examples of some of the many ways we can reduce carbon emissions



Principle 8

Durable buildings offer a range of benefits, from reducing the need for maintenance, repair or replacement, through to retaining their aesthetic qualities.

We will expect our homes and associated spaces (including the infrastructure which serves them) to be robust and long lasting. We encourage the use of life cycle cost analysis to evaluate the benefits of the different options available. We recognise that it may be prudent to invest more into the capital costs of our homes if it means that operational costs are lower and life expectancy is increased.

We will resist cheaper, less durable materials especially if they are likely to need more frequent repair or replacement. Moreover, we will encourage the use of products and materials that can be reused or recycled at the end of the building's lifetime. And we will consider modern methods of construction (such as offsite manufacture) where this will improve quality, reduce waste and speed up construction.

Future-proofing is another facet of durability. It will be important to consider resource security and scarcity when selecting products as it is counterproductive to specify materials or components which may be difficult and/or expensive to obtain in the future. When designing buildings, infrastructure and services installations we will consider accessibility for cleaning and maintenance. Further, when addressing external spaces, we will consider the impact of features such as trees and planting on maintenance requirements. Careful thought will be needed when selecting species and excellent soil preparation and early maintenance will help to encourage naturally healthy growth.

Our aim is to provide living environments that are comfortable and which make low demands on our residents, and on maintenance personnel, over a long life. The use of durable products and materials will build on the benefits achieved through energy and water saving by ensuring that efficiencies are not eroded over time.

Design and develop durable buildings, spaces and infrastructure and secure best value over a long lifespan

"..comfortable living environments that make low demands on our residents..."

Below: simple, hard wearing materials that will stand the test of time



Principle 9

Support the local economy

Supporting the local economy is central to our business plan. Aided by high speed broadband, we want our new schemes to help the Enfield business community through the patronage of local tradespeople and suppliers. We will therefore encourage the use of local supply chains including ‘Small to Medium Enterprises’ (SMEs) and ‘Voluntary Community Organisations’ (VCOs) to provide construction materials and resources, and seek to secure training opportunities and apprenticeships for young people in the borough.

While we recognise that small businesses may find it difficult to compete with large national companies in terms of price alone, they can offer a number of other benefits that potentially add value. Local suppliers are often able to provide a more personal service and may be more willing to tailor their service or their product to a particular set of circumstances. Companies based here in Enfield can often offer shorter or more convenient delivery times - probably reducing carbon emissions as a result. Their ability to develop a wide range of contacts through formal and informal networking with other local businesses can be invaluable - particularly when smaller quantities of materials, parts, or skilled labour, are needed at short notice.

“...a desire to see the community and its economy prosper...”

Where bespoke design or fabrication is required, especially when this arises through community consultation or participation, local crafts people are often the most competitive in terms of price and delivery and have a better understanding of what would work well in the local context. The knowledge and satisfaction that local skills have been employed to produce a significant item often increases the sense of pride and long-term ownership felt by residents too.

Looking ahead beyond the construction phase, the ability to source replacement parts or products locally and get equipment serviced at short notice is also advantageous and assists with speedy repair and maintenance. And like us, local supply chains have a vested interest in the future of Enfield and a desire to see the community and its economy prosper.

Below: new development brings direct and indirect benefits to the local economy





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Appendix 3

Council Housing Performance Specification

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Performance Standards and Specifications: New Council Homes in Enfield



Contents

Introduction

Part 1: Design standards

Summary of minimum design standards required

Section 1: External environment

Design Considerations

Standards

- 1.1 General principles
- 1.2 Public open space
- 1.3 Shared amenity space
- 1.4 Shared amenity space
- 1.5 Materials and durability

Section 2: Communal areas

Design Considerations

Standards

- 2.1 Entrance lobbies
- 2.2 Lifts, stairs and horizontal circulation
- 2.3 Cycle storage
- 2.4 Refuse and recycling
- 2.5 Access to services and ancillary facilities

Section 3: Inside the home

Design Considerations

Performance Standards

- 3.1 Internal space generally
- 3.2 Living, dining and kitchen areas
- 3.3 Bedrooms
- 3.4 Bathrooms and WCs
- 3.5 Circulation and storage areas
- 3.6 Wheelchair housing
- 3.7 Privacy, soundproofing and security
- 3.8 Daylight, sunlight, ventilation, overheating and air quality
- 3.9 Private outdoor space

ANNEX A: GLA Space Standards

ANNEX B: Design Considerations for Private Rent (PRS)

ANNEX C: Variations to design standards for Shared Ownership

Part 2: Technical specifications

Explanatory notes

Section 4: External Environment and Building Superstructure

Specifications

- 4.1 Substructure
- 4.2 Superstructure
- 4.3 Hard Landscaping
- 4.4 Soft Landscaping
- 4.5 External Stores
- 4.6 External Drainage
- 4.7 External Services

Section 5: Communal areas

Specifications

- 5.1 Communal Areas Generally
- 5.2 Entrance Lobbies
- 5.3 Stairs
- 5.4 Lifts
- 5.5 Circulation
- 5.6 Cleaners Cupboards and General Storage

Section 6: Inside the home

Specifications

- 6.1 Dwelling Areas Generally
- 6.2 Living and Dining Areas
- 6.3 Kitchens
- 6.4 Bedrooms
- 6.5 Bathrooms and WCs
- 6.6 Circulation and storage areas
- 6.7 Balconies

Section 7: Services

Specifications

- 7.1 Water Installations
- 7.2 Heating
- 7.3 Ventilation Installations
- 7.4 Electrical Installations
- 7.5 Gas Installations
- 7.6 TV/VHF Aerial Systems and Satellite TV Systems

- 7.7 Multi Service Faceplates
- 7.8 Smoke Alarms
- 7.9 Carbon Monoxide Detectors
- 7.10 Door Bells
- 7.11 Door Entry Systems

ANNEX D: Variations to technical standards for shared ownership and private rent

Introduction

The purpose of this document

This document has been produced to set a benchmark for the quality of new council housing in Enfield by defining the level of performance we expect our new homes and places to reach. It will form part of the Invitation to Tender (ITT) during a bidding process and the backbone of the agreements we make with our development partners. As individual projects get underway, it will be our brief to the designers we appoint and incorporated into the Employers Requirements (ERs), supplemented by additional detail information and requirements tailored to each development.

How it was produced

The standards and specifications have been produced in conjunction with Enfield Homes, our Arm length Management Organisation (ALMO), and they reflect input from a wide range of council staff, from departments including development, planning, highways, management and maintenance. Supported by external consultants, and with input from councillors, residents and our development partners, we have undergone a series of collaborative workshops to define what good quality housing means to us, and more importantly, what it means to our residents.

We began by defining some key principles that reflect the overarching priorities of our Business Plan, 'A Fairer Future for All'.

The Principles

1. Set a new standard for council housing.
2. Provide safe, welcoming and attractive living environments that integrate with their surroundings.
3. Offer residents choice and empower them to participate throughout the development process.
4. Alleviate fuel poverty and keep general running costs down.
5. Create balanced communities and tenure blind development.
6. Promote general health and wellbeing through flexible and inclusive design.
7. Minimise environmental impact and plan for a changing climate.
8. Design and develop durable buildings, spaces and infrastructure and secure best value over a long lifespan.
9. Support the local economy.

These principles have direct practical implications for the design and construction of the new homes we intend to build, and for their long-term management and maintenance. The implications are summarised in a short companion document, 'Principles and Objectives'. This expands on each of the nine principles and provides the lead-in to this document which focuses on the specific design standards and technical specifications that will uphold the principles and deliver the objectives.

Vision
Aims
Priorities



A whole council approach

How it relates to other standards

The standards in here complement and supplement our existing council standards and policies.

The diagram below illustrates the hierarchy and inter-relationship between the key planning and development related documents:

- Business Plan 2011-14
- Core Strategy
- Draft Development Management Document (DMD)
- Principles and Objectives: New Council Housing in Enfield
- Performance Standards and Specifications: New Council Housing in Enfield
- Wheelchair Design Guide

We require our design teams and development partners to take account of these existing Enfield documents (particularly the DMD) and we require wheelchair housing to be designed to meet our own guide rather than the national Wheelchair Housing Design Guide (Habinteg and Stephen Thorpe, 2006).

Our standards also take account of other published standards and guidance. These include the London Plan and the GLA housing standards (comprising the London Housing SPG 2012, the Interim London Housing Design Guide (LHDG) and the GLA Funding Standards Framework Prospectus and Pro-forma). A summary of the minimum standards required is included at the start of Part I.

The technical specifications similarly draw on, and make reference to, other published material, notably the Building Regulations, British Standards and Codes of Practice.

document scope	document title	document purpose
all strategic issues	'A Fairer future for All' Enfield Council Business Plan 2011-14	Sets out strategic ambitions for the borough and its residents
all planning related strategic issues	Core Strategy	Provides the spatial planning framework for the development of the borough over the next 15-20 years
all development related issues	Draft Development Management Document (DMD)	Defines policies that provide a basis for determining planning applications and help deliver the vision and objectives of the Core Strategy
all new council housing	Principles and Objectives: New Council Homes in Enfield	Defines the nine over-arching principles that govern the procurement of new council housing from 2014
all new council housing	Performance Standards and Specifications: New Council Homes in Enfield	Defines the design standards and technical specifications that set the quality benchmark for new council housing from 2014 and exceed GLA housing standards
all new wheelchair housing	The London Borough of Enfield Wheelchair Design Guidance (February 2012)	Provides detailed requirements for the design of new wheelchair housing that exceed the standards of the national Wheelchair Housing Design Guide

How it is structured

The document is split into two parts - Part I sets out the design standards - and Part II, the technical specifications. Each part is divided into main sections which are further subdivided. The sections and sub-sections are consistent across the two parts as far as possible. In broad terms, Part I is more relevant to pre-planning design stages and Part II, to the post-planning detailed design and construction stages.

The standards in Part I cover the external environment, communal areas and areas within and associated with the home. Inevitably, it is possible to be more specific with internal areas than external areas as the latter vary more from site to site. Each section begins with our own standards, which generally exceed or supplement the GLA standards. To provide a comprehensive 'one-stop' checklist, all of the GLA standards are included within Part I but they have been re-ordered to reflect the structure of our own standards, and incorporated within the relevant sub-sections. Where our existing documents, notably the DMD and the Wheelchair Design Guide, are directly relevant, we have referenced the appropriate policies, but not included them. At the end of each section we include a checklist of items that should be avoided.

The technical specifications in Part II describe our own requirements; based on typical good practice and informed by the life cycle costing work conducted in parallel. As noted, they draw on existing legislation, codes and standards and will be supplemented on a project-by-project basis to provide bespoke Employers Requirements.

Both the standards and the specifications have been geared towards the provision of affordable rented housing as this our highest priority. There is no distinction between 'social rent' and 'affordable rent' in the context of these requirements. For mixed tenure developments, variations to the standards and specifications for tenures other than social/affordable rent, are set out in annexes to Part I and Part II. In the event that mixed tenure cores are provided, the higher, or highest, specification will usually be required.

How it should be used

The document will be used to convey our expectations during a bidding process and will continue to be used throughout the design and construction phases once a project has been commissioned.

We expect all those involved with our projects to understand and adopt our principles, standards and specifications from the start. The principles should be upheld in all cases, and used to guide decision-making at every stage. We will, however, consider alternative products, materials or approaches proposals that can achieve an equivalent or better result more effectively or more economically. We are also aware that viability varies - that some sites, or types of project, are more challenging than others - and accept that there is sometimes a need to compromise.

Where this happens, the onus will be on the consultants and contractors we work with to explain and justify any deviations, as soon as they become apparent and to offer alternative solutions. This

applies to our own standards, the GLA standards and the technical requirements. Where we are seeking funding it will be imperative to flag-up any difficulties in meeting the GLA standards to allow us to negotiate with the investment manager from the GLA Housing and Land Team and provide the necessary detail for the Pro-forma as soon as possible.

As proposals emerge and develop, we will be reviewing them against our standards and will expect our design team to carry out and submit a comprehensive audit against the full set of design requirements, prior to making a planning application. We also expect our appointed teams to engage with our planners and with experts from highways, sustainability, arboriculture, ecology, waste management and other fields as appropriate.

Subject to the tenure variations described above, the new standards and specifications will apply to all new general needs housing which will be council owned. They will also apply, in whole or in part, to new specialised housing, particularly sheltered housing, but this will be discussed and agreed for the individual project concerned.

Where our schemes include new homes that will not be council owned (where we choose to partner with a private developer to provide homes for sale, or a registered provider to provide homes for rent), the standards and specifications will need to operate differently. Those for external areas will generally still apply, but the developer will provide the brief for the communal areas and homes within the element they are financing. We will however work closely with any external partners to ensure that our principle to achieve tenure blind development is not compromised.

Keeping it up to date

As the standards are implemented we will seek feedback from our own staff, from Enfield Homes (particularly housing managers) and from our external development partners and consultants. Above all, we will learn from the first hand experience of our residents.

We will also need to keep up to date with changes to our own policies as well as those to external standards and regulation. We are mindful of the implications of the government's recent review of Housing Standards and appreciate that this will lead to new regulations for accessibility, space, security and water. We are aware that changes to energy performance and carbon compliance are also pending in light of the commitment to achieve Zero Carbon with Allowable Solutions for new homes from 2016.

We therefore expect to review and update our performance requirements regularly.



Part 01

Design Standards

Summary of minimum standards required for new council-owned housing:

Enfield design standards

GLA housing standards including:

- Baseline and Good Practice standards
- Code for Sustainable Homes (Level 4)
- Lifetime Homes Standards (100% compliance)
- Secured by Design (including certification for Part 2 Physical Security where possible)

Enfield Wheelchair Housing Design Guide

(applied to 10% of all new homes)

Section 1

External Environment

Design Considerations

Our standards for the external environment build on the comprehensive guidance and requirements of our DRAFT Development Management Document (DMD). Places that are well-designed, safe, accessible and enjoyable become well-loved, provide a strong basis for stable and sustainable communities and make a positive contribution to the wider neighbourhood. DMD 1 stresses the need for design that is appropriate to its physical context, reflects the character of the locality and integrates well with the surrounding area. At the same time, it expects new development to realise the full potential of every site and exploit opportunities to improve the area. Character, continuity and enclosure, quality of the public realm, ease of movement, legibility, adaptability and diversity are key components of this policy that promotes good urban design and place-making.

The success of scheme relies on a good process as well as a good design. DMD 2 makes it clear that we expect the response to context to be clearly demonstrated by a site analysis diagram highlighting the constraints and weaknesses of the site and its immediate surroundings and that this should form part of a design and Access Statement. In our capacity as clients for these projects we will be in active dialogue with our appointed teams and development partners, and will be discussing design ideas as they emerge and evolve. We will want to see and discuss this site analysis at the start of the design process in order to comment and feed in local knowledge. We will also expect to see a concept diagram showing how the design responds to the site in its context and addresses broad planning policy objectives.

Early sketch designs will need to show how the outline proposals address the nine Principles for our new council housing and key aspects of our project brief including requirements for housing mix, tenure

and density, parking and cycle storage. We will want to see how the scheme is shaping up in terms of scale and massing, with reference to DMD 10 and will use DMD 12 to consider how the general layout and approach has the potential to ensure that the new homes can receive adequate amenity space, daylight, sunlight and privacy, avoid undue overlooking, noise and disturbance and meet our environmental sustainability objectives. We will also consider how the proposals respond to all other relevant DMD policies.

The design standards in the next section place strong emphasis on aspects that are related to management and maintenance – areas that are beyond the scope of the DMD. Ensuring good access to all parts of a development is often not given enough consideration during the early design stages but is crucial to its long-term success. We need to know not only how residents and their visitors will access their homes, parking and other facilities, but also how we, and others, will gain access for deliveries, waste collection, emergency situations, routine maintenance and more major repairs.

Similarly, early design decisions, including form, massing and orientation have a significant impact on the overall sustainability of a development. The biggest benefits are often achieved as a result of sound strategies which understand the links between buildings that are attractive, accessible, durable and energy efficient, spaces that are interesting, enjoyable and bio-diverse, materials and components that are easy to maintain, green and locally sourced - and the health and well-being of residents.

Design Standards

- 1.1 General principles
- 1.2 Public open space
- 1.3 Shared amenity space
- 1.4 Car-parking
- 1.5 Materials and Durability

1.1 General principles

Enfield Standards:

- | | |
|--|---|
| <p>1.1.1 Developments must be designed for, and with, the local community and residents actively involved throughout the process.</p> <p>1.1.2 Design proposals should respond to context, integrate with their surroundings and make a positive contribution to the local area.</p> <p>1.1.3 Buildings and spaces need to take account of local character, form, scale, features and materials, particularly when working within a conservation area.</p> <p>1.1.4 Layouts should be safe and legible with a hierarchy of well-overlooked routes that follow natural desire lines and connect into the existing road network.</p> <p>1.1.5 Designs should maximise the potential for passive solar gain and the use of appropriate renewable technology through the orientation and the siting of buildings and spaces.</p> <p>1.1.6 The mix of dwelling types and tenures should relate to local need and will be confirmed on a site-by-site basis.</p> | <p>1.1.7 Tenures should be well integrated and there should be no obvious differentiation by tenure.</p> <p>1.1.8 Designers should seek to optimise density, taking account of local character as well as the availability of public transport and other local services. The Public Transport Accessibility Level (PTAL) should be treated as a starting point.</p> <p>1.1.9 Good access is required to all homes and priority given to pedestrians and cyclists. Through routes are highly preferable for ease of access but where not possible, turning areas are required.</p> <p>1.1.10 Shared surfaces are encouraged in low traffic 'estate roads' but pedestrian only routes should be avoided unless they are short (generally not exceeding 20m), reasonably straight and well-overlooked.</p> <p>1.1.11 Cycle paths and dedicated cycle lanes are encouraged provided that they are clearly identified and demarcated from pedestrian and vehicular zones, and are linked into existing cycle routes wherever possible.</p> <p>1.1.12 Good vehicular access for delivery, maintenance and emergency services is required to all parts of the site and to all building entrances.</p> <p>1.1.13 Emergency and service vehicles should be able to pull up and park within 30m of any communal or private entrance. Maintenance vehicles need access to within 10m of all plant rooms, play areas, gardens, refuse stores and any other areas requiring regular servicing or maintenance.</p> |
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Section 1

External Environment

- 1.1.14** Roads, pavements, street lighting, bollards and street signs should be built to adoptable standards and early discussion undertaken with Highways to maximise adoption.
- 1.1.15** Sustainable Urban Drainage Systems (SUDs) should be implemented wherever possible through the use of permeable paving with tarmac generally used only on larger, 'feeder roads'.
- 1.1.16** It is important to have clear delineation between public and private areas, and defensible space (typically a front garden) should be provided to houses and ground floor flats. The space between a home and the pavement should not be communal.
- 1.1.17** A low wall with railings above (typically 800-1200mm high overall) is generally the most appropriate boundary treatment in urban locations. Timber fencing should be avoided for street-facing boundaries. Gates are usually required to the front gardens of houses and other homes with a private entrance from the street. (See also standards for refuse and cycle storage in Section 2.).
- 1.1.18** Tree planting should be incorporated in new streets and, where possible, existing streets. Large tree-pits are required to all trees planted in pavements or other paved areas to allow for adequate root development.
- 1.1.19** Species must be appropriate to the location, preferably indigenous, and approved by our arboriculturalist. Sufficient space must be allowed for trees to flourish; this will vary by species but 5-8m between trees is a reasonable minimum to assume.

- 1.1.20** Other types of street planting (herbaceous or shrubby) should be avoided.

- 1.1.21** Underground services should be located in dedicated zones, clear of tree-planting or other obstacles, and with a surface that can be easily taken up and reinstated following repair (e.g. grass or small paving units rather than tarmac).

Relevant GLA standards:

1.1.1 Development proposals should demonstrate:

- how the design responds to its physical context, including the character and legibility of the area and the local pattern of building, public space, landscape and topography.
- how the scheme relates to the identified character of the place and to the local vision and strategy, or how bolder change is justified in relation to a coherent set of ideas for the place expressed in the local vision and strategy or agreed locally.

1.1.2 Development proposals should demonstrate:

- how the scheme compliments the local network of public spaces, including how it integrates with existing streets and paths;
- how public spaces and pedestrian routes are designed to be overlooked and safe; and extensive blank elevations onto the public realm have been avoided;
- for larger developments, how any new public spaces including streets and paths are designed on the basis of an understanding of the planned role and character of these spaces within the local movement network, and how new spaces relate to the local vision for the area.

2.1.1 Development proposals should demonstrate how the density of residential accommodation satisfies the London Plan policy relating to public transport accessibility level (PTAL) and the accessibility of local amenities and services, and is appropriate to the location in London.

2.1.2 Development proposals should demonstrate how the mix of dwelling sizes and the mix of tenures meet strategic and local borough targets and are appropriate to the location in London.

6.1.1 Designers should seek to achieve a minimum of Level 4 of the Code for Sustainable Homes for all new developments.

6.1.2 All homes should satisfy London Plan policy on sustainable design and construction and make the fullest contribution to the mitigation of, and adaptation to, climate change.

6.2.1 Development proposals should be designed in accordance with the London Plan energy hierarchy and should meet the following minimum targets for carbon dioxide emissions reduction:

2010 - 2013	44%
2013 - 2016	55%
2016 - 2031	Zero carbon

6.4.2 Where a development is at risk of flooding, it should incorporate flood resilient design in accordance with PPS 25.

6.4.3 New development should adhere to standards for surface water run-off as set out in the Code for sustainable Homes.

6.4.4 New development should incorporate Sustainable Urban Drainage Systems and green

Relevant Enfield DMD policies:

- DMD 1: Achieving High Quality and Design-led Development
- DMD 2: Design Process
- DMD 5: Affordable Housing on Sites Capable of Providing 10 Units or More
- DMD 7: Providing a Mix of Different Size Homes
- DMD 10: Residential Character
- DMD 12: General Standards for New Residential Development
- DMD 14: Distancing
- DMD 48: Access and Servicing
- DMD 50: Energy Efficiency Standards
- DMD 51: Decentralised Energy Networks
- DMD 52: Low and Zero Carbon Technologies
- DMD 56: Responsible Sourcing of Materials, Waste Minimisation and Green Procurement
- DMD 58: Avoiding and Reducing Flood Risk
- DMD 60: Sustainable Drainage Systems
- DMD 78: Nature Conservation
- DMD 79: Ecological Enhancements
- DMD 80: Trees on Development Sites

Section 1

External Environment

1.2 Public open space

Enfield Standards:

- 1.2.1** Some form of new public open space will be generally be expected for medium and large schemes (40 dwellings and above as a rule of thumb). New spaces should complement, rather than duplicate, what exists nearby.
- 1.2.2** Every open space must have a clear purpose; proposals should be subject to local consultation and designed with the community wherever possible.
- 1.2.3** The provision of new play space is covered in general terms by DMD 72 but will be discussed and agreed on a site-specific basis. All surfaces, features and equipment should be safe, robust, accessible and designed and specified to deter vandalism.
- 1.2.4** Natural play elements are preferable to traditional play equipment as they easier to maintain, more conducive to imaginative play and more attractive in a residential setting.
- 1.2.5** Play areas for young children should be enclosed (unless within a secure courtyard) without being concealed. A robust, but transparent treatment, such as railings, possibly combined with a low wall (typically 800 – 1200mm high overall) is suitable for most locations.
- 1.2.6** Entrances to play areas should be conveniently located without offering an obvious through route to pedestrians. Gates will be required and should be designed as an integral part of the boundary enclosure.
- 1.2.7** Planting to all open spaces should be carefully specified to provide year-round interest and must be low maintenance and drought resistant. Small areas and beds of less than 1m wide should be avoided as they are prone to drying out and require more intensive maintenance.
- 1.2.8** Grassed areas are desirable as they are popular, multi-functional and easy to maintain.
- 1.2.9** Design and specification should encourage biodiversity, support existing eco-systems and create new habitats.
- 1.2.10** A combination of low and high level lighting will normally be appropriate in all public open spaces including play areas. Low energy, daylight-activated, vandal proof fittings will be required and should be located in places that are easy to maintain but avoid causing nuisance to nearby homes.

Relevant GLA standards:

1.2.1 Development proposals should demonstrate that they comply with the borough's open space strategies, ensuring that a review of surrounding open space is undertaken and that opportunities to address a deficiency in provision by providing new public open spaces are taken forward in the design process.

1.2.2 For developments with a potential occupancy of ten children or more, development proposals should make appropriate play provision in accordance with London Plan SPG, Providing for Children and Young People's Play and Informal Recreation.

6.6.1 The design and layout of new residential development should avoid areas of ecological value and seek to enhance the ecological capital of the area in accordance with GLA best practice guidance on biodiversity and nature conservation.

Relevant Enfield DMD policies:

- DMD 71: Protection and Enhancement of Open Space
- DMD 72: Open Space Provision
- DMD 73: Children's Play Space
- DMD 81: Landscaping

1.3 Shared amenity space

Enfield Standards:

- 1.3.1** Shared (or communal) amenity space is needed in higher density development to compensate for the lack of private gardens. The amount of shared space we aim to achieve is set out in DMD 13.
- 1.3.2** As the space will often be a courtyard (either partially or fully enclosed) designers need to show how surroundings homes will receive adequate daylight, sunlight and privacy; particularly flats at ground level and in internal corners.
- 1.3.3** Shared spaces should be secure but accessible to all residents via communal cores or corridors, overlooked by the residents for whom they are intended and attractive when viewed from above.
- 1.3.4** A separate secure external entrance (from the street or an estate road) is highly desirable for maintenance and emergency access. Where this is not possible, at least one core should be located and designed to facilitate access for mowers and other gardening equipment.
- 1.3.5** Requirements and opportunities will vary according to size, location and demographic but all shared spaces should be designed to inclusive design principles and allow for quiet relaxation as well as social interaction with neighbours.

Section 1

External Environment

- 1.3.6** Opportunities for incidental play will generally be more appropriate than dedicated play space, and ball games should be discouraged – by design rather than by signage.
- 1.3.7** Where appropriate, small allotments (or raised beds) for residents to grow herbs, fruit and vegetables will be considered.
- 1.3.8** Communal composting will also be considered but must be designed and located to deter rats, and other pests.
- 1.3.9** Where possible, shared amenity space should be at ground level, but a podium, either above parking or in a mixed-use building, will sometimes be appropriate. High level roof-top provision will be considered where a ground level space is impractical but only where it has lift access, is well over-looked by dwellings and has child-proof edge protection.
- 1.3.10** Where planting is proposed on a podium above parking or a roof above accommodation, the structural design must allow for the additional weight of the soil and include adequate provision for watering but not a full irrigation system. A reliable waterproofing system with warranty back-up and a detailed maintenance plan will be required.

