



Contact: Jacqui Hurst
Cabinet Secretary
Direct : 020 8379 4096
or Ext:4096

Fax: 020 8379 3177 (DST Office only)
Textphone: 020 8379 4419 (in Civic Centre)
e-mail: jacqui.hurst@enfield.gov.uk

THE CABINET

Wednesday, 10th December, 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 note that no requests for deputations have been received for presentation to this Cabinet meeting.

5. ITEMS TO BE REFERRED TO THE COUNCIL

To note that there are no reports to be referred to full Council.

6. REVENUE MONITORING REPORT 2014/15: OCTOBER 2014 (Pages 1 - 20)

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 October 2014. **(Key decision – reference number 3951)**

(Report No.125)
(8.20 – 8.25 pm)

7. CAPITAL PROGRAMME MONITOR - SECOND QUARTER SEPTEMBER 2014 - BUDGET YEAR 2014-15 (Pages 21 - 40)

A report from the Director of Finance, Resources and Customer Services is attached. This informs Members of the current position up to the end of September 2014 regarding the Council's capital programme (2014-18). **(Key decision – reference number 3955)**

(Report No.126)

(8.25 – 8.30 pm)

8. ASSOCIATE CABINET MEMBERS - UPDATE (Pages 41 - 56)

A report from the Director of Finance, Resources and Customer Services is attached. This provides an update on the progress made in establishing the new roles of the Associate Cabinet Members. (Non key)

(Report No.127)
(8.30 – 8.35 pm)

9. QUARTERLY CORPORATE PERFORMANCE REPORT (Pages 57 - 72)

A report from the Chief Executive is attached. This notes the progress made towards delivering the identified key priority indicators for Enfield. **(Key decision – reference number 3997)**

(Report No.128)
(8.35 – 8.40 pm)

10. CHANGING THE OPERATION OF ENFIELD'S AREA PARTNERSHIP BOARDS (Pages 73 - 80)

A report from the Director of Regeneration and Environment is attached. This recommends the expansion of the Area Partnership Boards to cover the whole borough. (Non key)

(Report No.129)
(8.40 – 8.45 pm)

11. ALMA ESTATE REGENERATION COMPULSORY PURCHASE ORDER AND ADDITIONAL LAND (Pages 81 - 120)

A report from the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services is attached. This seeks approval to progress the Alma Estate Regeneration as set out in the report. (Report No.132, agenda part two also refers). **(Key decision – reference number 4003)**

(Report No.130)
(8.45 – 8.50 pm)

12. HOUSING RESPONSIVE REPAIRS AND MAINTENANCE CONTRACTS (Pages 121 - 130)

A report from the Director of Health, Housing and Adult Social Care is attached. (Report No.134, agenda part two also refers). **(Key decision – reference number 3976)**

(Report No.131)
(8.50 – 8.55 pm)

13. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

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

14. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 131 - 136)

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

15. MINUTES (Pages 137 - 160)

To confirm the minutes of the previous meetings of the Cabinet held on 30 October and 12 November 2014.

16. MINUTES OF ENFIELD RESIDENTS' PRIORITY FUND CABINET SUB-COMMITTEE - 21 OCTOBER 2014 (Pages 161 - 172)

To receive, for information, the minutes of a meeting of the Enfield Residents' Priority Fund Cabinet Sub-Committee held on 21 October 2014.

INFORMATION ITEMS

17. ENFIELD STRATEGIC PARTNERSHIP UPDATE

To receive an update at the Cabinet meeting following the Enfield Strategic Partnership (ESP) Board meeting scheduled to take place on 2 December 2014.

(9.00 – 9.05pm)

18. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 21 January 2015 at 8.15pm.

CONFIDENTIAL ITEMS

19. 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: 125**MEETING TITLE AND DATE:**Cabinet: 10th December 2014**Report Of:**Director of Finance, Resources and
Customer Services**Contact:**

Isabel Brittain: 0208 379 4732

AGENDA PART 1**ITEM 6****Subject: Revenue Monitoring Report
2014/15: October 2014****Wards: All****Cabinet Members Consulted:
Councillor Stafford****1. EXECUTIVE SUMMARY**

- 1.1 This report sets out the Council's revenue budget monitoring position based on information to the end of October 2014. The report forecasts an outturn position of £2.57m overspend for 2014/15 subject to action plans to contain budget pressures.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Notes the £2.57m overspend revenue outturn projection
- 2.2 Agrees the allocation of £330k from the Council's Risk Reserve to fund work at Broomfield House (section 5.3).
- 2.3 Notes the work Ernst & Young are undertaking within Schools & Children's Services in relation to an opportunity assessment and savings strategy in order to find further efficiencies. The final report is scheduled for mid-January 2015.
- 2.4 Notes the in-house review of Property Services that will identify potential actions in order to achieve budget savings.

3. BACKGROUND

- 3.1 This report updates Cabinet on the financial outlook for the Council taking into account the Council's regular revenue monitoring report to the Corporate Management Board and Cabinet. The monitoring reports provide a snapshot of the revenue position for each Department and for the Council as a whole, and provide information on any projected additional budget pressures and risks, or any significant underspends both in the current and future years. In addition, future financial pressures and opportunities are constantly reviewed so as to update the Council's Medium Term Financial Plan and provide a basis for setting the following year's revenue budget and council tax.

Revenue Monitoring 2014/15

- 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		
		Aug	Sept	Oct
Income and expenditure position	<ul style="list-style-type: none"> • Year-end forecast variances of £2.57m 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 will change to green when we are satisfied that the profiles for 14-15 are correct. 	Amber	Amber	Amber
	<ul style="list-style-type: none"> • The HRA is projecting a £426k surplus 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. 	Amber	Amber	Amber

	Key highlights	Risk Rating		
		Aug	Sept	Oct
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. October 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

October 2014	Net Controllable Budget				
	Original Budget	Approved Changes	Approved Budget	Projected Outturn	Projected Variation
Department	£000s	£000s	£000s	£000s	£000s
Chief Executive	3,423	(33)	3,390	3,390	0
Environment	27,405	1,464	28,869	29,088	219
Finance, Resources & Customer Services	46,668	1,648	48,316	48,818	502
Health, Housing and Adult Social Care	92,094	(200)	91,894	91,894	0
Schools & Children's Services	49,635	1,714	51,349	53,195	1,846
Total Department Budgets	219,225	4,593	223,818	226,385	2,567
Collection Fund	319	0	319	319	0
Corporate Items	33,986	(4,593)	29,393	29,393	0
Government Funding	(155,932)	0	(155,932)	(155,932)	0
Council Tax Requirement	97,598	0	97,598	100,165	2,567

The current forecast is an overspend of £2.57m. Departments must implement further savings measures to stay within budget. The Council also maintains a working balance and specific reserves with which to deal with short term financial pressures.

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 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 department is currently projecting an overspend of £219k, explanations for variances over £50 are set out in Appendix A. The movement of £47k from the reported position in September is due to the continuing shortfall in car parking receipts and a refuse collection pressure from the dry co-mingled contract.

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.

A £330k pressure has arisen in relation to Broomfield House as the structure now requires new scaffolding to secure the property and meet health and safety requirements. This one-off cost, if agreed, will be met from the Council's Risk Reserve.

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

The department is forecasting a balanced budget at year end. Currently there is a pressure of £1.32m which will be addressed through additional actions to balance the budget. The main forecast overspends, based upon prudent projections, are in Learning Disabilities (£0.7m) & Older People and Physical Disabilities (£0.9m). 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 nil variance for 2014/15. This is made up of £760k overspend funded by £760k specific contingency balances available, plus funding from existing reserves from within the division.

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 (2,354 compared to the budget of 2,059 in temporary accommodation as per the information available in October 2014 - an increase of 14%).

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

Schools and Children's Services are currently projecting a pressure of £1.846m. This arises due to increased demand for Children's services including Care Placements for Looked after Children and Leaving Care Costs (£1.6m), Social Work Teams (£0.3m) and Unaccompanied Asylum Seeking Children (UASC) and UASC aged 18+ (£0.26m). Management actions as previously reported continue to be applied in order to manage the budget and these have contributed savings elsewhere in the budget in order to minimise the forecast overspend. However numbers have risen again this month and, as previously reported, the upward trend of the demographic pressures and the increasing

numbers of children presenting with complex needs are still expected to result in a significant overspend at year end. The London Directors of Children's Services are compiling opportunities for the further lobbying of central government in relation to these additional pressures

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 strategy continues to take a cautious approach to investing surplus funds, we spread deposits over a number of approved financial institutions (at present 11 different financial institutions). The increased level of diversity has a small negative effect on interest receipts, however, it provides a more secure and risk adverse approach and is in line with ongoing concerns around the capitalisation levels of banks. A Cashflow summary position is set out in Appendix B.

6.2 Corporate Items (Including Contingency) General Fund

The Council maintains a general contingency of £1.0m. The current balance remaining is £0.5m. If agreed the Broomfield House scaffolding works (section 5.3) will reduce this balance to £170k.

7. Housing Revenue Account (HRA) – Projected £426k surplus

The overall HRA position is projected to be a surplus of £426k. There are three main areas of underspend – Right to Buy (RTB) Income, Repairs and Maintenance (R&M) and Supervision & Management Special.

As previously reported, the RTB's forecast remains unchanged at 200 for 2014/15, giving total admin income of £570k. After adjustment for the budgeted costs and additional RTB administrative and legal costs the projected surplus remains at £415k.

The projected underspend of £139k on S&M Special is unchanged, being made up of a projected under-spend of £100k on energy costs and £39k in total on Sheltered Housing.

The current R&M monitoring shows a projected underspend of £217k, a £93k increase from the previous months, due to the impact of the review of jobs, overheads and profits of the current contractors. There is a risk this underspend may reduce if there is a severe winter and an increase in responsive works.

As reported in the last month's monitor, the remaining balance of the underspend comes mainly from the refund of incorrectly charged Business Rates of £83k, plus underspends of £30k in the Under-occupation budget and £25k on consultants.

The expected increase in Leaseholder Service Charges of £350k (due to more efficient billing and increase in the number of leaseholders), has now been offset by the half year adjustments for 2013/14 actuals and no increase is now expected.

It is anticipated that there will be additional council tax bills of £100k on empty properties. The Rents Dwellings income continues to be forecast to under recover by £380k, the same as last month and is due to an increase in the number of decants and RTBs.

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 £8.7m of savings (80%) are classified as Blue or Green (on course for full achievement). £2.1m 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 September 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%	(100)	7%	(1,007)	66%	(300)	20%	(1,532)
Finance, Resources & Customer Services	0	0%	(89)	4%	(1,350)	61%	(792)	35%	(2,231)
Housing, Health & Adult Social Care	0	0%	(1,926)	37%	(1,079)	21%	(2,141)	43%	(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%	(1,234)	75%	(408)	25%	(1,642)
Total Savings for 2014/15	(125)	1%	(2,115)	19%	(5,087)	46%	(3,641)	34%	(10,968)

- 8.2 Savings agreed as part of previous budgets total £12.6m. £11.9m (92%) of these are traffic lighted as green or blue on course for achievement. £1.0m are red /amber and this is mainly the Prevention Strategy Impact saving of £900k within Schools & Children's Services.

9. ENFIELD RESIDENT'S PRIORITY FUND

The Priority Fund budget for 2014-15 was agreed at £500k with an additional £200k from 2011-12 underspends as part of the February 2014 Budget report. The fund, held in an Earmarked Reserve, has been increased by the carry forward of 2013-14 budget not awarded in year of £34k. An analysis of the fund as it currently stands for 2014-15 is shown below, there has been no change since the September Revenue Monitoring Report:

Resident's Priority Fund- Oct 14	£000's
Allocation 2014-15	700.0
Allocation c/fwd from 2012-13	34.7
Schemes approved to date:	(27.3)
Balance currently available:	707.4
Bids currently submitted for approval:	112.5

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 for the current and future years including all major budget pressures and underspends which have contributed to the present monthly position and that are likely to affect the Council's finances over the period of the Medium Term Financial Plan.

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

12.1 Financial Implications

As the Section 151 Officer, the Director of Finance, Resources & Customer Services is required to keep under review the financial position of the Authority, including the development of the 2015-16 budget and Medium Term Financial Plan. The monthly revenue monitoring is part of this review process and this latest monitoring report presents the overall position at this point in time.

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, Welfare Benefits etc.
- Potential adjustments which may arise from the Audit of various Grant Claims.
- Government public spending plans
- 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.

17. PUBLIC HEALTH IMPLICATIONS

Public Health implications are set out in the report (Appendix A4).

Appendix A1

Chief Executive	Forecast Budget Variation October 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 October 2014 (£'000)
Parking- Overspend in Parking is mainly due to a reduction in car parks receipts and an 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.	207
Vehicle Leasing- One-off underspend for 2014/15 only in the vehicle leasing budget as a result of the decision to introduce a nine year replacement cycle for the majority of waste vehicles following a review of the vehicle replacement programme undertaken recently. The changes have led to the re-profiling of the outstanding internal leasing payments for these vehicles over their remaining life, resulting in a short term reduction in annual charges until the vehicles are disposed of.	(332)
People's Transport- Overspend in People Transport Service due to delay in contract award for buses and taxi service. Also due to the procurement and implementation of a new routing solution to replace the current manual processes in the People Transport Service which should deliver efficiencies.	235
Waste Services: Overspend in Waste Client is caused by fluctuating market prices for recyclable materials collected under the dry co-mingled contract. Current market prices result in a cost to the Council, whereas in previous years they were at a level that resulted in an income stream.	77
Other Variations:	32
Environment Total	219

Appendix A3

Finance, Resources & Customer Services	Forecast Budget Variation October 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 to loss of income from the Metropolitan Police which cannot be adjusted by a reduction in expenditure.	55
Other Variations	(3)
Finance, Resources & Customer Services Total	502

Appendix A4

Health, Housing and Adult Social Care	Forecast Budget Variation October 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, 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 assessment. The current anticipated cost to Enfield could be up to circ. £900k.</p>	
<p>Strategy & Resources - The service is projecting an underspend on Housing Related support contracts (-£377k), due to the early achievement of future year savings. However, this underspend has been offset by projected expenditure due to an increase in DoLs applications (+£80k).</p>	(297)
<p>Learning Disabilities- the service continues to project an overspend position as a result of managing demand led services. The service operates a monthly efficiency programme that reviews progress against savings and manages demand for services during the year. This process has achieved a reduction in overspend of £118k in October.</p>	728
<p>Older People and Physical Disabilities (the Customer Pathway)- The service is projecting care purchasing overspends against a net budget of £38m. No movement reported in month. 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>	889
<p>Public Health Grant</p> <p>The departmental forecast also includes ring fenced Public Health Grant. 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>Use of reserves & other control measures</p>	(1,320)
<p>Adult Social Care & Public Health</p>	0

Appendix A4

Health, Housing and Adult Social Care	Forecast Budget Variation October 2014 (£'000)
Community Housing	
The Community housing base budget was increased by £4.1m from 2013/14 to 2014/15 and in addition a contingency was set aside for temporary accommodation pressures.	
Temporary Accommodation -There is a net overspend of £916k on temporary accommodation, this is mainly due to the increase in procurement of the more expensive nightly paid accommodation. There is a forecast 14% (295) rise in the number of homeless clients compared to budget. In addition to this there is a further increase in PLA rates anticipated from Feb 2015 onwards. <i>This overspend is offset by the use of contingency funds available.</i>	954
Salaries - There is a £277k overspend on salaries due to displaced staff as a result of the restructure, 234k underspend on other base budget staff and £20k underspend in early retirement costs. <i>This is offset by contingency fund to cover off financial risks associated with the reorganisation .</i>	23
Running costs - There is a projected underspend in non-staffing costs of £35k, underspend on PSL repairs/ furniture purchase of £172k and furniture storage budgets of 23k there is also a £13k overspend relating to legal costs.	(217)
Specific contingency - balances available to offset overspend.	(760)
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.	
Community Housing	0
Housing, Health & Adult Social Care Total	0

Appendix A5

Schools & Children's Services	Forecast Budget Variation October 2014 (£'000)
Early Years The underspend is mainly due to salary savings pending a restructure and savings in support services previously provided by teaching staff now undertaken in-house.	(50)
Admissions The underspend is due to staff vacancies held pending a restructure.	(67)
Lettings Agency The planned closure of this service will result in an overspend of £50k due to costs incurred during the wind-up process.	50
Catering The forecast underspend has increased this month based on the first two months UIFSM data. This will be reviewed over the next few months as the full impact of UIFSM becomes clearer.	(350)
Children & Family integrated Commissioning Service The projected overspend of approximately £65k is due to interim agency cover pending the completion of the service reorganisation.	65
External Residential Child Care Placements The external residential homes and agency fostering budget are showing a net overspend of £1,064k which is due to higher weekly average costs for clients who are more challenging and vulnerable, which means they require specialist care placements to address their complex needs. The gross cost pressure was reduced by a current underspend of £143k 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 16 Looked After Children to the end of Sept 2014. The increase of £80k this month is mainly due to 4 new residential placements and extensions to existing ones (+£60k), agency foster placement reductions (-£65k), a new mother & baby placement (+£44k) and 3 new secure remand placements (+£41k)	1,064
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 projection has increased by £58k this month mainly as a result of 2 additional agency staff now required to March.	346
Prevention of Care Section 17 - This budget is 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.	(52)
Adoption - There is an overspend due to an additional £130k of special guardianship allowances becoming payable due to an increase in the numbers of children placed under a special guardianship order. These long term arrangements are financially beneficial to the service as the child is not deemed looked after.	130

Appendix A5

Schools & Children's Services	Forecast Budget Variation October 2014 (£'000)
Leaving Care - Client & Staffing Costs. The projected overspend of £578k 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 resulted in a £90k reduction this month, however there are additional costs of £97k for 6 new clients this month. The staffing projection has also increased by £29k this month.	578
Unaccompanied Asylum Seeker Children (UASC) - This budget is now supporting an additional 765 UASC client weeks above the original budget which is mainly due to an additional 18 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 2 clients this month resulting in the £8k increase this month.	138
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. However the projection has increased following an update of client support packages.	131
Other Variations	(137)
	1,846

Appendix A6

Schools Budget	Forecast Budget Variation October 2014 (£'000)
Schools Budgets - These variations do not form part of the General Fund position.	
Behaviour Support- An underspend is projected as a result of an increase in referrals with a consequential increase in income.	(58)
Special Education Needs- Overspends of £113k for L.A. Special School Day & £454k for Independent Day and £51k for Recoupment Hospital are projected based on current client information. However these are reduced by underspends of £175k for Independent Residential and £57k for L.A. Special School Day resulting in a projected net overspend of £386k	386
Central Licences- Licence fees higher than anticipated when budget set.	53
Other Variations	42
	423

APPENDIX B

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

The Treasury Management position as at 31st October 14 is set out below:

	Position April £000's	Position May £000's	Position June £000's	Position July £000's	Position August £000's	Position September £000's	Position October £000's
Long term borrowing	265,624	265,624	265,624	265,624	265,264	264,079	264,079
Short-term borrowing	33,000	33,000	40,000	40,000	43,000	43,000	36,000
Total borrowing	298,624	298,624	305,624	305,624	308,264	307,079	300,079
Total investments	100,785	114,135	109,370	99,700	99,550	91,300	62,170.00
Net debt	197,839	184,489	196,254	205,924	208,714	215,779	237,909

Movement in debt over year

	1 st April 2014 £000's	Debt repaid £000's	New debt £000's	31st Oct 2014 £000's
PWLB	232,085	(1,026)	-	231,059
Commercial loan	30,000	-	-	30,000
Salix	3,540	(520)	-	3,020
Temporary borrowing	33,000	(25,000)	28,000	36,000
Total borrowing	298,625	(26,546)	28,000	300,079

London Borough of Enfield Investments at 31st October 2014

Financial Institution	Principal	Start Date	Effective Maturity	Rate	Days to Maturity	Lowest Credit Rating
Call Accounts						
Svenska Handelsbanken	12,500,000		On demand	0.45%	1	AA-
Santander	2,500,000		On demand	0.40%	1	A
HSBC Call Account	2,670,000		On demand	0.40%	1	AA-
Money Market Funds						
Ignis	7,000,000		On demand	0.46%	1	AAAm*
Goldman Sachs			On demand	0.34%	1	AAAm*
Termed Deposits						
Barclays Bank PLC	7,500,000	10/03/2014	09/03/2015	0.84%	129	A
Nationwide Building Society	7,500,000	10/04/2014	09/04/2015	0.81%	160	A
Lloyds Bank PLC	7,500,000	07/05/2014	06/05/2015	0.95%	187	A
Lloyds Bank PLC	5,000,000	22/04/2014	21/04/2015	0.95%	172	A
Barclays Bank PLC	5,000,000	01/04/2014	31/03/2015	0.86%	151	A
Nationwide BS	5,000,000	15/04/2014	14/04/2015	0.81%	165	A
Close Brothers	5,000,000	17/10/2014	25/01/2015	0.60%	86	A
Total - Investments	62,170,000.0		Average	0.75%	88	
Number of Investments	11					

*AAAm is the highest rating for money market funds

London Borough of Enfield Short Term loans at 31st October 2014

Financial Institution	Principal	Start Date	Effective Maturity	Rate	Days to Maturity
London Borough of Hackney	£3,000,000	05/03/2014	05/12/2014	0.49%	35
Vale of Glamorgan Borough Council	£1,000,000	28/03/2014	29/12/2014	0.45%	59
Police & Crime for West Yorkshire	£4,000,000	28/03/2014	29/12/2014	0.50%	59
Caerthphilly County Council	£5,000,000	13/10/2014	15/01/2015	0.29%	76
Worcestershire County	£2,000,000	16/06/2014	05/05/2015	0.45%	186
Barnsley, Doncaster & Sheffield (combined authority)	£5,000,000	31/10/2014	05/05/2015	0.45%	186
Humberside Fire and Rescue Services	£1,000,000	05/08/2014	21/05/2015	0.42%	202
Worcestershire County Council	£2,000,000	05/08/2014	05/06/2015	0.45%	217
Wokingham Borough Council	£2,000,000	01/07/2014	23/06/2015	0.44%	235
Portsmouth City Council	£5,000,000	27/06/2014	26/06/2015	0.45%	238
Crawley Borough Council	£3,000,000	01/07/2014	30/06/2015	0.45%	242
Wokingham Borough Council	£3,000,000	18/09/2014	11/08/2015	0.48%	284
Total	£36,000,000		Average	0.44%	168

2014/15 Budget & Medium Term Financial Plan (£'000)

APPENDIX C

Red & Amber Savings - October 2014

Ref No.	Proposal Summary (from template)	Risk	Total 2014/15	Remarks
Red Savings			£000's	
Environment				
ENV04	Fleet Savings - People Transport	Red	(125)	Neil Isaac /Isabel Brittain to co- produce briefing paper to address savings and demographic pressures in order to balance the budget over the next two years.
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.
Housing, Health & Adult Social Care				
HHASC 14/15 01	Community Housing element of HHASC 14/15 01	Amber	(200)	On target – Restructure in progress, rollout of assimilation / recruitment taking longer than expected.
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 - 5% reduction in budget	Amber	(700)	LD efficiency board continues to monitor all work being undertaken to deliver savings in year. FMS monitor places this saving currently at Amber.
HHASC 14/15 07	Older People/Physical Disabilities - Personal Budget allocations - 5% reduction in budget	Amber	(876)	Pathway continues to monitor activity, finance and savings month on month. FMS monitor places this saving currently at amber.
Finance, Resources & Customer Services				
Legal 1	Staff restructuring within Legal Services	Amber	(89)	One staff member currently being charged 50% to Waltham Forest, will achieve around £36k saving, balance of £53k remains unlikely.
Total Amber Savings			(2,115)	
Total Red / Amber Savings			(2,240)	

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MUNICIPAL YEAR 2014/15 REPORT NO. 126**MEETING TITLE AND DATE:**Cabinet 10th December 2014**REPORT OF:**Director of Finance, Resources &
Customer Services

Contact officer and telephone number:

Ann Freeman Tel: 0208 379 3002

Ian Slater Tel: 0208 379 4034

Agenda – Part: 1	Item: 7
Subject: Capital Programme Monitor Second Quarter September 2014 Budget Year 2014-15 Wards: all	
Cabinet Member consulted: Cllr Stafford	

1. EXECUTIVE SUMMARY

The purpose of this report is to inform Members of the current position up to the end of September 2014 regarding the Council's Capital Programme (2014-18) taking into account the latest information for all capital schemes including the funding arrangements.

The report shows that the overall expenditure is projected to be £102.0m for the General Fund and £43.5m for the HRA for 2014/15.

The report:

- 1.1 Sets out the estimated capital spending plans for 2014-18 including the proposed arrangements for funding;
- 1.2 Confirms the revenue capital financing costs for the agreed 2014/15 to 2015/16 programme are provided for in the budget and notes later years include indicative costs which will be revised with detailed finalised scheme plans.
- 1.3 Advises upon the Council's borrowing and investment activity.

2. RECOMMENDATIONS

It is recommended that:

1. Cabinet agrees the additions to the General Fund Capital Programme totalling £731k in 2014/15 (Table 1 - to be primarily funded from grants, contributions and earmarked resources) and notes that this does not increase capital financing costs. Cabinet also agrees the additions to the HRA Programme totalling £203k.
2. The updated four year programme including proposed reductions is agreed by Cabinet subject to indicative estimates included in later years (Section 5)

3. BACKGROUND

The Council's Capital Programme is continually reviewed and monitoring reports are submitted to Cabinet on a quarterly basis.

This is the second quarterly report on the 2014/15 capital budget and four year Capital Programme 2014-18 as approved by Council on 27th February 2014 (2016/18 noted as indicative figures).

4. 2014/15 CAPITAL BUDGET

The following updates are included this quarter in the proposed 2014/15 capital budget:

Additions to the Programme

There are a number of additions to the 2014/15 capital budget which are summarised in Table 1 below. Funding is from a mixture of external grants, contributions and earmarked reserves set aside specifically for the projects.

Table 1 – Growth Items

Table 1 – Growth Items Scheme	2014/15 Additions £'000	Funding Source
Environment & Regeneration		
Enfield Golf Club - drainage works	115	Environment Agency payment £115k - Enfield Golf Club
Riverside Walk Improvements	107	S106 Contributions
Expansion of CCTV System 12-13 to 14-15	30	Revenue Contributions
Parks Fencing (14-15 to 15-16)	25	Revenue Contributions
Parks Footway (14-15 to 15-16)	30	Revenue Contributions
Broomfield Park -Natural Play Facilities	15	S106 Contributions
14/15 BIP (321 Baker Street Structural Works)	85	Capital Receipts
14/15 BIP Fore Street Lib Entrance	40	Revenue Contributions
Corporate		
High Speed Printers	60	Earmarked Resources (Leasing Fund)
Housing		
GANS Grants 2006-07 (ODPM)	182	GLA Empty Homes Programme
Schools and Children's Services		
Grange Park Primary PEP 2013	42	DfE Maintenance capital grant
GENERAL FUND	731	
Housing Revenue Account (HRA)		
Decent Homes	203	Capital Receipts
HRA	203	
TOTAL	934	

It should be noted that reports recommending new additions to the Capital Programme were presented to Council on 19th November 2014 but are subsequent to the Quarter 2 Monitoring period and not included in this report. The agreed additions will be included in the next Quarter 3 Capital Monitoring Report to Cabinet. The reports to Council are:

- The development of the former Bury Street Depot report which recommends growth in the capital programme of £2.4m for the first phase. This report seeks authorisation for the project to proceed and states that further

expenditure of the remaining project budget of £33m will be subject to a further report to Cabinet.

- The Enfield 2017 Transformation report which recommends investment of £16.0m over the next three-and-a-half years, with a minimum of £10.2m of this cost being capital funding for inclusion within the Capital Programme and

Updated Project Expenditure Profiles

Monitoring of the programme has identified the following projects where the forecast spending profile has significantly changed from the original forecasts:

2014/15

Environment and Regeneration:

- £1.7m has been re-profiled from 2014/15 into 2015/16, relating to Meridian Water (consists predominantly of budget for Energy Infrastructure and Angel Road Station Improvements) and Edmonton Green (due to delays in Network Rail and Cycle Enfield).
- £622k of the Electric Quarter budget has been brought forward from 2015/16 to 2014/15 as the purchase of £1.7m School site this year is now likely.

Schools and Children's Services

£3.2m of the 2014/15 programme to be re-profiled across future years, comprised primarily of the following budget adjustments:

- Targeted Capital – School Meals; £1.0m re-profiled into 2015/16
- Schools Conditioning Fund; £1.1m to be re-profiled into 2015/16 and 2017/18
- Basic Needs – Primary Places budget; £418k re-profiled into 2015/16
- School Expansion Project; £325k re-profiled into 2015/16

The Re-profiling of the School Expansion Plan schemes will not have an impact on the Pupil places available for the coming school year and the projects are still on course to meet targets.

Community Housing:

Over £5.3m of expenditure will be delayed and spent in 2015/16, split as follows:

- Disabled Facilities Grant - £1.0m; change in policy and government 15/16 better care fund changes come in force and pathway may bring in new schemes into the grant.
- Housing Assistance Grants - £1.0m; new policy to commence in future years 15/16, will need money to support loans
- Affordable Housing - £3.3m; Slipped to forthcoming financial year to fund a range of affordable housing initiatives

Housing Revenue Account:

Requires net budget movements of £9.5m out of 2014/15 comprised of the following main budget adjustments:

- General Works re-profiled £6.3m from 2014/15 into 2015/16
- Estate Renewals budget of £2.7m (2014/15) re-profiled into 2017/18
- Decent Homes re-profiled £487k from 2014/15 into 2015/16.

Primarily variances on Major works projects are due to the enforced delay in changes to procurement of tenders from EXOR to Construction Line and technical difficulties with the submission and receipt of tenders through London Tenders Portal. The Estate renewals projects variances are due to the re-profiling of project development costs based on revised information.

Future Years

Environment and Regeneration:

The Recycling (Wheeled Bins) Budget has brought forward £132k and £152k from 2016/17 and 2017/18, respectively, into 2015/16 following a service review.

Council on 23rd July approved an addition to the Capital Programme of £1.285m to fund development costs for the Lee Valley Heat Network Business Plan. Cabinet on 23rd July agreed an 'in principle' commitment to invest approximately £24m in the strategic network located in Enfield; this estimate has been included in the Capital Programme as an indicative budget in 2017/18 for completeness although the spend will take place in later years as well.

Schools and Children's Services:

The Secondary Pupil Referral Unit will also be re-profiling £3.0m from 2015/16 into 2016/17. Consultation with the Council's own planners through the pre-application process has resulted in the need to re-design elements of the scheme. This has impacted on the programme and shifted a period of the construction works activity into the following financial year, which in turn has affected the spend profile.

HRA:

Estate Renewals budget of £5.9m from 2015/16 will be re-profiled into future years, beyond 2017/18.

Scheme Reductions 2014/15

Reductions to General Fund schemes reported this quarter are:

- Environment & Regeneration - A reduction of £950k and £2.029m on 2014/15 and 2015/16 TFL schemes, respectively (Classified as revenue as it failed to meet LBE Capital definition). The TFL Funding can still be applied to the revenue costs.
- Corporate - £200k transferred to Revenue in relation to Residents Priority Fund
- Adult Social Care - £50k on Welfare Adaptations Top Up Loans (Zero spend to date – Statutory Demand-led service)
- Schools and Children's Services - £643k on Devolved Schools Capital Budget in 2014/15 (reduced Revenue Contributions)

Latest 2014/15 Capital budget

The capital budget for 2014/15 is shown in Table 2; this summarises the latest position including the changes set out above.

Table 2 - Capital Budget 2014/15

	2014/15 Budget as Reported at Q1 £'000	Re- profiling £'000	Additions 2014/15 £'000	Proposed Reductions 2014/15 £'000	Proposed Programme 2014/15 £'000	Spend to Date £'000
Environment & Regeneration	43,806	-2,082	447	-957	41,214	10,203
Corporate	11,172	0	60	-200	11,032	3,953
Health, Housing and Adult Social Care	10,842	-5,054	182	-50	5,920	1,861
Schools and Children's Services	47,672	-3,215	42	-643	43,856	14,075
Total General Fund Expenditure	113,492	-10,351	731	-1,850	102,022	30,092
Housing Revenue Account	52,858	-9,520	203	0	43,541	15,141
Total Capital Expenditure	166,350	-19,871	934	-1,850	145,563	45,233

Key Projects programmed for 2014/15.

The principle outcomes of the current year programme are considered below:

4.1 Environment and Regeneration

The Environment Department's Capital Programme is broadly in-line with agreed timescales and objectives set out in Budget Report to Cabinet in February 2014.

