



LONDON BOROUGH OF ENFIELD

**AGENDA FOR THE COUNCIL MEETING TO BE
HELD ON WEDNESDAY, 19TH NOVEMBER 2014
AT 7.00 PM**

**THE WORSHIPFUL THE MAYOR
AND COUNCILLORS OF THE
LONDON BOROUGH OF ENFIELD**

**Please
Reply to:** James Kinsella
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My Ref: DST/JK

Date: 11 November 2014

Dear Councillor,

You are summoned to attend the meeting of the Council of the London Borough of Enfield to be held at the Civic Centre, Silver Street, Enfield on Wednesday, 19th November, 2014 at 7.00 pm for the purpose of transacting the business set out below.

Yours sincerely

J. P. Austin

Assistant Director, Corporate Governance

- 1. ELECTION (IF REQUIRED) OF THE CHAIRMAN/DEPUTY CHAIRMAN OF THE MEETING**
- 2. MAYOR'S CHAPLAIN TO GIVE A BLESSING**

The Mayor's Chaplain to give a blessing.

- 3. MAYOR'S ANNOUNCEMENTS (IF ANY) IN CONNECTION WITH THE ORDINARY COUNCIL BUSINESS**

- 4. MINUTES** (Pages 1 - 22)

To approve, as a correct record, the minutes of the Council meeting held on Wednesday 8 October 2014.

- 5. APOLOGIES**
- 6. DECLARATION OF INTERESTS**

Members of the Council are invited to identify any disclosable pecuniary

other pecuniary or non pecuniary interests relevant to items on the agenda.

7. OPPOSITION BUSINESS - COUNCIL APPROACH TO THE DELIVERY OF NEW HOMES (Pages 23 - 30)

An issues paper prepared by the Opposition Group is attached for the consideration of Council.

The Council Procedure Rules relating to Opposition Business are attached for information.

8. BURY STREET WEST DEVELOPMENT OPTIONS FOR THE FORMER PARKS DEPOT SITE, N9 (Pages 31 - 52)

To receive a report from the Director of Finance, Resources & Customer Services and Director of Health, Housing & Adult Social Care setting out development options for this site. (Report No.115A)

(Key Decision – Reference Number 3959)

Please note Report No.116A on the Part 2 agenda also refers.

Members are asked to note:

- The attached report is due to be considered by Cabinet on 12th November 2014. Subject to Cabinet approval of any recommendation, Council is only being asked to approve the addition of the budget for the proposed scheme on the Capital Programme.
- The decision made by Cabinet on 12th November 2014 will be reported to Council on the amendment sheet tabled at the meeting.

9. ENFIELD 2017 - TRANSFORMATION (Pages 53 - 78)

To receive a report from the Chief Executive & Director of Finance, Resources & Customer Services detailing the investment package that will underpin the technology and delivery partnership to achieve the Enfield 2017 programme and seeking approval to the addition of funding on the Council's Capital Programme. (Report No.104A)

Please note Report No,105A on the Part 2 Agenda also refers

Council is asked to note that Cabinet agreed the report at its meeting on 30th October 2014. Council is therefore being asked to approve inclusion of the required investment on the Capital Programme. **(Key Decision – Reference Number 3979)**

10. ADOPTION OF DEVELOPMENT MANAGEMENT DOCUMENT (Pages 79 - 100)

To receive a report from the Director – Regeneration & Environment seeking

approval to formal adoption of the Development Management Document (DMD).
(Report No.83A)

Members are asked to note:

- The Development Management Document was considered and recommended on to Council for formal adoption as part of Enfield's Local Plan by Cabinet on 22 October 2104. (Key Decision – Reference Number 3978)
- A copy of the full Development Management Document is available (for reference) in the Members Library, Group Offices and also with this agenda on the Democracy Page of the Council's website.

11. PROPOSED SUBMISSION CENTRAL LEESIDE AREA ACTION PLAN
(Pages 101 - 106)

To receive a report from the Director – Regeneration & Environment seeking approval of the Proposed Submission Area Action Plan for public consultation and submission to the Secretary of State for public examination.
(Report No.85A)

Members are asked to note:

- The Proposed Submission Document was considered and recommended on to Council for approval, publication and submission for public examination by Cabinet on 22 October 2104. **(Key Decision – Reference Number 3975)**
- A copy of the full Proposed Submission Document is available (for reference) in the Members Library, Group Offices and also with this agenda on the Democracy Page of the Council's website.

12. HEALTH & WELL-BEING BOARD - AMENDMENT TO MEMBERSHIP & TERMS OF REFERENCE (Pages 107 - 120)

To receive a report from the Director of Health, Housing & Adult Social Care seeking approval to changes in the membership and Terms of Reference of the Health & Well-Being Board.
(Report No.121)

Members are asked to note that the proposed changes were approved by the Health & Well-Being Board on 16th October 2014 and have also been subject to consideration by the Members & Democratic Services Group on 4th November 2014.

13. REFERENCE FROM THE MEMBERS & DEMOCRATIC SERVICES GROUP - ESTABLISHMENT OF REMUNERATION COMMITTEE (Pages 121 - 126)

To receive a report from the Director of Finance Resources & Customer

Services seeking approval to the establishment of a Remuneration Committee. (Report No.122)

Members are asked to note that the proposed change was considered and approved for recommendation on to Council by the Members & Democratic Services Group on 4th November 2014.

14. COUNCILLORS' QUESTION TIME (TIME ALLOWED - 30 MINUTES)

14.1 Urgent Questions (Part 4 - Paragraph 9.2.(b) of Constitution – Page 4-9)

With the permission of the Mayor, questions on urgent issues may be tabled with the proviso of a subsequent written response if the issue requires research or is considered by the Mayor to be minor.

Please note that the Mayor will decide whether a question is urgent or not.

The definition of an urgent question is “An issue which could not reasonably have been foreseen or anticipated prior to the deadline for the submission of questions and which needs to be considered before the next meeting of the Council.”

Submission of urgent questions to Council requires the Member when submitting the question to specify why the issue could not have been reasonably foreseen prior to the deadline and why it has to be considered before the next meeting. A supplementary question is not permitted.

14.2 Councillors' Questions (Part 4 – Paragraph 9.2(a) of Constitution – Page 4 - 8) (Pages 127 - 162)

The list of fifty four questions and the written responses received are attached to the agenda.

15. MOTIONS

15.1 In the name of Councillor Neville:

“The Council welcomes the completion of the purchase of the Barnet and Chase Farm Hospitals NHS Trust by the Royal Free London NHS Foundation Trust.

The Council shares both, the Royal Free's assessment that the site needs to be redeveloped and it's acknowledgement that parts of the site are “no longer suitable for the delivery of modern health care”. The council is anxious however to see that the £100million of government investment in the site is **actually delivered**, and as quickly as possible. It looks forward to working with the Royal Free

Trust to secure this much needed and long overdue redevelopment, for the benefit of Enfield residents.”

15.2 In the name of Councillor Neville:

“The Council calls upon the Cabinet to implement Labour’s election pledge “to encourage residents to shop locally” by firstly implementing a 20 minute free parking at Pay and Display bays in town centres, and secondly ensuring that in designing the Cycle Enfield project existing on-street parking spaces are not reduced.”

15.3 In the name of Councillor Stewart:

“Enfield Council is extremely concerned about the Government’s mismanagement of Employment and Support Allowance. Large backlogs, an increasing number of sanctions and poorly administered Work Capability Assessments are having a devastating effect on the most vulnerable in Enfield. The Leader of the Council is requested to write to the Secretary of State for Work and Pensions, Iain Duncan Smith, to raise our concerns.”

15.4 In the name of Councillor Alessandro Georgiou

“Enfield Council welcomes the Care Act 2014 and funding that the government has provided to support vulnerable people and mandates the Cabinet Member for Health and Adult Social Care to commission a report into the implications of the act and how we will support vulnerable adults in future years, This report must be published by May 2015.”

15.5 In the name of Councillor Alessandro Georgiou

“Whilst we recognise under paragraph 33 part 4 of the constitution filming is permitted at public council meetings, transparency is vital in a democracy.

We ask Enfield Council with this in mind to place at minimal cost cameras to record full Council Meetings and to publish the recording onto the Enfield Council website.”

15.6 In the name of Councillor Taylor:

“Between 2010/11 - 2015/16 London local government has had a real term reduction in core funding of a reduction of £2.6 billion. For the 3 years to 2018-19 core funding will fall by a further £1 billion in real terms.