Relevant GLA standards:

1.2.3 Where communal space is provided, development proposals should demonstrate that the space:

- is overlooked by surrounding development
- is accessible to wheelchair users and other disabled people
- has suitable management arrangements in place

Relevant Enfield DMD policies:

- DMD 13: Amenity Space

1.4 Car parking

Enfield standards:

- 1.4.1** General levels of parking provision are set out in DMD 46. Precise requirements will be confirmed on a site-specific basis.
- 1.4.2** Our preferred option is for on-street parking and our second choice is well-overlooked parking courts with spaces allocated to a specific group of residents. We will consider undercroft parking in appropriate circumstances but will only accept underground parking in exceptional cases and not for social or affordable rent. In all cases parking should be located close to the homes it serves.
- 1.4.3** Car-free schemes are not generally acceptable but car-clubs are encouraged.
- 1.4.4** Charging points for electric cars should be provided in larger developments.
- 1.4.5** Provision should be made for motorcycle parking in accordance with DMD 46 and safe storage for mobility scooters should also be considered.
- 1.4.6** We require 10% of general parking spaces to be wheelchair accessible (suitable for Blue-Badge Holders) in addition to an allocated wheelchair accessible space for every wheelchair accessible or adaptable home. Bays should be at least 3.6m x 6.0m.

Relevant Enfield DMD policies:

- DMD 46: Parking Standards

Relevant GLA standards:

- 3.3.1** Standard 3.3.1 All developments should conform to London Plan policy on car parking provision (see Annex 2.3 of Housing SPG for guidance on implementation of relevant policy including LP Policy 6.13 and associated standards below). In areas of good public transport accessibility and/ or town centres the aim should be to provide no more than one space per dwelling. Elsewhere parking provision should be broadly as follows (depending on location as indicated in Annex 2.3).
 - 4+ bedroom dwellings: 1.5 - 2 spaces per dwelling
 - 3 bedroom dwellings: 1 - 1.5 spaces per dwelling
 - 1-2 bedroom dwellings: less than 1 per dwelling
- 3.3.2** Each designated wheelchair accessible dwelling should have a car parking space 2400mm wide with a clear access way to one side of 1200mm.
- 3.3.3** Careful consideration should be given to the siting and organisation of car parking within an overall design for open space so that car parking does not negatively affect the use and appearance of open spaces.
- 3.3.4** Where car parking is within the dwelling plot, at least one car parking space should be capable of enlargement to a width of 3300mm. Where parking is provided in communal bays, at least one space with a width of 3300mm should be provided per block entrance or access core in addition to spaces designated for wheelchair user dwellings.

Section 1

External Environment

1.5 Materials and durability

Enfield standards:

1.5.1 Materials used in the external environment should be weather well, have a long life and require minimal maintenance. They should be selected on the basis of life cycle value, rather than lowest capital cost.

1.5.2 We prefer to use materials such as brickwork for external cladding and to avoid large areas of render or timber.

1.5.3 Where budgets permit, our preference is for composite window frames (metal outside/timber inside) but we will consider UPVC and factory finished, high performance, timber windows. We wish to avoid painted or varnished timber frames.

1.5.4 Materials and products should be responsibly sourced, environmentally friendly and non-polluting as far as possible. Their embodied and whole life carbon should be also be considered.

1.5.5 Materials and components should be locally sourced where possible to support the local economy and facilitate repair and replacement.

Relevant GLA standards:

6.5.1 All new residential development should meet the requirements of Level 4 of the Code with regard to using materials with lower environmental impacts over their lifetime.

6.5.2 All new residential development accord with Code Level 4 and the London Sustainable Design and Construction SPG with regard to the sourcing of materials.

Relevant Enfield DMD policies:

DMD 56: Responsible Sourcing of Materials, Waste Minimisation and Green Procurement

Checklist of items that should be avoided:

- flank walls without windows
- streets, paths, spaces, play areas, parking courts and roof terraces that are not overlooked
- communal front gardens
- timber fencing to front gardens or other street facing boundaries
- satellite dishes, boiler flues and extracts on street-facing facades
- air source heat pumps on balconies or in street-facing gardens
- inaccessible bargeboards and soffit boarding unless maintenance free
- inaccessible roofs, dormers, guttering, and glazing
- small areas of grass or planting
- parking courts that are not overlooked
- underground parking
- tarmac except to feeder roads
- light coloured surface treatments to vehicular routes
- painted or varnished timber
- painted metalwork
- large areas of timber cladding
- large areas of render
- windows that are not recessed into the external wall

Design Considerations

Communal areas can be some of the most difficult spaces to manage and maintain. They also have a very significant impact on service charges so we generally prefer to keep internal areas to a reasonable minimum. This means they will generally only comprise entrance lobbies, lift and stair cores and circulation areas along with storage for waste, recycling and cycles.

Although many of our projects will be mixed tenure, cores will generally be mono-tenure as this simplifies management responsibilities and service charges. The number of dwellings served by each core needs to be carefully balanced, particularly in affordable rented cores where lift access is provided. It is important to have enough households to keep service charges down while keeping numbers at manageable level. Smaller cores also feel less institutional and allow residents to get to know their neighbours.

Previous models of council housing were often let down by uninspiring, unsafe and, often, invisible entrances. We want the entrances to our new buildings to be genuinely inviting; not just adequate. The sense of arrival begins at the approach to the building and the quality of the route from the communal entrance to the private entrance to each flat matters to residents and their visitors. Initial impressions often form lasting perceptions.

Communal circulation needs to be safe and designed to make way-finding simple. All circulation areas should be bright, fresh, airy and pleasant. Materials need to be hardwearing and easy to clean and spaces designed to encourage neighbourliness and discourage anti-social behaviour such as undue noise, dumping of waste and storage of personal items.

Long, dark, double loaded corridors do little to encourage a sense of pride and shared responsibility and have a number of other drawbacks. We seek efficient, manageable alternatives that add value to residents' daily lives without inflating their living costs.

One of our highest priorities, reflected in our standards, is the desire to access and maintain services and equipment from communal areas rather than from within flats. This will allow us to isolate and rectify problems quickly and easily with minimal disturbance to residents.

As with the external environment, the appropriate use of durable materials and design approaches that anticipate and facilitate management and reduce maintenance are key to achieving value for money over the long-term.

Design Standards

- 2.1 Entrance lobbies
- 2.2 Lifts, Stairs and horizontal circulation
- 2.3 Cycle storage
- 2.4 Refuse and recycling
- 2.5 Access to services and facilities

Section 2

Communal Areas

2.1 Entrance lobbies

Enfield standards:

- 2.1.1** All entrance lobbies should be visible, safe and welcoming with good levels of natural light.
- 2.1.2** Glazing to external doors and screens should not extend below 500mm.
- 2.1.3** The size of the lobby should be appropriate to the overall size of the building and the number of dwellings served by the core, but should generally be kept to a reasonable minimum.
- 2.1.4** A digital entry system, with video monitoring and control from each flat, is required unless agreed otherwise.
- 2.1.5** Requirements for CCTV will be confirmed on a site-by-site basis.
- 2.1.6** Letterboxes should be robust, tamperproof and lockable (suitable for A4 packages and at least 100mm deep). They should be located between 700 and 1200mm above floor level to be accessible to wheelchair users.

2.1.7 Our preferred arrangement is for letterboxes to be located inside, within a draft lobby that provides secondary security between the main communal entrance and the lift and stair lobby. Where this is not practical, they should be located on an external wall; allowing for delivery from outside and retrieval from inside.

2.1.8 Letterboxes should also be provided to individual flat entrance doors to provide the flexibility for alternative delivery arrangements in the future.

Relevant GLA standards:

3.1.1 All main entrances to houses, ground floor flats and communal entrance lobbies should be visible from the public realm and clearly identified.

3.1.2 The distance from the accessible parking space of requirement 3.3.4 to the home or to the relevant block entrance or lift core should be kept to a minimum and should be level or gently sloping. (Lifetime Homes Criterion 2).

3.1.3 The approach to all entrances should be level or gently sloping. (Lifetime Homes Criterion 3).

3.1.4 All entrances should be illuminated and have level access over the threshold. Entrance doors should have 300mm of clear space to the pull side, and clear minimum opening widths of 800mm or 825mm depending on the direction and width of approach. Main entrances should have weather protection and a level external landing. (Lifetime Homes Criterion 4).

2.2 Lifts, stairs and horizontal circulation

Enfield standards:

- 2.2.1** The preferred number of dwellings per core is 15-25 with 20 considered the optimum. This number may be exceeded for specified tenures with prior approval.
- 2.2.2** Lift access is highly desirable and where possible, 15 or more dwellings should be provided to all cores to make lift access viable, irrespective of storey height.
- 2.2.3** Long, double-loaded corridors with no natural light are undesirable. We generally prefer small clusters of flats, or short, naturally lit corridors of up to 20m. Access galleries (decks) and atria will be considered in the particular context of the development.
- 2.2.4** Natural light should be achieved by conventional, opening windows rather than large expanses of glazing where possible. Roof lighting will be considered in certain situations provided that adequate maintenance can be achieved.

Relevant GLA standards:

- 3.2.1 The number of dwellings accessed from a core should not exceed eight per floor.
- 3.2.2 An access core serving 4 or more dwellings should provide an access control system with entry phones in all dwellings linked to a main front door with electronic lock release. Unless a 24 hour concierge is provided, additional security measures including audio-visual verification to the access control system should be provided where any of the following apply:
- more than 25 dwellings are served by one core
 - the potential occupancy of the dwellings served by one core exceeds 100 bedspaces
 - more than 8 dwellings are provided per floor.
- 3.2.3 Where dwellings are accessed via an internal corridor, the corridor should have natural light and ventilation.
- 3.2.4 The minimum width for all paths, corridors and decks for communal circulation is 1200mm. The preferred minimum width is 1500mm and this is considered particularly important where corridors are double loaded (they serve dwellings on each side) and where wheelchair accessible dwellings are provided.
- 3.2.6 All dwellings entered at the fourth floor (fifth storey) and above should be served by at least one wheelchair accessible lift, and it is desirable that dwellings entered at the third floor (fourth storey) are served by at least one such lift.
- 3.2.7 Every designated wheelchair accessible should be served by at least one wheelchair accessible lift. It is desirable that every wheelchair accessible is served by at least two such lifts.

Section 2

Communal Areas

2.3 Cycle Storage

Enfield standards:

- 2.3.1** General levels of cycle storage provision are set out in DMD 46. Any higher or lower level of provision will be confirmed on a site-specific basis.
- 2.3.2** For flats, the optimum forms of storage provision are either, small free-standing, covered enclosures within secure courtyards or, communal storage rooms within the building footprint. The latter should ideally be accessible from the core, or communal courtyard, as well as offering a direct external entrance. In both cases, stores should serve small groups of specific residents (identified by flat numbers) and individual lockers provided for additional security.
- 2.3.3** Where freestanding shelters are provided, it may be useful to combine this with refuse storage. (Refuse storage is covered in the next sub-section).
- 2.3.4** Cycle storage within undercroft or underground parking areas will not usually be acceptable. (Cycle storage for houses is covered in Section 3).

Relevant GLA standards:

3.4.1 All developments should provide dedicated storage space for cycles at the following levels:

- 1 per one or two bedroom dwelling
- 2 per three or more bedroom dwelling

3.4.2 Individual or communal cycle storage outside the home should be secure, sheltered and adequately lit, with convenient access to the street. Where cycle storage is provided within the home, it should be in addition to the minimum GIA and minimum storage and circulation space requirements. Cycle storage identified in habitable rooms or on balconies will not be considered acceptable.

Relevant Enfield DMD policies:

- DMD 46 Parking Standards

2.4 Refuse & recycling

Enfield standards:

- 2.4.1** For flats, our preferred arrangement is to provide small, screened, freestanding stores or enclosures located reasonably close to entrance lobbies for residents' convenience, but with vehicular access (including turning where necessary) for collection. Doors should not be fitted.
- 2.4.2** Integral refuse stores (within the ground floor footprint of the building) are only acceptable where it can be shown that these will not cause undue nuisance to homes, gardens or balconies above, or adjoining, the store. Underground storage is not possible at present in Enfield but may be considered in the future. Refuse chutes are unacceptable.
- 2.4.3** Early discussion with Enfield waste services is essential.

Relevant GLA standards:

- 3.5.1 Communal refuse and recycling containers, communal bin enclosures and refuse stores should be accessible to all residents including children and wheelchair users, and located on a hard, level surface. The location should satisfy local requirements for waste collection and should achieve full credits under the Code for Sustainable Homes Technical Guide. Refuse stores within buildings should be located to limit the nuisance caused by noise and smells and provided with means for cleaning.
- 3.5.2 Storage facilities for waste and recycling containers should be provided in accordance with the Code for Sustainable Homes Technical Guide and local authority requirements.

Relevant Enfield DMD policies:

- DMD 48 Access and Servicing

Section 2

Communal Areas

2.5 Access to services and ancillary facilities

Enfield standards:

- 2.5.1** Electricity, gas and water supplies should be individually metered and homes provided with smart meters to allow residents to monitor their fuel and water consumption.
- 2.5.2** Doors and hatches to all service risers, ducts, and sundry access points, must be discrete, lockable and tamper-proof.
- 2.5.3** Services in ceiling voids should be run in dedicated zones within carefully designed, accessible ducts.
- 2.5.4** For maintenance purposes, all roof voids should be accessible and hatches located in communal areas rather than within flats.
- 2.5.5** Communal satellite dishes / communication systems (with the facility to receive international TV channels) should be provided for flats, rather than individual dishes.
- 2.5.6** Services generally, including plumbing and drainage to bathrooms within flats, should be accessible from communal areas to avoid the need to gain access to flats. Where this is not practical, isolation valves/ switches should be provided in tamper-proof locations in corridors.

- 2.5.7** Requirements for cleaner's cupboards will be confirmed on an individual project basis. Where required, they should be discretely located, secure and equipped with power socket, sink with instant access hot water (e.g. via 'zip tap'), space for a Hoover and brooms etc. and a shelf or cupboard for cleaning materials. Designers should allow for a space approximately 2m square for each core in larger schemes.

Relevant GLA standards:

Service controls should be within a height band of 450mm to 1200mm from the floor and at least 300mm away from any internal room corner. (Lifetime Homes criterion 9).

Checklist of items that should be avoided:

- dark or hidden entrances
- timber entrance doors
- full height glazing to entrance lobbies or other areas at street level
- fully external letter boxes
- long, double-loaded corridors
- corridors with no natural light
- atria
- flooring that is easily marked or stained
- suspended ceiling tiles
- inaccessible services
- loft hatches and service access points within flats
- refuse stores immediately below or adjacent to habitable rooms
- large communal cycle stores
- cycle racking
- plant rooms without vehicular access

Design Considerations

We aim to give our residents light, spacious, quiet and practical homes that support family life and give individuals the space and privacy to play, study and relax. These simple attributes are more difficult to achieve in higher density environments and, like other urban areas, Enfield has some areas of poor air quality and major roads that generate high levels of traffic noise so special care is needed in these situations.

We expect homes to be dual aspect wherever possible to achieve good levels of natural light and ventilation and a choice of outlook. This is particularly important on busy streets, where the opportunity to retreat to quieter spaces within, and outside of the home, is paramount. We want to exceed current Building Regulations in respect of soundproofing between dwellings and will consider triple glazing and the use of wintergardens instead of open balconies where conditions are particularly noisy. Similarly, where air quality is below ideal levels, or there is a risk of overheating we will look at whole house ventilation and shading devices where appropriate. In all circumstances we will adopt passive measures where possible.

The GLA space standards ensure enough space for residents to be comfortable and for the principles of Lifetime Homes to be incorporated. This is vital for us – our residents have diverse needs and often remain in the same home for many years so spaces

that are flexible and adaptable enough to respond to the physical challenges of aging and disability without the need to uproot, are important in maintaining a good quality of life and reducing long-term health and care costs. The facility to incorporate assistive technology is part of our wider future-proofing strategy that means many of the homes we build now will take us into the next century.

To cater for higher levels of disability, we require ten per cent of new housing to be suitable for wheelchair users and have produced our own Wheelchair Design Guide which sets out the standards we require.

One of the most practical ways in which we can help all of our residents is to build highly energy efficient homes, adopting a fabric first approach. While this has a modest impact on capital cost, it has no on-going cost implications. The fuel savings that result from a well-insulated home can be enormous; enough to lift most people out of fuel poverty.

The home is also the area where residents can have the most choice, both at the outset and in the future. We want to give all residents the ability to have a separate kitchen if this is what they prefer, and the flexibility to furnish and use rooms in different ways over time. The GLA has set high standards for internal storage, which we welcome. Residents will be able to choose from a menu of internal finishes, including paint colours, kitchen fittings and wall tiling.

Section 3

Inside the Home

Design Standards

- 3.1 Internal space generally
- 3.2 Living, dining and kitchen areas
- 3.3 Bedrooms
- 3.4 Bathrooms and WCs
- 3.5 Circulation and storage areas
- 3.6 Wheelchair housing
- 3.7 Privacy, soundproofing and security
- 3.8 Daylight, sunlight, ventilation, overheating and air quality
- 3.9 Private outdoor space

3.1 Internal space generally

Enfield standards:

- 3.1.1** The GLA minimum gross internal floor areas (GIAs) and minimum room areas should be met for all tenures. (See Appendix A for the GIAs).
- 3.1.2** Extra space should be allowed for additional rooms (WCs, showers, utility rooms 3m² each, bathrooms 5m² each) beyond that reflected in the minimum GIAs.
- 3.1.3** Higher space standards will be needed for wheelchair homes.

Relevant GLA standards:

- 4.1.1 All developments should meet the minimum space standards in Appendix 1.
- 4.1.2 Dwelling plans should demonstrate that dwellings will accommodate the furniture, access and activity space requirements relating to the declared level of occupancy.
- 4.2.1 Dwelling plans should demonstrate that dwelling types provide flexibility by allowing alternative seating arrangements in living rooms and by accommodating twin or double beds in at least one bedroom.
- 5.4.1 The minimum floor to ceiling height in habitable rooms should be 2.5m between finished floor and ceiling level.

3.2 Living, dining and kitchen areas

Enfield standards:

- 3.2.1** A separate kitchen, or kitchen/dining room, with natural light and ventilation, is desirable in homes with two bedrooms and essential in homes with three or more bedrooms.
- 3.2.2** Where kitchens are integral with the living space, they should occupy a discreet zone within the room (ideally an alcove) and the layout should allow a change of floor finish to be neatly accommodated. Partial screening is desirable from the outset, and the location and layout of the kitchen should permit easy sub-division to form a separate room at a future date, should this be required.
- 3.2.3** All kitchens must be fitted with adequate wall cupboards (i.e. located above all available worktop space).

Relevant GLA standards:

- 4.4.1 The following combined floor areas for living/kitchen/dining space should be met:
- 2 person: 23m²
 - 3 person: 25m²
 - 4 person: 27m²
 - 5 person: 29m²
 - 6 person: 31m²
- 4.4.2 The minimum width of the main sitting area should be 2.8m in 2-3 person dwellings and 3.2m in dwellings designed for 4 or more people.
- 4.4.3 Dwellings for five people or more should be capable of having two living spaces, for example a living room and a kitchen-dining room. Both rooms should have external windows. If a kitchen is adjacent to the living room, the internal partition between the rooms should not be loadbearing, to allow for reconfiguration as an open plan arrangement. Studies will not be considered as second living spaces.
- 4.4.4 There should be space for turning a wheelchair in dining areas and living rooms and basic circulation space for wheelchairs elsewhere. (Lifetime Homes Criterion 7).
- 4.4.5 A living room, living space or kitchen-dining room should be at entrance level. (Lifetime Homes Criterion 8).
- 4.4.6 Windows in the principal living space should start 800mm above finished floor level (+/- 50mm) to allow people to see out while seated. At least one opening window should be easy to approach and operate by people with restricted movement and reach. (Lifetime Homes Criterion 15).

Section 3

Inside the Home

3.3 Bedrooms

Enfield standards:

- 3.3.1** Double/twin bedrooms are generally considered preferable to singles but precise mix requirements will be confirmed on a site-by-site basis.
- 3.3.2** The GLA space standards allow for a desk in every bedroom but the desk space in one bedroom should be enlarged to provide a 'home office' where credits are being sought under the Code for Sustainable Homes.

Relevant GLA standards:

- 4.5.1 The minimum area of a single bedroom should be 8m². The minimum area of a double or twin bedroom should be 12m². (Note that funding minima are 7.5m² and 11.5m² respectively.)
- 4.5.2 The minimum width of double and twin rooms should be 2.75m in most of the length of the room.
- 4.5.3 In homes of two or more storeys with no permanent bedroom at entrance level there should be space on the entrance level that could be used as a convenient temporary bedspace. (Lifetime Homes Criterion 9).
- 4.5.4 Structure above a main bedroom and an accessible bathroom should be capable of supporting a ceiling hoist and the design should allow for a reasonable route between this bedroom and the bathroom. (Lifetime Homes Criterion 13).
- 4.8.1 Dwelling plans should demonstrate that all homes are provided with adequate space and services to work from home. The Code for Sustainable Homes guidance is recommended as a reference.

3.4 Bathrooms and WCs

Enfield standards:

- 3.4.1** Natural light and ventilation should be provided to bathrooms where possible.
- 3.4.2** Bathroom and WC layouts should assume the provision of close-coupled WCs (not concealed cisterns) and wall-hung or pedestal basins (not inset or semi-inset).
- 3.4.3** The bathroom should provide an over-bath shower with a shower curtain and a retractable 'tidy-dry' for clothes drying.
- 3.4.4** A shelf (or ledge) above, or near, the basin and some form of enclosed, lockable storage is required in the bathroom. Where space permits this should be a built-in cupboard but the minimum provision is a wall-mounted cabinet.
- 3.4.5** The level access shower required under Lifetime Homes should be installed and ready for use in all homes. In all dwellings with a WC at entrance level, this should include the shower. In flats with only a bathroom, the shower drainage gully should be installed under the bath. Wherever the shower is within the WC, the larger Lifetime Homes WC will be required (i.e. no exception for two storey homes with two bedrooms).
- 3.4.6** Gravity drainage is preferable but pumped solutions are generally acceptable except to wheelchair bathrooms.

Relevant GLA standards:

- 4.6.1 Dwellings designed for an occupancy of five or more people should provide a minimum of one bathroom with WC and one additional bathroom.
- 4.6.2 Where there is no accessible bathroom at entrance level, a wheelchair accessible WC with potential for a shower to be installed should be provided at entrance level (Lifetime Homes criterion 10).
- 4.6.3 An accessible bathroom should be provided in every dwelling on the same storey as a main bedroom. (Lifetime Homes criterion 14).
- 4.6.4 Walls in bathrooms and WCs should be capable of taking adaptations such as handrails. (Lifetime Homes criterion 11).
- 6.4.1 New dwellings should be designed to ensure that a maximum of 105 litres of water is consumed per day.

Section 3

Inside the Home

3.5 Circulation and storage areas

Enfield standards:

- 3.5.1** A dedicated store or cupboard (at least 700m square) with plumbing, drainage and power for a washing machine should be provided wherever possible, particularly in homes with a fully open plan living/dining/kitchen arrangement.
- 3.5.2** A separate utility room, suitable for the washing machine, boiler (or heat exchanger) and providing additional worktop/storage space where possible, is required in homes for 7 or more bedspaces, in lieu of the above.
- 3.5.3** Slatted shelving should be included in a cupboard suitable for airing and storing linen.
- 3.5.4** 'Dirty' storage, in the form of an extra cupboard at least 1m² and preferably located near to the front door, should be provided to family flats wherever possible. This should be in addition to the minimum GLA requirements for built-in storage.

Relevant GLA standards:

4.3.1 The minimum width of hallways and other circulation spaces inside the home should be 900mm. This may reduce to 750mm at pinch points e.g. next to a radiator, where doorway widths meet the following specification:

- 750mm doorway from 900mm hallway when

approach is head on

- 750mm doorway from 1200mm hallway when approach is not head on

- 775mm doorway from 1050mm hallway when approach is not head on

- 900mm doorway from 900mm hallway when approach is not head on

4.3.2 The design of dwellings on more than one storey should incorporate potential for a stair-lift to be installed and a suitable space identified for a through-the-floor lift from the entrance level to a storey containing a main bedroom and an accessible bathroom. (Lifetime Homes Criterion 9).

4.7.1 In dwellings supported by the LDA or receiving public subsidy, built-in general internal storage space free of hot water cylinders and other obstructions, with a minimum internal height of 2m and a minimum area of 1.5m² should be provided for 1 and 2 person dwellings, in addition to storage provided by furniture in habitable rooms. For each additional occupant an additional 0.5m² of storage space is required.

Private sector dwellings should ensure this minimum area (1.5m²) either within the dwelling itself or elsewhere within its curtilage provided minimum internal provision includes storage space free of hot water cylinders and other obstructions with a minimum internal height of 2m and a minimum area of 0.8m² for 1 and 2 person dwellings, in addition to storage provided by furniture in habitable rooms. For each additional occupant an additional 0.5m² of storage space is required.

3.6 Wheelchair housing

Enfield standards:

- 3.6.1** In line with current GLA policy, 10% of all new homes should be suitable (or potentially suitable) for wheelchair users. Precise requirements for mix and tenure will be confirmed on a site-by-site basis.
- 3.6.2** Wheelchair homes should be fully integrated, subject to the same general design principles as other housing and dispersed across a new development as far as possible, while recognising that the need to provide step-free access may make certain parts of the site more suitable than others.
- 3.6.3** Wheelchair homes for social and affordable rent must be designed in accordance with our own 'Enfield Wheelchair Design Guide'. The standards will be applied more flexibly to other tenures and discussed on a site-by-site basis.

Relevant GLA standards:

4.9.1 10% of new housing should be designed to be wheelchair accessible or easily adaptable for people who are wheelchair users.

NOTE: This standard has been shortened to omit references to GLA design guidance for wheelchair housing.

Section 3

Inside the Home

3.7 Privacy, soundproofing and security

Enfield standards:

- 3.7.1** Privacy (or distancing) requirements are set out in DMD 14. We will consider relaxations on an individual basis where sites are constrained and/or where measures to mitigate over-looking (such as angled or bay windows or semi-screened balconies) are proposed.
- 3.7.2** The design of fencing and boundary treatments should afford good privacy to habitable rooms and private outdoor spaces.
- 3.7.3** Semi-inset balconies are generally desirable and wintergardens should be provided in very exposed or windy conditions. Transparent glass balustrading should be avoided.
- 3.7.4** Party walls and floors should provide an improvement of at least 5dB over current Building Regulations, Part E.
- 3.7.5** Triple glazing, acoustic trickle vents and other noise mitigation measures will be required in particularly noisy conditions.
- 3.7.6** Homes should meet the requirements of Secured by Design, Part 2 (Physical Security).

Relevant GLA standards:

5.1.1 Design proposals should demonstrate how habitable rooms within each dwelling are provided with adequate levels of privacy in relation to neighbouring property and the street and other public spaces.

5.3.1 The layout of adjacent dwellings should and the location of lifts and circulation spaces should seek to limit the transmission of noise to sound sensitive rooms within the dwelling.