- **Highway Services**

Enfield Council plans to resurface or reconstruct 18km of Non-Principal Road carriageways during 2014/15, as set out in the Highway Maintenance Plan. To the end of September 2014, 9.22km of carriageway had been resurfaced. The Authority plans to resurface 4.6km of Principal Roads, of which 3.58km has been completed so far. A further 1.5km of classified roads has been resurfaced following an additional TFL grant received due to the wet winter.

The Footway Replacement Capital Programme will be used to renew 9km of footways of which 6km had been renewed at the end of September 14.

The Council intends to plant a total of 400 plus new highway trees. At the end of September 2014 planting sites had been identified and specific site locations for planting the trees had been agreed. Planting will take place during the winter months.

The introduction of trimming & dimming technology together with a centralised monitoring system enables the PFI service provider to provide flexibility on the brightness level and operating times of streetlights, achieving long term

savings in energy usage and a reduction in costs. This project is now substantially complete, with a few outstanding old-style lighting units remaining, which cannot accept the new technology. Options for these are currently being investigated.

- **Traffic & Transportation**

Enfield Council will deliver a range of traffic improvement and road safety schemes, set out in Enfield's Local Implementation Plan Annual Progress Report, including: walking and cycling routes; bus route accessibility and reliability; corridor improvements; traffic sign reviews; air quality; smoothing traffic and climate change mitigation; Smarter Travel (cycling and walking initiatives); Station Access and various other Traffic and Transport Initiatives.

- **Environmental Protection**

In 2014/15 Enfield Council is will install approximately 40-45 Alleygates, which will enhance community safety and provide a cleaner and safer environment for Enfield residents, by reducing crime or fear of crime, fly tipping and other antisocial behaviours.

The Council's Graffiti Action Team since its formation has significantly reduced the amount of graffiti on Enfield's streets and public open spaces. Street washing makes a huge difference to levels of cleanliness for residents and businesses.

- **Community Safety**

The CCTV Camera Replacement Programme and the three year CCTV expansion programme (2012-2015) are progressing to plan and on budget. During the first quarter the Council has placed 3 ANPR (Automated Number Plate Reading) cameras at strategic trunk routes around the borough, and 21 new community safety cameras in Enfield Town, Upper Edmonton, Cockfosters and Southgate Green areas as part of the agreed expansion programme. Seven new cameras covering the main routes into the Brimsdown Business Estate and 6 traffic enforcement cameras near schools have been installed to deter dangerous parking practices on other schemes. The final phase of CCTV in the capital programme is soon to be installed in Bush Hill Park and Grange Ward areas.

- **Parks**

The Forty Hall Park Landscaping Project will improve the visitor facilities at the Park and restore century historic features. Work commenced in January 2014 and it is estimated the landscaping works will be completed by November 2015.

Delays have been experienced delivering footway works due to the change in highway term contractor but this should be rectified by spring/summer 2015. Fencing work is currently rolling out steadily using the new fencing term contractor and should be ahead of schedule by spring 2015. Staff resources are now in place for play equipment replacement. We are currently in the process of procuring a replacement play equipment contract; works will begin on play equipment replacement once the contract has been let.

- **Vehicle Replacement Programme**

The replacement of 8 Street Cleansing sweepers will enable the Council to deliver cleaner streets, footpaths and to implement winter gritting of footways using existing grit spreading trailers. This programme also includes other planned replacements of Refuse and Parks vehicles in line with the Leasing Replacement Programme schedule.

- **Building Improvement Programme**

Cyclical or planned preventative maintenance is carried out on a regular basis to buildings plant and equipment such as boilers etc. Planned maintenance work is mainly identified via condition and other surveys.

The 2014/15 Building Improvements will be utilised to carry out a broad range of improvement works to which will be undertaken across various Council dwellings and Day Centres to enhance the Council's assets.

- **Disability Access Programme**

In compliance with the Equalities Act 2010 approval has been given to undertake access improvement works at Wheatsheaf Hall, Park Avenue Mental Health Resource Centre and Minchenden Oak Garden. The individual projects will be delivered within the timescales agreed with users, to be completed in 14/15.

- **The Electric Quarter**

Land acquisitions have been progressed within budget and revisions to the regeneration proposals caused by the advent of the free school proposals have been subject to development appraisals by Jones Lang LaSalle. 188 and 198 High Street and Middlesex University site land acquisition is underway. The feasibility design, planning consent and a revised Planning Application is anticipated later this financial year.

- **South Street East**

Phased public realm works to promote safety and improve access to the east of South Street are complete, including implementation of speed tables and a cycle refuge. Work has also recently completed on the Two Brewers memorial. The next phase will include bridge refurbishment across the station, which is likely to be delivered in 2015/16.

- **Outer London Fund 2 (OLF2)**

OLF2 funded business centre was completed in July 2014. All other OLF2 schemes including Town team and events and Albany Park Gateway will be fully spent by year-end as with Pocket Parks Albany.

- **New Southgate**

Improvements to Grove Road Open Space (Locally known as -The Bombie) was completed in April 2014. Final phase of works planned for the open spaces along the High Road have been reprogrammed, pending staff recruitment.

- **Meridian Water**

The Causeway Phase 1 will start on site later this year. Works will incorporate pipework to accommodate the Lee Valley Heat Network energy infrastructure. Further phases will be profiled when final cost estimates and work programme completed

Angel Gardens (Rays Road) works will be implemented in phases, starting with an outdoor gym, community garden and parkour free running course. Work is currently on site, with the first phase to be completed 2014/15. Legible London Scheme will be developed as phased delivery, in tandem with development of Meridian Water.

Works are expected to commence on Angel Road station later this year, with a phased development starting with a new entrance, crossing and bus interchange. Future project phasing will be in conjunction with STAR (Stratford Tottenham Angel Road), following completion of GRIP (Governance for Railway Investment Projects) stage 3 to finalise the track options.

Meridian Water Land acquisition is underway to acquire initial parcels of land for development.

- **Market Gardening**

Capital funding will support the creation of new community food growing spaces by providing infrastructure and materials over the next 15 months. Current year spend projected- includes due diligence, legal fees, consultancy, however actual land acquisition may require funding brought forward.

- **Edmonton Green**

A Master plan for Edmonton Green is in preparation. Projects in development include 'Greening the Green' and detailed feasibility study to commercially redevelop the railway arches as part of this project. Infrastructure projects have been re-profiled to be spent in 2015/16 to reflect project delivery phase for Edmonton Green Arches. Scheme design will need to reflect Cycle Enfield proposals to ensure co-ordinated project delivery.

- **Regeneration and Enhancement of the Crescent**

The repairs and redecorations to twelve properties have been completed. The front boundary dwarf brick walls, railings and gates have been constructed and the front garden top soiling and turfing has been completed. The project is envisaged to complete this financial year.

- **Conservation and Design**

Broomfield House Restoration Programme was rephrased to support HLF Heritage Enterprise programme bid. The report to appoint consultants to do conservation management plan, statement of significance and updated options report is underway.

4.2 Corporate Projects.

- **On-going Capital investment in Leisure Centres**

The Leisure Centre Capital Development programme is reaching its conclusion with the last facility Edmonton Leisure Centre finished in December 2013. The council retention for Albany should be settled during 2014/15 however we are of the opinion that the contactors still have some snagging issues to finish to the Council satisfaction. The retention for Edmonton will be released in December 2014. Otherwise the Leisure Centre programme has been completed as proposed in the original report.

- **CCTV installation for Southbury Leisure Centre car park**
To increase security it has been agreed to add CCTV surveillance here too.
- **CCTV installation for Forty Hall; and Car Park Lighting**
To increase security it has been agreed to add CCTV surveillance of this area to the London Borough of Enfield system. It has also been agreed that car park lighting is required once the extensive works to the grounds at Forty Hall have been completed. Capital budget remaining from the original HLF project has been transferred to the CCTV scheme with agreement from English Heritage. The Car Park lighting scheme is currently still in planning stage.
- **Palmers Green Library**
The major refurbishment on the library began in August 2014, after work had already been undertaken to split the services between Southgate Town Hall and Palmers Green Library. This followed the sale of the Town Hall for residential development. The annexe has been demolished, including the existing Children's Library and work has started on the redevelopment of the Town Hall site. The Library is due to re-open in Autumn 2015.
- **Carefirst Upgrade**
The upgrade and integration of Social Care IT systems Carefirst is continually being developed to ensure it remains fit for purpose to meet the Council's business requirements, consistent with Enfield 2017 principles.

4.3 Health, Housing and Adult Social Care.

The principal and ongoing elements of the Adult Social Care Capital Programme are all progressing well and on track to deliver including:

- The commissioning and procurement of a 70 bed dual registered care provision facility on the Elizabeth House site. Progress continues on the site for a dual registered care provision facility. A planning application was submitted for consideration by the Planning Committee in December 2014. Using a framework, a contractor was identified and approved by Cabinet with building work to commence on site in December 2014. At this stage, building completion and occupation is anticipated by spring 2016.
- The relocation of New Options Learning Disabilities Day services currently based at the Claverings Estate. The project is on target to remain within the budget of £2.1m. Although the works have been delayed due to drainage and gas main issues, the contractor is forecasting to complete in December. The opening ceremony will be held in January.
- The Mental Health and Wellbeing Centre project is still in the early stages of development, and feasibility work is not now expected to be underway until 2015/16. The Mental Health Strategy was agreed by the CCG in September 2014, and is due to be considered by Cabinet in November 2014. Specific proposals for the scheme are still to be developed.
- Work continues on the Ordnance Unity Centre. Practical Completion is due to be awarded November 2014. Following this there will be a 3-4 week fit out

period. The library, the hall, the GP surgery and dentist will open December 2014.

4.4 Community Housing

Projects include:

- Disabled Facilities Grant to enable private sector residents to remain in their homes. As mentioned previously a change in policy and government 15/16 better care fund changes coming into force had led to a re-profiling of the current budget.
- Discretionary Housing Assistance Grants; To enable residents to remain in accommodation that is free from serious disrepair and suitable for their needs. These include Small Works Assistance, Decent Homes Grants and Safe Homes Grants.
- North London Sub Region:
 - The North London Sub Region grant targets the bringing of empty properties back into use through CPOs, Grants and Nominations scheme.
 - Decent Homes Grants help with Cat 1 heating and Insulation Hazards and help to bring private properties up to the decent homes standard
- Agreed Affordable Housing Programme
 - Purchase of a 3 bedroom house at 171 South Street
 - Contribution to the purchase of 100 houses
 - Development works to former Caretakers Lodge Bell Lane EN3
 - Development of 140 Linwood Crescent

4.5 Schools and Children's Services

The principal areas of capital expenditure in 2014/15 are as follows:

- Phase 1 of the School Expansion Plan is now advanced with construction completed on three schemes and activity is progressing at the remaining schools. Phase 2 is underway with the identification of sites and the design works underway.
- The design of a new Pupil Referral Unit to replace the Secondary Tuition Centre in 2016.
- Projects to support the implementation of early education for 2 year olds through Capital Grant funding of £1.1m secured by the Council.
- The settlement of final costs for a number of pre School Expansion Programme school expansion schemes that are already operational.
- Works to complete the new nursery on the Rosemary Avenue site together with the design of a new Art and Music Block at Enfield County Lower School, to be completed in 2014.
- The Universal Infant Free School Meals (UIFSM) programme consists of nine projects, five of which will be delivered in this financial year. The remainder are major projects and designs will be developed in this financial year for delivery in 2015/16.

- The Condition & Fire Prevention Programme has in the main been actioned for delivery as per the 9th April 2014 Cabinet report. There are some exceptions to the project delivery programme that have, for a number of reasons, been deferred to 2015/16.

4.6 Housing Revenue Account

- The Housing Major Capital Works schemes (excluding Estate Renewals) will be funded from the current year's Decent Homes and General Works budget of £52.9m (including the carried forward balance from 2013-14). The total forecast spend for 2014-15 is £33.6m which is a movement of £6.2m from the projected spend in quarter 1.
- The Decent Homes grant of £14.6m is being provided by the GLA in return for the Council making 1,263 homes decent. Grant claims for quarters 1 & 2 of £8m were submitted to the GLA within the appropriate timescales.
- Estate Renewals – The estate renewal budget is £10.0m. This is revised from the £12.5m reported position at the end of quarter 1 due to the re-profiling of the costs of the schemes. The budget is being used to fund buyback, decant costs and project costs for the estate renewal schemes. Development Partners have been appointed for both the Alma Estate and Small Sites schemes. The procurement process is currently on-going for the New Avenue project.

5. CAPITAL PROGRAMME 2014/15 to 2017/18

The detailed capital programme of £547.8m is set out in Appendix A. It should be noted that later years include indicative costs which will be revised once detailed scheme plans are finalised.

Table 3 Financing of Capital Expenditure

The following table sets out the current funding position for the 2014-18 Capital Programmes.

Table 3 Capital Financing	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
Total General Fund Expenditure	102,022	110,556	79,964	83,546	376,088
Funded From:					
Earmarked Resources	(45,351)	(60,732)	(53,492)	(44,601)	(204,176)
Disposals Programme	(4,000)	(4,000)	(4,000)	(4,000)	(16,000)
Unapplied Capital Receipts	(900)	(520)			(1,420)
General Fund Capital Reserve	(700)	(1,000)			(1,700)
Increase in Capital Financing Requirement	51,071	44,304	22,472	34,945	152,792
Total HRA Expenditure	43,541	66,859	47,375	35,929	193,704
Funded From:					
Earmarked Resources including HRA balances	(43,541)	(60,471)	(36,784)	(21,028)	(161,824)
Increase in Capital Financing Requirement	0	6,388	10,591	14,901	31,880

Types of Capital Funding

Earmarked Resources	Specific government grants or other contributions from external parties and the use of specific reserves within the Council's available resources. Funding is specific to certain schemes or certain types of capital investment e.g. provision for additional school places. There is a high level of certainty over these funding streams.
Disposals	Estimated proceeds from the sale of assets (net of disposal costs) that have so far been approved for disposal over the life of the programme. Given the uncertainties that can arise in connection with the sale of assets, there are risks that the planned sales will not be achieved within the projected timescales or ultimately not realise the projected capital receipts.
Unapplied Capital Receipts	Capital receipts from previous years' disposals, brought forward from 2013/14 and the balance in the General Fund Capital Reserve.
Minimum Revenue Provision (MRP)	Capital expenditure that cannot be funded immediately from grants, capital receipts or direct revenue/reserve contributions must be funded from the annual set aside from the revenue budget (MRP). MRP is determined according to statutory regulation based on the Capital Financing Requirement. There are equivalent statutory arrangements for the funding of HRA capital expenditure which do not involve an HRA Minimum Revenue Provision.

6. REVENUE IMPLICATIONS

The revenue implications of the Capital Programme are set out below:

Table 4 – Revenue Implications

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Full Year Effect £'000
General Fund					
Additional MRP		2,043	3,815	4,714	6,112
Interest on Borrowing	1,149	3,295	4,797	6,089	6,876
Total GF Revenue Cost	1,149	5,338	8,612	10,803	12,988
Housing Revenue Account					
Interest on borrowing	0	144	526	1,099	1,435
Total HRA Revenue Cost	0	144	526	1,099	1,435

Local Government is currently facing reduced resources due to the continued reductions in public sector costs. At the same time there are increases in demand for our key services and the continued affordability of the Capital Programme should be viewed in this context.

Over recent few years the Council has reduced its short term investments primarily to fund the Capital Programme. This has been a sensible approach agreed with our external treasury advisors given the relative interest earned from investments in comparison to borrowing costs. The Council is now in a position where it will need to actually borrow to finance capital investment that is not funded from other resources

such as grants, contributions and capital receipts. The Council has headroom in its current borrowing position to allow this to happen given that actual borrowing including the effect of the current Capital Programme is within the Council's Capital Financing Requirement but will continue to review its borrowing position on a regular basis when assessing the affordability of future capital projects.

It should be noted that several of the later year scheme estimates are currently indicative (as noted by Council when agreeing the programme) to be revised as part of the on-going annual reviews of the overall capital programme. Also new projects are being added as changes in service requirements are identified and subject to resources available. Later years' on-going block programmes are included based on funding in line with existing arrangements, however, where this involves Government funding there is the risk that resources will be cut in later years due to the Government's austerity measures. Other projects planned in later years are assumed to be funded either by grants, external contributions or new capital receipts and therefore not require additional borrowing.

7. CAPITAL PRUDENTIAL INDICATORS

Legislation requires each authority to have regard to the CIPFA Prudential Code for Capital Finance. This means that authorities are responsible for determining whether decisions on capital investment are affordable, prudent and sustainable. Adhering to CIPFA's Prudential Code is the means by which local authorities demonstrate that they have satisfied this obligation. The Secretary of State's reserve power could be used if an authority fails to adhere to the Prudential Code. Similarly the Secretary of State has the power, on national economic grounds, to set limits in relation to borrowing by local authorities as a whole.

Members' involvement in the process is essential for good governance of the strategic decisions around capital investment and to ensure compliance with the requirements of the Prudential Code. The Council must be able to demonstrate that capital expenditure plans are affordable, external borrowing is prudent and sustainable, and that treasury decisions are taken in accordance with good practice.

When considering its programme for capital investment the Council is required, under the Prudential Code, to agree and monitor a number of mandatory prudential indicators. The Council must take account of the following matters when setting and revising the prudential indicators:

- **Affordability:** e.g. the implications for Council Tax and housing rents;
- **Prudence and sustainability:** e.g. implications for external borrowing;
- **Value for Money:** e.g. through the use of option appraisals;
- **Stewardship of Assets:** e.g. asset management planning;
- **Service objectives:** e.g. whether the proposals meet the Authority's strategic objectives;
- **Practicality:** e.g. achievement of the forward plan.

The forecast indicators set out in this report are those reported in the 2014/15 Budget report to Council on 26th February 2014. These will be monitored and reported on at each quarters monitoring report for 2014-15. The General Fund Latest Forecast includes the re-profiling of spend from 2013/14 into later years and the addition of the Lee Valley Heat Network¹.

¹ Mainly £11.7m brought forward from 2013/14 (Qtr1 Monitor) and £25.285m LVHN.

Table 5 - Capital Expenditure Indicator General Fund and HRA

Capital Programme	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	Total £'000
General Fund Latest Forecast	102,022	110,556	79,964	83,546	376,088
General Fund Indicator	129,329	93,886	56,675	63,042	342,932
HRA Latest Forecast	43,541	66,859	47,375	35,929	193,704
HRA Indicator	72,129	46,818	39,900	31,589	190,436
Total Latest Forecast	145,563	177,415	127,339	119,475	569,792
Total Indicator	201,458	140,704	96,575	94,631	533,368

The Capital Financing Requirement measures the extent to which the Council's capital expenditure has not yet been funded; it represents the authority's underlying need to borrow to meet its capital commitments. The Council's actual borrowing must not exceed this amount; actual borrowing is determined by the availability of internal funds such as maturing investments and cash backed reserves and balances that can provide cash resources to meet capital expenditure. As stated above, the Council cannot sustain its Capital Programme from these internal sources any longer and new borrowing arrangements will need to be put in place to support the Capital Programme.

The latest forecast of the Capital Financing Requirement for the relevant years is set out in Table 6. The authority's total forecast funding requirement is within the Prudential Indicators set at Council on 26th February 2014 as part of the 2014/15 Budget Report. For completeness, the forecast includes the £24m 'in principle commitment' relating to LVHN which will require approval by Council when confirmed at which point it will be included in the Prudential Indicators.

Table 6 – Current forecast of Capital Financing Requirement

Estimated Requirements	31 st March 2015 £'000	31 st March 2016 £'000	31 st March 2017 £'000	31 st March 2018 £'000
General Fund				
Latest Forecast	304,896	338,539	348,678	369,796
Indicator	319,442	341,020	341,964	367,929
HRA				
Latest Forecast	157,728	164,116	174,707	189,608
Indicator	157,728	170,178	185,878	193,878
Total				
Latest Forecast	462,624	502,655	523,385	559,404
Indicator	477,171	511,198	527,842	561,807

Prudential Borrowing Indicators

- a) Authorised limit: The Council is prohibited from borrowing more than its Authorised Limit. The indicator should be set at a level that while not desired could be affordable but may not be sustainable. The Council's authorised borrowing limit for 2014/15 is £5.77m; this excludes long term liabilities under PFI Contracts and Finance Leases. The highest level of borrowing during the period was £307m (including borrowing less than a year)
- b) Operational boundary: The Operational Boundary is based on the most likely level of borrowing for the year. The Council's Operational Boundary for 2014-15

is £500m. Occasional breaches of the Operational Boundary are unlikely to be significant however a sustained or regular trend above the Operational Boundary would be significant. During the past quarter the Council's gross borrowing was within the Operational Boundary. The additional borrowing required to fund the Capital Programme as set out in this report can be contained within this threshold.

- c) Net borrowing (i.e. long term borrowing less investments): In the medium term, net borrowing should only be used for a capital purpose. Specifically net external borrowing in 2014/15 should not exceed the estimated Capital Financing Requirement at 31st March 2015. This limit has not been exceeded..

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

7.1 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 quarterly capital monitoring is part of this review process. If required, measures will be put in place to address risks identified through the monitoring process and to contain expenditure within approved budgets.

7.2 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.

7.3 Property Implications

All of the property implications are included within the main report.

8. KEY RISKS

All of the key risks relating to the first quarter are included within the main report.

9. IMPACT ON COUNCIL PRIORITIES

9.1 Fairness for All

The Capital Programme is designed to address the values set out within the Council's priorities. All projects are considered in the context of these priorities.

9.2 Growth and Sustainability

The Capital Programme is designed to address the values set out within the Council's priorities. All projects are considered in the context of these priorities.

9.3 Strong Communities

The Capital Programme is designed to address the values set out within the Council's priorities. All projects are considered in the context of these priorities.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

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

11. HEALTH AND SAFETY IMPLICATIONS

Not applicable to this Report.

12. PUBLIC HEALTH IMPLICATIONS

The projects with public health implications are included within the report under section 4.3.

Background Papers

None

Appendix A - Capital Programme 2014-2018

Department/Scheme	2014/15 Current Projection £000	2015/16 Current Projection £000	2016/17 Current Projection £000	2017/18 Current Projection £000	Total Current Projection £000
ENVIRONMENT & REGENERATION					
Transport for London funding:					
2013/14 Major Schemes	-	2,962	-	-	2,962
2014/15	13,257	1,200	-	-	14,457
2012/13 Highways & Streetscene	203	2,015	-	-	2,218
2013/14 Highways & streetscene	73	8,450	8,450	8,450	25,423
Other Highways & streetscene	222	-	-	-	222
Environmental Protection	143	-	-	-	143
Community Safety	892	-	-	-	892
Waste & Recycling	15	503	18	18	554
Parks	3,283	971	-	-	4,254
Vehicle Replacement Programme	1,307	1,611	1,884	279	5,081
Depot	36	-	-	-	36
Parking	5	-	-	-	5
Building Improvement Programme	2,732	4,162	4,270	3,434	14,598
Sustainability	68	-	-	-	68
Disability Access Programme	533	200	200	200	1,133
Regeneration:					
Ponders End	653	1,896	200	3,399	6,148
Electric Quarter	3,941	3,578	3,150	1,650	12,319
New Southgate	100	2,409	874	1,750	5,133
Meridian Water	13,125	23,266	5,500	4,500	46,391
Edmonton Projects	70	2,913	1,500	375	4,858
Shires Estate - REACT Dysons Road	20	30	30	75	155
Market gardening	249	1,250	950	1,500	3,949
Angel Edmonton	-	150	150	150	450
Enfield Town	-	1,675	1,675	3,350	6,700
Lea Valley Heat Network	-	648	637	24,000	25,285
Enfield Highway	-	-	-	225	225
Enfield Wash	-	-	-	225	225
Regeneration - conservation / design	203	250	-	-	453
Other heritage regen projects including acquisitions	-	1,100	1,100	1,670	3,870
The Crescent - Edmonton - Phase 2	-	395	-	-	395
Industrial Estates Regeneration	-	-	-	3,250	3,250
Business and Economic Development	84	-	-	-	84

Department/Scheme	2014/15 Current Projection £000	2015/16 Current Projection £000	2016/17 Current Projection £000	2017/18 Current Projection £000	Total Current Projection £000
ENVIRONMENT TOTAL EXPENDITURE	41,214	61,634	30,588	58,500	191,936
CORPORATE SCHEMES					
IT Work Plan	682	-	-	-	682
Joint Service Centre	4,271	-	-	-	4,271
Southgate Town Hall & Library Enabling Works	235	-	-	-	235
Residents Priority Fund	861	-	-	-	861
High Speed Printers	60	-	-	-	60
Palmers Green Library Refurbishment	4,154	-	-	-	4,154
Leisure	469	-	-	-	469
Culture	300	-	-	-	300
FRCS / CE EXPENDITURE	11,032	0	0	0	11,032
HEALTH, HOUSING AND ADULT SOCIAL CARE					
Housing					
Disabled Facilities Grant (£1.156m grant funded)	1,766	3,000	2,000	2,000	8,766
Sub Regional Housing Grants	219	-	-	-	219
Housing Assistance Grants	557	1,818	818	818	4,011
Affordable Housing	1,385	5,404	2,100	2,100	10,989
Adult Social Care					
Welfare Adaptations	50	100	100	100	350
Residential and Social Care Provision - Elizabeth House	549	3,850	2,280	-	6,679
New Options	1,394	-	-	-	1,394
Mental Health and Wellbeing Centre	-	772	135	135	1,042
HEALTH, HOUSING AND ADULT SOCIAL CARE TOTAL EXPENDITURE	5,920	14,944	7,433	5,153	33,450
SCHOOLS & CHILDREN'S SERVICES					
Schools Access Initiative	164	200	200	200	764
Target Capital - Special Needs	557	4,250	4,040	-	8,847
Devolved Schools Capital	5,357	6,000	6,000	6,000	23,357
Childrens Centres	1,099	-	-	-	1,099
Targeted Capital - School Meals Programme	917	4,032	2,200	-	7,149
Schools Condition Funding	1,118	3,797	2,600	4,500	12,015
City Learning Centres	7	-	-	-	7
Basic Need - Primary School Places	4,226	487	-	-	4,713
Primary Expansion Plan Phase 1	14,792	2,769	280	-	17,841
Primary Expansion Plan Phase 2 - Grange School	5,554	188	-	-	5,742
Primary Expansion Plan Phase 2 - Garfield School	6,628	5,362	-	-	11,990
Primary Expansion Plan Phase 2 (2016/17 includes 2017/18)	1,816	6,180	26,123	8,693	42,812
Primary Schools	16	-	-	-	16
Secondary Schools	207	-	-	-	207
Fire Precaution Works	869	672	500	500	2,541
Non School Schemes	529	41	-	-	570
SCHOOLS & CHILDREN'S SERVICES TOTAL EXP.	43,856	33,978	41,943	19,893	139,670

Department/Scheme	2014/15 Current Projection £000	2015/16 Current Projection £000	2016/17 Current Projection £000	2017/18 Current Projection £000	Total Current Projection £000
GENERAL FUND PROGRAMME	102,022	110,556	79,964	83,546	376,088
HOUSING REVENUE ACCOUNT					
Decent Homes	11,610	7,958	-	-	19,568
General Work	20,920	47,361	33,493	20,867	122,641
Community Halls	36	-	-	-	36
Grants to vacate	500	500	500	500	2,000
Estate Renewals	9,975	11,040	13,382	14,562	48,959
Asbestos Programme	500	-	-	-	500
HOUSING REVENUE ACCOUNT	43,541	66,859	47,375	35,929	193,704
GRAND TOTAL CAPITAL PROGRAMME	145,563	177,415	127,339	119,475	569,792

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MUNICIPAL YEAR 2014/2015 REPORT NO. 127**MEETING TITLE AND DATE:**

**Cabinet – 10 December
2014**

REPORT OF:

Director of Finance,
Resources & Customer
Services

Agenda – Part: 1	Item: 8
Subject: Associate Cabinet Members Update	
Wards: All	
Non key	
Cabinet Members consulted: Cllr D Taylor, Cllr A Georgiou	

Contact officer and telephone number:

John Austin 0208 379 4094/Shawn Rogan 0208 379 3836

E mail: John.austin@enfield.gov.uk/shawn.rogan@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 Following the election of a new administration in May 2014, Council in June 2014 approved a number of changes to the political management structure of the authority. This included the establishment of innovative, spatially focused Associate Cabinet Member (ACM) posts.
- 1.2 The update and recommendations set out in this report reflect the progress made in establishing these new roles and include the first work programme updates from each of the 3 new ACMs.
- 1.3 In addition, the report is seeking agreement for subsequent update reports to Cabinet in April 2015 and November 2015 with a formal evaluation of the new roles and their impact to commence in January 2016 with a report coming to Cabinet with recommendations in April 2016.

2. RECOMMENDATIONS

- 2.1 That the progress made in establishing the new roles of the Associate Cabinet Members and the updates provided through the work programme outcomes/ summaries of activities up to November 2014 are noted.
- 2.2 That further outcomes updates are presented to Cabinet in April 2015 and November 2015 as specified in Council Report No. 1 (June 2014) that established the roles.
- 2.3 That a formal evaluation of the impact of the Associate Cabinet Member role is carried out in January 2016 and a report with recommendations will come to Cabinet in April 2016.

3. BACKGROUND

3.1 Establishing the roles of Associate Cabinet Members

3.1.1 Report No.1 agreed by full Council in June 2014 included the creation of 3 new Associate Cabinet Member roles that would be responsible for providing strategic support to the delivery of Council objectives and enhance member involvement in strategic decision making.

3.1.2 It was further agreed that the discharge of these roles would be supported by the allocation of a Special Responsibilities Allowance (SRA) and be proportionate to the anticipated strategic impact the roles would provide. The payment of these SRAs is cost neutral and the Council agreed not to expand the SRA or other allowances envelope to ensure that the added value was gained from existing financial resources.

3.2 The agreed role of the Associate Cabinet Members

3.2.1 A detailed specification relating to the role of the new Associate Cabinet Members was agreed. It was recognised that this was a new and innovative approach for the Council that could add value to the delivery of strategic objectives and also provide development opportunities for Members who were not in Cabinet.

3.2.2 The ACMs were appointed at the Annual Council from the majority party, with a ward councillor from each of the three geographical areas (as described below). The ACMs are invited to attend Cabinet meetings, but they are not executive members, nor do they have voting rights. This adapts an approach to extend involvement and enhance cross cutting activity that has been implemented by other local authorities. ACMs can act as Council spokespersons and be quoted or featured in publicity where it relates to their responsibility on the Council. They can also be asked questions at Council meetings.

3.3 Coverage - spatial area

3.3.1 The ACMs are responsible for geographically defined areas that reflect a strategically relevant spatial approach. This established geographically bound areas designated as Enfield North, Enfield South East and Enfield West.

3.3.2 Each of these spatial areas has active area based regeneration partnerships (Area Partnership Boards) to be chaired by the relevant ACMs. The transformation of these areas will be critical

to the long term achievement of the Council's strategic objectives and form a crucial element of the new ACM remit.

A map showing the agreed areas can be found at Appendix 1.

3.4 Main duties

The role of ACMs was agreed by Cabinet on 12 August 2014. A summary of the duties is as follows:

- Chairing Area Based Partnerships and membership of Enfield Strategic Partnership
- Provide a focal point for members' issues within their geographical split and include these issues in regular reports into Cabinet/Council
- Develop a portfolio of work (work programme) that reflects the character of the area being championed including coordination of cross-ward issues
- Promote the new approach to ward level engagement by members
- Liaison with planning activity in the area being championed
- Encourage and facilitate liaison with other spatial work being delivered by partner statutory agencies

3.5 Evaluation of Impact of ACMs at 18 months

It was agreed that, due to the innovative nature of the proposal, a full evaluation of the impact made by implementing the ACM approach is carried out after 18 months and presented to Cabinet (early 2016).

3.6 First ACM reporting milestone – December 2014

3.6.1 In keeping with the specification set out in the Council Report of June 2014, it was agreed that work programmes would be developed with ACMs in the early months of the new administration and that short narrative update reports on progress made would be presented to Cabinet later in 2014.

3.6.2 The attachments appended to this report contain a narrative update focused on areas of strategic activity engaged in by each of the 3 ACMs.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 The option to continue with the present arrangements were considered but discounted on the grounds that they would not meet the new democratic imperative being sought by the administration and would

fail to prepare the Council for future challenges arising from significant future budgetary pressures and changes to wider Government Policy.

