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THE CABINET

Wednesday, 11th March, 2015 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), Donald McGowan (Cabinet Member for Health and Adult Social Care), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykener (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

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. CAPITAL PROGRAMME MONITOR - THIRD QUARTER DECEMBER 2014 - BUDGET YEAR 2014-15 (Pages 1 - 20)

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 December 2014 regarding the Council's capital programme (2014-18). **(Key decision – reference number 3956)**

(Report No.177)
(8.20 – 8.25 pm)

7. QUARTERLY CORPORATE PERFORMANCE REPORT (Pages 21 - 36)

A report from the Chief Executive is attached. This presents the latest quarterly report on the Corporate Performance Scorecard. **(Key decision – reference number 3998)**

(Report No.178)
(8.25 – 8.30 pm)

8. REVIEWING AND REVISING ENFIELD'S CHILDREN'S CENTRES (Pages 37 - 48)

A report from the Director of Schools and Children's Services is attached. This outlines the work being undertaken to review and develop how Children's Centre services are delivered in Enfield. **(Key decision – reference number 4045)**

(Report No.180)
(8.30 – 8.35 pm)

9. OPERATION OF THE GOVERNMENT'S RIGHT TO BUY ONE FOR ONE REPLACEMENT SCHEME (Pages 49 - 84)

A report from the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services is attached. This sets out proposals to ensure that Enfield complies with the scheme and maximises its ability to provide additional affordable homes within the Borough. **(Key decision – reference number 3932)**

(Report No.182)
(8.35 – 8.40 pm)

10. SMALL HOUSING SITES: FURTHER SITES REPORT (Pages 85 - 102)

A report from the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services is attached. This provides an update on the small housing sites projects. (Report No.187, agenda part two also refers) **(Key decision – reference number 4007)**

(Report No.183)
(8.40 – 8.45 pm)

11. MERIDIAN WATER - IMPROVING STATION ACCESSIBILITY (Pages 103 - 114)

A report from the Director of Regeneration and Environment is attached. This sets out progress to date. (Report No.188, agenda part two also refers) **(Key decision – reference number 4029)**

(Report No.184)
(8.45 – 8.50 pm)

12. PROPERTY ACQUISITION (Pages 115 - 118)

A report from the Director of Finance, Resources and Customer Services is attached. This outlines details of a proposed property acquisition. (Report No.189, agenda part two also refers) **(Key decision – reference number 3990)**

(Report No.185)
(8.50 – 8.55 pm)

13. CHASE FARM LAND ACQUISITION

A report from the Director of Finance, Resources and Customer Services **will be circulated as soon as possible**. (Report No.190, agenda part two also refers) **(Key decision – reference number 4065)**

(Report No.186)
(8.55 – 9.00 pm)

14. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

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

15. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 119 - 122)

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

16. MINUTES (Pages 123 - 138)

To confirm the minutes of the previous meeting of the Cabinet held on 11 February 2015.

INFORMATION ITEMS

17. ENFIELD STRATEGIC PARTNERSHIP UPDATE

To note that there are no written updates to be received at this meeting.

18. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 29 April 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)

Agenda Item 6

MUNICIPAL YEAR 2014/15 REPORT NO. 177

Agenda – Part: 1	**Item: 6**
Subject: Capital Programme Monitor Third Quarter December 2014 Budget Year 2014-15 Wards: all	
Cabinet Member consulted: Cllr Stafford	

MEETING TITLE AND DATE:
Cabinet 11th March 2015

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

1. EXECUTIVE SUMMARY

The purpose of this report is to inform Members of the current position up to the end of December 2014 regarding the Council's Capital Programme (2014-19) taking into account the latest information for all capital schemes including the funding arrangements. The figures are consistent with those reported to Cabinet on 11th February as part of the 2015/16 Budget Report to Council.

The report shows that the overall expenditure is projected to be £121.1m for the General Fund and £42.4m for the HRA for 2014/15.

The report:

1.1 Sets out the estimated capital spending plans for 2014-19 including the proposed arrangements for funding;

1.2 Confirms the revenue capital financing costs for the agreed 2014/15 to 2018/19 programme are provided for in the budget and notes the separate indicative programme costs which will be revised with detailed finalised scheme plans.

2. RECOMMENDATIONS

It is recommended that:

1. Cabinet notes the additions to the General Fund Capital Programme totalling £4.4m in 2014/15 as shown in Table 1 - to be funded from grants, contributions & earmarked resources with an approved increase in general resources. Cabinet also notes the additions to the HRA Programme totalling £500k.

2. The updated agreed five year programme including proposed reductions is agreed by Cabinet

3. Cabinet notes the indicative programme and that updates will be reported to Cabinet before inclusion in the agreed programme

3. BACKGROUND

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

This is the third quarterly report on the 2014/15 capital budget and five year Capital Programme 2014-19 as approved by Council on 25th February 2015

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, in the main, is from a mixture of external grants, contributions and earmarked reserves set aside specifically for the projects. Funding has now been included for Enfield 2017 transformation project and the Bury Street Depot Redevelopment which will increase the Council's borrowing requirements.

Table 1 – Growth Items

Table 1 – Growth Items Scheme	**2014/15 Additions £'000**	**Funding Source**
Environment & Regeneration		
14/15 Footway Replacement	75	Revenue Contributions
14/15 Various Road Safety Schemes	320	Capital Grants - TFL
Enfield Golf Club - drainage works	9	Capital Grants - Environment Agency
Expansion of CCTV System 12-13 to 14-15	23	S106 Contributions
13/14 Town Park Water Feature	5	S106 Contributions
Wilbury Way Open Space Natural Play Area	25	Capital Grants
Corporate		
Enfield Town Library	14	General Resources
Edmonton Leisure Ctr - Imp Facilities	4	Revenue Contributions
Enfield 2017*	1,457	General Resources (approved)
Bury Street Depot Redevelopment**	700	General Resources (approved)
Housing		
The Reprovision Project Elizabeth House	154	General Resources
Schools & Childrens Services		
St. Matthew's CE Prim Sch at Dysons Rd	270	Capital Grants - EFA
Devolved Schools Capital	1,351	Schools Revenue Contributions
GENERAL FUND	**4,407**	
Housing Revenue Account (HRA)		
Grants to Vacate 2004-2005 Onwards	**500**	Capital Grants - GTV
HRA	**500**	
TOTAL	**4,907**	

** Per Cabinet Report Oct 2014 / Approved by Council 19.11.14
** Per Cabinet Report Nov 2014 / Approved by Council 19.11.14

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. The Main Budget movements are summarised below in Table 2:

Table 2 – Re-profiled Expenditure

Department / Scheme	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Comments
Corporate					
Mobile Working Servers and Software	(483)	483			Payments are staged, and are only made upon successful delivery of all activities within each stage. So whilst there are no project delays, there are payments that are yet to be made to suppliers.
Environment & Regeneration					
Vehicle Replacement Programme	(887)	887			Spend reprofiled following Fleet, Parks and Waste Service reviews.
Electric Quarter	(852)	852			Delays in the purchase of a school site, project expected to be completed next financial year.
Meridian Water	1,994	(1,994)			To help facilitate the earlier land acquisition forecast to be completed in March 2015.
Lea Valley Heat Network	1,155	310	(637)	(828)	Project is now underway and consultants have been appointed to develop further costings of the project. The overall project budget across the four years is unchanged.
Adult Social Care					
Mental Health & Wellbeing Centre		(622)	311	311	Project is still in the early stages of development. At this stage, it is likely that only site evaluation and outline planning permission will take place in 2015/16, with the remainder of the scheme being completed in future years & by the end of 2017/18.
Community Housing					
Housing Assistance Grants	(200)	200			The DAR approving expenditure is awaiting legal observations. It is anticipated this will be approved in February 2015. As a result it is unlikely the scheme will be actioned this financial year.
Schools and Childrens Services					
The Secondary Pupil Referral Unit	(93)	(2,128)	2,221		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

Department / Scheme	2014/15 £000s	2015/16 £000s	2016/17 £000s	2017/18 £000s	Comments
					financial year, which in turn has affected the spend profile.
Targeted Capital – School Meals	(150)	150			
Children's Centres	(134)	134			
Basic Needs – Primary Places	(184)	184			
Schools Conditioning Fund	150	(150)			Funding brought forward due to earlier scheme delivery
School Expansion Project - Phase 1	(793)	793			Following latest project reviews. 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.
School Expansion Project - Phase 2	(3,272)	9,385	(11,659)	5,546	
HRA					
General Works	(2,994)	2,994			Primarily variances are due to two schemes originally programmed to commence during Q3, but were deferred to allow them to be included in a subsequent bid for additional grant funding to the GLA. This decision, together with a further bid for ECO funding on another scheme has reduced the overall amount of achievable spend in the current financial year.
Estate Renewals	1,362	(82)	1,937	(3,217)	The Estate renewals projects variances are due to the re-profiling of project development costs, reflecting the latest information on planned developments.

Scheme Reductions 2014/15

Reductions to General Fund schemes reported this quarter are:

- Adult Social Care - £50k on Welfare Adaptations Top Up Loans, this is a demand led services with zero spend to date.
- SCS - £500k on Basic Needs – Primary School Places. This is, primarily, a result of contingencies being released as schemes are completed, and also due to a reduction in the scope of works at Bowes Edmonton (Construction and Traffic Mitigation works). There will be no impact on the delivery of programmes objectives.
- HRA has no reductions to the 2014/15 budget, but has reported a £20.7m reduction in General Works Budget for 2015/16 (based on the provision in 2015/16 budget setting report)

Latest 2014/15 Capital budget

The capital budget for 2014/15 is shown in Table 3; this summarises the latest position including the changes set out above.

Table 3 - Capital Budget 2014/15

	2014/15 Budget as Reported at Q2 £'000	Re-profiling £'000	Additions 2014/15 £'000	Proposed Reductions 2014/15 £'000	Proposed Programme 2014/15 £'000	Spend to Date £'000
Environment & Regeneration*	41,214	542	457	(2)	42,211	13,602
Corporate**	11,032	(485)	2,175	0	12,722	4,495
Health, Housing and Adult Social Care***	25,920	(291)	154	(50)	25,733	6,699
Schools and Children's Services	43,856	(4,540)	1,621	(547)	40,390	18,290
Total General Fund Expenditure	**122,022**	**(4,774)**	**4,407**	**(599)**	**121,056**	**43,086**
Housing Revenue Account	43,541	(1,632)	500	0	42,409	22,293
Total Capital Expenditure	**165,563**	**(6,406)**	**4,907**	**(599)**	**163,465**	**65,379**

* Spend is likely to occur at year end centred around the various Regeneration projects
** Includes CareFirst integration project (Moved from Adult Social Care)

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 December 2014, 13.24km of carriageway had been resurfaced. The Authority plans to resurface a further 4.8km of carriageway between January and March, including approximately 3.25km of carriageway recycling (saving approximately 290 tonnes of CO2). The Authority planned to resurface 4.6km of Principal Roads, of which 4.19km 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 8km had been renewed at the end of December 14.

  The Council intends to plant a total of 400 plus new highway trees. Planting sites have been identified and specific site locations for planting the trees agreed. At the end of December 2014 60% of planting programme was complete.

  Phases one and two of Smeaton Road Bridge are complete. Phase 3 of Smeaton Road Bridge will be deferred until 2015/16 to reduce the risk of wet weather disrupting night works. Rays Avenue culvert access improvements are in the design phase. Deadmans Bridge vehicle incursion measures are due to start on site by end of January 2015. Firs Farm SuDS

scheme phase one is complete. Mollison Avenue highway drainage improvement works and Brimsdown ditch improvements are ongoing.

The introduction of trimming & dimming 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 is delivering 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 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 has successfully acquired new Graffiti & Street Washing Equipment, which will have a positive impact on the street washing programme.

- **Community Safety**
  The CCTV Camera Replacement Programme and the three year CCTV expansion programme (2012-2015) are progressing to plan and on budget.
  CCTV which is already established at town centres and civic buildings and car parks has been efficiently linked up with the EPSC system to provide more seamless coverage and reduce the opportunity for crime. 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 the works are complete and the project has now entered the 1 year Defect Liability Period which will end in November 2015

  Warrener's Cottage refurbishment works (to facilitate volunteer use) were scheduled to run from October 2014 until December 2014. Delays to works have meant there are a few outstanding works to be completed and the building is expected to be handed over to LBE during February 2015. The building will then enter into the Defect Liability Period for 1 year.

  Significant works have been completed in Durants Park; Bush Hill Park, Grovelands Park, Wilbury Way and Ladysmith Road. Play equipment has been replaced in four parks and further items are currently under procurement. We are currently in the process of procuring a replacement play equipment contract.

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 ahead of schedule and a number of major projects began in January 2015.

- **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. The planned 14/15 Refuse and Parks Operations vehicles/ equipment replacements have been deferred to 15/16 following to Fleet, Parks and Waste Service Reviews.

- **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 is being utilised to carry out a broad range of improvement works across various Council dwellings and Day Centres to enhance the Council's assets, including the Civic Centre Refurbishment Capital budgets of £8.3m.

- **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 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 has been completed. The feasibility design, planning consent and a revised Planning Application is anticipated during 2015.

- **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. Further phases of project delivery in the area are currently under review.

- **Outer London Fund 2 (OFL2)**
  OLF2 funded business centre was completed in July 2014 and the Two Brewers public memorial was commemorated in September 2014. Planning consent for the Meanwhile Project was secured in November 2014 and it is anticipated that this project will be completed during 2015.

- **Ponders End Waterfront**
  Initial works to clear the waterways ahead of Phase 1 implementation have been completed. Further phases of project delivery are currently under review.

- **New Southgate**

Improvements to Grove Road Open Space (Locally known as -The Bombie) completed in April 2014, alongside public realm improvements along the parade of shops. Improvements to Millennium Green have also now completed (December 2014) and further phases of project delivery are currently under review.

- **Meridian Water**
  Project development for Phase 1 of the Causeway (Meridian Boulevard) is underway following approval of Cabinet report in October 2014. 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.

  Meridian Water Land acquisition is underway to acquire initial parcels of land for development. Funding of £2m has been brought forward from future years to facilitate land acquisition in March 2015.

- **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 spending projections include the cost of due diligence, legal fees and consultancy. As with other elements of the capital programme, expenditure profiles may be updated to reflect progress.

- **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. We are currently awaiting outcome of final stage complaint, which may incur additional works. The budget expected to be fully expended by end of financial year.

- **Conservation and Design**
  Broomfield House Restoration Programme was rephrased to support HLF Heritage Enterprise programme bid. A consultant was appointed in December 2014 to carry out both a Conservation Management Plan and an Options Appraisal.

- **Meridian Business Park**

This scheme is match funding a series of Environmental improvement projects on the Meridian Business Park. Potential new projects have been identified, feasibility work carried out and the next stage is to meet with Meridian Business Park Association to agree priorities and delivery timescales before moving forward. To this end the 14/15 budget has been re-profiled into 15/16.

- **Lee Valley Heat Network**
  The final development stage for LVHN is due to be completed by March 2015, six months earlier than expected. The main investment decision in LVHN is scheduled for Cabinet in June and Full Council in July 2015. The overall cost envelope remains unchanged for LVHN Phase 1, with the project now being rolled out faster than planned, including detailed plans for future connections and network expansion.

4.2 Corporate Projects.

- **On-going Capital investment in Leisure Centres**
  The Leisure Centre Capital Development programme is reaching its conclusion. 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 Southgate is yet to be released but the retention for Edmonton has now been paid. 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 CCTV surveillance as part of the borough network has been added here in recent months.

- **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 has been designed, and is due to start in the near future.

- **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.

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. Architects have developed detailed designs for the building, and planning permission has been granted. Our selected building contractor (Morgan Sindall) is currently procuring sub-contractor packages of services. This process should be completed by the end of February 2015 and building completion is scheduled for May/June 2016. An increase in the price of the scheme is expected due to the decision to install a sprinkler system, fire evacuation lift and other measures, as well as additional planning requirements and inflation which has risen substantially in the building industry due to scarcity of materials & equipment thereby increasing labour costs. A further report on the increase in costs will be submitted to Cabinet.

- 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 £2.4m. Full approval has now been granted and the final elements of the external works are underway. Practical Completion is due at the end of January 2015.

- 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 Cabinet in November 2014. Specific proposals for the scheme are still to be developed.

- Practical Completion was awarded in November 2014 on the Ordnance Unity Centre. The library, the hall, the GP surgery and dentist are now all open. The Building Contract Completion Date remains at August 2014, therefore Liquidated Damages will also be sought from the contractor, which will impact on the final account.

4.4 Community Housing

Projects include:

- Disabled Facilities Grant to enable private sector residents to remain in their homes. 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, as outlined earlier in the report.

- 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
  - 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 progressing at the remaining schools. Phase 2 is underway with the identification of sites and design works underway. Budget adjustments reflect changes to the phasing of the expansion projects and updated cost plans received from the building contractors.
- 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 completed in 2014 to provide the new nursery on the Rosemary Avenue site together with the design and construction of a new Art and Music Block at Enfield County Lower School.
- 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.

  The Free School Meals, School Condition and Fire Prevention programmes have been merged and ring-fenced in order to progress these works in a coordinated manner over the next 3 years.

4.6 Housing Revenue Account

- The Housing Major Capital Works schemes (excluding Estate Renewals and Grants to Vacate) will be funded from the current year's Decent Homes and General Works budget. The corresponding forecasted spend for 2014-15 is £30.1m which is a reduction of £3.0m from the projected spend in quarter 2.

- 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 £14.6m were submitted to the GLA within the appropriate timescales and approved by the GLA.

- Estate Renewals – The estate renewal budget is £11.3m. This is revised from the £10m reported position at the end of quarter 2 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 2018-19

The detailed capital programme of £911.4m 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 4 - Financing of Capital Expenditure

The following table sets out the current funding position for the 2014-19 Capital Programmes.

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Total General Fund Expenditure	**121,056**	**133,509**	**98,215**	**72,849**	**45,147**
Funded From:					
Earmarked Resources	(45,753)	(52,213)	(39,497)	(23,838)	(25,147)
Disposals Programme	(4,000)	(4,000)	(4,000)	(4,000)	
Unapplied Capital Receipts	(900)	(520)			
General Fund Capital Reserve	(700)	(1,000)			
Increase in capital financing requirement	(69,702)	(75,777)	(54,718)	(45,011)	(20,000)
Total General Fund Funding	**(121,056)**	**(133,509)**	**(98,215)**	**(72,849)**	**(45,147)**
Total HRA Expenditure	**42,409**	**52,725**	**59,128**	**77,011**	**73,790**
Funded From:					
Earmarked Resources	(42,409)	(52,725)	(59,128)	(77,011)	(51,690)
Increase in capital financing requirement	0	0	0	0	(22,100)
Total HRA Funding	**(42,409)**	**(52,725)**	**(59,128)**	**(77,011)**	**(73,790)**

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 in Table 5 below:

Table 5 – Revenue Implications

	2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
General Fund					
Additional MRP		2,788	5,819	8,008	9,808
Interest on Borrowing	1,394	4,304	6,914	8,908	10,208
Deferred Debtor Receipts / Capitalisation – see below	(688)	(3,407)	(6,073)	(8,980)	(11,762)
Total Revenue Cost	**706**	**3,685**	**6,660**	**7,936**	**8,254**
HRA					
Interest on Borrowing	0	0	0	0	442
Interest on Borrowing	**0**	**0**	**0**	**0**	**442**

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.

The Deferred Debtor Receipts and Capitalisation line is the estimated reduction in capital financing costs as a result of the income stream from HGL and the capitalisation of interest and deferral of MRP pending the completion of Meridian Water and Bury Street developments. At present these projects are still being developed and so capital financing and income streams are high level estimates pending detailed scheme plans.

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.

Table 6 – Latest Capital Programme:

Approved Capital Programme Schemes	**2014/15 £'000**	**2015/16 £'000**	**2016/17 £'000**	**2017/18 £'000**	**2018/19 £'000**	**Total £'000**
Schools & Children's Services	40,390	42,746	29,212	20,239	19,000	**151,587**
Regeneration & Environment:						
Environment	21,500	26,489	20,000	10,481	6,147	**84,617**
Regeneration	20,711	26,795	6,804	6,274	0	**60,584**
Housing, Health & Adult Social Care:						
Adult Social Care	2,097	6,007	2,620	647	0	**11,371**
Housing Grants	2,342	2,818	0	0	0	**5,160**
Affordable Housing	1,294	2,100	0	0	0	**3,394**
Housing Gateway	20,000	20,000	20,000	20,000	20,000	**100,000**
Leisure and Cultural	4,940	0	0	0	0	**4,940**
Corporate Items	7,782	6,554	19,579	15,208	0	**49,123**
General Fund Programme	**121,056**	**133,509**	**98,215**	**72,849**	**45,147**	**470,775**
Housing Revenue Account	42,409	52,725	59,128	77,011	73,790	**305,063**
Approved Capital Programme	**163,465**	**186,234**	**157,343**	**149,860**	**118,937**	**775,838**

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 7 as approved by Council on 25th February 2015.

Table 7 – Current forecast of Capital Financing Requirement

Capital Financing Requirement	Estimated as at 31st March 2015 £'000	2016 £'000	2017 £'000	2018 £'000	2019 £'000
General Fund					
Latest Forecast	322,753	386,722	428,015	459,058	465,076
Previous Estimate	**322,753**	**386,722**	**428,015**	**459,058**	**465,076**
HRA					
Latest Forecast	157,728	157,728	157,728	157,728	179,828
Previous Estimate	**157,728**	**157,728**	**157,728**	**157,728**	**179,828**
Total					
Latest Forecast	480,481	544,451	585,743	616,786	644,930
Previous Estimate	**480,481**	**544,451**	**585,743**	**616,786**	**644,905**

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 £570m; this excludes long term liabilities under PFI Contracts and Finance Leases. The highest level of borrowing during the period was £324.6m (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

None specific to this Report

Appendix A - Capital Programme 2014-2018

APPROVED PROGRAMME Department/Scheme	Capital Programme Budget 2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 Onwards £'000	Total £000
Environment & Regeneration						
Transport for London funding:						
2013/14 Major Schemes						**0**
2014/15	3,937	4,728	0	0	0	**8,665**
Cycle Enfield	700	4,159	15,346	8,268	1,527	**30,000**
Highways & Street Scene:						
Programme	8,947	9,168	0	0	0	**18,115**
Environmental Protection	143	100	0	0	0	**243**
Community Safety	1,015	100	0	0	0	**1,115**
Waste & Recycling	15	503	0	0	0	**518**
Parks	3,113	971	0	0	0	**4,083**
Vehicle Replacement Programme	420	2,498	1,884	279	4,620	**9,701**
Depot	36	0	0	0	0	**36**
Parking	5	0	0	0	0	**5**
Building Improvement Programme (BIP)	1,926	1,392	0	0	0	**3,318**
Civic Centre (BIP)	806	2,770	2,770	1,934	0	**8,280**
Sustainability	68	0	0	0	0	**68**
Disability Access Programme	369	100	0	0	0	**470**
Regeneration:						
Ponders End	687	1,896	200	199	0	**2,982**
Electric Quarter	2,987	49	0	0	0	**3,036**
New Southgate	100	709	124	0	0	**933**
Meridian Water	15,119	21,272	5,500	4,500	0	**46,391**
Edmonton Projects	70	783	0	0	0	**853**
Enfield Town	68	0	0	0	0	**68**
Shires Estate - REACT Dysons Road	20	30	30	75	0	**155**
Market Gardening	249	1,250	950	1,500	0	**3,949**
Lea Valley Heat Network	1,155	130	0	0	0	**1,285**
Broomfield House	20	317	0	0	0	**337**
The Crescent - Edmonton	236	275	0	0	0	**511**
Industrial Estates Regeneration	0	84	0	0	0	**84**
						0
REGENERATION & ENVIRONMENT	**42,211**	**53,284**	**26,804**	**16,755**	**6,147**	**145,201**
Corporate Schemes						
IT Work Plan	198	483	0	0	0	**681**
Joint Service Centre	4,271	0	0	0	0	**4,271**
Southgate Town Hall & Library Enabling Works	235	0	0	0	0	**235**
Bury Street Depot Redevelopment	700	1,700	15,208	15,208	0	**32,815**
Enfield 2017	1,457	4,371	4,371	0	0	**10,200**
Residents Priority Fund	861	0	0	0	0	**861**
High Speed Printers	60	0	0	0	0	**60**
Libraries	0	0	0	0	0	**0**
Palmers Green & Enfield Library	4,168	0	0	0	0	**4,168**
Leisure	472	0	0	0	0	**472**
Culture	300	0	0	0	0	**300**
FRCS / CE TOTAL	**12,722**	**6,554**	**19,579**	**15,208**		**54,063**