Enfield has suffered its share of these pressures and cuts to support, exacerbated by the problems of damping. This costs Enfield over £10 million per year and is programmed to continue. With fair funding

Enfield services would be much more insulated from Government cuts.

Residents in Enfield deserve better from central Government and Enfield Council will do all it can to:

- Secure a fairer distribution of resources
- Engage with residents on this injustice
- Encourage local MPs to support the 'Enfield case'
- Work with other authorities that suffer damping to challenge this unfairness"

15.7 In the names of Councillor Neville & Councillor Laban:

"The council deplores the decision of Cllr Bond Cabinet Member for Environment to authorise the borough's parks to remain unlocked at night without any proper consultation with Friends Groups, or more particularly the police, having regard to the obvious implications for criminal behaviour.

Whilst welcoming Cllr Bond's decision at the meeting of the Overview & Scrutiny Committee to delay the implementation so that proper consultation could take place, in the light of the public outcry, the council now instructs the Cabinet Member to abandon this senseless proposal."

16. COMMITTEE MEMBERSHIPS

To confirm any changes notified to committee memberships.

Please note any changes notified once the agenda has been dispatched will be tabled on the Council amendment sheet at the meeting.

17. NOMINATIONS TO OUTSIDE BODIES

To confirm any changes notified to the nominations on outside bodies.

Please note any changes notified once the agenda has been dispatched will be tabled on the Council amendment sheet at the meeting.

18. CALLED IN DECISIONS

None received.

19. DATE OF NEXT MEETING

To note that the next meeting of the Council will be held on Wednesday 28 January 2015 at 7.00 p.m. at the Civic Centre.

20. 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 the items of business listed on the part 2 of 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) as listed on the agenda.

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**MINUTES OF THE MEETING OF THE COUNCIL HELD ON WEDNESDAY 8
OCTOBER 2014****COUNCILLORS****PRESENT**

Ali Bakir (Mayor), Patricia Ekechi (Deputy Mayor), Abdul Abdullahi, Dinah Barry, Chris Bond, Yasemin Brett, Alev Cazimoglu, Erin Celebi, Lee Chamberlain, Bambos Charalambous, Jason Charalambous, Katherine Chibah, Lee David-Sanders, Dogan Delman, Guney Dogan, Sarah Doyle, Christiana During, Nesimi Erbil, Turgut Esendagli, Peter Fallart, Krystle Fonyonga, Alessandro Georgiou, Christine Hamilton, Ahmet Hasan, Elaine Hayward, Ertan Hurer, Suna Hurman, Jansev Jemal, Doris Jiagge, Eric Jukes, Nneke Keazor, Adeline Kepez, Joanne Laban, Bernie Lappage, Michael Lavender, Derek Levy, Mary Maguire, Donald McGowan, Andy Milne, Terence Neville OBE JP, Ayfer Orhan, Ahmet Oykenner, Anne-Marie Pearce, Michael Rye OBE, George Savva MBE, Rohini Simbodyal, Toby Simon, Alan Sitkin, Edward Smith, Andrew Stafford, Claire Stewart, Jim Steven, Doug Taylor, Ozzie Uzoanya and Glynis Vince

ABSENT

Daniel Anderson, Nick Dines, Achilleas Georgiou, Robert Hayward, Dino Lemonides, Daniel Pearce, Vicki Pite and Haydar Ulus

45**ELECTION (IF REQUIRED) OF THE CHAIRMAN/DEPUTY CHAIRMAN OF
THE MEETING**

The election of a Chair/Deputy Chair of the meeting was not required.

46**MAYOR'S CHAPLAIN TO GIVE A BLESSING**

Reverend Martin Legg, Associate Minister, Bush Hill Park United Reform Church, gave the blessing.

47**MAYOR'S ANNOUNCEMENTS (IF ANY) IN CONNECTION WITH THE
ORDINARY COUNCIL BUSINESS**

The Mayor thanked Reverend Martin Legg for the blessing and made the following announcements:

1. Death of Pamela Adams, David Pam and Paul Head

The Mayor advised that it was with regret he had to inform members of the sad deaths of the following individuals:

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- (a) Freeman of the Borough, past Deputy Mayor and Councillor Pamela Adams.
- (b) Local Historian – David Pam
- (c) Principal and Chief Executive of the College of Haringey, Enfield & North East London - Paul Head.

The Mayor asked members to join him in observing a minutes silence in memory of the individuals concerned and in order to reflect on and recognise the contribution they had each made to the Borough. Condolences were offered to the respective families for their sad loss.

Councillor Neville followed the minutes silence by offering a few kind words of remembrance for ex-Councillor Pamela Adams on behalf of the Opposition Group highlighting her vibrant nature and dedication to supporting the elderly, disabled and more vulnerable residents in the Borough and close association with Ruth Winston House.

Councillor Taylor (Leader of the Council), speaking on behalf of the Majority Group, advised that he fully supported the comments made by Councillor Neville in relation to Pamela Adams and also commended the work undertaken by David Pam as a local historian. Councillor Taylor also took the opportunity to highlight the important and significant contribution made by Paul Head towards improving the educational opportunities for young people not only Enfield but also in Haringey and reported that it was with deep sadness he had noted his death.

2. Enfield's Successful Application for Re-Accreditation as a Fairtrade Borough

The Mayor was pleased to announce that Enfield had been successful in its application for re-accreditation as a Fairtrade Borough, also contributing to London as a Fairtrade city.

As part of the initiative, he reported that the Council continued to serve Fairtrade products, including tea, coffee, bananas and chocolate and had also been working with the community to ensure that Fairtrade products were available in local cafes and other catering establishments. In achieving reaccreditation the Fairtrade Foundation had noted that Enfield was continuing to secure strong links with local schools and also commented on the other positive activities in the workplace, libraries and other public places, helping to further promote Fairtrade.

The Mayor thanked all those who had worked on the application, with particular recognition to Nina Tweddle (Fairtrade Community Steering Group), Mark Hayes (Chief Executive, Christian Action Housing) and officers from the Scrutiny team for their support in the process. The Mayor then invited Nina Tweddle to come forward in order to formally present her with the reaccreditation certificate from the Fairtrade Foundation. Members joined the

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Mayor in offering their congratulations for the success in achieving reaccreditation.

3. Update on Mayoral Engagements

The Mayor took the opportunity to update members on the range of engagements undertaken following the summer break. This had included him attending the opening of the Invictus Games; visiting the Palmers Green Festival and Enfield Town show; attending the Enfield Business launch, Meridian Water; Memorials for the 2 Brewers and Battle of Britain and the presentation of a minibus to the Highlands & Southgate ATC Squadron (funded through the Enfield Residents Priority Fund).

He had also started the Mayors Annual Fun Run and informed Members that he was looking forward to a busy time in the lead up to the festive season.

**48
MINUTES**

AGREED that the minutes of the Council meeting held on Wednesday 16th July 2014 be confirmed and signed as a correct record.

**49
APOLOGIES**

Apologies for absence were received from Councillors Daniel Anderson, Nick Dines, Achilleas Georgiou, Robert Hayward, Dino Lemonides, Daniel Pearce & Vicki Pite.

An apology for lateness was received from Councillor Joanne Laban.

**50
DECLARATION OF INTERESTS**

Councillor Elaine Hayward declared a non-pecuniary interest in relation to Agenda Item 7 (Strategy and Approach to Delivering Pupil Places) in respect of her role as a council nominated representative and vice-chair of the Pupil Referral Unit who were referred to within the strategy document. She remained in the meeting and participated in the debate and decision on this item. (Min 52 refers)

Councillor Bernie Lappage declared a Disclosable Pecuniary Interest in relation to Agenda Item 8 (Lee Valley Heat Network Business Plan) as her spouse worked for one of the organisations listed as a potential key commercial partner for the Lee Valley Heat Network. Councillor Lappage withdrew from the meeting for the duration of this item and took no part in the debate or final decision. (Min.53 & 55 refers)

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51

CHANGE IN ORDER OF BUSINESS

Councillor Stewart moved and Councillor Taylor seconded a proposal to change the order of business on the agenda under paragraph 2.2 (page 4-5) of the Council's procedure rules as follows:

- To deal with Item 1 on the Part 2 Agenda relating to the Lee Valley Heat Network Business Plan (having agreed to pass the motion to exclude the press and public) immediately after Item 8, which was the corresponding report on the Part 1 agenda.
- To then revert to the order of the agenda as listed and take Item 16.2 (Motion in the name of Councillor Hamilton re competition in the NHS) and Item 16.7 (Motion in the name of Councillor Stewart re the management of Employment & Support Allowance) immediately following Item 10.