5. REASONS FOR RECOMMENDATIONS

5.1 To note the first work programme updates as presented

5.2 To agree that further updates come forward in April 2015 and November 2015 with a formal evaluation to be carried out in January 2016 that will report back into Cabinet by April 2016.

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

6.1 Financial Implications

The activities within this report are contained within existing resources

6.2 Legal Implications

The recommendations in the report are in accordance with various powers of the Local Authority.

Section 9C of the Local Government Act 2000 (LGA 2000), as amended by the Localism Act 2011, provides that the number of members of a local authority executive may not exceed 10. The recommendations in this report are in accordance with this provision as the associate cabinet members will not be executive members or have voting rights and will not have any powers to make decisions.

Section 15 of the Local Government and Housing Act 1989 states that political proportionality should be considered when allocating seats for bodies and committees. The recommendations in this report are in accordance with this power.

6.3 Property Implications

There are no direct property implications.

Where the ACMs become involved in issues that may affect the Councils property portfolio (redevelopment, acquisitions, disposals changes in occupation etc.) then it is anticipated that they will involve the Strategic Property Services team in considering the implications at that time.

7. KEY RISKS

These proposals have been designed to enhance Members representational roles, provide the basis for enhanced Member

engagement at Ward level and to reflect the need of the Council to make substantial savings over the next 4 years in response to significant budgetary constraints.

Key risks associated with the approach include:

- the need to ensure sufficient Member capacity to carry out their new roles (ACMs and wider changes to Member engagement vehicles). This has been mitigated through the development of guidance and toolkit that provides Members with a clear and concise supporting resource to help them fulfil their duties. A highly limited amount of officer support is also in place to assist with basic requirements.
- That robust evaluation of new scrutiny arrangements and the impact of ACMs has been commenced.
- That robust performance management and risk management techniques will be applied to the new ways of working to ensure they remain on track and that improvement planning is enabled should it be required.

All of the above risks will be managed on behalf of the Council by the relevant officers who will report to their DMTs on a regular basis in addition to the presentation of an evaluation report in 2016. The aspects of appropriate new working outlined in the report will also form part of a relevant risk register that will be refreshed regularly.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The impact on Fairness for All will be positive as the changes proposed will provide fresh impetus for Members to interact with their communities, will provide greater transparency in how the Council does its business and will increase accountability to local people.

8.2 Growth and Sustainability

The role of the ACM will impact positively on Growth and Sustainability by helping the Council focus more strategically on cross cutting issues and develop more inclusive solutions. They also encourage wider participation in issues that affect Growth and Sustainability in Enfield by linking Members more directly to area based transformation in some of our most deprived areas. The new structures themselves will generate greater levels of sustainability as they are better designed to meet future demands facing the Council.

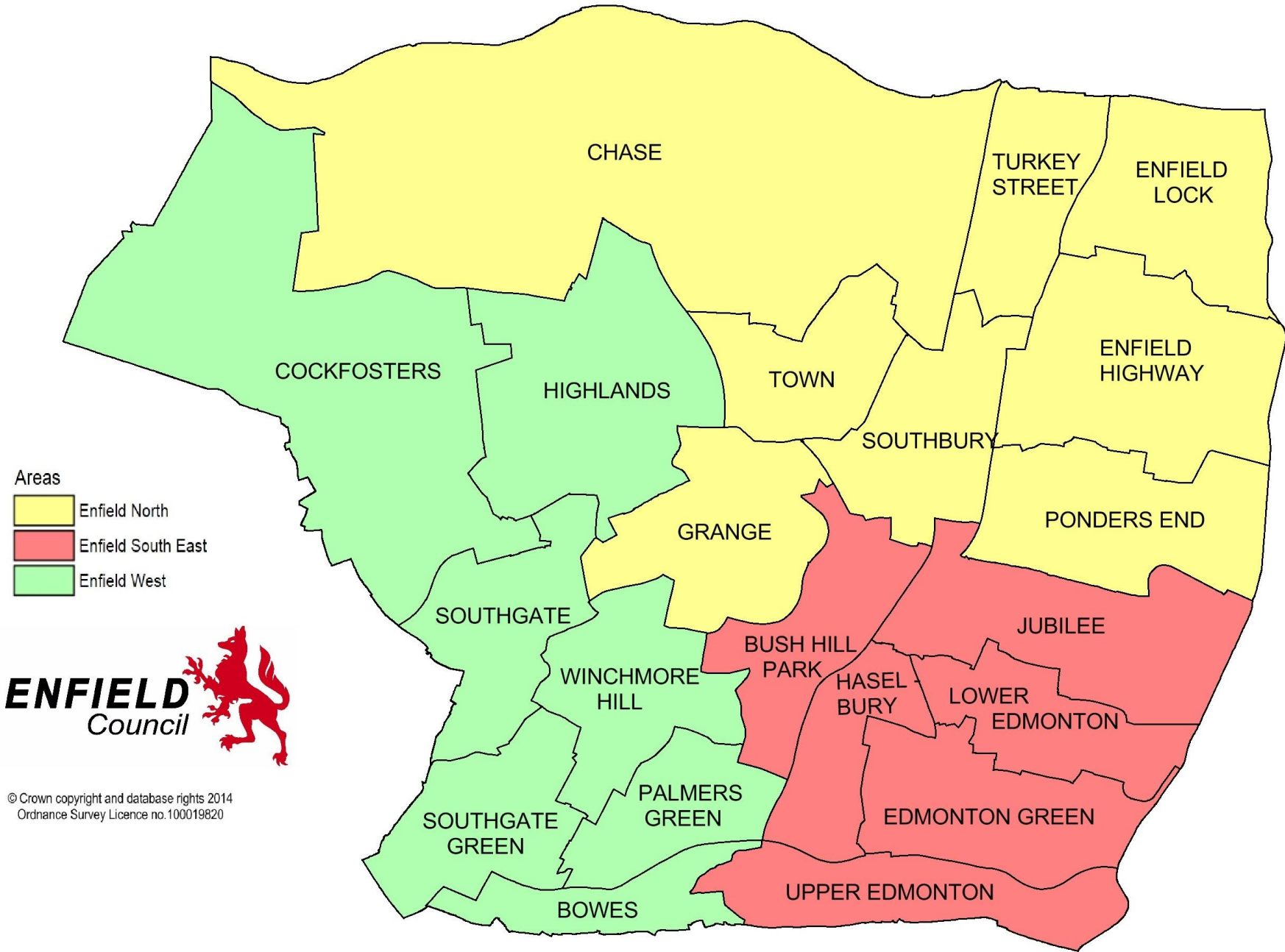
8.3 Strong Communities

The proposals support the creation and maintenance of strong communities by placing Members closer to their communities and by

enabling a more joined up and comprehensive approach to delivering services to local people.

Background Papers

None



Appendix 1: Map illustrating areas of spatial responsibility for Associate Cabinet Members (ACMs)

Associate Cabinet Member Work Programme Stencil

ACM Work Programme Stencil		Operational Year: 2014/2015 (June 14 – Nov 14)
DRAFT		
Assigned Spatial Area: Enfield South East - Bush Hill Park, Edmonton Green, Haselbury, Jubilee, Lower Edmonton, Upper Edmonton	ACM Councillor: Cllr George Savva	
Activity 1: Leading Edmonton Leaside Area Partnership Board Outcomes summary (November 2014): I have been taking part in a review with officers looking at how the Edmonton Leaside Area Partnership Board will operate in the future. This has included liaising with residents, Cabinet Members and local ward councillors in clarifying the current position and future need in various areas of Upper Edmonton and Edmonton Green, Lower Edmonton, and Jubilee wards and promoting and supporting consultation towards achieving the best possible solutions in moving forward towards developing and regenerating the area. As a result, a new approach is being developed and the proposals will be going to the ESP Steering Group for consideration on 6 th November 2014. I will be chairing the first formal meeting of the refreshed Area Partnership Board in January 2015.		Future milestones to March 2015: APB Meeting 22/01/15 ESP Board meeting 2 nd December 2014
Activity 2: Supporting Members Outcomes summary Nov 2015: Updating members on what big projects are to take place in the Enfield South East area and asking for their opinions to feed into Cabinet and relevant sub-groups. I have helped set up some very successful ward forums in my spatial area inviting police to give updates including a multi-ward event covering 3 of my wards on 18 th September 2014 . I have also presented to and clarified to residents the changes made to the ERPF and am helping Councillors with their approach to considering proposals that come forward and how they engage with the community to get new ideas for the fund. I have co-ordinated cross ward participation in Cycle Enfield and have encouraged representatives from various bodies to participate in the future Enfield Cycle Boards by including one councillor from each ward. In split wards, one from each party is included. CPZs is another cross ward issue where I have organised meetings and helped set up the Area Forum and item/s for discussion to update residents on what has taken place so far and which areas are earmarked for CPZs and as always involving consultation.		Future milestones to March 2015: Ward Forums – 22/01/15, 17/03/14

<p>Activity 3: Supporting Cabinet Governance Outcomes summary (November 2014):</p> <p>I have been supporting the new Cabinet Member for Community Organisations to help the Council gain a better understanding of how our community groups are faring. This has involved a number of visits to local groups including Enfield Womens' Centre and Citizens Advice Bureau in September 2014, to hear their views and concerns and understand how best these groups can be helped in the future. These issues have been passed onto officers for action and response.</p> <p>In my capacity as ACM, I have also supported Cabinet members and promoted the regeneration proposals in Meridian Water (briefing session 15/10/14), Causeway Boulevard, Lee Valley District Energy Network (08/10/14), Deephams Treatment Works and the Eco park.</p> <p>I have also attended the Corporate Asset Management Group on 12th June 2014 and 9th October 2014 and Local Plan Cabinet sub-Committee (15/10/14) to give the area insight into discussions.</p>	<p>Future milestones to March 2015:</p>
<p>Activity 4: Miscellaneous cross-ward activity Outcomes summary (November 2014):</p> <p>I gave support to Ward Councillors and lead Cabinet Members at the community reassurance event held in Eldon Junior School, Edmonton following the tragic events of September 2014. I believe that it was right that the Council reacted rapidly to the events and that our presence at the school gave reassurance and was beneficial for the local community. I was also able to feed the area perspective into the Strategic Leadership Forum on 20th October 2014. I also helped to facilitate a highly successful meeting in Upper Edmonton with residents of Ladysmith Road on November 8th to discuss potential uses of open space in their vicinity. I was present to support the Young Farmers launch in Lower Edmonton with Cabinet colleagues and the Chief Executive on November 15th.</p>	<p>Future milestones to March 2015:</p>
<p>Activity 5: Working with the ESP Outcomes summary (November 2014):</p> <p>I have been briefed on how my role of ACM will work with the ESP Board in future and a paper covering how a review of the Edmonton Leaside Partnership will operate in future is being taken to the ESP Steering Group on 6th November 2014 and onto the ESP Board on 2nd December 2014. As Chair of the Partnership Board, I have had input into how the recommendations have been reached and how the business of the APB will be managed in future. I will be attending the ESP Board meeting on 2nd December in an observing capacity and will be available to support any enquiries relating to the Edmonton APB that arise.</p>	<p>Future milestones to March 2015:</p>

Associate Cabinet Member Work Programme Stencil

ACM Work Programme Stencil		Operational Year: 2014/2015 (June 14 – Nov 14)
DRAFT		
Assigned Spatial Area: Enfield West - Bowes, Cockfosters, Highlands, Palmers Green, Southgate, Southgate Green, Winchmore Hill	ACM Councillor: Cllr Bambos Charalambous	
Activity 1: Leading South West Enfield Area Partnership Board Outcomes summary (November 2014): I have been taking part in a review with officers looking at how the SOUTH West Enfield Area Partnership Board will operate in the future. This has included liaising with residents, Cabinet Members and local ward councillors and stakeholders in clarifying the current position and future need in various areas of Bowes, Palmers Green and Southgate Green, wards and promoting and supporting consultation towards achieving the best possible solutions in moving forward towards developing and regenerating the area. As a result, a new approach is being developed and the proposals will be going to the ESP Steering Group for consideration on 6 th November 2014. I will be chairing the first formal meeting of the refreshed Area Partnership Board in January 2015.		Future milestones to March 2015: APB Meeting tbc ESP Board meeting 2/12/2014
Activity 2: Supporting Members Outcomes summary Nov 2015: I have worked with local councillors to help set up 4 ward forums (2 in Southgate Green, 1 in Winchmore Hill and 1 in Palmers Green) which have been very successful and well attended and have updated members on what big projects are to take place in the Enfield West area and asking for their opinions to feed into Cabinet and relevant sub-groups. I have also attended the Southgate ward area forum which was set up by the local councillors without any need for input from me. I have attended various meetings to discuss issues relating to Ritz Parade and also the North Circular Road Area Action Plan which has been finalised and approved by Full Council. I am also chairing the Broomfield House Board (made up of Council members and officers and stakeholders) and seeking to find a long term solution to this difficult problem. I have liaised with local residents and traders in relation to Cycle Enfield and have encouraged representatives from various bodies to participate in the future Enfield Cycle Boards by including one councillor from each ward. In split wards, one from each party is included.		Future milestones to March 2015: Ward Forums – 17/12/2014, 13/01/2015, 20/01/2015, 18/03/2014 Broomfield House Board 4/12/2014

<p>Activity 3: Supporting Cabinet Governance Outcomes summary (November 2014):</p> <p>I have supported the Cabinet Member for Leisure, Culture, Youth and Public Health in strategic initiatives that I worked on between 2010-2014.</p> <p>In my capacity as ACM, I have also supported Cabinet members and promoted the regeneration proposals in the North Circular Road Area Action Plan</p>	<p>Future milestones to March 2015:</p>
<p>Activity 4: Miscellaneous cross-ward activity Outcomes summary (November 2014):</p> <p>I give support to Ward Councillors and lead Cabinet Members in Enfield West and been on one walkabout with the Director and Cabinet Member for Environment and ward councillors in Palmers Green identifying flytipping hotspots and followed up by contacting other ward councillors with issues in other wards too where there has been a correlation as to various issues.</p>	<p>Future milestones to March 2015:</p>
<p>Activity 5: Working with the ESP Outcomes summary (November 2014):</p> <p>I have been briefed on how my role of ACM will work with the ESP Board in future. As Chair of the South West Enfield Area Partnership Board, I have had input into how the recommendations have been reached and how the business of the SWEAPB will be managed in future.</p>	<p>Future milestones to March 2015:</p>

Associate Cabinet Member Work Programme Stencil

ACM Work Programme Stencil		Operational Year: 2014/2015 (June 14 – Nov 14)
Assigned Spatial Area: Enfield North - Chase, Enfield Highway, Enfield Lock, Grange, Ponders End, Southbury, Town	ACM Councillor: Cllr Ozzie Uzoanya	
Activity 1: Leading North East Enfield Area Partnership Board Outcomes summary (November 2014): I have worked with officers in Regeneration to refresh the approach for the NNEAPB during the Autumn and we have now reorganised the work programme to make the approach more strategic and inclusive. I have briefed on how the NEEAPB would affect residents and pinpointed how improvements in transportation, housing and environment can be actioned to increase well-being and quality of life in the area. The reconfiguration of the area based approach has been presented successfully to the ESP Steering Group in November 2014 and we are preparing to move ahead with our action plans for the area.		Future milestones to March 2015: Next NEEAPB meeting scheduled for 9 th December 2014
Activity 2: Supporting Members Outcomes summary (November 2014): I have been active in supporting Ward Councillors within my geographical area on a consistent basis over since June 2014. In summary this has included: Chase Ward forum (chaired by Cllr Vickie Pite) – discussions covering local issues regarding environment, community safety and ASB, youth diversion and availability of play activities for young people, parking space for ambulances at Brittany House, remedial access works needed at Burgundy House. Southbury Ward forum (Chaired by Cllr Derek Levy) Issues relating to parking enforcement were of particular interest Enfield Highway Ward forum (Chaired by Cllr Christine Hamilton) Issues pertaining to housing were raised by local people. All of the issues raised at the ward forums have been escalated by myself in my role as ACM into relevant Cabinet members. I have also confirmed my attendance at forums to be scheduled in Ponders End, Turkey Street and Enfield Lock. I have written to members of the Opposition to engage with me on relevant issues but have so far not received a response. However, I have		Future milestones to March 2015: Participation in Ward forums in Ponders End, Turkey Street and Enfield Lock

<p>spoken with the Leader of the Opposition, whom has assured me that he will speak with his colleagues to encourage them to make further use of the ACM role where relevant to the needs of residents in members' wards.</p>	
<p>Activity 3: Supporting Cabinet Governance Outcomes summary (November 2014): I have been able to provide input and support to Cabinet colleagues on a range of issues that are critical to the area I am covering as an ACM.</p> <p>Environmental affairs (Cabinet Member consulted - Chris Bond)</p> <p>Cycle Enfield – a multi-million pound scheme to create cycle networks across the borough. This will involve traffic management, highway reconstruction - covering resurfacing of highways and footpaths and crime prevention – designing-out crime within our neighbourhoods.</p> <p>Economic Development (Cabinet Member consulted - Alan Sitkin)</p> <p>I have discussed and liaised with the lead Cabinet Member on emerging strategic documents that will have a critical impact on a significant part of my ACM area. This includes Industrial estate policy and inward investment – this has involved meeting discussions with Assistant Director regarding Industrial Estates Strategy. Further meetings will follow.</p> <p>I have also discussed the impact of Green Enfield – a project to revive Enfield's garden (growing of fruit and vegetables) industry. Further meetings to follow per the feasibility of Green Enfield, exploring planning policy, existing infrastructure and finance</p> <p>The economic development and inward investment aspects of the £18m Cycle Enfield scheme have also been covered in my recent discussions with the Cabinet Member. We have agreed that looking forward this will involve meeting groups that are affected or have an interest in the scheme, which range from residents, business associations, cycle groups and officers.</p> <p>Housing (Cabinet Member consulted - Ahmet Oyken)</p> <p>I have had a series of meetings with Council officers to discuss housing supply issues across my spatial area. For members of ruling Administration and the Opposition who are not aware, the borough has committed itself to large scale investment which is designed to improve existing housing stock (via retro-fitting) and building of new Council-owned homes. Further reports on this matter will follow.</p>	<p>Future milestones to March 2015:</p> <p>Ongoing support work with Cabinet members for the operational year.</p>

<p>Activity 4: Miscellaneous cross-ward activity</p> <p>Outcomes summary (November 2014):</p> <p>Democratic engagement</p> <p>I have met with the Leader & Deputy Leader of the Enfield Labour Group, fellow Associate Cabinet Members and Council officers to formalise the role and structures of ACMs that were adopted by the Council in July of this year. The meetings agreed the established work programme for the next 6-8-months and discussed democratic changes, namely the Council's adoption of Ward Forums.</p> <p>NB. Ward Forums, which are key part of ACM's</p> <p>I have sent out written communications to elected members of both political groups within the Council, and external individuals/bodies per the ACM role. Individuals/groups contacted are</p> <ul style="list-style-type: none"> • Joanne Mc Cartney – Assembly Member for Enfield & Haringey • Joan Ryan – Prospective Parliamentary Candidate for Enfield North • Nick de Bois – MP for Enfield North • Cabinet Members • Residents' groups • All Councillors within Enfield <p>As a result of these communications I have built a wider intelligence base and developed a work programme that can create the added value I will provide as an ACM.</p> <p>I attended Enfield's Child Poverty Conference on 17 November 2014 at the Dugdale Centre and participated in roundtable discussions with officers of the Council and inter-agency partners to explore ways of how to implement Enfield's Child Poverty Strategy. Areas covered:</p> <p>Housing – landlord and tenants' rights and obligations and relationship management</p> <p>Partnership arrangements between the Council and agency partners in relation to anti-social behaviour within Council-owned/managed property and private housing.</p> <p>Other notable gains –</p> <p>[British Gas] Energy Companies Obligations (ECO) deal led by Enfield Council to improve tower blocks in various locations across the borough (for example, Enfield Lock, Enfield Highway and Scott House)</p> <p>Whilst the ECO work was prior to my tenure as ACM I have been involved</p>	<p>Future milestones to March 2015:</p> <p>Ongoing support throughout the operational year</p>
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<p>with the ECO project since 2012 after it transpired that the government would not extend Decent Homes funding for Enfield. As the Vice-Chair for Enfield North I pushed for the Council to find additional money to complete the cladding (external thermal protection) of two tower blocks on Kettering Estate and Exeter estate.</p> <p>It should be noted that Enfield is one of the few local authorities in the country to secure ECO funding from energy companies, and is evidence of Enfield's intent to reduce energy costs for residents and work toward achieving a decent homes standard for residents living in social housing.</p> <p>Since becoming the ACM for Enfield North, I have met with the Director of Housing, Health and Adult Social Care, the Cabinet Member for Housing and Estate Regeneration and Enfield Homes and they have briefed me on the milestones achieved to date and further milestones for the ECO scheme.</p> <p>The above three areas are all driven by North Eastern Enfield Area Action Plan which is went to the Planning Inspectorate in August of this year. The report has involved consulting over 1500 people in relation to Enfield's proposals.</p>	
<p>Activity 5: Working with the ESP Outcomes summary (November 2014): Whilst noting that the ESP has been reviewing its structures and has not met since I became an ACM I have received briefing on the Partnership and its function and look forward to reporting on activities developed and implemented by my Area Partnership Board to the ESP in due course.</p>	<p>Future milestones to March 2015: 2015 ESP meetings to be notified</p>

MUNICIPAL YEAR 2014/2015 REPORT NO. **128**

MEETING TITLE AND DATE:

Cabinet – 10th December 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: 9

Subject: Quarterly Corporate Performance Report

Wards: All

Key Decision No: 3997

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 second 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 second 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. 3 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).

75 performance indicators are being reported, of which 72 have targets. Of these, 46 (63.9%) are at green; 12(16.7%) are at amber; and 14(19.4%) 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.

CMB Review - Financial Indicators 2014/15 Q2 (Protect)



Generated on: 19 November 2014

Area of Review	Key Highlights	Risk Rating - Aug'14
Income & Expenditure Position - Year end forecast variances	Year-end forecast variances of £2.4m overspend have been identified to date in relation to General Fund net controllable expenditure. Actions are being taken to mitigate this position within Departments.	
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 £733k 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.	

CMB Review - 2014-15 Q2 Priority Indicators

(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	2139	Sep'13	2533	2367	September 2014	<p>There was an unprecedented number of people approaching our service who were evicted from the private rented sector throughout September (98). In addition there was an average of 9.5 households approaching daily as homeless on the day, some of these we had no alternative but to place in emergency accommodation.</p> <p>Homelessness has increased across the London region with 11.4% more households in temporary accommodation than 18 months previously. Over the same period the number in Enfield has increased by 18.2%</p>
Private Sector Housing: Empty Homes Brought Back into Use	25	Sep'13	26	25	September 2014	
Overall satisfaction with repairs service provided by Enfield Homes	95%	Aug'13	94%	94%	August 2014	
Contractor monitoring by Enfield Homes of responsive repairs completed YTD by agreed target date	99.4%	Aug'13	98.77%	98.85%	August 2014	
Rent collected by Enfield Homes as a proportion of rent due (excluding rent arrears)	101.14%	Sep'13	101.05%	100.00%	September 2014	
Rent arrears of current tenants, as managed by Enfield Homes	2.71%	Sep'13	2.38%	3.00%	September 2014	

(b) Educational Attainment

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Achievement at level 4 or above in Reading, Writing and Maths at Key Stage 2 . all pupils- New 2012-13	76%	12/13	77.7%	76.0%	2013/14	Provisional figure 77.67% released in DfE Statistical First Release October 14
Percentage of Persistent Absence in State Funded secondary schools (15% Threshold 38 or more sessions of absence)	6.2%	12/13	5.4%	5.5%	2013/14	<p>Overall Absence: 5.0%</p> <p>Authorised Absence: 3.3%</p> <p>Unauthorised Absence: 1.8%</p> <p>Total number of Persistent absentees: 1012</p> <p>London average 4.7%</p> <p>England: 5.8%</p> <p>Enfield Ranked 26/32</p>

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Percentage of Persistent Absence in State Funded Primary school. (15% Threshold - 38 or more sessions of absence)	3.4%	12/13	3.9%	3%	2013/14	<p>Performance for 2 term Autumn 2013 and Spring 2014 - Final full PA data will be available in March 2015.</p> <p>The Education Welfare Service are targeting the 10 worst performing Primary Schools, who show a significantly worse rate of PA and are having a large impact on the overall PA rate of all Enfield Primary schools. These targeted schools will be offered additional support to target PA pupils. We will also be reviewing our practice and guidance that we issue to schools concerning the recording of absence to ensure a more consistent and accurate figure of PA is recorded.</p> <p>EWS are working closely with the Information Systems and Performance team to collect and analyse absence data more regular from the termly Census to ensure early detection of absence.</p> <p>Persistent Absence: London average 2.9% England: 2.8% Enfield Ranked 31/32 Enfield Total number of Persistent absentees in: 1032</p> <p>Overall Absence In State Funded Primary: Enfield Overall Absence: 4.5% London 4.5% England 4.7% Enfield Authorised Absence: 3.1% London 3.6 % England 3.9% Enfield Unauthorised Absence: 1.4% London 0.6% England 0.7</p>
% Pupils achieving a good level of development at the end of the Early Years Foundation Stage. New 2012-13			58.2%	53.0%	2013/14	Provisional Data Published Oct 2014
Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	63.2%	13/14	59.2%	64.0%	2013/14	<p>59.2% Enfield's Provisional figure Statistical First Release (SFR) published Oct 2014. 2013/14 London Average: 60.6% - 2012/13 was 65.1% 2013/14 England Average: 52.6% -2012/13 was 59.2% 2013/14 LBE Ranked 18/32 - London LA's. 2012/13 LBE Rank was 21/32 London LA's</p> <p>Performance in 5a*-c (inc E&M) GCSE results has fallen across 31/32 London LA's. Enfields figure has fallen by 4% below 2012/13 however the London LA's performance has fallen by 4.5% and England LA's 6.6% from 2012/13 results.</p> <p>The performance was effected by the number of Schools taking 'first entry' examination results. This is the first year that pupils GCSE examination results are reported from the first exam taken. Previously the best performance would be recorded of those GCSE's taken more than once by a pupil. Enfields figure was also affected by the low results of Enfield's academies.</p>

(c) Adult Social Care

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Number of clients reviewed in the year (of clients receiving any service)	40.5%	Sep'13	35.0%	41.0%	September 2014	Performance is currently (September 2014) at 35.0% - performance should be at 41.0% by this point in the year. At this point in 2013/14 40.5% of clients had been reviewed.
Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support	New 13/4		99.28%	99.00%	September 2014	<p>99.28% (2747) clients were in receipt of a Personal Budget or Direct Payment. Please note that this is taken as a snapshot dd 30.09.2014.</p> <p>There are presently 2767 clients with an open Community based service. Please note excluded packages: Professional Support, Enablement, Short Term Res & Equipment and Adaptations.</p>

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Delayed transfers of care	6.1	Aug'13	6.16	5	August 2014	<p>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 August, of which 10 were Health Delays and 1 was attributable to Social Care. This is the same as July (11 delays). Performance of 6.16 is a decrease but still outside the target.</p> <p>The target in the Better Care Fund is 3467 days delayed between April and December. Based on current activity, the projection indicates that performance will be 3503 days.</p>
Timeliness of social care assessment (all adults)	82.9%	Sep'13	95.9%	90.0%	September 2014	<p>ANNUAL TARGET FOR 2014/15 = 90%. Performance is now 95.9%. In September 13/14 performance was 82.9%.</p>
Carers receiving needs assessment or review and a specific carer's service, or advice and information	23.3%	Sep'13	26.52%	24.00%	September 2014	<p>ANNUAL TARGET 2014/15 = 48%. This percentage figure represents 1047 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 just below target at 23.3%.</p>
Number of adult learning disabled clients known to CASSRs in paid employment	147	Sep'13	145	150	September 2014	<p>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 145 clients are recorded in employment.</p>

(d) Safeguarding Children

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
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	7.3%	Q2 13/14	5.8%	5.5%	Q2 2014/15	<p>Since April 2014, there have been 10 Adoptions and 3 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%.</p>
Child Protection Plans lasting 2 years or more	2.9%	Sep'13	2.3%	5.0%	September 2014	<p>6 children had a CP plan which lasted more than 2 years during the past year out of a total of 262 plans closed in the last 12 months. Good performance is low (0-10%).</p>
Percentage of child protection cases which were reviewed within required timescales	100%	Sep'13	100.0%	100.0%	September 2014	<p>The percentage of child protection cases which were reviewed within the required timescale is 100%. There were 154 reviews in the denominator.</p>
Care leavers aged 19-21 in suitable accommodation (Now Inc ages 20 & 21)	97.7%	Q2 13/14	93.9%	90.0%	Q2 2014/15	<p>This indicator used to be 19 year olds only, but was expanded last year to cover 20 and 21 year olds as well. 2015/16 this will be expanded further to cover 17 and 18 year olds.</p> <p>109/116 care leavers were recorded as being in suitable accommodation. 4 care leavers are currently in prison.</p>
Care leavers in education, employment or training (19-21 years old eligible for leaving care service)	77.7%	Q2 13/14	54.3%	70.0%	Q2 2014/15	<p>This indicator used to be 19 year olds only, but was expanded last year to cover 20 and 21 year olds as well. 2015/16 this will be expanded further to cover 17 and 18 year olds.</p> <p>63/116 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. Of the NEET cohort 10 young people have chosen not to stay in touch with the leaving care for a range of reasons. The NEET cohort also includes 6 young mothers and 4 care leavers in custody which also affects performance against this indicator.</p>

(e) Sport and Culture

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Sports Development Sessions - Young People Attendances	13,955	Q2 13/14	8,948	11,520	Q2 2014/15	Numbers are currently below target due to the summer programme delivering slightly lower outcomes than expected. With the development of the online bookings system and New Year promotion there will be an increase in participation as bookings and promotion will be more accessible to residents. A review of activities offered and take up rates is planned.
Sports Development Sessions - Adult Attendances	7,266	Q2 13/14	6,760	8,121	Q2 2014/15	Numbers are currently below target due to the summer programme delivering slightly lower outcomes than expected. This links to the low results of adult participation survey (NI8). A review with lead member involvement of this has commenced.
Leisure Centre - Young People attendances	442,316	Q2 13/14	415,735	392,195	Q2 2014/15	
Leisure Centres - Adult attendances	309,884	Q2 13/14	367,394	347,245	Q2 2014/15	
Number of all Library visits Actual and Electronic	1,625,380	Q2 13/14	1,513,392	1,450,000	Q2 2014/15	Concerted efforts are being made around promoting activities, supporting channel shift and continued work with staff to promote the overall service
Adults participating in sport and active recreation at local level			15.60%	21.00%	2013/14	This performance is taken from Sports England Survey of c500 local residents Figure shown is for Quarter 2 is lower than expected. A review with lead member involvement of this has commenced.
Number of Arts activities for Children and Young people	3,957	Q2 13/14	4,284	4,274	Q2 2014/15	Forty Hall 2,804 Salisbury House 55 Millfield House & Theatre - 1239 Dugdale Centre - 111 Festivals & Events - 75
Engagement in the Arts (People taking part in all arts at local level)	112,545	Q2 13/14	148,553	125,000	Q2 2014/15	Forty Hall & Estate 67,045 (Online Visitors 39,849) Salisbury House 2,560 Millfield Theatre & House - 37,615 Dugdale Centre - 15,761 Festivals & Events - 25,572
CYP Participation in Positive Activities (To measure and drive improved performance around the participation of young people in positive activities.)	45,173	Q2 13/14	58,867	50,000	Q2 2014/15	Forty Hall & Estate 6,635 Salisbury House 580 Millfield Theatre & House 28,034 Dugdale Centre - 10,889 Festivals & Events - 12,729

(f) Income Collection, Debt Recovery and Benefit Processing

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Recover Council properties from illegal subletting (joint team with Enfield Homes)	12	Q2 13/14	45	40	Q2 2014/15	
% of Council Tax collected (in year collection) Combined	54.04%	Q2 13/14	54.95%	55.60%	Q2 2014/15	
% Council Tax (Local Support Scheme) Collected	44.77%	Q2 13/14	45.8%	44.77%	Q2 2014/15	
% Council Tax (non benefit) Collected	55.28%	Q2 13/14	56.11%	55.28%	Q2 2014/15	

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
% of Business Rates collected (in year collection)	56.29%	Q2 13/14	55.95%	56.40%	Q2 2014/15	Slightly below target but on track to achieve annual target
% of Housing Benefit Overpayments recovered.	94.16%	Q2 13/14	79.57%	80.00%	Q2 2014/15	We have more benefit overpayments raised this year due to real time earnings data from the Inland Revenue which will affect in year collection. Collection still one of the highest in London
Processing Times for New claims - Housing Benefit/Council Tax Support (average number of calendar days)	23.14	Sep'13	20.58	23	September 2014	
Processing Times for Benefit Change in Circumstances (average number of calendar days)	7.28	Sep'13	6.71	7	September 2014	

(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)	7.25%	Sep'14	7.72%	7.25%	September 2014	NEET numbers historically rise in September. At the start of every September young peoples destinations are reset in the system and a new cohort of young people is identified. The service then contact all young people aged 16-19, working with schools and colleges to determine young peoples new destinations. The NEET calculation is affected by the number of young people whose destination is currently unknown and as such the NEET figure is artificially higher until we confirm the new destinations for our young people. The actual numbers of NEETs is 279 this month compared to 314 last September. The YSS is working hard to deliver our target of 4.7% for the year. The Service will be contacting all young people to achieve the best outcome that we can in advance of the November, December and January submissions which form the final DFE annual reported figure.
Employment rate in Enfield - working age Population (JobCentrePlus indicator monitored by Enfield - Source: Office for National Statistics)	66.4%	Q2 13/14	68.3%		Q2 2014/15	135,300 in employment from a working age population of 198,100 (68.3%)

(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	80.8%	Q2 13/14	65.1%	80.0%	2014/15	Following the implementation of Idox (the Planning Service's new IT system) in June, the processing of applications has been disrupted by a variety of system difficulties, some of which continue to be an issue and which the Idox Service team are currently working to resolve. Although additional temporary staff have been employed to assist with general tasks on behalf of the wider team, levels of key staff with the relevant skill set for validation have been reduced through this period due to leave. Recent meetings with Idox have taken place to reduce the number of outstanding service issues to improve the reliability and functionality of the system. This will support improvement in the performance on registration
2 year rolling performance of major applications determined in 13 weeks		new 14/15	64.87%	50.00%	Q2 2014/15	Apr, May & June figures revised to reflect changes to Planning Statistics Form. Extension of time and Planning Performance Agreements are now included.