3.8 Daylight, sunlight, ventilation, overheating and air quality

Enfield standards:

- 3.8.1** We require good levels of natural light and ventilation to all homes and prefer dual aspect dwellings wherever possible.
- 3.8.2** Passive stack ventilation is generally considered desirable and MVHR will be considered where appropriate.
- 3.8.3** Design should seek to mitigate the risk of overheating through consideration of orientation, location of rooms and area and type of glazing. Shading and screening devices will be considered where the risk of excessive solar gain remains high after other steps have been taken.
- 3.8.4** New development should not have an adverse impact on existing air quality and will be refused in areas of very poor air quality. Refer to DMD 64.
- 3.8.5** Air conditioning will not be accepted.

Relevant GLA standards:

- 5.2.1 Developments should avoid single aspect dwellings that are north facing, exposed to noise categories C or D, or contain three or more bedrooms.
- 5.2.2 Where single aspect dwellings are proposed, the designer should demonstrate how good levels of ventilation, daylight and privacy will be provided to each habitable room and the kitchen.
- 5.5.1 Glazing to all habitable rooms should be not less than 20% of the internal floor area of the room.
- 5.5.2 All homes should provide for direct sunlight to enter at least one habitable room for part of the day. Living, kitchen and dining spaces should preferably receive direct sunlight.
- 5.6.1 Minimise increased exposure to existing poor air quality and make provision to address local problems of air quality: be at least 'air quality neutral' and not lead to further deterioration of existing poor air quality (such as areas designated as Air Quality Management Areas (AQMAs)).
- 6.3.1 Development proposals should demonstrate how the design of dwellings will avoid overheating during summer months without reliance on energy intensive mechanical cooling systems.

Relevant Enfield DMD policies:

- DMD 55** Heating and Cooling
- DMD 64** Air Quality

Section 3

Inside the Home

3.9 Private open space

Enfield standards:

- 3.9.1** Minimum requirements for private amenity space are set out in DMD 13. Garden size will also be affected by the privacy distances required by DMD 14. Departures from these general guidelines must be justified and will be considered on a case-by-case basis.
- 3.9.2** Rear alleys, and gardens that are located beyond, or accessed via, gardens to ground floor flats are not acceptable.
- 3.9.3** Rear gardens should provide a paved patio, at least 2m deep with level access from the home. A socket, suitable for a rotary clothes drying line and accessible from the patio or a path, outdoor lighting and an outdoor watering tap are required.
- 3.9.4** A concrete hard-standing (typically 3m x 2m) suitable for supporting a garden shed (or other form of outdoor storage suitable for gardening equipment) is required in the rear gardens of all houses and flats.
- 3.9.5** Cycle storage should be provide in rear gardens wherever the garden has direct access to the street. Where this is not possible, secure storage should be provided within front gardens or space provided within a secure porch.
- 3.9.6** Refuse and recycling containers should be provided rear gardens wherever the garden has direct access to the street. Where this is not possible, screened storage should be provided within front gardens with consideration given to combining this with cycle storage. Early discussion with Enfield waste services is essential.

3.9.7 Cycle or refuse storage should not be located directly in front of doors or windows.

3.9.8 External meters to houses should be semi-concealed and pre-finished in a colour that blends with the background wall.

Relevant GLA standards:

4.10.1 A minimum of 5m² of private outdoor space should be provided for 1-2 person dwellings and an extra 1m² should be provide for each additional occupant.

4.10.2 All private outdoor space should have level access from the home (subject to an exemption for balconies and terraces over habitable rooms where a step up is needed to deal with increased slab thickness / insulation).

4.10.3 The minimum depth and width for all balconies and other private external space should be 1500mm.

Relevant Enfield DMD policies:

- DMD 13** Amenity Space
DMD 14 Distancing
DMD 46 Parking Standards (including cycle storage)
DMD 48 Access and Servicing

Checklist of items that should be avoided:

- fully open plan layouts with no potential to create two rooms or separate the kitchen
- WCs with concealed cisterns
- complicated equipment
- supplies that cannot be individually metered
- inset or semi-inset basins
- clear glass balustrading to balconies
- large areas of unshaded south or west facing glazing
- air-conditioning
- sliding patio doors
- perforated, undrained balcony floors
- remote gardens and rear alleys
- external meters that are highly visible from the street

Annex A

GLA Space Standard

Number of bed spaces	Number of bedrooms	Areas for 1 storey	Areas for 2 storey	Areas for 3 storey
1p(a)	1	37		
1p(b)	1	39		
2p	1	50	61	
3p	2	61	74	
4p	2	70	83	
	3	74	87	93
5p	3	86	96	102
	4	90	100	106
6p	3	95	105	111
	4	99	107	113
	5	103	113	119
7p	4	108	118	124
	5	112	122	128
	6	116	126	132
8p	4	117	127	133
	5	121	131	137
	6	125	135	141
	7	129	139	145
9p	5	130	140	146
	6	134	144	150
	7	138	148	154
10p	5	139	149	155
	6	143	153	159
	7	147	157	163
11p	6	152	162	168
	7	156	166	172
12p	6	161	171	177
	7	165	175	181

Minimum floor areas (GIAs in m²)

Notes:

1p (a): 37 sq m (with shower room)

1p (b): 39 sq m (with bathroom)

For an extra en suite shower room add 3 sq m; for an extra bathroom add 5 sq m

Source: Annex 4 London Housing SPG 2012

Annex B

Design Considerations for private rent

Why we are considering developing for the private rental market)

Private rent is becoming an increasingly important element of the London housing market. Driven by high demand and low supply, the recent rise in sale and rental prices across London has made central locations unaffordable, and outer London boroughs with very good transport links - such as Enfield - are fast becoming an attractive proposition for private renters.

As a council, we are committed to meeting the housing needs of our residents, and this includes a commitment to fairness and good stewardship – in short, being a responsible landlord that all tenants know they can trust.

We will decide whether to develop an element of new council housing specifically for private rent on the basis of current and projected demand, taking into account demographic data and market research, and in the context of the specific location.

Our aim will be not only to provide a much needed form of housing as part of a balanced housing offer, but also to invest part of the revenue generated by fair market rents in the building new affordable housing; particularly homes for social rent.

While we will want to meet the needs and expectations of the market rental sector, we will also be seeking to ensure that any PRS housing we develop is sufficiently flexible to change tenure or accommodate a mix of tenures over time.

What distinguishes PRS from other tenures

Although the majority of new housing, particularly larger apartment blocks that are developed for shared ownership or sale, would be suitable for private renting, when developing specifically for the rental market, there are some general factors that warrant consideration.

Proximity to public transport, particularly tube or rail links to the city, will be one of the most important considerations but homes with on-site parking are also increasingly hard to find. Secure parking provision, including undercroft or underground, may therefore be a significant attraction.

Similarly, locations that are close to good shops (particularly food retail outlets), cafes, sports facilities and public open space are particularly suitable. Mixed use buildings – flats above shops, offices, community, leisure, health or education facilities work especially well and often lend themselves to underground parking and podium based amenity space. As these are two scenarios that we want to avoid for affordable housing we will need to balance this against the desire for flexibility of tenure over time. Conversion to shared ownership or sale is likely to more realistic.

In terms of dwelling mix and type, the majority of private renters are likely to be younger singles and couples – either working locally or in the city. Provision is therefore likely to be mostly one and two bed apartments although some studios and three beds may well be appropriate.

More open plan layouts are popular though these usually require sprinklers to satisfy means of escape. It is important to provide similar size double bedrooms in two bed flats and two bathrooms (with at least one ensuite). Plans with a central living / dining / kitchen space and a bedroom each side can

increase privacy and soundproofing for sharers - but still work well for a family.

Internal and external maintenance are key considerations – as with all housing we intend to manage and maintain. Finishes generally should be neutral, stylish and hard wearing, and communal areas designed to cope with above average ‘turnover’. Cores can serve more dwellings than is considered ideal for social and affordable rent, given the relatively low child density. It may be useful to increase the lift to a 10 person size lift to help with furniture removal and installation, provide two lifts to minimise inconvenience to residents when a move is taking place, or consider a ‘goods lift’ with direct access to a parking area.

Secure cycle storage and additional, rentable storage facilities, which can be remote from the flat, are also valued.

Other design considerations

Most other design considerations will be driven by a combination of the site location and an analysis of the local market. Where market research suggests that a more ‘up-market’ development is likely to provide the best long-term return, the following features should be among the considerations:

entrance lobby

- light and spacious (plenty of glazing, possibly double height)
- hotel design aesthetic (accent lighting, good signage, high quality finishes, small seating area)
- prominent and welcoming reception desk (possibly with concierge and / or CCTV) lifts and stairs visible

possible communal facilities

- multi-purpose events room
- IT facilities (free Wifi)
- gym / fitness suite (anything up to and including a pool / sauna)
- laundry / drying room

other services that could be offered to residents if on-site staff are present

- internet shopping receipt / cold storage
- parcel receipt / storage
- key holding
- dry cleaning lockers or hanging rails
- additional off-site services that could be managed through a concierge or managed online via a resident’s portal

Annex C

Variations to design standards for shared ownership

In order to respond to market expectations, it may be appropriate for some of the design standards we have set for affordable rent to be applied to homes for shared ownership. The key standards that may be affected in this way are summarised here and may be relevant when we develop for private rented sector development too.

Section 1: External environment

1.4 Parking

- 1.4.2** Undercroft and underground parking are acceptable in principle.

Section 2: Communal areas

2.1 Entrance areas

- 2.1.2** Full height glazing is acceptable in principle.
- 2.1.3** Larger lobbies may be appropriate.
- 2.1.7** Alternative locations for letter boxes may be appropriate.
- 2.1.8** Individual letter boxes may not always be required

2.2 Lifts, stairs and horizontal circulation

- 2.2.1** Higher numbers of dwellings per core will be considered.

2.3 Cycle Storage

- 2.3.2** Other forms of cycle storage are acceptable in principle and racking, rather than individual lockers, may be acceptable within secure, communal cycle stores.

2.4 Refuse and recycling

- 2.4.1** Other forms of refuse storage are acceptable in principle and doors with fob access should be provided.

2.5 Access to services and ancillary facilities

- 2.5.1** Smart metering may not always be required.

Section 3: Inside the home

3.2 Living, dining and kitchen areas

- 3.2.1** Separate kitchens are not required for 2 bed homes and may not always be required for 3 bed and above provided that there is potential for separation (i.e. GLA standard 4.4.3 is still required).

- 3.2.2** The flexibility to separate the kitchen in smaller homes is less important.

3.4 Bathrooms and WCs

- 3.4.5** Provision for a level access shower is still required but this need not be fully operational from the outset and may be provided in bathrooms (beneath the bath) in all flats.

- 3.4.7** Additional standard: ensuite shower rooms will usually be required in flats with two or more bedrooms and may be required in larger houses.

3.6 Wheelchair Housing

- 3.6.3** The requirements of our Wheelchair Housing Design Guide will be applied more flexibly and confirmed on a project by project basis.

3.7 Privacy, soundproofing and security

- 3.7.3** There is greater flexibility in the type and design of balconies, and clear glass balustrading is acceptable in principle.

3.9 Private open space

- 3.9.4** A garden shed (or other form of enclosed, secure garden storage) is required for private rental flats only.



Part 02

Technical Specifications

General Requirements

The design and incorporation of materials, components and workmanship, should be in accordance with the current relevant British Standards and, where applicable, Structural Euro codes.

Designers are expected to exercise reasonable skill, care and diligence in the selection of materials. Where in this section products are described by a proprietary name, the Employer has a preference that the specified product be incorporated and the contract sum should include for no lesser provision unless otherwise agreed in writing. However the design responsibility should remain with the Contractor.

All materials, goods and appliances for the Works, unless otherwise stated, should comply, as a minimum, with the latest relevant British Standard Specifications, British Board of Agreement Certificates, BRE Digests, NHBC/LABC and Local Authority requirements. Where any materials, goods or appliances are covered by more than one of the above standards and/or recommendations, the higher standard should apply.

The Employer would prefer that materials, goods and appliances are sourced from within the U.K. and as locally as possible.

All workmanship should, as a minimum, comply with the recommendations of the latest relevant British Standard Codes of Practice and/or trade suppliers, manufacturers' representative bodies, Codes of Practice and recommendations of the NHBC/LABC, BRE Digests and Local Authorities and best practice. All timber should be from sustainable sources and all structural timber should be preservative treated under factory conditions.

There is a preference for low or no maintenance external finishes.

The principals of the Waste and Resources Action Programmes (WRAP) resource efficient approach to construction should be observed when selecting and procuring materials. The Contractor should minimise construction waste and maximise the use of recyclable / reusable products and materials with recycled content where technically and commercially feasible.

All insulating materials incorporated in the Works should be zero ozone depleting, as certified by the manufacturer and global warming potential (GWP) of less than 5.

All exposed steelwork should be suitably protected against corrosion.

Section 4

External Environment

Specifications

- 4.1 Substructure
- 4.2 Superstructure
- 4.3 Hard Landscaping
- 4.4 Soft Landscaping
- 4.5 External Stores
- 4.6 External Drainage
- 4.7 External Service

4.1 Substructure

- 4.1.1** Foundations and substructure works should be designed by a Structural Engineer who will be required to provide an appropriate indemnity in favour of Enfield Council against any design defect.
- 4.1.2** Should piled foundations be employed the following are required as a minimum:
 - Full details of all designs and specifications.
 - A photographic survey of surrounding buildings, preferably internally and externally, prior to work commencing with copies handed to Enfield Council.
 - A collateral warrant for any design work carried out by the piling subcontractor.
 - Load test on one pile.
 - Integrity testing of all piles.
 - Concrete cube tests to be taken from the first, last and every third delivery of concrete to the site each day. Copies of test results from an appropriately qualified testing company should be provided to Enfield Council within seven days of the results becoming available.
 - Copies of all reports and test results.
- 4.1.3** Ground floors should be either solid ground bearing or suspended concrete. Where suspended floors are used, the ground below the ventilated void should be treated with herbicide.
- 4.1.4** Brickwork below damp proof course level should be Class B engineering bricks or facing bricks of equivalent frost resistance. Any airbricks for under floor ventilation should be of a suitable colour to match the surrounding walling. Inner skins of hollow walls below damp proof course level may be of dense concrete foundation block work.

4.2 Superstructure

Frame:

4.2.1 The construction method for the main frame of the building(s) should be at the contractor's discretion.

Upper Floors:

4.2.2 Upper floors in flats, or other instances where party floors are necessary, must be of concrete construction.

4.2.3 Upper floors in houses should be of timber joist construction covered with tongued and grooved softwood floorboards or tongued and grooved paper faced chipboard/plywood with screwed isolated access panels to all under floor pipe work fittings. Joints should be glued and boards are to be screwed down, not nailed. All plywood and chipboard should be moisture resistant in wet areas.

4.2.4 Timber roof structure should be pressure impregnated treated timber, protected by a preservative treatment carried out in accordance with NHBC (or equivalent) requirements and as recommended in writing by the Wood Protection Association, of suitable section for the loading, braced and tied in accordance with relevant British Standards. Timber wall plates should be tied to external walls with suitable straps. All fixings, straps etc. should be non-corrodible and compatible with the timber preservative treatment.

4.2.5 Pitched roof coverings should generally be concrete tiles to the approval of the Planning Authority, supported on preservative treated timber battens on untearable felt underlay. The insulation selected should contribute to achieving the relevant u-value governed by Building Regulations, loose fill insulation is not acceptable.

4.2.6 Ridges hips and accessories should suit the roof tiles. Ridge or roof slope terminals are preferred to perforations through the roof slope.

4.2.7 Single ply systems should be BBA certified Sarnafil or equal approved by an approved installer.

4.2.8 Green roofs should be BBA certified Sarnafil or equal approved by an approved installer.

4.2.9 Metal standing seam roofs should be BBA certified Kalzip system or equal approved by an approved installer.

4.2.10 The Contractor is to include within his tender submission proposals for the inclusion of Green (or Brown) roofs, to be of warm roof construction incorporating insulation beneath weatherproof membranes with a sedum covering and all necessary and associated details and accessories. Note: The Contractor's attention is drawn to the fact that he is to incorporate into his designs, suitable means of specialist access for the future maintenance of the external fabric of the roofs and the building elevations and

Section 4

External Environment

suitable allowance must be incorporated into the design and installation of the roof coverings to accommodate such and that these access systems should present a discreet and preferably hidden appearance when not in use.

- 4.2.11** Roof flashings generally should be of lead and must conform to the recommendations of the Lead Development Association. Where metal roofing is used, flashings should be of a suitable compatible material with equivalent designed life.
- 4.2.12** Eaves and verges should be designed to eliminate maintenance where possible. Any fascias, soffits, or bargeboards should be low maintenance.
- 4.2.13** The roof void should be insulated with materials with a low environmental impact and adequately ventilated.
- 4.2.14** Access to roof voids is to be provided by a proprietary insulated loft access hatch, complete with draught stripping and pull-tight catches. In blocks of flats, all access hatches are to be located in the communal areas and are to be lockable and tamper proof. All hatch locks are to be suited per block with clearly labelled keys handed to the Employer on completion.
- 4.2.15** Walkways in the roof void should be sufficient to provide essential safe access and space for maintenance of water storage tanks, aerials and other equipment; such as PV/Solar systems. In addition, a 2m² boarded area should be provided adjacent to the loft access point for general storage. All platforms are to be raised to prevent insulation beneath being compressed.
- 4.2.16** Gutters should be designed to suit the roof coverings with downpipes connected to the underground drainage system.
- 4.2.17** Where UPVC rainwater goods are prohibited by planning, coated aluminium or zinc products are preferred. Where trees are located within the vicinity, gutter grills must be used.
- 4.2.18** Extract vents and pipes to be securely fixed with no sharp bends.
- 4.2.19** Soffit vents to provide cross ventilation maintained between membrane and insulation. High level ventilation to roof void where required is to be provided through ridge detail and not tile vents.
- 4.2.20** Provide side (not vertical) condensation traps.
- 4.2.21** Any eaves insulation to be firmly secured between timber members.
- 4.2.22** Where porches or entrance canopies are provided, these should be mechanically fixed to external walls.
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Stairs:

4.2.23 Stairs to houses and timber framed flats should be of timber construction with solid risers and complete with timber balustrades and handrails.

4.2.24 Communal stairs to non-timber framed flats should be concrete construction with metal balustrading and finished in vinyl. Wall handrails to houses are to be provided to allow a 360° hold.

4.2.25 Wall handrails to communal stairs should match the staircase balustrade handrail.

External Walls

4.2.26 Our preference is for outer skins to be constructed in facing bricks, guaranteed for 60 years against frost failure. Where air bricks, extract vents and weep holes are provided, these should be of a colour to match the brickwork.

4.2.27 Where a render finish is considered appropriate, this should be self-coloured and used in limited areas. Similarly, where cladding is proposed, it should be maintenance free (e.g. composite thermawood or Eternit 'Trespa') subject to sustainability considerations.

4.2.28 All high level isolated infill sections, spandrels, isolated gables and other areas that are difficult to reach, should be of facing brickwork or maintenance free cladding.

4.2.29 Inner skins of masonry cavity walls should generally be of concrete block work.

4.2.30 Cavities should be insulated with materials with a low environmental impact. Cavity closers should be proprietary insulated type.

4.2.31 Lintels should be insulated galvanised mild steel or stainless steel. Cavity trays with stop ends and proprietary weep hole vents are to be provided over lintels and where roofs abut external walls.

4.2.32 A suitable damp proof course should be provided under all walls. Polythene damp proof courses are not acceptable.

Windows:

4.2.33 All windows should satisfy Secured by Design criteria and should be internally glazed with hermetically sealed double glazed units. Opening casements and any top hung vents should be fitted with espagnolette multi point locking systems. In addition, the windows must comply with the following criteria:

- 30 year guarantee against fungal and insect decay.
- 10 year guarantee against manufacturing defects.
- 10 year sealed glazed unit guarantee.
- 10 year hardware guarantee.
- Factory applied decoration with a minimum 8 year finish guarantee.
- Secure and childproof night vent position on all opening lights.
- Factory fitted trickle ventilators in accordance with current Building Regulations.
- All opening lights sized and hinged to enable cleaning of all glass surfaces from within the building.
- All casements should have safety restrictors with override function.

Section 4

External Environment

- Obscure glazing to bathroom and windows.
- Lockable casement fasteners should have robust cranked handles with one key type for all windows. Handles incorporating buttons to operate should be push to open type; push to lock will not be acceptable.

4.2.34 Windows must be such that all members are suitably weathered with sills projecting beyond the face of the wall below and the frames set back to provide an adequate reveal.

4.2.35 Windows adjacent to doors must have laminated outer panes.

4.2.36 MDF window boards should be provided generally, except in kitchens and bathrooms which should have tiled sills.

4.2.37 Composite (aluminium/timber) framed windows to be used as default, unless planning or sustainability issues dictate otherwise. Aluminium and timber framed windows are also desirable but PVC should not be used unless expressly permitted.

4.2.38 Where a fire escape windows is required, this should be located in the master bedroom; unless Building Control dictates otherwise.

External Doors

4.2.39 Door skins generally to be white internally.

4.2.40 Manufacturers & installers used elsewhere by Enfield Council include:

- New Century Doors
- Permadoor
- Norfolk Frames Ltd
- Manse Masterdor/Suredoor
- Century 21

4.2.41 External front entrances to dwellings should achieve PAS24 standard with a maintenance free finish. Letterboxes should be positioned centrally with postal numerals adjacent or at high level. Any glazing should be laminated obscured glass and a separate door viewer provided at eye level. A door chain or limiter should also be fitted.

4.2.42 External rear entrance door to dwellings, including french casement doors, should achieve PAS24 standard. Glazed panels should be laminated. Sliding doors are not generally permitted but may be acceptable onto balconies.

4.2.43 External front entrance doors to communal areas should achieve PAS24 standard with a maintenance free finish. They should be fitted with an overhead heavy duty door closer and a solenoid locking mechanism compatible with the door entry system, complete with key fob override and a four digit keypad entry system for trades only.

4.2.44 External ironmongery should be polished or satin stainless steel.

4.2.45 External rear entrance doors to communal areas should achieve PAS24 standard with a maintenance free finish and fitted with an overhead closer.

4.2.46 Outward opening doors should have head restrictors fitted to prevent damage to door on the external wall, etc. Unless Secured By Design dictates otherwise, outward opening doors should have a restrictor and hook to hold the door fully open.

4.2.47 Multi point locks to have changeable parts.

4.2.48 Timber thresholds to be avoided.

Internal Walls

- 4.2.49** Walls between adjoining dwellings, and walls between flats and communal areas, should be of cavity construction and should be constructed of dense concrete blocks. Cavity/fire barriers and sound insulation are to be provided as detailed in Section 3.7.
- 4.2.50** Non load bearing walls within dwellings should be constructed of block work, timber studwork using 50 x 75 mm CLS timbers or 70 mm metal studs, e.g. Gypwall or equivalent. If stud walls are used, sound insulation should be incorporated between studs.
- 4.2.51** Studwork walls in kitchens, WCs and bathrooms should be strengthened full height for the whole perimeter with 12 mm minimum thickness WBP plywood. Where fixings are required in other rooms, e.g. for radiators, or, in the case of Lifetime Homes, for stair lifts; plywood backing plates or linings must be provided.
- 4.2.52** Timber & metal studwork to be strengthened behind radiators & TV position in lounge.
- 4.2.53** Load bearing walls within traditionally built dwellings should be block work construction with suitable stainless steel wall ties installed to any cavity walls.

Internal Doors

- 4.2.54** Individual flat entrance doors should achieve PAS24 standard, be heavy duty, hardwood lipped all round and provide a minimum 800mm clear opening (excluding the projection of lever handles). Doors should be fitted with a door viewer, mortice lock to BS 3621 that is unlockable from the inside without a key, an ERA Entryguard security chain which is screw fixed to the door and frame and SAA or stainless steel numerals. Door sets to include smoke seals and robust self-closing devices by Astra Door Controls to meet Approved Document B2 2006.
- 4.2.55** Doors to communal stair lobbies doors should be solid cored flush doors suitably fire rated and complete with vision panels, in hardwood linings with full width architraves to both sides of doors.
- 4.2.56** Doors to landlords and meter cupboards should be solid cored flush doors suitably fire rated in hardwood linings with full width architraves to both sides of door. Landlord's cupboards should be lockable.
- 4.2.57** Doors within dwellings should be solid cored, flush or moulded panel, painted, in MDF linings with full width MDF architraves (minimum finished size 13 x 44 mm) to both sides of door.
- 4.2.58** Sliding or bi-fold doors will not be permitted and glazed doors or vision panels within dwellings should not be used unless expressly permitted.

Section 4

External Environment

- 4.2.59** Ironmongery should be SAA and all doors must be fitted with minimum three butt hinges. Bathroom and WC doors should have a locking facility which can be operated from outside in an emergency.
- 4.2.60** Solid skirting mounted rubber door stops should be fitted as necessary to prevent doors, or door handles, damaging walls, radiators or fittings. Spring door stops will not be permitted.
- 4.2.61** Door handles should be screw fixed and brushed finish.

Relevant Enfield Design standards:

- 3.7.4** Party walls and floors should provide an improvement of at least 5dB over current Building Regulations Part E

4.3 Hard Landscaping

Roads, paths and paving

- 4.3.1** Permeable paving to be considered as part of Sustainable Urban Drainage System (SUDS) strategy.
- 4.3.2** Estate roads to be generally block/permeable paving with precast concrete road kerbs to adoptable standards.
- 4.3.3** Public footpaths to estate roads should be to adoptable standards.
- 4.3.4** Public footpaths to pedestrian rights of way through the site/soft landscaped areas should be as above, with edgings both sides.
- 4.3.5** Private driveways to be block/permeable paved with precast concrete edging kerbs both sides. Where driveways are shared, delineation should be formed with flush precast concrete edging kerbs.
- 4.3.6** Courtyard access drives and circulation to communal parking to be block/permeable paved (preferred) with precast concrete road kerbs to edges.
- 4.3.7** Grouped parking should be block/permeable paved (preferred) with precast concrete road kerbs to edges. Spaces should be white lined but not identified by plot number/address; unless dictated by Secured by Design.
- 4.3.8** Car parking within the curtilage of dwellings should be block/permeable paved (preferred) with precast concrete edging kerbs to perimeter.

- 4.3.9** The following paths should be at least 900mm wide and preferably of precast concrete paving slabs 50 mm thick.
- paths to and from rear gardens
 - private drying areas in immediate vicinity of rotary drier or linen line
 - sitting areas to rear gardens
 - paths within rear gardens leading to garden shed and drying area.

- 4.3.10** Paths to and from front entrance doors, including landing space, should at least 900mm wide with suitable edgings and preferably precast concrete paving slabs 50 mm thick. A flush drainage channel and grating should be provided at the junction of the landing and the entrance door threshold.

- 4.3.11** All kerbs should be laid on in situ concrete base foundations including haunching to one or both sides as appropriate to location.

Fencings, railings and walls

- 4.3.12** 1.8m high pressure impregnated and treated close boarded fencing with concrete posts and concrete gravel boards to be provided to all individual rear garden boundaries with a 1.8m high lockable gate per individual garden.