The change in order of the agenda was agreed after a vote, with the following result:

For: 33

Against: 0

Abstentions: 18

Please note the minutes reflect the order in which the items were dealt with at the meeting.

52

STRATEGY & APPROACH TO DELIVERY PUPIL PLACES

Councillor Orhan moved and Councillor Stafford seconded a joint report from the Directors of Schools and Children's Services, and Finance, Resources and Customer Services (number 15A) detailing the Council's approach and updating the Council's strategy towards the provision of school places in Enfield.

NOTED

1. The updated strategy detailed within the report had been approved by Cabinet on 23 July 2014, with Council being asked to approve (as recommended by Cabinet) the resulting changes identified in relation to the overall scheme allocation within the Capital Programme.
2. The context provided within the report for the updated strategy, which included:
 - a. An outline of the 2014 annual review of population projections in terms of the expected impact on demand for school places;

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- b. Updated information on the current and planned supply of mainstream school places;
 - c. The identification of an increasing demand pressure on provision for children with Special Education Needs; and
 - d. Details from approved construction indexes and recent market activity on costs.
- 3. The increasingly challenging conditions identified in relation to the provision of school places in relation to not only demand (with specific focus on both the South West and North Central areas of the borough) but also recent changes in market conditions for the construction sector, as detailed in section 4 of the report.
- 4. The progress made since 2010 in managing delivery of an additional 4,410 permanent school places under Phase I of the Primary Expansion Programme.
- 5. The need identified to deliver an additional nine extra forms of entry at primary level between September 2015 and September 2018, with the plans developed to address this need under Phase II of the School Expansion Programme detailed within sections 3 and 4 of the report.
- 6. The need identified by the Leader of the Council to recognise the hard work and success of all involved in the delivery of the expansion programme to date, which had been led by the Cabinet Member for Education, Children's Services & Protection.
- 7. The support expressed by the Opposition Group in relation to work being undertaken to deliver school places and recognition of the challenging circumstances within which this was having to be managed. Whilst supportive of the plans to monitor the progress of Free School & Academy provision concerns were, however, expressed in relation to:
 - a. the need identified for additional capacity at primary level (given the current projections) from September 2017 to September 2018 in order to ensure a degree of parental choice was maintained;
 - b. the need to recognise that the GLA school roll projections did not take account of significant local housing developments or the cross borough movement of pupils;
 - c. the adequacy of forward planning in relation to the strategy being developed to address the demand for permanent provision in relation to Special Education Needs places;
 - d. the limited detailed provided within the report in relation to the development of a strategy for delivery of secondary school places from 2018 onwards.

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As a result of the concerns expressed in relation to secondary provision Councillor E.Hayward moved and Councillor Rye seconded an amendment to the report seeking the inclusion of the following as an additional recommendation:

“That a further report be provided for Council within the current Municipal Year relating to the strategy for the provision of Secondary School Places.”

Following a short debate, during which it was noted that secondary provision would meet projected demand up to 2017/18 with plans already being developed to address provision beyond that date, Councillor Orhan advised that she would be willing to accept the additional recommendation for consideration within the report and this was approved without a vote.

8. In response to the concerns raised the Cabinet Member for Education, Children’s Services & Protection highlighted:
 - a. the work being undertaken to ensure the necessary level of Special Education Needs provision was available within the borough;
 - b. the challenges caused by Government policy in relation to the lack of consultation required with local authorities over the establishment and location of Free Schools in the planning of provision and need to ensure that the level of Basic Need Grant funding was sufficient to meet the level of need identified in relation to the delivery of school places.
 - c. The need to recognise that as a result of the strategy and work undertaken to date it had been possible to ensure Enfield continued to meet its statutory requirement for the provision of school places whilst maintaining an element of parental choice.

Following a lengthy debate the recommendations (as amended) were unanimously agreed, without a vote.

AGREED

- (1) Having noted the decision taken by Cabinet on 23 July 2014, to approve the changes required to the Capital Programme in relation to the updated strategy for the School Expansion Programme, as detailed within the report.
- (2) In addition, that a further report be provided for Council within the current Municipal Year relating to the strategy for the provision of Secondary School Places.

53

LEE VALLEY HEAT NETWORK BUSINESS PLAN

Councillor Sitkin moved and Councillor Stafford seconded a report from the Director for Regeneration and Environment (No.25A) detailing progress on development of the Lee Valley Heat Network business plan and seeking approval to the inclusion of funding for the scheme in the capital programme.

NOTED

1. The Phase I Business Plan had been approved by Cabinet on 23 July 2014 and referred on to Council in order to approve the addition of funding in the capital programme to support development costs through to financial close by September 2015.
2. Additional information in support of the capital funding requirement had been outlined in an accompanying report (No.27A) listed as Item 1 on the Part 2 Council agenda (Min.55 refers).
3. The aims behind the Lee Valley Heat Network (LVHN) as detailed with section 1 of the report which included the opportunity to deliver the significant economic, environmental and social benefits, detailed in section 3 of the report.
4. The risks identified in relation to delivery of the LVHN associated with its status as a large-scale capital infrastructure project, as detailed in section 1 and 7 of the report.
5. The significant interest already generated in respect of development of the Network as detailed in section 3.5.8 of the report. This had included support and funding from the Greater London Authority, as detailed in Appendix 5 of the report.
6. The timetable, delivery mechanism and Procurement Strategy developed for delivery of Phase I of the LVHN as detailed in section 3 of the report.
7. Development of the Business Plan had been supported by detailed external technical, commercial and legal advice from consultants with recognised experience in District Heat Networks.
8. Whilst not opposed to the concept behind Heat Networks, concerns were expressed by the Opposition Group in relation to the following issues:
 - a. The significant financial risks associated with delivery of the project given the current constraints on the Council's capital and revenue position;

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- b. The commercial viability of the Business Plan given the identified need to secure sufficient consumer demand and progress still to be made on the Meridian Water development.
 - c. The complexity in developing and maintaining energy efficient district heat networks.
9. In response to the concerns expressed the Leader of the Council supported by the Cabinet Member for Economic Development advised that the risks associated with the Business Plan and delivery project were fully recognised. The potential to deliver a sustainable heat network was however seen as a unique opportunity to deliver the economic, environmental and social benefits identified as well as linking with energy strategy and policy at a national, regional and local level. Delivery of the project had been planned in tranches, to ensure that the Council's exposure to financial risk was managed with the final decision relating to the overall capital investment not required until demand had been confirmed and the various procurement exercises completed.

A lengthy debate then followed during which members felt it would be beneficial to consider the supporting financial detail contained within the Part 2 report on the Business Plan. Members therefore agreed to continue the debate in Part 2 of the agenda.

54

EXCLUSION OF THE PRESS & PUBLIC

AGREED to pass a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the item of business listed on part 2 of the agenda on the grounds that it involved the 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).

55

LEE VALLEY HEAT NETWORK BUSINESS PLAN

The debate on the Lee Valley Heat Network Business Plan then continued with Councillor Sitkin moving and Councillor Stafford seconding the Part 2 report from the Director of Regeneration and Environment. (No.27A) providing additional financial information in support of the Business Plan and recommended inclusion of additional funding in the capital programme.

NOTED

- 1. The supporting financial information in relation to development and delivery of the Business Plan, as detailed within the report, which had

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been approved by Cabinet on 23 July 2014 in conjunction with Report No.25A on the Part 1 agenda.

2. Council approval was only initially being sought to an investment of £1.285m in order to fund development costs up to financial close in September 2015. Whilst Cabinet had provided an “in principle” commitment to the full investment, this would be subject to further work during the final development stage and subsequent final approval in accordance with the Council’s governance arrangements.
3. The concerns expressed by the Opposition Group in relation to the technical and financial assumptions on which the Business Plan had been based and to ensure that the project costs and benefits were kept under objective review as the project was finalised.
4. The assurance provided, in response to the concerns in 3. above, that both a rational and objective approach would be taken to the review of the Business Plan and costs in order to ensure that the project was progressed on a viable basis.

(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 Schedule 12A to the Local Government Act 1972 as amended).

Following further discussion, members then agreed to return to Part 1 of the agenda in order to conclude the debate on the item.