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Processing of planning applications: Major applications processed within 13 weeks	77.3%	Q2 13/14	75.00%	60.00%	Q2 2014/15
Processing of planning applications: Minor applications processed within 8 weeks	62.6%	Q2 13/14	66.42%	70.00%	Q2 2014/15
Processing of planning applications: Other applications processed within 8 weeks	89.8%	Q2 13/14	76.75%	80.00%	Q2 2014/15

Notes
Registration delays due to IDOX map problems have had an impact on decision times in quarter 2
DCLG have made changes to the statutory return. This has resulted in the removal of Lawful Development Certificates (LDCs) from the calculation for this indicator, a high percentage of which are dealt with in time. Consequently, this has had an impact on the performance of this PI.

(c) Waste, Recycling & Cleanliness

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Residual household waste per household	151.8kg	Q1 13/14	158.47kg/hhd	145.00kg/hhd	Q1 2014/15
Percentage of household waste sent for reuse, recycling and composting	41.3%	Q1 13/14	41.83%	42.00%	2014/15
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

Notes
Analysis has been carried out on of all the waste stream data that contributes to the make-up of this indicator, comparing trends over 2012-13 and 2013-14 to identify any significant increases. Kerbside residual waste has increased by 1026 Tonnes (2%) this is likely to have increased due to the economic upturn. A waste composition analysis will take place later this year to understand the waste streams in more detail. Another contributing factor is the 17% increase in residual waste taken to the Household waste recycling centre (HWRS) at Barrowell Green, which accounts for 1230 tonnes. Operation of the HWRS has been undertaken by two short term interim contractors following a reorganisation of the site management and pending the procurement of a long term partner to operate the site. This has impacted negatively on the recycling and waste performance of the site although cleanliness, regulatory compliance and customer satisfaction are all improved. A new long term contractor is starting on site in November 2014 and there are robust performance and financial controls within the contract to ensure recycling and waste performance at the site improves. The site closure in October 2012 for refurbishment works decreased the waste through the site for the 2012/13 period. This has inflated the apparent increase in arisings between the two years by approximately 700 tonnes.
Further work is in progress to identify the source of a 30% increase (535 tonnes) in bulky waste.
The London Average for Q1 is 36.29%, more than 5% lower than Enfield's recycling rate.
Kerbside residual waste has increased by 1026 Tonnes (2%) - this is likely to have increased due to the economic upturn. Over the same time period, kerbside recycling has increased by 1049 tonnes (up 4.2%) and kerbside organic waste recycling has increased by 1753 tonnes (up 10%). However the increase in kerbside residual waste and residual waste through the Household Waste Recycling Centre in Barrowell Green has limited the overall growth in the recycling rate.
Although the recycling rate in quarter 1 was slightly below the 42% target, it still represents the highest recycling rate ever recorded for quarter 1 (April to June) in Enfield.
A waste composition analysis will take place later this year to understand the waste streams in more detail.

Indicator
Percentage of inspected land that has an unacceptable level of fly-posting

Previous Year Data	Time Period
0.33%	Jul'13

Current Value	Current Target	Last Update
0.33%	1.00%	July 2014

Notes

(3) Strong Communities

(a) Crime Rates

Indicator
Burglary
Criminal Damage
Robbery
Theft from Motor Vehicle

Previous Year Data	Time Period
1,565	Sep'13
1046	Sep'13
515	Sep'13
1689	Sep'13

Current Value	Current Target	Last Update
1,324	1,505	September 2014
1,044	1,104	September 2014
406	477	September 2014
1,012	1,280	September 2014

Notes
<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, but we are slightly below the 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 ongoing for seasonal increases over the winter months.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have reduced -9.8% compared to -11.3% 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>
<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 increased by +0.4% compared to approx. +0.7% across London.</p>
<p>Robbery has reduced by more than -25% 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 -13.8% compared to -25.4% 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>
<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 decreased -21.0% compared to -12.0% 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>

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Theft/Taking of Motor Vehicle	461	Sep'13	391	460	September 2014
Theft from the Person	331	Sep'13	205	201	September 2014
Violence with Injury	938	Sep'13	1,219	711	September 2014
Total Offences (MOPAC 7)	6,545	Sep'13	5,601	5,739	September 2014
Number of Domestic Crimes	964	Sep'13	1,268		September 2014
Number of Domestic Violence cases referred to MARAC	181	Q2 2013/14	398		Q2 2014/15
First time entrants to the Youth Justice System aged 10-17	96	Q2 13/14	47	96	Q2 2014/15

Notes
<p>Thefts of motor vehicles in Enfield have declined by over -25% 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 decreased -3.4% compared to +2.7% across London.</p>
<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 -20.7% decrease in this crime type since 2011/12, whilst Enfield has noted a decrease of only -0.6% in the same period.</p> <p>We are significantly off meeting the stretch target of -20%, as set by the Mayor's Office for Policing and Crime, for 2016.</p>
<p>Reported numbers of Violence with Injury have increased in Enfield, this includes violent offences which may be associated with street gangs in addition to violence which takes place in the home.</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>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>Between July and October 2014, Enfield has benefited from extra central police resources, which have been deployed to address identified crime issues including Violence with Injury and Gang Related offending. Over this period of additional resources, overall MOPAC 7 priority crime indicators have experienced improvements, including Violence with Injury and Vehicle Crime.</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>Enfield has noted a reduction in the 'MOPAC 7' to date and is close to 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 -5.7% compared to -8.1% 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:	28.7%	Aug 13	23.8%	20%	August 2014
Numbers in Effective Treatment - All Drug Users (over 18 years of age), excluding primary alcohol users	1,016	May 2013	883	1,068	May 2014
4 week smoking quitters	442	Q1 2013/14	271	300	Q1 2014/15
NHS Health Checks-offered (cumulative)	2.8%	Q1 2013/14	4.7%	5%	Q1 2014/15
NHS Health Checks-received as % of Population	2.29%	Q1 2013/14	4.41%	4.4%	Q2 2014/15

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 (<i>number of drug users successfully completing treatment</i>). The new target has been set to the new London baseline, i.e. 20%. Note that NDTMS does not publish data for July</p>
<p>Numbers in Effective Treatment & Numbers in Treatment.</p> <p>The Drug & Alcohol Action Team (DAAT) has experienced a reduction in performance for numbers in treatment and numbers in effective treatment during the last 2 Quarters. This has been caused, for different reasons, by the three main contracted providers, who have been subject to close scrutiny by the Commissioners. The DAAT has worked intensively with each of these providers, who have been notified that their performance has to increase significantly during November and December to bring the numbers up to their contractual requirements. Contract review meetings are now being held weekly to monitor achievement against the changes required. The targets set in April 2014 for successful treatment completions, numbers in effective treatment and numbers in treatment need to remain unchanged, as these are within the range of the three combined contractual performance requirements.</p>
<p>This indicator presents the number of people who successfully quit smoking amongst those who set a 4 weeks target date in the quarter. As such the data is submitted 6 weeks after the end of the quarter. Due to the method of collection, the year-end figure is a more accurate representation of the total number as in some cases 'quitters' are confirmed after the quarterly deadline and this would cause a discrepancy in numbers. This is why there is a substantial variance from the present figures of Qtr 2 2014/15 and the end of year figures recorded for Qtr 2 in 2013/14.</p>
<p>This figure is calculated against a denominator of 81,750. This is an estimate number provided by the DoH for people eligible for health checks. As of Q1, 3,829 health checks are reported to have been offered which equates to 5.3% of the eligible population.</p>
<p>This figure is calculated against a denominator of 81750. 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 3603 Screenings, equating to 4.41% of the eligible population. this has achieved the cumulative target for Q1 of 4.4% . The end of year cumulative target is 8.81% In 2014/15 we have access to more robust 'in-year' data and this being used to target Enfield's areas of deprivation.</p>

(c) Enfield Council Website

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Page Views - Number of Public Web Page Views on Enfield Council website	2,362,355	Q2 13/14	2,578,424	2,652,000	Q2 2014/15
Enfield website - total number of transactions carried out by members of the public using the Council website	9,163	Q2 13/14	28,489	29,910	Q2 2014/15

Notes
<p>Figures are for Jul-Sep 2014. September largest figure ever. Due to school admission process being online. Other top services Q2: Planning, Informed Families, Waste, Council Tax and libraries.</p>
<p>Figures are for Jul - Sep 2014. Payments continue to dominate the online transactions, with a small drop off of reported envirocrime</p>

(d) Council Corporate Indicators

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Council's Property Disposals programme	£4.8m	Q2 13/14	£1,266,800	£1,000,000	Q2 2014/15	Sales include: Chase Farmstead, Turin Road Garages, Croyland Road Garages and the completion of residential leases. Further sales in October due for the land at Hoppers Road and Southgate Town Hall (exchange of contracts), amounting to £2,667,000. 98.07% of invoices paid within 30 days is for the period from April to end of September 2014 (55,305 invoices of 56,395 paid within 30 days). 80.3% of invoices paid within 10 days during this period. Monthly profile: June 98.1%; July 98.7%; August 98.1%; Sept 98.3%;
Internal Audit Programme - % of reviews completed	20%	Q2 13/14	24%	20%	Q2 2014/15	
I.T. incidents resolved within SLA High Priority (severity 1) resolved within 2 hours	100%	Q2 13/14	99.06%	95%	Q2 2014/15	
I.T. incidents resolved within SLA (severity 2) High 7 hrs fix	100%	Q2 13/14	100%	95%	Q2 2014/15	
% of invoices paid within 30 days for all Departments	97%	Sep'13	98.07%	98%	2014/15	

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MUNICIPAL YEAR 2014/2015 REPORT NO. 129

MEETING TITLE AND DATE:

Cabinet - 10 December
2014

REPORT OF:

Director, Regeneration
and Environment

Agenda – Part: 1	Item: 10
Subject: Changing the operation of Enfield’s Area Partnership Boards	
Wards: Whole borough	
Non Key	
Cabinet Member consulted: Cllr Alan Sitkin	
Associate Cabinet Members: Cllr Bambos Charalambous Cllr Ozzie Uzoanya Cllr George Savva	

Contact officer: Simon Lord, Area Partnership Manager

Telephone No: 0208 379 5318

E mail: simon.lord@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The Area Partnership Boards (APBs) have been operating in three of Enfield’s Regeneration Priority Areas, bringing together key stakeholders and ensuring that the efforts of the local authority, other statutory bodies and the voluntary and community sector are aligned. The APBs areas of interest are broad, aligning with the ESP priorities around ensuring prosperous, healthy, safe and cohesive communities with an additional focus on the opportunities available for young people.
- 1.2 The Area Partnership Boards are now chaired by the newly created Associate Cabinet Members, each with responsibility for a specific area in the borough.
- 1.3 The current structure of the APBs means that they cover only 12 of Enfield’s 21 wards. They currently exclude major areas of redevelopment in the borough including Enfield Town.
- 1.4 This report recommends the expansion of the APBs to cover the whole borough, a reduction in the number of annual meetings to focus on the wider group of stakeholders and specific priorities in each, and an aim to reduce the overall support of area-based meetings in the borough, instead using the APBs as a link to connect smaller meetings with the Enfield Strategic Partnership, other key stakeholders and the local authority.

2. RECOMMENDATIONS

It is recommended that the Cabinet adopts the proposals laid out below:

2.1

- i. That each APB should align with the three Associate Cabinet Member responsibility areas
- ii. That meetings will be held three times a year for each APB to focus on more in-depth and hands-on work being undertaken during meetings.
- iii. That each meeting should primarily focus on one of the five APB objectives, with a core membership and other partners being invited to attend based on the area of work being undertaken
- iv. That a mapping exercise be undertaken to establish all other area-based meetings currently being facilitated by the Council, in order to link these to the Area Partnerships, providing a single and strong area-based platform to deliver key strategic messages to the Enfield Strategic Partnership and the local authority, and to undertake targeted work in the respective areas

3. BACKGROUND

- 3.1 The Area Partnership Boards (APBs) are designed to provide the primary platform for key stakeholders in the borough to feed in to five key priority areas in an area-specific manner.
- 3.2 The current Council resourcing for the APBs consists of the Area Partnership Manager, administrative support for minute taking, the senior officer presence of the Assistant Director of Economic Development and necessary officers to contribute to specific topics and working groups relating to the priorities.
- 3.3 The APBs focus on five main priorities:
 - a) Cohesive Communities – Providing a solid foundation of services and support to help foster community cohesion
 - b) Healthier Communities – Ensuring residents benefit from area-specific health interventions and programmes
 - c) Prosperous Communities – Promoting employment, enterprise and economic growth

- d) Safer Communities – Supporting strategic partners to maintain the safety of the each area through joint-working and sharing information
- e) Future Communities – Helping young people benefit from education and increasing opportunities

3.4 In meeting these priorities, the APBs have created new links between key stakeholders, supported projects, held community events and jobs fairs and facilitated information sharing.

3.5 The APBs will deliver a specific action plan based on each meeting, with tasks allocated to partners between meetings.

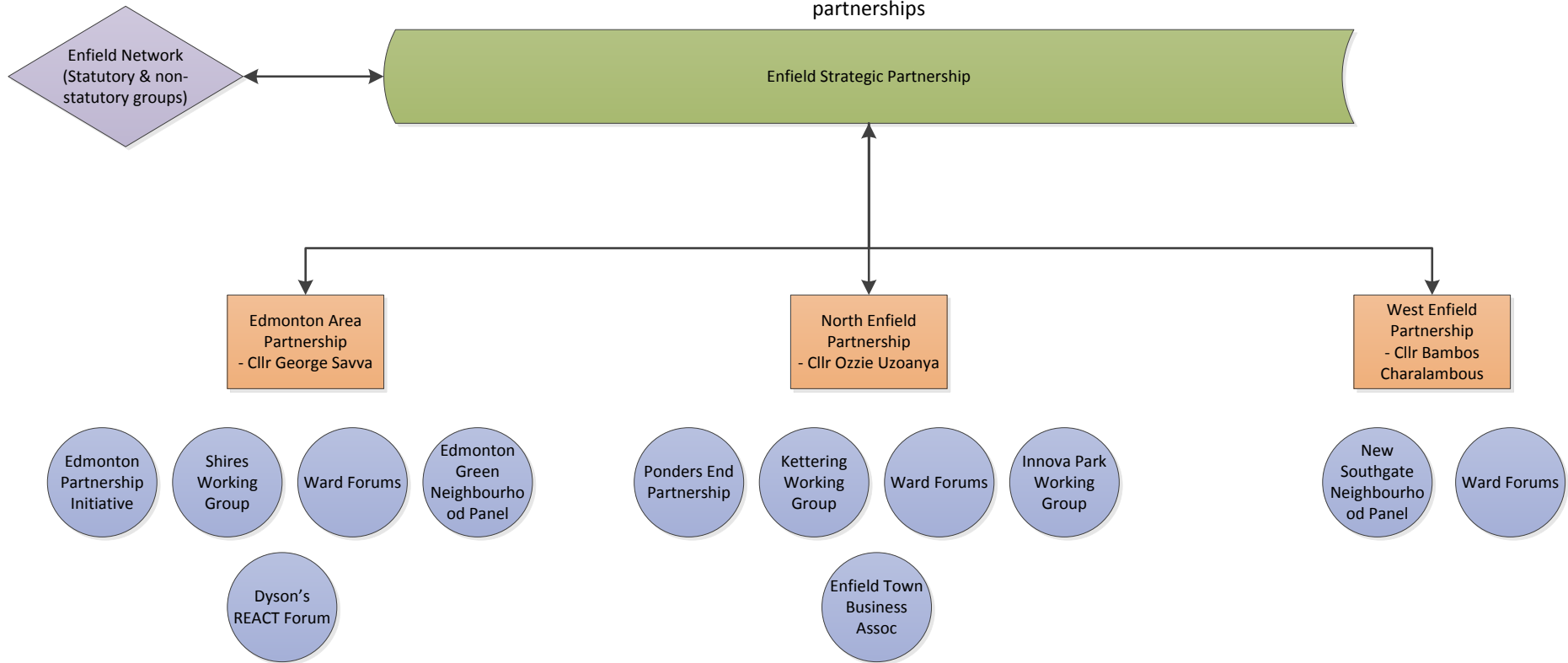
3.6 Other area-based meetings

There are also other groups meeting on an area-specific basis, even with the removal of Area Forums in Enfield, with direct Council involvement across the borough, including but not limited to:

Edmonton Partnership Initiative
Shires Working Group
Ponders End Partnership Board
Kettering Working Group
Innova Park Business and Residents Forum
Neighbourhood Panels
Ward Forums –created to enable greater member involvement at ward level

The Council currently provides varying levels of support for these meetings, from full administrative support in booking, recording and agenda-planning e.g. Edmonton Partnership Initiative, to looser assistance in booking venues as requested by Shires/Kettering Working Groups.

Diagrammatic example of Enfield's strategic and area-based partnerships



N.B – This is intended to be representative of the set-up of Enfield's strategic and area-based partnerships with reference to the other regular meetings in each area. The recommendation of a full mapping exercise across the borough would allow for a more robust picture of the boroughs area-specific meetings to be set out and for the links between these groups and the Area Partnership Boards strengthened.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 Continue with each APB covering the same area

4.1.1 Not recommended – as the APBs take on a larger role in the borough, and the structure of the Council with Associate Cabinet Member chairing, it is important that all areas of Enfield are able to feed in to these strategic platforms in order that social regeneration across the borough is as effective as possible. Specific area-based approaches are important, but it is equally true that a development in, for example, Enfield Town might have repercussions for other parts of the borough, and as such it is necessary that between the 3 APBs there is full borough coverage.

4.2 Do not explore the reduction in support for other area-based meetings

4.2.1 Not recommended – as the Council deals with a reduction in resource a shift in focus could be made to enable groups to meet without direct facilitation. This would free up officer time which is otherwise being spent minuting small neighbourhood specific meetings. By facilitating a direct link for these groups to the Area Partnerships, local issues will be raised to platforms including key stakeholders in the area and members with the influence to help these groups achieve their objectives.

5. REASONS FOR RECOMMENDATIONS

5.1 The recommendations focus on the most effective way to engage with the Council's strategic partners on a number of key priorities and with a specific area focus.

5.2 With three meetings of each partnership a year, substantial work can take place between meetings, meaning that the SMART objectives agreed upon can be partly met and reported on by the next meeting, ensuring momentum is maintained.

5.3 There are a number of area-specific meetings in the borough that would best be grouped under the APBs to ensure that resourcing the meeting, from a council perspective, is kept to a minimum.

5.4 By establishing the APBs as the main link between all area-based meetings and the Enfield Strategic Partnership/other strategic partners, the need for the Council to resource other meetings should fall.

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

6.1 Financial Implications

The report does not commit the Council to any additional expenditure. Current expenditure is met from existing resources. Any future proposals arising with cost implications would need to be subject to separate reports and full financial appraisal.

6.2 Legal Implications

6.2.1 The Council has power under section 1(1) of the Localism Act 2011 to do anything that individuals generally may do, provided it is not prohibited by legislation and subject to Public Law principles. 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 detailed in this report are in accordance with these powers.

6.2.2 The Council may convene governance arrangements for Area Partnership Boards as it sees fit. The Council's Cabinet should be satisfied that the recommendations in this report will help secure best value and more efficient, transparent and accountable decision making.

6.3 Property Implications

No property implications

7. KEY RISKS

7.1 Lack of buy-in from key partners

The APBs have good relationships with key partners from across the borough already and meetings have strong and consistent attendance so this is not viewed as a concern.

7.2 Lack of actions resulting from APB meetings

7.2.1 The APBs have delivered on a number of projects during their operation to date, with regular Jobs Fairs, Community Events and in supporting key partners in aligning objectives with each other and with the local authority.

7.2.2 With a shift to focusing on one priority per meeting, as opposed to attempting to cover all five, stronger SMART objectives will emerge from the APBs and be tracked by the Area Partnership Manager and reported to the Enfield Strategic Partnership (ESP). These distinct

action plans will ensure that the boards are able to both be monitored and self-monitor for efficacy.

7.2.3 Strengthening the links with the ESP will result in greater accountability of the APBs and improved scrutiny of outputs.

7.2.4 The intention is to hold a full calendar year of APB meetings in the new operational format before formally reviewing their progress and usefulness.

7.2.5 There needs to be a concerted effort to reduce the resourcing of meetings that could otherwise fall under the remit of the area partnerships

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

By expanding the reach of the Area Partnerships there will be equal opportunity for individuals from 9 additional wards to feed in to key social and physical regeneration projects in the borough, allowing a greater plurality of voices from key stakeholders that currently fall outside of the partnership areas. There will also be increased access to the Associate Cabinet Members and senior council officers, ensuring that objectives from groups that would have previously fallen outside of the partnership areas are forwarded by the local authority.

8.2 Growth and Sustainability

Focusing on individual priorities at each meeting makes the APBs more sustainable, reducing the resourcing necessary from key partners, in particular the Voluntary and Community Sector, with only relevant partners necessary to work on specific areas of interest.

8.3 Strong Communities

By providing a platform focused on specific and tangible objectives around key areas of social and physical regeneration, the APBs are focused primarily on building strong communities. By expanding their reach, enhancing each meetings focus and linking more closely with other area-based groups and initiatives, going forward the APBs should represent the forefront of building strong communities in Enfield.

9. EQUALITIES IMPACT IMPLICATIONS

9.1 The APBs will be monitoring equalities in a more sustained way going forward, focusing both on those attending meetings and the representation of groups.

- 9.2 By expanding the reach of the APBs there would no longer be an inequality of opportunity in terms of feeding in, in the 9 wards not currently represented by the partnerships.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

There should be a positive effect on performance management by focusing on individual priorities at each of the APB meetings, allowing more hands on work to take place during meetings and aiming to produce SMART objectives for each priority as the APBs move forward.

11. PUBLIC HEALTH IMPLICATIONS

The APBs have been working closely with Public Health throughout their operation as one of the priorities of the APBs is on increasing public health with area-based interventions. This work will continue.

Background Papers

None.

MUNICIPAL YEAR 2014/2015 REPORT NO. 130

MEETING TITLE AND DATE:
Cabinet: 10th December 2014

JOINT REPORT OF:
Ray James, Director of Health, Housing and Adult Social Care and James Rolfe, Director of Finance, Resources & Customer Services

Contact officer and telephone number:
Nick Fletcher (x1781)
Email: nick.fletcher@enfield.gov.uk

Agenda - Part: 1	Item: 11
Subject: Alma Estate Regeneration Compulsory Purchase Order and Additional Land	
Wards: Ponders End	
Cabinet Member consulted: Councillor Oykenner	

1. EXECUTIVE SUMMARY

- 1.1 This report is supplemental to and should be read together with both the Alma Compulsory Purchase Order ("CPO") Cabinet report dated 22 January 2014 (KD3800) ("The January Report"), and the Alma Developer Partner Selection Report dated 18 September 2013 (KD 3769). The purpose and contents of the previous reports remain unchanged.
- 1.2 Since the January Report, the Council has prepared a draft Statement of Reasons and has commenced the land referencing process to ascertain the interests within the proposed Order Land.
- 1.3 During 2014, progress has been made with both the preparation of an outline planning application for the whole development and a detailed application for Phase 1 of the new Alma development and both are due to be submitted by Countryside Properties to the Local Planning Authority early next year. Residents have been actively involved in the design panel workshops to inform the design proposals and have had a genuine and positive impact.
- 1.4 As part of the design process it has become evident that a more comprehensive development that helps achieve greater regeneration benefits including additional housing would be possible with the inclusion of a number of adjoining sites. Since the competitive dialogue process, the draft Development Agreement has included the option of including additional sites, subject to Cabinet approval. This report seeks approval from Cabinet to the inclusion of five additional land parcels, which are shown hatched green on the Plan attached at Appendix 3 to form part of the Alma Estate development.
- 1.5 The Council has now entered into the Development Agreement with Countryside Properties, who have been appointed as the development partner to redevelop the Alma Estate. The Council is obligated, under this Development Agreement to achieve vacant possession on a phased basis.

2. RECOMMENDATIONS

That Cabinet:

- 2.1 Approve the inclusion of five additional land parcels to form part of the Alma Estate development, which are shown hatched Green on the Plan attached at **Appendix 3**.
- 2.2 Subject to 2.1, to approve the boundary of the CPO plan attached at **Appendix 1** to include these five additional parcels within the Order Land;
- 2.3 Note the draft Statement of Reasons (attached at **Appendix 2**) which sets out the justification for making the London Borough of Enfield (Alma Estate Regeneration) Compulsory Purchase Order 2014 in relation to the Order Land.
- 2.4 Resolves to use Compulsory Purchase Order powers under section 226 1 (a) of the Town and Country Planning Act 1990 (as amended) to make the London Borough of Enfield (Alma Estate Regeneration) Compulsory Purchase Order 2014 in respect of the land shown edged red on the Plan ('the Plan') attached at Appendix 1 to effect acquisition of land and new rights within the areas described in the report and shown edged red on the Plan (the proposed 'Order Land'). The Council being of the view that the proposed acquisition of the Order Land will:
 - a) facilitate the carrying out of the development/redevelopment or improvement on or in relation to the Order Land; and
 - b) will contribute to the promotion or improvement of the economic, social and environmental well-being of the Borough.
- 2.5 Delegates authority to the Director of Health, Housing and Adult Social Care, acting in consultation with the Director of Finance Resources and Customer Services, to take all the necessary steps consequent to the making of the London Borough of Enfield (Alma Estate Regeneration) Compulsory Purchase Order 2014 on the basis that there is a compelling case in the public interest to make the Order, including:
 - a) To publish the draft London Borough of Enfield (Alma Estate Regeneration) Compulsory Purchase Order 2014, to seek confirmation of the Secretary of State and if confirmed, implement the Order;
 - b) To modify the draft Statement of Reasons and the Order Plan and effect any other procedural requirements including (but not limited to) the publication and service of all notices and the presentation of the Council's case at any public inquiry;
 - c) To acquire any interests in land within the Order area by agreement and the making of payments equivalent to the market value of the property interest being acquired plus any statutory payments and disturbance compensation or the provision of property or services in lieu of the market value of the property interest being acquired and any statutory payments and disturbance compensation, in contemplation of the Order being made; and
 - d) If and when the Order is confirmed then to acquire by compulsion and make payments of statutory compensation, if voluntary agreements cannot be reached.

3. BACKGROUND

- 3.1 The Alma Regeneration land is located in the South Street area of the Ponders End ward. The land comprises of predominantly residential land use and includes the Alma Estate which was built in the late 1960s.
- 3.2 The Alma Regeneration land, referred to in this report, currently includes the following housing blocks: the four Alma towers (Kestrel House, Cormorant House, Merlin House, Curlew House); the maisonettes and shops on South Street; the Alma Road blocks; the Napier Road blocks, Scotland Green Road block and Fairfield Close. At the start of the project there were 717 residential units in total on the estate of which 547 were tenanted and 170 were leasehold.
- 3.3 The Alma Estate Regeneration Programme was approved by Cabinet on 18 July 2012. The July 2012 Cabinet Report explained that the Alma Estate was identified as an estate renewal project following an objective analysis of the Council's housing estates. In September 2013, Cabinet approved the recommendation to appoint Countryside Properties as the developer partner to comprehensively redevelop the estate. Countryside Properties and their architects, Pollard Thomas Edwards Architects (PTEa) are now working towards the submission of an outline planning application and a detailed planning application for Phase 1 of the regeneration.
- 3.4 In January 2014 Cabinet delegated authority to undertake preparatory work in readiness for the Compulsory Purchase Order, including preparing the Statement of Reasons and finalising the Order Plan and to also to acquire any interests in the Order Land by agreement, in contemplation of the Order being made.
- 3.5 Since the January report, the Council has prepared a draft Statement of Reasons which justifies the use of CPO powers to deliver the Alma Regeneration Scheme. The justification within the draft Statement of Reasons will be rationalised once the planning applications have been prepared.
- 3.6 In addition, land ownership information is being checked by use of the statutory requisition procedure and final details of affected interests will be determined before the proposed CPO is made (to be listed in the Schedule to the Order).
- 3.7 The Council exchanged the Development Agreement with Countryside Properties on 13th November 2014. One of the Council's obligations under the Development Agreement is to achieve vacant possession of the development site on a phase by phase basis. To mitigate the risk of not obtaining vacant possession and delivery of the programme, the Council needs to obtain CPO powers as a fall-back position where agreement cannot be reached.

ADDITIONAL SITES

- 3.8 As part of the development design process it has become evident that an improved design that includes some adjoining land will provide the opportunity for a more comprehensive development that will achieve greater regeneration benefits including the delivery of more homes and hence the change to the Order Plan.
- 3.9 This report therefore recommends that the following sites form part of the Alma Regeneration Scheme, as enabled by a clause in Development Agreement between the Council and Countryside Properties:
- Land at 129-141 South Street “Community Facility Land”, inclusive of the Welcome Point Centre, Ponders End Youth Centre and MUGA
 - Land at 171a South Street (1-16 Silver Birch Court) and 173 South Street
 - 45 Scotland Green Road
 - 5-9 Scotland Green Road
 - 63 Alma Road (1-9)
- 3.10 Proposals for the five additional sites include new housing that could collectively deliver in excess of 200 new homes and new community facilities. Discussions and consultation with key stakeholders will continue to ensure that the local community are able to inform design proposals.
- 3.11 Proposals for the “Community Facility Land” currently includes new housing, and the re-provision of the same gross internal floor area as the existing Youth Centre and Welcome Point Centre facilities, and a replacement MUGA. The Welcome Point facility will be provided temporarily during construction of the new facility, and the Youth Centre facility would be able to move into the replacement facility when completed.

COMPULSORY PURCHASE ORDER

- 3.12 The Council seeks CPO powers to ensure that it obtains vacant possession. The compulsory purchase of any interest in a property on the Alma Estate would be a measure of last resort should the Council fail to reach agreement with the beneficiary of the interest in a property. When the most recent test of opinion was carried out in 2012, approximately 78% of Alma Estate residents were in favour of the regeneration going ahead. A majority of leaseholders were also in favour of the comprehensive redevelopment of the estate.

3.13 The Compulsory Purchase Order is specifically required in relation to all land interests within the red-line (attached at **Appendix 1**), of which at the time of writing includes:

- 119 residential leasehold properties within the Alma Estate blocks
- 366 secure council tenanted properties
- 16 leasehold properties within Silverbirch Court, on 171a South Street
- 12 commercial leases on South Street
- 6 freehold property owners
- All land and interests falling within the red line drawing attached

Secure Tenants

3.14 The Council will grant all secure council tenants who choose to move into a new home on the Estate or Dujardin Mews a “secure” Council tenancy. All council tenants that remain on the Estate will retain their secure tenancy, the new council homes will protect existing tenants’ Right to Buy and the rents for the new homes will be set in line with the government’s national rent setting guidance. Rents will be slightly higher because the new homes will have a higher property value than the existing homes. The Council is keen to encourage the existing community to remain in place and the Council will make every effort to rehouse neighbours together where possible.