Health, Housing & Adult Social Care						
Housing						
Disabled Facilities Grant (£1.156m grant funded)	1,766	2,000	0	0	0	**3,766**
Sub Regional Housing Grants	219	0	0	0	0	**219**
Housing Assistance Grants	357	818	0	0	0	**1,175**
Housing Gateway	20,000	20,000	20,000	20,000	20,000	**100,000**
Affordable Housing	1,294	2,100	0	0	0	**3,394**
Adult Social Care						
Residential and Social Care Provision - Elizabeth House	703	5,857	2,174	201	0	**8,935**
New Options	1,394	0	0	0	0	**1,394**
Mental Health and Wellbeing Centre	0	150	446	446	0	**1,042**
HHASC TOTAL	**25,733**	**30,925**	**22,620**	**20,647**	**20,000**	**119,925**
Schools & Children's Services						
Schools Access Initiaitve	172	200	0	0	0	372
Target Capital - Special Needs	413	2,133	7,653	0	0	10,199
Childrens Centres	770	461	0	0	0	1,231
Targeted Capital - School Meals Programme	767	4,181	2,200	0	0	7,148
Schools Condition Funding	1,266	3,647	0	0	0	4,913
City Learning Centres	7	0	0	0	0	7
Basic Need - Primary School Places	3,973	487	0	0	0	4,460
Primary Expansion Plan Phase 1	13,771	3,123	280	0	0	17,174
Primary Expansion Plan Phase 2 - Grange School	5,310	777	0	0	0	6,087
Primary Expansion Plan Phase 2 - Garfield School	4,306	8,548	0	0	0	12,854
Primary Expansion Plan Phase 2	1,148	12,407	13,072	14,239	13,000	53,866
Primary Schools	17	0	0	0	0	17
Secondary Schools	249	1	0	0	0	250
Fire Precaution Works	835	706	7	0	0	1,548
Non School Schemes	679	75	0	0	0	754
Programme before Devolved Funding	**33,682**	**36,746**	**23,212**	**14,239**	**13,000**	**120,879**
Devolved Schools Capital Schemes	6,708	6,000	6,000	6,000	6,000	30,708
SCS TOTAL	**40,390**	**42,746**	**29,212**	**20,239**	**19,000**	**151,587**
TOTAL GENERAL FUND	**121,056**	**133,509**	**98,215**	**72,849**	**45,147**	**470,775**
Housing Revenue Account						
Major Works	30,071	37,644	36,980	30,039	21,320	**156,054**
Estate Renewals	11,338	14,581	21,648	46,472	51,970	**146,009**
Grants to vacate	1,000	500	500	500	500	**3,000**
HRA TOTAL	**42,409**	**52,725**	**59,128**	**77,011**	**73,790**	**305,063**
APPROVED CAPITAL PROGRAMME	**163,465**	**186,234**	**157,343**	**149,860**	**118,937**	**775,838**

INDICATIVE PROGRAMME Department/Scheme	Capital Programme Budget 2014/15 £'000	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 Onwards £'000	Total £000
Environment & Regeneration						
Transport for London funding:						
Major Schemes			3,178	3,178	3,178	**9,534**
Highways & Streetscene:						
Previous Years	0	1,619	0	0	0	**1,619**
2014/15	0	0	8,350	8,350	8,350	**25,050**
Environmental Protection	0	0	100	100	100	**300**
Waste & Recycling	0	0	18	18	18	**54**
Building Improvement Programme (BIP)	0	0	1,500	1,500	1,500	**4,500**
Disability AccessProgramme	0	264	200	200	200	**864**
Regeneration:						
Electric Quarter	0	4,381	3,150	3,900	0	**11,431**
New Southgate	0	1,700	750	1,750	0	**4,200**
Edmonton Projects	0	2,130	1,500	375	0	**4,005**
Enfield Town	0	1,675	1,675	4,300	0	**7,650**
Angel Edmonton	0	150	150	150	0	**450**
Lea Valley Heat Network	0	828	0	23,172	0	**24,000**
Enfield Highway	0	0	0	225	0	**225**
Enfield Wash	0	0	0	225	0	**225**
Other Heritage projects / acquistions	0	1,100	1,100	1,670	0	**3,870**
Industrial Estates Regeneration	0	0	0	3,250	0	**3,250**
						0
REGENERATION & ENVIRONMENT	**0**	**13,847**	**21,671**	**52,363**	**13,346**	**101,227**
Health, Housing & Adult Social Care						
Housing						
Disabled Facilities Grant (£1.156m grant funded)	0	1,000	2,000	2,000	2,000	**7,000**
Housing Assistance Grants	0	1,200	818	818	818	**3,654**
Affordable Housing	0	3,395	2,100	2,100	2,100	**9,695**
Adult Social Care						
Welfare Adaptations	0	100	100	100	0	**300**
HHASC TOTAL	**0**	**5,695**	**5,018**	**5,018**	**4,918**	**20,649**
Schools & Children's Services						
Schools Access Initiaitve	0	0	200	200	200	600
Schools Condition Funding	0	0	2,600	4,500	4,483	11,583
Fire Precaution Works	0	0	493	500	500	1,493
SCS TOTAL	**0**	**0**	**3,293**	**5,200**	**5,183**	**13,676**
GENERAL FUND INDICATIVE	**0**	**19,542**	**29,982**	**62,581**	**23,447**	**135,552**
TOTAL APPROVED INDICATIVE PROGRAMME	**0**	**19,542**	**29,982**	**62,581**	**23,447**	**135,552**
TOTAL PROGRAMME	**163,465**	**205,776**	**187,325**	**212,441**	**142,384**	**911,390**

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Agenda Item 7

MUNICIPAL YEAR 2014/2015 REPORT NO. 178

Agenda – Part: 1	**Item: 7**
Subject: Quarterly Corporate Performance Report **Wards: All** **Key Decision No: 3998**	
Cabinet Member consulted: **Cllr A. Georgiou**	

MEETING TITLE AND DATE:
Cabinet – 11th March 2015

REPORT OF:
Chief Executive

Contact officer and telephone number:

Alison Trew 020 8379 3186

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

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 third 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 third 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).

76 performance indicators are being reported, of which 72 have targets. Of these, 43 (59.7%) are at green; 13(18.1%) are at amber; and 16(22.2%) 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 Q3 (Protect)

Generated on: 05 February 2015

Area of Review	Key Highlights	Risk Rating - Nov'14
Income & Expenditure Position - Year end forecast variances	Year-end forecast variances of £2.5m overspend have been identified to date in relation to General Fund net controllable expenditure.	
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 will change to green when we are satisfied that the profiles for 14-15 are correct.	
Income & Expenditure Position - HRA	The HRA is projecting a £428k surplus for year-end outturn against budget.	
Balance Sheet - Cash Investment	The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return.	
Balance Sheet - General Fund balances year end projections	The year-end projections for General Fund balances assumed in the Council's Medium Term Financial Strategy will be dependent on bringing the income and expenditure back to the planned spending position.	
Cash Flow - Cash balances and Cashflow Forecast	The Council's cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due.	
Cash Flow - Interest Receipts Forecasts	Interest receipts forecast for the year are on target with budget.	

(1) Fairness for All

(a) Housing and Homelessness

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Number of households living in temporary accommodation	2188	Dec'13	2651	2438	December 2014 result	High demand continues due to Local Housing Allowance households being evicted from the private rented sector (70% of homeless applications) as landlords look for higher rents from nightly paid accommodation and professional lets. Prevention opportunities are being reviewed; Discharging the Council's homelessness duty into the private rented sector remains difficult due to competition for private lets with other London boroughs offering higher financial incentives. Increasing supply remains a priority including Gateway and lettings of new build properties via Allocations Scheme at the end of Jan 15.
Private Sector Housing: Empty Homes Brought Back into Use	36	Dec'13	40	37	December 2014 result	
Overall satisfaction with repairs service provided by Enfield Homes	94%	Nov'13	94%	94%	November 2014 result	
Contractor monitoring by Enfield Homes of responsive repairs completed YTD by agreed target date	99.6%	Nov'13	97.98%	98.85%	November 2014 result	
Rent collected by Enfield Homes as a proportion of rent due (excluding rent arrears)	100.9%	Dec'13	100.60%	100.00%	December 2014 result	
Rent arrears of current tenants, as managed by Enfield Homes	2.81%	Dec'13	2.56%	3.00%	December 2014 result	

(b) 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)	53%	Dec'13	49.0%	61.5%	December 2014 result	**ANNUAL TARGET 2013/14 = 82%.** Performance is currently (December 2014) at 49%. To achieve the annual target of 82%, performance should be at 61.5% by this point in the year. The current outturn rises to 61.5% when measured against reviews for long term services.
Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support	New 13/4		99.38%	99.00%	December 2014 result	99.38% (2701) clients were in receipt of a Personal Budget or Direct Payment. Please note that this is taken as a snapshot 31/12/2014 There are currently 2718 clients with an open Community based service.
Delayed transfers of care	6.58	Dec'13	7.17	5	December 2014 result	**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 19 patient delays during December, of which 15 were Health Delays and 4 were attributable to Social Care - 2 of these were acute, both North Middlesex University Hospital (NMUH) and 2 non-acute, 1 each at Royal Free Foundation Trust and Barnet, Enfield & Haringey Mental Health Trust (RFFT & BEHMHT). This is a decrease on November (27 delays). Performance of 7.17 is still outside the target and is worse than the average year to date performance.
Timeliness of social care assessment (all adults)	86.7%	Dec'13	97.0%	90.0%	December 2014 result	**ANNUAL TARGET FOR 2014/15 = 90%.** Performance is now 97.0**%.** In December 13/14 performance was 86.7%.

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Carers receiving needs assessment or review and a specific carer's service, or advice and information	40%	Dec'13	32.13%	36.00%	December 2014 result	This percentage figure represents 1907 carers receiving a carers service or information and advice. This is currently below target for this point in the year. EOY target = 48%
Number of adult learning disabled clients known to CASSRs in paid employment	146	Dec'13	147	152	December 2014 result	**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 147 clients are recorded in employment. There are now schemes in place that will guarantee interviews for those that fall into this category.

(c) 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	8.23%	Q3 13/14 result	7.76%	8.25%	Q3 2014/15 result	Since April 2014, there have been 13 Adoptions and 5 Special Guardianship Order granted out of a cohort of 232. This is an incremental target: Q1 = 2.75%, Q2 = 5.5%, Q3 = 8.25% and Q4 = 11%.
Child Protection Plans lasting 2 years or more	2.3%	Dec'13	3.2%	5.0%	December 2014 result	9 children had a CP plan which lasted more than 2 years during the past year out of a total of 282 plans closed in the last 12 months. Good performance is low (0-10%).
Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time - in the past two years	2.9%	Dec'13	8.4%	8.0%	December 2014 result	This indicator counts children who had a previous child protection plan in the past two years. Of the 323 children who became subject to a Child Protection plan during the past 12 months, 67 (20.74%) had previously been on a Child Protection plan and 27 had been on a Child protection plan in the past two years. The increace in percentage from July to August was 10 children started a CP Plan for a second or subsequent time within the past 2 years. This was made up of one group of 8 siblings and one group of 2 siblings. Of the 27 children forming the entire cohort, as at the end of December 2014, there were: 1 sibling group of 8 1 sibling group of 4 2 sibling groups of 3 3 sibling groups of 2 3 single children This means that the cohort of 27 children was only made up of 10 families in total, with the 2 largest families accounting for just over 44% of the cohort.
Percentage of child protection cases which were reviewed within required timescales	100%	Dec'13	100.0%	100.0%	December 2014 result	The percentage of child protection cases which were reviewed within the required timescale is 100%. There were 153 reviews in the denominator.
Care leavers aged 19-21 in suitable accommodation (Now Inc ages 20 & 21)	98.2%	Q3 13/14 result	89.0%	90.0%	Q3 2014/15 result	**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.** 114/128 care leavers were recorded as being in suitable accommodation.

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Care leavers in education, employment or training (19-21 years old eligible for leaving care service)	79.3%	Q3 13/14 result	53.9%	70.0%	Q3 2014/15 result	**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.** 69/128 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. A NEET improvement Panel has now been set up to review individual cases and to agree targeted actions with clear timescales.

(d) Sport and Culture

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Sports Development Sessions - Young People Attendances	9,966	Q3 13/14 result	16,458	15,500	Q3 2014/15 result	Breakdown of figures for young people - 3810 young people attended Enfield Festival events organised by the Enfield PE in schools team. 12648 young people attended community sessions organised by the Everybody Active Team and Sport England project partners. These sessions have proven very popular with such events as Football Zorbing provided as taster sessions.
Sports Development Sessions - Adult Attendances	9141	Q3 13/14 result	20,341	7,318	Q3 2014/15 result	New project launched to increase participation for inactive adults, 6 month reconciliation of performance figures recently approved by Sport England for Q1 and Q2. New project was not built into core sports development targets at beginning of financial year hence the overachievement. Breakdown of figures are as follows - 7642 adults participating in Sports Development activities. 12699 adult participants through commissioned partner.
Leisure Centre - Young People attendances	630,372	Q3 13/14 result	602,616	588,292	Q3 2014/15 result	
Leisure Centres - Adult attendances	557,073	Q3 13/14 result	532,544	520,867	Q3 2014/15 result	
Number of all Library visits Actual and Electronic	2,390,003	Q3 13/14	2,861,135	2,175,000	Q3 2014/15 result	Target was set conservatively this year as we did not know what the impact of the temporary closure of two libraries for refurbishment. We now find that there has been little impact and that online access does continue to increase. Despite the fact that online access is increasing, we are not complacent and continue to look for new ways of improving access to online resources and also to improve on actual visitor figures.
Adults participating in sport and active recreation at local level	20.1%	2012/13 result	15.60%	21.00%	2013/14 result	This performance is taken form Sports England Survey of c500 local residents Figure shown is for Quarter 2 is lower than expected. Full year figure is usually better. A review has commenced.
Number of Arts activities for Children and Young people	6,075	Q3 13/14 result	6,387	6,411	Q3 2014/15 result	Forty Hall 4,036 Salisbury House 55 Millfield House & Theatre - 2,044 Dugdale Centre - 174 Fesitvals & Events - 78
Engagement in the Arts (People taking part in all arts at local level)	184,066	Q3 13/14 result	228,309	187,500	Q3 2014/15 result	Forty Hall & Estate 92.198 (Online Visitors 52,935) Salisbury House 2,560 Millfield Theatre & House - 79,953 Dugdale Centre - 25,026 Festivals & Events - 28,572
CYP Participation in Positive Activities (To measure and drive improved performance around the participation of young people in positive activities.)	84,861	Q3 13/14 result	85,071	85,000	Q3 2014/15 result	Forty Hall & Estate 8,746 Salisbury House 580 Millfield Theatre & House 46,127 Dugdale Centre - 14,889 Festivals & Events - 14,729

(e) Income Collection, Debt Recovery and Benefit Processing

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Recovery of properties from illegal subletting (joint team with Enfield Homes)	22	Q3 13/14 result	59	56	Q3 2014/15 result	Breakdown: Enfield Homes properties recovered = 49 Temp. Accom. properties returned to the pool = 10 **Annual target of properties to be recovered = 75**
% of Council Tax collected (in year collection) Combined	80.88%	Q3 13/14 result	81.55%	82.30%	Q3 2014/15 result	Performance is good compared to Q3 last year but annual target does not take into affect the impact of the local support scheme.
% Council Tax (Local Support Scheme) Collected	67.1%	Q3 13/14 result	67.33%	67.1%	Q3 2014/15 result	
% Council Tax (non benefit) Collected	not available		83.44%	82.8%	Q3 2014/15 result	
% of Business Rates collected (in year collection)	85.31%	Q3 13/14 result	83.04%	85.40%	Latest result for Q3 2014/15 as of December 2014	Impacted by Rate Avoidance large case
% of Housing Benefit Overpayments recovered.	93.9%	Q3 13/14 result	55.02%	80.00%	Latest result for Q3 2014/15 as of December 2014	This PI has been Impacted by the introduction of the Government Real Time Info initiative. This is assisting us to identify claimants who have not declared their correct income many of which are not now entitled to benefits. So far this new initiative has raised £3.5m historic benefit overpayments debt. We have collected £410,623 more than this time last year.
Processing Times for New claims - Housing Benefit/Council Tax Support (average number of calendar days)	22.45	Dec'13	21.85	23	December 2014 result	
Processing Times for Benefit Change in Circumstances (average number of calendar days)	7.92	Dec'13	6.77	7	December 2014 result	

(2) Growth & Sustainability

(a) Employment & Worklessness

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
16 to 19 year olds who are not in education, employment or training (NEET)	4.25%	Dec'13	3.11%	4.70%	December 2014 result	
Employment rate in Enfield - working age Population (JobCentrePlus indicator monitored by Enfield - Source: Office for National Statistics)	67.3%	Q3 13/14	70.6%		Q3 2014/15 result	139,200 in employment (76,900 males/62,300 females) from a working age population of 197,160 (70.6%) The commensurate Job Seekers' Allowance benefit , paid to active out of work job seekers, has decreased steadily and is now the lowest since 2008 at 5,333. (All figures from December 2014 ONS)

(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	78.9%	Q3 13/14	73.3%	80.0%	Cumulative result for 2014/15 as of January 2015	Performance to date: Quarter 1 (April-June) = 80%; Q2 (July - Sept) = 47.5%; Q3 (Oct =Dec) = 83.6%. April to December: 71.7% At Q3 Performance has improved following the implementation of the new IT system IDOX during Q2. Regular monitoring in place to ensure this continues.
2 year rolling performance of major applications determined in 13 weeks		new 14/15	64.88%		Cumulative result for 2014/15 as of Q4 2014/15	Apr, May & June figures revised to reflect changes to Planning Statistics Form. Extension of time and Planning Performance Agreements are now included.
Processing of planning applications: Major applications processed within 13 weeks	68.9%	Q3 13/14	75.00%	60.00%	Cumulative result for 2014/15 as of January 2015	Q3 Fall in performance due to 3 strategic applications on Meridian Water having to be determined and Applicant unwilling to enter PPA. Year to date figure remains at 68% a**nd focus on ensuring determining remaining majors remains** Figures adjusted for APR-DEC to exclude those applications covered by Planning performance Agreements.
Processing of planning applications: Minor applications processed within 8 weeks	71.2%	Q3 13/14	72.14%	70.00%	Cumulative result for 2014/15 as of January 2015	Q3 Performance fell slightly due to reduction in capacity following staff departures. Action taken to address. Year to date performance remains in excess of target. Figures adjusted for APR-DEC to exclude those applications covered by Planning Performance Agreements.
Processing of planning applications: Other applications processed within 8 weeks	89.5%	Q3 13/14	82.34%	80.00%	Cumulative result for 2014/15 as of Q4 2014/15	Figure revised to reflect changes to PSF RETURN. Extension of time and PPA now included. LDCs removed from PI.

(c) Waste, Recycling & Cleanliness

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Residual household waste per household	308.6kg	Q2 13/14	316.52kg/hhd	290.00kg/hhd	Q2 2014/15 result	The London average in Quarter 2 was 145.95kg per household. Bromley who achieve the highest recycling performance rate in London collected 119.83kg per HH in Q2. Enfield collected 158.05kg per HH in the same period. HH total waste arisings continue to increase possibly reflecting improving national economic position. Tonnages arising at Barrowell Green HWRS appear to have levelled off and new contract operating from November 2014 (ie after this reporting period) show improvements are likely to be realised in form of reduced residual tonnages. Kerbside residual tonnages however represent the majority of this indicator, are significantly harder to control and are increasing by approx 1,000 tonnes per annum. Improvements are unlikely unless or until alternative waste collection approaches are considered.
Percentage of household waste sent for reuse, recycling and composting	41.1%	Q2 13/14	41.18%	42.00%	Cumulative result for 2014/15 as of Q2 2014/15	The London average for HH waste sent for Recycling, Composting or reuse is 7982.92. Enfield collected 13215.22 this quarter which means top quartile and 5th in London. Bromley who have the highest recycling rate collected 15624.00 Key drivers for the performance of this indicator are organic waste and comingled recycling kerbside systems both of which have seen a levelling off of tonnage since completion of service roll outs. Peripheral service provision such as estates recycling and flats above shops are proving challenging. Communications approach with NLWA is being reviewed to drive better performance in this area. Consultation is underway to identify service options that could increase recycling tonnages.
Percentage of inspected land that has an unacceptable level of litter	2.2%	Average at Nov'13	4.17%	4.00%	Cumulative result for 2014/15 as of November 2014	This indicator is based on three surveys undertaken during the year, and the performance data shown reflects the average of 2 surveys to date. 300 inspections are undertaken for each survey, and the figure of 4.17% represents 25 sites with unacceptable levels of litter out of a total of 600 inspected. The number of sites with unacceptable levels of litter increased during the second survey during a busy seasonal period of the year although it is projected that the year-end target will be achieved.

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Percentage of inspected land that has an unacceptable level of detritus	5.6%	Average at Nov'13	5.78%	6.00%	Cumulative result for 2014/15 as of November 2014	This indicator is based on three surveys undertaken during the year, and the performance data shown reflects the average of 2 surveys to date. 300 inspections were undertaken in the first survey and 297 in the second. The figure of 5.78% represents 34.5 sites with unacceptable levels of litter out of a total of 597 inspected. The number of sites with unacceptable levels of detritus increased during the second survey, but the indicator currently remains within target
Percentage of inspected land that has an unacceptable level of graffiti	0.5%	Average at Nov'13	0.17%	2.00%	Cumulative result for 2014/15 as of November 2014	This indicator is based on three surveys undertaken during the year, and the performance data shown reflects the average of 2 surveys to date. 300 inspections are undertaken for each survey, and the figure of 0.17% represents 1 site with an unacceptable level of graffiti out of a total of 600 inspected. (0 sites during the first survey)
Percentage of inspected land that has an unacceptable level of fly-posting	0.2%	Average at Nov'13	0.83%	1.00%	Cumulative result for 2014/15 as of November 2014	This indicator is based on three surveys undertaken during the year, and the performance data shown reflects the average of 2 surveys to date. 300 inspections are undertaken for each survey, and the figure of 0.83% represents 5 sites with unacceptable levels of flyposting out of a total of 600 inspected.

(3) Strong Communities

(a) Crime Rates

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Burglary	2,529	Dec'13	2,147	2,258	December 2014 result	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. 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. 12-month rolling data (which is monitored by MPS) shows Enfield to have reduced -12.3% compared to -14.0% across London. 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
Criminal Damage	1,541	Dec'13	1,580	1,656	December 2014 result	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. 12-month rolling data (which is monitored by MPS) shows Enfield to have increased by +2.7% compared to approx. +5.7% across London.

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Robbery	739	Dec'13	608	716	December 2014 result	Robbery has reduced by more than -30% 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. 12-month rolling data (which is monitored by MPS) shows Enfield to have reduced –16.8% compared to -24.8% across London. 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
Theft from Motor Vehicle	2,519	Dec'13	1,414	1,920	December 2014 result	Thefts from motor vehicle offences in Enfield increased between 2011 and 2014, but are now experiencing a reduction in volume. 12-month rolling data (which is monitored by MPS) shows Enfield to have decreased -35.7% compared to -18.8% across London. 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
Theft/Taking of Motor Vehicle	654	Dec'13	550	690	December 2014 result	Thefts of motor vehicles in Enfield have declined by over -27% since 2011/12 and we are currently exceeding the stretch target which was set by the Mayor's Office for Policing and Crime. 12-month rolling data (which is monitored by MPS) shows Enfield to have decreased -11.0% compared to +7.5% across London.
Theft from the Person	478	Dec'13	342	302	December 2014 result	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. London wide there has been a -25.2% decrease in this crime type since 2011/12, whilst Enfield has noted a decrease of only -2.3% in the same period. We are significantly off meeting the stretch target of -20%, as set by the Mayor's Office for Policing and Crime, for 2016.
Violence with Injury	1,366	Dec'13	1,848	1,067	December 2014 result	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. 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. 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. Between July and October 2014, Enfield benefited from extra central police resources, which were 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 experienced improvements, including Violence with Injury and Vehicle Crime. Further extra central police resources have also been deployed in January 2015, for an initial one month period. These resources are aimed at addressing the identified Violence with Injury offences.

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Total Offences (MOPAC 7)	9,826	Dec'13	8,489	8,608	December 2014 result	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. 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. 12-month rolling data (which is monitored by MPS) shows Enfield to have decreased by -10.8% compared to -8.0% across London.
Number of Domestic Crimes	1,350	Dec'13	1,962		December 2014 result	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. Current data shows a 45% increase in reported offences.
Number of Domestic Violence cases referred to MARAC	357	Q3 2013/14	557		Q3 2014/15 result	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. There is no specific target set with regards to the number of referrals.

(b) Health & Well Being

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Partnership Successful Completion Rate (%) for all Drug users in treatment (over 18 years of age), excluding primary alcohol users:	28.7%	Oct 13	23.8%	20%	October 2014 result	The NDTMS ratified rate for successful treatment completions for the 12-month rolling period from November 2013 to October 2014 is showing a very slight decrease over the previous rolling period; the DAAT has achieved 23.8%, which is still 4.2% above the London Average, the minimum target (19.6%), and 7.5% above the National Average (16.3%).
Numbers in Effective Treatment - All Drug Users (over 18 years of age), excluding primary alcohol users	1,024	July 2013	828	1,068	July 2014 result	The DAAT has been working with its providers to ensure they have robust plans in place to increase the numbers in treatment from November and going forward. This includes weekly contract review meetings and sharing locally generated performance reports to monitor progress against the plans.
Obesity in primary school age children in Reception	12.6%	2012/13 result	12.2%	12.0%	2013/14 result	The aim of the Healthy Weight strategy is to reduce Obesity in reception age to below 12% by 2015 and 11 % by 2021. The fall from 12.6% in 2012/13 is a welcome but small reduction. Selection bias cannot be ruled out, i.e. that more obese children are more likely to opt out of the survey.
Obesity in primary school age children in Year 6	24.1%	2012/13 result	24.80%	21.40%	2013/14 result	The Aim of the Healthy Weight strategy is to reduce the Year 6 rate to below 21.4% by 2015 and below 20% by 2021. It is disappointing that prevalence has risen from 24.1% last year. 40% of Year 6 pupils with an Enfield residence postcode were recorded as either overweight or obese. This compares to 64.2% in the adult (018+) population and indicates a significant impact upon current and future risk of long term conditions.
4 week smoking quitters	860	Q2 2013/14 result	1,073	786	Q2 2014/15 result	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.
NHS Health Checks-offered (cumulative)	9.7%	Q2 2013/14 result	11%	20%	Q2 2014/15 result	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 Q2, 9007 health checks are reported to have been offered which equates to 11.0% of the eligible population.

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
NHS Health Checks-received as % of Population	4.89%	Q2 2013/14 result	3.75%	4.4%	Q2 2014/15 result	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 Q2 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%

(c) Enfield Council Website

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Page Views - Number of Public Web Page Views on Enfield Council website	2,246,189	Q3 13/14	3,044,427	2,652,000	Cumulative result for Q3 2014/15 as of December 2014	Figures are for Oct-Dec 2014. October largest figure ever, continuing Sept trend.