Having moved back into Part 1 of the agenda the recommendation in the Part 1 report was put to the vote and agreed. In accordance with section 15.4 of the Council Procedure Rules the Opposition Group requested a roll call vote, with the result as follows:

For: 32

Councillor Abdul Abdullahi
Councillor Dinah Barry
Councillor Chris Bond
Councillor Yasemin Brett
Councillor Alev Cazimoglu
Councillor Bambos Charalambous
Councillor Katherine Chibah
Councillor Guney Dogan
Councillor Sarah Doyle
Councillor Christiana During
Councillor Nesimi Erbil
Councillor Krystle Fonyonga
Councillor Christine Hamilton
Councillor Ahmet Hasan
Councillor Suna Hurman

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Councillor Jansev Jemal
Councillor Doris Jiagge
Councillor Nneka Keazor
Councillor Adeline Kepez
Councillor Derek Levy
Councillor Mary Maguire
Councillor Don McGowan
Councillor Ayfer Orhan
Councillor Ahmet Oykener
Councillor George Savva
Councillor Rohini Simbodyal
Councillor Toby Simon
Councillor Alan Sitkin
Councillor Andrew Stafford
Councillor Claire Stewart
Councillor Doug Taylor
Councillor Ozzie Uzoanya

Against: 19

Councillor Erin Celebi
Councillor Lee Chamberlain
Councillor Jason Charalambous
Councillor Lee David-Sanders
Councillor Don Delman
Councillor Peter Fallart
Councillor Alessandro Georgiou
Councillor Elaine Hayward
Councillor Ertan Hurer
Councillor Eric Jukes
Councillor Joanne Laban
Councillor Michael Lavender
Councillor Andy Milne
Councillor Terence Neville
Councillor Ann Marie Pearce
Councillor Michael Rye
Councillor Edward Smith
Councillor Jim Steven
Councillor Glynis Vince

Abstention: 0

AGREED to approve (having noted the additional information in Report No.27A on the Part 2 agenda) the addition to the Capital Programme, of £1.285m to fund ongoing development costs for the Lee Valley Heat Network Business Plan through to financial close in September 2015.

56

CHANGE IN ORDER OF BUSINESS

Councillor Stewart moved and Councillor B.Charalambous seconded a further proposal to change the order of business on the agenda under paragraph 2.2 (page 4-5) of the Council's procedure rules to enable the meeting to take the following as the next items of business:

- Item 16.2: Motion in the name of Councillor Hamilton on competition within the NHS.

Councillor Neville (as Leader of the Opposition) sought clarification on use of the procedural motion, given the change in order of the agenda already agreed at the start of the meeting. (Min 51 refers). John Austin (Corporate Governance) advised that paragraph 2.2 of the Council Procedure Rules allowed the order of business at Council meetings to be changed either at the discretion of the Mayor, or by a vote (if required) at the meeting without discussion. According to the Constitution there was nothing to prevent the procedure being applied more than once during the meeting, subject to it being formally approved.

The change in the order of agenda was agreed after a vote. In accordance with section 15.4 of the Council Procedure Rules the Opposition Group requested a roll call vote, with the result as follows:

For: 33

Councillor Abdul Abdullahi
Councillor Dinah Barry
Councillor Chris Bond
Councillor Yasemin Brett
Councillor Alev Cazimoglu
Councillor Bambos Charalambous
Councillor Katherine Chibah
Councillor Guney Dogan
Councillor Sarah Doyle
Councillor Christiana During
Councillor Nesimi Erbil
Councillor Krystle Fonyonga
Councillor Christine Hamilton
Councillor Ahmet Hasan
Councillor Suna Hurman
Councillor Jansev Jemal
Councillor Doris Jiagge
Councillor Nneka Keazor
Councillor Adeline Kepez
Councillor Bernie Lappage
Councillor Derek Levy
Councillor Mary Maguire
Councillor Don McGowan

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Councillor Ayfer Orhan
Councillor Ahmet Oykenen
Councillor George Savva
Councillor Rohini Simbodyal
Councillor Toby Simon
Councillor Alan Sitkin
Councillor Andrew Stafford
Councillor Claire Stewart
Councillor Doug Taylor
Councillor Ozzie Uzoanya

Against: 19

Councillor Erin Celebi
Councillor Lee Chamberlain
Councillor Jason Charalambous
Councillor Lee David-Sanders
Councillor Don Delman
Councillor Peter Fallart
Councillor Alessandro Georgiou
Councillor Elaine Hayward
Councillor Ertan Hurer
Councillor Eric Jukes
Councillor Joanne Laban
Councillor Michael Lavender
Councillor Andy Milne
Councillor Terence Neville
Councillor Ann Marie Pearce
Councillor Michael Rye
Councillor Edward Smith
Councillor Jim Steven
Councillor Glynis Vince

Abstention: 0

Following the advice received, Councillor Hurer then moved and Councillor Lavender seconded an additional proposal to change the order of business on the agenda under paragraph 2.2 (page 4-5) of the Council's procedure rules to enable the meeting to take the following as the next items of business (in place of Item 16.2):

- Item 16.7: Motion in the name of Councillor Stewart on management of the Employment & Support Allowance.

John Austin reminded members that use of the procedural motion was subject to either the discretion of the Mayor or by agreement of the meeting. In order to enable the meeting to proceed, the Mayor was therefore asked to rule on the procedural motion and informed members that he was not prepared to accept or approve it.

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Councillor Hurer immediately moved and Councillor Rye seconded a further proposal to change the order of business on the agenda under paragraph 2.2 (page 4-5) of the Council's procedure rules to enable the meeting to take the following as the next items of business (in place of Item 16.2):

- Item 16.4: Motion in the name of Councillor Neville on development of the Barnet & Chase Farm Hospital site.

The Mayor was once again asked to rule on the procedural motion and informed members that he was not prepared to accept or approve it and the meeting moved on to deal with Item 16.2, on the basis of the decision agreed above.

Please note the minutes reflect the order in which the item was dealt with at the meeting.

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MOTIONS

1.1 Councillor Hamilton moved and Councillor Cazimoglu seconded the following motion:

"This Council is calling on the three Enfield MPs to support the private members bill by MP Clive Efford to repeal the competition provisions in the coalition's Health and Social Care Act. The bill will tackle Section 75 rules which force CCGs (Clinical Commissioning Groups) to put services out to market even if they do not want to.

This Council is dismayed by the fact that private providers have won the majority of tenders for services since the Health and Social Care Act came into force in April 2013, this shows that the Tory pledge that the NHS is not being privatised is untrue.

Therefore, we call on the three Enfield MPs to demand that the Tory led coalition government repeals the competitive tendering legislation in the Health and Social Care Act so that:

- CCGs are free to commission in the best interest of patients, as was promised before the passing of the Act and
- Scant NHS resources are used for front line patient services.

It is therefore important that due to the NHS crisis caused by the Tory led coalitions shambolic Health and Social Care Act, that the residents of Enfield can be reassured that the takeover by the Royal Free NHS Foundation Trust of Barnet and Chase Farm NHS Trust will be scrutinised to ensure that any additional funding will be used to improve and redevelop Chase Farm NHS Trust.

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We also call upon the three Enfield MPs and the London MEPs to support the call for the NHS to be removed from the Transatlantic Trade and Investment Partnership (TTIP) and for the Prime Minister to veto health from the TTIP agreement. TTIP is a proposed “free trade” deal between the European Union and USA, including the ability for companies to sue governments.

The NHS must be excluded from the trade deal. The Tory led government’s Health & Social Care Act 2012 accelerated the sell-off of the NHS to private health firms, the Transatlantic Trade and Investment Partnership (TTIP) now threatens to make this sell off irreversible as it will undermine government freedom to change policy on private provision in the NHS.”

Following a short debate, the motion was put to the vote and agreed, with the following result:

For: 33
Against: 19
Abstentions: 0

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DURATION OF COUNCIL MEETING

The Mayor advised, at this stage of the meeting, that the time available to complete the agenda had now elapsed so Council Procedure Rule 8 would apply.

NOTED that in accordance with Council Procedure Rule 8 (page 4-8 – Part 4), the remaining items of business on the Council agenda were considered without debate.

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ADOPTION OF NORTH CIRCULAR AREA ACTION PLAN

RECEIVED a report from the Director of Regeneration & Environment (No.40A) seeking approval to the formal adoption of North Circular Area Action Plan to form part of Enfield’s Local Plan.