Site / Street furniture and equipment

- 4.3.13** Street signs to be provided in accordance with Local Authority requirements.
- 4.3.14** The developer is required to negotiate on Enfield's behalf with the Post Office and obtain agreement of the address and postal numbering system for the entire project, at least two months prior to the first handover, and to allow proper identification for service connections.

- 4.3.15** A rotary clothes dryer with a proprietary socket cast into a concrete pad foundation should be provided to each dwelling with a private rear garden. Dryers must be four arm type with minimum 40 m of usable line when fully extended. Where space is limited, retractable clothes lines providing a minimum 40m of usable line will be acceptable.

Relevant Enfield Design standards:

- 1.1.13 Emergency and service vehicles should be able to pull up and park within 30m of any communal or private entrance. Maintenance vehicles need access to within 10m of all plant rooms, play areas, gardens, refuse stores and any other areas requiring regular servicing or maintenance.
- 1.1.14 Roads, pavements, street lighting, bollards and street signs should be built to adoptable standards and early discussion undertaken with Highways to maximise adoption.
- 1.1.15 Sustainable Urban Drainage Systems (SUDs) should be implemented wherever possible through the use of permeable paving with tarmac generally used only on larger, 'feeder roads'.
- 1.1.17 A low wall with railings above (typically 800-1200mm high overall) is generally the most appropriate boundary treatment in urban locations. Timber fencing should be avoided for street facing boundaries. Gates are usually required to the front gardens of house and other homes with a private entrance from the street (see also standards for refuse and cycle storage in section 2).

Section 4

External Environment

4.4 Soft Landscaping

Planting

- 4.4.1** Topsoil should be imported as necessary to make up any deficiency of topsoil existing on site. Minimum thickness of topsoil should be 150mm under grassed areas and 300mm under planted areas.
- 4.4.2** Topsoil which is contaminated with subsoil, rubbish, oil based products or other materials toxic to plant life should not be used.
- 4.4.3** Where sufficient topsoil cover exists, all builder's rubble or similar contaminants as noted above should be removed to the depths noted above.
- 4.4.4** All topsoil areas should be appropriately prepared for the selected soft landscape finish.
- 4.4.5** Front gardens to blocks of flats should be either planted with low maintenance ground cover shrubs and/or turfed. Turf must be restricted to areas of sufficient size and shape for ease of mowing.
- 4.4.6** Turf to be laid to front and rear private gardens.
- 4.4.7** Communal rear gardens and public open space areas should be turfed. Areas which cannot be easily mown must be planted with low maintenance ground cover shrubs.
- 4.4.8** Planted areas should be covered between plants with bark or other suitable mulch material laid on a geotextile membrane to restrict weed growth. Shingle mulch must not be used.

- 4.4.9** Enfield Council should be responsible for the maintenance of the communal areas from the date of handover. However, should any planting die during the defect liability period the Contractor is responsible for their replacement at the next plantation season.

4.5 External Stores

Communal cycle stores

- 4.5.1** Refer to Part 1 Section 2.3 of this document.

Communal refuse stores

- 4.5.2** Refer to Part 1 Section 2.4 of this document.

4.6 External Drainage

- 4.6.1** A drainage scheme design should be agreed with the appropriate authorities and should maximise adopted sewers.
- 4.6.2** Underground drainage should be located outside the footprint of buildings, wherever possible.
- 4.6.3** Inspection chambers should be located with care and not in areas where the covers may be obscured by vegetation. Types of covers should be suitable for location but must be minimum medium duty and lifting keys for all types of cover. Where located in paved areas, positions of covers should be set parallel to paving joints.
- 4.6.4** Driveways on plot parking and communal parking areas, should incorporate appropriate drainage schemes.

- 4.6.5** Pumped drainage schemes should be avoided. Where it is not possible to design out the need for pumping, the design and installation of pump chambers should be undertaken by a suitably qualified specialist, who will provide an appropriate indemnity in favour of the Employer against any design or construction defects.

Relevant Enfield Design standards:

- 1.1.15 Sustainable Urban Drainage Systems (SUDs) should be implemented wherever possible through the use of permeable paving with tarmac generally used only on larger, 'feeder roads'.

4.7 External Services

- 4.7.1** Make arrangements with service supply companies for water, gas and electricity connections and provide information to the Employer (i.e., MPAN, MPAS and Meter Point reference numbers) at the earliest opportunity; and no later than 2 months prior to the first handover.
- 4.7.2** Water mains stop valves and meter pits should be sited neatly and regularly. Each dwelling should have a separate metered mains supply which should be clearly labeled for ease of identification. In addition, a landlords metered supply must be provided to blocks of flats, where required, to provide wash down facility to communal refuse stores.
- 4.7.3** Electricity supplies should be provided to each dwelling and to each communal area for landlord's supplies.
- 4.7.4** Gas supplies, where available, should be provided to each dwelling.
- 4.7.5** The Contractor is to commission from BT all necessary line/infrastructure work to enable tenants to arrange connections, should they so wish.
- 4.7.6** External lighting should be provided to all areas, public rights of way across private land and communal parking; all to adoptable standards and as per the relevant design standards set out in part 1 of this document and listed below.

External Environment

Relevant Enfield Design standards:

- 1.2.10 A combination of low and high level lighting will normally be appropriate in all public open spaces including play areas. Low energy, daylight activated vandal proof fittings will be required and should be located in places that are easy to maintain but avoid causing nuisance to nearby homes.

 - 2.5.1 Electricity, gas and water supplies should be individually metered and homes provided with smart meters to allow residents to monitor their fuel and water consumption.
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Performance Requirements

5.1 Communal Areas Generally

- 5.1.1** The contractor should provide a minimum of three colour/material pallet choices for selection by Enfield Council (the employer). It may be desirable to use different colours for different floors/storeys in high rise properties.
- 5.1.2** Cement and sand or proprietary screeds should be laid to all ground floors and to concrete upper floors on and including thermal and/or acoustic insulation as appropriate and reinforced to prevent cracking.
- 5.1.3** Walls should be plastered, minimum 13mm thick with cement lime sand backing coat(s) or Thistle Hardwall plaster and Thistle Multi-Finish plaster finish.
- 5.1.4** Provide Thistle Protape FT100 or equivalent joint reinforcement tape at junctions of walls and ceilings to prevent cracking and decorate to match adjacent finishes.
- 5.1.5** Drylining is not acceptable.
- 5.1.6** Anti-Graffiti paint has proved ineffective and is therefore not acceptable.
- 5.1.7** Internal joinery and metalwork should be decorated with one coat of primer, two coats of water based paint and one coat of gloss finishing coat paint. All external metal work is to be prefinished with a minimum 8 year guarantee or 10 year durability statement against blistering, cracking, flaking or erosion of the coating.

5.2 Entrance Lobbies

Finishes

- 5.2.1** Floor finish to be glazed ceramic floor tiles with mechanically fixed aluminium divider strips between different floor finishes.
- 5.2.2** Galvanized steel formed recessed matwells should be provided to the front and rear entrance doors to communal areas for the full width of the hall and to a depth to match the width of the door served to be installed complete with matting.
- 5.2.3** Matwells and matting to sit flush with surrounding floor finish and to come with a minimum 15 year manufacturers guarantee.
- 5.2.4** Walls should be plastered, minimum 13mm thick with cement lime sand backing coat(s) or Thistle Hardwall plaster and Thistle Multi-Finish plaster finish and finished with minimum 2 coats of washable vinyl silk emulsion.
- 5.2.5** Galvanized steel plaster angle beads should be provided to all vertical angles.
- 5.2.6** Skirtings should be MDF and painted with Dulux trade eggshell paint, or equal approved.
- 5.2.7** Ceilings should be plasterboard (Gyproc or equal approved) fixed on timber battens or to underside of timber joists, finished with skim coat plaster and suitably painted with vinyl silk emulsion.

Fittings

- 5.2.8** Individual letterboxes numbered for each dwelling should be installed within a draft lobby in accordance with the design clauses below.

Communal Areas

- 5.2.9** See Section 7.12 for detailed door entry system requirements.

Services Installations

- 5.2.10** Mechanical and Electrical strategy is at contractor's discretion, subject to approval by Enfield Council.

Relevant Enfield Design standards:

- 2.1.2 Glazing to external doors and screens should not extend below 500mm from finished floor level.
- 2.1.4 A digital entry system, with video monitoring and control from each flat, is required unless agreed otherwise.
- 2.1.6 Letterboxes should be robust, tamperproof and lockable (suitable for A4 packages and at least 100mm deep). They should be located between 700 and 1200mm above floor level to be accessible to wheelchair users.
- 2.1.7 Our preferred arrangement is for letterboxes to be located inside, within a draft lobby that provides secondary security between the main communal entrance and the lift and stair lobby. Where this is not practical, they should be located on an external wall; allowing for delivery from outside and retrieval from inside.
- 2.1.8 Letterboxes should also be provided to individual flat entrance doors to provide the flexibility for alternative delivery arrangements in the future.

5.3 Stairs

- 5.3.1** Communal stair to be at least 1100mm wide.

Finishes

- 5.3.2** The floor finish to the stairs should be a hard wearing vinyl to match that installed in other circulation areas.
- 5.3.3** The finished floor should be installed flush with any other adjacent floor finishes.
- 5.3.4** Flush fixed, square profile stair nosings should be installed with ribbed treads.
- 5.3.5** Walls should be plastered, minimum 13mm thick with cement lime sand backing coat(s) or Thistle Hardwall plaster and Thistle Multi-Finish plaster finish and finished with minimum 2 coats of washable vinyl silk emulsion.
- 5.3.6** Galvanized steel plaster angle beads should be provided to all vertical angles.
- 5.3.7** Skirtings should be MDF and painted with Dulux trade eggshell paint, or equal approved.
- 5.3.8** Soffits of concrete stairs should be finished with plaster and decorated to match adjoining finishes.

Handrail

- 5.3.9** Pre-finished steel railing type balustrading generally preferred; glass will be considered in some situations.

Services Installations

- 5.3.10** Mechanical and Electrical strategy is at contractor's discretion, subject to approval by Enfield Council.

5.4 Lifts

- 5.4.1** All lifts should use only readily available components to allow repair, maintenance and servicing by a qualified lift maintenance company. Components or other systems only available to the supplier/installer will not be acceptable.

Finishes

- 5.4.2** The lift car should be internally faced with stainless steel or anti-gaffiti and vandal resistant cladding bonded to the interior sheet panels. The floor should be finished with heavy duty, non slip vinyl sheet to match or compliment the flooring in the circulation areas.
- 5.4.3** Lift doors and entrance protection should be stainless steel with a scratch resistant finish.
- 5.4.4** A stainless steel handrail should be provided at the rear of the lift car
- 5.4.5** A telephone handset should be provided within the lift car to enable users to contact persons in the event of an emergency.

Controls

- 5.4.6** Press button direction control with indicator which must be robust and vandal resistant, illuminated and easy to operate from a wheelchair.
- 5.4.7** Adjustable door hold open control.
- 5.4.8** Emergency lighting
- 5.4.9** Return to ground floor on failure.

Relevant GLA Standard:

- 3.2.6 All dwellings entered at the fourth floor (fifth storey) and above should be served by at least one wheelchair accessible lift, and it is desirable that dwellings entered at the third floor (fourth storey) are served by at least one such lift.

5.5 Circulation

Finishes

- 5.5.1** Floor finish to be heavy duty, non-slip, vinyl sheeting with mechanically fixed aluminium divider strips between different floor finishes.
- 5.5.2** For high traffic areas ceramic glazed floor tiling is also acceptable.
- 5.5.3** Walls should be plastered, minimum 13mm thick with cement lime sand backing coat(s) or Thistle Hardwall plaster and Thistle Multi-Finish plaster finish and finished with minimum 2 coats of washable vinyl silk emulsion.
- 5.5.4** Galvanized steel plaster angle beads should be provided to all vertical angles.
- 5.5.5** Skirtings should be MDF and painted with Dulux trade eggshell paint, or equal approved.
- 5.5.6** Ceilings should be acoustic quality plasterboard (Gyptone or equal approved) fixed on timber battens or to underside of timber joists, finished with skim coat plaster and suitably painted with vinyl silk emulsion.

Section 5

Communal Areas

Fittings

5.5.7 Individual letterboxes to be installed to each dwelling entrance door in accordance with the design standard below.

Services Installations

5.5.8 Lockable single switched socket to be provided to each communal area on each floor. For long corridors the maximum spacing between sockets is 20m

5.5.9 Mechanical and Electrical strategy is at contractor's discretion, subject to approval by Enfield Council.

Relevant Enfield Design standards:

- 2.1.6 Letterboxes should be robust, tamperproof and lockable (suitable for A4 packages and at least 100mm deep). They should be located between 700 and 1200mm above floor level to be accessible to wheelchair users.
- 2.1.8 Letterboxes should also be provided to individual flat entrance doors to provide the flexibility for alternative delivery arrangements in the future.

5.6 Cleaner's Cupboards and General Storage

Cleaner's Cupboards

5.6.1 All finishes are to match those in adjacent communal areas subject to the following clauses.

5.6.2 Where carpet is used in the adjacent communal areas the floor finish is to be suitable heavy duty vinyl sheeting.

5.6.3 Ceramic glazed wall tiled splash back to be provided to Cleaner's sink, to be full width of sink and a minimum 300mm, or 2 courses high, whichever is the greater.

5.6.4 Proprietary plastic edge and end trims should be fitted to exposed angles and edges of wall tiling of a colour to match the tiling.

5.6.5 1 Nr cleaner's sink is to be provided to each cupboard including a hot and cold water feed. A localized electric powered water heater would be acceptable.

5.6.6 Lighting to be LED and activated by PIR.

Landlord's Cupboard

5.6.7 A single switched socket should be installed within each landlord's cupboard.

General Storage

5.6.8 All finishes are to match those in adjacent communal areas subject to the following clauses.

5.6.9 Lighting to be LED and activated by PIR.

Access Hatches

- 5.6.10** All access hatches are to be located in, and accessible from, communal areas. Hatches located within dwellings are not acceptable.
- 5.6.11** All access hatches must be secure, lockable and tamper proof.
- 5.6.12** Loft boarding should be installed to allow access to any equipment installed within the loft space which may need access for maintenance or replacement.
- 5.6.13** Switched fused spurs should be provided in communal roof spaces for the satellite/aerial system as required.

Relevant Enfield Design standards:

- 2.5.1 Electricity, gas and water supplies should be individually metered and homes provided with smart meters to allow residents to monitor their fuel and water consumption.
- 2.5.2 Doors and hatches to all service risers, ducts, and sundry access points must be discrete lockable and tamper proof.
- 2.5.3 Services in ceiling voids should be run in dedicated zones with carefully designed accessible ducts.
- 2.5.4 For maintenance purposes, all roof voids should be accessible and hatches located in communal areas rather than within flats.
- 2.5.7 Requirements for cleaner's cupboards will be confirmed on an individual project basis. Where required, they should be discretely located, secure and equipped with power socket, sink with instant access hot water (e.g. 'zip tap'), space for a hoover and brooms etc. and a shelf or cupboard for cleaning materials. Designers should allow for a space approximately 2m square for each core in larger schemes.

Performance Requirements

6.1 Dwelling areas - General Requirements

- 6.1.1** The contractor should provide a minimum of 4 considered colour/material pallet choices for the decoration of each dwelling for selection by Enfield Council (the employer).
- 6.1.2** Cement and sand or proprietary screeds should be laid to all ground floors and to concrete upper floors on and including thermal and/or acoustic insulation as appropriate and reinforced to prevent cracking.
- 6.1.3** Where a floor finish is not installed, a 10mm gap is to be left between the bottom of all internal doors that access the unfinished space and the floor.
- 6.1.4** Aluminium division strips should be mechanically fitted at each change of floor finish.
- 6.1.5** Walls can be either plastered or drylined, finished with a skim coat of plaster.
- 6.1.6** Galvanized steel plaster angle beads should be provided to all vertical angles.
- 6.1.7** Provide Thistle Protape FT100 or equivalent joint reinforcement tape at junctions of walls and ceilings to prevent cracking and decorate to match adjacent finishes.

- 6.1.8** Internal joinery and metalwork should be decorated with one coat of primer, two coats of water based paint and one coat of gloss finishing coat paint. All external metal work is to be prefinished with a minimum 8 year guarantee or 10 year durability statement against blistering, cracking, flaking or erosion of the coating.
- 6.1.9** Provide 19 x 44 mm minimum finished size wrought softwood curtain battens positioned 100 mm above all windows and French doors extending 225 mm beyond each reveal.
- 6.1.10** It is not acceptable for any access hatches or service isolation points to be positioned within dwellings that have a communal access. Please refer to the communal area specification for acceptable positioning.

6.2 Living and Dining Areas

Finishes

- 6.2.1** Where the dining area is to be incorporated within the kitchen then finishes should match those of the kitchen as described in 6.3 below.
- 6.2.2** Floor finish is to be carpet flooring with nail boards and mechanically fixed aluminium divider strips.
- 6.2.3** Walls should be finished with vinyl silk emulsion.
- 6.2.4** Skirtings should be MDF and painted with Dulux Trade acrylic eggshell or equal approved.

Section 6

Inside the Home

6.2.5 Ceilings should be plasterboard (Gyproc or equal approved) fixed on timber battens or to underside of timber joists, finished with skim coat plaster and suitably painted with vinyl silk emulsion.

Electrical Installations

6.2.6 A minimum of 5 nr double sockets should be installed to the main seating area with 2 nr double sockets positioned within the identified TV area along with an Aerial feed.

6.2.7 Where the dining area is incorporated within the main seating area an additional double socket should be provided.

6.2.8 Where the dining room is provided separately, 2 nr double sockets should be installed.

6.3 Kitchens

Finishes

6.3.1 The floor should be finished with high slip resistance Polyfloor vinyl sheet, or equal approved, sealed to all edges and abutments with mastic.

6.3.2 Where a timber floor has been installed, plywood underlay minimum 6mm thickness, should be provided beneath the vinyl floor finish.

6.3.3 Drylining in kitchens and bathrooms should use Gyproc Moisture Resistant plasterboard.

6.3.4 Glazed ceramic wall tiling should be provided as follows:

- above sink and worktops, minimum of 450 mm high or up to underside of wall units, whichever is greater.
- behind cooker from floor level to top of wall units, or to underside of cooker hood where provided.

- where an integrated hob is provided the wall tiling should run from the worktop to the top of the wall units, or the underside of the cooker hood where provided.
- window sills.

6.3.5 Proprietary plastic edge and end trims should be fitted to exposed angles and edges of wall tiling of a colour to match the tiling.

6.3.6 Ceilings should be moisture resistant plasterboard (Gyproc or equal approved) fixed on timber battens or to underside of timber joists, finished with skim coat plaster and suitably painted with a minimum of 2 coats of vinyl silk emulsion complete with a mould inhibitor.

Kitchen Installation

6.3.7 The Contractor should provide kitchen manufacturers details of proposed layout and storage capacities set out on a drawing at no less than 1:20 scale for each dwelling type for approval by the Employer.

6.3.8 The requirements for kitchen fittings are as follows:

- provide a choice of 3 product ranges to Enfield Council for acceptance
- carcasses should be constructed of 15 mm thick moisture resistant melamine faced boards, with removable back panels and adjustable shelves
- unit doors should be standard metric sizes throughout
- door hinges should be 180° opening type
- drawers should be metal sided and should achieve their full range of movement without hitting other drawer or cupboard handles

- worktops should be 600 mm deep laminate 40 mm thickness with a post formed leading edge. Junctions in worktops should be formed with proprietary metal junction strips and all cut ends/openings to be sealed with waterproof PVA coating
- a full height fridge/freezer space is to be provided
- under sink cupboard should be lockable with a key operated lock
- plumbing to be provided ready for washing machine and/or future dishwasher
- a minimum of three drawers must be provided with one drawer complete with a proprietary cutlery tray
- pre-drilled holes are required in sides of base units for services where adjacent to washing machine or dishwasher spaces
- 630mm x 600mm deep spaces should be provided for appliances where required in the GLA standards
- carcasses, worktops and sinks must achieve a HAPM 30 year life assessment.
- all component parts must be locally obtainable.
- hinged corner bases and wall units should be avoided

6.3.9 Preferred manufacturers are:

- The Premiere Kitchen Company
- Magnet
- Symphony

6.3.10 Kitchen features to be avoided include:

- open corner units
 - decorative trims
- coved skirting

Sanitaryware

6.3.11 Sinks should be single drainer one and a half bowl polished stainless steel inset type complete with integral overflow and sound deadening. A single bowl will be permitted if a one and a half bowl conflicts with the washing machine / dishwasher provisions. A support bearer should be fitted under the drainer to prevent deflection under load.

6.3.12 Taps to kitchen sinks should be chromium plated mono-block style with lever controls.

6.3.13 Waste pipework, traps and overflows in UPVC are required to all sanitaryware, and allocated white goods spaces which require drainage (including traps and stand pipes as required)

6.3.14 All exposed waste pipework is to be suitably encased in plwood or plaster/ plasterboard fixed on timber framework and should include cupped and screwed access panels where necessary to provide adequate access.

Electrical Installations

6.3.15 A minimum of 3 nr double sockets should be installed to kitchens in dwellings up to and including 3 bedrooms.

6.3.16 A minimum of 4 nr double sockets should be installed to kitchens in dwellings of 4 or more bedrooms.

6.3.17 2 nr single sockets should be installed below the worktop level with separate switches including neon indicators to be positioned above worktops, engraved with appliance names for fridge/freezer and washing machine. Locations to suit white good positioning.

Section 6

Inside the Home

- 6.3.18** 1 nr additional single socket installed as above to be provided for a dishwasher in dwellings for more than 3 people.
- 6.3.19** Cooker supply should be on a separate circuit including an engraved switch the neon indicator and cooker connection spur.
- 6.3.20** A labelled switched fused spur should be installed to allow future installation of a cooker hood.
- 6.3.21** Extract fans are to be connected to a key operated, switched, fused spur located outside of the bathroom / wc and above the door.

6.4 Bedrooms

Finishes

- 6.4.1** Floor finish to be carpet flooring with nail boards and mechanically fixed aluminium divider strips.
- 6.4.2** Walls should be finished with vinyl silk emulsion.
- 6.4.3** Skirtings should be MDF and painted with Dulux Trade acrylic eggshell or equal approved.
- 6.4.4** Ceilings should be plasterboard (Gyproc or equal approved) fixed on timber battens or to underside of timber joists, finished with skim coat plaster and suitably painted with vinyl silk emulsion.

Electrical Installations

- 6.4.5** A minimum of 3 nr double sockets should be installed to each bedroom.

6.5 Bathrooms and WCs

Finishes

- 6.5.1** The floor should be finished with high slip resistance Polyfloor vinyl sheet, or equal approved, sealed to all edges and abutments with mastic.
- 6.5.2** Where a timber floor has been installed, plywood underlay minimum 6mm thickness, should be provided beneath the vinyl floor finish.
- 6.5.3** Coved skirting should be used in rooms which include a level access shower.
- 6.5.4** Drylining in kitchens and bathrooms should use Gyproc Moisture Resistant plasterboard.
- 6.5.5** White glazed ceramic wall tiling should be provided as follows:
 - above baths, to full height up to ceiling
 - full height within shower cubicles, where provided
 - top of infill panels at end of bath, where provide
 - splashbacks to wash basins, 300 mm high and full width of basin
 - window sills in bathrooms
- 6.5.6** Proprietary plastic edge and end trims should be fitted to exposed angles and edges of wall tiling of a colour to match the tiling.
- 6.5.7** All other wall area is to be decorated with suitable emulsion paint in accordance with the manufacturer's instructions.

Fittings

- 6.5.8** The following fittings should be provided:
- Double screw fixed chrome plated toilet roll holders adjacent to each WC.
 - Chrome plated towel radiators to be installed in each bathroom and shower room.
 - Full width mirrors above wash basins fixed with dome headed screws.
 - A shower rail, complete with plain white weighted curtain, should be fitted for the full length of the bath returning along the end of the bath, where there is no end wall. Wall tiling to full height around bath.
 - Window and extract fan to achieve adequately ventilation; where no window provided, extract fan to be provided with constant trickle setting activated.

Sanitaryware

- 6.5.9** All sanitaryware should be of glazed vitreous china and coloured white unless specifically stated otherwise.
- 6.5.10** Bath minimum size 1700 x 700mm enameled pressed steel with flat bottom non slip surface, fitted with handgrips to both sides and complete with integral overflow and plug and chain. Twyfords Neptune, Celtic or Armitage Shanks 'Nisa' are used elsewhere by Enfield Council.
- 6.5.11** Bath panels should be rigid material fixed to timber framing with dome headed screws. Infill panels at ends of bath should be WBP plywood fixed to timber framing and finished to receive ceramic tiles.
- 6.5.12** Pedestal or wall hung wash basins with integral overflow, chromium plated slotted waste and complete with plug and chain. Twyfords Classic 560 or equal approved.
- 6.5.13** WC cisterns to be dual flush (4/6 litre capacities) with lever handle operation. Twyfords Classic H.O or equal approved.
- 6.5.14** Shower trays should be minimum 760 x 760mm with non-slip bottom and matching removable access panel. The shower mixer valve should be Mira or approved equivalent surface mounted thermostatic type, complete with flexible hoses, slider rail and shower head. Each shower should be provided with a shower door/enclosing screen.
- 6.5.15** Taps to basins and baths should be chromium plated mixer type with lever controls, Pegler, Bristan or equal approved.
- 6.5.16** A mains pressure fed thermostatic mixer shower should be installed over the bath, drawing both hot and cold water from the household supplies, providing the required temperature regardless of other demands placed upon the hot and cold water system from within the dwelling or from adjoining properties.
- 6.5.17** Pipework should be exposed chrome plated with matching surface mounted fittings for ease of maintenance.
- 6.5.18** All abutments between sanitaryware and any other finished surface should be sealed with mould resistant silicone sealant, colour to match finished surfaces.

Section 6

Inside the Home

Disposal Installations

- 6.5.19** Soil and waste pipework, waste traps and overflows in UPVC are required to all sanitaryware.
- 6.5.20** Soil and vent pipe stacks should be terminated with automatic air admittance valves in roof spaces and should include rodding eye points.
- 6.5.21** All exposed soil and waste pipework is to be suitably encased in plywood or plaster/plasterboard fixed on timber framework and should include cupped and screwed access panels where necessary to provide adequate access to soil and waste pipework. Where passing through habitable rooms casings should be filled around pipework with sound deadening quilt insulation.

Electrical Installations

- 6.5.22** Extract fans are to be connected to a key operated, switched, fused spur located outside of the bathroom / wc and above the door.
- 6.5.23** An integral light and shaver point is to be provided above the wash basin in the bathroom.

6.6 Circulation and Storage Areas

Circulation / hallway

- 6.6.1** 13 x 94 mm minimum finished size wrought softwood hat and coat rail with chamfered edges and sufficient to provide one hat and coat hook per bed space, or a minimum of four, whichever is the greater, to be located in the dwelling entrance lobby or hall.