(d) Council Corporate Indicators

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Average Sick Days - Council Staff (rolling 4 quarters)	7.84	Q3 13/14 result	8.35	8.00	Q3 2014/15 result	Data represents sickness absence for the period from 01.01.2014 to 31.12.2014. Council Employees: 27,057.98 days lost/3242.58 average FTE = 8.35 average days
Stage 1 COUNCIL Complaint Scheme - % replied to within 10 working days		New 14/15	75.44%	92%	Q3 2014/15 result	Total rec'd for Q3 = 86 out of 114 responded to within target of 10 days **Departmental breakdown:** CEX 100%: Received 1 /Reply within timescale 1 FRCS 88.24%: 51/45 HHASC 53.49%: 43/23 R&E 89.47%: 19/17 There have been difficulties with Complaint response times in Q3, particularly in respect of Community Housing. A combination of sustained increases in homelessness demand, staff restructuring and reductions together with implementation of new operating model have meant staff have been under significant pressure and some areas of performance have slipped. Action has already been taken action to address, including increased monitoring, redirecting resources and weekly oversight at Management Teams.
Stage 1 Children's Social Care STATUTORY Complaints Scheme - % replied to withon 10 working days		New 14/15	87.5%	92%	Q3 2014/15 result	Q3 7 out of 8 responded to within target of 10 days
Stage 1 Adult Social Care STATUTORY Complaints Scheme - % replied to within agreed target (individually negotiated)		New 14/15	88.24%	92%	Q3 2014/15 result	Q3 15 out of 17 responded to within target (individually negotiated target)
Council's Property Disposals programme	£4.8m	Q2 13/14	£3,442,000	£1,500,000	Q3 2014/15 result	Sales include: The land at Hoppers Road, Southgate Town Hall, Trafalgar Place Car Park, Elizabeth Road Garages and 32 Lavender Gardens. The £3.44m shown represents Q3 disposals - year to date value is £4.7m
Internal Audit Programme - % of reviews completed	41%	Q3 13/14 result	46%	48%	Q3 2014/15 result	
I.T. incidents resolved within SLA High Priority (severity 1) resolved within 2 hours	100%	Q3 13/14 result	97.22%	95%	Q3 2014/15 result	Total incidents 144
I.T. incidents resolved within SLA (severity 2) High 7 hrs fix	100%	Q3 13/14 result	100%	95%	Q3 2014/15 result	Total incidents = 69

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
FOI Requests ALL DEPARTMENTS - Enquiries closed inside statutory target of 20 days	87.6%	Q3 13/14 result	89.67%	95%	Q3 2014/15 result	**Q3 295 out of 329 FOIs responded to within the statutory target of 20 days** The Council is publishing more information both to increase transparency and to obviate the reliance on FOIA as the vehicle by which our information is made available to the public. **Dept. Breakdown**: CEX 93.33% - 30 rec'd (avg days to close 15.37) FRCS 95.88% - 97 rec'd (avg days to close 13.36) HHASC 66.57%- 54 rec'd (avg days to close 15.94) R&E 94.51% - 91 rec'd (avg days to close 14.51) SCS 91.23% - 57 rec'd (avg days to close 12.19)
% of invoices paid within 30 days for all Departments	97.3%	Dec'13	98.27%	98%	Cumulative result for 2014/15 as of December 2014	98.3% of invoices paid within 30 days in the period from 1.4.14 to 31.12.14 (57,064 of 58,069 invoices). In the same period, 82.1% of all invoices paid within 10 days

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Agenda Item 8

MUNICIPAL YEAR 2014/2015 - REPORT NO. 180

Agenda - Part: 1	**Item: 8**
Subject: **Reviewing and Revising Enfield Children's Centres** **Wards: All** **Key Decision No: 4045**	
Cabinet Member consulted: **Councillor Orhan**	

MEETING TITLE AND DATE
CABINET – 11 March 2015

REPORT OF:
Director of Schools and Children's Services

c/o Assistant Director Education
jenny.tosh@enfield.gov.uk

1. EXECUTIVE SUMMARY

1.1 This Report outlines the work being undertaken to review and develop how Children's Centre services are delivered in Enfield, and to ensure their Ofsted inspection readiness. Children's Centres are a key strand in the Council's Early Intervention strategy and are central to our commitment to reduce inequality and improve the life chances of our children and young people. The changes are much needed to:

- Achieve positive external evaluations of the work of individual Children's centres. Under the requirements of the new Ofsted framework a number of our centres are at risk of being judged as require improvement to be good.3 Centres have already received 'Requires Improvement' judgements and 1 has been judged to be inadequate. Officers are confident that the proposed changes will bring about the necessary improvements and be judged to be good or better
- Increase school readiness for our children and families and to refocus our resources in our greatest areas of need
- Continue to narrow the achievement gap between our children living in poverty and those in more affluent areas
- Ensure all our delivery structures are affordable, efficient and effective moving forward at a time when resources are under increasing pressure
- Develop a strategic overview of the quality of the provision offered at all our centres and clear procedures to track the outcomes for all children and in particular improve our ability to target and reach those in most need.

1.2 The Council's Early Years' Service has been working with all of our centres, their staff and the families to identify a new operational model that will bring about the necessary changes and a 12 week consultation has been undertaken with the parents and the wider community on these proposals.

1.3 If these proposals are approved the work of the centres will not be reduced but enhanced for the benefit of children and their families in Enfield. In addition this will contribute to delivering schools and children's services budget proposals for 2015-16

2. RECOMMENDATIONS

This report seeks agreement to:-

- 2.1 Retention of 22 sites managed through 5 hubs and spoke model that will unify and simplify management and administration arrangements and foster closer cross-boundary working.
- 2.2 Cease the existing operational agreements with all of our current centres and renegotiate new SLAs/ Contracts with 5 key Hubs
- 2.3 Reorganise the current staffing arrangements to bring together integrated teams across education, health and social services to make the best use of limited resources and our highly skilled workforce.
- 2.4 Develop a unified service delivery model, available to all families regardless of where they live in Enfield, that targets and prioritises those families most at need but still offers services to the whole community
- 2.5 Ensure that financial resources are allocated according to population and deprivation

.

2.6 Members are asked to approve these changes so that implementation of the 5 Hub Model recommended within this report can start from April 2015 to be fully implemented by September 2015

2.7 To note the Implications for Staffing as set out in section 11 of the report.

3. BACKGROUND

3.1 Enfield Council has always valued and embraced the development of the Children Centres as a means of providing high quality services for its families and young children. There are currently 12 Centres operating over 22 sites, 19 situated on school premises, but also working in the wider community[1]. The ongoing relationship with our schools is seen as a real opportunity to provide a continuum of services and monitor outcomes as the children make the transition to statutory school provision.

3.2 The Government's Core Purpose of Sure Start Children's Centres[2] is to improve outcomes for all young children aged 0-5 and their families, with a particular focus on the most disadvantaged, so children are equipped for life and ready for school and parents can find training and work, no matter what their background or family circumstances.

3.3 In Enfield children's centres are central to our Early Intervention and Prevention Strategy Increasing levels of deprivation demand that we ensure all our Services are delivering good if not outstanding outcomes for our children and young people.

3.4 We have seen continued improvement in our educational outcomes as our children move through the system and our outcomes at the end of the Early Years Foundation Stage are improving at an accelerated rate but still below the national average for 'A Good Level of Development'. We know that supporting all parents in preparing their children for school is a vital role for our Children Centres. We also need to make sure we are reaching all our families most in need and targeting our resources towards them.

3.5 Recent Ofsted inspections of our Children's Centres under the new framework clearly show that we are stretching resources too thinly and expecting them to cover too great a

[1] Department for Education Sure Start On Records (accessed 11/09/2014).

[2] https://www.gov.uk/sure-start-childrens-centres-local-authorities-duties (accessed 11/09/2014)

number of families. If they remain as they are currently organised and managed, we are faced with the possibility of Centres being judged as 'requiring improvement' at best and in some case as 'inadequate'.

3.6 Change is therefore required now and much must be done, urgently. The Service is proactively working hard to improve service delivery and Ofsted readiness by April 2015 via a Children's Centre Change Programme overseen by a Strategic Board to:

- Improve performance management and data to standards required by Ofsted.
- Improve case file audit, processes and systems, in particular on casework.
- Reviewing and improving current ICT arrangements to an acceptable standard.
- Supporting existing staff teams with a wide package of training, review and audit to staff with a focus on service improvement and consequently Ofsted readiness.

3.7 However, radical change to how Children's Centres are configured is also needed. The current governance structure of the 22 sites is complex and fragmented and is made up of small teams with limited capacity, each independently managing one or a collection of small sites, typically located on school premises. The nature of these teams often means that they lack the capacity to adequately cover the very large catchment or 'reach' areas of the Centre. In addition the service offer is too wide, with Centres offering over 600 different activities to the public. Attendance is also highly varied by centre, with 11 out of 12 centres below 65% target as of November 2014 (65% is required to be judged as good by Ofsted).

3.8 Recommended Option. Reconfiguration to 5 Hub and Spoke Hub Model

Reconfiguration of delivery structures from 12 Centres to 5 hubs is proposed, each with a lead body (to be determined), either a host school or a not-for-profit provider.

Area	0-5 Population	Population 40% Most Deprived	Existing Sites
Central	5349	852	Lavender, Chase and De Bohun
East	5811	4516	ELDON, Bush Hill Park & Ponders End, Galliard and Forest
Edmonton	4442	4349	Edmonton, Raynham, Tottenhall
North	5308	4355	Carterhatch, POW, Honilands & Oasis + Radiomarathon
South	3971	1861	Bowes, Garfield, Hazelwood, Hazelbury & TAB

3.9 Planned Budget for 2015/16.

The budget for each Hub will be weighted according to child population and deprivation levels in the area where the child lives, with a focus on investing in areas the 40% most deprived residential areas.

If this proposal is approved the changes will result in cost effective, improved and enhanced services that will contribute to ensuring that the Schools & Children's Services will meet the budgetary requirements for 2015.

The proposed delivery model would include:

- 5 standalone Children's Centre consisting of a single Hub (where the Centre is registered – the 'main' site) and multiple spoke sites offering some children's centre services.
- Each Centre would cover a geographical area of Enfield which will be its nominal 'reach' or catchment area and would ensure at least 80% of children and families living in that geographical area are registered with and 65% attend Enfield Children's Centres in any one year 3 times or more per year.
- Each Centre would also have a primary reach area (on which its performance is judged primarily), to register 80% and engage 65% of those families with young children living in areas of higher deprivation[3] (resident within 40% most deprived LSOAs). This will ensure access to all, but in line with the Core Purpose of Children's Centres, provide a service focus for families with young children in greatest need.
- Management via a single coordinator for each Hub and Spoke Centre, who would manage all aspects of the budget and centre delivery.
- The delivery of services from the centre to be commissioned by the Local Authority to schools or third party providers.
- Clear legal agreement and contractual arrangements are in place between the Council and Centre.
- Delivery of a high quality evidence based services, via new standardised universal and target service programmes for families and children, currently under development.

3.10 Comparing Current and Proposed Delivery Models

Current Model	Proposed 5 Hub Model
Approximately 300 hours of universal provision at 22 sites per week – 640 different types of provision are provided.	Approximately 350 hours of universal provision at 22 sites and additional community venues where needed – a maximum of 5 types of event provided: • Baby Talk • Toddler Talk • Get Ready [for school] • Holiday Club • Baby Weighing Stay and Play curriculum implemented to encourage families to come back again and again.
1/3 of users only attend Centre once in a year – they don't come back.	65% of all children aged 0-4 and their families attend Centres 3 times or more, ideally 12 times or more.
1468 (54%) of eligible 2 year olds access funded childcare places.	Children's Centres encourage 2706 (100%) of eligible 2 year olds to access funded childcare places.
Many Centres quieten down during school holiday periods.	Centres will come together to deliver a vibrant and free holiday club across Enfield every day of the summer holidays.
Many Centres undertake some support to parents into volunteering, training and employment, in particular ESOL.	A clear volunteering and apprenticeship programme, with pathways into training (e.g. Childcare NVQ 1 and Business

[3]Defined families with young children aged 0-4 resident within the 40% most deprived nationally Local Super Output Area, according to the 2010 Indices of National Deprivation.

	Administration NVQ 1 delivered by Centres) and then employment, which is tracked and evidenced over time.
3 Requires Improvement and 1 Inadequate Ofsted Inspection Judgments since July 2013.	We are confident that all our Centres will have the capacity to be 'Good' or 'Outstanding under the new model.
36 front-line Staff	44 front-line Staff
16 management structures and contracts	5 management structures and contracts.
12 Ofsted inspections	5 Ofsted inspections

It will be the responsibility of the Hub Lead Body to determine how to spend their budget and structure their staff teams, but examination of likely structures indicates that for the larger centres, the above budgets should be able to fund an increase in front line staff.

Comparing existing and projected staff numbers is ongoing, but initial analysis indicates an increase in front-line staff under this model in areas of highest deprivation.

3.11 Consultation Process

In order to make the proposed changes there was a need to consult the public and stakeholders on a reconfiguration of the service.

Children Centres regularly seek feedback from their families and carry out annual satisfaction surveys on existing services. The vast majority of feedback is positive about the work of the Centres and even when the numbers of families who access the services is well below targeted levels they indicate that they value the offer and would like more.

A wide consultation has been carried out with service users and the general public from 20th October 2014 to 12th January 2015 via a survey. The consultation was promoted on the Enfield Council website, Informed Families website and via posters displayed in Schools and Children's Centres. Advice was offered to service users about how to respond and support was offered by Centre staff to help individuals ,either online or in hard copy format.

In addition Schools, Council Departments and Centre Staff have been consulted on their views on these proposals .

413, responses were received, 310 online, 103 in hard copy.

335 respondents indicated they were a parent/carer. 14 responses were received from Enfield or Children's Centre Employees, 11 from childcare providers and 10 grandparents. 93% of respondents were female. Respondents indicated a wide range of ethnic backgrounds and languages spoken.

3.12 Findings

It is clear that the vast majority of service users value children centre provision. There is a recognition that change is needed to make sure that they are fairly distributed, in some cases more effectively organised and that they are prioritised by need, popularity and locality. Work will need to be done to explain how the Hubs will operate to reassure and inform service users that provision will be enhanced.

When consulted, Centre Staff recognised the need to work more closely together under 5 Hubs, but considered this could be done without major changes to staffing structures and wanted a voice in the drawing up of proposals. This includes the 2 centres that employ their own staff, their views were considered as part of the consultation and they will be included in the change process.

Head Teachers and Council Colleagues understand the need for change and agree that resources have been spread too thinly with few frameworks in place to monitor outcomes, ensure quality and coverage across the LA. They are firmly in support of prioritising the most vulnerable while still offering universal provision. The 5 Hub option is the most popular in terms of delivering the key objectives for the service.

4. ALTERNATIVE OPTIONS CONSIDERED

Option 2: Other Options (e.g. 2,4,5 Hub Models)

A large number of other configuration options were examined by the Strategic Board. The 5 Model was seen to be the best to:

- Ensure existing infrastructure continued to be used and there were no closures to existing sites.
- To ensure Centres were located around natural and meaningful community boundaries and existing provision, in areas of reasonably close proximity.
- To ensure a reasonable geographical size allowing a small team to operate effectively without incurring significant travel time.
- To both ensure universal provision in the more affluent West continued, whilst also enhancing investment in the more deprived East.

To summarise why other models were discounted:

Alternative Proposal	**Why Discounted**
2 Model, with a horizontal divide Edmonton-Southgate.	Too large an area and not sufficiently community focused. The proposal would involve complex financial and sub-contracting arrangements. It is also unclear where such a large team could be situated so property issues might arise. Some areas further away from the Hub Centre may be overlooked.
4 Model, same in the East but with large Centre in the West, focusing on areas of highest deprivation.	Concerns raised by existing schools regarding the size of the area to cover in the West and the number of sites to oversee operations. This is considered logistically impossible to pursue, even with a large team. It is also unclear where such a large team could be situated so property issues might arise. Some areas further away from the Hub Centre may be overlooked.
5 Model with a vertical rather than horizontal divide along the Palmers Green to Enfield Chase trainline.	Yields an equal reach of 5,000 for all Centres and reflects communities, however there are concerns that this would not necessarily provide enough resource in De Bohun (a pocket of higher deprivation) and Enfield Town – resource may be focused more on the South where there are more existing sites.
Existing Model (12 Centres, 22 Sites)	As above, plus not all Schools are necessarily interested in continuing existing arrangements.

Option 3: No change.

Whilst staff are highly skilled, dedicated and do some inspiring work with children and families in Enfield, the structure is over-fragmented and inefficient. It does not meet the requirements of the new Ofsted framework and is therefore not an option.

5. REASONS FOR RECOMMENDATIONS

Option 1 would have the following advantages by:

- Ensuring services are cost effective, high quality and fit for purpose for families and children in the area.
- Designing a cohesive offer across the LA that targets the most needy but still offers a universal service
- Reducing the number of Ofsted inspections needed in the short term.
- Uniting a fragmented system, making this easier and better value to operate.
- Ensuring that Children centres remain a core element of Enfield's early intervention strategy, support schools readiness, contribute to raising achievement and narrowing the gap at the end of the Early Years Foundation Stage.

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

6.1 Financial Implications

- The 2015/16 budget for the Children's Centres which are subject to the proposed restructure is approximately £3m after accounting for the £400k saving that was approved as part of the 2015/16 budget. The revised funding methodology as outlined in the report will be finalised to ensure that the individual budgets agreed for the Children's Centres will be contained within this overall budget.

- The proposed methodology for allocating funding to the 5 hubs would give each of the hubs a core budget to notionally fund a recommended staffing structure. Additional funding would be allocated based on population and deprivation factors, subject to being contained within the budget remaining after the core funding is allocated. Edmonton CC is currently run directly by the council and direct costs payable for rent, rates, service charges and other running costs estimated at around £220k would need to be met; an additional allocation will be made to this centre to cover these committed costs.

6.2 Legal Implications

- Section 3(2) of the Childcare Act 2006 ('the Act') imposes a duty on local authorities to 'secure that early childhood services in their area are provided in an integrated manner which is calculated to–
    - facilitate access to those services, and
    - maximise the benefit of those services to parents, prospective parents and young children.'

- Section 5A of the Act requires the arrangements made under s3(2), so far as is reasonably practicable, to include arrangements for sufficient provision of children's centres to meet local need.

- Sections 5B to 5G set out a number of requirements for the running of children's centres, the most significant of which is the requirement to ensure that consultation

takes place before making significant changes in the provision of children's centres (section 5G).

- The Council has duties within an existing legal framework to secure the best outcomes for young people. The report recommends a reorganisation of children's centres to strengthen delivery of the service and ensure that it can continue to support the Council in meeting its statutory obligations.

- The Sure Start Children's Centre statutory guidance from the Department of Education means that recipients must have regard to it when carrying out duties relating to children's centres under the Childcare Act 2006.

- The Council must have due regard to its public law duties under Section 149 Equality Act 2010 and specifically to section 5D of the Child Care Act 2006 regarding Children's centres and the duty to consult. The Council is required to ensure there is consultation before making a significant change to the range and nature of children's centres, how they are delivered, or closing or reducing a children's centre. The Council must consult everyone who could be affected by the proposed changes including families, staff, advisory board members and service providers and explain how the Council will continue to meet the needs of families with children under five as part of any reorganisation of services. The guidance emphasises that particular attention should be given to ensuring disadvantaged families and minority groups participate in consultations and demonstrate in their decision how they have taken consultation responses into account.

- The proposals for consultation and the outcome of the consultation must be taken into account as part of any lawful decision-making process to ensure that it is fair, reasonable and proportionate.

- There is a statutory requirement for the Council to undertake a trade union consultation with any staff who may be affected by the proposals which should begin at an appropriate time.

- Any employment matters such as recruitment or redundancies must follow current HR policies and procedures, and employment legislation. All staff, including volunteers are subject to disclosure and barring service (DBS) checks.

- The Council must terminate any existing agreements/SLAs in accordance with the terms of those agreements. Provided that the hubs are existing unincorporated Community Schools, the proposals described in this report are outside the scope of the Public Contract Regulations 2015 (the 2015 Regs) as form part of the Council. The award of any contracts to hubs that are not existing Community Schools will be subject to Schedule 3 of the Regs (which are similar in nature to the Part B Services of the 2006 Regs) if the value of such contracts are to exceed £625k.

- All agreements including SLAs shall be in a form approved by the Assistant Director of Legal Services.

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6.3 Property Implications

It is important to note that Children's Centre sites which have received Sure Start Capital grant must continue to be used for the provision of early years services or the council may be subject to government claw-back of the original capital investment .

7 KEY RISKS

Risk	Level	Control Measures to mitigate risk	New Level
Reputational risk if the changes are not implemented	Amber	Good information about the proposed changes and careful programme management	Green
Current structure means that Children Centres can only be judged to Require Improvement or inadequate by Ofsted	Red	New structure will enable the centres to meet the requirements of the new Ofsted framework.	Green
Parents will not receive support and advice and children will not be prepared for school so that outcomes at the end of the EYFS will not improve	Amber	A new framework will ensure that provision is consistent and quality assured and that outcomes are closely monitored	Green
If children centres are closed the government may require that the capital funds are paid back	Amber	All centre buildings will still be used for early years provision and support the LA in meetings its requirements for 2 year old places	Green

8 IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

Tackling the inequalities in the Borough is at the heart of what we want to achieve for Enfield. The proposals will help deliver more efficient and effective front-line Children's Centre services, judged to be 'Good' or 'Outstanding' by OFSTED, that deliver good or better outcomes for all children and young people and narrow identified achievement gaps.

The proposals will invest more in areas of highest deprivation whilst also ensuring all children aged 0-4 have access to Children's Centre services. This will help meet "the needs of all residents in the borough, protecting vulnerable residents and providing fair and equal access to services and opportunities".

8.2 Growth and Sustainability

The new model will enhance front line provision, particularly in areas of higher deprivation and unemployment. It will help parents and carers with young children access more employment and training support and information, advice and guidance.

8.3 Strong Communities

The proposals will help contribute to building strong, cohesive and resilient communities, by ensuring Children's Centres are at 'the hub of the local community'. The proposals will add social capital and encourage volunteering. This will indirectly and directly help Enfield to be a place where people feel proud to live, where people from all different backgrounds are welcomed and supported, where vulnerable people are protected, and where people take responsibility for their own lives and their communities.

9 EQUALITIES IMPACT IMPLICATIONS

A full equalities impact assessment will need to be undertaken on the impact on staff and groups with protected characteristics as part of the public consultation.

10 PERFORMANCE MANAGEMENT IMPLICATIONS

The current children's centre structure has resulted in a number of centres not achieving key performance targets that Ofsted use to judge effectiveness. The proposed new structure will ensure that recent improvements made are sustained and all centres are judged to good or outstanding

11. **HEALTH AND SAFETY IMPLICATIONS**

None are noted.

12.**HUMAN RESOURCES IMPLICATIONS**

The final staffing structure of each of the 5 hubs will be agreed once the details have been finalised in terms of actual boundaries and the numbers and needs of the families in each area. These 2 factors will determine the budget for each of the hubs. However the plan is to bring together the teams in the existing clusters and offer all staff the opportunity of applying for the roles in the 5 larger hubs that will be established.

One Children's centre is directly managed by the LA. All the other staff teams, apart from 2, are employed by the governing bodies of maintained Enfield schools and have existing Council contracts. There will be changes to current ways of working and the new model will require staff to work out in the community or at maybe more than one centre. The aim is to offer staff increased choice and opportunity for promotion and to avoid the need for redundancy where possible.

	Centre Managers	**Deputy Centre Managers**	**Early Intervention Worker EIWs Targetted**	**EIWs (Stay and Play)**	**Admins**
Existing Structure	15 (2 vacant)	0	15	10	13
Current pay grade	SO2-MM2	N/A	SO1	Sc 4-6	Sc 4-6
New Structure	5	8	15-17	15-17	13
Proposed grade ranges	MM 1 -2	SO2-PO1	Sc6/SO1	Sc 4-6	Sc 4-6

All new posts will be subject to job evaluations

- This restructure is driven by the need to reconfigure Enfield's Children's Centre Service to establish a more structured and consistent approach to delivering excellent Early Years care within the Borough. The proposed changes will also meet the budgetary estimates for 2015/16 and will enhance the future sustainability of the service.

- Currently only 1 of the 22 Children's Centre sites is held and managed corporately, 19 are managed by Schools, though these staff are on LBE contracts of employment, and 2 (TAB & Oasis) are directly linked to independently run schools (non-LBE contracted staff).

- Consultation with unions and affected staff to take place in accordance with statutory regulations and Council guidelines. The authorisation of this report by Cabinet remains subject to union and formal staff consultation. Any changes to the proposed structure of delivery following staff feedback and management consideration as part of the consultation process will be presented to the Director of SCS and Lead Member for final ratification.

- New Role Profiles will need to be submitted for evaluation and, where applicable, generic Role Profiles should be used to increase flexibility and maximise opportunities for redeployment.

- Potentially displaced eligible staff will be given access to the Council's Redeployment opportunities to apply for vacancies arising across the Council as appropriate. If redeployees are confirmed as displaced, they will then have additional rights and will be entitled to be matched to suitable vacant posts arising via redeployment. In addition to redeployment, potentially displaced eligible staff will also be invited to participate in available Staff Support Programmes.

- Whilst the Council's Principles of Managing Re-organisations will be applied, it is proposed that an open ringfence will be adopted and this will include all eligible affected staff across Enfield's Children's Centre Service, working with Schools and Governing Bodies. This process will include assimilation and ring-fencing as appropriate. Posts will be filled on a cascading basis commencing with the most senior posts.

- Although it is proposed that staffing numbers will increase in the new structure, the Centre Manager posts will reduce from 15 (currently carrying 2 vacancies) to 5. Though 8 new Deputy Centre Manager posts are being created, depending on grades and suitability of roles in terms of suitable alternative employment opportunities, some redundancies may prove unavoidable.

- Whilst every effort will be made to avoid compulsory redundancies, in the event that this is not possible, a redundancy payment and early retirement benefits will be payable as appropriate to eligible employees with over 2 years' continuous service.

- In the event that redundancy proves unavoidable, the Redundancy Payment Approval Form must be completed and signed off by the Director of the service. This will then require final authorisation by the Director of Finance before formal notice can be issued and associated payments released.