3.15 Tenants that do not wish to remain on the estate can, when their phase is active, bid through the Choice Based Lettings system for a home elsewhere in the borough.

Leaseholders and Freeholders

3.16 The Council has contacted all leaseholders on the estate regarding its intention to purchase leasehold properties to facilitate the regeneration. To date, the Council has completed the purchase of 51 leasehold properties on the Alma Estate and a further 15 leaseholders have accepted offers.

3.17 In July 2012, Cabinet approved a budget for the Council to buy back all of the 170 leasehold interests on the Alma Estate, within the original Red Line Plan. This responds to the issue of blight.

3.18 The leasehold properties have been purchased in accordance with CLG guidance and best practice. The Council has and continues to offer leaseholders the following;

- Purchase of the property at an agreed market value; the market value is determined by the appointment of an independent RICS

Registered Valuer to conduct a valuation survey, paid for by the Council,

- Where the initial valuation does not result in an agreed market value a second valuation (instructed by the leaseholder with the fees reimbursed by the Council) is obtained.
- Fees for subsequent re-valuations are to be reimbursed where the leaseholder has not caused the purchase of a property to stall.
- For resident leaseholders, +10% of the market value as a homeloss payment.
- For non-resident leaseholders, +7.5% of the market value as a basic loss payment.
- Disturbance compensation that includes all reasonable fees associated with moving home; including legal, surveying, removal costs, and mortgage redemption fees and SDLT on the purchase of an equivalent valued property purchased within a year of their property being purchased by the Council.

3.19 The above offer aligns with the minimum offer to leaseholders required under statute. The Council is proposing to increase the range of options available to leaseholders.

3.20 This report should therefore be read in conjunction with the *Estate Renewal Leaseholder Framework* report (KD3773) which sets out a number of overarching principles which will govern the options offered to residential leaseholders.

3.21 Separate meetings are being held with the commercial lessees on South Street. Cabinet has already given a commitment that these lessees should have first right of refusal on the new commercial premises.

3.22 All freeholders have been contacted by the Council to instigate negotiations for the acquisition of their property interests.

Land proposed to be part of the London Borough of Enfield (Alma Estate Regeneration) Compulsory Purchase Order 2014

3.23 The land to be included in the CPO includes all land included in the red line drawing attached to this report (**Appendix 1**) which comprises of the following:

- 15-107a Alma Road (odds)
- 63 Alma Road (1-9)
- 11 to 226 Kestrel House
- 11 to 226 Cormorant House
- 11 to 226 Merlin House
- 11 to 226 Curlew House
- 118 to 142 South Street
- Land at 129-141 South Street (“Community Facility Land”)

- 171a South Street (including 1-16 Silver Birch Court)
- 173 South Street
- 11 to 89 Napier Road (odds)
- 1 to 34 Fairfield Close
- 5 to 9 Scotland Green Road (odds)
- 21 to 43 Scotland Green Road (odds)
- 45 Scotland Green Road

Description of the proposed Alma Development

- 3.24 Ponders End is a priority regeneration area for the Council and the Alma Estate Regeneration Programme is the largest estate renewal scheme currently being undertaken by the borough.
- 3.25 After a competitive dialogue procurement process and subsequent Cabinet approval in September 2013, Enfield Council appointed Countryside Properties as the developer partner to carry out the regeneration of the Alma Estate. Newlon Housing Trust will own the shared ownership homes.
- 3.26 The tender stage proposal from Countryside Properties which was the basis of their proposal for the outline master plan was based on circa 794 new homes, with a proposed tenure mix slightly exceeding the Council's Core Strategy requirement with 468 of the homes for private sale (59%) and the remaining 324 affordable homes (41%) split between the 200 Council owned social rented homes (capped rents) and 126 shared ownership homes.
- 3.27 Since tender stage, the proposal has progressed during the Design Team Meetings with Council officers and during the Design Panel Workshops with local stakeholders including residents. Design proposals for the comprehensive redevelopment have been progressed, and the draft outline application for the whole development now proposes in excess of 1000 homes.
- 3.28 Resident consultation has been fundamental to the progression of the design proposals for the draft outline application for the whole development and in particular the detailed application for Phase 1. Design Panel Workshops have been well attended by residents from across the estate, who have had a genuine and positive impact on the detailed design of homes. The internal layouts of individual unit types have been revised directly as a result of resident concerns, including distribution of space, windows being provided in kitchens/bathrooms in particular unit types, and gross internal areas. The Council, the developer and the architects have worked collaboratively to find solutions to satisfy residents' concerns and secure their support for the detailed design of new homes.

Purpose and Justification for seeking to compulsorily acquire the Legal interests in the Alma Estate Regeneration boundary

- 3.29 The Alma Regeneration Programme was approved by Cabinet on 18 July 2012. The July 2012 Cabinet Report explained that the Alma Estate was identified as an estate renewal project following an objective analysis of the Council's housing estates.
- 3.30 Compulsory purchase of the legal interests of the third party landowners will enable the development of the site to provide new homes, which will re-house tenants and leaseholders affected by the Alma Estate Regeneration and support the Council to /achieve vacant possession if negotiations are unsuccessful.
- 3.31 It is acknowledged that whilst the compulsory purchase of the legal interests conflicts with the human rights of parties with land interests in the Order Land, the Council is of the view that there is a compelling case in the public interest, necessary to deliver the development and that the provision of new residential accommodation, new commercial facilities and community facilities built to modern standards outweighs the private interests held by the said parties.
- 3.32 The Council also believes that the use of compulsory purchase powers to achieve its regeneration objectives for Alma are proportionate to the interference with the above parties' human rights.
- 3.33 The full justification for seeking to compulsorily acquire the legal interests in the Order Land is set out in the attached draft Statement of Reasons at **Appendix 2**. The Statement of Reasons document will be finalised at a later stage in the programme when all of the necessary information is available.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 An alternative option would be for the Council to seek CPO powers for individual phases of the development. This approach doesn't reflect the comprehensive development approach being adopted for the regeneration scheme.
- 4.2 Negotiations to acquire land and property interests have been pursued and will continue to be pursued in tandem with the compulsory purchase process. To protect the Council's position should negotiations become protracted and to ensure vacant possession, it is prudent for the Council to obtain CPO powers.
- 4.3 If the Council decided not to seek CPO powers, the delivery of the whole regeneration would be significantly undermined as there would be a very

high risk that vacant possession would not be achieved within the timescales as leaseholders might decide to not sell back, or hold out for unreasonable and unrealistic offers from the Council.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The inclusion of additional sites will enable the Council to achieve more comprehensive regeneration of Ponders End. In addition, the inclusion of these additional sites within the Alma Regeneration Programme can deliver between 200 and 250 additional homes in the Ponders End area and increase the overall Alma development numbers from the previously proposed 794 to in excess of 1000 homes and new community facilities.
- 5.2 The Compulsory Purchase Order is required to provide the Council with a legal option to ensure that it can commit to obtaining vacant possession of the Alma Regeneration Land, as obligated in the Development Agreement, prior to the phased handover to Countryside Properties to commence demolition and construction and ultimately to support delivery of the regeneration scheme.
- 5.3 The CPO provides the Council with a fall-back position should it not be able to buy back leasehold interests via negotiation or reach agreement with other parties with an interest in the Order Land. The CPO will also ensure that public money is spent fairly and consistently.

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

6.1 Financial Implications

- 6.1.1 The Financial Implications are included in Part 2 of this report.

6.2 Legal Implications

- 6.2.1 The Council proposes to use its compulsory purchase powers to help implement this regeneration scheme. Under section 226 (1) (a) of the Town and Country Planning Act 1990 (as amended) ("the 1990 Act") a local authority has a general power to make a compulsory acquisition of any land in their area in order to facilitate the carrying out of development, redevelopment or improvement in relation to the land.
- 6.2.2 In order to exercise the s.226 powers the local authority must in addition to the above demonstrate that the proposed development/improvement is likely to contribute towards any of the following objects, namely the promotion or improvement of the economic or social or environmental well-being of their area

(section 226 (1A) of the 1990 Act) . The Council must therefore be satisfied on both counts.

- 6.2.3 To make a CPO using planning powers, the Council would be required to demonstrate that there is a compelling case in the public interest for acquiring the land compulsorily. This will be set out in the Statement of Reasons when the CPO is made.
- 6.2.4 For the purposes of the CPO it is immaterial by whom the redevelopment is to be carried out, i.e. the Council does not need to undertake the development itself.
- 6.2.5 Once made, a compulsory purchase order will require confirmation by the Secretary of State to become effective. Notice of the CPO must be given to categories of “qualifying persons”, namely owners, lessees and occupiers (other than monthly or shorter tenants) and publicised in the local newspaper and persons affected have the opportunity to object. If objections are raised they must be referred to the Department for Communities and Local Government who may decide to hold a public inquiry. The Council and all those with valid subsisting objections will be able to present their case to an Inspector at such an Inquiry. The CPO process and other legal mechanisms, converts any rights over the site into an entitlement to compensation.
- 6.2.6 Under section 227 of the 1990 Act the Council has the power to acquire by agreement any land which they require for any purpose for which a local authority may be authorised to acquire land under section 226 of the 1990 Act as aforementioned. Furthermore, the Council has the power under section 120 of the Local Government Act 1972 to buy any land by agreement for the purposes of any of its functions or for the benefit, improvement or development of the borough. When dealing with secure tenants, the Council must also comply with the provisions of the Housing Act 1985.
- 6.2.7 The Council, as a public body is under a duty to consider whether the exercise of its powers interferes with rights protected by the European Convention on Human Rights. In respect of Human Rights, the Convention rights applicable are Article 1: Protection of Property, Article 6: Right to a Fair Trial and Article 8: Right to Respect Private Life and Family. As indicated in this report, officers are of the view that there is a compelling case in the public interest for the compulsory acquisition of the Order Land which outweighs the interference with the Convention rights of those affected.
- 6.2.8 The making of the CPO and all acquisitions must comply with the Council’s Property Procedure Rules.
- 6.2.9 All legal agreements to be entered into will need to be in a form approved by the Assistant Director of Legal Services.

6.3 Property Implications

- 6.3.1 The use of (Obtaining) a Compulsory Purchase Order (CPO) will help support obtaining vacant possession as negotiations are presently being undertaken within the shadow of CPO powers. This will in turn assist with enabling the completion of the proposed development.
- 6.3.2 The Council's Property Procedure Rules require that a report recommending a resolution to make a compulsory purchase order is made in consultation with the Director of Finance, Resources and Customer Services; who concurs with this report. Compulsory Purchase powers are essential to ensure the acquisition of freehold, leasehold and other property interests on the on the development site and to obtain vacant possession which is critical to completion of the proposed development within the prescribed timescales and budgetary constraints.
- 6.3.3 The purchase of property interests must also be in accordance with the Property Procedure Rules which is covered in paragraph 2.4 of this report
- 6.3.4 A number of statutory undertakers have property interests in the site. These property interests are exempt from the usual Compulsory Purchase Order powers. Negotiations, some of which will be led by the developer, are proceeding with the statutory undertakers to reach agreement on relocation of their property interests where this is necessary to enable completion of the proposed development.
- 6.3.5 Careful consideration will need to be given to the phasing of the development and in particular the requirement to deliver vacant possession (of parts) at pre-determined points within the development. Bearing in mind potentially adverse consequences including delays in the delivery of new homes for the Council for failure to deliver vacant possession, robust programming and governance protocols should be embedded within the project .

7. KEY RISKS

- 7.1 There are a number of risks associated with this report which are all included within the Alma Estate Regeneration Programme Risk Register. The key risk is that the Council does not achieve vacant possession by the longstop dates in the development agreement and Countryside Properties exercise their ability to exit the agreement. This risk is mitigated by obtaining and then implementing a CPO. Please also refer to the part two report.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

8.1.1 The Alma Estate Regeneration Programme contributes to this aim by tackling inequality and access to social housing by providing new homes.

8.2 Growth and Sustainability

8.2.1 The Alma Estate Regeneration Programme contributes to this priority by building strong and sustainable futures for our residents. The scheme is the one of the first steps towards delivering the planned regeneration of the Ponders End Priority Area, and housing growth, as set out in the NEEAAP and the Core Strategy.

8.3 Strong Communities

8.3.1 The community plays a central role in driving forward change and regeneration in the local area to create a stronger community in the Ponders End area.

9. EQUALITIES IMPACT IMPLICATIONS

9.1 An equalities impact assessment is in place for the Alma project.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

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

11. PUBLIC HEALTH IMPLICATIONS

11.1 Please refer to the part 2 report.

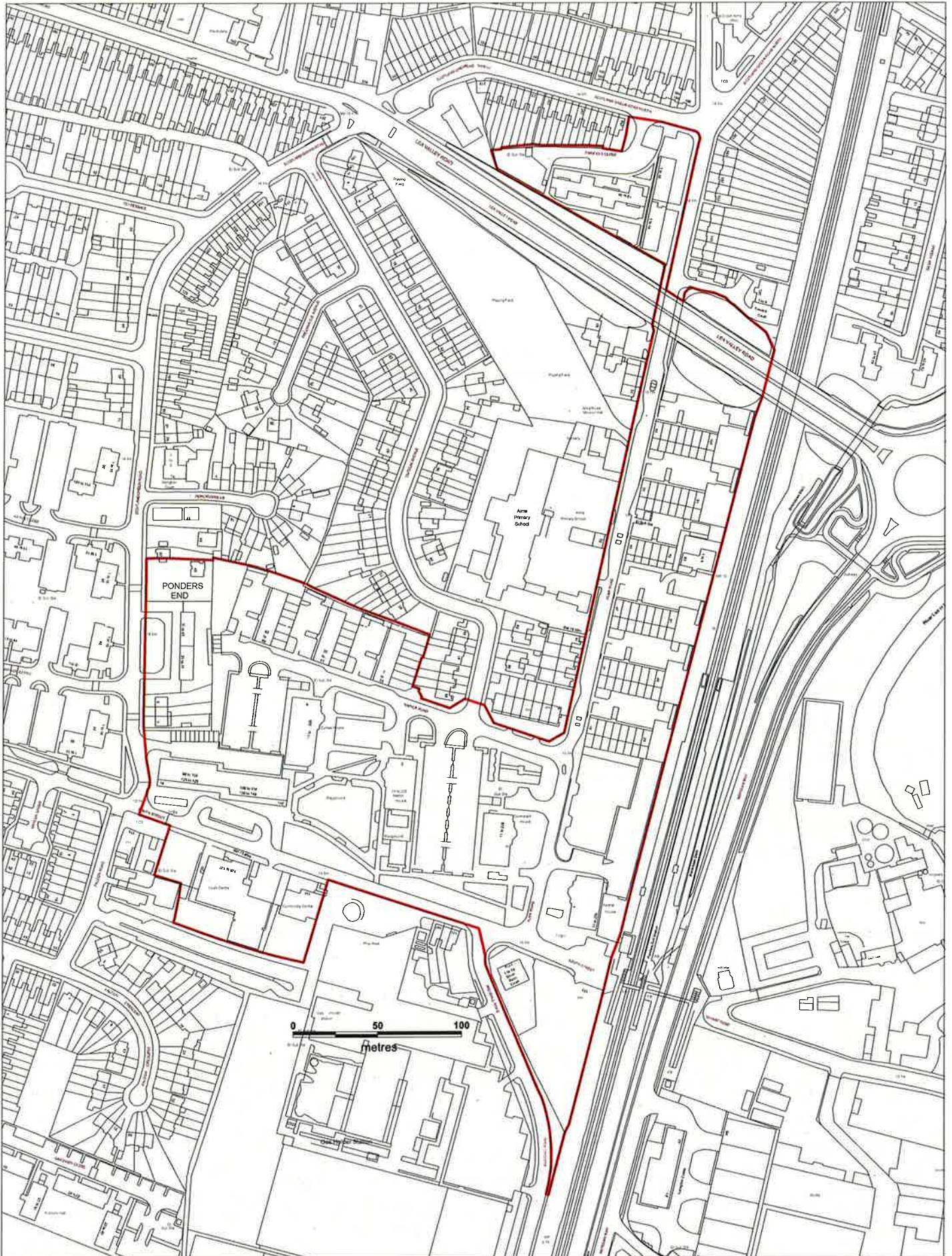
Appendices

Appendix 1 – Red Line Plan for the London Borough of Enfield (Alma Estate Regeneration) Compulsory Purchase Order 2014

Appendix 2 – DRAFT Statement of Reasons for the London Borough of Enfield (Alma Estate Regeneration) Compulsory Purchase Order 2014

Appendix 3 – Alma Regeneration Land (including Additional Land)

Alma Estate Regeneration CPO 2014



 Alma Estate CPO (7.745Ha)



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**THE LONDON BOROUGH OF ENFIELD
(ALMA ESTATE REGENERATION)
COMPULSORY PURCHASE ORDER 2014**

STATEMENT OF REASONS

DRAFT

**London Borough of Enfield
Development & Estate Renewal
Civic Centre
Silver Street
London
EN1 3XA**

1. Introduction

- 1.1 The London Borough of Enfield (“The Council”) intends to make the London Borough of Enfield (Alma Estate Regeneration) Compulsory Purchase Order 2014 (“the Order”). The Order will be prepared following the decision of the Council’s Cabinet on 10th December 2014.
- 1.2 The Council intends to make the Order under section 226 (1)(a) of the Town & Country Planning Act 1990 (“the 1990 Act”) as amended, the Council being satisfied that that the proposed acquisition will facilitate carrying out the development, redevelopment or improvement on or in relation to the Order Land. The Council is satisfied that the Order will satisfy the test in section 226 (1A) by contributing to the objectives of promotion and improvement of economic, social and environmental well-being of the area.
- 1.3 The Council intends to make the Order with the intention of acquiring the outstanding interests required to enable implementation of the proposed scheme, thereby to achieve the Council’s adopted policy objectives and also to acquire a ‘clean’ title to the land of which the Council is already the freehold owner.
- 1.4 The parcels of land to be acquired compulsorily will be identified in the Schedule to the Order, which will list the owners, lessees, occupiers and tenants of the Order Properties. In addition it will also list other parties with a qualifying interest in the Order Properties where known. Where beneficiaries of these interests are identified they will be served with notice of the making of the Proposed Order. It is intended that, unless properties and/or land can be acquired by private negotiations, the Council shall acquire them under the Order if confirmed. Discussions will however continue with the owners of relevant interests who are willing to sell by agreement, with a view to limiting the number of interests which need to be acquired compulsorily. The approach adopted by the Council accords with the advice contained in paragraphs 24 and 25 of part 1 of the memorandum to Circular 06/04.
- 1.5 The Statement of Reasons is a non-statutory document and it is provided in line with the advice in Appendix R to Circular 06/04. It sets out the reasons why the powers of compulsory purchase contained in the Order are necessary and sets out why there is a compelling case in the public interest for making the Order (in line with paragraph 17 of Circular 06/04) which justifies the overriding of private rights in the land sought to be acquired. It is considered that the tests in Circular 06/04 are met and there is a clear and compelling case for confirmation of the Order as set out in section 8 and generally in the Statement of Reasons.

- 1.6 The Order will be submitted to the Secretary of State for Communities and Local Government (the “Secretary of State”) for confirmation pursuant to the Acquisition of Land Act 1981. Objections can be made to the Secretary of State in accordance with the details set out in the Notice of Making the Order. Provided that the Order is confirmed by the Secretary of State, the Council will execute General Vesting Declarations, the result will be to vest the Order Land in the Council.
- 1.7 This Statement is not intended to constitute the Council’s Statement of Case for the purposes of the Compulsory Purchase (Inquiries Procedure) Rules 2007.

2. Background

- 2.1 The land proposed to be compulsorily acquired and used under the Order (“the Order Land”) covers an area of land located in the ward of Ponders End, in the north east of the borough. The Order Land, described in more detail in Section 3, is shown within the extent of the land to be acquired, edged red on the Order Map at Appendix 1.
- 2.2 The proposals for the Alma Estate Regeneration, authorised by the Council’s Cabinet in July 2012 (Key Decision reference: 3510) initially included the demolition of 717 existing residential dwellings comprising of tenanted and leasehold units, and 12 commercial units, on land held within the Council’s Housing Revenue Account. Following more detailed design proposals for the comprehensive redevelopment of the site the proposed Order Land now includes [] existing residential units and 12 commercial units that the Council’s Cabinet authorised in December 2014 to be included as part of the Alma Regeneration Programme.
- 2.3 The Council’s purpose on acquiring the Order Land is to facilitate the comprehensive redevelopment to achieve the delivery of a new mixed tenure neighbourhood (“**the Scheme**”). The Council is of the view that the comprehensive physical regeneration of the Order Land is the most sustainable long term solution for the area in economic, social and environmental terms.
- 2.4 The Council thinks that the acquisition of the Order Land will facilitate the Scheme as well as bringing significant improvement and community benefit on the Order Land. Furthermore, the Council believes that the proposed redevelopment is likely to contribute to achieving the improvement of the

economic, social and environmental well-being of the area for which it has administrative responsibility.

- 2.5 In order to secure the implementation of the Scheme, the Council has agreed to work in partnership with Countryside Properties, with whom the Council has entered into a development agreement. In summary, the scheme will provide for the redevelopment of the area and deliver in excess of 900 new homes, new replacement retail space, a new GP centre, a community centre, an affordable gym and significantly improved open space, public realm and new streets that better integrate the new development into the surrounding area. Further detail about the scheme is included under Section 4.
- 2.6 Ponders End is the third most deprived ward in the borough and continues to be one of the Council's priority areas for regeneration. The Lower Super Output Area (Enfield 014D) in which much of the Alma Estate lies, including all of the high rise towers, is ranked 2,326 out of 34,753, under the Indices of Multiple Deprivation from the ONS Census 2011, making it amongst the most deprived 6.7% of LSOAs in England and Wales.
- 2.7 The Alma Regeneration programme is one of Enfield Council's flagship physical interventions that can act as a catalyst for further regeneration and inward investment in the area. Furthermore, the new development will see the replacement of an existing housing estate which suffers from structural problems, is costly to maintain and would be expensive to bring back to a good standard.
- 2.8 Further commentary on the enabling power is set out in Section 7 of this Statement of Reasons.

3. Description of the Order Land

- 3.1 The Order Land lies within the ward of Ponders End in the north east of the London Borough of Enfield, and totals 7.76 hectares. It is bound by South Street/Woodall Road to the south, Scotland Green Road to the west, Scotland Green Road North to the north, and the West Anglia Main Line railway to the east. Ponders End Railway Station lies immediately adjacent to the south-eastern corner of the Order Land.
- 3.2 The Order Land comprises predominantly residential land use with some leisure and commercial uses, as well as public open space. Although the London Borough of Enfield owns a majority of the site, there are a number of long leasehold and freehold interests which need to be acquired to enable realisation of the Scheme (as described in Section 4).

3.3 Interests within the Order Land are listed below:

Residential Interests

3.4 The residential interests within the Order Land (and known as “The Alma Estate”) include 717 properties in total which are either Council owned or leasehold, having been sold under the Right to Buy. There are a number of issues which impact significantly on the quality of life for the residents of the Alma Estate. Properties in the high rise blocks suffer from leaks from numerous sources as well as inadequate heating while the low rise blocks included within the Order Land are in a poor state of repair.

3.5 The Alma Estate consists of four high rise tower blocks, and a number of low rise maisonette and flatted blocks. The four high rise tower blocks, which are located off Napier Road and running east to west are; Kestrel House, Cormorant House, Merlin House and Curlew House, and each of these are twenty three storeys and are all constructed of precast reinforced concrete (RC) large panel system (LPS). The low rise maisonette and flatted blocks are located to the east of Alma Road, above commercial premises on South Street, on Fairfield Close and to the south-east of Scotland Green Road and are all traditional masonry and brick built structures.

3.6 In more detail, the interests are:

- 15-107a Alma Road (odds)
- 63 Alma Road (n.o. 1 to 9)
- 11 to 226 Kestrel House
- 11 to 226 Cormorant House
- 11 to 226 Merlin House
- 11 to 226 Curlew House
- 118 to 142 South Street
- Land at 129-141 South Street
- 171a South Street (including 1-16 Silver Birch Court)
- 173 South Street
- 11 to 89 Napier Road (odds)
- 1 to 34 Fairfield Close
- 5 to 9 Scotland Green Road (odds)
- 21 to 43 Scotland Green Road (odds)
- 45 Scotland Green Road

3.7 The land at 171a South Street, includes Silver Birch Court, which is a 1990s built flatted residential block comprising of 16 dwellings, and accessed from Woodall Road. The land at 173 South Street, which was formerly the site of the Railway Hotel, has been unused since 2007. The site has a prominent location next to Ponders End station and sits opposite Kestrel House. The site

has been hoarded since being demolished but remains an eyesore for the local community.

Commercial and Non-Residential Interests

- 3.8 The Order Land includes a row of twelve commercial premises along South Street.
- 98a South Street; currently occupied by Lloyds Pharmacy on a secure lease.
 - 98 South Street; currently occupied by the Valley Wash Tub and on a lease now expired.
 - 100 South Street; currently occupied by the Alma Residents Association on a licence.
 - 102 South Street; currently occupied by the Oasis Academy on a contracted out lease.
 - 104 South Street; currently occupied by Bengal Stores on a secure lease.
 - 106 South Street; currently occupied by Bangladeshi Welfare Association on a licence.
 - 108a South Street; currently occupied by Premier Café on a secure lease.
 - 108 South Street; currently occupied by Enfield Jobs.net on a licence.
 - 110 South Street; currently occupied by Greggs on a secure lease.
 - 112 South Street; currently occupied by Gingers News on a secure lease, and includes 126 South Street which is a flat above 112 South Street.
 - 114 South Street; currently occupied by Britannia Fish Bar which is on a secure lease.
 - 116 South Street; currently occupied by Enfield Mini Market which is on a secure lease.
- 3.9 The land at 129-141 South Street “Community Facility Land”, inclusive of the Welcome Point Centre, Ponders End Youth Centre and MUGA is owned by the Council but is included within the Compulsory Purchase Order to ensure that any unknown interests are acquired.
- 3.10 Collectively, the privately owned land at 171a and 173 South Street has been subject to a planning application (P12-02112PLA) dated 3rd August 2012 from the landowner, Longwood Properties London Limited, which at the time of writing has yet to be determined. The planning application proposes the external refurbishment of Silver Birch Court and redevelopment of the remainder of the site to provide;
- a total of 50 self-contained residential units
 - 2 retail units with basement car parking (56 spaces)
 - erection of a part 6, part 7-storey block (Block A) of 20 flats (5 x 1-bed, 12 x 2-bed, 3 x 3-bed) and 5 x 3-bed maisonettes fronting South Street with 2 retail units to ground floor level

- erection of a part 3, part 5-storey block (Block B) of 20 flats (6 x 1-bed, 10 x 2-bed, 4 x 3-bed) and 5 x 3-bed maisonettes with amenity space at roof level fronting Woodall Road

Public Open Space

- 3.11 The Order land contains pockets of amenity space. There are two dedicated children's play spaces located between Curlew House, South Street and Merlin House, and also immediately north of Kestrel House.

Road Network and Transport Infrastructure

- 3.12 There are a number of district roads that serve the existing properties within the Order Land. All of these roads are part of Enfield Council's adopted highway.
- 3.13 Public Right of Way Route 318 runs north-south from Napier Road to South Street.
- 3.14 Roads and footpaths will need to be stopped up as part of the construction.

Statutory Undertakers / Utility Service Providers

- 3.15 There are a number of utilities running through the site, including water, telecommunications and electricity. There are also a number of telecommunications installations on some of the tower blocks within the Order Land.
- 3.16 The Order Land includes a total of four electricity sub-stations. Full details of the Order Land appears in the Schedule to the Order (and is summarised in Appendix xx and the Order Maps Appendix xx). All utility operators with known equipment in the Order Land will be given notice of the making of the Order.
- 3.17 The Order Scheme takes account of the apparatus of Statutory Undertakers and where affected by the Order Scheme, discussions will be held with the relevant Statutory Undertakers and alternative arrangements will be made.

4. The Scheme

- 4.1 The Scheme to which the Order relates is being promoted by the Council, which selected Countryside Properties as its developer partner in September 2013 after carrying out an OJEU compliant competitive dialogue procurement process. The intensive competitive dialogue process helped the Council to negotiate the most competitive proposal and Countryside Properties are best able to satisfy the Council's requirements across a number of areas; financial, qualitative and legal. The qualitative evaluation tested the design quality, and compliance with policy.
- 4.2 Countryside Properties and the Council have since signed the development agreement and have been working in partnership to progress the design proposals for the scheme. The Scheme involves the demolition and redevelopment of the Order Land to facilitate the comprehensive regeneration of this part of Ponders End. The Council considers that all of the Order Land is required to deliver the Scheme and that the Scheme is not capable of being brought forward otherwise. This Order is necessary because there is no certainty that all interests can be acquired by negotiation.
- 4.3 Countryside Properties have proposed a scheme as part of their outline planning application for the redevelopment of the Alma Estate which will include in excess of 1000 new residential units. Complete phased redevelopment will provide a new mixed tenure, residential led scheme, with new community facilities including a GP centre, affordable Gym, and replacement retail floor space.
- 4.4 The Scheme will include:
- The demolition of all 717 residential properties within the Order Land
 - The construction of over 900 new homes, for private sale, shared ownership and council social rent.
 - The demolition of existing retail space and creation of new replacement retail space.
 - The creation of new uses for leisure, and healthcare provision.
- 4.5 In more detail the entirety of the development will comprise:

Use	Maximum Floorspace (GIA)
Residential (Use Class C3)	In excess of 15,000 m ² or circa 900 units
Retail (Use Class A1-A5)	Up to 866 m ²
Non-residential institution (Use Class D1)	Up to 532 m ²

Non-residential (Use Class D2)	Up to 376 m2
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- 4.6 The Development Agreement requires 41% of the new homes on the new Alma Development to be affordable homes, and for a minimum of 200 Enfield Council owned social rented homes with secure tenancies. A further 126 homes for shared ownership will be provided. Further affordable homes will be provided to ensure the minimum of 41% of homes are affordable.

Retail Uses

- 4.7 The new retail units will have frontages on South Street and a new square as part of significant public realm improvements that will link Ponders End Station to South Street and the new development.

Non-residential Uses

- 4.8 It is intended that part of the non-residential space will be used as a GP Surgery to serve the Ponders End community. This will be located on the corner of Scotland Green Road and South Street on the ground floor.
- 4.9 It is intended that part of the non-residential space will be used for an affordable gym, provided on the first floor with an entrance and reception on the ground floor thus creating a frontage on the newly designed Station Square.

Phasing Plan (New Build)

- 4.10 The Phasing Plan for the new development groups the parcels of land and blocks into the following phases:
- Phase 1a: Kestrel House, and Alma Road (15-45a odds)
 - Phase 1b: South Street (171a-173), including 1-16 Silver Birch Court, and South Street (129-141)
 - Phase 2a: Cormorant House, and Merlin House
 - Phase 2b: Curlew House, South Street (98-140, including maisonettes and shops), Scotland Green Road (5-9 and 45)
 - Phase 3a: Napier Road (7-89)
 - Phase 3b: Alma Road (47-107 odds) Alma Road (63, numbers 1-9)
 - Fairfield Close (1-34)

Timescales for delivery of the scheme:

- 4.11 The projected timescales for delivery of the scheme are broken down by each phase as follows, assuming that the Council is able to make the CPO:

Milestone	Date
Submission of outline planning application for the development of all phases, and submission of a detailed planning application for Phase 1	Spring 2015
Approval of the outline planning application and Phase 1 detailed planning application (including GLA approval)	Autumn 2015
Commence construction of Phase 1a and 1b	Early 2016
Completion of Phase 1 homes	Late 2017
Entire scheme completed	2023

5. Planning Considerations

- 5.1 Relevant national planning policy, Development Plan policies and other policy documents which are material considerations are set out below.

National Planning Policy Framework

- 5.2 The overarching planning principle set out in the NPPF is "a presumption in favour of sustainable development" and reflects the provisions in the London Plan. The Council believes that the proposed Alma Regeneration scheme fulfils the requirements of the NPPF and in particular, its core planning principles, by, inter alia, promoting mixed use developments; proactively driving and supporting sustainable economic development to deliver the homes, business, infrastructure and thriving local places. The Council is seeking "to secure high quality design and a good standard of amenity for all existing and future occupants of land and buildings".