Airing Cupboards

- 6.6.2** Shelving comprising at least two removable full depth and width slatted shelves positioned above the hot water cylinder to be provided within a suitable linen cupboard. Where no hot water cylinder, or other heat source, is positioned within the airing cupboard, a suitable electrical heat source is required.
- 6.6.3** A switched fused spur with neon indicator and engraved switch to be installed outside of the airing cupboard for the immersion heater, radiant tube heater or other heat source provided within the airing cupboard.

General Storage

- 6.6.4** See design section.

Electrical Installations

- 6.6.5** A single double socket should be installed to each hallway or landing area; where a circulation space spans more than one storey, a double socket is to be provided to each floor.
- 6.6.6** All homes with an external entrance door should be fitted with an unswitched fused spur within the entrance hallway to enable future installation of an intruder alarm.

Access Hatches

- 6.6.7** See design section.

6.7 Balconies

Requirements

- 6.7.1** See design section.

Performance Requirements

Please note that elements of the mechanical and electrical installation have been specified within sections 6 and 7 on a room by room basis. This includes but is not limited to sanitaryware and electrical socket requirements.

7.1 Water Installations

- 7.1.1** Mains water supply should be provided to serve cold water storage tanks, sinks and washing machines. Stopcocks and drain valves should be accessible from a locked and tamper proof service hatch on the outside of the dwelling. In blocks of flats all stopcocks and drain valves should be accessible from communal areas and must be secured behind locked, tamper proof, access panels.
- 7.1.2** External taps are to be provided to communal refuse stores, securely boxed within a lockable housing to prevent unauthorised use and to include ability to connect a hose.
- 7.1.3** External taps to dwellings are to be provided with isolator valve clearly labelled and turned off at handover.
- 7.1.4** Water storage within dwellings should conform to Local Water Company's requirements.
- 7.1.5** Hot water storage should be via zero Ozone Depleting Potential (ODP) insulated cylinders.
- 7.1.6** Pipework generally should be copper with all necessary valves and stopcocks in accessible locations and clearly labelled. In addition, isolator valves should be installed on all hot and cold water supplies to all sanitary ware.

- 7.1.7** Zero rated ODP pipework insulation should be provided in roof spaces and to all concealed hot water pipework.

7.2 Heating

- 7.2.1** A central heating system is required which is capable of providing a minimum temperature of 22°C throughout the dwelling when the outside temperature is -2°C.
- 7.2.2** Low/zero carbon technologies should be implemented based on the recommendations of the sustainable design and construction statement.
- 7.2.3** Pipework should be concealed where possible, but not buried in plaster. Provision should be made for easily flushing and draining down the complete system.
- 7.2.4** Microbore pipe work is not permitted.
- 7.2.5** Pipework within 1m of cylinders and concealed pipework should be insulated. Pipework runs across notched joists should have metal protective covers.
- 7.2.6** Radiators should be pressed steel, single or multi panel type with thermostatic and lock shield valves and air vent with the exception of the towel radiator installed to bathrooms.
- 7.2.7** A central heating corrosion inhibitor should be added to the central heating system.
- 7.2.8** Room thermostats should not be positioned above radiators.

Section 7

Services

- 7.2.9** Thermostats and radiators should not be positioned on feature walls.
- 7.2.10** Central heating controls should be reliable, simple to use, easy to read and energy efficient and should comprise of programmer, room thermostat, cylinder thermostat and 3 part mid-position diverting valve.
- 7.2.11** Where there is no hot water cylinder, or other heat source such as a heat exchanger, in the airing cupboard a radiant tube heater should be provided. Where electric radiant tube heaters are installed they should be operated via a switch complete with neon indicator positioned outside the airing cupboard.
- 7.2.12** The main controls for heating and hot water should comprise a 7 day programmer capable of providing three separate programmes per day for heating only, heating and hot water, or hot water only. There should also be a manual override facility and a 1 hr boost capability at the end of any cycle. It should also facilitate selection of permanent, automatic, all day or off for both the heating and hot water independently.
- 7.2.13** Commissioning of the heating system should comprise full and proper procedures including commissioning the boiler, flushing out and balancing the system.
- 7.2.14** Each dwelling should have an instruction booklet describing how to operate the heating and hot water services. In addition, there should be a demonstration of the operation of the system at handover.

7.3 Ventilation Installations

- 7.3.1** Extractor fans should be provided for bathrooms and kitchens with external windows and should be 'Humidistat' type configured to start at 65% relative humidity.
- 7.3.2** Internal bathrooms, kitchens and all cloakrooms to have standard extractor fan linked to light switch with timed overrun.
- 7.3.3** Power to fans should be via unswitched fused spur outlets linked to a key operated switch located outside the room, above the door.
- 7.3.4** Fans to be EnviroVent Filterless Extract fans or similar.
- 7.3.5** Kitchen fans to have boost override switch located at worktop level.

7.4 Electrical Installations

- 7.4.1** The installation should be designed such that all circuits are capable of being rewired in the future.
- 7.4.2** Mains supplies located in individual external meter boxes must be provided to each dwelling and to each communal area for landlord's supplies each clearly located and labelled for ease of identification.
- 7.4.3** Consumer units should be provided in the entrance lobby or hall of each dwelling and in the landlord's cupboard in communal areas. Consumer units must have 25% spare capacity.
- 7.4.4** In addition the following should be provided:
- boiler power on separate circuit with banked switched spur
 - power for heating controls/pumps etc

- facility for separate fused circuits for smoke alarms and carbon monoxide alarms (see Section 5.10)

7.4.5 Internal lighting circuits in dwellings should be provided to so as to provide the following lighting levels:

7.4.6 Lights generally should be operated via one or two gang single switching, with two way switching provided for safety or for reasonable convenience of user. Switches to lights in roof spaces or cupboards should include a neon indicator and be positioned outside the roof space or cupboard. Switches to bathrooms should be pull chord type.

7.4.7 Lighting proposals should be submitted to Enfield Council for approval.

7.4.8 Lighting to external front entrances to dwellings should be controlled via PIR detector with override switch located internally adjacent to the entrance door.

7.4.9 Lighting to external rear entrances to dwellings should be controlled via switch located internally adjacent to the external door.

7.4.10 Lighting to communal staircases, lobbies and entrance areas should be LED operated on a combined 'dusk 'til dawn' and movement sensor, complete with compact fluorescent lamps. Staircases to have emergency lighting as appropriate.

7.4.11 Communal roof voids should have a batten holder style light complete with low energy bulb operated via a key switch with neon indicator positioned adjacent to the roof access hatch.

7.4.12 Provision should be made for low energy lighting for enclosed refuse bin and cycle stores operated via motion sensors.

7.5 Gas Installations

7.5.1 Where gas is required to a scheme the following clauses apply.

7.5.2 A natural gas supply is required to each dwelling with meters housed in recessed external meter boxes to match electricity meter boxes and each clearly located and labelled for ease of identification. Ground boxes are to be avoided where possible.

7.5.3 Gas supplies should run internally to serve the boiler position and cooker space. The cooker supply should be terminated with a plugged cap.

7.5.4 A Gas Safety Register Commissioning Certificate for gas appliances must be provided for every property and handed to the Employer at Practical Completion.

7.6 TV/VHF Aerial Systems and Satellite TV Systems

7.6.1 Provide a communal digital aerial and satellite dish capable of receiving Sky multi room/HD to blocks of flats complete with a booster system, located in the communal area roof space and provide suitable satellite/TV wiring to the outlet in the sitting area of each flat with additional outlets in each bedroom and study where provided.

7.6.2 Provide a 3 dish system in the communal roof space and provide suitable wiring to the specified outlets in each flat.

Section 7

Services

7.6.3 Provide Sky multi room HD compatible TV outlet/satellite outlet (combined with double power socket described in element 5.6) in each lounge with co-axial cable in 20mm PVC conduit routed to the roof space of houses. An additional TV outlet is required in each bedroom and study where provided.

7.6.4 Carry out tests on completion including any necessary surveys and allow for additional aerial system works to ensure each dwelling has a good TV/VHF reception.

7.7 Multi Service Faceplates

7.7.1 Multi service faceplates are preferred over multiple individual faceplates for radio, television, telephone, data and such like.

7.8 Smoke Alarms

7.8.1 Dwellings and communal areas should be provided with mains operated self-contained smoke alarms located at each floor level in the hall or landing or as otherwise in accordance with the requirements of the Building Regulations. The alarms should be complete with battery backup facilities and should be inter-connectable so that smoke detected at one point can raise the alarm at other points.

7.8.2 Each alarm should have:

- an optical (not ionisation) type sensor
- built in, tamper proof, rechargeable battery designed to last the life of the alarm
- auto self-test feature to check circuitry for correct functioning

- low power warning where alarm beeps and LED flashes if mains is disconnected and battery is depleted
- push-fit pre wired connector and detachable back plate

7.8.3 The alarms should be permanently wired with concealed cabling to a separately fused circuit at the distribution board.

7.9 Carbon Monoxide Detectors

7.9.1 Provide a mains connected carbon monoxide detector with battery backup located within 3 metres of the boiler and any other gas appliance.

7.9.2 Each alarm should have:

- an optical (not ionisation) type sensor
- built in, tamper proof, rechargeable battery designed to last the life of the alarm
- auto self-test feature to check circuitry for correct functioning
- low power warning where alarm beeps and LED flashes if mains is disconnected and battery is depleted
- push -it pre wired connector and detachable back plate

7.9.3 The alarm should be permanently wired with concealed cabling to a separately fused circuit at the distribution board.

7.10 Door Bells

7.10.1 All homes with an external entrance door should have electric door bells with illuminated pushes. The bell/chime unit should be located in the hallway, close to the main sitting area.

7.11 Door Entry Systems

- 7.11.1** In the event of malfunction, replacement equipment and components for the system must be easily obtainable and the system capable of being repaired by local contractors within 24 hours.
- 7.11.2** The door entrance panels should be vandal and weatherproof and have a stainless steel fascia with heavy duty press type keys with numerals engraved and coloured. The sound system should provide for digital speech definition. The panel should be located under cover adjacent to the entrance door and should be adequately lit so that it can be read at night.
- 7.11.3** The door release mechanism should be low voltage electrically operated with concealed wiring.
- 7.11.4** The central control unit should be located in the landlords electrical cupboard and wired in to a fused connection.
- 7.11.5** There should be a programmable trades persons button to facilitate daily timed access for deliveries. It must be possible to disable this button from the programmer unit.
- 7.11.6** The system should incorporate a means of operating throughout power failure.
- 7.11.7** If required by Secured by Design the system should incorporate CCTV which should allow tenants to view the entrance via the television.
- 7.11.8** The system should be permanently wired with concealed cabling to a separately fused circuit at the distribution board.

Variations to technical standards for shared ownership and private rent.

Shared Ownership and Private Rented Sector dwellings should be to the same design and specification as Affordable Rented units, subject to the following changes / enhancements:

Section 4: External Environment

- 4.2 Superstructure
- 4.2.51 In addition to kitchens and bathroom, studwork walls in ensuite shower rooms should be strengthened full height for the whole perimeter with 18 mm minimum thickness WBP plywood.

Section 5: Communal Areas

- 5.2 Entrance Lobbies
- 5.2.1 Floor finish to be high quality glazed ceramic floor tiles.
- 5.2.4 Wall finish to contractor's discretion subject to acceptance by Enfield Council. Minimum specification is to match the specification for affordable rent but enhancements are encouraged.
- 5.2.10 Enhancements to the lighting design are encouraged including incorporation of accent/feature lighting.
- 5.3 Stairs
- 5.3.2 Enhanced floor finish to suit that installed within entrance lobby and upper floor circulation.
- 5.3.9 High quality balustrading such as stainless steel with glass infill panels.

- 5.4 Lifts
- 5.4.1 Consider including a 10 person lift or a goods lift suitable for moving furniture with direct access to a parking area where blocks are higher than 4 storeys and contain more than 50% homes for shared equity and/or private rent.
- 5.5 Circulation
- 5.5.1 Floor finish proposals to be submitted to Enfield Council for acceptance, finishes must have a minimum 10 year design life for the expected levels of traffic.
- 5.5.5 Skirtings should be selected and finished to compliment the chosen floor finish.

Section 6: Inside the Home

- 6.1 Dwelling Areas – General requirements
- Electrical Installations
- 6.1.11 Light fittings generally to be white or stainless steel recessed downlights.
- 6.1.12 Sockets and light switches to be satin or brushed stainless steel.
- 6.2 Living and Dining Areas
- 6.2.2 Floor finish at the contractor's discretion subject to approval by Enfield Council. We expect a high quality finish to reflect the local shared equity market.
- 6.2.4 Skirtings to be selected and finished to compliment the chosen floor finish.
- 6.3 Kitchens
- 6.3.1 Floor finish at the contractor's discretion subject to approval by Enfield Council. We expect a high quality finish to reflect the local shared equity market.

6.3.2 Skirtings to be selected and finished to compliment the chosen floor finish.

6.3.4 Splash backs to be provided in lieu of tiling above worktops.

6.3.5 Full height stainless steel, glass, or similar, splashback to be provided to back of hob from worktop to underside of cooker hood.

Kitchen Installation

6.3.8 Requirements to be as the affordable rented specification except for:

- worktops to have seamless joints and matching 100mm high upstands.
- drawers and doors to be soft closing with handleless doors.
- granite worktops, splashbacks, upstands and matching end panels to be provide to homes with 4 or more bedrooms.

6.3.9 Provide the following A+ rated white goods:

- washer-dryer (Electrolux or equal approved).
- fridge-freezer 70/30 frost free (Electrolux or equal approved).
- integrated dishwasher 600 wide (Electrolux or equal approved).
- electric ceramic or induction hob, 4 zone touch control (Electrolux or equal approved).
- built-in single or double electric oven or with grill in stainless steel / aluminium (Electrolux or equal approved).
- telescopic extract chimney hood (Electrolux or equal approved).

Sanitaryware

6.3.12 Taps to kitchen sinks to be chromium plated monoblock style with lever controls.

Electrical Installations

6.3.15 A minimum of 4 nr double sockets to be installed above worktops.

6.3.22 Grid switching for kitchen appliances to be provided within a wall unit.

6.4 Bedrooms

6.4.1 Floor finish at the contractor's discretion subject to approval by Enfield Council. We expect a high quality finish to reflect the local shared equity market.

6.4.3 Skirtings to be selected and finished to compliment the chosen floor finish.

6.4.5 Built in wardrobe with full height sliding doors with shelf and hanging rail to be installed to master bedroom as minimum in shared equity and all bedrooms in private rent.

Electrical Installations

6.4.6 A minimum of 4 nr double sockets to be provided to each bedroom.

6.4.7 Additional light switch to be provided adjacent to each side of bed position in double bedrooms.

6.4.8 1 Nr BT point to be provided to each bedroom.

6.4.9 1 Nr TV aerial feed to each bedroom.

Annex D

- 6.4.10 1 Nr Sky+ feed to be provided to the master bedroom only.
- 6.5 Bathrooms, WCs and ensuites
- 6.5.1 Floor finish to ceramic glazed floor tiles (Nichols & Clarke or equal approved) to Enfield Council's approval.
- 6.5.5 Bathroom and ensuite walls to be finished with large format ceramic tiles (Nichols & Clarke or equal approved) as follows:
- full height to walls with bath or shower fitted
 - full or half height to all other walls
- Fittings
- 6.5.8 Fittings to be provided as the affordable rented specification except for the following:
- shower screen over bath in lieu of curtain, plain glass with chrome or stainless steel frame
- Sanitaryware
- 6.5.10 All sanitaryware should be as per the affordable rent specification except for the following:
- pressed steel Tywford or bath with no handles, with Grohe Tenso mixer tap or, Grotherm 1000 thermostatic bath/shower mixer tap where over bath shower to be fitted, or equal approved note (acrylic baths not acceptable)
 - bath panels to be flush fitted with hidden fixings
- pedestal or wall hung basins with integral overflow, Tywford Gallery or equal approved, 600mm wide to bathrooms and ensuites, 400mm wide to cloakrooms, complete with chrome mixer tap and pop up waste, Grohe Tenso or equal approved
 - close-coupled WC Tywford Gallery or equal approved with soft close seat and chrome push button
 - shower to be exposed valve with adjustable head e.g. Grotherm 1000 thermostatic shower or equal approved
 - shower tray white stone resin, Corum or equal approved
- 6.6 Circulation and Storage Areas
- Electrical Installations
- 6.6.7 A stainless steel bell push should be provided to the apartment/ flat or house door with a white internal sounder within the hallway, close to the main sitting area.

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MUNICIPAL YEAR 2014/2015 REPORT NO. **85**

MEETING TITLE AND DATE:

Cabinet 22nd October 2014
Council 19th November 2014

Report of:

Director - Regeneration & Environment

Contact officers:

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Agenda – Part: 1	Item:12
Subject: Proposed Submission Central Leaside Area Action Plan KD No. 3975	
Wards: Upper Edmonton, Edmonton Green, Lower Edmonton and Jubilee	
Cabinet Member consulted: Cllr Alan Sitkin (Cabinet Member for Economic Development)	
Associate Cabinet Member: Cllr George Savva MBE	

1. EXECUTIVE SUMMARY

- 1.1 The Central Leaside Area Action Plan (AAP) (Annex 1 – available on the Council's website as a reference document) will form part of Enfield's Local Plan and will deliver the spatial vision and land use strategy for this part of south east Enfield which includes Meridian Water.
- 1.2 At the meeting of 22nd September 2014 the Local Plan Cabinet Sub-Committee endorsed the Proposed Submission Central Leaside AAP and recommended that it go forward to Cabinet and Council for approval.
- 1.3 This report seeks endorsement by Cabinet of the Proposed Submission Central Leaside AAP, and recommendation of its approval for publication by Full Council. Once approved the Proposed Submission Documents will be published for a minimum of the statutory six week period and subsequently submitted, together with necessary supporting material, to the Secretary of State for independent examination. Examination of the draft plan by a planning inspector is programmed for May 2015.
- 1.4 From the Proposed Submission Stage going forward, greater weight will be afforded to the Central Leaside AAP as it progresses through the plan-making process. Once adopted, the Central Leaside AAP will provide a spatial policy framework for the regeneration of the Central Leaside area including the major developments of Meridian Water, Edmonton Eco Park, Picketts Lock and regeneration of industrial estates.

2. RECOMMENDATION

2.1 That the Cabinet:

- Endorse the Proposed Submission Central Leaside Area Action Plan and recommend its approval by Council for publication, and thereafter be subject to a statutory period of public consultation and submission to the Secretary of State for public examination.
- Agree that the Cabinet Member for Economic Development be authorised to agree the publication of the Sustainability Appraisal and Equality Impact Assessment of the Proposed Submission Central Leaside AAP.
- Agree that the Director of Regeneration & Environment be authorised to make appropriate changes to the Submission version of the Central Leaside AAP and undertake any further consultation required, in the run up to and during the public examination process into the document, in response to representations received, requests from the Planning Inspector and any emerging evidence, guidance or legal advice. Changes of a substantive nature will be considered by the Local Plan Cabinet Sub Committee.

3 BACKGROUND

- 3.1 Central Leaside is the largest strategic growth area identified in the Council's Core Strategy (2010) and is located in the south east of the borough. It covers an area containing a number of established employment estates, major infrastructure facilities such as the Edmonton Eco Park and Deephams Sewage Treatment Works, the Lea Valley Regional Park and its facilities at Picketts Lock, as well as being home to significant development opportunities at Meridian Water. Core Strategy Policies 37 and 38 provide a strategic direction for the future of the area as a starting point in preparing a more detailed area action plan and planning policy framework to guide development.
- 3.2 Preparation of the Central Leaside Area Action Plan (AAP) has reached an advanced stage following the publication of the consultation document "Discover Central Leaside: Towards a draft AAP" in 2012. Consultation on this document took place from May to August 2012. Responses were received from a range of consultees including the GLA, Environment Agency, Natural England, Haringey Council, Thames Water, Lee Valley Regional Park, North London Waste Authority, and land owners including National Grid, Ikea, Dwyer Asset Management, Standard Life Investments UK, and Lasalle Investment Management. Since then consultation and engagement has continued, including with adjoining boroughs as part of the Council's Duty to Cooperate requirements brought in by the Localism

Act 2011. Comments received, together with ongoing work on infrastructure delivery, development design, capacity and viability work has informed the preparation of the proposed submission document.

- 3.3 At the meeting of 22nd September 2014 the Local Plan Cabinet Sub-Committee endorsed the Proposed Submission Central Leaside AAP, and recommended that it go forward to Cabinet and Council for approval. Amendments agreed at the meeting have been incorporated into the document.

4 PROPOSED SUBMISSION CENTRAL LEESIDE AREA ACTION PLAN

- 4.1 The Proposed Submission Central Leaside AAP document (Annex 1) is available as a reference document on the Council's website.

- 4.2 There are a number of key projects that are relevant to Central Leaside and the wider area in Enfield and beyond. These include:

- Regeneration of Meridian Water to provide up to 5,000 new homes, commercial and community facilities creating up to 3,000 new jobs, and improvements to Angel Road railway station within a sustainable environment;
- A new local centre at Meridian Water;
- Intensification and revitalisation of the industrial estates;
- Supporting changes to transport infrastructure, including 3/ 4 tracking of the railway line, a better environment for pedestrians and cyclists, the provision of the Causeway, and an improved bus service;
- Provision of Lee Valley Heat Network (LVHN), a decentralised energy network, making use of heat generated at the Edmonton EcoPark waste processing facility;
- Revitalisation and intensification of the Picketts Lock site for leisure uses; and
- Major upgrade of the Deephams Sewage Treatment Works.

- 4.3 The Central Leaside AAP provides the policy framework and evidence for delivery of these projects.

5 NEXT STEPS

- 5.1 The Council's publication under Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012, is anticipated to run from November 2014 to January 2015. A minimum of a 6 week consultancy period is required, although the period will be extended to take account of the holiday period in December. A statement of conformity with the London Plan will be sought from the Mayor of London.

- 5.2 Representations received from the publication stage will be formally submitted to the Secretary of State (SoS) with the final submission version of the CLAAP, along with all supporting documents such as the final Sustainability Appraisal and EqIA. The SoS will appoint a Planning Inspector to conduct an Examination in Public to determine the soundness of the document. The Examination is expected to take place in May 2015.
- 5.3 Once the public examination process is concluded, and depending on the nature of the comments in the Inspector's report, the Council will be able to adopt the document as a statutory development plan. Adoption is scheduled for autumn 2015.
- 5.4 From the Proposed Submission Stage going forward, greater weight will be afforded to the Central Leaside AAP as it progresses through the plan-making process. Once adopted, the Central Leaside AAP will form part of the Council's Local Plan that provides a spatial policy framework for the regeneration of the Central Leaside area including the major developments of Meridian Water, Edmonton Eco Park, Picketts Lock and regeneration of industrial estates. It will build upon the policies adopted in the Council's Core Strategy and provide detail to complement the soon-to-be-adopted Development Management Document and Policies Map.

6 ALTERNATIVE OPTIONS CONSIDERED

- 6.1 None - having an adopted and comprehensive planning framework for the area provides a basis for setting the area specific planning policies by which decisions on development can be guided. This is essential to support the Council's regeneration programme, for on-going as well as future investment opportunities.

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

7.1 Financial Implications

- Provision for the cost of preparing the Central Leaside AAP is included in the Local Plan Reserve. The report contains a variety of future options but does not in itself commit the Council to additional expenditure. Any future proposals with cost implications would need to be subject to separate reports and full financial appraisal.

7.2 Legal Implications

- The Planning and Compulsory Purchase Act 2004 (the Act) as amended and the Town and Country Planning (Local Planning) (England) Regulations 2012 (the Regulations) require local authorities to prepare the local plan, which consists of the local development documents (LDDs).
- The proposed CLAAP is a LDD in accordance with Regulation 5(1) (a) of the Regulations.
- The LDDs must conform with the National Planning Policy Framework (NPPF), the London Plan and the Council's own policies.
- The form and content of the CLAAP must conform with the requirements of Part 4 of the Regulations.
- The recommendations are in accordance with the Council's powers and duties.

7.3 Property Implications

- The Central Leaside area includes the main opportunities for growth and change in the borough, and indeed represents one of London's key regeneration prospects. The area includes several large areas of employment land, including Council owned estates, and this is the main Property interest. The AAP includes proposals for new and revised 'strategic' and 'local' designations for some of the industrial land, together with a specific policy for improving and modernising existing Industrial areas, including Montagu and Claverings. These priorities are fully supported by the Council as landowner, and, in conjunction with occupiers, will need to be translated into specific operational management action and other practical initiatives, as also identified by the Industrial Estates Strategy.

8. KEY RISKS

- 8.1 The absence of a robust set of area specific policies through the preparation of a Central Leaside AAP document would result in a policy gap which could lead to inappropriate, uncoordinated and poor quality development that fails to respond comprehensively to needs and priorities of local communities, the borough and the wider sub-region. It would also negatively impact on the success of the Meridian Water regeneration programme.

9. IMPACT ON COUNCIL PRIORITIES

9.1 Fairness for All

9.1.1 The Central Leaside AAP will be an important tool in tackling the inequalities between eastern Enfield and other parts of the borough. It will support investment and regeneration and in turn employment as well as provide a range of community facilities and physical infrastructure.

9.2 Growth and Sustainability

9.2.1 The Area Action Plan will provide a positive statutory framework for attracting investment and managing the delivery of growth in the area.

9.3 Strong Communities

9.3.1 The Area Action Plan will be supportive of strong communities, particularly in terms of ensuring consideration is given to addressing existing deficiencies and providing new infrastructure (physical, social and community).

10 EQUALITIES IMPACT IMPLICATIONS

10.1 The policies and proposals of the AAP will have a positive impact on equalities in general. To ensure that this is the case an EqIA has been prepared by the Strategic Planning team to support the AAP submission.

11 PERFORMANCE MANAGEMENT IMPLICATIONS

11.1 Completion of the AAP will enable the Council to make informed decisions towards the management of the borough's portfolio of Industrial Land. The Council's Business Plan 2012/15 identifies this project in seeking to meet the objective of improved quality of life for residents through regeneration of priority areas.

12 PUBLIC HEALTH IMPLICATIONS

12.1 The AAP should have a positive impact upon the health and well-being of the public in this part of Enfield in terms of improving the environment, encouraging healthy lifestyles, reducing pollution and improving social cohesion. However, implementation of the plan will need to be monitored to ensure that changes in lifestyles do occur.