13. PUBLIC HEALTH IMPLICATIONS

Children's Centres are seen as central to our drive to reduce poverty in Enfield. The new model will facilitate integrated delivery between health, education and social services and build on the range of health services that service users can access at the centres

Background papers

None

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Agenda Item 9

MUNICIPAL YEAR 2014/2015 REPORT NO. 182

Agenda – Part: 1	**Item: 9**
Subject: Operation of the Government's Right to Buy (RTB) One for One Replacement Scheme **Wards: All** **Key Decision: KD3932**	
Cabinet Members consulted: Councillor Oykener and Councillor Stafford	

MEETING TITLE AND DATE:
Cabinet, 11th March 2015

REPORT OF:
Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services

Contact officers and telephone numbers:

Helen Waring 020 8379 4058, Owen Plummer 020 8379 5567

E mail: Helen.waring@enfield.gov.uk, Owen.plummer@enfield.gov.uk

EXECUTIVE SUMMARY

1.1 In June 2012, Enfield signed up to participate in the Government's RTB One for One Replacement Scheme. This scheme allows Councils to keep a proportion of the capital receipts raised from RTB sales, which used to be paid back to the Government, to contribute towards replacement affordable housing. The Council is expected to match fund the Government's contribution on a 30/70 basis.

1.2 At the time of signing the agreement, the Council assumed that it would achieve 40 RTB sales per annum, and that the scheme was therefore affordable within the Housing Revenue Account (HRA) 30-Year Business Plan.

1.3 In 2012/13 and 2013/14, the Council in fact sold 156 properties. Based on these figures and activity so far this year, the 2014/15 and 2015/16 sales figures assumptions have been increased to 200 per year, dropping back to 100 in 2016/17. The scheme is now no longer affordable within the HRA 30-Year Business Plan alone.

1.4 The way that the scheme works and its restrictions are explained fully in this report and the appendices. However, given the significant increase in RTB sales in the past two and a half years, it is clear that the Council needs to respond quickly (to comply with timescales) and with creativity (to secure sufficient resources) to ensure that it can deliver affordable housing within the rules of the scheme and avoid repaying the "retained" RTB receipts to Government. The latest estimate is that Enfield will need to spend £104m in the five years between 2015/16 and 2019/20. £3m has been spent/committed so far to the end of 2014/15.

1.5 This report sets out proposals to ensure that Enfield complies with the scheme and maximises its ability to provide additional affordable homes within the Borough.

2. RECOMMENDATIONS

2.1 That Cabinet approves the proposed set of short to mid-term schemes described in paragraph 3.13 and Appendix C of this report. This will maximise the likelihood that expenditure of £19.771m will be achieved by the end of 2016/17 and prevent any return of receipts to Central Government.

2.2 That Cabinet approves in principle for officers to carry out checks as to the feasibility of the schemes identified as mid-long term described in this report for further development, noting that these are designed to achieve expenditure of £87.725m over the three years from 2017/18 to 2019/20. Cabinet is requested to note that a further report will follow with an update as regards the outcome of these checks.

2.3 That Cabinet notes that Housing Board endorses this approach to spending the RTB receipts.

2.4 That Cabinet approves a budget of a maximum £80,000 to procure legal and financial advice and procure a consultant with the expertise to advise on alternative Registered Provider (RP) models or a consortium with other Councils and set up the new delivery model quickly. This sum would be funded from the HRA business plan resources.

2.5 That, in order to expedite delivery of the short to mid-term schemes amounting to £19.771m, Cabinet delegates authority to the Cabinet Member for Housing and Estate Regeneration and the Cabinet Member for Finance (in consultation with the Assistant Director of Finance, Assistant Director of Housing, Assistant Director of Property Services, Assistant Director of Procurement and Assistant Director of Legal and Governance Services as appropriate) to:

- agree terms and enter into appropriate legal agreements with developers to purchase the affordable housing element of any new build developments within the borough subject to the Council's Property Procedure Rules
- agree terms and purchase HRA properties as appropriate subject to the Council's Property Procedure Rules
- agree the details of a scheme to grant fund RPs subject to the Council's Constitutional arrangements, Financial Regulations and Contract Procurement Rules
- select the most suitable bidder(s) for grant funding subject to the Council's Contract Procurement Rules
- enter into grant agreements and nomination agreements with successful RPs subject to the Council's Constitutional arrangements, Financial Regulations and Contract Procurement Rules
- flex the amounts spent on the various strands of the scheme depending on future RTB take-up and deliverability within spending time constraints subject to the Council's Financial Regulations

3. BACKGROUND

3.1 On 25 June 2012, Enfield signed the Government's RTB One for One Replacement Scheme agreement. A copy of this agreement, along with the amending agreement dated 14 June 2013, is attached as Appendix A.

3.2 The scheme allows Councils to retain an element of the receipts raised from RTB sales to fund replacement affordable rented homes, so long as the funds are spent within a three year time period.

3.3 At the time of signing, the Government was in the process of consulting on its "Reinvigoration of the Right to Buy" initiative. Amongst other things, this scheme increased the RTB discount cap from £16,000 (in London) to £75,000.

3.4 In the following year the discount cap was increased again from £75,000 to £100,000. Between April 2012 and March 2014 this improved discount encouraged the sale of 156 (56 between April 2012 and March 2013 and 100 between April 2013 and March 2014) Council owned dwellings in Enfield. It should be noted that, in the 3 years prior to the changes i.e. 2009/2010, 2010/2011 and 2011/2012, there were only 27 sales in total.

3.5 The current maximum discount is £102,700. Based on these figures and activity so far this year, it is now anticipated that 200 homes will be sold per year during 2014/15 and 2015/16. Given the projected rise in interest rates and restrictions on mortgage availability, sales are expected to drop back to 100 in 2016/17.

3.6 Appendix B illustrates how the scheme works for Enfield based on 2012/13 and 2013/14 actual figures.

3.7 The Table below shows the amount of expenditure that will need to be incurred by the end of each year between 2015/16 and 2019/20 to meet the requirements of the scheme. The monies can be spent earlier but cannot exceed the three-year timescale.

Year	Spend		
	30% Retained Receipts (£000)	70% Match Funding (£000)	TOTAL (£000)
2015/16	2,217	5,173	7,390
2016/17	3,714	8,667	12,381
2017/18	10,306	24,049	34,355
2018/19	11,117	25,940	37,057
2019/20	4,894	11,419	16,313
TOTAL	**32,248**	**75,248**	**107,496**

3.8 In order to ensure that the funds are spent on providing additional homes, the Government agreement includes the following rules and restrictions:

- The receipts must be used to provide “Social Rented Housing” – this can be either by the Council or by a RP that gives the Council nomination rights, and either by building or acquiring properties

- RTB receipts can only be spent on additionality, ie additional homes, not reprovision of existing homes, or maintaining current stock

- They cannot be spent on a body in which the Council has a controlling interest

- They cannot be used to appropriate properties from the General Fund

- They cannot be spent on properties for which the Homes and Communities Agency (HCA) or Greater London Authority (GLA) has provided a grant (either in whole or in part)

- They cannot be used to fund buybacks on current Estate Renewal schemes

- They cannot be used to fund expenditure which will reduce a capital receipt – for example, Legal and Property costs directly attributed to a sale

- They cannot be used in conjunction with other capital receipts – ie sales of land or other property in the HRA, since these receipts should already be used to fund regeneration

- There is a significant interest penalty associated with keeping the cash and not using it within the three-year period, for example, £1m kept in 2012/13 and not spent by the required date in 2015/16 means that interest of £143k will have to be paid back to the Government

3.9 In addition to these restrictions, the Council’s HRA is constrained by a debt cap, which it will reach in 2018/19. Since plans are already in place to spend and borrow up to this cap, there is no scope to borrow further to match fund the Government’s scheme.

3.10 There are also issues about delivering our own new build schemes within the required three-year time period. Experience has shown that delivering a scheme from start to finish is more likely to take five years.

3.11 On the positive side, however, the new funding arrangements provide an opportunity for the Council to support a range of initiatives including providing grants to secure tenanted households to vacate their homes, building, purchasing from a developer and assisting RPs to provide affordable housing.

3.12 To this end, a proposed programme has been developed of short, medium, and long term affordable housing development and purchase initiatives that will allow the Council to respond swiftly to meet designated timescales and with creativity so that RTB one for one receipts and any additional resources can be used if available.

3.13 The proposed schemes, along with the funding requirements, are set out in Appendix C and summarised below. The options are placed in order of how quickly they can achieve spend within required timescales.

PROPOSED SCHEMES

3.13.1 Appendix C identifies nine initiatives that could be achieved in the short-mid term. Of these, two are already included within the current HRA 30-Year Business Plan:

- New build schemes at Small Sites 1, Dujardin Mews and New Avenue are already offering additionality and can therefore utilise retained RTB receipts. Expenditure on these three schemes will amount to £4.931m by the end of 2015/16 and a further £4.527m by the end of 2016/17

- There is already provision of £0.5m per year in the HRA for Grants to Vacate. Up until now, these have been match funded by the GLA. Enfield can provide its own match funding with effect from 1st April 2015 and so increase the scheme to £1.0m.

3.13.2 The other seven proposals are as follows:

<u>Sell land to replenish the HRA</u>

As part of the Small Sites Rolling Programme, two sites will be identified for sale in the early years. This will assist the HRA 30-Year Business Plan position, allowing borrowing to be diverted to match fund retained RTB receipts. No value has been put to this initiative as yet, but an initial assumption is that this could raise around £1.5m. When potential sites for disposal are identified, these will be the subject of a separate report.

<u>Funding Future Development Schemes</u>

In addition to Small Sites 1, Dujardin Mews and New Avenue, the Council has begun work to deliver the Small Sites Rolling Programme. Whilst work is at a very early stage, it is envisaged that this programme could provide an additional 30 homes by the end of 2016/17. A report elsewhere on this agenda already proposes an additional 18 homes. An indicative budget of £5.1m in 2016/17 is requested at this stage. The scheme will roll on into future years, continuing to use the RTB one for one resources to provide additional affordable housing.

Grants to RPs to Purchase Properties Previously Used for Temporary Accommodation.

For over 15 years the local authority has been working with RPs to support the delivery of temporary accommodation. A number of partners lease properties from private landlords letting them to the council for a management fee which provides the borough with an additional temporary accommodation resource. As a consequence of increases in the property market many landlords involved in this scheme have decided to sell their properties on the open market giving the RPs first right of refusal. The proposal will provide grant to the RP to assist with the acquisition ensuring the tenants remain in situ thereby reducing rents and discharging the Council's duty to the existing Temporary Accommodation tenants.

Benefits of this approach are that the Council would be able to secure nomination rights to the units thereby discharging its statutory housing function and that the RPs would contribute 70% of the funding. An initial allocation of £500k in 2015/16 is proposed for this scheme. Of this, the Council would contribute £150k per year and the RPs £350k.

Purchase of Properties (including s106)

When private developers in the Borough build more than 10 units on a scheme, they are required to provide affordable units as part of that scheme. The affordable units are usually sold to RPs. It is proposed that the Council should seek to purchase some of these units using the RTB One for One Replacement Scheme. £1m per year in each of 2015/16 and 2016/17 is proposed for this initiative.

This approach would enable the Council to enter into negotiations with a range of developers to provide suitable affordable housing and would:

i. be faster than the Council developing

ii. enable swift purchase of suitable affordable housing properties

iii. increase the portfolio of affordable rented stock to enable the Council to discharge its statutory housing obligations

iv. increase the possibility of spending retained RTB receipts within prescribed deadlines

v. potentially generate economies of scale savings if more than one affordable property is available for sale at the time of purchase

Establish a Grant Fund for RPs to Support Development

The Council could establish a fund which would operate similarly to the Social Housing Grant Scheme, allowing RPs to access up to 30% of development costs. This approach would be subject to having appropriate funding and nomination agreements in place, but would;

i. enable retained RTB receipts to be spent without the Council having to provide match funding from its own resources

ii. enable graduated grant levels depending on the size of the dwelling to be provided

iii. allow RTB receipts to be used alone, or potentially bundled together with Section 106 affordable housing contributions, as part of a funding package

iv. potentially increase the percentage funding (currently between 11% and 15%) to 30% for RPs, making schemes that are currently not financially viable become so. In the 2011 – 2015 Affordable Housing Programme, allocations per unit average around 15%. It is anticipated that the proposal to offer 30% grant funding is likely to be considered favourably by RP partners

v. Appropriate funding agreements would have to be structured to ensure compliance with State Aid rules, amongst other considerations

Purchasing Ex-Council Owned Properties Previously Sold Under the RTB (but not on current regeneration schemes)

A further proposal is to explore the viability of purchasing ex Council owned properties either close to estates earmarked for future regeneration or in areas where the Council already has a significant stock holding. Since August 2012, the average cost of buying back properties on estates earmarked for regeneration and previously sold under the RTB is £ £143k. £600k per annum in both 2015/16 and 2016/17 is therefore proposed to be allocated to this initiative, allowing four buybacks per year.

Given the recent 20% increase in property values in London over the last 12 months, it is anticipated that the cost of purchasing similar properties is likely to increase. Purchasing these units, therefore, in advance of regenerating an estate would help the Council to generate significant future savings.

A benefit of this approach is that this would obviate the need for the Council to displace a new owner and cover future additional costs associated with purchase such as surveyors fees, home-loss, (10% of sale price) and disturbance payments, (current maximum £2,800).

Purchased properties could be let on a secure tenancy basis to manage decanting of households directly affected by the Council's regeneration proposals.

The scheme would need to be undertaken alongside any purchases carried out by Housing Gateway to ensure that opportunities to work together are maximised.

Building Additional Storeys on Existing Blocks

The Council is currently undertaking major works on some properties which will be converted from flat roofs to pitched roofs. It is proposed, that, whilst undertaking this work, opportunities to build an additional storey, or additional storeys, may provide a low cost option to increase rented stock.

3.13.3 The implementation of the above schemes will ensure that the Council meets its target spend of £19.771m on the RTB One for One Replacement Scheme in, or prior to, 2015/16 and 2016/17, whilst ensuring that the 30-Year HRA Business Plan remains financially viable in those years. It should be noted that all figures quoted are inclusive of overheads, ie legal costs, architects, etc.

3.13.4 Whilst some of the above schemes will be able to carry on into future years, Appendix C includes a number of further proposals to address the high levels of spend required in or before 2017/18 (34.355m), 2018/19 (37.057m) and 2019/20 (£16.313m). In these years, the HRA will be at its most constrained and will have reached the debt cap. It is therefore essential that opportunities outside of the HRA are explored in order to ensure that RTB receipts can be retained.

3.13.5 Proposals cover opportunities to bring in more income to the HRA through sales and deferring items in the capital programme (ie major works and planned regeneration schemes) to make way for expenditure on additionality instead. However, these alone will not keep the HRA 30-Year Business Plan in balance across those years. The latest version of the Business Plan assumes that £14m of RTB receipts will be match funded outside of the HRA.

3.13.6 It is therefore proposed to explore further options, one of which is setting up the Council as a RP partner in conjunction with either a private investor, other RPs or other Councils. The other is setting up a Consortium with other Councils who may have sufficient borrowing headroom to share resources.

The Council as a RP Partner

In order to comply with the condition that retained RTB receipts cannot be spent within a company in which the Council has a controlling interest, it is proposed that the Council should seek a private sector partner, other RP partners or other Councils and become a RP partner itself. This would allow it to lever in external funding whilst opening doors to purchase or develop property for Enfield residents without having to rely on other RPs to carry out this function on its behalf. Other Councils have pursued this route with success, and, given the large demand and shortage of supply within the Borough, this is thought to be a natural step to secure the future provision of affordable homes.

Consortium with Other Local Authorities

It is possible that other Local Authorities will be interested in this initiative, since many are facing some of the same delivery issues with the RTB One for One Replacement Scheme as Enfield, but may have sufficient borrowing capacity within their HRAs to allow sharing arrangements that will enable development.

A benefit of this approach is that any property developed under these arrangements would be placed in the HRA. There is a risk, however, that it may be difficult to identify suitable partners to work with and enter into joint venture agreements to facilitate development.

3.13.7 In order to procure legal and financial advice and procure a consultant with the expertise to advise on alternative RP models or a consortium with other Councils and set up the new delivery model quickly, a budget of up to £80,000 is requested. This will allow faster delivery and be funded from the Council's HRA.

HOUSING BOARD

3.14 On 16th December 2014, Housing Board considered the proposals set out in this report and recommended that these represented the preferred approach to spending the RTB receipts within the required timelines.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 The Council could decide not to spend the retained RTB receipts already received. However, this would result in having to return the receipts to Government, with a punitive interest rate to the Council of 4% above base rate (calculated from the date of receipt). For every £1m returned the Council would be required to add a further £143k in interest payments.

4.2 The Council could choose to withdraw from the scheme now and return all receipts retained with effect from Quarter 4 (March) this year. However, this would mean giving up valuable resources which have been generated from the sale of Enfield's own housing to be used elsewhere in the country.

4.3 The Council could attempt to spend all the money on the provision of new Council homes within the HRA. However, based on the current estimate of sales over the next three years, plus the sums already received, this would create a gap of some £40m in the HRA business plan. In addition, the Council would need to have projects identified that are deliverable within the timescales required, which it does not have at present, and the application of this scheme would have to compete against demands for addressing the repairs backlog, investment in existing stock and repayment of HRA debt.

4.4 The list of initiatives outlined in the report is not exhaustive. Alternative options will continue to be explored for the use of retained RTB receipts to provide affordable housing within the rules of the scheme. If these are examined and shown to deliver more benefits than the proposals outlined above, then a further report will be prepared for decision.

5. REASONS FOR RECOMMENDATIONS

5.1 The Council has signed up to participate in the scheme and is committed to retaining the RTB receipts in order to address the growing demand for affordable rented homes in the borough.

5.2 Using a basket of options to comply with the scheme allows flexibility, thereby better ensuring that steps can be taken to achieve delivery and spend within the required deadlines.

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

6.1 Financial Implications

6.1.1 The schemes described in Appendix C as short-mid term are affordable and have been included within the HRA 30-Year Business Plan. They will maximise the Council's ability to spend the required £7.390m by the end of 2015/16 and £12.381m by the end of 2016/17. The sums outlined below include an element of over programming to ensure that the required expenditure levels are met even if slippage occurs.

Scheme	**2015/16 (£m)**	**2016/17 (£m)**
Current Schemes (Small Sites 1, Dujardin Mews and New Avenue)	4.931	4.527
Grants to Vacate	1.000	1.000
Purchase of S106 Properties	1.000	1.000
Leasehold Buybacks	.600	.600
Small Sites Rolling Programme		5.100
Grants to Registered Providers to Purchase and Repair*	.500	
Grants to Registered Providers to Develop*		.600
Additional Storeys on HRA Blocks		.500
TOTAL	**8.031**	**13.327**

* Note: The amounts shown are the 100% requirement. With these schemes, the Registered Providers will incur 70% of the expenditure.

6.1.2 The schemes described in Appendix C as mid term or mid-long term are a mixture of proposals. The schemes need to be developed and it is not possible to attach sums to individual proposals as yet. However, the basket proposed is designed to achieve expenditure in 2017/18 of £34.355m, in 2018/19 of £37.057m and in 2019/20 of £16.313m as outlined in paragraph 3.7. These sums cannot be met from HRA resources alone hence the proposal that at least £14m of RTB receipts has to be match funded outside of the HRA. The HRA Business Plan includes resources to match fund the remaining RTB receipts.

6.1.3 The schemes identified in the Table above may continue beyond the 2 years, however, these costs can be contained within the 30 Year HRA Business Plan because resources have been set aside in future years but not yet allocated to specific projects.

6.1.4 These figures are based on assumptions about future RTB receipts and these will be kept under review.

6.1.5 It should be noted that the Government requires expenditure returns on a quarterly basis. For example, receipts form the first quarter of 2012/13 must be match funded and spent by the first quarter of 2015/16, etc. It is therefore essential that progress and expenditure are monitored closely throughout the operation of the RTB One for One Replacement Scheme.

6.2 Legal Implications

6.2.1 Under s.1 of the Localism Act 2011 The Council has power to do anything that individuals generally may do provided it is not prohibited by legislation and subject to public law principles.

6.2.2 The report identifies a number of ways in which the Council may take forward options to spend the RTB receipts and create additional affordable housing. The details of each scheme must be the subject of further reports authorising the individual schemes with associated legal advice. In particular any procurement exercise, or agreement for the provision of grant funding must comply with State Aid rules and the Council's Constitution in particular the Contract Procedure Rules and the acquisition or disposal of land must comply with the Property Procedure Rules.

6.2.3 There are various powers that Councils have which have a bearing on the proposals outlined in this report, including Sections 8, 9 and 32 of the Housing Act 1985 in relation to the provision of affordable housing, Sections 24 and 25 of the Local Government Act 1988 as regards providing financial assistance (subject to General Consents), Section 120 of the Local Government Act 1972 regarding acquisitions and Section 123 of the Local Government Act 1972 for disposals. Further legal advice will be provided on the development of the scheme(s).

6.3 Property Implications

6.3.1 The ability to spend the funds from the scheme on replacement affordable housing will be determined by factors outside the Council's control with punitive interest rates for failure to deliver the required level of spend. These factors include volatility in RTB sales, the potential lack of supply of suitable schemes and opportunities for investment and time-lag between identification of opportunities and delivery of the units within prescribed timescales.

6.3.2 The options for delivery should be weighted/prioritised according to deliverability, scalability and potential volumes.

6.3.3 The successful delivery of the programme will require significant levels of resource to plan, monitor, manage and implement appropriate housing schemes and realise opportunities.

6.3.4 A bespoke risk register should be produced at the earliest opportunity in order to manage the significant and varied risks associated with the project.

6.3.5 Consideration should be given to what constitutes an appropriate "property vehicle" within which these replacement units are held to avoid potentially adverse financial consequences in the future for the HRA Business Plan including the possibility of future RTB sales on "purchased" units.

6.3.6 Different options are likely to deliver varying levels of value for money when compared. However, this consideration must be balanced against deliverability and potential financial penalties incurred if there is a failure to achieve the required spend in accordance with the rules.

7. KEY RISKS

7.1 The challenges associated with each individual proposal are set out in Appendix C.

7.2 The programme is based on an assumed level of RTB sales between 2014/15 to 2016/17. There is a risk that assumptions may be wrong and that the number of RTB sales is either much lower or much higher than predicted. For this reason, the levels of expenditure associated with each initiative need to remain flexible.

7.3 Where partners or developers are providing the additional homes, the Council will need to have strong agreements in place to ensure that units are delivered and expenditure is achieved within the required timescales.

7.4 When developing within the HRA, there is a risk that the Council encourages further RTB sales of the new properties provided. However, there is provision within the RTB scheme for a "cost floor adjustment", which means that the Council can take into account the cost of providing the new property before applying discount for the first 15 years.

7.5 The schemes will need to be adequately resourced to keep delivery on track. Whilst the sums shown include overheads, it is essential that the Council retains current suitably qualified staff to undertake this programme and/or recruits additional resource where appropriate.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The mix of schemes and methods of delivery set out in Appendix C are all designed to maximise the supply of affordable housing in the

Borough, providing more opportunities for people in Enfield to access homes they can afford.

8.2 Growth and Sustainability

Developing and sustaining a decent supply of affordable housing will enable the Council to increase the portfolio of stock it has to discharge its statutory housing responsibility to households that live in the borough.

8.3 Strong Communities

Developing good quality housing in areas where people desire to live will help to create and maintain strong sustainable communities.

9. EQUALITIES IMPACT IMPLICATIONS

All schemes proposed within this report either have been or will be subject to Equalities Impact Assessments. However, providing good quality, affordable housing within the Borough is targeted at those most in need of a home and least able to afford property on the open market.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 The proposals contained in this report will increase the portfolio of stock that is available to assist the Council to discharge its statutory housing obligations i.e. decanting of households directly affected by the Councils regeneration proposals and supporting those in need of temporary accommodation.

10.2 The delivery of housing within the schemes will be subject to strict performance management to ensure that timelines are adhered to and ability to retain RTB receipts maximised.

11. HEALTH AND SAFETY IMPLICATIONS

All properties owned and rented by Enfield are subject to rigorous health and safety checks as a matter of course.

12. PUBLIC HEALTH IMPLICATIONS

The provision of safe, clean affordable housing has a clear connection to individuals' health and wellbeing. Providing new affordable housing on the scale proposed in this report will have a positive impact on Public Health.

Background papers are attached as Appendix A to this report.

Agreement – Section 11(6) of the Local Government Act 2003

This agreement is made pursuant to section 11(6) of the Local Government Act 2003.

Parties

The Secretary of State for Communities and Local Government ("the Secretary of State") and

The London Borough of Enfield. ("the Authority").

This agreement comprises 10 pages

General

1. In this agreement :

   "the due date", "quarter" and "the relevant quarter" have the same meaning as in the Regulations;

   "receipts" means the receipts to which Schedule 1 to the Regulations applies;

   "retained amount" means the amount calculated in Part 1;

   "the Regulations" mean the Local Authority (Capital Finance and Accounting) (England) Regulations 2003;

   "social housing" means low cost rental accommodation as defined by section 68(1)(a) of the Housing and Regeneration Act 2008;

   "the sub-liability" means the sub-liability calculated under Schedule 1 to the Regulations;

   the terms "A", "E", "F","G", "J" and "K" used in this agreement have the same meaning as in Schedule 1 to the Regulations.

2. This agreement applies to receipts received on or after 1st April 2012 ("the commencement date").

3. The Authority is not required to pay to the Secretary of State such portion of the sub-liability calculated in accordance with Part 1 of this agreement provided the Authority complies with the conditions set out in this agreement.

4. The Authority must use the retained amounts for the provision of social housing. Any amounts not used for this purpose must be paid to the Secretary of State and interest will be payable calculated in accordance with paragraph vi of Part 1.

5. The Authority must provide the information set out in Parts 1 and 4 of this agreement to the Secretary of State at the times and in any format the Secretary of State may request.