NOTED that the Area Action Plan had been considered and recommended to Council for formal adoption by Cabinet on 12 August 2014.

AGREED

- (1) To note receipt of the Planning Inspector’s final report, attached as Appendix 1 to the report, that concludes the North Circular Area Action Plan is ‘sound’ and legally compliant.
- (2) To formally adopt (as recommended by Cabinet) the North Circular Area Action Plan to form part of Enfield’s Local Plan.

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COMMUNITY INFRASTRUCTURE LEVY

RECEIVED a report from the Director of Regeneration and Environment (No.51A) summarising the work undertaken to date towards introduction of a Community Infrastructure Levy (CIL) for Enfield and seeking approval for the Enfield Community Infrastructure Levy Draft Charging Schedule, for consultation and submission to the Secretary of State for public examination.

NOTED the Community Infrastructure Levy Draft Charging Schedule had been considered and recommended to Council for formal approval by Cabinet on 17 September 2014.

AGREED to approve the Enfield Community Infrastructure Levy Draft Charging Schedule, as set out in Appendix 1 of the report, for consultation and submission to the Secretary of State for public examination

The Leader of the Opposition asked for all members of the Opposition Group present at the meeting to be recorded as voting against the above decision.

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SCRUTINY ANNUAL WORKPROGRAMME & WORKSTREAMS 2014/15

RECEIVED the report from the Overview and Scrutiny Committee (No.77) setting out the Scrutiny Annual Work Programme and workstreams identified by Overview & Scrutiny Committee for 2014/15.

NOTED the work programme and workstreams had been referred onto Council for formal approval following consideration by Overview & Scrutiny Committee (24 July 2014) and consultation with Cabinet on 12 August 2014.

AGREED to approve adoption of the 2014/15 scrutiny work programme and workstreams for the Council's Overview & Scrutiny Committee, as detailed in Appendix 1, of the report.

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**REFERENCE FROM THE MEMBERS & DEMOCRATIC SERVICES GROUP
- AMENDMENTS TO COUNCIL PROCEDURE RULES: COUNCIL
QUESTIONS**

RECEIVED a report from the Director of Finance, Resources and Customer Services (No.78) seeking approval of an amendment to the Council Procedure Rules to include Associate Cabinet Members (ACM's) within the procedure for Council Questions.

NOTED the proposed change had been considered and approved for recommendation to Council by the Members & Democratic Services Group on 16 September 2014.

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AGREED to approve (as recommended by Members & Democratic Services Group) the following amendments to Section 9 (Council Questions) within the Council Procedure Rules:

- (1) Extending the list of members which Council Question can be addressed to, in order to include Associate Cabinet Members:

“Any Councillor may ask a Cabinet Member, Associate Cabinet Member, Overview & Scrutiny/Scrutiny Workstream Chair or Statutory Committee Chair a question at a Council meeting.”

- (2) Updating the list of outside bodies on which questions can be addressed to members serving on them, as follows:

- Association of London Government – amend to London Councils
- Enfield Strategic Partnership Board – change to Enfield Strategic Partnership

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THE CARE ACT 2014

RECEIVED a report from the Director of Health, Housing and Adult Social Care (No.20A) setting out the key requirements of the Care Act, the potential impact on the Council and progress made locally to implement it.

NOTED that Cabinet had considered and approved the report on 23 July 2014. In approving the report, Cabinet had referred it on to Council for and information.

AGREED to note:

- (1) that the Care Bill received Royal Assent in May and was now an Act of Parliament.
- (2) that the consultation on the draft regulations and guidance for Part 1 of the Care Act had been published; and that Cabinet had agreed the delegation of the Council's response to the Cabinet Member of the Health and Adult Social Care;
- (3) the implications of the Care Act on local authorities, and that Cabinet had approved progress made locally to prepare for the implementation (as detailed in paragraph 6 of the report) and the funding allocations attached (as detailed in paragraph 7, of the report).
- (4) that Cabinet had agreed to a full impact assessment and gap analysis being produced on the basis of the key milestones set out in legislation for 2015 and 2016; and
- (5) the potential impact of the Act locally, including key financial risks.

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APPOINTMENT OF MONITORING OFFICER

Council was asked to consider a change in the Monitoring Officer arrangements, as a result of the Assistant Director Corporate Governance having taken flexible retirement with effect from 1 October 2014.

AGREED that Council formally approve (in accordance with the requirements in Section 5 of the Local Government & Housing Act 1989) a change in Monitoring Officer arrangements with the Assistant Director Legal and Governance (Asmat Hussain) being appointed as Monitoring Officer with effect from 9th October 2014 and John Austin together with Jill Bayley, Linda Dalton, Jayne Middleton-Albooye and John Oakley taking on the role of Deputy Monitoring Officers.

The Leader of the Opposition asked for all the members of the Opposition Group present at the meeting to be recorded as having abstained from the above decision.

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COUNCILLORS' QUESTION TIME (TIME ALLOWED - 30 MINUTES)

1.1. Urgent Questions

The Mayor informed Council of the receipt of an urgent question from Councillor Neville relating to a recent Portfolio decision on the closing of park gates. Members were advised that having considered the reasons for urgency along with the fact that the decision had been called-in for review, the Mayor had decided not to accept submission of the question under the urgency procedure.

1.2. Questions by Councillors

NOTED the fifty three questions on the Council agenda and written responses provided by the relevant Cabinet Member.

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MOTIONS

The following motions listed on the agenda lapsed due to lack of time:

1.1 In the name of Councillor Stewart:

“This Council recognises the distress and costs brought on to Enfield residents because of the Home Secretary’s crisis at the Passport Office. This Council calls on the Passport Office to refund all those residents who had to incur extra fees and costs because of the Home Secretary’s poor management of the agency. The Leader of the Council should write to the Home Secretary to pass on our view.”

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1.2 In the name of Councillor Oykenner:

“The Council welcomes the establishment of a local authority company to develop own and manage a portfolio of properties to be made available for private rent.”

1.3 In the name of Councillor Neville:

“The Council welcomes the completion of the purchase of the Barnet and Chase Farm Hospitals NHS Trust by the Royal Free London NHS Foundation Trust. The Council notes that this is the first piece of potentially positive news in the chequered history of Chase Farm for a very long time!

The Council shares both, the Royal Free’s assessment that the site needs to be redeveloped and it’s acknowledgement that parts of the site are “no longer suitable for the delivery of modern health care”. The council is concerned however to see that the £100million of government investment in the site is **actually delivered**, and as quickly as possible. It looks forward to working with the Royal Free to secure this much needed and long overdue redevelopment, for the benefit of Enfield residents.”

1.4 In the name of Councillor Neville:

“The Council calls upon the Cabinet to implement Labour’s election pledge “to encourage residents to shop locally” by firstly implementing a 20 minute free parking at Pay and Display bays in town centres, and secondly ensuring that in designing the Cycle Enfield project existing on-street parking spaces are not reduced.”

1.5 In the name of Councillor Taylor:

“Enfield Council welcomes

- An increase in nurses
- Better access to housing
- Fairer taxation
- An increase in the minimum wage
- A freeze of gas and electricity bills until 2017

Enfield residents will benefit from changing the economic conditions currently creating a fall in incomes. Enfield residents will benefit from the safeguarding of the NHS promised by a change of Government.”

1.6 In the name of Councillor Stewart:

“Enfield Council is extremely concerned about the Government’s mismanagement of Employment and Support Allowance. Large backlogs, an increasing number of sanctions and poorly administered

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Work Capability Assessments are having a devastating effect on the most vulnerable in Enfield. The Leader of the Council is requested to write to the Secretary of State for Work and Pensions, Iain Duncan Smith, to raise our concerns.”

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REVIEW OF PROPORTIONALITY ARRANGEMENTS & COMMITTEE MEMBERSHIPS

1.1 Review of Council Proportionality Arrangements following a change in political balance on the Council

RECEIVED a briefing paper from the Director of Finance, Resources & Customer Services advising members of a change in the political balance of the Council and associated review of the proportionality arrangements relating to the allocation of seats on the committees, joint committees and panels.

NOTED that as a result of objections raised by the Opposition Group, the allocation of one seat on the Edmonton Partnership Working Group to the Independent Member could not be approved for recommendation.