Background Papers

- None

MUNICIPAL YEAR 2014/2015 - REPORT NO. 86

MEETING TITLE AND DATE:
Cabinet 22nd October 2014

Agenda - Part: 1	Item: 13
Subject: Contract for the provision of agency workers	
Wards: All Key Decision No: 3966	
Cabinet Member consulted: Cllr.Stafford	

REPORT OF:

Assistant Director of Human Resources
Contact officer and telephone number:
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1. EXECUTIVE SUMMARY

- 1.1 This report seeks support and approval to access the Eastern Shires Purchasing Organisation (ESPO) MSTAR framework for the provision of temporary agency workers across all job categories. This framework will enable the Council to preserve and potentially increase efficiencies, effectiveness and value for money.
- 1.2 This is a key decision for the Council and has been reviewed and endorsed by the Strategic Procurement Board and CMB.
- 1.3 The ESPO MSTAR framework agreement consists of multiple lots with a number of providers appointed to each lot. Lot 1a Managed Service Provision for Corporate Staff is relevant to Enfield's requirement and allows the Council to call off a single vendor neutral provider to deliver the Council's agency worker requirements.
- 1.4 The Provider offering Best Value is recommended.
- 1.5 It is the Council's intention to create an internal temporary bank of staff that can be used to cover short-term temporary positions to complement the agency workforce. As the Council moves forward with the Enfield 2017 Transformation Programme opportunities on the internal bank of staff can be offered to redeployees as an alternative career path.

2. RECOMMENDATIONS

- 2.1 It is recommended that the Council access the ESPO MSTAR framework through an access agreement with ESPO and directly contract with the Provider named in Part 2 of this report via call-off for a period of three years (plus the option of up to a further twelve month period from the commencement date) until 31st January 2019.

3. BACKGROUND

- 3.1 The existing contract for the provision of agency workers through a single supplier Vendor Neutral contract was tendered in 2010 (as a restricted tender) and awarded to Matrix Supply Chain Management (SCM) on 1st Feb 2011. This contract expires on 31st January 2015.
- 3.2 The existing contract was tendered via OJEU as a framework agreement open to all London Boroughs wishing to call-off. This allowed the Council (and the other councils calling-off this framework: London Boroughs of Lambeth, Redbridge, Waltham Forest, Wandsworth and Enfield Homes) to achieve significant economies of scale.
- 3.3 As the current contract expires on 31st January 2015, the Council needs to re-procure to ensure there is on-going provision for agency workers.
- 3.4 The Council will be looking to downsize its workforce over the next four years and the numbers of agency workers required by the Council will reduce over this time.
- 3.5 Whilst major steps are being taken to cut down reliance on agency workers, it is acknowledged that in some cases the use of agency workers is unavoidable. For example:
- Social Care with Care Workers being needed at short notice to cover staff absence and maintain statutory responsibilities. Currently 40% of the headcount (238 out of 593) is attributed to front line workers.
 - There are many 'on-the-minute' shift jobs required in the Manual provision.
 - There are also industry standards in certain Professional and Technical professions where permanent employment is not the market industry norm and professionals move from project to project with a variety of organisations.
- 3.6 It should be noted that 33% of the current agency workforce are residents in Enfield.
- 3.7 A number of contracts and frameworks in the market that Enfield could access have been explored (see section 4 of this report).
- 3.8 It is recommended that Enfield access the Eastern Shires Purchasing Organistaion (ESPO) MSTAR Framework Agreement.

- 3.9 The MSTAR framework agreement was let by the Eastern Shires Purchasing Organisation (ESPO) as a national framework accessible to local authorities and public sector bodies (amongst others). The framework agreement was let on 11th April 2011 and expires on the 10th April 2015 with no option for a further extension (as has already been extended for a further period of one year). The agreement consists of multiple lots with a number of providers appointed to each lot. Lot 1a Managed Service Provision for Corporate Staff is relevant to Enfield's requirement and allows the council to call off a single vendor neutral provider to deliver its agency staff requirements. The management fee and gainshare model within the MSTAR framework agreement are more favourable than those in Enfield's current contract with Matrix SCM which provides potential for savings. Part 2 of this report sets out the pricing models and potential savings from the new contract.
- 3.10 The charging model is simple, transparent and has the potential to deliver savings. This framework makes provision for the Council to access the required services via a direct call off or via a mini competition.
- 3.11 As the core specification meets the needs of the Council, it is recommended that a direct call off with the Provider named in Part 2 is undertaken based on their pricing, as opposed to undertaking a mini competition, which is permitted under the framework.
- 3.12 The Provider named in Part 2 of this report will work to a vendor neutral model consistent with the current contract. Vendor Neutral agreements generate competition by releasing recruitment orders to tiered agencies in a procured supply chain simultaneously (in order of tiers). This enables the agencies to openly compete for the booking. This level of competition within the contract generates competitive charge rates whilst also delivering the highest quality of worker. The Provider focuses on managing the effectiveness of the supply chain both in terms of quality and cost, and tiering them in accordance of overall performance. Reviews happen monthly, and the agencies are re-tiered quarterly to ensure optimum performance and best value.
- 3.13 The Provider named in Part 2 of this report will have a contract with each agency, ensuring compliance of certain terms and conditions set out in the framework. These terms and conditions include aligning to the standard costs set out in the pricing part of the framework, a requirement to meet the Council's recruitment standards in terms of vetting (e.g. Disclosure & Barring check for working with the vulnerable, evidence of professional qualifications, full work history, at least two references), additionally to provide photo ID available to view via the system prior to the start date of a worker, appropriate testing, personal protective equipment where necessary, equality of opportunity and compliance with legislation. These checks are all audited before a candidate can commence work.
- 3.14 Waltham Forest, Lambeth, Redbridge and Wandsworth Councils may also be able to benefit from the reduced rates and the resulting savings if they are able to access the ESPO MSTAR framework (subject to their own internal approvals).

- 3.15 It is the Council's intention to create an internal temporary bank of staff that can be used to cover short-term temporary positions to complement the agency workforce. As the Council moves forward with the Enfield 2017 Transformation Programme opportunities on the internal bank of staff can be offered to redeployees as an alternative career path.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Crown Commercial Service Contingent Labour One (CL ONE) framework agreement was let on 19th June 2013 and expires on 18th June 2016. The Contingent LabourONE delivery approach is based around two delivery models which are split between three lots, each with a single appointed service provider. These consist of Lot 1 Neutral Vendor (providing interim managers and specialist contractors), Lot 2 Master Vendor (Clerical and admin roles) and Lot 3 Master Vendor (operational and support staff).
- 4.2 The agency margins under CL ONE Lot 1 are percentage based rather than fixed pence based which means there is potential for the cost of the contract to increase further. This framework therefore presents itself as a less attractive option both from a commercial and a practical point of view.
- 4.3 Considering the analysis, this contract is significantly more expensive and would require additional contract management as Enfield would effectively be managing three contracts instead of one
- 4.4 An alternative option is to undertake a full procurement process in accordance with EU procurement rules. This is likely to yield a similar result to that achievable via the ESPO MSTAR framework agreement but would involve significant officer time to go through the procurement exercise. This view is supported by the recent review undertaken by PWC.
- 4.5 The MSTAR framework agreement gives us the opportunity to secure a competitive management fee as set out in Part 2 of this report.

5. REASONS FOR RECOMMENDATIONS

- 5.1 Having considered all the above options in detail, the recommendation is to procure agency worker requirements via the ESPO MSTAR framework agreement. As the core specification meets the needs of the Council, it is recommended that a direct call off with the Provider named in Part 2 is undertaken based on their pricing, which is permitted in accordance with the framework..
- 5.2 As mentioned above, the pricing model and cost savings analysis can be seen in Part 2 of this report.

- 5.3 The Provider named in Part 2 of this report have the requisite experience of the recruitment agency market and already has an established supply chain of over 400 agencies and has experience of working with a number of other London Boroughs. Appropriate company, financial and other checks have been carried out by the Assistant Head of Finance and by Human Resources staff, including obtaining references from key clients. All referees are satisfied with all aspects of the service provided and recommend the Provider as a Vendor Neutral Management Agency.

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

6.1 Financial Implications

Noted in Part 2 of this report due to commercial sensitivity.

6.2 Legal Implications

6.2.1 The Council has power under the Local Government Act 1972 to appoint such officers as it thinks necessary for the proper discharge by the authority of such of their functions as fall to be discharged by them. The Council will be mindful of the Agency Workers Regulations 2010 which provide agency workers certain rights depending on their period of engagement.

6.2.2 The use of frameworks is permitted under the Council's Contract Procedure Rules. The Council may call-off from the MSTAR framework, subject to confirmation by the Assistant Director Procurement that the particular framework is acceptable to the Council. The MSTAR framework does permit direct call-offs in accordance with the User Guide and the Council may enter into a direct call-off at the prices and rates quoted in the Suppliers Tender. The MSTAR User Guide provides that if the core specification meets the needs of the Customers' organisation then the Customer may award directly to a Supplier based on the pricing provided by ESPO both in quantitative and qualitative format. The Council must act in compliance with the MSTAR framework terms when calling-off.

6.2.3 Any resulting call-off contract and access agreement will be in a form approved by the Assistant Director of Legal Services.

6.3 Property Implications

None

7. KEY RISKS

As outlined in Part 2 of this Report.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

8.1.1 As the recommendation is to contract with a Neutral Vendor Provider, this means that all agencies have the opportunity for business to supply workers to Enfield Council.

8.1.2 Procurement of the Provider named in Part 2 of the report will ensure that an effective service is maintained and delivered fairly, for a period of four years, in accordance with equalities legislation and the Council's procedures. The appointment of the Provider named in Part 2 for the supply of Temporary Agency Workers should ensure that any agency workers used by the Council are treated fairly and without discrimination during their assignment with the Council.

8.2 Growth and Sustainability

8.2.1 The contract will further encourage local agencies to supply agency workers therefore increasing job opportunities to the local community. Based on the current model 33% of agency workers live locally and therefore this contract has provided employment opportunities for Enfield residents.

8.2.2 The objective to increase opportunities for the local labour market will remain the same regardless of the outcome of the procurement.

8.3 Strong Communities

8.3.1 This contract will deliver interim and temporary resource to ensure that the Council has is able to deliver on its commitments to residents.

9. EQUALITIES IMPACT IMPLICATIONS

9.1 Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment/analysis is not relevant or proportionate for the approval to award a contract. However it is noted that the contract will ensure that there shall be no discrimination against any person with respect to opportunity for employment under the Equality Act 2010.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 Appointing the Provider outlined in Part 2 of this report will ensure that efficient recruitment of agency workers will continue and that information to support effective performance management will continue to be provided.

11. HEALTH AND SAFETY IMPLICATIONS

11.1 There are no Health & Safety implications specific to the award of this contract. However, during the contract The Employment Agency Standards Inspectorate (EASI) enforces the Employment Agencies Act 1973 (EAA) and supporting regulations. These include provisions that an employment agency involved in employing or placing workers should only supply workers to carry out tasks for which they are suitable. Failure to do this could leave the agency open to prosecution under EAA in the event of a serious incident.

12. PUBLIC HEALTH IMPLICATIONS

12.1 These financial arrangements will enable the Council to undertake its role and duties within the community.

Background Papers

None

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MUNICIPAL YEAR 2014/2015 REPORT NO. 88**MEETING TITLE AND DATE:**

Cabinet: 22nd October, 2014

REPORT OF:Director of Health, Housing and
Adult Social Care

Agenda – Part: 1

Item: 14

**Subject: Award of contract for care and
support service at Skinners Court****Wards: All****Key Decision No: 3824****Cabinet Member consulted: Cllr McGowan**

Contact officer and telephone number: Vincent Edwards, 020 8379 4055

E mail: vincent.edwards@enfield.gov.uk**1. EXECUTIVE SUMMARY**

- 1.1 Skinners Court is an extra care independent living scheme providing social care and housing related support services to vulnerable older people. The current contract is in its last year.
- 1.2 This report updates on the outcome of the procurement process. Six high quality organisations were invited to tender. The procurement process and its outcome are subject to EU Procurement regulations and therefore are commercially sensitive. They are therefore detailed in the Part 2 report.
- 1.3 A new 'Core and Flexi' service model will improve overall value and promote increased use of direct payments. Enhancing service users' independence will help manage demand for services while realising financial efficiencies. Service users have been highly engaged in service design and have played a direct and significant role in tender evaluation.
- 1.4 The 'Core and Flexi' service model is consistent with the Council's operating principles of 'Enabling work to be delivered with fewer resources', 'Continuing to partner with other organisations and agencies to help deliver better services at a reduced cost' and 'Empower our customers to help them resolve their own requests and thus managing demand more effectively'.
- 1.5 Service users and key stakeholders have contributed throughout the planning process. Service users directly contributed to contract award recommendations.

2. RECOMMENDATIONS

- 2.1 Cabinet is asked to note the contents of this report and to approve the recommendations for award of contract in the accompanying Part 2 report.

3. BACKGROUND

- 3.1 Extra care housing is a key mechanism to support vulnerable people to remain independent and living in the community. It reduces the number of people who go into long term residential & nursing care and reduces preventable hospital readmissions. It facilitates timely hospital discharge, enabling people to die at home with dignity. Unlike other service areas, there is no single robust definition of Extra Care. However some consistent defining features are; integrated social care and housing related support, 24hr care availability and communal facilities. There is therefore a requirement on commissioners to apply the extra care concept to each scheme's specific circumstances.
- 3.2 Skinners Court is located off Fox Lane, in the Palmers Green part of the borough. It provides 48 units of self-contained accommodation for older people with varying degrees of eligible social care and housing related support needs. The scheme mainly supports older adults. However those with additional needs such as learning disabilities, dementia and other neurological conditions can access the service where they are able to live independently with support under the terms of a license agreement.
- 3.3 The scheme opened in October 2006, replacing an old sheltered Almshouse scheme. Enfield had secured £3 million in government funding to support the building of two extra care schemes in Enfield, including Skinners Court. The new building was developed by the Skinners Company, the owner of the site and original sheltered scheme, in partnership with Enfield Council and Hanover Housing Association, the original housing management provider.
- 3.4 The Council has 100% nominations rights to the service as part of its longstanding partnership agreement with Skinners Company. Skinners Company is a livery company with charitable interests based in the city of London and now also provides direct housing management services at the scheme.
- 3.5 Skinners Court is used as a community hub and meeting space for the Council and other external bodies. It also benefits from a communal lounge, shop, restaurant, cinema, library, IT suite and games room.
- 3.6 Care and support Services are mainly provided by Metropolitan, a registered social landlord. In addition, a number of people also have direct payments for their care. Metropolitan's contract is in its last year, having been extended to the maximum possible term in recognition of good quality service delivery. The council has close working relationships with Metropolitan, who is committed to a smooth transition to new contractual arrangements.
- 3.7 The range of care agencies working at the scheme, as well as the partnership arrangement between the Council and Skinners Company,

is characteristically unique in Enfield. There is therefore no direct like-for-like comparison with any other service in the borough. This includes the council's other external extra care service at Alcazar Court where care and support are provided under a single block contract and housing issues are managed remotely by a registered social landlord.

- 3.8 The procurement process has now finished. Six organisations were invited to tender: all demonstrating robust financial viability and strong track records of providing similar services to high quality standards. Tender evaluation and the outcome of the procurement process are included in the Part 2 report. Tender evaluation criteria include relevant requirements of the Social Value Act such as the local economic, social and environmental benefits. Use of volunteers and an ambition to meet the London Living Wage have been encouraged. Ability to develop strong partnerships across the statutory and local voluntary sector agencies also feature strongly.
- 3.9 Providers were consulted on the 'Core and Flexi' service model early in the service design process and before procurement began. The Core and Flexi model maximises financial efficiencies and increases service user choice and control. All current care packages were reviewed as part of the service design process to ensure appropriate levels of care were provided and would continue to be so under the new contract. Providers were highly engaged and feedback on the possibilities for innovation in service delivery under the new model was positive.
- 3.10 The Core & Flexi model is more responsive to service users' needs: combining the security of a core onsite provider with increased flexible use of direct payments where care needs increase or where this is a service user's preference. Service users can choose to use their direct payments with the Core contracted provider if they are happy with their provision but can also choose a different provider for additional care if they prefer. The Core provider will continue to offer a coordinating hub for all agencies, ensuring clear lines of responsibility.
- 3.11 Officers met regularly with service users and carers since the earliest planning stages and incorporated their views into the service model and contract. Service users were highly engaged with tender evaluation: interviewing and scoring shortlisted providers on their ability to provide quality services. Service users' scores are independent of the council's own quality evaluation and account for a significant part of the contract award recommendation in the part 2 report.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 A number of options were considered, informed by national guidance for Extra Care and a review of Metropolitan's contract:
- a. *Continuance of current service model*: This was not considered consistent with Best Value requirements. Developments in extra care have identified more financially efficient ways of commissioning these services.
 - b. *Convert all service packages to spot purchasing and direct payments*: This was not popular with the service user community at the scheme and did not provide enough stability or flexibility of care delivery that is established by a core onsite provider. Research evidence also suggests that moving to 100% direct payments risks undermining the sense of community and security that is inherent to extra care.
 - c. *Replicate service model from other extra Care schemes in Enfield*: This option was incompatible with the variety of direct payment arrangements already in place at Skinners Court in addition to the main block contractor.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The 'Core & Flexi' service model offers the best opportunity to improve service quality, realise financial efficiencies and facilitate service user control over how their outcomes are delivered and by whom. Existing direct payment arrangements are normalised.
- 5.2 The new contract includes the potential for greater uptake of direct payments in future and for the block contract amount to decrease accordingly. Commissioning recommendations in this regard would be informed by a review of the new contract model in practice.
- 5.3 Services across different agencies will be better coordinated, improving the service user experience. People with complex needs are supported to live independently for longer, preventing or delaying referral to more expensive residential or nursing care.

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

6.1 Financial Implications

6.1.1 Award of the contract is to be made to the provider who scored highest on all elements of the assessment, and whose bid represents the best value for money for the Council.

6.2 Legal Implications

6.2.1 The Council is the Social Services Authority for the London Borough of Enfield, within the meaning of the Local Authority Social Services Act 1970, and has the responsibility as defined under the National Health Service and Community Care Act 1990 to provide community care services.

6.2.2 The Council is empowered to procure care services pursuant to Section 1 of the Local Government (Contracts) Act 1997, Section 29 of the National Assistance Act 1948, Section 45 of the Health Service and Public Health Act 1968 and the Localism Act 2011. The procurement of care and support services at Skinners Court is in accordance with the above legislative powers.

6.2.3 As care and support services are categorised as a Part B Services, the Council is not subject to the full rigours of the Public Contracts Regulations 2006. Notwithstanding, throughout the procurement it must ensure compliance with the EU treaty principles of transparency, proportionality, equal treatment and non-discrimination.

6.2.4 The Council is required to procure the care and support services in accordance with its Constitution, in particular the Contract Procedure Rules and it must ensure that best value is achieved in accordance with the Local Government Act 1999.

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

7. KEY RISKS

7.1 Financially, the key risk is that failing to adequately address the current spend on Skinner's Court will result in increased budget pressures in care purchasing. Commissioners have taken care to balance the need for a high quality service with the requirements to work within a tight financial envelope.

- 7.2 The key reputational risk for the council will be the failure to award a contract at the end of the process. This was mitigated in December 2013 under delegated authority granting an extension to the Metropolitan contract in line with the procurement timetable. Care must be taken to ensure the current procurement timetable proceeds within current timeframes.
- 7.3 All key risks are identified within the project risk log and managed in accordance with the Council's risk management strategy.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

- 8.1.1 Approval of these recommendations will provide high quality, affordable and accessible services for vulnerable people in Enfield.

8.2 Growth and Sustainability

- 8.2.1 Approval of these recommendations will bring growth, jobs and opportunity to the borough

8.3 Strong Communities

- 8.3.1 Approval of these recommendations promotes active citizenship; shows we have listened to the needs of local people and are being open and accountable. It also shows we are also working in partnership with others to ensure Enfield is a safe and healthy place to live

9. EQUALITIES IMPACT IMPLICATIONS

- 9.1 An equalities impact assessment has been undertaken in support of these recommendations. The key impact is that the recommendations promote equality of opportunity and foster good relations between different community groups. It further notes the positive impact for all service users through consultation on the new service model and their involvement in the decision making process to award a new contractor.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

- 10.1 The contract contains a robust performance management framework with measures to assure quality and with an emphasis on service user involvement and developing relationships with key partners and other care and support agencies.

11. PUBLIC HEALTH IMPLICATIONS

- 11.1 Good quality, safe, secure and supportive accommodation is a key determinant in people's health and wellbeing. This project seeks excellent outcomes in this area and will support older people with complex needs to remain independent in the community for longer.

Background Papers

None.

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MUNICIPAL YEAR 2014/2015 REPORT NO. 89

**MEETING TITLE AND DATE:
CABINET 22nd October 2014**

**REPORT OF:
Ray James Director Health,
Housing & Adult Social Care**

Agenda – Part 1

Item: 15

**Subject: New Avenue Development
Partner Selection Report**

**Ward: Cockfosters
Key Decision: KD 3793**

**Cabinet Member consulted: Councillor
Oykener**

Contact officer and telephone number: Geoffrey Richards - 0208 379 2179

E-mail geoffrey.richards@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The New Avenue Estate is located in the Cockfosters ward of the Borough. The New Avenue Estate is one of the Council's priority regeneration areas and the estate is located near the main A111 road leading to the hub of Southgate.
- 1.2 A two stage report sequence (KD3347 & KD3519) to demolish 118-89 Shepcot House, 1-72 Coverack Close and 1-19 Beardow Grove and redevelop the New Avenue estate was approved by Cabinet Sept 2011 and July 2012 respectively.
- 1.3 Following a decision to use the HCA Development Partner Panel Framework (HCA DPP 2009/S144-211068) to select a developer partner, the Council followed the procurement process set down by the framework that has resulted in two tender submissions being received.
- 1.4 On 18th November 2013 and 17th July 2014 tender submissions and revised financial tender submissions were returned from the two remaining prospective developer partners. This report summarises the two tender submissions, describes the evaluation undertaken of these two submissions and recommends the selection of a preferred development partner for the New Avenue estate renewal scheme.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Authorises the appointment of Bidder A as the preferred development partner
- 2.2 Notes the intention to continue to work in partnership with residents and establish a Resident Design Panel to work with the Council and Bidder A to prepare a design for submission to the planning department.
- 2.3 Delegate authority to the Director of Health, Housing and Adult Social Care, the Director of Finance, Resources and Customer Services and the Assistant Director for Legal Services to finalise the terms of the Development Agreement and all associated agreements arising out of the Development Agreement.
- 2.4 Delegate authority to the Director of Health, Housing and Adult Social Care acting where appropriate in accordance with CPO legislation to agree terms for the purchase and/or where applicable restructuring of all existing residential and non-residential property interests on the estate, and to instruct Legal Services to complete the purchases and restructuring of the residential and non-residential property interests on the terms agreed.
- 2.5 Notes the intention to include in the Development Agreement an obligation on the Council to seek a Compulsory Purchase Order of the development site and to use Council powers to appropriate the New Avenue development site for planning purposes.
- 2.6 Notes the estimated costs of human resource implications contained within this report are included in the budgeted project costs.
- 2.7 Notes that the scope of the developer procurement does not include the management of the new homes. This will be subject to a future cabinet decision.

3. BACKGROUND

- 3.1 The New Avenue estate renewal scheme forms a core part of the Corporate Housing Strategy. The regeneration area is located in the Cockfosters ward of the London Borough of Enfield; 0.9 miles to Southgate Tube Station and 1.0 mile to Oakwood Tube Station.
- 3.2 The project was approved by Cabinet in July 2012 (KD 3519) and authorised officers to take forward the procurement of a development partner.

- 3.3 In April 2013 an “Expressions of Interest” notice was issued, through the HCA DPP framework portal, requesting panel members to submit expressions of interest to take part in the procurement process for the New Avenue development opportunity. All ten panel members who submitted expressions of interest were invited to submit a ‘Sifting Brief’ (SB). Of the seven submissions received it was agreed at CMB that four panel members would be invited to tender.
- 3.4 The details of the four panel members are set out in the Part 2 Report paragraph 3.2:
- 3.5 Prior to the deadline for the submission of tenders two bidders withdrew from the procurement process. Details are set out in the Part 2 Report paragraphs 3.3 and 3.5. The two remaining bidders both submitted their response to the “Invitation to Tender” by the deadline on 18th November 2013.
- 3.6 For reasons explained in the Part 2 Report neither of the bidders’ submissions was acceptable to the Council in the form originally submitted.
- 3.7 On 2nd June 2014 both bidders were requested to submit revised Financial Submissions. These were received from both bidders on 17th July 2014.
- 3.8 The revised financial tender submissions have since been scored by Council officers and validated by independent accountants Baker Tilly (September 2014).
- 3.9 As appropriate residents, external lawyers, accountants and consultants and Council officers from housing, legal, finance and planning evaluated the qualitative and legal elements of both Bidder A and Bidder B’s tender submissions (18th November 2013) and the financial element of their revised tender submissions (17th July 2014).
- 3.10 The table below contains the weightings used to evaluate the tender submissions. These weightings are the same as were used on similar estate renewal projects at Alma, Ladderswood, Highmead and Small Sites.

Area of Assessment	Primary Assessment Weighting (Qualitative)	Primary Assessment Weighting (Quantitative)	Total Percentage Weighting
Financial	12.5%	37.5%	50%
Qualitative	35%	0%	35%
Legal	15%	0%	15%
Totals	62.5%	37.5%	100%

- 3.11 This report and the Part 2 report summarise the two tender submissions, describes the evaluation process undertaken and recommends the selection of a preferred developer partner.
- 3.12 The scope of the New Avenue developer partner procurement does not include the management of the new homes which will be subject to a separate report delegated to the Cabinet Member for Housing for approval.

4. THE COUNCIL'S REQUIREMENTS

- 4.1 It is important, prior to considering the two tender submissions received, to explain what the Council sought from developers as part of their tender submission for this development opportunity.
- 4.2 The panel members invited to tender were required to provide the following as a minimum:
- A minimum of 140 Council homes (that are able to provide secure tenancies)
 - Tenure integration and a tenure blind approach
 - An ability for the Council to alter the bedroom mix of the Council owned homes to meet the evolving housing need of tenants
 - Meet GLA, HCA and all Best Practice Housing Design requirements
 - Ground floor units to have their own gardens
 - Children play areas to be overlooked by properties
 - Creation of employment and training opportunities
 - Provision of a replacement nursery space prior to the closing of the existing nursery space in the basement of Shepcot House so as to ensure continuous operation of this facility
 - On and off street car parking to be provided to residents.
- 4.3 In addition to the above minimum requirements the panel members invited to tender were incentivised through the evaluation process to deliver the following:
- A scheme which, inclusive of all the Council's expenditure, could produce a positive net present value.
 - Deliver a financially viable scheme with a financial return to the Council.
 - To maximise the number of affordable homes within the scheme
 - To minimise the risk to the Council during the development process
 - To maximise compliance with relevant planning policies including the Core Strategy and London Plan
 - To meet residents' preferences as set out in the Residents' Aspiration document
- 4.4 It should be noted that the remit of the procurement did not include the management of the new homes. The tender documents instead made clear that this would be the subject of a separate report delegated to the Cabinet Member for Housing.