6. This agreement may be terminated by the Secretary of State by giving notice of one quarter.

7. This agreement may be amended by agreement.

Part 1 - Calculation of the portion of the sub-liability that the Authority may retain.

i. Where in any quarter –

A is more than (3.39847729 x G) + E + F + J

the Authority may retain an amount ("the retained amount") up to–

K less (2.398347729 x G).

ii. The Authority must inform the Secretary of State of the following by the due date of the relevant quarter-

(a) the value of K less (2.398347729 x G);

(b) the retained amount; and

(c) any amount not retained by the Authority.

iii. Where the Authority has informed the Secretary of State (under paragraph ii(c)) that an amount will not be retained, the Authority must pay that amount to the Secretary of State by the due date of the relevant quarter.

iv. Where the Authority has informed the Secretary of State that an amount will not be retained and fails to pay that amount on the due date of the relevant quarter, interest is payable and incurred from the due date until the Authority pays that amount to the Secretary of State.

v. Where the Authority does not inform the Secretary of State of the amount it will not retain by the due date of the relevant quarter, it will be assumed that the retained amount for that quarter is the full amount the Authority may retain and where an amount is not retained and is paid to the Secretary of State, interest will be payable and incurred from the due date until the date the Authority pays that amount to the Secretary of State.

vi. The Authority may pay any part of the retained amount to the Secretary of State and where it does so, interest is payable and incurred from the due date of the relevant quarter in which the retained amount was retained by the Authority until the date it is paid to the Secretary of State.

Part 2– Return of retained amounts

i. This Part applies where 13 quarters have expired since the commencement date.

ii. In this Part :

"the reckonable quarter" means the quarter 12 quarters prior to the relevant quarter;

"quarter 1" means the quarter in which the commencement date falls;

A is the total of the retained amounts for all quarters from quarter 1 to the reckonable quarter;

"the total amount spent on the provision of social housing" is the amount spent on the provision of social housing from quarter 1 to the last day of the relevant quarter;

R is the total of the returnable amounts calculated under paragraph iv of this Part and amounts paid to the Secretary of State under paragraph vi of Part 1 for all the quarters from quarter 1 to the reckonable quarter.

iii. The total retained amount is calculated as follows –

$$A - R.$$

iv. Where on the last day of the relevant quarter, the total retained amount exceeds 30% of the total amount spent on the provision of social housing, the Authority must pay to the Secretary of State the portion of the total retained amount in excess of 30% of the total amount spent on the provision of social housing ("the returnable amount").

v. Where the Authority must pay a returnable amount to the Secretary of State under paragraph iv of this Part, interest is payable, calculated and incurred from the due date of the reckonable quarter until the date the returnable amount is paid to the Secretary of State.

Part 3 - Calculation of interest

Where interest is payable under this agreement, it will be calculated at a rate of 4% above the base rate on a day to day basis compounded with three-monthly rests and "base rate" has the same meaning as in the Regulations.

Part 4 - Provision of information

On the due date of each relevant quarter the Authority must provide to the Secretary of State the details of the number of starts on site since the commencement date.

"Start on site" means the earlier of commencement of the following by the Authority or other body to which the Authority has paid all or part of the retained amount for the purpose of providing social housing:

(a) excavation for strip or trench foundations or for pad footings;

(b) digging out and preparation of ground for raft foundations;

(c) vibrofloatation, piling, boring for piles or pile driving; or

(d) drainage work specific to the buildings forming part of the scheme.

Part 5 – The amount spent on the provision of social housing

i. The amount spent on the provision of social housing shall not include any expenditure which has been used or which the authority intends to use to-

(a) reduce a capital receipt under regulation 15(1)(c) of the Regulations (capital allowance); or

(b) buy back a relevant interest defined in paragraph 3(1)(b) of the Schedule to the Regulations and claim buy back allowance in respect of that expenditure under paragraph 3 of the Schedule to the Regulations.

ii. The amount spent on the provision of social housing shall not include any expenditure on dwellings which are social housing at the time of the expenditure.

iii. The amount spent on the provision of social housing is the amount spent by the Authority or by a body to which the Authority has paid some or all of the retained amounts (such body must not be a body in which the Authority holds a controlling interest) on the development costs associated with the provision of social housing for the benefit of the Authority's area.

iv. Where the Authority has paid all or some of the retained amounts to a body for the purpose of contributing towards the cost of providing social housing, the Authority must ensure that only retained amounts provided by the Authority have been used by such body for the provision of social housing for the benefit of the Authority.

v. Social housing is provided for the benefit of the Authority where it is situated in the area of the Authority or the Authority has nomination rights in respect of the social housing.

vi. The amount spent on social housing includes the following:

(a) the development costs associated with the acquisition of dwellings to be used as social housing;
(b) the development costs associated with the acquisition of land for the construction of dwellings to be used as social housing;
(c) the development costs of the construction of dwellings to be used as social housing.

vii. In this Part "development costs" means the costs set out in Part 6.

Part 6 – Development costs

Development costs means the costs relating to the development of social housing in respect to the heads of expenditure set out below.

Heads of expenditure

1 ***Acquisition***

1.1 *Purchase price of land/site.*

1.2 *Stamp Duty Land Tax on the purchase price of land/site.*

2 ***Works***

2.1 *Main works contract costs (excluding any costs defined as on costs).*

2.2 *Major site development works (where applicable). These include piling, soil stabilisation, road/sewer construction, major demolition.*

2.3 *statutory agreements, associated bonds and party wall agreements (including all fees and charges directly attributable to such works) where applicable.*

2.4 *Additional costs associated with complying with archaeological works and party wall agreement awards (including all fees, charges and claims attributable to such works) where applicable.*

2.5 *Irrecoverable VAT on the above (where applicable).*

3 ***On costs***

3.1 *Legal fees and disbursements.*

3.2 *Net gains/losses via interest charges on development period loans.*

3.3 *Building society or other valuation and administration fees.*

3.4 *Fees for building control and planning permission.*

3.5 *Fees and charges associated with compliance with European Community directives, and any requirements relating to energy rating of dwellings, Eco-Homes certification and Housing Quality Indicators.*

3.6 *In-house or external consultants' fees, disbursements and expenses (where the development contract is a design and build contract) (see note 1 below).*

3.7 *Insurance premiums including building warranty and defects/liability insurance (except contract insurance included in works costs).*

3.8 *Contract performance bond premiums.*

3.9 *Borrowing administration charges (including associated legal and valuation fees).*

3.10 *An appropriate proportion of the development and administration costs of the Authority or the body in receipt of funding from the Authority.*

3.11 *Irrecoverable VAT on the above.*

Note 1

Where the development contract is a design and build contract, the on-costs are deemed to include the builder's design fee element of the contract sum. The amount included by the builder for design fees should be deducted from the works cost element referred to above, as should other non-works costs that may be submitted by the builder such as fees for building and planning permission, building warranty, defects liability insurance, contract performance bond and energy rating of dwellings.

Note 2

Some items will not qualify as development costs unless the Authority can clearly demonstrate that such costs are properly chargeable to the social housing, i.e. for the sole use of the residents or to comply with any statutory obligations that may have been imposed.

Examples of these are as follows:

- *works to any roads which do not exclusively serve the social housing;*

- *landscaping to areas of land which lie outside the boundaries of the land on which the social housing is situated;*
- *district heating systems;*
- *trunk sewers and sewage disposal works;*
- *special refuse treatment buildings;*
- *public conveniences;*
- *community halls, club rooms, recreation rooms.*

Note 3

Subject to the above, where any cost incurred or to be incurred by the Authority or a body in receipt of funding from the Authority is common both to the development of the social housing and to any other activity, asset or property of the Authority or a body in receipt of funding from the Authority, only such part of that cost as is attributable to the development of the social housing may be treated as a cost in respect of which the retained amount may be paid.

Signed on behalf of the Authority by ...JAMES ROLFE - DIRECTOR OF FINANCE,RESOURCES AND CUSTOMER SERVICES.....

(insert name and position in capitals)

25 June 2012 ..... (add signature and date)

Signed on behalf of the Secretary of State by Graham Duncan – Deputy Director – Affordable Housing Regulation and Investment

.....(add signature and date)

Agreement – Section 11(6) of the Local Government Act 2003

Amendment to 2012 Agreement

This agreement is made pursuant to section 11(6) of the Local Government Act 2003.

Parties

The Secretary of State for Communities and Local Government ("the Secretary of State") and

London Borough of Enfield

.....

("the Authority").

General

1. The parties entered into an agreement made under section 11(6) of the Local Government Act 2003 dated .....**27 June 2012**..... (the "2012 Agreement").

2. This agreement amends the 2012 Agreement as set out in paragraphs 4 to 8.

3. The amendments set out in this agreement apply to receipts (as defined in the 2012 Agreement) received on or after 1 April 2013.

Amendments to the 2012 Agreement

4. In paragraph 1, in the definition of terms, remove "and" before "K" and insert "," after "J" and "and L" after "K".

5. In Part 1, for paragraph i, substitute :

"Where in any quarter -

A is more than ((L+ 1) x G) + E + F + J

the Authority may retain an amount ("the retained amount") up to –

K less (L x G)."

6. In Part 1, in paragraph ii(a), for "2.398347729", substitute "L".

7. In part 5, for paragraph i, substitute :

"The amount spent on the provision of social housing shall not include any expenditure -

(a) which reduced a capital receipt under regulation 15(1)(c) of the Regulations (capital allowance) (as set out in the Regulations prior to amendments made by SI 2013/476);

(b) which, for the purposes of calculating the buy back allowance (as defined in paragraph 2 of the Schedule to the Regulations), are relevant costs (as defined in paragraph 3(1)(a) of the Schedule to the Regulations); or

(c) funded by a capital receipt arising from the disposal of housing land which is not a capital receipt to which the Schedule to the Regulations applies. "

8. In Part 5, for paragraph ii, substitute:

"The amount spent on the provision of social housing shall not include-

(a) any expenditure on dwellings which are social housing at the time of the expenditure; or

(b) any expenditure for the provision of housing which is funded, wholly or in part, by grant paid by the Homes and Communities Agency or the Greater London Authority.

Signed on behalf of the Authority by **James Rolfe – Director of Finance, Resources and Customer Services**

(insert name and position in capitals)

14 June 2013 (add signature and date)

Signed on behalf of the Secretary of State by Jane Todorovic – Deputy Director – Right to Buy Division

.....(add signature and date)

APPENDIX B

THE GOVERNMENT'S RIGHT TO BUY ONE FOR ONE REPLACEMENT SCHEME – HOW IT WORKS FOR ENFIELD

Using 2012/13 Actual Figures:

		Notes
Discount Allowed	£3,918,096	56 Properties at an average discount of £69,966
Cash Received	£4,710,070	
Less		
Admin Allowance	£159,600	Enfield keeps this
Allowable Debt	£819,405	Enfield keeps this
Buy Back Allowance	£154,126	Enfield keeps this
LA Assumed Income	£400,165	Enfield keeps this
Government Assumed Income	£959,735	This is returned to Central Government
Amount Retained for 1 for 1 Replacement	£2,217,039	Enfield keeps this unless it cannot commit/spend enough to retain it*

*In order to retain the £2,217,039, the Council must match fund this with £5,173,091, meaning that, in total, £7,390,130 must be spent by 2015/16. This is how the 30%/70% split that is often referred to works.

Using 2013/14 Actual Figures:

		Notes
Discount Allowed	£8,433,900	100 Properties at an average discount of £84,339
Cash Received	£7,647,650	
Less		
Admin Allowance	£285,000	Enfield keeps this
Allowable Debt	£1,816,441	Enfield keeps this
Buy Back Allowance	£258,215	Enfield keeps this
LA Assumed Income	£468,248	Enfield keeps this
Government Assumed Income	£1,105,427	This is returned to Central Government
Amount Retained for 1 for 1 Replacement	£3,714,319	Enfield keeps this unless it cannot commit/spend enough to retain it*

*In order to retain the £3,714,319, the Council must match fund this with £8,666,744, meaning that, in total, £12,381,063 must be spent by 2016/17. This is how the 30%/70% split that is often referred to works.

Appendix C - Right to Buy and Use of One for One Receipts – Options List

Short – Mid Term Options	Timescale	Actions	Strengths	Challenges
Current HRA New Build Schemes Dujardin Small Sites 1 i.e. Jasper Court and Parsonage Lane New Avenue	Short - Mid	These schemes are already agreed within the HRA Business Plan and already incurring expenditure	▪ Schemes are already included in the Business Plan ▪ Started on site ▪ Council (HRA) retains ownership	▪ Can only count expenditure on additionality and cannot count those either wholly or partly funded by GLA ▪ Need to remain on current timelines ▪ Balancing viability and desire to spend RTB receipts
Match fund Grants to Vacate	Short - Mid	Identify how much RTB receipt this would use	▪ Money for grants to vacate is already in the budget so will not impact debt ceiling ▪ Can start from April 2015	▪ Limited spend ▪ Risk as dependent on take up how much is spent
Sell land to replenish the HRA	Short - Mid	Identify areas of land that could be sold and likely market value Small Sites project team to identify one or more sites. Ideally, high value sites with planning consents	▪ Will increase the income available to match fund the use of RTB receipts and thus relieve pressure on the Business Plan	▪ Loss of council land
Forthcoming Development Schemes Small Sites Rolling Programme	Short - Mid	These schemes are at different stages of development, but all agreed to be started	▪ Council (HRA) retains ownership	▪ Can only count expenditure on additionality and cannot count those either wholly or partly funded by GLA ▪ Need to achieve tight timelines ▪ Balancing viability and desire to spend RTB receipts

Appendix C - Right to Buy and Use of One for One Receipts – Options List

Short – Mid Term Options	Timescale	Actions	Strengths	Challenges
Provide funds to RPs to purchase properties previously used for temporary accommodation	Short - Mid	RPs to purchase the freehold interest of properties in a poor state of repair that were purchased previously using Temporary Social Housing Grant	▪ A benefit of this approach is that the Council would be able to secure nomination rights to the units thereby discharging its statutory housing function ▪ The Council would only have to fund 30% of purchase price. The RP would fund the other 70%	▪ Not sure of feasibility as previous public subsidy was used to fund purchase ▪ Purchase price may be prohibitive ▪ Improvements may be too costly
Purchase of Properties (Including S106)	Short - Mid	Development Team to talk to local developers about what they have available Explore marketing and branding advice to raise profile Identify agents to help facilitate purchases Mailshot to developers	▪ Buying 'off the shelf' will be faster than developing ▪ Council (HRA) retains ownership	▪ May be competing with Housing Gateway ▪ Still need to find 70% match funding within the debt ceiling
Grants to RPs	Short - Mid	Development Team to talk to RPs about what schemes they have under way and what grant terms they would be interested in. Agree grant conditions	▪ Do not have to provide 70% match funding ▪ Potential to be quick as can fund existing schemes ▪ Council gets nomination rights	▪ Enfield do not own stock ▪ May not be sufficient interest ▪ Risk if RPs fail to deliver ▪ Failure of RP to deliver in line with HRA spend requirements ▪ RPs may prefer to use GLA grant to ensure they remain a good Investment Partner

Appendix C - Right to Buy and Use of One for One Receipts – Options List

Short – Mid Term Options	Timescale	Actions	Strengths	Challenges
Leasehold buy back (other than those on current estate renewal schemes)	Short - Mid	Legal to check if it is possible to use RTB receipts towards cost of repair To secure delegated authority to purchase suitable properties Carry out marketing exercise to establish level of interest	▪ Stock in areas already managed by Enfield Homes ▪ Could be on estates where renewals were planned	▪ Still need to match fund ▪ Relatively small scale ▪ May compete with Housing Gateway
Build additional storey(s) on existing structure(s)	Short - Mid	Officers propose to explore the viability of adding an additional floor/additional floors onto existing structures Identify suitable buildings and secure planning advice about potential constraints	• Forms part of a planned maintenance programme to replace flat roofs with pitched roofs. • Replacement should result in reduced roof repairs.	• Identifying buildings that are suited for remedial works.

Appendix C - Right to Buy and Use of One for One Receipts – Options List

Mid – Long Term Options	Timescale	Actions	Strengths	Challenges
Council to become a partner in a newly established RP	Mid	Legal to check the level of control LBE could have Establish ownership of work stream and secure legal advice on viability of establishing RP Legal to establish SPV set up and operating parameters	▪ Will have more involvement than with an independent RP ▪ Removes issue of debt ceiling ▪ Would need to use money from HRA to set up ▪ Council would maintain control of stock	▪ Need to find partners for venture ▪ Need to find land to develop ▪ Conflict of interest with other SPV
Set Up Consortium with Other Local Authorities.	Mid - Long	Officers to explore the viability of working jointly with other local authorities to share borrowing capacity to develop affordable housing.	• Developed properties would be in HRA	• May not find suitable LA partners to work with and enter into joint venture agreements to facilitate development
Starting some estate renewals later to release allocated debt requirement	Mid	Finance to confirm how much debt requirement this would release Development to identify any other impacts (e.g. on Asset Management, Capital Programme) pushing estate renewals back would have	• Would allow HRA money to be spent creating additionality using RTB receipts rather than on renewal	• May impact on other areas of the HRA budget (e.g. Asset Management) • There is an expectation that we will achieve the Estate Renewal Programme as described in the HRA 30-Year Business Plan
Defer the Major Works Capital Programme	Mid	Look at sums available and impact on the programme – sums deferred are likely to be large if any impact is to be made	▪ Enfield controls this programme and could choose what to defer	▪ Properties will fall into non-decency again ▪ Increased day to day maintenance costs ▪ Tenants have been promised that programme will be caught up and adhered to

Appendix C - Right to Buy and Use of One for One Receipts – Options List

Mid – Long term Options	Timescale	Actions	Strengths	Challenges
Disposals of high value stock / rationalisation	Mid - Long	Governance to ensure disposal list is up to date and actioned	▪ Will increase the income available to match fund the use of RTB receipts ▪ Potential to also reduce management costs ▪ Fits with on-going programme	▪ Having to wait until stock is void or decant tenants or undertake a stock transfer ballot

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Agenda Item 10

MUNICIPAL YEAR 2014/2015 REPORT NO. 183

MEETING TITLE AND DATE:
Cabinet
11th March 2015

REPORT OF:
Director of Health, Housing & Adult Social Care
Director of Finance, Resources and Customer Services.

Agenda – Part 1:	**Item: 10**
Subject: Small Housing Sites: Further Sites Report **Wards: Enfield Lock and Highlands** **Key Decision No: KD 4007**	
Cabinet Member consulted: Councillor Oykener	

Contact officer and telephone number:
Nick Fletcher
0208 379 1781
E mail: nick.fletcher@enfield.gov.uk

1. EXECUTIVE SUMMARY

1.1 In September 2014, Cabinet authorised the inclusion of the former Ordnance Road (former Public House & Kettering Hall) site as part of Small Housing Sites (Phase 1) project, for which Kier are already appointed as the contractor, and a budget for architects to progress plans.

1.2 The Council has since identified three additional garage sites in the Highlands Ward which can also be brought into the Phase 1 project.

1.3 The four sites can collectively deliver circa 33 new houses, including a high proportion of family homes, and approximately 55% affordable housing.

2. RECOMMENDATIONS

It is recommended that Cabinet;

2.1 Note the design options considered for the Ordnance Road (former pub and Kettering Hall) site, the preferred option that is being taken forward as part of a planning application, and the consultation process that has been undertaken with key stakeholders as explained in paragraphs 3.24 to 3.27.

2.2 Note the Perry Mead, Padstow Road and Hedge Hill sites (Red Line Plans attached at Appendix 2, 3 and 4), information on design proposals and planned consultation process with key stakeholders in paragraphs 3.35 to 3.35, and authorise the Council to progress and submit planning applications for these sites.

2.3 Note the programme approach to funding the development of the Ordnance Road site in conjunction with the development of three garage sites in Highlands, as explained in paragraph 3.37 to 3.40.

2. RECOMMENDATIONS (continued)

2.4 Authorise, in accordance with section 122 of the Local Government Act 1972 the appropriation of the sites bound by a red line in Appendix 1, 2, 3, and 4 from their present holding purpose to planning purposes and in particular the purposes of section 237 of the Town and Country Planning Act 1990.

2.5 Approve an outline budget to fund the development of the four sites as set out in Table 1 of the Part 2 Report. It is also recommended that Cabinet delegate authority to the Director of Health, Housing and Adult Social Care and the Director of Finance, Resources and Customer Services to authorise the final scheme budget required to enable and complete construction, when the detailed design and cost estimates have been completed after planning approval.

3. BACKGROUND

STRATEGIC CONTEXT

3.1 Enfield Council is delivering an ambitious programme of housing development and estate renewal across the borough, the principles of which are set out in the Housing Development Framework 2014-19 (KD3369).

3.2 There are a number of social and economic drivers for new housing development in the borough, and contributing to the supply of quality new homes is becoming increasingly important for the Council. Increasing housing supply is an important priority not only locally but regionally and nationally.

3.3 The Council is taking a proactive role and has set up a 'Special Purpose Vehicle', known as *Enfield Innovations Limited* to develop, own and manage private rented properties on new build developments.

3.4 One of the key economic drivers for the Council corporately is the expenditure of Right to Buy receipts which it receives each time an existing Council property is purchased by a Council tenant as part of the Right to Buy scheme. Unless the Council spends these Right to Buy receipts on new affordable housing as part of the Government's RTB One for One Replacement Scheme, they must be returned to central government with interest.

3.5 Another key economic driver for the Council is the escalating numbers of temporary accommodation households that the Council has a duty to house. This strengthens the case to build new social housing to reduce the revenue costs to the Council.

SMALL HOUSING SITES

3.6 The Council is already delivering new homes on smaller sites by packaging them together to achieve economies of scale and improve viability, and it is looking to continue using this approach.

3.7 The Small Housing Sites (Phase 1) project, which is now underway with construction on site, has used an innovative funding model to deliver new Council housing.

3.8 Planning consent has been secured for 94 homes on seven sites in Town, Highlands, Chase and Turkey Street wards. The project to date includes a split of 60% private rented homes and 40% affordable homes, including Council owned social rented homes and shared ownership homes, and a high proportion of family housing.

3.9 Kier Project Investments, the Council's contracting partner, is sub-contracting the construction to Climate Energy Homes who specialise in a building method that seeks to maximise off-site construction of components resulting in less time on-site construction and as a consequence minimising traffic movements and disruption to adjoining occupiers.

3.10 The benefit of the funding model for Small Housing Sites (Phase 1) project is that by taking a long term approach, the Council ultimately retains its land and built assets and makes a return on its investment, rather than disposing of assets to a developer for a short term capital receipt.

3.11 In September 2014, Cabinet authorised a budget for the Council to progress feasibility for the next phase of small sites with the intention of bringing forward further packages of sites for new housing development as part of a rolling programme. Architects are currently working up proposals and a report is expected to follow later this year with a recommended development strategy and funding model for these schemes.

3.12 At the same meeting, Cabinet also authorised the inclusion of the Ordnance Road (former Public House & Kettering Hall) site as part of Small Housing Sites (Phase 1) project, and a budget for architects to progress plans.

3.13 This report sets out an approach for bringing forward four sites for development as part of a variation to the existing Development Agreement between the Council and Kier Project Investments.

3.14 It is proposed that the Council leads on obtaining planning consent for each of the sites.

ORDNANCE ROAD: KETTERING HALL & FORMER PUB SITE

3.15 The land at Kettering Hall and former Public House on Ordnance Road, EN3 referred to as the "Ordnance Road Site" is a circa 0.2 hectare site held for housing purposes.

3.16 The Ordnance Road Site has been earmarked for a new residential led development, and the intention has been for some time that the site would be developed on completion of the new Ordnance Unity Centre, so that Kettering Hall, and a temporary library facility on the former pub part of the site could continue to operate in the interim. The Ordnance Unity Centre, located on the corner of Hertford Road and Ordnance Road, just over 100m from the site, provides a community hall, health centre, dentist practice and library and opened officially in December 2014.

Scheme Design:

3.17 As part of a commission for undertaking design feasibility for a large number of sites, the Council instructed Peter Barber Architects to design a scheme for the Ordnance Road Site.

3.18 The initial preferred option included 20 houses, with thirteen 3-bed townhouses, six 2-bed courtyard houses, and a single 1-bed courtyard house. However, on review of more detailed RIBA Stage 2 plans, pre-application feedback from Development Management raised concerns that the proposal was too urban for its context, that the building line was too hard, and that to accommodate refuse and cycle storage requirements and to alleviate general pressure on amenity space and servicing requirements, two units should be lost. This would result in a scheme option for all houses being able to achieve 18 homes.

3.19 The architects revised the scheme based on this feedback to provide 18 houses, and the bedroom mix for this option accommodates eleven 3-bed townhouses, four 2-bed courtyard houses and three 1-bed courtyard houses. This revised scheme design has since received more positive feedback from the Development Management officer. Maintaining a 20-unit scheme, while possible to stay just within the London Plan density threshold, would require a higher level of parking which might not be feasible, and such a scheme would present a greater risk at planning and could result in costly redesign and delays if the application had to be re-submitted.

3.20 Senior officers requested that a flatted option was explored by the architects to see if a greater number of units can be achieved. The architects initially advised that a range between 19 and 21 flatted units might be acceptable. A further meeting between Development Management and the architects has given the architects an understanding of the number of units that might be acceptable on the site for a flatted scheme with consideration of a number of factors, and concerns that were raised in the Pre Application meeting. The architects did an exercise and since advised that 18 flatted units would be achievable on the site, based on acceptable density levels, height, massing and parking requirements.

3.21 A number of options including the housing option and flatted option, both with and without community spaces were presented at Corporate Asset Strategy Management Group and those present have agreed that the scheme with 18 houses would deliver the greatest overall benefit.

3.22 The preferred option for 18 houses on the site accommodates the following bedroom mix and number of dwellings, including a high proportion of 3-bedroom family townhouses (60%), and also smaller 1-bed and 2-bed courtyard houses:

- 3 x 1bed (2per)
- 4 x 2bed (3per)
- 11 x 3bed (5per)

18 dwellings (73 persons)

3.23 The proposed scheme includes a new mews street linking Rotherfield Road and Beaconsfield Road to allow both vehicular and pedestrian access, and parking for the development. This new mews is likely to have secure access, and will incorporate an alleyway which has historically attracted fly tipping and antisocial

behaviour. The intention is to design out loosely defined space that is subject to misuse, and create a more secure environment and relationship between the scheme and the surrounding street scene.