AGREED to note the change in political balance on the Council as follows – Labour: 40 members; Conservatives: 22 members & Independent: 1 member and revised proportionality arrangements in terms of the allocation of seats on Committees and other relevant bodies, as detailed in the briefing paper. which would involve the Majority Group vacating a seat on each of the following bodies:

- Public Transport Consultative Group;
- Staff Appeals Panel; and
- Edmonton Partnership Working Group

1.2 Committee Memberships

(a) Appointment of Independent Person – Ethical Governance and Standards Framework

NOTED that following interviews held on 24 July 2014 the Councillor Conduct Committee had recommended the appointment of a second Independent Person under the Council’s Ethical Governance and Standards Framework.

AGREED that the appointment of Sarah Jewell as an Independent Person under the Council’s Ethical Governance and Standards Framework be confirmed for a two year term office to expire on 8th October 2016.

(b) Changes to Committee Membership

AGREED to confirm the following changes to committee memberships:

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- (i) Adoption Panel – Councillor Celebi to replace Councillor Vince
- (ii) Audit Committee – Councillor Hamilton to replace Councillor Ulus
- (iii) Deaf Community Forum - To establish the following membership:
Labour Group: Councillor Georgiou (Chair), Bond, Cazimoglu, McGowan & Simbodyal and Conservative Group: Councillor Fallart, A.M Pearce
- (iv) Edmonton Partnership Working Group – Councillor Ulus to be replaced by a vacancy
- (v) Electoral Review Panel – Councillor Bond to replace Councillor Charalambous
- (vi) Green Belt Forum – Councillor Bond to replace Councillor Ulus
- (vii) Pension Fund Board – Councillor Cazimoglu to replace Councillor Ulus
- (viii) Public Transport Consultative Group – Councillor Chibah to be replaced by a vacancy
- (ix) Staff Appeals Panel – Councillor Dogan to be replaced by a vacancy

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NOMINATIONS TO OUTSIDE BODIES

AGREED to confirm the following changes notified to the nominations on outside bodies:

- (1) London Councils: Associated Joint Committee Transport & Environment – Councillor Dogan to replace Councillor Sitkin as Deputy.
- (2) Edmonton United Charities – Denise Headley & Jonas Hall to be replaced by Councillor Celebi and Councillor Steven for a term to expire on 8 October 2018.
- (3) Housing Gateway Ltd – Assistant Director Corporate Governance to be replaced by Assistant Director Legal and Governance
- (4) Lee Valley Heat Network Ltd (formerly referred to as New River Trading Services Ltd) – Councillor Sitkin to replace Councillor Stafford & Assistant Director Corporate Governance to be replaced by Assistant Director Legal and Governance
- (5) Newlon Housing Association – Councillor Hurman to replace Councillor Ulus

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CALLED IN DECISIONS

None received.

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DATE OF NEXT MEETING

NOTED that the next meeting of the Council would be held at 7.00pm on Wednesday 19 November 2014 at the Civic Centre.

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Opposition Priority Business: Council approach to the delivery of new homes

1. Introduction

- 1.1 The starting point for this Opposition Priority Business on housing is the fact that Labour's record on housing whilst in government is the worst since the 1920s. **To spell it out, the Labour governments of 1997-2010 formed by the party that falsely claims a monopoly on caring for the poor and the disadvantaged, delivered fewer houses/flats whether private or public across England than at any time since the 1920s.** That is a grave indictment of Labour's housing policy while in government. It is aggravated however by the fact that Labour in government deliberately pursued a policy during this period of allowing uncontrolled immigration into the UK, both from within and outside of the European Union so that we had a rising population with no increase in housing provision.. That is the principal reason why we have a serious housing crisis across London at the present time.
- 1.2 There are three different aspects to this paper, which I will deal with in turn, but all in our view demonstrate that this and the previous Labour Administration in Enfield are as usual, long on rhetoric but incredibly short on delivery!

2. Meridian Water

- 2.1 The Labour Administration when elected in 2010 inherited from the previous Conservative Administration, four "place shaping sites" which had been identified by that Administration as sites in need of regeneration, and sites which would provide additional housing. The biggest of them being Meridian Water where there was to be a minimum of 5000 new homes, since revised to 8500, on a very large site, off of the North Circular Road in Edmonton. The Meridian Water site, formed part of the council's draft Enfield Core Strategy, which had been worked up by the previous Conservative Administration. This was ready for adoption in 2010 and was duly adopted by the new council in November 2010. A Masterplan for Meridian Water had been commissioned and was finally approved in 2012. Despite this, at the present time, the council's land ownership in the site is negligible; until very recently, no serious attempts had been made in the years between 2010 to date to acquire land on this site, notwithstanding that for the site to be at all viable to any potential developer there is a need for the council to have demonstrated intent by acquiring relevant land and/ or passing the necessary Compulsory Purchase resolution. A main highway, now known as The Causeway is and always was a pre- requisite to the successful development of the site and obviously requires, construction, yet no land for that site is yet in the council's ownership.
- 2.2 It is a travesty that four years have come and gone since May 2010 and very little significant advance has been made in preparing this site for redevelopment. No developer has been identified but as I say above, that in many ways is unsurprising given that the council owns no land!

- 2.3 The Opposition fully understands the desirability of the introduction of twin tracking and the redevelopment of the Angel Road Station as part of the regeneration of this site, indeed the previous Conservative Administration had initiated discussions to this end via the North London Strategic Alliance and the then chairman of the TfL board.. However, in our view that should not have prevented the process of acquiring some of the land. If the Administration was serious about proceeding with this development, such acquisition would not have been speculative in our view.
- 2.4 We are also cognisant of the problems surrounding the National Grid gas holders, and again right from the start we had initiated discussions with that company and they were on side, so that of itself should not have prevented early acquisition of land, particularly that required for the new highway.
- 2.5 Throughout this period, needless to say land costs were increasing and that was yet another reason to proceed with land acquisition earlier.
- 2.6 The Council could and should have made a compulsory purchase order by now because the earlier it had been made using Town and Country Planning Act powers, the better it's negotiating position for purchasing land would have been. It is still not too late to take effective action to try to facilitate earlier redevelopment, and given the urgent and dire need for housing in the borough, that should and should always have been the imperative.
- 2.7 The Opposition therefore proposes that Cabinet considers an early report leading to the making of a compulsory purchase order on so much of the site as is required, in particular for the construction of The Causeway, but also for other redevelopment of the site.

3. Small Housing Sites

- 3.1 We turn now to the position on development of small sites.
- 3.2 The seven small residential sites concerned (Parsonage Lane, Forty Hill, Lavender Hill, St George's, Tudor Crescent, Jasper Close and Holtwhite's) were originally used for sheltered housing. The accommodation provided became increasingly unattractive for this client group resulting in unacceptable levels of voids. Therefore, the then Conservative Administration decided in principle to demolish the existing buildings and redevelop the sites for modern housing. May 2010 saw the election of a Labour administration.
- 3.3 The timeline for the design and planning process thereafter was reported as follows:
- Cabinet commitment to proceed – September 2011 – some 18 months into the Administration's four year term.
 - Cabinet commitment to proceed with revised scheme – July 2012
 - Planning application submitted – August 2013 – a full three and a half

years after they were elected on a manifesto pledge to deal with the housing shortage!

- Invitation to Tender – September 2013
- Approval to appoint developers – December 2013
- Developer selection approved – March 2014
- Legal documents signed – May 2014 – a full four years after the 2010 election
- Planning permission finally granted – September 2014, a whole year after the application was submitted.
- Start on site December 2014? Still uncertain.

3.4 The Opposition supports the general purpose and nature of the overall programme, but it deplores the unacceptably long delay (over four years) from Labour's election, before a single brick has been laid.

3.5 The first priority of public housing funders in the past, such as the Housing Corporation, the HCA and currently the GLA, has been to put in place rigorous disciplines to avoid the sort of mission creep and slippage, which is otherwise endemic to public sector managed projects. The Council for the first time since the 1970s has been given the powers and funds to develop subsidised housing. The small sites programme is a worrying indication of the delays that may plague future schemes.

3.6 The Council should without delay put in place the appropriate reporting systems advocated by our Shadow Housing Lead over the past six months so that cost and programme issues for all estate regeneration and other housing schemes can be monitored readily in a transparent way by Members, the Housing Board and senior management.

4. Housing Gateway Scheme

4.1 Finally, we cannot let a paper on housing delivery pass without mentioning the Gateway scheme.

4.2 Under this scheme, more than 11 purchases of residential properties have been completed in the Borough since the commencement of the Gateway programme earlier this year. This is the first tranche of Labour Enfield's controversial programme to spend £100m buying homes over the next five years to re-house homeless families from expensive temporary accommodation. Offers have been made so far on over 47 properties, mostly two bed and three bed homes, and the programme is speeding up. The Council officers have confirmed that unsurprisingly they are increasingly being contacted by estate agents looking for a quick sale.