The Statutory Development Plan, and related policy and guidance documents

- 5.3 Section 38(6) of the Planning and Compulsory Purchase Act 2004 states that planning applications must be determined in accordance with the development plan unless material considerations indicate otherwise.
- 5.4 The development plan for this area comprises the London Plan (2010) and formal alterations (2013), and the adopted Core Strategy (2010).

- 5.5 Other material considerations of a policy nature include relevant SPDs adopted by the local planning authority, the London Plan Supplementary Planning Guidance (SPGs), the National Planning Policy Framework (NPPF) 2012, The National Planning Policy Guidance, emerging Local Plan documents such as the Development Management Document (2014), and other evidence base documents as relevant.

The London Plan

- 5.6 The following policies have relevance to the development for which this CPO is necessary:-

Policy 2.6 - Outer London: vision and strategy
Policy 2.7 - Outer London: economy
Policy 2.8 - Outer London: transport
Policy 2.14 - Areas for regeneration
Policy 3.1 - Ensuring equal life chances for all
Policy 3.2 - Improving health and addressing health inequalities
Policy 3.3 - Increasing housing supply
Policy 3.4 - Optimising housing potential
Policy 3.5 - Quality and design of housing developments
Policy 3.6 - Children and young people's play and informal recreation facilities
Policy 3.7 - Large residential developments
Policy 3.8 - Housing choice
Policy 3.9 - Mixed and balanced communities
Policy 3.11 - Affordable housing targets
Policy 3.14 - Existing housing
Policy 3.16 - Protection and enhancement of social infrastructure
Policy 4.1 - Developing London's economy
Policy 4.12 - Improving opportunities for all
Policy 5.1 - Climate change mitigation
Policy 5.2 - Minimising carbon dioxide emissions
Policy 5.3 - Sustainable design and construction
Policy 5.5 - Decentralised energy networks
Policy 5.6 - Decentralised energy in development proposals
Policy 5.7 - Renewable energy
Policy 5.9 - Overheating and cooling
Policy 5.10 - Urban greening
Policy 5.11 - Green roofs and development site environs
Policy 5.12 - Flood risk management
Policy 5.13 - Sustainable drainage
Policy 5.15 - Water use and supplies
Policy 5.18 - Construction, excavation and demolition waste
Policy 5.21 - Contaminated land
Policy 6.9 - Cycling
Policy 6.10 - Walking
Policy 6.12 - Road network capacity
Policy 6.13 - Parking
Policy 7.1 - Building London's neighbourhoods and communities

- Policy 7.2 - An inclusive environment
- Policy 7.3 - Designing out crime
- Policy 7.4 - Local character
- Policy 7.5 - Public realm
- Policy 7.6 - Architecture
- Policy 7.7 - Location and design of tall and large buildings
- Policy 7.14 - Improving air quality
- Policy 7.15 - Reducing noise and enhancing soundscapes
- Policy 7.18 - Protecting local open space and addressing local deficiency
- Policy 7.19 - Biodiversity and access to nature
- Policy 7.21 - Trees and woodlands

Enfield Core Strategy

- 5.7 The London Borough of Enfield's Core Strategy was adopted at Cabinet in November 2010. The Core Strategy sets out the spatial planning framework for the long term development of the borough for the next 15-20 years. Paragraph 9.35 states that Ponders End is seen as an area with considerable potential, "...given its location so close to the Lea Valley Regional Park, strong transport routes including Southbury and Ponders End railway stations and Picket Lock to the south". The Core Strategy explains that the development of the key opportunity sites in Ponders End and particularly the former gasholder site within the South Street area is a Council priority.
- 5.8 **Core Policy 4** sets out the policy for New Housing and Housing Renewal in Enfield and refers to the Estates Investment Management Strategy which was undertaken to inform the future management and priorities for investment across the Council's own housing stock. As part of this strategy, the Alma Estate scored highest in an objective exercise to identify the Council's next housing estate renewal scheme.
- 5.9 **Core Policy 5** sets out the policy for Housing Types. The housing mix for the scheme is not compliant with the Council's Core Strategy however there is justification for deviating from this as set out below.
- 5.10 The bedroom mix for Enfield Council's homes for the Alma development scheme has been based on the housing need of the existing secure council tenants that remain on the estate, and in addition, the mix has been fine tuned to achieve a Council objective of the scheme which was to maintain the same number of 56 family sized homes (three and four bedroom dwellings). In addition, the Council has ensured that the Dujardin Mews Development provides a high proportion of family housing of larger 3-bed plus units, as the Alma scheme is more suited to higher density flatted accommodation. The mix has also been informed by the needs of the Alma Estate decant needs. The estate currently accommodates a significant number of 3-bed leasehold properties (113 in total) and many of the existing tenanted 1 and 2 bedroom properties within the estate are overcrowded, and therefore the provision of a significant number of 3 and 4-bed units within the Dujardin Mews Development will offer these families the opportunity to move into

accommodation which better meets their needs. Housing need has been redefined by the new Local Lettings Plan and it will;

- make adult children from the age of eighteen in households, eligible for their own bedroom
- reduce the eligible age for different gender children to have separate bedrooms, from the age of ten as per the current Enfield Council Allocations Scheme, to the age of seven
- allow children of the same gender, under the age of eighteen but with a seven year age gap, to have an extra bedroom.

5.11 The housing need for the estate without consideration of the new Local Lettings Plan was for just 11% three and four bedroom units. With the Local Lettings Plan creating additional demand for family sized units, and the adjustment to ensure no loss of the 56 family units, the housing need for three and four beds has been revised upwards to 28%, which is still significantly below the Core Strategy policy target of 60% family sized units. The most recent Strategic Housing Market Assessment from 2008 identified that for social housing, the shortfall is greatest for two-bedroom dwellings in the borough. The proposed mix for the council homes on the Alma development has a higher proportion of two bedroom dwellings than other bedroom sizes.

5.12 **Core Policy 9** supports area based policy interventions relating to the place shaping agenda which seek to tackle social disadvantage;

5.13 **Core Policy 40** outlines that in the North East Enfield Area, there is scope to develop 1000 new homes (net). The focus for change and development, and hence the majority of these new homes, will be in Ponders End. In the middle (of Ponders End), along South Street, there are opportunities at the gasholder site on South Street, around Ponders End railway station, and at Alma Estate. This collection of sites is referred to as "Ponders End South Street Campus".

5.14 **Core Policy 41** explains that the objectives of new development in Ponders End will be to create up to 1,000 net new homes up to 2026, with a range of sizes and tenures, including affordable homes. The Alma Regeneration scheme is fundamental in contributing to a net increase in the number of homes in the area.

North East Enfield Area Action Plan

5.15 The North East Enfield Area Action Plan (NEEAAP) is currently being drafted and the Alma Estate regeneration is a key site identified within the document. Policy 11.1 of the draft NEEAAP sets out that the Alma Estate regeneration should;

- provide a minimum of 717 new homes, of which a minimum of 40% are affordable;
- provide a mix of dwelling types, including homes for families;

- provide a new health centre on the South Street frontage;
- locate any commercial mixed-uses (which may be retail (A1, A3) and leisure (D2) on the South Street frontage close to the station; and
- achieve Building for Life 'Gold' standard;

Saved Policies of the Enfield UDP 1994

5.16 The following policies have relevance to the development for which this CPO is necessary:-

- (II)CS1 - To facilitate the work of community services.
- (II)CS2 - To ensure that community service developments comply with environmental policy.
- (II)GD3 - Character and design
- (II)GD6 - Traffic generation
- (II)GD8 - Site access and servicing
- (II)E4 - Special needs of small firms
- (II)E9 - Non-commercial and industrial uses
- (II)H8 - Privacy and overlooking
- (II)H9 - Amenity space
- (II)H12 - Residential amenity
- (II)T13 - Creation or improvement of accesses

Other London Borough of Enfield Policies

- Community Strategy

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

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

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

(a) The development will be promoted to produce the highest quality architectural and urban environment.

(b) Improving health, housing and social care - This will be achieved by the new development supplying higher quality social housing stock in line with the Decent Homes Standard, as defined by the Department for Communities and Local Government. The redevelopment will also produce a diversity of tenure which will improve the type and choice of housing in New Southgate.

(c) Safer and stronger Communities:

(i) To implement a place-shaping approach to underpin the creation of a more prosperous borough

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

6. Consultation and Negotiations

Consultation on the Scheme

- 6.1 Enfield Council has, and continues to positively engage residents on the Alma Estate in relation to the regeneration scheme. Since the preparation of the Framework for Change the Council was approached by residents expressing a desire to see more comprehensive improvements to their quality of life.
- 6.2 Formal consultation with Alma residents began in September 2011. An initial Test of Opinion was held to gauge to what extent residents of the Alma estate supported demolishing and rebuilding the estate. Of the 717 households, 64% of households responded and 84% of respondents expressed a preference for demolition. Door knocking, in partnership with Enfield Homes and the Alma Resident Association (“ARA”), was carried out to increase the participation rates.
- 6.3 The Test of Opinion established that there was support across the estate for a comprehensive regeneration scheme. Following this feedback the Council organised more consultation sessions to further explore estate regeneration proposals with residents. The initial Test of Opinion was never proposed as offering residents a final say on the future of the estate the purpose was more to test to what extent support for a more radical intervention existed.

- 6.4 Workshops were held during October 2011 to discuss with residents in particular the existing problems on the estate and how improvements can be made. During November architect firm PRP were jointly selected by the Council and the ARA. PRP prepared a number of design options for the estate and these options were consulted upon during workshops held in December 2011.
- 6.5 A final Test of Opinion was held in May 2012 to determine whether residents' preference was for a refurbishment or redevelopment scheme. A secondary question sought to determine, if a redevelopment scheme were to proceed, where residents would prefer to be rehoused. The second and final Test of Opinion was held once an information booklet was prepared for both tenants and leaseholders and included information on rehousing options, compensation and project timescales. Holding a second Test of Opinion once residents were informed of their choices accords with consultation best practice.
- 6.6 The final result is comparable to the initial Test of Opinion. The overall response rate achieved was 67% of households and of those that responded 78% expressed a preference for redevelopment, 20% for refurbishment, and 2% did not express a preference. All areas of the estate voted in favour of redevelopment, and there was strong support among both Council tenants and leaseholders.
- 6.7 Council tenants were also asked where they would like to be rehoused; of those that responded 38% wanted to be rehoused elsewhere in the Borough, 37% on the new estate, 13% elsewhere in Ponders End, and 12% did not express a preference. Extrapolation of this data indicates that approximately 220 council tenanted households are likely to want to be rehoused on the new development. This data assists the Council to plan the future provision of council housing but tenants' preferences will inevitably change during the duration of the programme so the Council will adopt an adaptable approach.
- 6.8 The Independent Tenant and Leaseholder Advisor firm, Strategic Urban Futures (StUF) has confirmed that the Test of Opinion process was carried out in accordance with good practice and they have endorsed the final result.
- 6.9 Since Countryside Properties were selected as the developer partner for the scheme, they had been working at risk until the Development Agreement was signed, to prepare the outline planning application (masterplan) and detailed Phase 1 planning application. Countryside Properties instructed Pollard Thomas Edwards Architects, and frequent Design Team Meetings have been held between the Council, Countryside Properties, Pollard Thomas Edwards and other consultants as and when required to progress design proposals.

6.10 Resident consultation has been fundamental to the progression of the design proposals for the outline planning application and in particular the detailed application for Phase 1. Design Panel Workshops, which have focused around particular themes such as 'your new homes', 'landscape, streets, security & parking' and 'how it might look', have been well attended by residents from across the estate and they have had a genuine and positive impact on the detailed design of homes. The internal layouts of individual unit types have been revised directly as a result of resident concerns, including distribution of space, options for open plan or separate kitchens, windows being provided in kitchens/bathrooms in particular unit types, and the gross internal areas. The Council, the developer and the architects have worked collaboratively to find solutions to satisfy residents' concerns and secure their support for the detailed design of new homes.

Negotiations for the Acquisition of Necessary Interests

6.11 The Council recognises the Circular 06/04 advice that acquiring authorities should seek to acquire land by negotiation wherever possible. The efforts which the Council has made to acquire the relevant interests on the Alma Estate by negotiation are described below. Given the timescales involved in obtaining a CPO, Circular 06/04 recommends that acquiring authorities seek to run a CPO in parallel with negotiations. The Council will continue to negotiate with leaseholders for the purchase of the Order Land, alongside and throughout the CPO process, up to the possession should the Order be confirmed.

Negotiations with Residential Interests

6.12 The approach to leaseholders is governed by the corporate objective of "Fairness for all". Ensuring resident leaseholders are not financially disadvantaged as a consequence of the regeneration will ensure fairness for all leaseholders. Ensuring that the deals offered to leaseholders are proportionate will ensure fairness to all who finance the Housing Revenue Account.

6.13 Both resident leaseholders and absentee/investor (non-resident) leaseholders have been contacted individually to initiate negotiations. The Council has sought to offer each residential leaseholder, resident and investor, the full market value of their property, plus either a 10% 'Basic Loss' payment for resident leaseholders and 7.5% 'Basic Loss' payment for investor leaseholders. The Council advises every leaseholder that it will cover all reasonable disbursements associated with moving and this includes associated legal fees, a valuation survey from an independent RICS

Registered Valuer, a homebuyers report/survey for a new property if necessary, as well any re-mortgaging fee and all removal costs.

- 6.14 Cabinet approved the 'Estate Renewal Leaseholder Framework' in January 2014 (Key Decision No. 3773) which outlines four principles:
- a) When purchasing a property that is comparable, leaseholders should not be financially disadvantaged.
 - b) Resident leaseholders should be provided with an opportunity to remain living in the regeneration area.
 - c) Resident leaseholders should be provided with a fair choice.
 - d) Resident leaseholders should be encouraged to exercise financial responsibility and have access to independent financial advice.
- 6.15 The Council has promised all secure Council tenants living on the Alma Estate, a new Council home with a secure tenancy on the new Alma development. Based on the test of opinion, and projections from the decant of Phase 1, the Council has assumed that the minimum 200 Council homes secured within the Development Agreement with Countryside Properties will be enough to meet the demand of secure council tenants that wish to stay on the new Alma development. The Council has an ability to acquire a greater number of properties from Countryside Properties should a greater number of secure tenants wish to stay on the new Alma development.
- 6.16 Secure Council tenants living on the Alma Estate have six re-housing options which are as follows;
- I. Option 1 - Move to a brand new council home (secure tenancy) on the Alma Estate.
 - II. Option 2 – A permanent move to a Council or housing association home off the Alma Estate, but still within the London Borough of Enfield;
 - III. Option 3 – A permanent move to sheltered housing within the London Borough of Enfield, if eligible.
 - IV. Option 4 – A permanent move to a private rented home in the location of your choice
 - V. Option 5 – Buy a new property on the redeveloped Alma estate, elsewhere within the borough, or outside Enfield through low cost home ownership schemes e.g. Shared Ownership, Shared Equity.
 - VI. Option 6 - Buy a home with the help of funding through the Grant to Vacate scheme. The new home can be outside the London Borough of Enfield.

7. The Enabling Power

- 7.1 The Order is made under Section 226(1)(a) of the Act, which confers power on the local authority to acquire land for planning purposes.
- 7.2 The Council believes that the acquisition of the Order Land is necessary to facilitate the regeneration of the Alma Estate and bring significant community benefit and improvement. Furthermore, the Council considers it necessary to utilise the powers under s226(1) (a) of the Act as set out in the Statement of Reasons.
- 7.3 The Council is of the view that the proposed regeneration of the Alma Estate is likely to contribute to achieving the improvement of the economic, social and environmental well-being of the area for which it has administrative responsibility.

8. The Justification for Compulsory Purchase

- 8.1 The London Borough of Enfield (Alma Estate Regeneration) Compulsory Purchase Order 2014 is being made so that the Council has a contingency in place to use its powers to implement the Alma Estate Regeneration scheme should its efforts to negotiate with leaseholders fail.
- 8.2 In this document, the Council has set out all of the information relevant to the Order Land, the Scheme and why there is a compelling case in the public interest for the comprehensive regeneration of this area and the making of the Compulsory Purchase Order.
- 8.3 The Council considers that the land and interests owned, occupied or otherwise utilised is vital to achieving the Proposed Scheme in achieving a critical mass for new mixed tenure homes. Moreover the land is needed to remove adverse effects from the area which suffers from a stigma associated with poor appearance, poor urban design and poor highway planning. The construction of the estate in the 1960s broke up the original traditional street pattern and urban grain, and as a result there is a significant amount of ill defined, loose urban space within the Order land which is misused, often for anti-social activities.
- 8.4 The existing Alma Estate suffers from a sense of being 'cut-off' from its surroundings, with a lack of permeability and passive surveillance which

creates a hostile environment, discouraging street activity and pedestrian journeys during certain hours. During consultation with residents, issues around security were identified in particular areas, with anecdotal accounts of anti-social behaviour and perceptions of crime and anti-social behaviour. Some of this feedback on security issues with the existing estate has been collated and summarised below.

- The shops are popular with residents, however lighting is poor and parking unrestricted so used by commuters and parents dropping off their children. There is also a problem with alcoholics and drug addicts. The overhang encourages people to loiter.
- The playground is popular with younger children although in a poor state of repair. There are problems with drug addicts and alcoholics who gather on the benches and use the playground at night.
- The junction of Alma Road and South Street is dangerous when crossing. This is an important route to the bus stop and train station. There is a blind spot and cars go too fast.
- Outside Ponders End Train Station the space is unused, it has poor lights and there is no overlooking so it feels unsafe to some residents. Commuters use the car parking spaces only and nobody uses the benches.
- Articulated lorries take a shortcut down Curzon Road/Napier Road to access the industrial estates around the Lea Valley. Lorries swing over the pavement at the junction, which is especially dangerous.
- Lighting is poor in the courtyards on the maisonette blocks on Alma Road and bags of rubbish are left in communal areas
- There are many problems with the existing car parks including crime, spaces being used by delivery vans and fly tipping (as bins outdoor). New car park areas should be overlooked.

8.5 One of the key objectives of the new Scheme is to create new homes that benefit from the safety and security of traditional street planning, connecting positively to their surroundings and the local community. The new Scheme will adopt Secured By Design Principles to eliminate the above issues, amongst a number of other problems, as far as possible. The new Alma Development will significantly enhance the public realm, integrating with the surrounding urban grain. The new public realm will significantly improve permeability, overlooking,

visibility, view channels and exit strategies with the aim of reducing perceived and actual anti-social behaviour and crime.

8.6 The Council considers that it is necessary to utilise its powers under s226(1)(a) of the Act and make the Order for the following reasons:

- a proportion of the Order Land is in third party ownership and/or control and compulsory acquisition is needed to achieve vacant possession of the Order Land as a fall-back position where agreement cannot be reached;
- to acquire a 'clean' title to the land of which the Council is already the freehold owner;
- to enable the Order Land to be redeveloped in a comprehensive manner,
- to give certainty to timescales for redevelopment of the Order Land, and
- to deliver the wider public benefits that the redevelopment of the Order Land will secure.

Policy Guidance

Compelling Case in Public Interest and Human Rights

8.7 The Council, as a public body, is under a duty to consider whether the exercise of its powers interacts with rights protected by the European Convention on Human Rights (the Convention). Section 6 of the Human Rights Act 1998 prohibits public authorities from acting in a way, which is incompatible with those rights. Various Convention rights may be engaged in the process of making and considering the CPO, in particular those under Article 8 of the Convention and Article 1 of the First Protocol to the Convention. It is considered that there are compelling reasons for overriding these provisions.

8.8 Article 8(1) protects an individual's right to private and family life, home and correspondence. Interference with these interests can only be justified if it is done in accordance with the law and if it is necessary in the interests of national security, public safety or the economic well-being of the country. It is considered that any interference caused by the Order will be proportionate and is justified when having regard to the public benefit from the CPO.

8.9 Article 1 of the First Protocol provides that every natural or legal person is entitled to the peaceful enjoyment of his possessions, and that no one shall be deprived of those possessions except in the public interest and subject to the conditions provided for by law. Those with interests in the Order Land will be deprived of their property, if the Order is confirmed but this will be done in accordance with the law and in the public interest.

8.10 The European Court of Human Rights has recognised in the context of Article 8 that "regard must be had to the fair balance that has to be struck between the competing interests of the individual and of the community as a whole". Any interference with Article 8 rights must be "necessary in a democratic society". In each case the interference with Convention rights must be proportionate. In pursuing a CPO, the Council has to consider carefully the balance to be struck between individual rights and the wider public interest. This has been undertaken.

8.11 The Council has been conscious of the need to strike a balance between the rights of the individual (including the owners of properties falling within the Order Land) and the interests of the public. In light of the significant public benefit that would arise from the redevelopment of the Order Land, the Council has concluded that it would be appropriate to make the Order, and that the Order will not result in any unlawful interference with Convention rights. At all times, the Council has been aware that the Order Land includes homes, balancing this with the need to secure the regeneration of this area and the provision of new houses.

8.12 The opportunity has been given to landowners to make representations regarding the Council's policies that underpin the Order. Objections can also be made to the Order, which will then have to be considered by the Secretary of State before he decides whether or not to confirm the Order. It is therefore considered that the statutory procedures which give the right to object and provide for judicial review are sufficient to satisfy. Furthermore, those directly affected by the Order will also be entitled to appropriate compensation proportionate to any losses that they may incur under relevant statutory provisions.

9. Conclusion

9.1 Having considered the relevant National Policy Guidance and Development Plan Policies the Council is satisfied that there is a compelling public interest for compulsory powers to be sought in order to secure the redevelopment of the Order Land, subject to the grant of planning permission, for the economic, social and environmental improvement of the area. The Council is therefore pursuing the compulsory purchase order and requests that the Secretary of State confirms the Order.

10. Documents, Maps or Plans

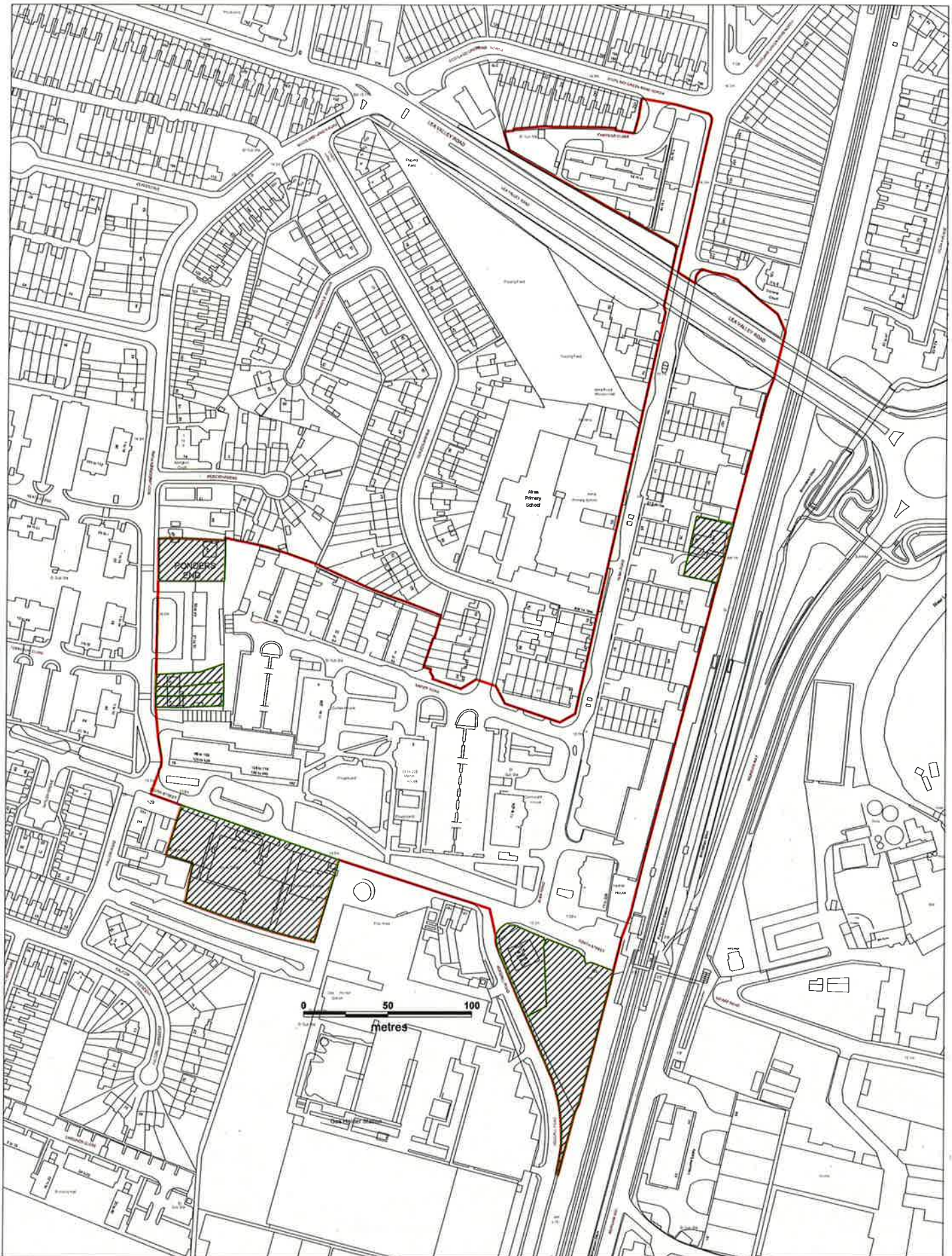
A list of documents that may be presented at any subsequent public inquiry will be provided in due course and arrangements will be made for them to be available for public inspection.

The Council reserves the right to modify, or enlarge the statement in the event of an inquiry being held and in discharge of its obligations under the Inquiry Procedure Rules.

DRAFT

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Alma Regeneration Land



 Alma Regeneration Land (7.745Ha)
 Additional Land Parcels



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November 2014

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MUNICIPAL YEAR 2014/2015 REPORT NO. **131**

MEETING TITLE AND DATE:
Cabinet

10 December 2014

REPORT OF:
**Ray James, Director of
Health, Housing and
Adult Social Care**

Agenda – Part: 1	Item: 12
Subject: Housing Responsive Repairs and Maintenance Contracts	
Wards: All Key Decision No: 3976	
Cabinet Member consulted: Councillor Oykener, Cabinet Member for Housing and Estate Regeneration	

Contact officer and telephone number: Paul Davey, Joint Chief Operating Officer

E mail: paul.davey@enfield.gov.uk

1. EXECUTIVE SUMMARY

1.1 This report is to request Cabinet authority to provisionally award the new Housing Responsive Repairs and Maintenance Contracts. These contracts have an important impact on the council's delivery of responsive repairs and maintenance services to residents.

1.2 There are strategic, budget and performance implications for these contracts.

1.3 This report also provides an update on the procurement process and the provisional outcome of the tender evaluations.

1.4 Cabinet is invited to note that the recommended contract awards will remain provisional until Leaseholder Consultation has taken place. This will take place after the Cabinet meeting. Therefore this Cabinet award is "subject to leaseholder consultation". It is requested that any changes brought about by the leaseholder consultation be delegated to the Cabinet Member for Housing and Estate Regeneration.

2. RECOMMENDATIONS

2.1 That Cabinet note the impact of the award and delivery of these contracts.

2.2 That Cabinet authorise award of these contracts subject to leaseholder consultation, as detailed in the part two report.

2.3 That Cabinet delegate any changes brought about by the leaseholder consultation to the Cabinet Member for Housing and Estate Regeneration in consultation with the Director of Health, Housing and Adult Social Care.

3. BACKGROUND

3.1. The London Borough of Enfield currently operates a number of responsive repairs and maintenance contracts for the upkeep of Council housing stock. These comprise two general repairs contracts and two mechanical and electrical contracts.

3.2. At the Cabinet meeting of 12th October 2011 a joint report from the Director of Health, Housing and Adult Social Care, the Chief Executive of Enfield Homes, and the Director of Finance, Resources and Customer Services was considered and it was agreed that the existing four contracts for Repairs and Maintenance would be extended until 30th September 2014.

3.3. Furthermore it was considered that the re-procurement process should begin with a view to commencing new contracts with effect from 1st October 2014.

3.4. At a Cabinet meeting of 12th September 2013 a report from the Joint Chief Operating Officer was considered and Enfield Homes was given approval to procure the new contracts option on behalf of the Council.

3.5. An industry consultation event took place on 4th December 2013. This was well attended and was informative for the purposes of shaping the contract specification.

3.6. A report was taken to Strategic Procurement Board on 11th December 2013 where the report was approved.

3.7. The Contract Notice and Pre-Qualification Questionnaire (PQQ) was despatched on 20th December 2013. The completed Pre-Qualification Questionnaires were returned on 20th January 2014.

- 3.8. A Section 20 Notice of Intent was issued on 16th December 2013. There were 13 observations and these were responded to in full.
- 3.9. Following the issue of the Contract Notice and PQQ, 15 contractors submitted a PQQ return for General Repairs and Maintenance, and nine contractors submitted a PQQ return for mechanical and Electrical Engineering. All contractors submitted a return for both lots in their respective category. Only one contractor submitted a return for both categories.
- 3.10. The PQQs were evaluated and a short list was prepared. The Pre-Qualification Questionnaire feedback has been provided to the candidates. The Invitation to Tender (ITT) short list comprised seven General Repairs and Maintenance tenderers, and five Mechanical and Electrical tenderers. Eight General Repairs and Maintenance tenderers and four Mechanical and Electrical tenderers were unsuccessful.
- 3.11 The residents' repairs procurement working group has met regularly during the procurement process. They have been involved in the process and have contributed to the development of the specification and other documents.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 There were no alternative options considered.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The following requirements included within the specification. These require the new contractors to provide additional value services, change processes and procedures to create efficiency, and to create cost savings:
- The comprehensive performance framework has been revised in order that punitive measures (including financial deductions) against contractors are readily enforceable without risk of contractor challenge. Financial deductions and defect notices are applied for poor performance. Large numbers of defect notices will lead to a default notice being applied. This will then result in work being transferred to the better performing contractor. Consistent poor performance could lead for consideration for eventual termination. The numbers of contract lots support the effective use of the performance framework.
 - The Introduction of a composite schedule of rates for emergency, urgent, and minor routine works. This provides cost certainty for

high volume common minor repairs. This has been competitively priced as it is included within the pricing for responsive repairs.

- A reduction in the cyclical and planned maintenance work streams. These works are now generally included within the capital works programme.
- Pre-inspections to be carried out by the contractor rather than by the Council's surveyors. A scheme of delegation will be introduced to ensure that officers are able to monitor and control higher values works.
- The new contracts require the contractors to provide a minimum of one apprentice for each £1m annual turnover. This is included within their tender price. Contractors can provide additional apprentices as part of their tender and / or the Council can choose to fund additional apprentices.
- There have been several enhancements to the schedule of rates and pricing methodology, in addition to the composite schedule of rates mentioned above:
- Basic basket rates have been introduced for works to void properties. This minimises the requirement for variations and allows costs being controlled.
- Contractors are able to submit a separate price for each main and specialist work stream. This allows them to price more accurately and minimises concern around not being able to recover all of their costs.
- A fixed call-out rate for out-of-hours' work. There is an enhanced rate for drainage work. This covers most standard call-outs and again will mitigate against variations.
- Overheads and profit are now included within the schedule of rates and are no longer charged as an additional lump sum and percentage. This avoids the stacked cost effect and allows workload increases and decreases to be easily and fairly valued.
- There is a client break clause with 13 weeks notice if required. The contractor break clause is one year. This allows flexibility and provides the Council with adequate time to procure new contracts if required.
- The new contract arrangements are expected to produce opportunities for staff savings. For example as the contractors will be carrying out pre-inspections some of the Council surveyors can

focus on post-inspections and the remainder can be considered as surplus. Early indications are of a potential £200,000 repairs staff savings subject to effective systems being in place.

5.2 The residents' repairs procurement working group were involved in the contractor's presentations during mid-September 2014. This formed part of the tender evaluation.

5.3 The tender evaluation was weighted as follows:

- Quality 35%
- Resident questions and contractor presentations 5%
- Price 60%

5.4 Tenders in respect of each Lot have been assessed in accordance with the Evaluation Criteria and requirements of the ITT and ranked. The highest scoring tender within each Lot has been recognised as the most economically advantageous tender for that Lot and eligible to be awarded the relevant contract.