Scheme Consultation:

3.24 Senior officers and Members including Ward Councillors have been consulted, and they are supportive of the preferred scheme option for 18 houses.

3.25 The Council and the architects consulted local stakeholders and residents at the Enfield Lock Ward Forum on February 17th which was held in the community hall at the new Ordnance Unity Centre. The architects presented the initial scheme proposal for 18 houses with information boards and a 3D model. Between forty and fifty people attended the event, and a number of comments were collated. Those in attendance were generally supportive of a residential scheme on the site, and welcomed new Council homes. The notable concern from residents was around the lack of parking in the area generally, and ensuring that parking provision on the new scheme is sufficient.

3.26 The Council will liaise with the two adjacent property owners to the south of the site in relation to granting new access rights to the new mews on the proposed scheme, which will incorporate the existing alleyway, while addressing any other concerns they may have with the proposed scheme.

3.27 The architects are now working to progress the detailed design of the preferred scheme option and the intention is to submit a planning application in the spring.

PADSTOW ROAD, PERRY MEAD, AND HEDGE HILL GARAGE SITES

3.28 Cabinet authorised officers to appoint architects to progress design feasibility for a large number of potential housing sites across the borough (KD3920), some of which were identified as part of a review of garage stock in the borough.

3.29 Three sites which include garage blocks on HRA land, have been identified within close proximity in the Highlands ward;

- Padstow Road Garages (1-28) and land
- Perry Mead Garages (1-8) and land
- Hedge Hill Garages (1-16) and land

3.30 The three sites are all close to the Holtwites Hill Garages Site, which is already part of the Development Agreement between the Council and Kier Project Investments to build 8 new homes.

3.31 Collectively, the large majority of garages on these sites are vacant (73%), and anecdotally they are misused and attract anti-social behaviour.

3.32 The Padstow Road Garages are situated in four locations around the cul-de-sac and spur, and over half of them are vacant. Parking surveys have demonstrated that there is on-street capacity to absorb parking from both new development

and any occupied garages. There is also capacity to design in new parking spaces into underused 'greensward' land around the edge of the highway to mitigate any concerns around the level of parking provision. This would present an opportunity to provide new landscaping and planting to improve the street scene.

3.33 Only two of the eight garages on the Perry Mead site are occupied and parking surveys have demonstrated that there is sufficient capacity on the surrounding streets for any prospective residents on a proposed development, and for any parked vehicles from the two currently occupied garages.

3.34 All sixteen of the Hedge Hill garages are vacant and access to the site has been boarded up for a number of years. The site is therefore completely inaccessible and unused. The scheme design for this site is the basis that on-plot parking spaces will be provided.

Scheme Design and consultation

3.35 The architects have undertaken design capacity work on the three garage sites which indicates that fifteen houses can be built; eight at Perry Mead, three at Hedge Hill and at least four at Padstow Road. These numbers are only indicative at this stage and are subject to Pre-Application advice and further detailed design work, which could result in the unit numbers being revised.

3.36 Consultation with local residents is scheduled in the design programme and will be held at an appropriate stage in the coming weeks so that existing residents have a chance to comment on and inform the proposals.

FINANCIAL APPRAISALS AND FUNDING

3.37 Financial appraisals have been undertaken which demonstrate that the Council can achieve viable housing developments across the four sites while maximising affordable housing and the expenditure of Right to Buy receipts.

3.38 Using a programme approach between the four sites can enable the Council to build more affordable housing (55% across the four sites), and a 100% affordable housing scheme on the Ordnance Road site, cross subsidised by private rented homes on the Perry Mead, Padstow Road and Hedge Hill sites.

3.39 The recommended option for development funding would see the Council finance the development of the sites and retain ownership of the assets in the long term.

3.40 The details of the financial appraisals contain commercially sensitive information and are therefore included in Part 2 of this report.

APPROPRIATION OF THE LAND FOR PLANNING PURPOSES

3.41 The appropriation of the four sites for planning purposes is a necessary step in facilitating their development. This report recommends that the following four sites are appropriated for planning purposes:

- Land at former Ordnance Road Public House & Kettering Hall, EN3 6AQ.

- Padstow Road Garages (1-28) and Land, EN2 8BU.
- Perry Mead Garages (1-8) and Land, EN2 8BS.
- Hedge Hill Garages (1-16) and Land, EN2 8RT.

3.42 Local authorities may appropriate land in their ownership for planning purposes. If land is appropriated for planning purposes then the power under section 237 of the 1990 Act to override easements and other rights, for example, rights of light and restrictive covenants can be used when developing that land. That power may be used either by the local authority or by a person deriving title to the land in question from the local authority, e.g. a private developer who has entered into an agreement to develop the land.

3.43 Any rights overridden by section 237 are automatically translated into a right to claim compensation for resulting damages. This means that the holders of the original rights no longer have the ability to seek an injunction against the development for infringement of their rights. In the absence of converting the third party rights to compensatory claims the appointed developer would not commence construction works until the risk of an injunction had been resolved (by approving this report).

4. ALTERNATIVE OPTIONS CONSIDERED

Community use, as part of a residential led scheme on the Ordnance Road Site:

4.1 Variants for both housing and flatted options could include a 200 m² community space on the north-east corner of the site, but this would limit the residential part of either scheme to 15 homes. Based on technical advice from transport engineering consultants Peter Brett Associates, that at least three parking spaces would need to be provided on the site for a 200 m² community space, the architects have advised that this would result in a loss of three homes.

4.2 Based on the reduced number of homes, this option would adversely impact viability and given the size of the new Ordnance Unity Centre nearby, fully residential use is considered most appropriate for this site.

Flats on the Ordnance Road Site:

4.3 A flatted option was considered for the site but the architects advised that 18 units would be achievable based on planning feedback on massing/density and a design exercise. It is considered that houses would be more beneficial than flats for a number of reasons, including but not limited to the following;

- Houses would provide more liveable space.
- Houses would provide a greater amount of private amenity space.
- Houses would have better aspect.
- Houses would be better at activating the street frontage than flats.

Not developing the garage sites:

4.4 Generally, a high number of these garages are void, which are both an eyesore in these neighbourhoods, and anecdotally attract misuse and anti-social behaviour. The Council is under pressure to increase housing supply and make

more efficient use of its land and built assets given housing market pressures in and associated impacts the borough. These underperforming assets are ideally suited to redevelopment for new housing, for which a compelling case exists.

5. REASONS FOR RECOMMENDATIONS

5.1 This report recommends using a programme approach to develop viable new housing schemes in Enfield, which can collectively provide circa 33 new homes, a high proportion of family homes and 55% affordable housing. The proposed schemes will provide houses, including more traditional townhouses and more innovative courtyard houses which provide generous space and better accommodation than flats.

5.2 The former pub and Kettering Hall site presents an opportunity to build 18 high quality new houses, which in conjunction with the new Ordnance Unity Centre can significantly enhance the local area.

5.3 Collectively, a large majority of the garages at Padstow, Perry Mead and Hedge Hill are vacant (73%), and anecdotally they are misused, and attract anti-social behaviour. Redevelopment of these sites presents an opportunity to improve the aesthetic appearance, security, perception of safety and surveillance in the immediate neighbourhoods and bring under used land back into more beneficial use for Enfield residents.

5.4 Appropriation of these sites for planning purposes is a necessary step in the development process to override any third party rights.

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 Localism Act 2011 gives the Council a general power of competence to do anything which an individual could generally do.

6.2.2 Under section 8 of the Housing Act 1985 the Council as local housing authority has a duty to keep under review the provision of housing in its area. Local authorities also have a general fiduciary duty to Council Tax payers and must therefore take whatever is the overall most reasonable and cost effective course of action in order to deliver best value from these sites.

6.2.3 Under section 122 of the Local Government Act 1972 the Council may appropriate land from one purpose to another if that land is no longer required for the purposes for which it is held. In this instance the land is currently held for housing purposes but it is now required for development for planning purposes.

6.3 Property Implications

6.3.1 The provision of circa 30 additional Housing units on the former Ordnance road site and three additional garage sites in the Highlands ward is supported.

6.3.2 The retention and management of the homes on the site long term will result in additional revenue costs to the Council. The Special Purpose Vehicle Enfield Innovations Limited will therefore need to be adequately resourced particularly bearing in mind the more intensive residential management standards needed to support the anticipated Private Rented Sector income model.

7 KEY RISKS

7.3 Corporately, a risk is that Right to Buy receipts are not spent within the necessary timescales and the money is then returned to government with interest. Bringing forward the development of these sites will enable the Council to spend Right to Buy receipts within the next two financial years.

8 IMPACT ON COUNCIL PRIORITIES

Fairness for All

8.1 New development may have an impact on surrounding residents, particularly in the short term with disruption from construction, and potentially changes to car parking provision. There may also be a loss of communal space or amenity space resulting from proposals.

8.2 To mitigate any negative effects as far as possible, the Council and the appointed architects will work with affected residents to find effective design solutions. New development proposals will aim to provide higher quality landscaping, public realm and amenity space for existing residents.

Growth and Sustainability

8.3 The project aims to increase housing supply, and to maximise affordable and family housing. The proposed developments will, subject to viability, aim to achieve the tenure and bedroom mix of the Council's Core Strategy.

8.4 The project aims to achieve high quality architectural and landscape design which can positively contribute to the built environment of communities. The new homes will achieve a high level of energy efficiency and sustainability.

8.5 Achieving the above will contribute to the Council's regeneration objectives, given the fact many of the sites are already in priority areas, or in other deprived areas which are in need of investment.

Strong Communities

8.6 The project will see investment into Enfield communities to provide much needed new housing. Local communities will be involved in the process and consulted on design proposals.

9 EQUALITIES IMPACT IMPLICATIONS

9.1 An Equalities Impact Assessment has been undertaken for Small Housing Sites (Phase 1). For the Phase 2 project, and all future phase, a full Equalities Impact Assessment will follow.

10 PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 There are no performance management implications resulting from this report.

11 PUBLIC HEALTH IMPLICATIONS

11.1 There are a number of public health implications arising from new housing development schemes because housing is a major determinant of health.

11.2 Across the sites, the new homes will be designed to meet Code for Sustainable Homes Level 4 or equivalent standards. The design of the homes complies with the London Housing Design Guide and with consideration of Lifetime Homes. Across the sites, the new houses will be dual aspect to ensure adequate daylight, and include either private gardens or private courtyard spaces.

11.3 The dwellings will be designed to Code For Sustainable Homes level 4 with a ‘Fabric First’ approach whereby the thermal insulation and air tightness of the external envelope are designed to reduce C02 with low tech methods first. This will result in lower energy bills for residents. The building standards for these houses will help protect resident’s health through reduced expenditure.

Appendices

Appendix 1 – OS Red Line Plan: Land at former Ordnance Road Public House and Kettering Hall, EN3 6AQ.

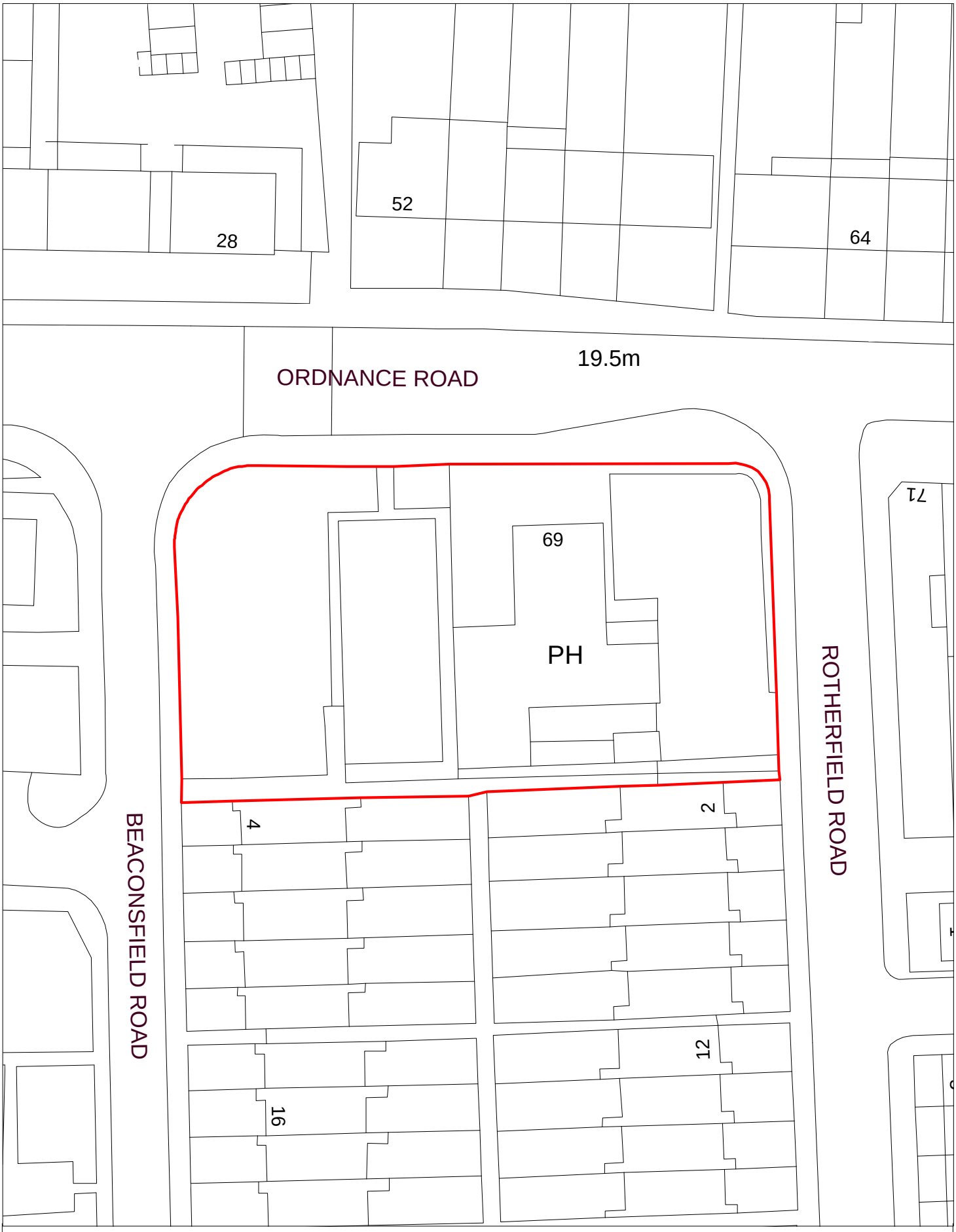
Appendix 2 - OS Red Line Plan: Padstow Road Garages (1-28) and Land, EN2 8BU.

Appendix 3 - OS Red Line Plan: Perry Mead Garages (1-8) and Land, EN2 8BS.

Appendix 4 - OS Red Line Plan: Hedge Hill Garages (1-16) and Land, EN2 8RT.

Land at Kettering Hall & former Public House, Ordnance Road EN3 6AQ

1977sq.m



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Padstow Road Garages (1-28) and Land, EN2 8BU.

total area
1635sq.m

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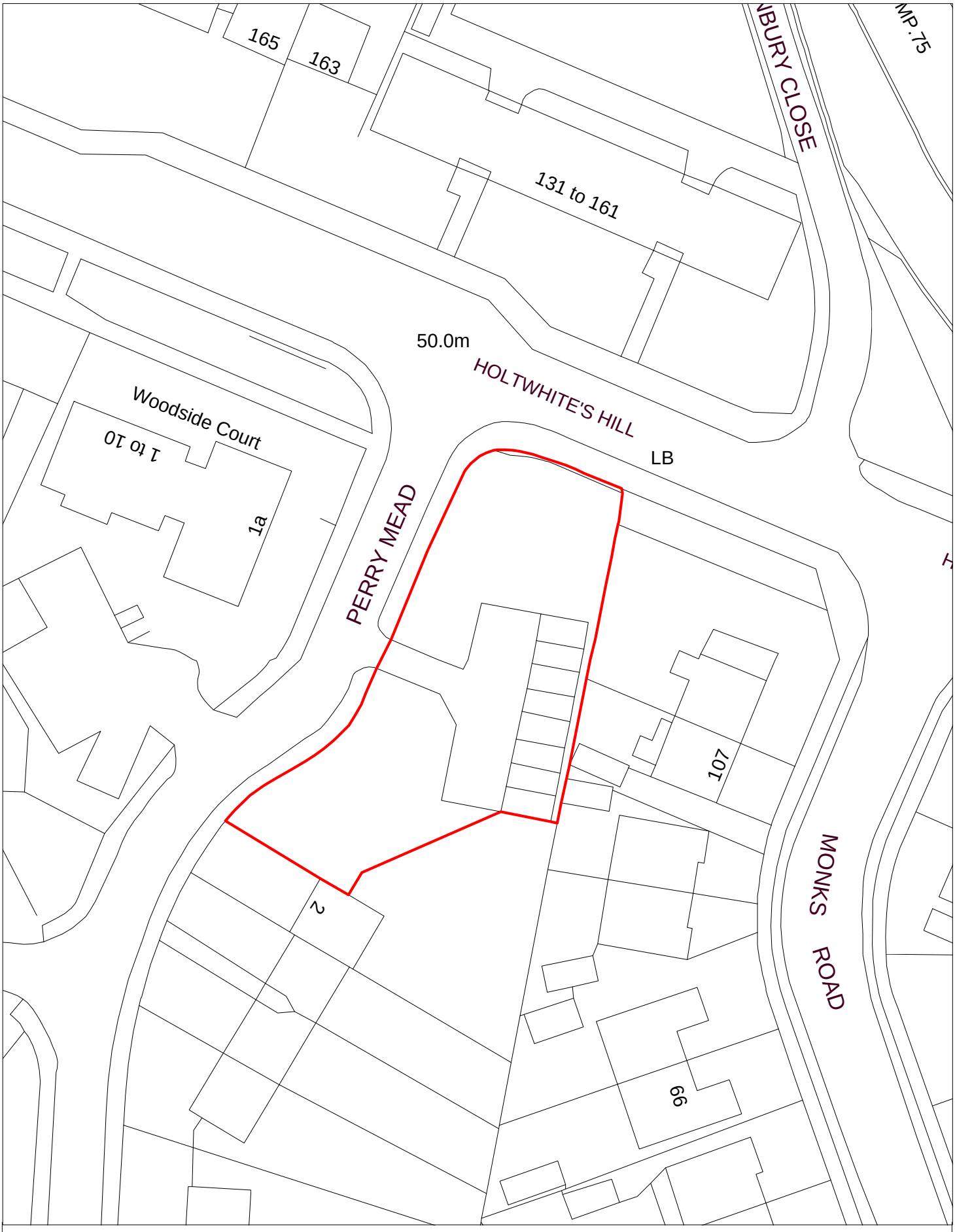
Perrymead Garages (1-8) and Land, EN2 8BS.

877sq.m



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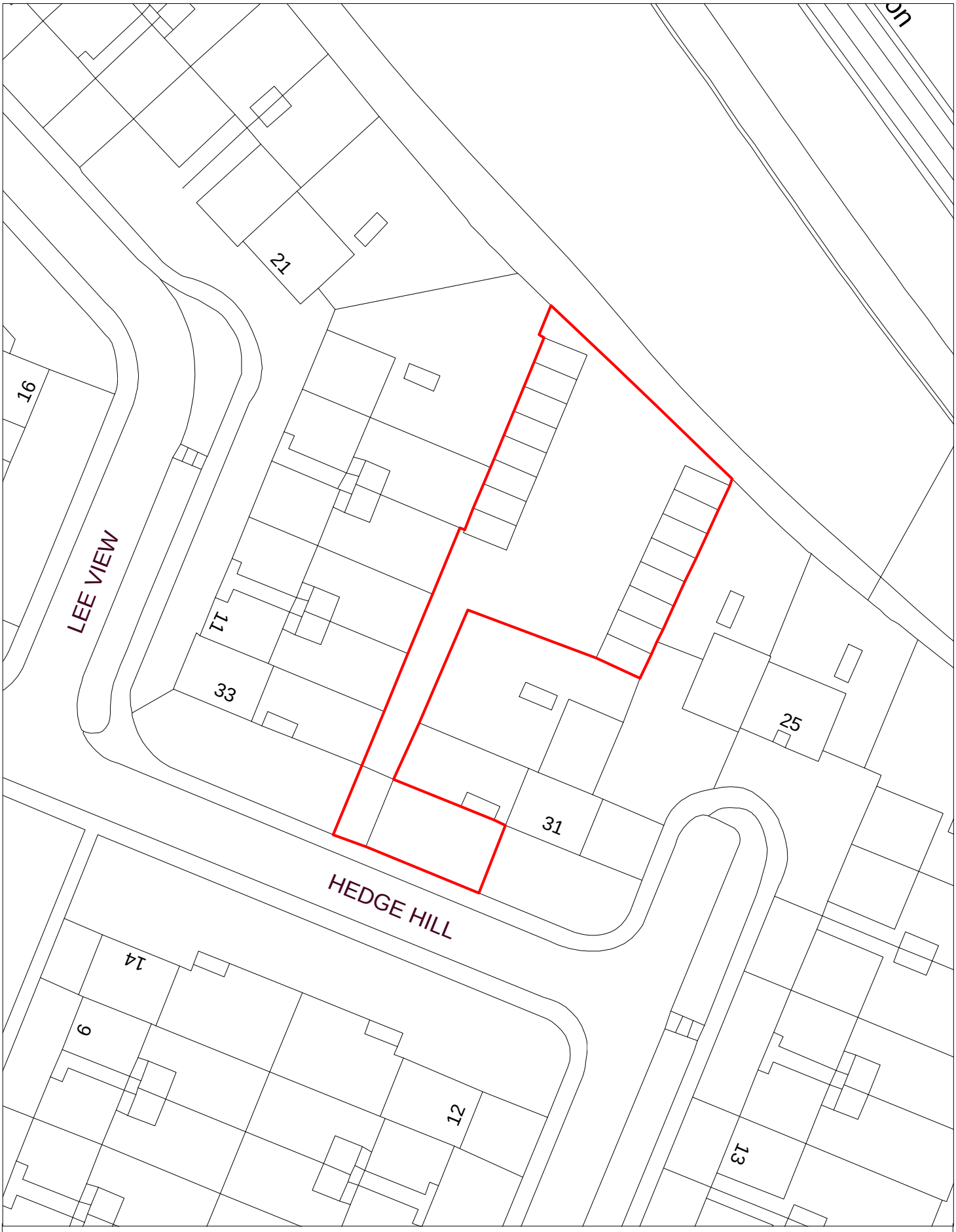
Hedge Hill Garages (1-16) and Land, EN2 8RT.

797sq.m



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Agenda Item 11

MUNICIPAL YEAR 2014/2015 REPORT NO. 184

MEETING TITLE AND DATE:
Cabinet :11th March 2015

REPORT OF:
Director of Regeneration and Environment

Contact officer and telephone number:

Sharon Strutt extension 4812
Sharon.strutt@enfield.gov.uk

Agenda: Part 1	**Item:** 11
Subject: Meridian Water: Improving Station Accessibility **Wards:** Upper Edmonton & Edmonton Green **Key Decision No: KD4029**	
Cabinet Members consulted: Cllr Alan Sitkin, Cllr Andrew Stafford	

1. EXECUTIVE SUMMARY

1.1 New rail infrastructure is crucial to unlocking the potential for over 5,000 new homes and 3,000 jobs at Meridian Water. This report describes the progress the regeneration team has made to realise this ambition.

1.2 A step change is required, to achieve the regeneration objectives for Meridian Water, and to benefit the wider Edmonton community. Angel Road Station forms the central public transport hub for Meridian Water. It is a key element of the Masterplan around which proposed new neighbourhoods have been planned and will be built to access via Meridian Boulevard to the East, and directly from the Meridian Angel neighbourhood to the West.

1.3 This report also sets out progress to date to deliver three-tracking as part of the wider Stratford, Tottenham, Angel Road (STAR) project. This will result in 4 trains an hour form 2018 and support higher levels of housing density.

1.4 It should be noted that a bid was submitted for Growing Places Funding in April 2013 for a package of minor station improvements to the existing station, then estimated at £3.5 million. The project now delivers a comprehensive scheme, including a relocated station, two new entrances, new footbridges, lifts and platforms to accommodate linked three tracking to be delivered as part of STAR.

1.5 Members are asked to approve the allocation of funding from the existing Neighbourhood Regeneration Capital Programme to deliver the essential station improvements, and note a Part 2 report setting out the funding implications and details of indicative match funding sources to support achieving the overall funding package.

2. RECOMMENDATIONS

That Cabinet:

2.1 Notes the approach to delivery of the Angel Road Station improvements as set out within section 5 as part of the comprehensive Stratford Tottenham Angel Road (STAR) scheme, including relocation of the station south of the North Circular Road.

2.2 Delegates authority to the Directors of Regeneration and Environment, and Finance, Resources and Customer Services, to agree the terms of future commercial agreements (Development Services Agreement & Implementation Agreements) required as a Third Party investing in the STAR project.

2.3 Notes the financial considerations set out in Table 1 in relation to STAR and Angel Road Station improvements.

2.4 Authorises the Directors of Regeneration and Environment, and Finance, Resources and Customer Services, in consultation with the Cabinet Lead Members for Economic Development and Finance to approve financial contributions from Enfield Council for the improvements at Angel Road Station, as detailed in the Part 2 report.

2.5 Approves funding from the Neighbourhood Regeneration Capital Programme to deliver the Angel Road Station improvements, and notes a Part 2 report, setting out proposed sources of match funding from the GLA.

2.6 Notes the additional work required to achieve a regular 4 trains per hour service to Angel Road Station.

3. Background (Policy Context)

3.1 The Upper Lee Valley has the potential to be one of London's top places to live, work and visit, creating a new centre and locus not only for London, but for the London-Stansted- Cambridge growth corridor and the UK as a whole.