- 4.3 The money to purchase the Gateway properties is being lent by the Council to the new company from the general capital fund not from the housing account. This enables the Council to avoid breaching the government limit on total capital spend for housing, which they are close to. This is a financially imprudent approach and wrong in principle.
- 4.4 The Conservatives are totally opposed to this programme, which uses tax payers' money to transfer substantial numbers of privately owned homes into the public sector. It's what left wing Labour authorities used to call "municipalisation". It puts the Council in the position of competing unfairly with first time buyers and others desperately seeking to own their home. It also, by the injection of such a large sum of money into the local housing market, artificially raises house prices by more than they have increased already. **The Council, because of its financial clout and ability to conclude deals quickly, has an inbuilt advantage when purchasing in the local housing market. But significantly, we must remember that this costly Gateway programme does not deliver a single additional home in the Borough.**
- 4.5 The Conservative Opposition is seriously concerned that the council is using its limited financial resources to deprive struggling families wishing to buy, from obtaining housing at the cheaper end of the market. We fully accept that due to past Labour government policies on housing and immigration, the council faces unprecedented demand for social housing from a rising population, and the export of homeless families from other parts of London.
- 4.6 Conservatives believe that the Council would be better advised to use what resources it has, such as Right to Buy receipts, to encourage housing associations to develop additional new low cost housing in the Borough. This would enable housing associations to use their borrowing powers to lever in private finance to provide additional social housing in Enfield. At the same time the Council needs to review and strengthen its policies on encouraging relocation outside of London.

5. Recommendations

Thus the Opposition formally recommends:

- 5.1 That officers be instructed to bring forward a report to an early meeting of the Cabinet to consider the making of a Compulsory Purchase Order under the Town and Country Planning Act 1990 in respect of such land as is required to secure the redevelopment of Meridian Water
- 5.2 That officers be asked to bring to Cabinet a viable timescale for the redevelopment of the Meridian Water site, with critical points identified.
- 5.3 That as regards the estate regeneration programme and other housing developments, the council should immediately put in place appropriate systems to facilitate monitoring by Members and management of cost and other programme issues in a transparent way.

- 5.4 That the Gateway scheme be abandoned and that instead the council should use such resources as it has, including Right to Buy receipts to encourage housing associations to develop additional low cost housing in the borough, so that in turn they could use their borrowing powers to lever in private finance to provide additional social housing in Enfield.
- 5.5 That the council reviews and strengthen its policies on encouraging relocation and rehousing outside of London

Terry Neville OBE JP
Leader of the Opposition

Edward Smith
Shadow Lead for Housing

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13. OPPOSITION BUSINESS

(Updated: Council 23/1/08 & Council 1/4/09 & Council 11/11/09 & Council 29/1/14)

13.1 The Council will, at four meetings a year, give time on its agenda to issues raised by the Official Opposition Party (second largest party). This will be at the 1st meeting (June), and then the 3rd, 4th and 6th meetings out of the 7 ordinary meetings programmed each year (unless otherwise agreed between the political parties). A minimum 45 minutes will be set aside at each of the four meetings.

13.2 All Council meetings will also provide opportunities for all parties and individual members to raise issues either through Question Time, motions or through policy and other debates.

(Updated: Council 11/11/09)

13.3 The procedure for the submission and processing of such business is as follows:

- (a) The second largest party shall submit to the Assistant Director, Corporate Governance a topic for discussion no later than 21 calendar days prior to the Council meeting. This is to enable the topic to be fed into the Council agenda planning process and included in the public notice placed in the local press, Council publications, plus other outlets such as the Council's web site.
- (b) The Assistant Director, Corporate Governance will notify the Mayor, Leader of the Council, the Chief Executive and the relevant Corporate Management Board member(s) of the selected topic(s).
- (c) Opposition business must relate to the business of the Council, or be in the interests of the local community generally.
- (d) If requested, briefings on the specific topic(s) identified will be available to the second largest party from the relevant Corporate Management Board member(s) before the Council meeting.
- (e) No later than 9 calendar days (deadline time 9.00 am) prior to the meeting, the second largest party must provide the Assistant Director, Corporate Governance with an issues paper for inclusion within the Council agenda. This paper should set out the purpose of the business and any recommendations for consideration by Council. The order in which the business will be placed on the agenda will be in accordance with paragraph 2.2 of Part 4, Chapter 1 of this Constitution relating to the Order of Business at Council meetings.
- (f) That Party Leaders meet before each Council meeting at which Opposition Business was to be discussed, to agree how that debate will be managed at the Council meeting. (Updated: Council 11/11/09)
- (g) The discussion will be subject to the usual rules of debate for Council meetings, except as set out below. The Opposition business will be

conducted as follows:

- (i) The debate will be opened by the Leader of the Opposition (or nominated representative) who may speak for no more than 10 minutes.
- (ii) A nominated member of the Majority Group will be given the opportunity to respond, again taking no more than 10 minutes.
- (iii) The Mayor will then open the discussion to the remainder of the Council. Each member may speak for no more than 5 minutes but, with the agreement of the Mayor, may do so more than once in the debate.
- (iv) At the discretion of the Mayor the debate may take different forms including presentations by members, officers or speakers at the invitation of the second largest party.
- (v) Where officers are required to make a presentation this shall be confined to background, factual or professional information. All such requests for officer involvement should be made thorough the Chief Executive or the relevant Director.
- (vi) The issue paper should contain details of any specific actions or recommendations being put forward for consideration as an outcome of the debate on Opposition Business.
(Updated: Council 22/9/10 & Council 29/1/14)
- (vii) Amendments to the recommendations within the Opposition Business paper may be proposed by the Opposition Group. They must be seconded. The Opposition will state whether the amendment(s) is/are to replace the recommendations within the paper or be an addition to them.
- (viii) Before the Majority party concludes the debate, the leader of the Opposition will be allowed no more than 5 minutes to sum up the discussion.
- (ix) The Majority Group will then be given the opportunity to say if, and how, the matter will be progressed.
- (x) If requested by the Leader of the Opposition or a nominated representative, a vote will be taken. (updated Council: 22/9/10)

MUNICIPAL YEAR 2014/2015 REPORT 115A**MEETING TITLE AND DATE:**

CABINET – 12th November 2014
COUNCIL – 19th November 2014

Report of:

Director of Finance, Resources
 and Customer Services &
 Director of Health, Housing and
 Adult Social Care

Contact officers:

Detlev Münster - 0208-379-3171
 Mohammed Lais – 020 8379 4004

Agenda - Part 1	Item - 8
<p>Bury Street West – Development Options for the former Parks Depot Site, N9 9LA</p> <p>WARD: ALL KD: 3959</p>	
<p>Cabinet Members consulted: Cllrs Oykenner and Stafford</p>	

Cabinet Members consulted:

Cllrs Oykenner and Stafford

detlev.munster@enfield.gov.uk

mohammed.lais@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 The challenges facing Enfield at present are not so dissimilar to the wider national picture. Set against a backdrop of tightening austerity measures both nationally and locally, local authorities are having to identify new ways to generate income to deliver local services. This together with the impact of the benefit cap and a buoyant housing market, there is also an unprecedented need for both affordable and private rented homes, especially within Enfield.
- 1.2 To address this, the Council has set about reviewing how best it can optimise returns from its assets. In addition, the Council is also considering building homes for future generations both in the Housing Revenue Account and General Fund. To do this the Council intends setting up a company to undertake and develop schemes for mixed tenures to take advantage of market conditions bringing in much needed income for the Council and assist in delivering much needed affordable housing. With regard to housing, The Small Housing Sites, Phase I, has already started and will deliver 94 homes across seven sites (KD 3517). It is intended that further sites both from the General Fund and Housing Revenue Account (HRA) will, if appropriate, be added to a new housing programme as time progresses so that, where appropriate, available resources are focused on delivering a new supply of houses and other benefits.
- 1.3 As part of a comprehensive strategic development approach across the Council, this report considers the former Parks Depot at Bury Street West as one of those sites where the housing stock could be added to the programme and complement the existing HRA Small Housing Sites initiative.