5.5 Where tenderers were successful in offering the most economically advantageous tender in for example both Lot 1 (North) and Lot 2 (South) then they could not be awarded both contracts within the Repairs and Maintenance Service Category. Where this situation occurred then the contract for which the relevant bidders were eligible to be awarded has been determined by the following methodology.

5.6 "The Council will add the final total scores of the *1st placed tender in Lot 1 combined with the 2nd placed tender in Lot 2* and compare it against the *1st place tender in Lot 2 combined with the 2nd placed tender in Lot 1* and the highest combination will be eligible for the awards."

5.7 The tenders include the following fixed price arrangements:

- A fixed rate per job for general repairs and maintenance emergency, urgent and minor routine jobs.
- A fixed rate per property per annum for gas servicing and gas breakdown repairs.
- A facility for further Fixed Price arrangements to be introduced following a suitable period of say 2 years. This would be subject to a suitable relationship existing between the parties; good performance; and the availability of suitable data with which to monitor property numbers, repair volumes, and the like. This is essential in order that the Fixed Price financial structure can be adjusted whilst demonstrating probity and transparency.

- 5.8 Please see confidential Part 2 for the Tender Evaluation details.
- 5.9 Cabinet should note that the recommended awards will remain provisional until Leaseholder Consultation has taken place. This will take place after the Cabinet meeting.
- 5.10 The remaining procurement timetable is as follows:

Activity	Date / Time
Cabinet pre-meeting	December 2014
TUPE notification	December 2014
Cabinet meeting	10 December 2014
Call-in period (minimum 5 days)	17 December 2014
Leaseholder S20 Notice of Proposal issued	18 December 2014
Cabinet Minutes published (tenderer details confidential)	By 22 December 2014
Leaseholder S20 Notice of Proposal (observations considered and assuming no impact)	22 January 2015
Cabinet Member sign-off of Leaseholder Consultation	23 January 2015
Call-in period 2 (minimum 5 days)	30 January 2015
Notification of outcome to Bidders	6 February 2015
10 day standstill period	17 February 2015
OJEU Notice of Award	19 February 2015
Conclude Contracts	27 February 2015
Commence mobilisation	2 March 2015
Contract commencement (Provisional)	1 April 2015

- 5.11 Due to the short timescale for mobilisation, pre-mobilisation at the contractor's risk will be considered.
- 5.12 Consideration will be given to a phased mobilisation of the responsive repairs contractors to mitigate against the risk of new two new contractors both commencing new contracts on the same day.

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

6.1 Financial Implications

Please refer to the Part 2 report

6.2 Legal Implications

- 6.2.1 The Council has the power to alter, repair or improve its housing stock in accordance with Section 9 of the Housing Act 1985. The Council further has power under Section 111 of the Local Government Act 1972 to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of their functions. The recommendations in this report are in accordance with these powers.
- 6.2.2 The value of the contract is above the EU threshold for works contracts. Legal Services have been involved in the procurement of the contractors and working with the external solicitors, Bevan Brittan, engaged by the Council have provided advice and reviewed the tender documents to ensure that a robust and transparent process was followed in accordance with the Public Contracts Regulations 2006 and the Council's constitution and to ensure that a suitable contract will be awarded. The client has confirmed that the tenders have been evaluated in accordance with the criteria and sub-criteria in the tender documents. The contracts are in a form approved by the Assistant Director Legal and Governance Services.
- 6.2.3 When carrying out major works of this nature the Council is only allowed to recover the costs from the leaseholders if it carries out a consultation exercise, serving notice on leaseholders in accordance with section 20 of the Landlord and Tenant Act 1985 (as amended) and regulations issued pursuant to section 20. The client has confirmed that the initial Notice of Intention was served on the leaseholders as part of the statutory consultation process and 13 observations were received and responded to. The Council must ensure that the Notice of Proposal sets out the key terms of the contract in accordance with the Service Charges (Consultation Requirements) (England) Regulations 2003.
- 6.2.4 The notice of proposal must:
- (i) State the name and address of every party to the agreement apart from the Council;
 - (ii) provide details of the duration of the contract;
 - (iii) provide details of any connection between the Council and the proposed contractor;
 - (iv) provide the best information reasonably possible to the leaseholders about the financial implications of the contract on their lease.
 - (v) contain a summary of responses given to any observations received in response to the Notice of Intention.

- 6.2.5 The Council must have regard to any leaseholder observations received before the award of the contract and responses to the observations must be sent within 21 days of their receipt. There is therefore a risk that substantive leaseholder observations will be received that may lead to a delay in the procurement process.

6.3 Property Implications

The Council has landlord obligations for responsive repairs under the terms of the leases, and an overriding health and safety obligation to maintain the homes in safe condition. It is essential that the Council has effective commercial arrangements in place with competent and reliable contractors for repairs to be carried out on its behalf in order to meet those obligations.

7. KEY RISKS

- 7.1 The mobilisation period is shorter than is preferred.
- 7.2 Leaseholders raise an observation that impacts on the award of one or more of the contracts.

8. IMPACT ON COUNCIL PRIORITIES

- 8.1 Fairness for all:** The repairs contracts have been procured with due consideration of corporate objectives and relevant legislation. This ensures that an equitable service is delivered to all residents. EU procurement legislation has been complied with to ensure that the procurement process enables all participating contractors to engage equally.
- 8.2 Growth and Sustainability:** The new contracts will improve the overall condition of the stock, and ensure that the various areas of compliance are managed. Specifications have been reviewed in order that durable and serviceable components are used. The total cost of manufacture and maintenance will be considered for key components. Opportunities to reduce maintenance requirements will be taken where financially viable. Contractors will be encouraged to complete works to a good standard to avoid repeat visits. Upgrades to other elements including roofs, walls, insulation, heating boilers and electrical installations will also improve the energy efficiency of the properties.
- 8.3 Products specified are sustainable / energy efficient and manufacturers are required to have a stringent Environmental Policy in place.

- 8.4 **Strong Communities:** The homes maintained and repaired as part of the repairs and maintenance contract assist in meeting the Councils objectives as they have involved the residents in the decision making process and help them to play an active role in their local neighbourhoods.
- 8.5 A residents working group was established to work with officers during the procurement process. This team continues to have a role in monitoring the contracts post tender.

9. EQUALITIES IMPACT IMPLICATIONS

- 9.1 It is not relevant or proportionate to undertake an equality impact assessment / analysis of the approval of the various repairs contracts.
- 9.2 The funding provided for these Revenue Works will have a significant effect in improving the quality of life for a large number of residents within Enfield. The contracts will be delivered in such a way as to maximise the opportunities created by this investment, both in terms of training and employment placements, with particular emphasis on local labour initiatives.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

- 10.1 The new contracts include a comprehensive performance framework. This facilitates benchmarking between contractors and provides a positive incentive for contractors to deliver the contracts as per the tendered requirements. This includes the application of financial deductions and Defect Notices, and the option to transfer work to a better performing contractor from a poor performing contractor.

11. HEALTH AND SAFETY IMPLICATIONS

- 11.1 Health and Safety implications and outputs will be monitored as part of each individual contract's reporting requirements.
- 11.2 Specifications and workmanship will consider at all times the fire safety of individual dwellings or blocks. Contractors are required to report deficient or failing areas in order that an informed decision can be made regarding suitable protection.

12. PUBLIC HEALTH IMPLICATIONS

- 12.1 A responsive and well managed repairs and maintenance service is a key element in a number of public health issues associated with housing conditions.
- 12.2 Well insulated properties with maintained heating systems will mitigate fuel poverty and help to reduce various health conditions including respiratory ailments and asthma.
- 12.3 The mechanical and electrical maintenance contracts incorporate modern efficient specifications that reduce the incidence of breakdowns and increase the energy performance of the housing stock.
- 12.4 The contracts include works such as Water Management, Mechanical and Electrical statutory compliance and servicing contracts. Failure to have robust processes to manage these risks could lead to significant public health implications such as proliferation of Legionella Bacteria. Works are prioritised to reduce risk to public health including structural improvements and internal decorations to improve hygiene.
- 12.5 Contractors are encouraged to complete works with due cognisance of the impact on residents and overall property conditions in regards to safety and health.

Background Papers

None

THE CABINET

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

MUNICIPAL YEAR 2014/2015

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. **Enfield Council Tree Maintenance Contract** Ian Davis

This will seek approval to the award of the Enfield Council Tree Maintenance Contract. **(Key decision – reference number 3923)**
3. **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)**
4. **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)**

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. **Approval of the Inter Authority Agreement** Ian Davis

This will seek approval of the Inter Authority Agreement between the NLWA and 7 waste collection authorities in North London. **(Key decision – reference number 4032)**

5. **Meridian Water: Development Approach** Ian Davis

This will provide an update on housing delivery within Meridian Water and the wider hinterland. (Parts 1 and 2) **(Key decision – reference number 4030)**

6. **Contract with MOPAC for the provision of additional Police Officers within Enfield** Ian Davis

This will seek approval for a three year contract with MOPAC for the provision of additional Police Officers within Enfield from 2015-16. (Parts 1 and 2) **(Key decision – reference number 4038)**

7. **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)**

8. **Library Development Plan** James Rolfe

This will seek approval to the Library Development Plan for recommendation to full Council. **(Key decision – reference number 4043)**

9. **Land Assembly for Regeneration Programme** Ian Davis

This will set out the land assembly requirements for the regeneration programme. **(Key decision – reference number 3990)**

10. **Public Realm Redesign** Ian Davis

This will bring forward proposals for redesigning waste services. **(Key decision – reference number 4014)**

11. **Re-defining Enfield Children's Centres** Andrew Fraser

This will report back on the recent public consultation on proposals to re-define how Enfield Children's Centres operate, in order to improve services,

by increasing front-line provision to the public and assuring Ofsted inspection readiness. **(Key decision – reference number 4045)**

- 12. 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)**

- 13. Meridian Water – Improving Station Accessibility** Ian Davis

This will provide an update on the proposed Angel Road Station improvements and will seek approval to enter into funding agreements. (Parts 1 and 2) **(Key decision – reference number 4029)**

- 14. 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)**

- 15. Operation of the Government’s Right to Buy One for One Replacement Scheme** Ray James

This will set out proposals for additional affordable homes. **(Key decision – reference number 3932)**

- 16. 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)**

- 17. 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)**

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)**

4. Estate Renewal Programme Ray James

This will explain the Council's 30 year Estate Renewal Programme. **(Key decision – reference number 3980)**

5. Street Works Enforcement and Prosecution Policy Ian Davis

This Policy will cover the enforcement of obligations on Street Works Operators and the prosecution of statutory utility companies for infringement of their legal requirements. **(Key decision – reference number 4042)**

6. The London Borough of Enfield Planning Enforcement Policy Ian Davis

This Policy will set out the Council's approach to dealing with breaches of Planning Control. **(Key decision – reference number 4041)**

7. The London Borough of Enfield Enforcement Policy Ian Davis

This is the overarching Policy for enforcement activities undertaken within Regeneration and Environment Department explaining how the Council responds to non-compliance. **(Key decision – reference number 4040)**

8. 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)**

9. 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)

10. 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)**

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)

3. Meridian Water: Kickstart Site Ian Davis

This will detail arrangements for bringing forward a site for early housing development in Meridian Water. (Parts 1 and 2) **(Key decision – reference number 4033)**

4. Meridian Water: Compulsory Purchase Order (CPO) Report Ian Davis

This will bring forward a Compulsory Purchase Order (CPO) for Meridian Water land. (Parts 1 and 2) **(Key decision – reference number 4034)**

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CABINET - 30.10.2014

**MINUTES OF THE MEETING OF THE CABINET
HELD ON THURSDAY, 30 OCTOBER 2014****COUNCILLORS**

PRESENT Doug Taylor (Leader of the Council), Chris Bond (Cabinet Member for Environment and Community Safety), Yasemin Brett (Cabinet Member for Community Organisations), Ahmet Oykenner (Cabinet Member for Housing and Estate Regeneration), Rohini Simbodyal (Cabinet Member for Culture, Sport, Youth and Public Health) and Alan Sitkin (Cabinet Member for Economic Development)

Associate Cabinet Members (Non Executive and Non-Voting): Bambos Charalambos, George Savva MBE and Ozzie Uzoanya

ABSENT Achilleas Georgiou (Deputy Leader), Donald McGowan (Cabinet Member for Health and Adult Social Care), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection) and Andrew Stafford (Cabinet Member for Finance)

OFFICERS: Rob Leak (Chief Executive), Bindi Nagra (Joint Chief Commissioning Officer), Jayne Middleton-Albooye (Head of Legal), Eve Stickler (Assistant Director - Commissioning and Community Engagement), Mark Stone (Assistant Director of Transformation and IT), John Oakley (Principal Lawyer - Commercial & Contracts), Emma Carrigy (Finance, Resources & Customer Services) and David Greely (Corporate Communications Manager) Jacqui Hurst (Secretary)

Also Attending: Councillors Daniel Anderson, Elaine Hayward, Jansev Jemal, Joanne Laban and Mike Rye.

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Don McGowan (Cabinet Member for Health and Adult Social Care), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection) and Andrew Stafford (Cabinet Member for Finance).

An apology for lateness was received from Councillor Yasemin Brett (Cabinet Member for Community Organisations).

2**DECLARATION OF INTERESTS**

CABINET - 30.10.2014

There were no declarations of interest in respect of any item 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, with the following exception:

Report Nos. 104 and 105 – Enfield 2017 – Savings Proposals (Minute Nos. 5 and 8 below refer).

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

AGREED that the above reports be considered at this Cabinet meeting.

4

ITEMS TO BE REFERRED TO COUNCIL

AGREED that the following reports be referred to full Council:

1. Report Nos. 104 and 104 – Enfield 2017 – Savings Proposals (for the addition to the Council's capital programme only)

5

ENFIELD 2017 - SAVINGS PROPOSALS

Councillor Doug Taylor (Leader of the Council) invited Mark Stone (Assistant Director for Transformation and IT) to present the report of the Chief Executive and Director of Finance, Resources and Customer Services (No.104) to the Cabinet.

NOTED

1. That Report No.105 also referred as detailed in Minute No.8 below.
2. That the report detailed the funding required and set out the programme for the next three years. Enfield 2017 aimed to improve the customer journey and service delivery whilst also resulting in financial savings for the Council. The Council had been developing the proposed way forward for some time with the pace of delivery now being accelerated. The appendices to the report set out the Operating Principles (as previously agreed by Cabinet) and examples of some of the high level future operating elements, including the Customer contact and assessment hub where the council would aim to fully resolve as many contacts as possible.

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3. Enfield 2017 would establish technology platforms for customer self-service access, including the delivery of services, as far as possible at the initial point of contact. However, the Council would continue to offer face-to-face assistance for customers as required, using the same technology processes.
4. Members' attention was drawn to Appendix B of the report setting out the customer contact and, assessment hub, which aims to directly resolve customer needs and the key principles listed. Front-line staff had been involved in developing the proposed models.
5. That in conjunction with the trade unions, a set of "people principles" had been developed as set out in section 12 of the report. There had been significant input from staff through the "Ideas Exchange".
6. That Counsel opinion had been sought on the proposed contracting and commercial model as referred to in section 6.2 of the report.
7. The funding model as detailed in the report highlights that; payment to third party contractors relating to Information Technology would be based on results.
8. In response, Councillor Taylor highlighted a number of issues for Members' consideration. Enfield 2017 represented the Council's single transformation programme. There would be no digital exclusion in meeting the needs of customers and access routes would be provided to services to continue to meet the needs of all of the Council's customers. There would be an improvement to service delivery which would also result in required savings and he highlighted the inclusion of Enfield Homes which would be formally reintegrated with the Council on 1 April 2015 following the expiry of the existing management agreement (section 3.3 of the report referred) within the Enfield 2017 programme. There had been significant engagement with staff to design the new systems, with over 500 staff involved so far. Identified key risks would be robustly managed, as detailed in section 7.3 of the report. The importance of the "people principles", agreed with the trade unions, was highlighted.
9. Councillor Taylor invited questions from the Opposition Members present at the meeting. Issues raised included the following:
 - A discussion took place on the bid that the Council had made to the Department for Communities and Local Government (DCLG) as noted in recommendation 2.2 of the report. Mark Stone outlined the current situation for Members. The result of the bidding process was still awaited.
 - The significance of the proposed transformational change was noted and, questions were raised over the effect on employees and post reductions; the risk and reward contract proposals and how the projected savings would be achieved; and, the

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membership of the Strategic Transformation Board. A number of issues raised were addressed in consideration of the part two report (No.105).

10. Councillor Taylor invited questions from the Cabinet Members and Associate Cabinet Members; the issues raised included the following:
 - Councillor Brett highlighted the importance of involving members of the public in the transformation process and also, having clear processes for the public to contact the Council and effectively address any complaints/concerns. Councillor Brett raised the possibility of a public representative being included on the strategic board and; referred to the content of council websites being suitable for diverse learning styles.
 - Councillor Sitkin drew attention to key risk (reference SR005) exploiting technology results in disadvantaging certain customer groups and the mitigating actions that the Council would take. Efficiencies would continue to improve as systems developed.
 - Councillor Charalambous highlighted the importance of robustly testing the new IT systems prior to going live.
 - Councillor Savva noted that technology skills of customers would improve over time and that this programme would develop over the next three years. The Council would continue to provide face-to-face assistance.
 - Councillor Uzoanya stated that the Council was following the trend to increased use of technology and many examples of this could already be seen in the private sector. The proposed approach would reduce both the Council's staffing and property costs.
11. In response Councillor Taylor raised a number of issues. He acknowledged the value in developing a "user interface" as systems were developed. Councillor Taylor would also join the membership of the Strategic Transformation Board in addition to Councillor Stafford (Cabinet Member for Finance) (as detailed in the decisions below). The Opposition Members would not be represented on the Board but would be kept informed of developments. The impact on the Council's employees was acknowledged; the Council was committed to the best possible consideration of the needs of staff and the options available to them would be clearly communicated.
12. Rob Leak (Chief Executive) reported on the planned customer focus groups. The involvement of users of the customer access systems was valuable in identifying areas of duplication. The views of customers were important. The proposed Council partners would be subject to a robust procurement process, as detailed in Report No.105.
13. Mark Stone (Assistant Director for Transformation and IT) provided clarification on a number of the issues which had been raised. He outlined that the programme had already made use of customer

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focus groups and the research which had been undertaken to support their use. He acknowledged the need to address the particular needs of individual customers including those with special needs. The proposed systems were at an early stage of development but he was able to confirm that the areas raised were being considered.

14. The need for good broadband connections across the Borough including on the Council's housing estates was highlighted.
15. In conclusion Councillor Taylor stated that the Council was aiming to develop a better, quicker and simpler transactional base with improved service delivery to its customers.

Alternative Options Considered: NOTED the alternative options which had been considered – Options 1, 2 and 3 as detailed in full in section 4 of the report.

RECOMMENDED TO COUNCIL to agree the total investment of £16.0m over the next three-and-a-half years, with a minimum of £10.2m of this cost being capital funding. Revenue costs of £5.8m would be funded by the earmarked reserves, as outlined in the 2013/14 outturn report considered at July Cabinet. These one-off costs would generate budget savings of £15m in 15/16, an additional £7m in 16/17 and then ongoing savings of £29m per annum from 2017/18.

DECISION: The Cabinet agreed to

1. Note that the Council had bid for Department for Communities and Local Government (DCLG) transformation challenge funding, following a successful expression of interest.
2. The contracting approach outlined in sections 3.8 and 3.9 in the report and detailed in the commercial arrangements in the part 2 report (Report No.105, Minute No.8 below refers).
3. Note that payment to private sector partners within the delivery partnership would be made on a risk and reward basis against specific product delivery as outlined in part 2 (Report No.105, Minute No.8 below refers). Payments within the overall cost envelope identified in section 3.10 would be triggered by the determination of the Cabinet Member for Finance, after confirmation from the Chief Executive and Director of Finance, Resources and Customer Services that the relevant product had been deployed in a manner that was fit for purpose and delivered the required level of benefit to the authority.
4. Agree that the Cabinet Member for Finance in liaison with the Chief Executive and Director of Finance, Resources and Customer Services be given delegated authority to agree and approve individual aspects of the programme, including spend (within the confines of the recommendation to Council and decision 3 above and the Council's overall governance arrangements).
5. Note that where sufficient skills, knowledge and ability existed, the Council would maximise the use of internal resources.

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6. Note the inclusion of the Leader of the Council and the Cabinet Member for Finance on the membership of the Strategic Transformation Board (STB) as outlined in section 3.5 of the report and that regular progress reports relating to the programme would be made to Cabinet.
7. Note that the £10.2m of the total programme costs had been identified by Finance as being suitable to meet via capital funding.
8. Agree the People Principles outlined in section 12 of the report.

Reason: To improve the overall performance of the Council and enable a far better customer experience, with more rapid service fulfilment at significantly reduced cost (Section 5 of the report set out in full the reasons for the recommendations).

(Key decision – reference number 3979)

6

DATE OF NEXT MEETING

NOTED that the next meeting of the Cabinet was scheduled to take place on Wednesday 12 November 2014 at 8.15pm.

7

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).

8

ENFIELD 2017 - SAVINGS PROPOSALS

Councillor Doug Taylor (Leader of the Council) introduced the report of the Chief Executive and Director of Finance, Resources and Customer Services (No.105)

NOTED

1. That Report No.104 also referred as detailed in Minute No.5 above.
2. In response to questions raised it was noted that until the Council had completed the governance process and decisions made by Members, only limited discussions could take place.
3. The processes that would be followed in developing and designing the service delivery systems. Staff, residents and customers would be

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involved in the design processes. Once the systems had been agreed the implications for staff would become clearer. The options available to staff would be clearly communicated. The Council had a robust redeployment system and staff would be managed appropriately at all times. The trade unions would continue to be involved. The impact of staff reductions on the anticipated level of total savings was discussed.

4. That the report set out the anticipated costs and benefits together with the proposed partnership models.
5. The legal implications set out in sections 6.2 and 6.3 of the report.

Alternative Options Considered: As detailed in Report No.104, Minute No.5 above refers.

DECISION: The Cabinet agreed that external partners would be contracted as detailed in recommendation 2.1 of the report.

Reason: As detailed in Report No.104, Minute No.5 above refers.
(Key decision – reference number 3979)

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

COUNCILLORS

PRESENT Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), 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), Andrew Stafford (Cabinet Member for Finance) and Yasemin Brett (Cabinet Member for Community Organisations)

Associate Cabinet Members (Non Executive and Non-Voting): Bambos Charalambous and George Savva MBE

ABSENT Chris Bond (Cabinet Member for Environment and Community Safety)

OFFICERS: Rob Leak (Chief Executive), James Rolfe (Director of Finance, Resources and Customer Services), 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 and Governance Services), Sally McTernan (Assistant Director Community Housing Services), Jayne Middleton-Albooye (Head of Legal Services), Detlev Munster (Head of Property Programmes), Mohammed Lais (Senior Asset Management Surveyor), Antonia Makanjuola (Senior Lawyer), Suzanne Linsey (Press Officer) and Ann Crowne (Project Manager - Property Procurement) Jacqui Hurst (Secretary)

Also Attending: Mr Constantinos Regas, Mr Graham Collier, Mr Ian Littlewood (for the deputation on Report No.114 – the minutes below refer)
Mr John Jewson and Councillor Erin Celebi (for the deputations on Report No.115 – the minutes below refer)
Councillors Lee Chamberlain and Derek Levy
Members of the public in support of the deputations received

1

APOLOGIES FOR ABSENCE

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Apologies for absence were received from Councillor Chris Bond (Cabinet Member for Environment and Community Safety) and Councillor Ozzie Uzoanya (Associate Cabinet Member – Non Voting).

**2
DECLARATION OF INTERESTS**

Asmat Hussain (Assistant Director – Legal and Governance Services) advised Members that she had granted a dispensation, as Monitoring Officer, to the Cabinet Members tonight in respect of Report No.114 – Proposal to Implement a Borough-wide Additional Licensing Scheme for Private Sector Landlords (Minute No.8 below refers).

The dispensation had been granted in accordance with the Council's Constitution as members under the Code of Conduct had declared a disclosable pecuniary interest.

The dispensation had been granted to allow the Cabinet to ensure that it was quorate, and that the Cabinet could participate in this item and not impede on the transaction of the business tonight.

**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 exceptions:

Report No. 112 – Revenue Monitoring Report 2014/15: September 2014 and 2015/16 Financial Update (Minute No.6 below refers)

Report No.114 – Proposal to Implement a Borough-wide additional licensing scheme for private sector landlords (Minute No.8 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 reports be considered at the Cabinet meeting.

**4
DEPUTATIONS**

Councillor Doug Taylor (Leader of the Council) advised Members that deputations were to be received at the meeting in respect of the following items:

1. Report No.114 – Borough-wide Additional Licensing Scheme for Private Sector Landlords (Minute No. 8 below refers)

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2. Report No.115 – Bury Street West – Development Options for the Former Parks Depot Site, N9 9LA (Minute No.9 below refers)

The deputations were received in consideration of the above reports and the minutes below refer (Minute Nos. 8 and 9).

5

ITEMS TO BE REFERRED TO THE COUNCIL

AGREED that the following reports be referred to the Council:

1. Report Nos. 115 and 116 – Bury Street West – Development Options for the Former Parks Depot Site, N9 9LA

6

SEPTEMBER REVENUE MONITORING 2014/15 AND FINANCIAL UPDATE

Councillor Andrew Stafford (Cabinet Member for Finance) introduced the report of the Director of Finance, Resources and Customer Services (No.112) setting out the Council's revenue budget monitoring position based on information to the end of September 2014.

NOTED

1. The new savings proposals for 2015-16 as detailed in Appendix D of the report.
2. That Schools and Children's Services were currently projecting a pressure of £1.842m as set out in section 5.5 and Appendix A5 of the report.
3. The detailed achievement of savings and the savings monitor set out in section 8 and table 3 of the report.
4. The level of savings required over the next four years as set out in the Council's Medium Term Financial Plan. The budget position following the initial savings review as detailed in section 10.7 of the report. 2015/16 was currently showing a budget gap of £7.8m but this might change if new pressures or opportunities were identified including any changes to the illustrative Local Government Finance Settlement 2015/16 provided so far by the Government.
5. That Appendix E to the report set out the Enfield 2017 savings agreed by the Cabinet at its meeting on 30 October 2014.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed

1. To note the £2.5m overspend revenue outturn projection.

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2. To note that specific work was in hand to identify mitigating actions for the projected overspends within Schools and Children's Services and Finance, Resources and Customer Services.
3. To note the progress made to date in the preparation of the 2015/16 budget.
4. The new savings proposals for 2015-16 set out in Appendix D of the report.

Reason: To ensure that Members were aware of the projected budgetary position for the Authority for the current and future years including all major budget pressures and underspends which had contributed to the present monthly position and that were likely to affect the Council's finances over the period of the Medium Term Financial Plan. The recommendations would allow the Authority to move forward with the development for the 2015-16 budget and Medium Term Financial Plan.

(Key decision – reference number 3950)

7

ENFIELD JOINT ADULT MENTAL HEALTH STRATEGY

Councillor Don McGowan (Cabinet Member for Health and Adult Social Care) introduced the report of the Director of Health, Housing and Adult Social Care (No.113) presenting the Enfield Joint Adult Mental Health Strategy.

NOTED

1. That improving the mental health and wellbeing of adults living in Enfield had been prioritised by Enfield Council and NHS Enfield Clinical Commissioning Group (CCG), as set out in the report. The priorities set out in the Enfield Joint Adult Mental Health Strategy 2014-2019 were highlighted.
2. That on average one in four people would be affected by mental health issues.
3. That the Strategy would bring together the services of the Council and the CCG and would provide greater opportunities for the development of effective joined up services.
4. Councillor Orhan complemented Councillor McGowan and the officers involved for the presentation of an excellent report and strategy. Support was expressed for the strategy and the focus on early intervention measures.

Alternative Options Considered: NOTED that the Strategy sets out how (a) care pathways would be reshaped and (b) services and support would be improved for Mental Health Service Users and Carers in the future. It also

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supported the Council and NHS Enfield Clinical Commissioning Group to work in partnership. It proposed an approach to commissioning and developing services for mental health service users and carers that were consistent with current legislation and guidance, and was in line with existing Council and NHS Enfield Clinical Commissioning Group strategies.

DECISION: The Cabinet agreed to

1. Approve the strategic direction, priorities and objectives for adult mental health care in Enfield, as detailed in the Joint Enfield Mental Health Strategy provided at appendix 1 of the report.
2. Note that the Strategy was also being considered by the Enfield Clinical Commissioning Group Executive Team prior to submission by the Governing Body in October 2014.

Reason: The Strategy was intended to meet the government's key objectives for the delivery of mental health services and to improve mental health service locally. A Joint Strategy between the Clinical Commissioning Group recognised the inter-dependency of health and social care and the impact of wider determinants of good mental health.

(Key decision – reference number 3938)

8

PROPOSAL TO IMPLEMENT A BOROUGH-WIDE ADDITIONAL LICENSING SCHEME FOR PRIVATE SECTOR LANDLANDS

Councillor Doug Taylor (Leader of the Council) invited Mr Constantinos Regas to present his deputation to the Cabinet. Mr Regas was accompanied by Mr Graham Collier and Mr Ian Littlewood.

Asmat Hussain (Assistant Director of Legal and Governance Services) reminded Mr Regas that he had been permitted to attend Cabinet tonight with his deputation and to make representations to the Executive. However, this permission might be withdrawn if the Council's legal advisers considered that any representations he made strayed into the merits of the current live judicial review claim, in relation to which the sub judice rule continues to apply.

Mr Regas advised Members that he was the claimant for a judicial review against the Council following the Cabinet's previous decision on this matter taken in April 2014.

Mr Regas noted the dispensation that had been granted to Cabinet Members as detailed in Minute No.2 above. Mr Regas raised a number of questions for Members' consideration. He noted Professor Mayhew's further report on anti-social behaviour in Enfield appended to Report No.114 but felt that it did not support the case for Additional Licensing in Enfield.

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Mr Regas quoted from extracts, paragraphs 55 and 65, from permission hearing judgement of Mr Justice Ouseley, 3 October 2014 – The Queen (on application of Regas) v London Borough of Enfield as follows:

“55. Although the legal section of the report set out the criteria, it is for those reasons arguable that the local authority had not applied its mind to the statutory requirements for an additional licensing scheme.

65. Having concluded that part of the claim is arguable, and recognising that it is important that an arguably unlawful scheme should not be visited upon the landlords’ HMOs in Enfield unless there was very good reason why the proceedings should not go ahead, I have decided, notwithstanding the want of promptness, but having regard to the absence of prejudice, to permit the challenge in relation to the additional licensing scheme to proceed”.

Mr Regas stated that the Cabinet’s previous decision was arguably unlawful. It was felt that the Council had all the powers necessary to address anti-social behaviour within the Borough. He expressed the view that the consultation undertaken had been inadequate.

Mr Regas also quoted from an extract from Enfield Council’s submission to the House of Commons Communities and Local Government Select Committee Inquiry into the Private Rented Sector in January 2013 in relation to the Housing Act 2004.

In conclusion Mr Regas stated that the Council was attempting to approve a scheme that had been “found wanting” by a High Court Judge. He felt that further discussion was required to address the issues without the introduction of an additional licensing scheme.

Councillor Taylor then provided an opportunity for Mr Collier or Mr Littlewood to address the Cabinet.

Mr Littlewood stated that he was a landlord in Enfield and other London Boroughs. He had always complied with legislation and had received no complaints against him. He felt that existing and new legislation provided the Council with adequate powers to tackle the issues highlighted. He did not support the Council’s Additional Licensing Scheme for Private Sector Landlords and outlined his reasons for this view. He drew Members’ attention to paragraph 5.1 of the report with regard to the possibility of designating a particular area as subject to additional licensing, as set out in the report. The actions that had been taken in Blackpool were highlighted for Members’ consideration.

Councillor Taylor thanked the deputation and invited Councillor Ahmet Oykenner (Cabinet Member for Housing and Estate Regeneration) and Ray James (Director of Health, Housing and Adult Social Care) to respond.

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Councillor Oykenner reiterated the Council's commitment to work with landlords and their representatives. Good landlords would have nothing to fear from the introduction of the Scheme.