3.2 The Upper Lee Valley Opportunity Area Planning Framework sets out a vision to create up to 15,700 new homes and 21,900 jobs in the Lee Valley and up to 15,000 jobs in adjoining areas, creating uplift to the UK economy of over £4.51 billion by 2021 and over £10.7 billion by 2031(Oxford Economics 2012).

3.3 Meridian Water is the largest regeneration priority area identified in the Council's Core Strategy (2010), where a comprehensive approach to development will take place. The Core Strategy sets out policies to enable the development of a new sustainable urban mixed use community in the area, with up to 5,000 new homes, 3,000 jobs, improved public transport and new community infrastructure including new schools, to make Meridian Water a sustainable place to live and work. Policy 37 of the Council's Core Strategy sets out the importance of improving accessibility by creating better public transport connections to Meridian Water and its surroundings.

3.4 The Central Leeside Area Action Plan sets out the planning framework to deliver new housing, jobs and community facilities. It identifies sites for development and new infrastructure that will be needed to support future growth, and provides policy context to support rail improvements to Angel Road Station. The Plan has reached the Proposed Submission stage and is expected to be adopted Autumn 2015.

3.5 The Meridian Water Masterplan, adopted in July 2013, provides planning and urban design guidance to the Core Strategy policies. It sets out a framework for managing change and development in the area to achieve the scale of growth required. Key to delivering that transformation is the creation of a reliable, resilient and flexible rail service that acts as the backbone to the area around which this development and regeneration can take place.

4. Background

4.1 Angel Road Station is currently located to the North of the A406 and is only accessible from the Western side on Conduit Lane via a number of stairs and a long pathway running adjacent to the existing Metals and Waste facility. There are no lifts or "at level" access to the station and the route is poorly lit.

4.2 The station currently serves the eastern side of Edmonton Green, which is the most deprived ward within the Borough, falling within the most deprived 4% of wards in England, and experiencing higher than average levels of benefit dependency, low income and economic inactivity.

4.3 The station is currently poorly served by stopping trains, stopping two times an hour at peak hours only, which further limits footfall from the existing 800m catchment area.

4.4 The Station is regarded as one of the least accessible stations in Greater London and currently scores a low Passenger Transport Accessibility Level (PTAL) 1. It will be necessary to improve PTAL to at least a level 3 to achieve the levels of development density set out within the masterplan.

4.5 A step change is therefore required, to achieve the regeneration objectives for Meridian Water, and to benefit the wider Edmonton community. Angel Road Station forms the central public transport hub for Meridian Water. It is a key element of the Masterplan around which proposed new neighbourhoods have been planned and will be built to access via Meridian Boulevard to the East,

and directly from the Meridian Angel neighbourhood to the West. Its delivery is therefore essential to unlocking large scale housing developments and access to the employment opportunities in the Lee Valley.

4.6 The case for investing to improve services at Angel Road station has two core elements:

4.6.1 **Angel Road Station improvements.**

Creation of a fully accessible station will require relocation of the station entrance and platforms, to maximise accessibility to new developments as well as improve overall access to the existing station catchment. This will include bus interchange facilities to increase connectivity with the wider area.

4.6.2 **Three Tracking.**

A "walk-on" local train service frequency of 4 trains per hour is essential to increase PTAL levels, and generate market confidence to deliver higher density development required to deliver up to 5,000 homes alongside inward investment opportunities to create 3,000 jobs. Increased capacity can only be achieved through the provision of a third track running from Stratford to Angel Road Station.

4.7 The **S**tratford, **T**ottenham, **A**ngel **R**oad (S.T.A.R) project was established in partnership with the GLA, Network Rail, Transport for London, Abellio Greater Anglia, and Local Authority representatives. The project acknowledged a need to increase the frequency of services to Stratford, which was demonstrated through the London and South East Rail Utilisation Strategy (2011) in conjunction with a strong economic case for investment through the Oxford Economics Study "Investment and Regeneration in the Lee Valley" (2012). The objective is to create a standard 4 trains per hour service between Stratford and Angel Road stations. Network rail are however exploring options for future 4-tracking to the Upper Lee Valley corridor through Crossrail 2 by 2030 if the regional route is supported.

4.8 A partnership steering group was established, to oversee development and delivery of STAR and the Angel Road Station Improvements scheme, advise on managing high level project risks, funding and cost overruns and coordination with other projects in the Upper Lee Valley area the project to ensure interdependencies with S.T.A.R are fully contained.

4.9 Delivery of the STAR scheme, together with Angel Road Station improvements is due to complete by the end of Spring 2018, and the timing is linked to housing delivery in Meridian Water.

5. Angel Road Station Improvements

5.1 Angel Road Station will become the railhead for the new Meridian Water development, but its current location, poor access and service levels are far

below the required target of a convenient turn-up-and-go offer. It will be necessary to provide an Overground-style service with easy access to new developments if Angel Road Station is to fully serve the new community in Meridian Water, and continue to benefit existing residents and businesses within the station catchment area.

5.2 Consultants Atkins were appointed in December 2013 to deliver a feasibility study and development brief for Angel Road Station. An options selection process considered four possible station location options, and assessed each location against an agreed set of criteria. The preferred option selected was to move the station entrance south of the North Circular Road, creating an "at grade" entrance onto Meridian Way, opposite the pedestrian access to the Tesco superstore and with bus interchange facilities.

5.3 The key elements of the preferred scheme include:

- New entrances onto Meridian Way and Meridian Angel neighbourhood.
- New platforms
- Step free access
- Bridge linking each platform with lifts
- New platform furniture (seating/shelters)
- Ticketing and Oyster card reading machines
- Train Operating Company (TOC) staff facilities
- Passenger information points
- Station renaming to Meridian Water Station

5.4 To further support the final selection, an independent business case was commissioned from JRC Consulting, to assess the transport benefit case for improving access to Angel Road Station. This report concluded that the preferred location identified by Atkins produced the best business case (BCR rating 2.2 to 1), balancing accessibility to the existing station catchment, with provision of a central location for the majority of the Meridian Water delivery zone, and without excessive overlap with alternative station catchments.

5.5 Scenarios to deliver the new station were initially developed on the basis that a phased approach would be required, to include short-term access arrangements via an extended southbound platform, bridge structure crossing the platforms and temporary footway from the new entrance. It was anticipated that this work would inform future phases of the Network Rail project development process, and reduce the risk of abortive works in relation to the delivery of track and platform changes required to deliver STAR. The preference throughout has been to link the delivery of the station to the construction of S.T.A.R (detailed in section 6). Delivery through Network Rail will allow for savings in terms of railway possessions, management and project oversight.

5.6 Following conclusion of the GRIP 2 stage for S.T.A.R, it was agreed to progress more detailed scheme development ahead of the usual Network Rail project development process (see 6.3) and a strong team was appointed,

including engineering and construction advice through Volker Fitzpatrick in conjunction with Atkins consulting. This had the advantage of combining up front feasibility work completed by Enfield for the preferred station location with the more detailed development of GRIP 3 feasibility, which could be undertaken as part of the comprehensive project delivery with no abortive early phase works.

5.7 Two cost scenarios were modelled for Angel Road Station as part of the wider STAR project delivery. The first option was for a "base scheme" to demonstrate the improvements required to deliver three tracking with only essential improvements to the station, and an alternative option for running three tracking to the preferred station location.

5.8 This approach to developing the project has enabled a greater degree of certainty on the cost profile for Angel Road Station at this stage in the process than would be usual in a Network Rail scheme of this nature. It has also enabled costs to be separated out between upgrade works that would be required to deliver 3 tracking, and are therefore attributable to the STAR project, and the "extra-over" cost for relocation of the station in line with Enfield's regeneration ambitions.

5.9 Following completion of the GRIP 3 Feasibility report, costs for Angel Road Station currently amount to £17.5 million, to deliver the preferred option. A detailed exercise was undertaken to identify the costs that could be attributed to STAR, which produced a £6 million saving, and bringing Enfield's direct contribution to £11.7 million. A part 2 report sets out the detail of indicative match funding contributions to support resourcing this element of the project.

5.10 As part of ongoing dialogue with Network Rail, it has been agreed that the station design will be future-proofed to allow for wider station improvements or potential for future development to come forward that could wrap around the station.

5.11 The station improvement project will also deliver station re-naming to "Meridian Water Station". This process requires extensive changes to all schedules and timetables across the network, and can be achieved most cost effectively as part of the service timetabling process which will begin in December 2016. This will ensure that delivery of a re-branded station will coincide with completion of the new station improvement works.

6. Improved Service Frequency through three tracking (S.T.A.R)

6.1 S.T.A.R will provide an additional third track running from Stratford to Angel Road Station, through the Upper Lee Valley area, and is a committed scheme under Network Rails Control Period 5 (CP5). Funding was initially agreed through Network Rail (£47 million) to provide the track from Stratford to Tottenham Hale, with an additional capped £25 million funded by the London LEP to extend the third track north of Tottenham Hale to Angel Road.

6.2 Initial pre-feasibility work undertaken as part of Network Rail's GRIP 2 process indicated an increase in cost to c£86 million and it was agreed to progress more detailed cost estimating through the GRIP 3 Options Selection stage to determine whether the funding gap could be reduced through value engineering and consider options for de-scoping elements in the event that further funding were not possible.

6.3 To benefit from Network Rail project management efficiencies, and to avoid duplication of costs such as track possession and other overheads, it is preferable for the Angel Road Station improvements to be delivered as part of the comprehensive STAR project. This will also enable the project to benefit from fee fund flexibilities which Network Rail can apply to schemes valued in excess of £50 million.

6.4 For the purposes of Network Rail estimating for STAR, a base scenario was modelled, leaving Angel Road station in its current position, with only essential modifications in line with accessibility requirements provided in order to deliver the third track. An alternative option was modelled (see 5.xx) taking forward Enfield's work setting out the preferred option for the station. It was agreed that STAR would fund the notional cost of running a third track to the existing station. The additional cost of providing a relocated station would therefore discount these baseline costs which are attributed to STAR (see section 7).

6.5 The report concluded in January 2015 and has enabled costs to be defined in more detail and accuracy, ahead of normal timescales for engineering estimates. As a result the level of risk has significantly reduced as a result of experience and constructability brought in by Volker Fitzpatrick to within 14% compared to an original risk profile of 30%.

6.6 Full scheme costs for STAR (including the base scenario for Angel Road Station) were produced in December 2014 and have been further refined following close examination of the costs and assumptions by stakeholders. The full scheme costs are now estimated at £121.684 million, of which £49.2 million relates to the extended section from Tottenham Hale to Angel Road Station. There are four main causes for the increase in cost:

- Better understanding of the technical complexities of the project, which are significantly greater than originally assumed by Network Rail.
- Inflation in costs because of construction index price increases.
- Change in specification for project elements, for example including lifts for mobility impaired access, and new HSE requirements.
- Extensive passive provision and some active provision for future four-tracking / Crossrail 2, instead of a simple three-track scheme, at locations north of Coppermill Junction, and also at Stratford where additional bay platforms are proposed to allow higher frequency services after the initial STAR 4 trains per hour frequency.

6.7 Network Rail have made provision for future four tracking for the section north of Tottenham Hale within their estimated figure of £49.2 million to allow for

elements of active/passive provision where required. For the purposes of STAR, these additional costs of £5.17 million have been separately identified and are currently subject to discussion between Network Rail and the GLA.

6.8 Service improvements will initially achieve a 2 trains per hour increase on the existing service, however the Council has commissioned a piece of work which considers how a case can be made for a regular 4 trains per hour throughout the day. It is anticipated that this work, which includes detailed modelling of timetable scenarios will inform the next timetable review scheduled for December 2016.

7. Funding

7.1 The following table sets out a summary of the costs to deliver STAR and the Angel Road Station Improvements:

TOTAL investment for STAR (Stratford to Angel Road Station)	**Base Option (1) extension from Tottenham Hale to Angel Road Station Funded through STAR**	**Preferred Option (2) standalone costs for Angel Road Station**	**Costs for Angel Road Station attributable to STAR (contained within Base Option 1)**	**Balance for LB Enfield to deliver preferred option**
£121.7m	£49.2m	£18.6m	-£6.9m	£11.7m

Table 1: STAR cost breakdown

7.2 A Part 2 report provides detail on indicative match funding sources to support achieving the overall funding package. A budget sourced from the Neighbourhood Regeneration Capital Programme will be required to fund part of the capital works, and professional fees required to deliver the project, details of which are also set out within the Part 2 report.

8. Next Steps

8.1 The scheme will be presented to both the London Enterprise Panel (LEP) and the GLA's Investment & Performance Board (IPB) during March 2015 to secure additional investment on the basis of a viable business case, and setting out the funding contributions from all parties.

8.2 Network Rail will take the scheme to their Investment Panel on 13th March 2015 to gain authority to enter into the next stage of project development.

8.3 The current timetable anticipates a start on site for December 2016 with completion in May 2018. Enfield are currently in discussion with Network Rail in relation to the delivery timetable, to achieve a completion date of December 2017, following the outcome of soft market testing with developers which indicates a requirement for rail and station improvements to be completed three months ahead of new homes being ready for occupation.

8.4 Table 2 below summarises the proposed implementation programme for Angel Road Station.

Table 2 – (draft) Implementation Programme	
Timeframe	**Action**
December 2014 – March 2015	• Finalisation of GRIP3 stage by Network Rail • GLA and London LEP approvals • Network Rail Investment Panel decision
April 2015 – December 2016	• Office of the Rail Regulator approval (STAR) • Department of Transport approval (STAR) • GLA Loan Agreement (LB Enfield/GLA) • NR Development Agreement (LB Enfield/Network Rail) • Start on site for Angel Road Station
December 2016 – May 2018	• STAR/Angel Road Station construction • Angel Road Station operational • Station renamed to Meridian Water Station • 2 Additional/ 4 trains per hour service at the peak to Angel Road via STAR

6. ALTERNATIVE OPTIONS CONSIDERED

6.1 **Do nothing**. This would fail to achieve the objectives set out for delivery of Meridian Water, and lose the significant economic, social and environmental benefits set out with the Meridian Water Masterplan.

6.2 **Let Enfield Council procure and deliver the improvements to Angel Road Station.** The cost of undertaking the Angel Road Station improvements separately from STAR (third tracking) would be much more expensive, both in terms of capital cost and the associated rail possession/ supervision costs, as it would be processed by Network Rail as a stand-alone project. There would be no efficiencies and economies of scale in adopting this approach. An initial estimate is that £3 million of additional costs would be incurred through this approach. Such an approach would cause unnecessary delay through prolonged negotiations with Network Rail and thorough additional design and development work, which would, in turn, undermine the delivery of new homes at Meridian Water.

6.3 **Leave the station in its current location under STAR.** This would fail to realise the benefits for Meridian Water, given the restrictions on access to the station from north of the North Circular Road. Reduced accessibility to the station would have a negative impact on developer confidence and restrict Enfield's ambition to significantly accelerate delivery of housing.

7. REASONS FOR RECOMMENDATIONS

7.1 For the Council to bring forward development in Meridian Water it is imperative that key enabling transport infrastructure is in place, and delivered in a timely way. An improved, relocated and readily accessible station at Angel Road will increase access to local employment opportunities in the Lee Valley, increase developer confidence, and help to enable substantial housing development. It will also provide the necessary station infrastructure to secure an eventual four trains per hour peak service as a part of the wider STAR scheme within the Upper Lee Valley.

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

8.1 Financial Implications

8.1.1 Financial implications are set out in the Part 2 report.

8.2 Legal Implications

8.2.1 By virtue of s111 of the Local Government Act 1972 authorises the Council has power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions, even there is no specific statutory power for that action.

8.2.2 The Council must be satisfied that the proposed expenditure and funding strategy for the project are allocated and provided for in the budget, and comply with the Financial Regulations of the Council's Constitution.

8.3 Property Implications

8.3.1 A major improvement in transport infrastructure and accessibility is a pre-requisite for promoting and delivering substantial housing development at Meridian Water.

8.3.2 Although these are very significant levels of expenditure, without improved accessibility and a step-change in public transport services, there will be a continued perception (from developers and others) that the area lacks the necessary infrastructure for the planned development. Other Council owned sites, principally the nearby industrial estates, are also likely to benefit in the future as a result of this investment in improved accessibility and much greater frequency of train services. This will be of benefit to businesses and their employees."

9. KEY RISKS

9.1 Costs exceed budget estimate. Risk mitigated through detailed design phase currently ongoing by Network Rail (GRIP3) and its external consultants, Volker Fitzpatrick and Atkins, with a designed and costed option for the STAR scheme, including the preferred Enfield Council option, concluding in early January 2015. The intention is to effectively "cap" Enfield's contribution to ensure potential future cost overruns are not directly attributed to the Council.

9.2 Project timescales to complete Angel Road Station cannot be delivered by December 2017. A completion date of December 2017 is required to enable new homes to be complete by March 2018. If the rail infrastructure is not available until May 2018, completion of residential units will be subsequently delayed until August 2018. Risk to be mitigated through the detailed GRIP3 process and through the relevant clauses within the Development Agreement between Network Rail and Enfield Council.

9.3 Delays in completing the level crossing closure works in Haringey. This forms part of the critical path for full scheme delivery. Risk to be mitigated through the detailed GRIP 3 process and through relevant clauses within the STAR development agreement.

10. IMPACT ON COUNCIL PRIORITIES

10.1 Fairness for All

The improvements to Angel Road Station promotes fairness for all through the creation of a new station entrance and accessible platforms, with an optimum four trains per hour peak service, providing access to future residential, commercial and community developments and uses.

10.2 Growth and Sustainability

Meridian Water is Enfield's largest regeneration opportunity area, delivering up to 5,000 new homes and 3,000 jobs. Angel Road Station is a major public transport infrastructure project that will help to unlock the growth potential of Meridian Water.

10.3 Strong Communities

The provision of an improved and accessible Angel Road Station will enable existing and new communities to access the opportunities within the Upper Lee Valley and beyond. Angel Road Station is more than a platform and entrance; it will provide a greater connectivity into Stratford, Greater London and beyond.

11. EQUALITY IMPACT IMPLICATIONS

11.1 An equalities impact assessment is in preparation. This will set out the benefits of the improvements to Angel Road Station an accessible station, meeting the needs of people of all ages. This includes step free access and lifts to each platform creating a fully accessible location to meet the needs of people with mobility issues and sensory impairment[s].

12. PERFORMANCE MANAGEMENT IMPLICATIONS

12.1 This proposal meets Enfield Business Plan 2.10 “Improved quality of life for residents through regeneration of priority areas”

13. PUBLIC HEALTH IMPLICATIONS

13.1 Angel Road Station improvements will promote healthy lifestyles through promoting the use of public transport for a range of journeys and reducing reliance on private motor vehicles.

Background Papers
None

Agenda Item 12

MUNICIPAL YEAR 2014/2015 REPORT NO. 185

MEETING TITLE AND DATE:

CABINET - 11th March 2015

REPORT OF:
Director of Finance, Resources and Customer Services

Contact officer and telephone number:
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Agenda - Part: 1	**Item: 12**
Subject: Property acquisition **Ward:** Chase KD 3990	
Cabinet Member consulted: Cllr Andrew Stafford	

1. EXECUTIVE SUMMARY

1.1. An opportunity has arisen for the Council to acquire a key piece of Green Belt land located within the Borough.

1.2. The farm and land have been offered exclusively to the Council "off market" with vacant possession being provided upon completion.

1.3. The Council's Green Belt managing agents, Knight Frank (KF), have recommended the proposed terms and have confirmed that these represent best value as set out in section 123 of the Local Government Act 1972.

2. RECOMMENDATIONS

2.1. It is recommended that Cabinet approves:

2.1.1. The purchase of the asset as detailed in the part 2 report.

2.1.2. The letting of this asset as detailed in the part 2 report.

2.1.3. The estimated expenditure associated with the proposed acquisition as detailed in the part 2 report.

2.2. That Cabinet delegates authority to the Director of Finance, Resources and Customer Services, to agree final terms and enter into appropriate legal agreements for the proposed transactions outlined at paragraph 2.1 above, subject to the Council's Property Procedure Rules.

3. BACKGROUND

3.1. An opportunity has arisen for the Council to acquire a key piece of Green Belt land located within the Borough.

3.2. The farm and land have been offered exclusively to the Council "off market" with vacant possession being provided upon completion.

3.3. The Council's Green Belt managing agents, Knight Frank (KF), have recommended the proposed terms and have confirmed that these represent best value as set out in section 123 of the Local Government Act 1972.

3.4. The proposed acquisition falls within the criteria of a Key Decision and as such has been placed on the forward plan under Key Decision 3990 and the budget to cover the purchase and expenditure associated with this acquisition is set out in the part 2 report.

3.5. See part 2 for the proposed terms.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1. Do nothing and do not purchase

4.1.1. This option is not recommended. The failure by the Council to not pursue this acquisition would be considered a lost opportunity to add a key piece of Green Belt land located within the borough to the Council's portfolio.

5. REASONS FOR RECOMMENDATIONS

5.1. It will enable the Council to add a key piece of Green Belt land located within the borough to its portfolio.

5.2. See part 2

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

6.1. Financial Implications

6.1.1. See Part 2

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.

6.2.2. Section 120 of the Local Government Act 1972 (LGA) also gives Councils a specific power to acquire land for the benefit, improvement or development of their area. Section 123 of the LGA gives a power of sale or leasing. The

recommendations detailed in this report are in accordance with these powers.

6.2.3. The proposed acquisition and lettings must also comply with the Council's Property Procedure Rules.

6.3. Property Implications

6.3.1. See part 2

7. KEY RISKS

7.1. See part 2

8. IMPACT ON COUNCIL PRIORITIES

8.1. Fairness for All

8.1.1. The rent will be pooled and help fund spending priorities within the general fund, which in turn will help protect those functions deemed essential.

8.2. Growth and Sustainability

8.2.1. The annual rent will help fund prioritises within the general fund.

8.2.2. It will provide an opportunity for new and local businesses to plan and build for the future.

8.3. Strong Communities

8.3.1. The proposal will help the Council build strong communities within the borough.

9. EQUALITIES IMPACT IMPLICATIONS

9.1. An equality impact assessment/analysis is not deemed relevant or proportionate for the proposed lease.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1. Any tenants will be required to comply with all legislation as part of their occupation

11. PUBLIC HEALTH IMPLICATIONS

The following benefits will result from the proposal:

11.1. Physical health and well-being benefits associated with farming and small holding activities.

11.2. The provision of healthy foods that are locally grown (e.g. fruit and vegetables)

11.3. Opportunity to create job opportunities within the borough

11.4. Maintaining the green land and environmentally friendly usage of the centre

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

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. Meridian Water: Programme Update Ian Davis

This will provide a programme update on Meridian Water. (Parts 1 and 2) **(Key decision – reference number 4033)**

3. Sustainable Procurement Policy (2015-2019) James Rolfe

This will seek approval to the sustainable procurement policy (2015-2019). **(Key decision – reference number 3999)**

4. Annual Panel Report of London Borough of Enfield Adoption Service 2014-2015 Andrew Fraser

This will present, for information, the annual report on the performance and development of the Adoption Service. (Non key)

5. Annual Panel Report of London Borough of Enfield Fostering Service 2014-2015 Andrew Fraser

This will present, for information, the annual report on the performance and development of the Fostering Service. (Non key)

6. Cycle Enfield Spending Proposals 2015/16 Ian Davis

This will seek approval to the Cycle Enfield spending proposals for 2015/16. **(Key decision – reference number 4083)**

7. Highway Asset Management Policy and Strategy Ian Davis

This will seek approval of a highway asset management policy and strategy. **(Key decision – reference number 4088)**

8. 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)**

9. Associate Cabinet Members' Updates James Rolfe

This will present updates from the Associate Cabinet Members up to March 2015. (Non key)

10. 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)**

11. Annual Procurement Plan James Rolfe

This will seek approval of the Annual Procurement Plan. **(Key decision – reference number tbc)**

12. Street Works Enforcement and Prosecution Policy Ian Davis

This will present the proposed Street Works Enforcement and Prosecution Policy. **(Key decision – reference number 4042)**

NEW MUNICIPAL YEAR 2015/2016

1. 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)**

2. Public Realm Redesign Ian Davis

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

3. 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)**

4. 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)**

5. Lee Valley Heat Network Main Investment Decision Ian Davis

This will recommend to the Council authorisation of the Council's main investment in Phase 1 of the Lee Valley Heat Network. (Parts 1 and 2) **(Key decision – reference number 4080)**

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. Parking Enforcement Policy Ian Davis

This policy will set out the Council's approach to dealing with parking enforcement. **(Key decision – reference number 4058)**

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. Highway Asset Management Policy and Strategy Ian Davis

This will present, for approval, a highway asset management policy and strategy. **(Key decision – reference number 4088)**

11. 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)**

12. Estate Renewal Programme Ray James

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

13. Public Consultation on Adult Social Care Transport Policy Ray James

This will outline the proposed Adult Social Care Transport Policy following public consultation. **(Key decision – reference number 4086)**

14. 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)**

15. Review of Conservation Area Character Appraisals and Management Proposals: Phase 2 Ian Davis

This will provide for the approval of revised and updated Conservation Area Appraisals and Management Proposals. **(Key decision – reference number 4092)**

16. Library Development Plan James Rolfe

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

17. Ponders End "Electric Quarter" Compulsory Purchase Order Ian Davis

This will seek a resolution to use the Council's compulsory purchase order powers to purchase all the land and property interests required to deliver the Electric Quarter. **(Key decision – reference number 4076)**

18. Review of Delegated Powers in Relation to Decisions on Neighbourhood Planning Ian Davis

This will review the terms of reference of the Local Plan Cabinet Sub-Committee and delegated authority for Cabinet Member for Economic Development in relation to neighbourhood planning. **(Non key)**

MINUTES OF THE MEETING OF THE CABINET HELD ON WEDNESDAY, 11 FEBRUARY 2015

COUNCILLORS

PRESENT Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), 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 Oykener (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 (Non-Executive and Non-Voting): Bambos Charalambous, George Savva MBE and Ozzie Uzoanya

OFFICERS: Rob Leak (Chief Executive), Ian Davis (Director of Regeneration and Environment), Andrew Fraser (Director of Schools and Children's Services), James Rolfe (Director of Finance, Resources and Customer Services), Asmat Hussain (Assistant Director Legal and Governance), Bindi Nagra (Assistant Director Health, Housing and Adult Social Care Strategy and Resources), Jayne Middleton-Albooye (Head of Legal Services), Keezia Obi (Head of Safeguarding Adults), Tha Han (Public Health Consultant), Andrew Golder (Press and New Media Manager) and Benedict Falegan (Deputy Head of Housing Finance) Jacqui Hurst (Secretary)

Also Attending: Councillors Elaine Hayward, Robert Hayward, Terence Neville, Joanne Laban and Derek Levy.