5. RESIDENT INVOLVEMENT

- 5.1 Consultations held in September 2011 showed that 70% of residents supported the full redevelopment of the estate. The Development and Estate Renewal Team has continued to engage with/inform residents about the project through regular tenant and leaseholder Panel meetings, quarterly newsletters and further public events.
- 5.2 Council officers are working with residents and their representatives on the developer procurement, tenant and leaseholder housing options and socio-economic regeneration initiatives and anticipate working on housing management options in the future.
- 5.1 The two panel members who submitted tender submissions presented their design proposals to residents at a consultation event (14th January 2014). The redline boundary has since been amended to reflect the wishes expressed by residents at the above event.
- 5.2 Supported by PPCR, the Independent Tenant and Leaseholder Advisors (ITLA), six members of the Residents Panel evaluated the two tender submissions against three key qualitative areas (Residents Aspiration document, Resident Involvement and Equalities, Diversity, Environment & Economic) that formed part of the Design and Sustainability evaluation.
- 5.3 At recent Resident Panel Board meetings residents both revised their original aspirations document and afforded their support for the tender submitted by bidder 'A'. They were more relaxed about building heights and double decanting if this meant a better overall scheme would be achieved.

6. ALTERNATIVE OPTIONS CONSIDERED

- 6.1 The alternative option considered is not to appoint the recommended preferred development partner and to re-procure a development partner for the redevelopment of the New Avenue Regeneration Area. Rewinding the procurement back to the start would at best cause serious delay in delivering the project, reputational damage to the Council and a risk of challenge from the panel members who participated in the procurement exercise. It might even result in no tenders or viable tenders being returned to the Council.

7. REASONS FOR RECOMMENDATIONS

- 7.1 Bidder A has submitted a quality bid which delivers the Council's key requirements for the scheme as well as providing additional benefits which will significantly improve the housing offer. The quality of the architecture expressed in their design proposal is of a standard that will, if accurately translated into the final development, match the high benchmark set by other recent new Council developments in the Borough.
- 7.2 Further reasons for recommending Bidder A are set out in the Part 2 report.

8. VACANT POSSESSION

- 8.1 The Council is making good progress towards achieving vacant possession of properties. The Council has so far achieved vacant possession of 41 of the 163 properties on the estate and will work with the preferred development partner to agree a decanting programme that minimises disruption to residents and allows for the development to come forward as quickly as possible.
- 8.2 Council officers are actively engaging with tenants and both resident and non-resident leaseholders to decant the properties ready for demolition/redevelopment. Of the original 130 tenanted properties 36 are now void and 35 of the remaining 94 secure tenant households are bidding on the Choice Based Lettings Website. To date 6 of the 33 leaseholder households have accepted offers made by the Council to buy back their properties, 5 of which have now completed.
- 8.3 The Council will strive to reach a negotiated agreement with all existing leaseholders on the New Avenue estate but will need to seek a Compulsory Purchase Order in order to guarantee vacant possession. The Development Agreement will include an undertaking by the Council to seek a Compulsory Purchase Order. The seeking of a Compulsory Purchase Order will be the subject to a separate Cabinet Report.

9. COMMENTS OF THE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES

9.1 Financial Implications

- 9.1.1 Please see the Part 2 Report

9.2 Legal Implications

- 9.2.1 The Council has power under section 1(1) of the Localism Act 2011 to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles. Creating stronger more sustainable communities and building on the local economy are key priorities for the Council. There is no express prohibition, restriction or limitation contained in a statute against use of the power in this way. In addition, section 111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The recommendations are in accordance with these powers. The Council may enter into the Contract pursuant to section 1 of the Local Government (Contracts) Act 1997.
- 9.2.2 The value of the contract is above the EU threshold and as such must be tendered in accordance with the Public Contract Regulations 2006 ("PCR 2006"), the Council's Constitution, in particular the Contract Procedure Rules ("CPR"), and the EU principles of transparency, equal treatment,

proportionality and non-discrimination (“EU Principles”). The client has confirmed that the procurement was carried out in accordance with the CPR 2006, the CPR and EU Principles.

- 9.2.3 The original approval for the procurement by Cabinet in July 2012 was for a Competitive Dialogue process however the process has been amended to a mini competition exercise under the HCA framework.
- 9.2.4 The Contract must be in a form approved by Assistant Director of Legal Services.
- 9.2.5 The development agreement will include an obligation on the Council to seek a Compulsory Purchase Order (CPO). Part of the land required for the scheme is currently in private ownership. This consists mainly of property sold to tenants under the right to buy scheme. Pursuant to s.120 of the Local Government Act 1972 the Council may acquire land by agreement. If it is not possible to acquire all the individual properties by negotiation it will be necessary to do so by compulsory purchase. Under s.226(1)(a) of the Town and Country Planning Act 1990 a Council is allowed to acquire any land where the acquisition will ‘facilitate the carrying out of development or redevelopment or improvement of any land required for a purpose which it is necessary to achieve in the interests of the proper planning of the area’. If a CPO is promoted under this power then the Council must demonstrate that the CPO is likely to contribute to the social, economic or environmental wellbeing of the area. Once the details of the scheme are sufficiently advanced a report will need to be presented to Cabinet (in accordance with the Council’s Constitution) for a CPO to be made.
- 9.2.6 The development agreement will include an obligation on the Council to appropriate the land at New Avenue for planning purposes. Appropriation of land to any purpose is governed by Section 122 of the Local Government Act 1972, which authorises local authorities to appropriate land to any purpose for which they are authorised to acquire land by agreement and which is no longer required for the purpose for which it was held immediately prior to the appropriation. A local authority can override easements and other rights in land that has been appropriated for planning purposes under section 237 of the Town and Country Planning Act 1990. Appropriation will be the subject of a separate cabinet report.
- 9.2.7 The recommendations contained in this report are within the Council’s powers and duties.

9.3 Property Implications

- 9.3.1 Please see the Part 2 report

10. KEY RISKS

- 10.1 Please see the Part 2 report.

11. IMPACT ON COUNCIL PRIORITIES

11.1 Fairness for All

The proposals for the New Avenue estate ensure fairness for all members of the local community by consulting with the community on major proposals for the area, and taking on board the views of all sections of the community, prior to the Council taking a decision on the future of the housing stock in the opportunity area.

11.2 Growth and Sustainability

Growth and sustainability are central to the proposals for the New Avenue Estate. The final proposal will boost growth in terms of increasing the supply of quality residential housing and commercial space in the area. Furthermore, all options will prioritise environmental sustainability, economically, including improving the energy efficiency of the residential buildings and promoting recycling and sustainable transport.

11.3 Strong Communities

The proposals involve the community in the decisions that will shape their area and foster a greater sense of community cohesion. The Council will also seek to meet resident's aspirations of moving them closer to their current neighbours where it is feasible.

12. EQUALITIES IMPACT IMPLICATIONS

12.1 A full equalities impact assessment has been prepared for the project.

13. PERFORMANCE MANAGEMENT IMPLICATIONS

13.1 The performance management implications have all been considered and are covered within this report and the accompanying Part 2 report.

14. HEALTH AND SAFETY IMPLICATIONS

14.1 All bidders passed the mandatory health and safety evaluation.

15. HUMAN RESOURCES IMPLICATIONS

15.1 Delivering the regeneration of the New Avenue estate is a significant undertaking for the Council. The Development and Estate Renewal Team has had to expand to ensure that the complex needs of residents are being met.

15.2 Whilst the team will continue to maintain a flexible approach to delivering the estate renewal programme, and good progress is being made, as the project evolves so will the need for skills to adequately resource the

demands of the project. Any resources needed to support the project will be procured in due course and funded from the budgeted project costs.

16. PUBLIC HEALTH IMPLICATIONS

- 16.1 There are a number of public health implications that arise as a result of delivering the regeneration of the New Avenue Estate. Issues arising during the demolition and construction phases will be closely monitored and contractors will be required to work in accordance with the Considerate Constructors Scheme and will maintain public, employers and various forms of insurance liability cover.
- 16.2 The regeneration programme presents an opportunity to improve the health and wellbeing of residents living on the Estate. Wellbeing is an important objective of the scheme and officers have already begun to scope out how this can be achieved.

Background Papers

None.

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THE CABINET

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

MUNICIPAL YEAR 2014/2015

NOVEMBER 2014

- 1. September Revenue Monitoring 2014/15 and Financial Update** James Rolfe

This will provide information on the overall revenue monitoring position of the Council projecting the end of year provisional outturn position as at September 2014. **(Key decision – reference number 3950)**
- 2. Enfield Joint Adult Mental Health Strategy** Ray James

This will seek approval of Enfield’s Joint Adult Mental Health Strategy. **(Key decision – reference number 3938)**
- 3. Housing Responsive Repairs and Maintenance Contracts** Ray James

This will seek approval to award the new Housing Responsive Repairs and Maintenance Contracts. (Parts 1 and 2) **(Key decision – reference number 3976)**
- 4. Online Deployment of the Quickheart Resource Allocation System** Ray James

This will seek approval to the proposed full on-line roll out of Quickheart Version 9 for members of the public. **(Key decision – reference number 4006)**
- 5. Garden Enfield – Enfield Veg.Co.** Ian Davis

This will set out an amendment to a previous Cabinet report to reflect a change in the form of the company for the Enfield Veg.Co. from CIC to company limited by shares. **(Key decision – reference number 4004)**
- 6. Changing the Operation of Enfield’s Area Partnership Boards** Ian Davis

This will recommend the expansion of Enfield’s Area Partnership Boards. **(Non key)**

DECEMBER 2014

- 1. Revenue Monitoring Report October 2014** James Rolfe

This will provide information on the overall revenue monitoring position of the Council projecting the end of year provisional outturn position as at October 2014. **(Key decision – reference number 3951)**
- 2. Capital Monitoring Report September 2014** James Rolfe

This will provide information on the capital monitoring position of the Council projecting the end of year provisional outturn position as at September 2014. **(Key decision – reference number 3955)**
- 3. The Care Act** Ray James

This will provide an update on the impact and local implementation of the Care Act 2014, including key strategic risks. **(Key decision – reference number 3995)**
- 4. Quarterly Performance Monitoring Report** Rob Leak

The Quarterly Corporate Performance report will provide information against the indicators contained in the Corporate Performance Scorecard, which shows the progress being made in delivering the Council's priorities. **(Key decision – reference number 3997)**
- 5. London Borough of Enfield Key Decision Threshold Review** James Rolfe

This will recommend an amendment to the financial threshold criteria for a key decision in Enfield. (Part 1) (Non key)
- 6. Special Purpose Vehicle Company Structure for New Build Council Housing** Ray James

This will seek approval to set up a company structure, judged against overarching Council objectives, within which the Small Housing Sites special purpose vehicle, Bury Street and similar scenes can sit. **(Key decision – reference number 3974)**
- 7. Additional Affordable Homes** Ray James

This will set out proposals for additional affordable homes. **(Key decision – reference number 3932)**
- 8. Contracting with Lee Valley Heat Network for the Provision of Heat on Enfield's Housing Estates** Ray James

This will seek authority to contract with the Lee Valley Heat Network energy services company for the provision of heat on Enfield Council's new redeveloped housing estates. (Parts 1 and 2) **(Key decision – reference number 3988)**

9. **Public Realm Redesign** Ian Davis

This will bring forward proposals for redesigning waste services. **(Key decision – reference number 4014)**

10. **Land Assembly for Regeneration Programme** Ian Davis

This will set out the land assembly requirements for the regeneration programme. **(Key decision – reference number 3990)**

11. **Alma Regeneration Compulsory Purchase Order** Ray James

This will seek approval to add additional sites into the Compulsory Purchase Order and delegate authority to make the Alma Regeneration Compulsory Purchase Order. **(Key decision – reference number 4003)**

12. **Disposals – Tranche 6** James Rolfe

This will identify property assets which are either underperforming or considered surplus to operational requirements and in principle are listed for sale subject to further due diligence investigations. **(Key decision – reference number 3989)**

JANUARY 2015

1. **Sustainable Procurement Policy (2015-2019)** James Rolfe

This will seek approval to the sustainable procurement policy (2015-2019). **(Key decision – reference number 3999)**

2. **Alma Regeneration Programme Update** Ray James

This will seek approval to deliver new homes additional to the current scheme subject to planning. (Parts 1 and 2) **(Key decision – reference number 3967)**

3. **Estate Renewal Programme** Ray James

This will explain the Council's 30 year Estate Renewal Programme. **(Key decision – reference number 3980)**

4. **Review of Conservation Area Appraisals and Management Proposals** Ian Davis

This project will provide for the approval of revised and updated Conservation Area Appraisal and Management Proposals. **(Key decision – reference number 4013)**

5. **Dujardin Mews – Appropriation for Planning Purposes** Ray James

This will seek approval to the required appropriation for Dujardin Mews. (Parts 1 and 2) **(Key decision – reference number 3734)**

FEBRUARY 2015

1. **Revenue Monitoring Report December 2014** James Rolfe

This will provide information on the overall revenue monitoring position of the Council projecting the end of year provisional outturn position as at December 2014. **(Key decision – reference number 3952)**

2. **Revenue Budget 2015/16 and Medium Term Financial Plan** James Rolfe

This will seek approval to set the Council Tax levels for 2015/16 and approve the capital programme for the next four years. **(Key decision – reference number 3957)**

3. **Housing Revenue Account Rent Setting Report 2015/16** James Rolfe/
Ray James

This will seek approval to set the level of Council housing rents in 2015/16. **(Key decision – reference number 3958)**

4. **Small Housing Sites (Phase 1) Update Report** Ray James

This will update Cabinet on progress with the project overall and will seek authority to add additional sites to the Small Housing Sites Phase 1 Project. **(Key decision – reference number 4007)**

MARCH 2015

1. **Capital Monitoring Report December 2014** James Rolfe

This will provide information on the capital monitoring position of the Council projecting the end of year provisional outturn position as at December 2014. **(Key decision – reference number 3956)**

2. **Quarterly Performance Monitoring Report** Rob Leak

The Quarterly Corporate Performance report will provide information against the indicators contained in the Corporate Performance Scorecard, which

shows the progress being made in delivering the Council's priorities. **(Key decision – reference number 3998)**

3. Approval of a new Leisure and Culture Strategy James Rolfe

The Council's Culture Strategy and Sport and Physical Activity are being refreshed and combined to bring them in line with the Council's objectives. Cabinet will be asked to approve the new direction described in the report for Leisure and Culture. **(Key decision – reference number 4015)**

APRIL 2015

1. Revenue Monitoring Report February 2015 James Rolfe

This will provide information on the overall revenue monitoring position of the Council projecting the end of year provisional outturn position as at February 2015. **(Key decision – reference number 3953)**

2. Associate Cabinet Members James Rolfe

This will present an evaluation of the role and responsibilities of the Associate Cabinet Members. (Non key)

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CABINET - 17.9.2014

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 17 SEPTEMBER 2014****COUNCILLORS**

PRESENT Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), Chris Bond (Cabinet Member for Environment & Community Safety), Yasemin Brett (Cabinet Member for Community Organisations), Donald McGowan (Cabinet Member for Health & Adult Social Care), Ayfer Orhan (Cabinet Member for Education, Children's Services & Protection), Ahmet Oykener (Cabinet Member for Housing & Estate Regeneration), Alan Sitkin (Cabinet Member for Economic Development) and Andrew Stafford (Cabinet Member for Finance)

Associate Cabinet Members (Non Executive and Non-Voting): Bambos Charalambous and George Savva MBE

ABSENT Rohini Simbodyal (Cabinet Member for Culture, Sport, Youth & Public Health)

OFFICERS: Rob Leak (Chief Executive), Ian Davis (Director of Regeneration & Environment), Andrew Fraser (Director of Schools & Children's Services), Ray James (Director of Health, Housing and Adult Social Care), Asmat Hussain (Assistant Director Legal), James Rolfe (Director of Finance, Resources and Customer Services), Paul Davey (Assistant Director - Council Homes), Bob Griffiths (Assistant Director - Planning, Highways & Transportation) and Paul Walker (Assistant Director - Regeneration, Planning & Programme Management)

Also Attending: Councillors Ertan Hurer, Joanne Laban and Terence Neville OBE.

1**APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillor Simbodyal.

2**DECLARATION OF INTERESTS**

Councillor Achilleas Georgiou (Deputy Leader) declared a Disclosable pecuniary interest in respect of Report No. 55 – Enfield 2017 Transformation (Minute No.12 below refers) due to the employment of a family member by one of the Council's partner organisations on the Transformation Programme.

CABINET - 17.9.2014

Councillor Georgiou withdrew from the meeting for the duration of this item and took no part in the discussion or decision made.

3

URGENT ITEMS

NOTED that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012, with the following exception:

Report No.55 – Enfield 2017 Transformation (Minute No.12 below refers).

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

AGREED that the above report be considered at the Cabinet meeting.

4

DEPUTATIONS

There were no deputations to be received at this meeting.

5

ITEMS TO BE REFERRED TO THE COUNCIL

AGREED that the following item be referred to the Council:

1. Report No.51 – Community Infrastructure Levy

6

REVENUE MONITORING REPORT 2014/15: JULY 2014

Councillor Andrew Stafford (Cabinet Member for Finance) introduced the report of the Director of Finance, Resources and Customer Services (No.49) setting out the Council's revenue budget monitoring position based on information to the end of July 2014.

NOTED

1. The current £2.3m overspend revenue outturn projection, based on the summary of departmental and corporate projected outturns and variances outlined in Table 2 of the report.
2. The key variances identified related to pressure on demand led services in both Finance, Resources and Customer Services (as detailed in section 5.3 of the report) and Children's Services. In the case of Children's Services this pressure had (as detailed in section 5.5 of the report) resulted from a significant increase in the number of interventions

CABINET - 17.9.2014

involving young people, often with complex needs. This was also a trend being reflected nationally.

3. The ongoing management action being undertaken to address the pressures identified and ensure the necessary control measures were established to balance in-year spend and the final outturn.
4. The need identified for the Government to recognise and respond to the increasing demand being experienced both locally and nationally on, Children Services and to ensure that sufficient funding was made available to assist in managing these pressures.

Alternative Options Considered: Not applicable to this report.

DECISION: Cabinet agreed:

1. To note the £2.3m overspend revenue outturn projection.
2. That departments reporting pressures should formulate and implement action plans to ensure that they remain within budget in 2014/15.
3. The use of £0.5m of the £1.0m central contingency to fund expenditure on the No Recourse to Public Funds Children's Service as detailed in paragraph 6.2 of the report.

Reason: To ensure that Members were aware of the projected budgetary position for the Authority, including all major budget pressures and underspends which had contributed to the present monthly position and that were likely to affect the final outturn.

(Key decision – reference number 3946)

7

**CAPITAL PROGRAMME MONITOR FIRST QUARTER JUNE 2014:
BUDGET YEAR 2014-15**

Councillor Andrew Stafford (Cabinet Member for Finance) introduced the report of the Director of Finance, Resources and Customer Services (No.50) informing Members of the current position up to the end of June 2014 regarding the Council's Capital Programme (2014-18).

NOTED

1. The additions and updated expenditure profile to the 2014/15 Capital Programme, as detailed in Section 4 (Tables 1 and 2) of the report.
2. The ambitious nature of the Capital Programme and key projects programmed for 2014/15, as detailed in section 4 of the report.
3. The assurance provided by External Audit in relation to the Council's Capital Treasury Management and Prudential Indicators.

CABINET - 17.9.2014

4. The progress updates provided in relation to the following specific schemes on the Capital Programme:
 - Park Avenue Resource Centre (Mental Health & Wellbeing Centre)
 - Forty Hall Park Landscape Project;
 - Meridian Water Boulevard;
 - Broomfield House Restoration;
 - Palmers Green Library
 - Joint Service Centre – Hertford Road;
5. The ongoing progress in delivery of Phase I and II of the School Expansion Programme, which members felt represented a significant achievement not only in terms of funding but also development activity.

Alternative Options Considered: None stated.

DECISION: Cabinet agreed

1. The additions to the General Fund Capital Programme totalling £2,753k in 2014/15 and HRA Programme totalling £2,215k (Table 1 – to be primarily funded from grants, contributions and earmarked resources) and noted that this would not materially increase capital financing costs.
2. The updated four year programme including proposed reductions subject to indicative estimates included in later years (as detailed in Section 5 of the report).

Reason: To inform Members of the current position up to the end of June 2014. **(Key decision – reference number 3954)**

8

COMMUNITY INFRASTRUCTURE LEVY

Councillor Alan Sitkin (Cabinet Member for Economic Development) introduced the report of the Director of Regeneration and Environment (No.51) summarising the work undertaken to date towards the introduction of a Community Infrastructure Levy (CIL) for Enfield.

NOTED

1. The work undertaken towards the development and introduction of a Community Infrastructure Levy (CIL) for Enfield, as detailed in section 3 of the report.
2. The CIL introduced a tariff based approach towards the raising of funds for new infrastructure developments and once adopted would largely replace contributions from Section 106 Agreements for this purpose associated with specific planning consents.

CABINET - 17.9.2014

3. The CIL tariff rates recommended for inclusion within the Draft Charging Schedule, as detailed in section 4 of the report. The proposed rates had been subject to consultation as part of a Preliminary Draft Charging Schedule and also subject to a detailed viability assessment which had been used to inform the levy rates in the Draft Charging Schedule. Details of the consultation response had been set out in Appendix 2 of the report. The proposed rates would be in addition to the Mayoral CIL and had been set at different levels for development depending on location across the borough. The different rates had been designed to reflect the variation in land values and development viability across the borough.
4. The concern expressed by Councillor Orhan at the lack of provision within the legislation establishing the CIL to set a levy for commercial uses such as hot food takeaways and betting shops in sensitive locations across the borough. The planning powers available to control such uses were noted, as detailed in sections 4.5 – 4.11 of the report, but it was felt that the Government needed to take urgent action to remove this restriction in relation to the CIL Regulations.
5. The following comments highlighted by Councillor Hurer, on behalf of the Opposition Group, who had requested to speak on this item at the meeting:
 - a. whilst supportive of the approach towards introducing a variable CIL tariff applying to different areas of the borough, concerns were raised at the level at which the base rate had been set and difference between the levels being recommended in each area;
 - b. the need identified for any further consultation undertaken to include details on the recommended charging rates;
 - c. the request for details to be provided on the viability assessment referred to within section 3.7 and Appendix 4 of the report along with a comparison of the CIL charging schedules in other boroughs accompanied, where possible, with details of the average house prices in each area. In response Paul Walker (Assistant Director Regeneration, Planning and Programme Management) advised that he would be able to provide an Executive Summary and comparison of the CIL charging schedules.
6. The lobbying activity already undertaken by the Council, as highlighted by Councillor Bond, in support of the recommendations arising from the Portas Review, relating to the creation of a separate retail use class for betting shops.
7. Subject to approval by Cabinet and Council, the Draft CIL Charging Schedule would be open to a further period of consultation prior to independent examination and formal adoption in Spring 2015.

CABINET - 17.9.2014

Alternative Options Considered:

1. The intention to prepare a CIL Charging Schedule is set out in the Council's Local Development Scheme and adopted Core Strategy. To solely continue with section 106 Agreements as the main source of developer contribution after the imposition of section 106 pooling restrictions, in April 2015, would significantly reduce the revenues that could be raised to help deliver the growth and regeneration objectives proposed in the Borough, as contained within the Local Plan
2. Delaying publication of the Draft Charging Schedule. Further delay would mean that Section 106 pooling restrictions would have a significant impact on Section 106 revenue. It would also mean that the base evidence contained in the viability study to support a CIL charge would become dated and would need to be revised to support the examination of the Charging Schedule.

DECISION: Cabinet agreed

1. The Enfield Community Infrastructure Levy Draft Charging Schedule for recommendation on to Council and, subject to approval, thereafter a six week consultation and submission to the Secretary of State for public examination. A copy of the Schedule was attached as Annex 1 to the report.
2. The Cabinet Member for Economic Development be authorised to agree the publication of the CIL Supporting Information Document to provide further guidance to applicants for planning permission on the justification and operation of Enfield's CIL.
3. To note the publication of the revised Infrastructure Delivery Plan (2014) following consultation.
4. The Director of Regeneration and Environment, in consultation with the Cabinet Member for Economic Development, agree appropriate changes to the Draft Charging Schedule and undertake any further consultation required, in the run up to and during the public examination process into the document, in response to representations received, requests from the Planning Inspector and any emerging evidence, guidance or legal advice with changes of a substantive nature being considered, where necessary, by the Local Plan Cabinet Sub-Committee.

RECOMMENDED TO COUNCIL to approve the Enfield Community Infrastructure Levy Draft Charging Schedule, for consultation and submission to the Secretary of State for public examination.

Reason: Significant investment in infrastructure is needed to support the regeneration and growth planned in the Council's Local Plan (Core Strategy). With the introduction of restrictions on the pooling of contributions collected via Section 106 agreements in April 2015, CIL will become the main source of securing developer contributions for significant infrastructure improvements.

CABINET - 17.9.2014

Publication of the Draft Charging Schedule is crucial to advancing CIL and maintaining developer contributions. The proposed CIL rates have been developed with appropriate regard to planning policy and the need to ensure the continued viability of development in the borough. **(Key decision – reference number 3844)**

9

ENFIELD'S LOCAL IMPLEMENTATION PLAN (LIP) SPENDING PROPOSALS FOR 2015/16

Councillor Chris Bond (Cabinet Member for Environment and Community Safety) introduced the report of the Director of Regeneration and Environment (No.52) outlining Enfield's proposals for spending the £4.277m 2015/16 Local Implementation Plan (LIP) grant funding provided by Transport for London (TfL) to help implement the Mayor's Transport Strategy.

NOTED the consultation process undertaken to develop the Enfield LIP priorities, as detailed in section 5.2 of the report

Alternative Options Considered:

1. The LIP is a statutory document arising from the GLA Act 1999 with each borough's LIP covering proposals to implement the Mayor of London Transport Strategy within their area. The LIP submission for 2015/16 is therefore constrained by the TfL allocations contained in the TfL LIP Annual Spending Submission and adequacy test required for Mayoral approval.
2. Enfield's LIP priorities have emerged from a well structure process of consultation.

DECISION: Cabinet agreed:

1. To approve the expenditure proposals for 2015/16 outlined in Tables 1 to 6 (Appendix 1 of the report) for submission to TfL and for these proposals to be implemented, subject to no alternations being made to the allocation or programmes by Transport for London.
2. To delegate authority to the Cabinet Member for Environment and Community Safety to make any changes necessary to the programme should there be any change to the allocation from TfL or for any other operational reason.

Reason: To seek the necessary approvals that will enable Enfield's LIP funding proposals for 2015/16 to be submitted to TfL. The submission of proposals to TfL is essential in order to obtain release of the allocated funds for expenditure in the 2015/16 financial year. **(Key decision – reference number 3969)**

10

CABINET - 17.9.2014

CYCLE ENFIELD PROJECT - GOVERNANCE ARRANGEMENTS

Councillor Chris Bond (Cabinet Member for Environment and Community Safety) introduced the report of the Director of Regeneration and Environment (No.53) seeking approval to the governance arrangements to oversee delivery of the Cycle Enfield project.