Ray James raised a number of issues in response, including the following:

1. Tackling anti-social behaviour and improving the environment in the area of Enfield was a priority for the council. One of the ways in which it had resolved to achieve this was by the introduction of Additional Licensing of HMOs below 3 storeys and selective licensing for other privately-rented dwellings.
2. On 9 April 2014 Enfield's Cabinet had decided, following a consultation which had commenced in November 2013 and ended on 28 February 2014, and the gathering of evidence to assist its decision making, to approve proposals to designate the area of Enfield for both additional and selective licensing.
3. A claim for judicial review had been issued by a landlord who had asserted that the decision to designate Enfield for such purposes was unlawful. Permission to apply for judicial review had been granted on 3 October 2014 in relation to additional licensing only because the Judge, Mr Justice Ouseley, considered aspects of that claim to be "arguable".
4. The full hearing of the judicial review would take place on 26 November 2014. As there were pending proceedings it would be inappropriate and in breach of the sub-judice principle for there to be discussion as to the merits of the legal challenge.
5. In light of the determination that the claim with regard to additional licensing was "arguable", the proposal before Cabinet was for it to ratify the decision made on 9 April 2014 in that respect alone. This was felt to be prudent as a responsible local authority, to ensure that Cabinet had taken into account the correct legal principles applicable to additional licensing in its decision making. As Cabinet was being asked to ratify its decision, updated evidence was also before it as set out in the Report (No.114). Debate about the proposal would be welcomed, but for the reasons given earlier, there could not be discussion about the merits of the pending legal proceedings.
6. The report sought to draw out the evidence that had been considered in recommending to Cabinet that a significant proportion of the HMOs of the description in Annex 1 of the report were being managed sufficiently ineffectively as to give rise, or to be likely to give rise, to one or more particular problems either for those occupying the HMOs or for members of the public. It was felt that the Council had demonstrated this through previous evidence base; the previous and current reports

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of Professor Mayhew and the anecdotal evidence from Council Officers.

7. As set out in the report, the Council had received independent legal advice that given the extent of the consultation carried out to date, a further consultation exercise was not considered to be reasonable or proportionate.
8. Therefore with this report drawing out the evidence to support the ways in which the requirements of the Housing Act had been satisfied, supported by evidence from independent experts and council officers, Cabinet were asked to agree the recommendations set out in Report No.114.

Councillor Taylor then invited any questions from the Cabinet Members and further comments from Ray James, as follows:

- (a) Councillor Alan Sitkin (Cabinet Member for Economic Development) sought reassurance that the Scheme was consistent with Enfield's Housing Strategy.

Sally McTernan (Assistant Director Community Housing Services) provided reassurance to Members on this issue and stated that the Council's Housing Strategy (2012-2017) set out the key areas for the Borough's approach to the wider housing sector and the private rented sector. A key objective in the strategy was to "improve standards and management of homes in the private rented sector". This included a focus on anti-social behaviour. A number of approaches to deal with anti-social behaviour had been taken by the Council, as outlined at the meeting. As the scale of the private rented sector grew it was clear that existing measures were not sufficient. The Scheme was therefore compliant with the Council's Housing Strategy.

- (b) Councillor Rohini Simbodyal (Cabinet Member for Culture, Sport, Youth and Public Health) questioned whether the Council had shown that a significant proportion of Houses in Multiple Occupation (HMOs) were suffering from poor management.

In response Sally McTernan advised that it had. There had been sufficient evidence before Cabinet in April 2014 to make the decision however, it had been considered prudent for the Cabinet to be asked to satisfy itself on the previous evidence and the new evidence that a significant proportion of HMOs in the area were being managed sufficiently ineffectively as to give rise, or to be likely to give rise to one or more of the particular problems for those occupying the HMOs or for members of the public.

- (c) Councillor Yasemin Brett (Cabinet Member for Community Organisations) asked whether the consultation undertaken had been adequate.

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Jayne Middleton-Albooye (Head of Legal Services) advised that the Council was satisfied that adequate consultation had taken place prior to the April 2014 Cabinet meeting. Independent legal advice had been sought and confirmed that consultation was in line with statute.

- (d) Ray James (Director of Health, Housing and Adult Social Care) took this opportunity to respond to some of the points which had been raised in the deputation. It was prudent action for the Cabinet to ratify its previous decision for the reasons which had been outlined at the meeting and in the report being presented to Members. He noted the Blackpool illustration and reminded Members that they should only be considering Enfield factors. He reiterated the Council's commitment to work with landlord representatives on the implementation and operation of the scheme, as detailed in recommendation 2.4 of the report.

Members then considered the report of the Director of Health, Housing and Adult Social Care (No.114) seeking ratification and/or review/approval of its earlier decision to implement additional licensing of houses in multiple occupation across the Borough.

Alternative Options Considered: None stated.

DECISION: The Cabinet agreed to

1. Ratify the decision to designate an additional licensing area of the district of the London Borough of Enfield as described and delineated on the map at Appendix 1 of the report.
2. Review and approve the proposed actions:
 - 2.1 Delegate authority to the relevant Directors to manage the introduction of the additional licensing scheme to come into force on 1 April 2015 with a team in place to process licenses from December 2014.
 - 2.2 Delegate authority to the relevant Directors to agree changes to the proposed implementation where necessary and ensure that all statutory notifications were carried out in the prescribed manner for those designations.
3. Consider and agree the proposed (annual) frequency of reviews within the five-year period for each designation, when the Cabinet would receive an update on progress and impact.
4. Reiterate the Council's commitment to work with landlord representatives on the implementation and operation of the scheme.

Reason: The detailed reasons for the recommendations were set out in full in section 6 of the report.

(Key decision – reference number U189/4026)

9

BURY STREET WEST - DEVELOPMENT OPTIONS FOR THE FORMER PARKS DEPOT SITE, N9 9LA

Councillor Taylor invited Mr John Jewson to present his deputation to the Cabinet.

Mr John Jewson, Vice Chair of FERAA, stated that he was representing the local community with regard to the proposed redevelopment of the Bury Street West Depot site and wanted to bring a number of concerns to Members' attention. His deputation included the following issues:

- Whilst the need for housing in the area was recognised it needed to blend in with the surrounding area. He was opposed to the overdevelopment of the site and highlighted the need for homes of sufficient size that residents would be proud of.
- The need for adequate parking provision for such a large development site was highlighted. It was already a busy area.
- The site was adjacent to Salisbury House, the Bowls Club and Bury Lodge Park. Edmonton School had also been expanded. There would be a need for effective traffic control in the area.
- The local community would have preferred to have seen the development of private housing which would attract high prices in the area. This revenue could then be used by the Council to build low cost rental accommodation elsewhere.
- A community hall would be welcomed.
- The need for easy access for emergency vehicles was stated.
- The increased pressure on local GP surgeries, schools and dentists was a matter of concern.
- Safety concerns were highlighted with regard to the proposed additional bridge over Salmons Brook.
- Reassurances were sought with regard to the future of the Bowls Club and the bungalow located at 294 Bury Street West.
- It was stated that it had previously been anticipated that extra ground would be provided to the park for recreational equipment for older children.
- Councillors were encouraged to visit the site before making any decisions.

Councillor Taylor thanked Mr Jewson for his deputation and invited Councillor Erin Celebi to present her deputation to the Cabinet.

Councillor Celebi supported the points raised by Mr Jewson and expressed her concerns over the proposed housing scheme. It was recognised that there was a housing shortage in the Borough. Councillor Celebi stated her view that 3/4/5 bedroom houses should be provided which could be used to release pressure on the provision of temporary accommodation in the Borough. It was

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suggested that the proposed scheme would be better suited to other sites in the Borough as it was out of character with the surrounding area. Concerns were reiterated over adequate parking facilities and the congestion in the area.

Councillor Celebi raised a number of further issues in her deputation including: Salisbury House was a listed building which needed to be protected and reassurances were sought on what measures the Council would be taking; pressures on the local infrastructure including GP surgeries and schools were highlighted; the future of the Bowls Club was questioned; the protection of wildlife around Salmons Brook was raised together with the safety concerns around the area; it was suggested that the site would be best suited to fewer properties of a larger size; Bury Lodge Park should continue to be used to provide recreational facilities for local residents.

Councillor Taylor thanked Councillor Celebi for her deputation and invited questions from Cabinet Members.

Councillor Andrew Stafford (Cabinet Member for Finance) assured those present that the Council made its decisions carefully following detailed discussions and numerous site visits by those concerned. The report being presented to Members today was the result of significant work to date. The proposed development was on contaminated land on the previous depot site. The Council would undertake the necessary decontamination work. Discussions had taken place with the Bowls Club and the Friends of Bury Street and studies had been undertaken on Salisbury House.

Councillor Alan Sitkin (Cabinet Member for Economic Development) drew Members' attention to paragraph 3.10 of the report regarding the Mayor's London Plan and Housing Strategy. A minimum target had been set by the Mayor for 7,976 new homes to be built between 2015 and 2025 in the London Borough of Enfield.

Councillor Achilleas Georgiou (Deputy Leader) reported that he knew the site well and had been a regular visitor to Bury Lodge Park. He sought assurances from the officers concerned that the standards to be applied to the housing development were as required by the Mayor of London's development plan. The need for additional housing in the Borough was recognised. Whilst a significant amount of new housing was proposed for Meridian Water, the Borough still had additional housing requirements to meet. The Council would not wish to use the Bury Lodge site development for temporary accommodation housing, this would not be cost effective for the Council for reasons which he outlined at the meeting.

Councillor Ahmet Oyken (Cabinet Member for Housing and Estate Regeneration) was encouraged by the interest of residents in the proposed scheme. Details of the scheme were yet to be drawn up. A number of the issues raised were items to be addressed as part of the planning processes. The Council would be working closely with the local community and consulting with residents. Councillor Oyken drew attention to the regeneration

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developments taking place in the Borough and the examples of consulting with residents and building stronger communities. The Council needed innovative ways of generating revenue income in supporting the provision of Council services and also meeting the need for the provision of affordable housing in the Borough. Many of the issues which had been raised would be considered further during the consultation process and development of the scheme.

Detlev Munster (Head of Property Programmes) confirmed that proposed housing would be compliant with the London Design Guide, the Council's policies and Lifetime Homes Standard.

Mr Jewson and Councillor Celebi were invited to make closing statements to the Cabinet Members. Mr Jewson reiterated the need to build housing that residents would want to live in and that would not cause social problems in the future. The housing should be of a high standard.

Councillor Taylor asked when it came to it whether Councillor Celebi was opposed to housing on the site and she stated she was.

Councillor Celebi stated that the housing should be in keeping with the local area, with no high rise flats and some private as well as rented housing. She reiterated her view that Bury Lodge Park should remain as a park and urged Members to consider alternative sites for housing development.

In conclusion Councillor Taylor summarised the issues which had been raised by the deputations and noted that a number of the concerns would be addressed further through the planning process. The report indicated that there was still a significant amount of work to be done on the development of the scheme. The points raised with regard to Salisbury House and the Bowls Club had been noted.

Members then considered the report of the Director of Finance, Resources and Customer Services and Director of Health, Housing and Adult Social Care (No.115) setting out development options for Bury Street West, the former parks depot site.

NOTED that Report No.116 also referred as detailed in Minute No.17 below.

Alternative Options Considered: NOTED the alternative options that had been considered as set out in full in section 5 of the report. These had included alternative uses, layouts and delivery mechanisms. The alternative delivery mechanisms would be the subject of another report to Cabinet and that report would also outline the various legal forms the delivery mechanism could take (Section 5 of the report referred).

RECOMMENDED TO COUNCIL to approve a total budget of £33m as detailed within Report No.116 (as detailed in Minute No.17 below) and that this figure be included in the Capital Programme for the delivery of a proposed housing scheme at the Bury Street West Depot.

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DECISION: The Cabinet agreed

1. Subject to full Council approving the addition of the budget for the project in the Capital Programme detailed above (recommendation 2.1 of the report), to approve the budget for Stages 1 and 2 of the project and, to approve the commencement of the procurement of consultants to prepare plans for the schemes as detailed within Report No.116 (detailed in Minute No.17 below), and to delegate approval for the appointment of consultants to the Cabinet Member for Housing and Regeneration in consultation with the Director of Health, Housing and Adult Social Care and the Director of Finance, Resources and Customer Services.
2. To approve the details of the scheme and its expenditure within the approved total budget subject to a further report being submitted to Cabinet.
3. To delegate authority to the Cabinet Member for Housing and Regeneration in consultation with the Director of Health, Housing and Adult Social Care and the Director of Finance, Resources and Customer Services to approve a mix of house types and tenure arrangements in advance of a planning application submission.
4. To delegate authority to the Director of Health, Housing and Adult Social Care in consultation with the Director of Finance, Resources and Customer Services and with the Assistant Director of Strategic Property Services to submit a planning application for the redevelopment of the site.
5. To approve the commencement for the procurement of a developer/contractor to take forward a scheme on receipt of planning permission and award of contract would be subject to further Cabinet approval.
6. To note that a further in depth report would be presented to Cabinet updating the progress to date with the preferred delivery option for the site that had been detailed for consideration within Report No.116 (Minute No. 17 below refers).

Reason: This was a rare opportunity for the Council to develop a large site within its own portfolio. It did come with the risks detailed within Report No.116 (Minute No.17 below); however the benefits to the Council would outweigh the associated risks and bring much needed revenue funding to the Council. The indicative scheme was considered to be viable and the best fit given the site's current environmental and policy constraints. The development would deliver a key proportion of affordable housing that was in high demand within the Borough, in particular key worker and shared ownership properties. The site would deliver key environmental enhancements and produce a sustainable exemplar Council development.

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(Key decision – reference number 3959)

10

ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

There were no issues arising from the Overview and Scrutiny Committee for consideration at this meeting.

11

CABINET AGENDA PLANNING - FUTURE ITEMS

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

12

MINUTES

AGREED that the minutes of the previous meeting of the Cabinet held on 22 October 2014 be confirmed and signed by the Chairman as a correct record.

13

MINUTES OF LOCAL PLAN CABINET SUB-COMMITTEE - 15 OCTOBER 2014

NOTED the minutes of the Local Plan Cabinet Sub-Committee held on 15 October 2014.

14

ENFIELD STRATEGIC PARTNERSHIP UPDATE

NOTED that there were no written updates to be received at this meeting.

15

DATE OF NEXT MEETING

NOTED that the next meeting of Cabinet was scheduled to take place on Wednesday 10 December 2014 at 8.15pm.

Councillor Taylor gave his apologies for lateness for this meeting.

16

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 for Information) (Variation) Order 2006).

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17

BURY STREET WEST - DEVELOPMENT OPTIONS FOR THE FORMER PARKS DEPOT SITE, N9 9LA

Councillor Ahmet Oykenar (Cabinet Member for Housing and Estate Regeneration) introduced the report of the Director of Finance, Resources and Customer Services and Director of Health, Housing and Adult Social Care (No.116).

NOTED

1. That Report No.115 also referred as detailed in Minute No.9 above.
2. That the principles and merits of the proposed scheme had been discussed in full as detailed in Minute No.9 above.
3. That the capital funding was subject to the approval of full Council.
4. That there was a typographical error in the report on the numbering of the recommendations. The decisions below set out the recommendations presented for agreement of the report.
5. That decision 2 below was an “in principle” decision.
6. The financial information set out within the report.

Alternative Options Considered: As set out in Report No.115, Minute No.9 above, and the details set out in section 5 of this report.

DECISION: The Cabinet agreed

1. That subject to full Council approving the addition of the budget for the project in the capital programme in recommendation 2.1 of the part one report (No.115, detailed in Minute 9 above), to approve an initial budget of the sum detailed in recommendation 2.1 of this report (which was a part of the £33m project cost), and to authorise the project to proceed and that further expenditure of the remaining project budget would be subject to a further report to Cabinet.
2. To approve in principle the acquisition of the property detailed in recommendation 2.3 of the report, if agreed with the owners, and to delegate to the Cabinet Member for Finance with the Director of Finance, Resources and Customer Services to negotiate and agree the Heads of Terms for the acquisition.
3. To note that the initial budget would be used to appoint consultants to assist in preparing scheme designs, feasibility studies, other investigations, site preparation and public consultation to support the preparation and submission of a planning application and appropriate

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documents to assist in the procurement of a developer/contractor and for land assembly purposes if required.

4. To note that the recommendations detailed in Report No.115 also referred (Minute No.9 above referred).

Reason: As set out in Report No.115, Minute No.9 above.
(Key decision – reference number 3959)

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 21.10.2014

**MINUTES OF THE MEETING OF THE ENFIELD RESIDENTS PRIORITY FUND
CABINET SUB-COMMITTEE
HELD ON TUESDAY, 21 OCTOBER 2014****COUNCILLORS**

PRESENT Yasemin Brett, Chris Bond, Achilleas Georgiou and Ahmet Oykenor

OFFICERS: Peter Doherty (ERPF Administrator), Ann Freeman (Assistant Head of Finance), Jayne Middleton-Albooye (Principal Lawyer), Joanne Stacey (Performance and Information Manager) and Alison Trew (Head of Corporate Policy and Performance) Penelope Williams (Secretary)

Also Attending: Two members of the public.

1

WELCOME AND APOLOGIES

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

2

DECLARATION OF INTERESTS

Members declared non pecuniary interests in the applications submitted from their wards.

Councillor Bond declared a non-pecuniary interest in the following application in Southbury Ward: (SOUB033).

Councillors Brett and Georgiou declared a non-pecuniary interest in the following application in the Bowes Ward: (BOW053).

Councillor Oykenor declared a non-pecuniary interest in the following applications in Palmers Green Ward: (PAL043) (PAL044) and (PAL045).

3

URGENT ITEMS

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

There were no urgent items.

4

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 21.10.2014

INTERNAL AUDIT RECOMMENDATIONS: REVIEW OF 2013/14 FUNDING ROUND

The Sub Committee received the report of the Chief Executive containing recommendations following an internal audit review of the 2013/14 funding round.

NOTED

1. Internal Audit had carried out an annual review of the Enfield Residents Priority Fund processes, procedures and governance arrangements during Summer 2014.
2. They had identified two medium risks: that actions agreed during monthly meetings at which project applications were reviewed by Finance and Legal Services were not documented and that there was no protocol for ensuring the consistency of project amendments.
3. Recommendations have been put forward to address these concerns.
4. The fund also needs to be mindful of the Council's equalities duties. Officers would go away and bring back to the committee a proposal as to how the outcomes of applications can be monitored, to ensure that that the council's equalities duties are addressed.
5. The revised guidance and criteria will be updated on the Council website and a copy brought to future meetings for reference.
6. The new guidance only allows for one application from any group per ward.

AGREED

1. To note the amendments to the Enfield Residents Priority Fund application form and the amended wording of the applications for Consideration Section of the covering report.
2. To note formally that Legal and Finance have been consulted on all Enfield Residents' Priority Fund applications.
3. The procedure for variation of Enfield Residents' Priority Fund approved projects as set out in paragraph 3.3 of the report.

5

2014/15 ENFIELD RESIDENTS' PRIORITY FUND - REVIEW OF PROCESSES

The Sub Committee received some amended guidance for the 2014/15 Enfield Residents Priority Fund, from Alison Trew, Head of Corporate Policy and Performance.

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NOTED

1. The consultation process between members on the applications to be submitted was not as effective as originally intended, so it was being proposed that changes be made to the guidance on the process of submitting applications.
2. As a general rule all three ward councillors should agree on the applications that they wish to put forward. If agreement cannot be reached then the reasons will be included with the application and the Cabinet Sub Committee would then make a decision, taking all factors into account.
3. Several applications had been submitted in this round by councillors which were not fully completed and did not meet the fund criteria. It was therefore proposed that a simplified extended briefing guide would be produced for new councillors to help them with the process. This could be followed up by a workshop if necessary.

AGREED that the Enfield Residents Priority Fund Guidance would be changed so that the existing wording will be replaced. The wording in the first paragraph will be replaced with the wording in the second paragraph.

“The forms will then be sent to the three ward councillors for consideration. Ideally all three councillors will agree to recommend or reject each application. However, where agreement cannot be reached, provided one councillor signs the form, the application may still be submitted for consideration by the Cabinet Sub Committee.”

The paragraph below will replace the paragraph above:

“They will then be sent to the three ward councillors who must discuss all the applications and, wherever possible, agree unanimously on the applications that they wish to be recommended on to Cabinet Sub Committee. Completed forms must indicate that all the ward councillors support the proposal. If agreement cannot be reached, the applications may still be submitted provided that the councillors reasons for support or rejection are clearly set out in the appropriate space on the application form. The Cabinet Sub Committee will take this information into account when they decide on the applications.”

6

ENFIELD RESIDENTS PRIORITY FUND APPLICATIONS FOR 2014/15 FUNDING

Councillor Yasemin Brett introduced the report of the Chief Executive (No. 101) presenting the applications that had been formally submitted up to 29 September 2014 for the Enfield Residents' Priority Fund 2014-15.

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Joanne Stacey, Performance and Information Manager, presented the report to members.

NOTED

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

2.1 Talkies Community Film Festival (BOW053) (BUSH023) (PAL044) (SGTG019) (WMH025)

A joint project for Bowes, Bush Hill Park, Palmers Green, Southgate Green and Winchmore Hill Wards to provide a pop up film festival at various locations across the borough. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all, growth and sustainability and strong communities.

The application was approved for Bowes, Bush Hill Park and Winchmore Hill. It was deferred for Palmers Green and withdrawn by Southgate Green.

2.2 Driveways on Little Bury Street (BUSH024)

A project for Bush Hill Park Ward to construct driveways for 11-17 Little Bury Street and to landscape the area. Members noted that the application didn't meet the ERPF Funding Criteria as it was for works on private property, it didn't benefit the wider community and it wouldn't help tackle deprivation.

The application was not approved as it did not meet the criteria.

2.3 Clay Hill Singing (CHAS026)

A project for Chase Ward to create a community singing group for local residents. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all, growth and sustainability and strong communities.

In a link to the Council's strategic objectives, members felt that the project should look to ensure that it could be sustained in the future and was not solely dependent on receiving money from the Enfield Residents Priority Fund.

It was noted that the application had been signed by the ward councillors after the papers had been dispatched with the agenda.

The application was approved at a reduced rate.

2.4 Trent Park Guided Walks (CF018)

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A project for Cockfosters Ward to provide a programme of walks and specialist tours of Trent Park. Members noted that the application met the social wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities, health and disability and environment.

In a link to the Council's strategic objectives, members felt that the project should look to ensure that it could be sustained in the future and was not solely dependent on receiving money from the Enfield Residents Priority Fund.

The application was approved at a reduced rate.

2.5 Winter Wonderland (ENFL028) (HIWAY039)

A project for Enfield Lock and Highway Wards to provide a winter wonderland event in the park. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all, strong communities and environment.

The application was approved.

2.6 Alevi Community Capacity Building (HAS035)

A project for Haselbury Ward to set up a youth group for the Alevi community members.

The application was deferred as it was felt that more information was needed to enable the committee to make a well informed decision. There was a lack of evidence about the demand and support for the scheme and it was not clear who the ward beneficiaries would be. Officers would work with the councillors and the applicants to address these issues.

2.7 Veterans Football League (HAS036)

A project for Haselbury Ward to set up a football league for over 35's veterans.

The application was deferred as it was felt that more information was needed to enable the committee to make a well informed decision. There was a lack of evidence about the demand and support for the scheme and it was not clear who the beneficiaries would be in the ward. Officers would work with the councillors and the applicants to address these issues.

2.8 Exposure Jubilee Project (JUB035) (PAL043)

A joint project to enable young people in Jubilee and Palmers Green Wards to produce newsletters and magazines. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all and education, skills and training.

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The application was deferred as it had not been signed by ward councillors.

2.9 Aiding Young People (JUB036)

A project for Jubilee Ward to set up football leagues and training for young people.

The application was deferred as it was felt that more information was needed to enable the committee to make a well informed decision. There was a lack of evidence about the demand and support for the scheme and it was not clear who the ward beneficiaries would be. Officers would work with the councillors and the applicants to address these issues.

2.10 Parenting Club for Women (LOED055)

A project for Lower Edmonton Ward to set up a parenting club for mothers and teenage children.

The application was deferred as it was felt that more information was needed to enable the committee to make a well informed decision. There was a lack of evidence about the demand and support for the scheme and it was not clear who the ward beneficiaries would be. Officers would work with the councillors and the applicants to address these issues.

2.11 Aiding Project for Diverse Communities (LOED056)

A project for Lower Edmonton Ward to set up an advice and support centre for the local community.

The application was deferred as it was felt that more information was needed to enable the committee to make a well informed decision. There was a lack of evidence about the demand and support for the scheme and it was not clear who the ward beneficiaries would be. Officers would work with the councillors and the applicants to address these issues.

2.12 Aiding Young Children and Adults (LOED057)

A project for Lower Edmonton Ward for a healthy living project.

The application was deferred as it was felt that more information was needed to enable the committee to make a well informed decision. There was a lack of evidence about the demand and support for the scheme and it was not clear who the ward beneficiaries would be. Officers would work with the councillors and the applicants to address these issues.

2.13 Story Making Book Club (LOED058)

A project for Lower Edmonton Ward involving story making and book publishing for local children.

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The application was deferred as it was felt that more information was needed to enable the committee to make a well informed decision. There was a lack of evidence about the demand and support for the scheme and it was not clear who the ward beneficiaries would be. Officers would work with the councillors and the applicants to address these issues.

**2.14 Community Capacity Building Project
(LOED059)**

An education and development project for young children in Lower Edmonton Ward.

The application was deferred as it was felt that more information was needed to enable the committee to make a well informed decision. There was a lack of evidence about the demand and support for the scheme and it was not clear who the ward beneficiaries would be. Officers would work with the councillors and the applicants to address these issues.

2.15 Palmers Green Festival (PAL045) (SGTG021) (WMH027)

A joint project for Palmers Green, Southgate Green and Winchmore Hill Wards for a festival for local residents. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all and strong communities.

This application had been approved retrospectively due to the late start in considering the applications. The applicants were to be encouraged to look for sponsorship to cover future events.

The application had been signed by the ward councillors after the papers had been dispatched with the agenda.

The application was approved for Palmers Green and Winchmore Hill but was withdrawn by Southgate Green councillors

2.16 Stay Green in Bush Hill Park (SOUB033)

An application for Southbury Ward to set up a planting project for young people with learning disabilities in Bush Hill Park. Members noted that the application met the environmental wellbeing objective and the following criteria: growth and sustainability and environment.

It was noted that the application had been signed by ward councillors after the papers for the meeting had been sent out.

The application was approved.

2.17 Arnos Park Community Garden (SGTG020)

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A project for Southgate Green Ward for a planting project in Arnos Park. Members noted that the application met the environmental wellbeing objectives and the following criteria: fairness for all, growth and sustainability, strong communities and environment.

The application was deferred to enable further discussion between the ward councillors, the applicants and the Park's Service.

2.18 Community Christmas Lights and Parade (TOWN034)

A project for Town Ward to fund the annual community Christmas Lights and Christmas Parade. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all and strong communities.

In a link to the Council's strategic objectives, members felt that the project should look to ensure that it could be sustained in the future and was not solely dependent on receiving money from the Enfield Residents Priority Fund.

The application was approved at a reduced rate.

2.19 Willow Residents Newsletter (TOWN035)

A project for Town Ward to allow the Willow Road Residents Association to produce a monthly newsletter. Members noted that the application met the social wellbeing objective and the following criteria: growth and sustainability and strong communities.

It was noted that the residents association hoped that by distributing free copies of the newsletter more residents would subscribe making the project sustainable in the long term.

The application was approved at a reduced rate to cover half a year's publications.

2.20 Fore Street Flats Home Entrances (UPED050)

A project for Upper Edmonton Ward to repair and improve the access to the Fore Street Flats. Members noted that the project did not meet the ERPF Funding Criteria as it was for works on private property, it didn't benefit the wider community and it wouldn't help tackle deprivation.

The application was not approved as it did not meet the criteria.

2.21 3Es Table Tennis Club (SOUB031)

A project for Upper Edmonton Ward to run table tennis classes for young people. Members noted that the application met the economic and

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environmental wellbeing objectives and the following criteria: fairness for all, strong communities and health and disability.

Members noted that this was a successful club in a deprived area which had been able to get funding from other sources.

The application was approved.

2.22 DJ Academy Celebration Event (UPED052)

A project for Upper Edmonton Ward to provide training for young people in music recording and production. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all, growth and sustainability, education, skills and training.

Members noted that although this was a popular and successful project which provided very effective diversionary activities for young people, the committee had already funded several similar applications for other wards. However, after discussion, the Committee felt that the DJ provided a unique service which the Council would have difficulty finding elsewhere.

The application was approved.

2.23 Wilbury Way Open Space Improvements (UPED053)

A project for Upper Edmonton Ward providing improvements to the Wilbury Way Open Space. Members noted that the application met the environmental wellbeing objective and the following criteria: growth and sustainability, strong communities and environment.

The application was approved.

2.24 N21 St Nicholas Fair (WMH027)

A project for Winchmore Hill Ward for a Christmas Fair in Winchmore Hill. Members noted that the application met the social wellbeing objective and the following criteria: fairness for all and strong communities.

In a link to the Council's strategic objectives, members felt that the project should look to ensure that it could be sustained in the future and was not solely dependent on receiving money from the Enfield Residents Priority Fund.

The application was approved at a reduced rate.

It was noted that legal and finance had been consulted on all applications considered.

Alternative Options Considered

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

DECISION

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

WARD	PROJECT TITLE	AMOUNT
Bowes (BOW053), Bush Hill Park (BUSH023), Winchmore Hill (WMH025)	Talkies Community Film Festival	£3,000 (£1,000 per ward)
Chase (CHAS026)	Clay Hill Singing	£4,000
Cockfosters (CF018)	Trent Park Guided Walks	£2,500
Enfield Lock (ENFL028) and Enfield Highway (HIWAY039)	Albany Park Winter Wonderland	£10,000 (£5,000 per ward)
Palmers Green (PAL045), Winchmore Hill (WHM027)	Palmers Green Festival	£3,868 (£1,934 per ward)
Southbury (SOUB033)	Stay Green in Bush Hill Park	£4,768
Town (TOWN034)	Community Christmas Lights	£950
Town (TOWN035)	Willow Residents Newsletter	£450
Upper Edmonton (UPED051)	3Es Table Tennis Club	£3,868
Upper Edmonton (UPED052)	DJ Academy Celebration Event	£5,000
Upper Edmonton (UPED053)	Willbury Way Open Space Improvements	£2,960
Winchmore Hill (WMH053)	St Nicholas Fair	£3,500

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2. The following applications were deferred, for consideration at a future meeting of the Sub Committee, to enable more information to be provided, before a decision was made:
 - Palmers Green (PAL044) Talkies Community Film Festival – as it had not been signed by the ward councillors.
 - Haselbury (HAS035) – Alevi Community Capacity Building – for more work to be done on the application.
 - Haselbury (HAS036) – Veterans Football League – for more work to be done on the application.
 - Jubilee (JUB035) - Exposure Jubilee Project – as it had not been signed by the ward councillors.
 - Jubilee (JUB036) – Aiding Young People – to enable more work to be done on the application.
 - Lower Edmonton (LOED055) – Parenting Club for Women – to enable more work to the done on the application.
 - Lower Edmonton (LOED056) – Aiding Project for Diverse Communities – to enable more work to the done on the application.
 - Lower Edmonton (LOED057) – Aiding Young Children and Adults – to enable more work to the done on the application.
 - Lower Edmonton (LOED058) – Story Making Book Club – to enable more work to the done on the application.
 - Lower Edmonton (LOED059) – Community Capacity Building Project – to enable more work to the done on the application.
 - Palmers Green (PAL043) – Exposure Jubilee Project – as it had not been signed by ward councillors.
 - Southgate Green (SGTG020) – Arnos Park Community Garden – to enable further discussions between the ward councillors, the applicants and the Parks Service.

3. The following applications were withdrawn by the ward councillors:
 - Southgate Green (SGTG019) - Talkies Community Film Festival
 - Southgate Green (SGTG021) – Palmers Green Festival

4. The following applications were not approved as they did not meet the criteria:
 - Bush Hill Park (BUSH024) - Driveways on Little Bury Street
 - Upper Edmonton (UPED050) – Fore Street Flats - Home Entrances.

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

Reason: The projects submitted had been proposed and developed by the local people of Enfield, to help improve the social, economic or environmental

ENFIELD RESIDENTS PRIORITY FUND CABINET SUB-COMMITTEE - 21.10.2014

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.

7

MINUTES OF THE MEETING HELD ON 27 AUGUST 2014

The minutes of the meeting held on 27 August 2014 were received and agreed as a correct record.

8

DATES OF FUTURE MEETINGS

Members noted the dates agreed for future meetings of the sub-committee:

- Thursday 20 November 2014
- Wednesday 14 January 2015
- Thursday 19 March 2015

All meetings to take place at 7.00pm unless otherwise indicated.

9

EXCLUSION OF PRESS AND PUBLIC