1
APOLOGIES FOR ABSENCE

There were no apologies for absence.

2
DECLARATION OF INTERESTS

Councillor Yasemin Brett (Cabinet Member for Community Organisations) declared a disclosable pecuniary interest in Report No.164 – Conservation Area Appraisal and Management Plan Review (Minute No.13 below refers) as she owned land in one of the conservation areas listed in the report and which

had been subject to a review. Councillor Brett left the meeting for the discussion of this item and took no part in the decision of Cabinet.

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 exception of a number of appendices in relation to Report No.158 – Budget 2015/16 and Medium Term Financial Plan (General Fund), as detailed in Minute No.7 below. These requirements state that agendas and reports should be circulated at least 5 clear working days in advance of meetings.

AGREED that the appendices referred to above be considered as part of the Cabinet's consideration of Report No.158 – Budget 2015/16 and Medium Term Financial Plan (General Fund).

At this point in the meeting, Councillor Doug Taylor (Leader of the Council) drew Members' attention to a supplementary part one agenda which had been tabled for Members' consideration this evening, Minute No.4 below refers.

4
RESPONDING TO THE DCLG REPORT INSPECTION OF ROTHERHAM METROPOLITAN BOROUGH COUNCIL

Members received pursuant to Section 100B(4) of the Local Government Act 1972 (as amended) a report from the Director of Schools and Children's Services (No.169) responding to the DCLG report inspection of Rotherham Metropolitan Borough Council. Members were asked to consider the report as an urgent item at the meeting given the recent publication of the Rotherham Council report and the key challenges identified as a result.

AGREED that the report be considered at this meeting for the reason of urgency set out above.

Andrew Fraser (Director of Schools and Children's Services) introduced the report (No.169) reflecting on the recent events in Rotherham, the publication of the most recent report by the Government's investigation team led by Louise Casey (publication date 4 February 2015) and instructed in compliance with Section 10 of the Local Government Act 1999.

NOTED

1. That it was relevant for other local authorities to learn the lessons from the Rotherham report and to act accordingly, Members' attention was drawn to the information detailed in appendices A and B of the report.

2. That the Rotherham report had highlighted the key role that Council Members must play in holding professionals to account in safeguarding vulnerable children and young people.

3. That the report made recommendations to further strengthen the robust governance and political oversight of safeguarding to vulnerable children and young people.

4. Members' attention was drawn to the recommendations detailed in the report and the importance of moving ahead with the proposals set out.

5. That the detailed terms of reference would be considered at the first meeting of the task group once established. In considering its terms of reference, Members felt that the task group should have regard to any further issues raised by the Secretary of State on how to proceed in Rotherham, as set out in the background to the report. Members considered the proposals in the report to be timely. In considering the proposals, the importance of building an effective relationship between the new task group and the existing Safeguarding Children's Board was highlighted.

Alternative Options Considered: None.

RECOMMENDED TO COUNCIL

1. To support Scrutiny's focus on children's and young people's issues and recommend that Overview and Scrutiny Committee (OSC) include a standing item on every OSC agenda regarding children and young people's issues.

2. The establishment of a specialist dedicated task group with a strong focus on Child Sexual Exploitation and associated risks for children and young people.

3. That the membership be in accordance with the requirements of political proportionality, chaired by Councillor Ayfer Orhan as Cabinet statutory lead member, with the Chair of Overview and Scrutiny also invited to be a member. The detailed terms of reference to be considered at the first meeting of the task group once established.

4. The task group would report on its work to Council on a bi-annual basis along with any recommendation on tackling on Child Sexual Exploitation and the associated risks for children and young people.

Reason: The recommendations above address the following:

- The current climate of national concern in relation to safeguarding children.
- The publication of the report into Child Sexual Exploitation at Rotherham and the effect across the country.

- Reflection on lessons learnt from “the Rotherham effect” where the investigation report describes the council as “complacent, with institutionalised political correctness and blatant failures of political and officer leadership”.
- Recognition that Enfield cares deeply about its children and young people, and prioritises their wellbeing within its structures for governance, support and challenge.

(Non key)

5
DEPUTATIONS

NOTED that no requests for deputations had been received for presentation to this Cabinet meeting.

6
ITEMS TO BE REFERRED TO THE COUNCIL

AGREED that the following reports be referred to full Council:

1. Report Nos.158 and 166 – Budget 2015/16 and Medium Term Financial Plan 2015/16 to 2018/19 (General Fund)
2. Report No.159 – Housing Revenue Account Rent Estimates 2015/16 and Rent Setting (HRA and Temporary Accommodation)
3. Report No.161 – The Care Act 2014 (for information only)
4. Report No.169 – Responding to the DCLG Report Inspection of Rotherham Metropolitan Borough Council

7
BUDGET 2015/16 AND MEDIUM TERM FINANCIAL PLAN 2015/16 TO 2018/19 (GENERAL FUND)

Councillor Andrew Stafford (Cabinet Member for Finance) introduced the report of the Director of Finance, Resources and Customer Services (No.158) presenting the Budget 2015/16 and Medium Term Financial Plan 2015/16 to 2018/19 (General Fund) for recommendation to full Council for approval.

NOTED

1. That the attention of Members was drawn to the comments in paragraph 2.11 of the report regarding S106 of the Local Government Finance Act 1992 which required any Member who was two months or more in arrears on their Council Tax to declare their position and to not vote on any issue that could affect the calculation of the budget or Council Tax.

2. That Report No.166 also referred as detailed in Minute No.23 below.

3. That an amendment sheet to the report had been circulated. In the final Government budget settlement for 2015/16 published on 3 February 2015, the reduction in Revenue Support Grant (RSG) had not been as high as forecast. The expected RSG was £58.811m and the final amount confirmed was now £59.325m, a difference of £0.514m. This sum would be placed into contingent items and a decision could be made as to its utilisation as part of the 2015/16 revenue monitoring process. The changes to the tables in the report had been set out for Members and would be reflected in the report to Council. The amendments referred to the tables in the following sections of the report: 5.3, 7.2, 8.3 and 10.3.

4. Councillor Stafford highlighted for Members the progress in setting the budget for 2015/16 and the medium term financial plan; the level of savings which had been achieved from 2010-2014; and, the level of savings predicted from 2015-2019. The report proposed no increase in the level of council tax for 2015-16. The implications of reductions in Government grant funding to the Council was identified.

5. Members' attention was drawn to the continuing risks and pressures impacting on the Council's budget as set out in full in the report. Section 11 of the report set out the budget risks, uncertainties and opportunities.

6. Councillor Stafford highlighted section 10.6 of the report setting out the views of the Local Government Association; and those of the National Audit Office as reported in section 10.10 of the report.

7. The report set out proposals for a balanced budget for 2015/16.

8. The detailed capital programme as set out in the report, section 9 and Appendix 9 of the report referred. The impact of the recommended capital programme was reflected in the current borrowing requirements set out as Prudential Indicators, detailed in appendix 4 of the report.

9. The contingencies and general balances as set out in section 12 of the report. The levels proposed were appropriate and prudent. The level of borrowing would continue to be closely monitored. The proposed budget was robust, as detailed in the report.

10. The consultation that had taken place on the budget and the comments that had been received. These comments had been taken into account when setting out the proposed budget for 2015/16.

11. In conclusion, Councillor Stafford noted that a balanced budget was proposed with a 0% increase in the level of council tax and an extensive capital programme.

12. Councillor Ahmet Oykener highlighted the increasing pressures on housing provision, particularly in light of the Government's recent

announcement to cut the discretionary housing payment by 40%. The demand for housing in the Borough was continuing to rise. Councillor Oykener detailed the pressures faced in the provision of temporary accommodation and the increasing costs being faced.

13. Councillor Taylor noted that Westminster Council had bought a number of properties in outer London boroughs for the provision of temporary accommodation as property prices were cheaper than in Westminster. This however, impacted negatively on the outer London Boroughs seeking to provide housing provision in their Borough. Councillor Oykener would continue to lobby appropriate Government Ministers with regard to the difficulties faced in providing adequate housing provision to meet growing demands.

14. Councillor Chris Bond stated that the budget proposals in the report did not include any proposed changes in the collection of waste or the provision of street lighting in the Borough.

Alternative Options Considered: The Council had an extensive budget planning and consultation process during which a wide range of options were considered in detail before recommendations were made. Issues raised and discussed had greatly contributed to this report including information from the Budget consultation set out in the report. As part of its planning for both 2015/16 and future years the Council had considered future levels of Council Tax. Savings had been identified to enable a Council Tax Freeze to be delivered in 2015/16.

RECOMMENDED TO COUNCIL

1. With regard to the revenue budget for 2015/16

   (a) To set the Council Tax requirement for Enfield at £100.917m in 2015/16.
   (b) Subject to final pupil count data, approve expenditure of £307.837m in 2015/16 for the schools' budget, funded from the Dedicated Schools' Grant.
   (c) Set the Council Tax at Band D for Enfield's services for 2015/16 at £1,100.34 (as detailed in paragraph 8.1 of the report), there being no increase over the 2014/15 Council Tax.
   (d) Approve the statutory calculations and resolutions set out in Appendix 10 of the report.

2. With regard to the Prudential Code and the Capital Programme

   (a) Note the information regarding the requirements of the Prudential Code (as set out in section 9 of the report)
   (b) Agree the Approved Capital Programme for 2015/16 to 2018/19 as set out in Table 9 (appendix 9 of the report). Also to note the Indicative Capital Programme and agree that these indicative programmes be reviewed in the light of circumstances at the time.

(c) Agree the Prudential Indicators, the Treasury Management Strategy, the Minimum Revenue Provision statement and the criteria for investments set out in section 9 and appendices 4 and 5 of the report.

3. With regard to the Medium Term Financial plan to note the forecast for the medium term as set out in section 10 of the report and adopt the key principles set out in paragraph 10.13 of the report.

4. With regard to the robustness of the 2015/16 budget and the adequacy of the Council's earmarked reserves and balances:

(a) Note the risks and uncertainties inherent in the 2015/16 budget and the Medium Term Financial Plan (sections 10 and 11 of the report) and agree the actions in hand to mitigate them.
(b) Note the advice of the Director of Finance, Resources and Customer Services regarding the recommended levels of contingencies, balances and earmarked reserves (section 12 of the report) and have regard to the Director's statement (section 13 of the report) when making final decisions on the 2015/16 budget.
(c) Agree the recommended levels of central contingency and general balances (section 12 of the report referred).

5. That the Cabinet Members for Education, Children's Services and Protection and Finance take the decision on the schools budget for 2015/16 taking into account the comments of the Schools Forum on 4 March 2015 and any relevant decisions which the Forum make under the DfE regulations in Section 5.9 of the report.

6. Agree the Fees and Charges for Environmental Services for 2015/16 (Section 10.16 and Appendix 12 of the report referred).

7. Agree the Fees and Charges for Adult Social Care Services for 2015/16 (Section 10.17 and Appendix 11 of the report referred), subject to consultation.

8. That the New Homes Bonus be allocated to maintain regeneration and homelessness services (paragraph 5.7 of the report referred).

9. To approve the continuation of the existing policy for the calculation of Minimum Revenue Provision (section 9.16 of the report referred).

Reason: To set the Council's Budget Requirement and level of Council Tax for 2015/16 within the timescales set out in legislation. To agree the Treasury Management Prudential Indicators and the Capital Programme for 2015/16.
(Key decision – reference number 3957)

8
HOUSING REVENUE ACCOUNT ESTIMATES 2015/16 AND RENT SETTING (HRA AND TEMPORARY ACCOMMODATION)

Councillor Ahmet Oykener (Cabinet Member for Housing and Estate Regeneration) introduced the report of the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services (No.159) setting out the proposed detailed budget for the Housing Revenue Account for 2015/16.

NOTED

1. That the average rent increase for Enfield tenants would be 2.2% (an average price increase of £2.21 per week), this was in line with Government guidance and Enfield Council Rent Policy. Members noted how Enfield compared with other Boroughs, as set out in the report.

2. The level of proposed service charges for 2015/16 as detailed in the report.

3. The proposed heating charges as set out in the report. There would be an overall 10% decrease in communal heating charges for both gas and electricity costs in 2015/16 (appendix 3 of the report referred).

4. The current position with regard to the HRA 30 year business plan as addressed in detail in the report. The business plan remained balanced. A key issue for the HRA business plan was the increase in the number of right to buys. There were estimated to be 200 in 2014/15 and a similar number were projected for 2015/16. Section 11 of the report set out the implications for Members' consideration, as highlighted by Councillor Oykener at the meeting.

Alternative Options Considered: NOTED that two alternatives had been considered; these were not increasing rents in line with the Government guidance and increasing rents above this guidance. These two options had both been discounted. Neither of these options was in line with the Council's rent policy either which follows government guidelines. If rents were not increased this would mean significant loss of income and would undermine the business plan in future years.

RECOMMENDED TO COUNCIL that

1. The detailed revenue estimates of the Housing Revenue Account for 2015/16 be approved.

2. The rents be increased in line with Government guidance and Enfield Council Rent Policy. This would result in an average increase of 2.2% for Enfield tenants.

3. The level of service charges as set out in Paragraph 6.1 of the report for those properties receiving the services be agreed for 2015/16.

4. The proposals for increases in other income as detailed in Appendix 2 of the report be agreed for 2015/16.

5. That the Temporary Accommodation rents as set out in Appendix 6 of the report be agreed for 2015/16 and that the authority to review in the event of any changes be delegated to the Cabinet Member for Housing and Estate Regeneration and the Director of Health, Housing and Adult Social Care and the Cabinet Member for Finance and Director of Finance, Resources and Customer Services.

6. That the total HRA capital programme of £52.7m be agreed for 2015/16 and a further four years.

7. That authority should be delegated to the Cabinet Member for Housing and Estate Regeneration and the Director of Health, Housing and Adult Social Care for approve tenders for Decent Homes and General Works.

Reason: In view of the implications of the alternatives mentioned in paragraph 20 of the report and detailed above, it was recommended to increase rents in line with the Council's rent policy and Government guidance.
(Key decision – reference number 3958)

9
REVENUE MONITORING REPORT 2014/15: DECEMBER 2014

Councillor Andrew Stafford (Cabinet Member for Finance) introduced the report of the Director of Finance, Resources and Customer Services (No.160) setting out the Council's revenue budget monitoring position based on information to the end of December 2014.

NOTED

1. That the report forecast an outturn position of £2.88m overspend for 2014/15 subject to action plans to contain budget pressures.

2. The budget pressures facing Schools and Children's Services as set out in section 5.5 of the report and outlined by Andrew Fraser (Director of Schools and Children's Services) at the meeting. Recommendation 2.3 of the report, set out in decision 3 below, proposed the use of contingency and contingent items to fund the SEN transport pressure within Schools and Children's Services in 2014/15 of £507k. Members noted the work that was being undertaken to review and meet demands particularly in relation to intervention and prevention measures.

3. The effect of demand led pressures on the revenue budget. Levels of demand would continue to be closely monitored.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed

1. To note the £2.88m overspend revenue outturn position.

2. That departments reporting pressures should continue to formulate and implement action plans to ensure that they remain within budget in 2014/15.

3. The use of contingency and contingent items to fund the SEN Transport pressure within Schools and Children's Services in 2014/15 of £570k (section 5.5 of the report referred).

4. To a review of the current revenue monitoring process and to note that a further report would be submitted recommending improvements for 2015/16 in line with Enfield 2017 principles and practices.

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.
(Key decision – reference number 3952)

10
THE CARE ACT 2014

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.161) summarising the progress on the local implementation of the Care Act 2014 categorised by key requirements and workstream areas.

NOTED

1. The progress which had been made by the Council in the local implementation of the Care Act 2014 and the first set of reforms which came into force in April 2015.

2. That this major change was taking place within Enfield 2017, this had provided a positive framework for implementation with consistency and clear operating principles.

3. The effect of the Care Act 2014 on individuals and local authorities, as detailed in the report.

4. The financial implications of the implementation of the Care Act and the uncertainties which still existed with regard to future levels of Government funding, as set out in detail in the report.

5. The implications for individual care budgets and the examples highlighted by Councillor Savva.

6. Members' request that the report be referred to full Council for information and noting.

Alternative Options Considered: It was a statutory requirement to implement the Care Act, so no alternative options had been considered in the drafting of this report.

DECISION: The Cabinet agreed to note:

1. The progress made to implement the Care Act in Enfield and the key risks associated with implementation and the mitigating actions.

2. That the financial modelling to understand the impact of the Care Act continued at both local, regional and national level including through ADASS and London Councils, as advised at July Cabinet and October Council meetings. This would include ensuring a robust response to the government consultation on the funding reforms due in February. As previously reported, when the Government introduced the Care Bill it advised that any new burdens on local government would be funded. Until clear funding allocations were made available, there was a risk that this cost was not fully funded, but, at present it was not possible to form an opinion.

3. This major change was taking place within Enfield 2017 and this had provided a positive framework for Care Act implementation, in particular changes to the Gateway Services and assessment hub.

RECOMMENDED TO COUNCIL that the report be received for information and noting.

Reason: It was a statutory duty for local authorities to implement the Care Act. It was essential that Cabinet was aware of the reforms and the implications for the Council.
(Key decision – reference number 3995)

11
ANNUAL PUBLIC HEALTH REPORT 2014

Councillor Rohini Simbodyal (Cabinet Member for Culture, Sport, Youth and Public Health) introduced the report of the Director of Public Health (No.162) presenting the Annual Public Health report.

NOTED

1. The publication and findings of the Annual Public Health report. It was a statutory duty for the Director of Public Health to produce an Annual Public Health report. The Council had a statutory responsibility to publish the report.

2. That this year's report was called "Mind the Gap" and focused on reducing the gap in life expectancy in Enfield, which also linked to the Council's priorities.

3. That the report was evidence based and focused on short-term, medium-term and long-term aims and interventions. Councillor Simbodyal provided Members with detailed examples of the work that was being undertaken in the Borough and the aims for the future. Such measures would address behaviour change such as smoking cessation and looking at long term issues including poverty, housing and crime levels. Members recognised the challenges faced and in the light of historical underfunding for public health in the Borough.

4. That Members commended the report and noted the need to target effective initiatives and interventions in specific wards identified and to continue to try to engage with hard to reach groups in the community.

5. Councillor Simbodyal highlighted the cost savings that could be achieved in effective preventative measures. For example, the launch of a free exercise programme in parks could result in cost savings for the NHS as the health of participating residents in the Borough improved.

Alternative Options Considered: No alternative options had been considered as it was a statutory requirement to produce an Annual Public Health report.

DECISION: Cabinet agreed to note the publication and findings of the Annual Public Health Report 2014.

Reason: To inform Members of the Cabinet about the progress in reducing life expectancy gap, challenges ahead and ways to tackle the challenges.
(Non key)

12
TIME BANDED COLLECTIONS IN ENFIELD TOWN

Councillor Chris Bond (Cabinet Member for Environment and Community Safety) introduced the report of the Director of Regeneration and Environment (No.163) setting out proposals to introduce time-banded collections of waste and recycling on a trial basis within Enfield town centre.

NOTED

1. That the approach set out in the report required adoption of new regulations to enable appropriate enforcement where necessary to ensure compliance. The scheme would be monitored for 12 months before options for expansion or continuation were considered.

2. That Members' welcomed the proposals detailed in the report.

Alternative Options Considered: To continue with the existing arrangements, this would provide no relief to residents and retailers and others who rely upon the Town Centres for trade or leisure activities. This would also fail to improve the quality of the street scene due to problems identified at section 3 of the report.

DECISION: The Cabinet agreed to

1. Approve the London Borough of Enfield Waste Receptacle Regulations 2014 made under sections 20 and 22 of the London Local Authorities Act 2007 (LLA 2007) as detailed in Appendix 2 of the report.

2. Approve the implementation of the time-banded collections as detailed in sections 3.7 to 3.14 of the report and to enforce as set out in sections 3.15 to 3.16.4 of the report.

3. Delegate authority to review and extend the scheme for further periods or to other areas to the Cabinet Member for Environment and Community Safety.

Reason: To improve the street scene through reducing bags and bins left out for collection during the day in core business hours. To improve traffic flows as collections take place outside peak travel periods. To provide better pedestrian access as stored waste would not block footpaths and pavements. To enable enforcement action to ensure that private waste contractors service their customers. To remove the hazards associated with waste left on the street, particularly for the partially sighted or persons who were infirm. To remove a potential fire hazard from the street. To allow use of litter bins and street furniture where waste currently prevents access.
(Key decision – reference number 4060)

13
CONSERVATION AREA APPRAISAL AND MANAGEMENT PLAN REVIEW

Councillor Yasemin Brett (Cabinet Member for Community Organisations) left the meeting for the discussion of this item and took no part in the decision (Minute No.2 above refers).

Councillor Alan Sitkin (Cabinet Member for Economic Development) introduced the report of the Director of Regeneration and Environment) (No.164) presenting for approval the revised Conservation Area Appraisals and Management Proposals for the conservation areas listed in the report.

NOTED

1. That thirteen of the borough's twenty-two conservation areas had recently been reviewed and updated (Phase 1 of the review) and had been subject to extensive consultation, as detailed in the report.

2. That the Conservation Area Appraisals and Conservation Area Management Proposals for the Borough's twenty-two conservation areas had reached the end of their five year lifespan and were therefore being reviewed and updated.

3. That the appraisals supported the Council's commitment in its Local Plan and the management proposal documents would, in due course, form part of the Enfield Design Guide, a Supplementary Planning document to the Local Plan, as detailed in the report.

Alternative Options Considered: To not update the Conservation Area Appraisal and Management Appraisal documents. The documents approved in 2006 and 2009 were now out of date in terms of national planning policy and the recasting of the local planning policy through the Local Plan, English Heritage guidance and changes in the physical fabric of the area over the last five years from development. These documents do not provide an up-to-date policy background to support Development Management decisions, including appeals.

DECISION: The Cabinet agreed to

1. Approve the revised Appraisals and Management Proposals for the following conservation areas (Appendix 2 of the report) subject to further changes in relation to comments received from English Heritage:

    - Bush Hill Park
    - Clay Hill
    - Enfield Lock
    - Enfield Town
    - Forty Hill
    - Hadley Wood
    - Highlands
    - Ponders End Flour Mills
    - Southgate Green
    - Trent Park
    - Turkey Street
    - Winchmore Hill
    - Vicars Moor Lane

2. Delegate authority to the Director of Regeneration and Environment to agree further minor changes to the Conservation Area Appraisals and Management Proposals to reflect comments received from English Heritage.

Reason: The documents had been through consultation with local conservation area study groups, Conservation Advisory Group and the general public via the website and a public meeting held on 14 January 2015. English Heritage made minor comments on the details of the text. Public

consultation via the website resulted in one additional letter of comment. The results of the consultation and the changes made were shown in Appendix 1 of the report. The documents were therefore recommended for approval subject to minor amendments pursuant to consultation responses received from English Heritage.
(Key decision – reference number 4013)

14
ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

NOTED that no other items apart from those comments referred to under Report No.158 – Budget 2015/16 and Medium Term Financial Plan 2015/16 to 2018/19 (General Fund) (as detailed in Minute No.7 above), had been received for consideration at this meeting.

15
CABINET AGENDA PLANNING - FUTURE ITEMS

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

16
MINUTES

AGREED, that the minutes of the previous meeting of the Cabinet held on 16 December 2014 be confirmed and signed by the Chair as a correct record.

17
MINUTES OF ENFIELD RESIDENTS' PRIORITY FUND CABINET SUB-COMMITTEE - 26 NOVEMBER 2014 AND 7 JANUARY 2015

NOTED, for information, the minutes of meetings of the Enfield Residents' Priority Fund Cabinet Sub-Committee held on 26 November 2014 and 7 January 2015.

18
MINUTES OF LOCAL PLAN CABINET SUB-COMMITTEE - 15 JANUARY 2015

NOTED, for information, the minutes of a meeting of the Local Plan Cabinet Sub-Committee held on 15 January 2015.

19
MINUTES OF LONDON BOROUGH OF ENFIELD/ENFIELD RACIAL EQUALITY COUNCIL (LBE/EREC) - 2 DECEMBER 2014

NOTED, for information, the minutes of a meeting of LBE/EREC held on 2 December 2014.

20

ENFIELD STRATEGIC PARTNERSHIP UPDATE

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

21
DATE OF NEXT MEETING

NOTED that the next meeting of the Cabinet was scheduled to take place on Wednesday 11 March 2015 at 8.15pm.

22
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 listed on part 2 of the agenda on the grounds that it involved the likely disclosure of exempt 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).

23
BUDGET 2015/16 AND MEDIUM TERM FINANCIAL PLAN (GENERAL FUND)

Councillor Andrew Stafford (Cabinet Member for Finance) introduced the report of the Director of Finance, Resources and Customer Services (No.166).

NOTED

1. That Report No.158 also referred as detailed in Minute No.7 above.

2. The 2015-16 Environment proposed fees and charges as set out in the report.

Alternative Options Considered: As detailed in Report No.158, Minute No.7 above refers.

RECOMMENDED TO COUNCIL that the Pest Control, Commercial Waste, planning pre-application service, Sports Pitches, golf special offers, events, Passenger Transport Services and Schools Health and Safety fees and charges for Environmental Services be agreed as set out in section 3.1 and appendix 12b of the report.

Reason: As detailed in Report No.158, Minute No. 7 above refers.
(Key decision – reference number 3957)