NOTED

1. The following amendments to the Project Governance arrangements for the Cycle Enfield project (detailed in section 5 and Appendix 1 and 2 of the report) reported by Councillor Bond at the meeting:
 - a. The inclusion of an independent critical friend to replace the Cabinet Member for Economic Development as a member of the Cycle Enfield Project Board; and
 - b. The inclusion of delegated authority for the Cabinet Member Environment and Community Safety, in consultation with the relevant Associate Cabinet Member, to vary the membership of the Cycle Enfield Partnership Boards.
2. The appointment by the Mayor of London of the following as “Critical Friends” to provide external challenge and act as design champions for the Cycle Enfield schemes - Roger Hawkins (Hawkins Brown), Sunand Prasad (Penoyre & Prasad) and Peter Murray (New London Architecture).
3. The receipt of a letter from the Green Lanes Business Association in advance of the meeting, relating to the proposals within the report, which Councillor Bond confirmed he would respond to outside of the meeting.
4. The following comments highlighted by Councillor Laban, on behalf of the Opposition Group, who had requested to speak on this item at the meeting:
 - a. the need identified to ensure that key local retail business associations were represented on the Area Partnership Boards in addition to the Enfield Business and Retailers Association in order to utilise local knowledge.
 - b. the need to ensure that key local stakeholders were fully engaged in the consultation process and development of scheme proposals;
5. In response to the comments in 4. above, Councillor Taylor, supported by Councillor Orhan, highlighted the flexibility already built into the governance structure to enable the inclusion of other key stakeholders as and when they were identified. Whilst keen to consult and engage with stakeholders it was important to note that no final guarantee could

CABINET - 17.9.2014

be provided as to how any views expressed would be reflected within final scheme proposals.

Alternative Options Considered: TfL have not been prescriptive about how local governance is arranged, which could be officer led. This could, however, lead to concerns being raised as to the transparency of the process.

DECISION: Cabinet agreed to approve the governance arrangements as set out in the report, subject to the following amendments:

1. the Cabinet Member for Economic Development being replaced as a member of the Cycle Enfield Project Board by an “independent critical friend”; and
2. Delegated authority being granted for the Cabinet Member Environment & Community Safety, in consultation with the relevant Associate Cabinet Member, to vary the membership of the Cycle Enfield Area Partnership Boards as and when required as key stakeholder groups are identified.

Reason: The Cycle Enfield project will get more people cycling in Enfield by making it safe and convenient. Good governance of the project will ensure detailed and effective consultation with business, residents and other interested parties. It will also ensure that the delivery of these schemes will provide positive community benefits across the borough. **(Key decision – reference number 3926)**

11

APPLICATION TO CHANGE THE PENALTY CHARGE NOTICE BANDING

Councillor Chris Bond (Cabinet Member for Environment and Community Safety) introduced the report of the Director of Regeneration and Environment (No.54) seeking approval of an application to increase parking and traffic Penalty charge Notice (PCN) bands from band B to A.

NOTED

1. The aim behind seeking to increase the PCN charging band as an effective deterrent in terms of reducing the level of parking contraventions and ensuring increased compliance with parking restrictions across the borough, with associated safety implications.
2. The impact of similar increases in PCN charging bands in other London Boroughs, which had resulted in a reduction in the number of PCNs being issued, as detailed in section 5 of the report.
3. The potential impact of the proposal in terms of reducing the level of PCN revenue receipts, should any increase in charges result in a reduction in the number of PCNs being issued.

CABINET - 17.9.2014

4. The following comments highlighted by Councillor Neville, on behalf of the Opposition Group, who had requested to speak on the item at the meeting:
 - a. concern was expressed at the comparison statistics included within the report as a basis for the proposal, given they only dated back to 2010-11 and covered a period when car use was recognised as being more limited due to the economic recession. It was felt a further breakdown was also required in relation to the split between PCNs issued in Resident Parking zones and Pay & Display areas.
 - b. the need to recognise the statutory requirements in relation to the setting of parking charges, which required enforcement authorities to adopt the lowest charge level consistent with a high level of public acceptability and compliance.
 - c. the need to recognise the potential impact on residents of the borough and ensure that attention was focussed on the enforcement of parking contraventions on double yellow lines, for which use of a higher charge was supported.
5. The assurance provided by the Director of Regeneration & Environment on the level of enforcement activity in relation to double yellow lines and in terms of the approach towards the issuing of PCNs which had resulted in the borough consistently having one of the best records in defending appeals against PCNs.

Alternative Options Considered: Continue with the current levels of enforcement and penalty values, in the hope that compliance will improve.

DECISION: Cabinet agreed:

1. That the Council apply to London Councils' Traffic Enforcement Committee to increase parking and traffic Penalty Charge Notice bands from band B to band A.
2. To note that in the event the application was successful, a further report would be forthcoming to recommend the implementation of the higher band.

Reason:

1. London Councils Traffic Enforcement Committee determines the parking enforcement band enforceable in the London Borough of Enfield dependant on the demand of parking in the area. The higher level of penalty may, subject to a successful application being made to London Councils apply to contraventions enforced in the borough.
2. The failure to address the current issue of non-compliance will only result in even greater pressure on the road network, including residential streets in the very near future.

CABINET - 17.9.2014

- 3 The impact of the introduction of higher band charges in both the London Borough of Waltham Forest & Haringey, which had resulted in a reduction in the number of PCNs issued. **(Key decision – reference number 3970)**

12

ENFIELD 2017 TRANSFORMATION

Councillor Andrew Stafford (Cabinet Member for Finance) introduced the report of the Chief Executive and Director of Finance, Resources & Customer Services (No.55) setting out progress on development and delivery of the Enfield 2017 Transformation Programme.

NOTED

1. The following amendment to the report, reported by Councillor Stafford at the meeting:

Section 1 - Executive Summary – amend paragraph 3 to read:

“The Council’s vision is “to make Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.” Enfield 2017 contributes to the achievement of this vision by developing new ways of working that will enable the Council to deliver sustainable, efficient, cost effective, local services that are available when needed.”

2. The progress achieved to date, in terms of the development and delivery of Enfield 2017, as detailed within the report.

Alternative Options Considered: The alternative is to deliver our services as is, with inevitable change driven by the annual “salami slicing” exercise. Such an approach would not enable the Council to function more effectively, and would not cater for the changing Enfield community. The Council would be less well prepared for the future and would, over time, suffer a greater impact through funding cuts than if the Enfield 2017 transformation were undertaken.

DECISION: Cabinet agreed:

1. The Enfield 2017 delivery strategy for the Council.
2. To note the potential benefits both for local people and the Council in implementing the programme.
3. To further work by officers to finalise commercial proposals to deliver the programme.
4. To direct the Chief Executive and Director of Finance, Resources and Customer Services to report back to Cabinet in October with specific proposals for implementation.

CABINET - 17.9.2014

5. To note the use of funding from the transformation reserve, created by Cabinet on 23 July 14, to enable completion of essential preparatory and design work to underpin and deliver the Enfield 2017 Strategy.

Reason: The rapidly changing technological innovations in the communities the Council services need to be considered and factored into our overall future direction, against a backdrop of increasing customer demand and expectations, and reducing funding from central government. The proposed changes are designed to improve the overall performance of the Council and enable a far better customer experience.

(Key decision – reference number 3979)

Councillor Georgiou declared a Disclosable Pecuniary Interest in this matter and withdrew from the meeting for the duration of the item.

13

SMALL HOUSING SITES: FIVE YEAR PROGRAMME

Councillor Ahmet Oykenar (Cabinet Member for Housing and Estate Regeneration) introduced the report of the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services (No.56) seeking approval to bring forward an additional development and initiate Phase 2 of the programme.

NOTED

1. That Report No.57 also referred as detailed in Minute No.20 below.
2. The progress made in delivery of Phase 1 of the Small Housing Sites programme, including establishment of an innovative funding model and Council owned subsidiary company or Special Purpose Vehicle for new build housing with works now progressing on site.
3. The innovative nature of the Council's housing development and estate renewal programme, which had been recognised and generated interest nationally.
4. The opportunity identified to include an additional site under Phase 1 of the programme involving the former Ordnance Public House & Kettering Hall site.
5. The approach being developed to initiate Phase 2 of the Small Housing Sites project and develop a rolling programme, as detailed within the report.

Alternative Options Considered:

1. Land at Former Ordnance Public House & Kettering Hall: do nothing or place in Phase 2 of Small Housing Site Programme.

CABINET - 17.9.2014

2. Small Housing Sites Phase 2: do nothing or dispose of sites without design/planning.
3. Small Housing Sites – Rolling Programme: do nothing

DECISION: Cabinet agreed;

1. To authorise the inclusion of the former Ordnance Public House & Kettering Hall site as part of the Small Housing Site (Phase 1) project and delegate authority to the Director of Health, Housing & Adult Social Care, the Director of Finance, Resources & Customer Services and the Cabinet Member for Housing & Estate Regeneration and the Cabinet Member for Finance, to authorise the development strategy.
2. To authorise the initiation of the Small Housing Sites (Phase 2) project, in accordance with the contents of the report.
3. To note that a Cabinet report would follow in 2015 with a detailed options appraisal for the Small Housing Sites (Phase 2) project with a recommended development strategy and associated budgetary requirements.
4. To note the intention for the Development & Estate Renewal Team to undertake pre-design work on additional sites to enable further phases of the Small Housing Sites programme to be brought forward.
5. To note the approach to consultation in paragraphs 3.14 and 3.23 – 3.26 of the report.

Reason: There are considerable economic, social and environmental incentives for comprehensively redeveloping the Ordnance Public House & Kettering Hall site and progressing Phase 2 and a rolling programme for the Small Housing Sites project, (as detailed in section 5 of the report). **(Key decision – reference number 3920)**

14

ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

There were no issues arising from the Overview and Scrutiny Committee for consideration at this meeting.

15

CABINET AGENDA PLANNING - FUTURE ITEMS

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

16

MINUTES

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

CABINET - 17.9.2014

17

ENFIELD STRATEGIC PARTNERSHIP UPDATE

NOTED that there were no written updates to be received at this meeting.

18

DATE OF NEXT MEETING

NOTED that the next meeting of the Cabinet was scheduled to take place on Wednesday 22 October 2014 at 8.15pm.

19

EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the item of business listed on part 2 of the agenda on the grounds that it involves the likely disclosure of confidential information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

20

SMALL HOUSING SITES: FIVE YEAR PROGRAMME

Councillor Ahmet Oykenar (Cabinet Member for Housing and Estate Regeneration) introduced the report of the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services (No.57) providing further detail on proposals to develop the Small Housing Sites programme.

NOTED

1. That Report No.57 also referred, as detailed in Minute No.13 above.
2. The details of potential sites identified to date, for consideration under Phase 2 of the Small Housing Sites programme.

Alternative Options Considered: As detailed in Report No.56, Minute No.13 above refers.

DECISION: Cabinet agreed to authorise:

1. A project budget for architects to prepare plans for the Ordnance Road development site for the amount stated in paragraph 3.3 and to note the competitive process undertaken in order to select architects for the Ordnance Road development opportunity.

CABINET - 17.9.2014

2. The budget for an architect led team to progress design work in consultation with stakeholders for Small Housing Sites (Phase 2) as explained in paragraphs 3.23 to 3.26 of the report.
3. The procurement of quantity surveying and valuation advice for Small Housing Sites (Phase 2) to undertake an options appraisal as detailed in paragraphs 3.27 to 3.32 of the report.
4. The expenditure for consultants to identify sites for the future phases of the Small Housing Sites “Rolling Programme”, as set out in the budget in paragraph 3.35 of the report.

Reason: As detailed in Report No.56, Minute No.13 above refers. **(Key decision – reference number 3920)**

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ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 27.8.2014**MINUTES OF THE MEETING OF THE ENFIELD RESIDENTS PRIORITY FUND
CABINET SUB-COMMITTEE
HELD ON WEDNESDAY, 27 AUGUST 2014****COUNCILLORS**

PRESENT Yasemin Brett, Chris Bond, Achilleas Georgiou and Ahmet Oykener

OFFICERS: Alison Trew (Head of Corporate Police and Performance), Jayne Middleton-Albooye (Principal Lawyer), Koulla Panaretou (Secretary)

Also Attending: Cllr Guney Dogan and Cllr Nesimi Erbil

1**WELCOME & ELECTION OF CHAIR**

Councillor Yasmin Brett was appointed as Chair of the Sub Committee for the 2014/15 Municipal Year. The Sub Committee thanked Councillor Charalambous for the way he had chaired the meeting during the last Municipal Year 2013/14.

The Chair welcomed everyone to the meeting, including Cllr Guney Dogan and Cllr Nesimi Erbil who attended for information.

2**APOLOGIES FOR ABSENCE**

There were no apologies for absence received. Apologies for lateness were received from Councillor Achilleas Georgiou.

3**DECLARATION OF INTERESTS**

Councillor Brett declared non-pecuniary interests in the following applications in Bowes Ward: (BOW052).

4**URGENT ITEMS**

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

- Ponders End Ward (PE044) – Advice for Alma: CAB Advice Service.

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 27.8.2014

Urgent consideration of the application listed above was approved by the Sub Committee on the grounds that publicity to commence in advance of the proposed advice sessions starting in early October. The advice sessions relate to heating and winter warmth support. Delaying consideration of the application until the next Sub Committee meeting, scheduled for late October, would limit the overall impact of the scheme in terms of the timing of advice/support that could be provided in advance of the winter period.

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

**5
APPLICATIONS FOR 2013/14 FUNDING**

Councillor Yasmin Brett introduced the report of the Chief Executive (No. 47) presenting the applications that had been formally submitted up to 1st August 2014 for the unspent Enfield Residents' Priority Fund 2013-14.

NOTED

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

2.1 Evesham, Ollerton and Stanley Street Party (BOW052)

A project for Bowes Ward to provide support for an event to fund a street party for residents. Members noted that the application met the criteria in the guidance, met a relevant local need (health and disability and living environment) and the strategic objectives: fairness for all and strong communities.

The application was approved.

2.2 Turkish Advocacy Café (PE042)

A project for Ponders End Ward to provide support for a café offering advice, information and support to Turkish residents. Members noted that the application met the criteria in the guidance, met a relevant local need (education, skills and training) and the strategic objectives: fairness for all, growth and strong communities.

The application was approved subject to satisfactory details being provided in relation to proposals for scheme insurance and web access.

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 27.8.2014

2.3 Weekend Cricket Coaching (PE043)

A project for Ponders End Ward to provide cricket sessions as youth diversion activity. Members noted that the application met the criteria in the guidance, met a relevant local need (health and disability and crime) and the strategic objectives: fairness for all, growth and sustainability, strong communities.

The application was approved.

2.4 Advice for Alma: CAB Advice Service (PE044)

A project for Ponders End Ward to provide weekly CAB advice service at the Alma Estate relating to heating and winter warmth support affecting local residents. Members noted that the application met the criteria in the guidance, met a relevant local need (education, skills and training) and the strategic objectives: fairness for all and strong communities.

The application was approved subject to confirmation that their charitable trust bid to support the work in the longer term has been successful.

2.5 Fine @ The Vine (CHAS008)

A project for Chase Ward was previously awarded £18,075 to support the above mentioned Eco Therapy project. The funding was intended to provide revenue support to the project, the capital funding for the premises coming from a Big Lottery Fund bid. Unfortunately the bid was unsuccessful. They are now proposing to use the funding to refurbish and improve a building that Capel Manor College are giving them use of to provide training space for volunteers and participants.

The amendment to the application was approved subject to:

- a. Clarification of the terms of Capel Manor College's obligations under their lease of Forty Hall Farm from the Council.
- b. Confirmation from Forty Hall Community Vineyard that they have an agreement with Capel Manor College to occupy the building for at least five years.

Alternative Options Considered

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

DECISION

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 27.8.2014

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

WARD	PROJECT TITLE	AMOUNT
Bowes (BOW052)	Evesham, Ollerton and Stanley Street Party	£200
Ponders End (PE042)	Turkish Advocacy Café	£10,000
Ponders End (PE043)	Weekend Cricket Coaching	£15,070
Ponders End (PE044)	Advice for Alma	£1,995

2. The following applications were approved subject to conditions:
- Ponders End Ward (PE042) – Turkish Advocacy Café - £10,000 subject to a satisfactory insurance/internet breakdown being provided.
 - Ponders End Ward (PE044) – Advice for CAB advice for Alma Estate residents - £1,995 subject to confirmation that other additional funding has been agreed to continue.
3. It was agreed that the Sub Committee approve the project variation as presented in Section 3.2 of the report in respect of Fine @ The Vine (CHAS008) requesting the transfer of the expenditure previously agreed to be used for capital instead of revenue subject to conditions of original lease clarified and confirmation of amount of new lease of building being refurbished.
4. It was agreed that these projects be given up to 31 March 2015 to spend the approved resources and the contracts be amended to reflect this.
5. The Chair of the Sub Committee be given delegated authority to provide approval in cases where applications are agreed in principle, subject to certain conditions, and these conditions have been met.

Reason: The projects submitted had been proposed and developed by the local people in Enfield, to help improve the social, economic and environmental wellbeing by tackling local need and deprivation. The projects all support the Council's vision of making Enfield a better place to live and work, delivering fairness for all, growth and sustainability and strong communities.

6

ENFIELD RESIDENTS PRIORITY FUND 14/15 - REVIEW OF CRITERIA AND GUIDANCE

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 27.8.2014

RECEIVED a report from Alison Trew (Head of Corporate Policy and Performance) detailing and seeking approval of the revised criteria and guidance for the Enfield Residents' Priority Fund for 2014/15 and approval for the 2014/15 ward allocation.

NOTED that

- Since 2011/12 the Enfield Residents' Priority Fund (ERPF) has delivered nearly 600 projects developed by local residents working with their ward councillors that have contributed to reducing deprivation and improving local neighbourhoods.
- In 2014/15 the ERPF is continuing with reduced funding, therefore allocations criteria and processes for approving applications have been revised as detailed in the report. There are no fundamental changes to the way allocation is made towards or to the basis on which applications are approved.
- Additional questions have been added to the application form to include further details of insolvency and bankruptcy.
- Applicants are encouraged to work with delivery bodies rather than the policy team once funding for projects have been agreed.

IN RESPONSE the following comments were received:

- Confirmation was received that the figures provided from the Index of Multiple Deprivation 2010 have been checked by the government and Oxford University.
- It was suggested that one Councillor submits each application with consultation with all others and the Policy team will confirm if these consultations occur, although there will undoubtedly be more applications received than money available.
- The Policy team confirmed that press releases will be forthcoming once criteria have been agreed and guidance will be available on the Council's website. Also future Ward Forums can be used to meet with all interested parties, where help will be available to complete application forms.

AGREED the approval of the 2014-15 ward allocation, the revised criteria and the updated guidance.

7

MINUTES OF MEETING HELD ON 1 APRIL 2014

The Committee received and agreed the minutes of the meeting held on 1st April 2014 as a correct record.

8

DATES OF FUTURE MEETINGS

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 27.8.2014

As future funding has significantly reduced compared to previous years, it was agreed that monthly meetings would not be required and the following dates were agreed for future meetings to take place:

Tuesday 21 October 2014
Thursday 20 November 2014
Wednesday 14 January 2015
Thursday 19 March 2015

9
EXCLUSION OF PRESS AND PUBLIC

There were no members of the press and public present at the meeting.

LOCAL PLAN CABINET SUB-COMMITTEE - 22.9.2014

**MINUTES OF THE MEETING OF THE LOCAL PLAN CABINET SUB-COMMITTEE
HELD ON MONDAY, 22 SEPTEMBER 2014****COUNCILLORS**

PRESENT Alan Sitkin (Cabinet Member for Economic Development), Chris Bond (Cabinet Member for Environment), Ahmet Oykener (Cabinet Member for Housing & Estate Regeneration) and Ayfer Orhan (Cabinet Member Education, Children's Services & Protection)

OFFICERS: Ian Davis (Director of Regeneration & Environment), Paul Walker (Assistant Director Planning and Economic Development), Joanne Woodward (Head of Strategic Planning and Design), James Gummery (Planning Officer), Koulla Panaretou (Committee Secretary)

Also Attending: Cllr George Savva (Associate Cabinet Member)

1

WELCOME AND APOLOGIES FOR ABSENCE

The Chair welcomed everyone to the meeting and apologies for absence were received from Cllr Bambos Charalambous and Cllr Ozzie Uzoanya.

2

DECLARATIONS OF INTEREST

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

3

URGENT ITEMS

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

4

CENTRAL LEESIDE AREA ACTION PLAN

Joanne Woodward (Head of Strategic Planning and Design) updated the Sub-Committee on the Proposed Submission Central Leaside Area Action Plan report [Key Decision KD3975].

LOCAL PLAN CABINET SUB-COMMITTEE - 22.9.2014

NOTED

- The Central Leaside Area Action Plan (CLAAP) (Appendix 1) will form part of Enfield's Local Plan and will deliver the spatial vision and land use strategy for this part of south east Enfield which includes Meridian Water. It has now reached an advanced stage and endorsement of the Pre Submission report is recommended in order for it to progress to Cabinet and Full Council.
- The document will provide a statutory planning framework for the delivery of a number of key projects within Central Leaside and of relevance to the wider area in Enfield and beyond, to include Meridian Water, Angel Road railway station, Pickets Lock site, Deephams Sewage Treatment Works and Lee Valley Heat Network (LVHN). Enhancements to the industrial estates and transport infrastructure will also be delivered.
- Publication of this document will run from November 2014 to January 2015, with a minimum 6 week consultation period, to be extended to cover the Christmas holiday period. Any representations received during this time will be formally submitted to the Secretary of State (SoS), who will appoint a Planning Inspector to conduct an Examination in Public to determine the soundness of the document in May 2015.
- Following examination, the Council will adopt the document as a statutory development plan, adoption scheduled for autumn 2015.
- As the document progresses, through to adoption, greater weight will be afforded to it as a material consideration in the determination of planning decisions in the area. Once formally adopted it will sit alongside other parts of the Local Plan. It will build upon the policies adopted in the Council's Core Strategy and provide detail to complement the soon-to-be adopted Development Management Document (DMD) and Policies Map.

RECEIVED

- Proposed changes to the Central Leaside Area Action Plan, for consideration and agreement by the Committee.

IN RESPONSE the following comments were received:

- Regarding Policy CL22, it was noted that no mention was made to environmental improvements, ie, green walls were not included. Support for extra transportation to get workers into work was also requested. Although policies within the DMD cover this aspect, additional wording within the Submission document can be included to further highlight this area. **ACTION: JW**
- Reference to the potential for using rain water to clean streets, tree planting and the possibility of using solar energy should be included. It was confirmed that renewables and the use of roof space for sustainable design practices is already included in the DMD. Noted that reference to the incorporation of the latest waste disposal technologies is included in Policy CL1 – the Causeway.

LOCAL PLAN CABINET SUB-COMMITTEE - 22.9.2014

- JW to clarify changes to wording in Policy CL11 and CL12, to ensure consistency over references to dedicated busways which were to be replaced with reference to an enhanced network of bus routes and services to meet growing demand. **ACTION: JW**
- A consultation was requested on changes to bus services and railway networks and this will be discussed further in October (Associate Cabinet Member meeting).
- Concern was raised with the relocation of small businesses as mentioned in CL20 and the potential influx of big chains. ID confirmed that the intention is to encourage displaced businesses to return to the area. Clarification to be added to text supporting Policy CL20 **ACTION: JW**
- Reference was made to 5.1.2 of the Submission document, requesting that further clarification should be included on the definition of "employment offer". **ACTION:JW**
- Policy CL22 - A request was received to refer to the use of green walls as an example of promoting environmental technology. Cross references to sustainable design and construction policies in the Development Management Document should be added to the text.
- Although safeguarding against crime is mentioned in the DMD, references to safeguarding should also be added to the new document, by way of cross referencing. **ACTION:JW**
- It was noted that a library, community facility or NHS/GP provision can be set up in an existing building or in a shared facility.
- All changes to be documented on a table for ease of reference. **ACTION:JW**

- **Alternative Options Considered:** None considered; having an adopted and comprehensive planning framework for the area provides a basis for setting the area specific planning policies by which decisions on development can be guided. This is essential to support the Council's regeneration programme, for on-going as well as future investment opportunities.

DECISION: The Cabinet Sub-Committee agreed:

- To endorse the Proposed Submission Central Leaside Action Plan and recommend that it goes forward to Cabinet and Council for approval, and thereafter be subject to a statutory period of public consultation and submission to the Secretary of State for public examination.
- To authorise the Cabinet Member for Economic Development to agree the publication of the Sustainability Appraisal and Equality Impact Assessment of the Proposed Submission Central Leaside Area Action Plan.
- That the Director of Regeneration & Environment be authorised to make appropriate changes, as discussed, to the Submission version of the Central Leaside Area Action Plan and undertake any further consultation required, in the run up to and during the public examination process into the document, in response to representations

LOCAL PLAN CABINET SUB-COMMITTEE - 22.9.2014

received, requests from the Planning Inspector and any emerging evidence, guidance or legal advice. Changes of a substantive nature will be considered by the Local Plan Cabinet Sub Committee.

- The report will go to Cabinet on 22nd October and full Council on 19th November.
- Thereafter all comments and documents will be gathered and submitted to the Secretary of State.
- An overview of the consultation and Communication Strategy and arrangements will be provided at the next Local Plan Cabinet Sub Committee meeting to be held on Wednesday 15th October 2014.

Reason: To progress with the proposed submission of Central Leaside Area Action Plan (Key Decision No.3975).

5

ENFIELD'S HOUSING TRAJECTORY AND 5-YEAR SUPPLY OF HOUSING LAND

Joanne Woodward (Head of Strategic Planning and Design) provided an overview to the Sub-Committee on the Director of Regeneration & Environment's report on Enfield's Housing Trajectory and 5-Year Supply of Housing Land.

NOTED

- The Council are required by government to publish information on whether housing delivery will meet London Plan housing targets. If these targets are not met or are out of date, this will lessen the power to resist applications for inappropriate development. Therefore it is crucial to keep the information up to date.
- Although the Trajectory shows requirements to meet a 15 year supply, it is important that an adequate supply of available land is identified to provide the initial 5 year supply. The Trajectory includes this provision.
- The North East Enfield Area Action Plan (NEEAAP) is due to be subject to an independent examination by a Planning Inspector in the next few months. The Housing Trajectory is a key piece of evidence to support the Council's case at this examination.

Alternative Options Considered: None considered as the preparation of Housing Trajectory and identification of a 5-year housing supply is a requirement of the NPPF.

DECISION: The Cabinet Sub-Committee agreed

- That the Local Plan Cabinet Sub Committee approve Enfield's Housing Trajectory and 5-Year Supply of Housing Land.

REASON: The preparation of Enfield's Housing Trajectory and 5-Year Supply of Housing Land is a requirement of the NPPF.

LOCAL PLAN CABINET SUB-COMMITTEE - 22.9.2014

6

MINUTES FROM THE MEETING HELD ON 15TH JULY 2014

AGREED that the minutes of the Local Plan Cabinet Sub-Committee held on 15th July 2014 be confirmed.

7

DATE OF NEXT MEETING

AGREED that the next Local Plan Cabinet Sub-Committee meeting be held on Wednesday 15th October 2014 @ 7pm Room 6.

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