- 1.4 The Bury Street West Depot site at Bush Hill Park, N9 is deemed to be surplus to the Council's requirements. It has been vacant since 2012/13, and a temporary short-term licence was granted to a private contractor to minimise holding costs.
- 1.5 The Council has been considering alternative uses for this site, and given the financial constraints that the Council is facing now and in the foreseeable future, as well as its responsibility to provide new housing, the use of the site for residential purposes together with environmental enhancements is proposed.
- 1.6 It should be noted that the site is designated as Metropolitan Open Land (MOL) and as such it will be challenging, but realistically possible to obtain a planning consent for residential development.
- 1.7 Pre-feasibility studies were undertaken earlier this year to consider development options for the site, and these studies point to the Council being able to optimise delivery options of either revenue streams, capital receipts or a hybrid of both from this site through a Council-led redevelopment scheme.
- 1.8 A Private Rented Scheme (PRS) option for the Bury Street West (BSW) site is, however, considered to be a good fit with the direction of the Council's priorities and will deliver the option of a long-term revenue generating asset that will assist in delivering the Council's vision.
- 1.9 The proposed PRS option offers a mixed tenure residential development allowing for both private and affordable units. This will ensure that the re-development of the site will bring back into beneficial use a site for the whole community and will create an exemplar mixed tenure, environmentally sustainable residential scheme for the Borough.
- 1.10 The proposed development will also bring an area south of Salmons Brook into beneficial use for the community with environmental improvements. This area will be an extension to the existing Bury Lodge Gardens and complement the Environment Agency's sustainable urban drainage scheme.
- 1.11 It is envisaged that the Council will lead on the scheme's development without a development partner. Effectively it will be a "self-build" scheme. Whilst this approach carries the highest risk, it also brings the highest rewards; in particular much needed revenue finance for the Council. In order to balance this risk/reward relationship, the Council has galvanised a strong internal team that has experience in similar developments and will be appointing consultants to complement this team. A strong project management ethos will also be employed to assist in monitoring and mitigate risks and, deliver the project. Consequently the project is being divided into carefully planned stages.

2. RECOMMENDATIONS

It is recommended that:

- 2.1 Council agree, subject to recommendation by Cabinet, approval of a total budget of £33m as detailed within the Part II report and that this figure is included in the Capital Programme for the delivery of a proposed housing scheme at the Bury Street West Depot.

Council note that Cabinet is also being asked to:

- 2.2 subject to Full Council approving the addition of the budget for the project in the Capital Programme in 2.1 above, approve the budget for Stages 1 and 2 of the project and, approve the commencement of the procurement of consultants to prepare plans for the scheme as detailed within the Part II report, and delegate approval for the appointment of consultants to the Cabinet Member for Housing and Regeneration in consultation with the Director of Health, Housing and Adult Social Care and the Director of Finance, Resources and Customer Services.
- 2.3 approve the details of the scheme and its expenditure within the approved total budget subject to a further report being submitted to Cabinet.
- 2.4 delegate authority to the Cabinet Member for Housing and Regeneration in consultation with the Director of Health, Housing and Adult Social Care and the Director of Finance, Resources and Customer Services to approve a mix of house types and tenure arrangements in advance of a planning application submission.
- 2.5 delegate authority to the Director of Health, Housing and Adult Social Care in consultation with the Director Finance, Resources and Customer Services and with the Assistant Director of Strategic Property Services to submit a planning application for the redevelopment of the site.
- 2.6 approve the commencement for the procurement of a developer/contractor to take forward a scheme on receipt of planning permission and award of contract will be subject to further Cabinet approval.
- 2.7 note that a further in depth report will be presented to Cabinet updating the progress to date with the preferred delivery option for the site that have been detailed for consideration within the Part II Report.

3. BACKGROUND

Location

- 3.1 The development site is on the south side of Bury Street West, approximately 2.3 km (1.4 miles) to the south east of Enfield Town Centre (see Appendix I). The surrounding area is predominantly residential, with most properties dating from the 1920's and 1930's. The character is suburban with terraced and semi-detached houses.

- 3.2 Immediately adjacent to the site is Salisbury House (a Grade II* listed building, which dates back to the late 16th / early 17th Century), and Bury Lodge Park to the west. This area is a formal park with sections laid out to rose beds, flower borders, lawns and a children's play area. Allotments are located to the south, with the A10 Great Cambridge Road creating the eastern boundary of the site.
- 3.3 The existing vehicular access into the site from Bury Street would be the approximate position of the entrance to the redeveloped site.

The Site

- 3.4 The overall site area (as shown on the 'red line' site plan – Appendix II) is approximately 2.75 ha (6.8 acres) in extent. The site has a long history of use as a Council maintenance and storage depot, and this 'previously developed' area of the overall site extends to approximately 1.9 ha (4.7 acres).
- 3.5 The original use of the whole Bury Lodge West site was as a horticultural nursery for plants, shrubs and trees for stocking parks and other areas managed by the Council's Parks Department. Over time, the nursery function became less important, and the depot use expanded to include Waste re-cycling, Cleansing and Highway services vehicles as well as vehicles and equipment for the Council's Parks function. Diesel refuelling and vehicle wash facilities were included within the depot.
- 3.6 The depot ceased its use in late 2012 as all the functions were transferred to the Council's new depot facility at Morson Road.
- 3.7 There is temporary occupation of the site, which is due to terminate mid-2015.

Strategic Need

- 3.8 London is faced with a chronic housing shortage and a particularly acute housing affordability challenge, as supply has consistently failed to keep up with demand. Enfield's population is expected to increase to 420,500 (32% over the next 25 years). While this demographic increase is significant, the 2008 ONS data predicts that over the period 2013 to 2033, the average number of households in Enfield is projected to rise by 20.5%, an increase of 25,000 households; 122,000 in 2013 to 147,000 in 2033. During the period in question, household size is also expected to decrease from 2.45 to 2.3 and this will place added pressure on the demand for housing.
- 3.9 As a result of London's buoyant housing market, Enfield's is affected by rising values and large parts of the Borough are becoming increasingly unaffordable for local people. The lack of supply and high property values has also resulted in rental increases across the Borough.
- 3.10 The Mayor's London Plan and Housing Strategy both propose an increase in house building target to 42,000 per year from previous levels of 32,000. A minimum target has been set by the Mayor for 7,976 new homes to be built between 2015 and 2025 in the London Borough of Enfield. With the population in Enfield growing more

quickly than predicted the Council will need to go beyond this target to keep pace with the demand for housing.

- 3.11 Since 2012, Local Authorities have been granted new powers to borrow money to invest in the existing housing stock as well as building the next generation of council homes. This presents the Council with a unique opportunity to not only provide new homes, but to seek innovative ways to raise the quality of housing thereby not only contributing to Lifetime Home standards but also create new neighbourhoods that are sustainable and promote community cohesion.
- 3.12 While the provision of housing is of critical importance, the ability to seek new delivery methods also allows the Council to optimise receipts from its land holdings and create new capital and revenue streams. These new sources of funds will allow the Council to reinvest funding into other Council services, where funding is being reduced by central government.

4. DEVELOPMENT PROPOSAL

Features of the Scheme

- 4.1 A variety of options were considered for the site and these are outlined in Section 5. The preferred and recommended option allows the Council to optimise housing numbers, financial returns, and provide environmental improvements.
- 4.2 The aim is to transform the site into a new vibrant residential community that blends in with the surrounding built and natural environment. It is envisaged that the development will be used as a path-finder for subsequent developments by providing exemplar, well-designed sustainable homes.
- 4.3 Site and design optimisation and pre-feasibility studies suggest that the site could accommodate at least 130 residential units in a variety of typologies and mixed tenures. Indeed, the indicative scheme aims to achieve a mix of tenures and dwelling types that not only fits in with the surrounding locality but is compliant with the Council's guidelines on design, density and unit size and other planning policies.
- 4.4 The table below provides an indicative outline of the units proposed and their tenure designation for a base scheme of 130 residential units.

Unit Description	Tenure	Number of units
1 bed 2 person flat	Social & Affordable Rent	6
2 bed 4 person flat		6
3 bed 5 person house		12
4 bed 6 person house		12
TOTAL		36
1 bed 2 person flat	Intermediate Rent	4
2 bed 4 person flat		6
3 bed 5 person flat		2
3 bed 5 person house		2
4 bed 6 person house		2
TOTAL		16
1 bed 2 person flat		18

2 bed 3 person flat	Market Rent	3
2 bed 4 person flat		8
2 bed 4 person mews house		2
3 bed 5 person house		28
4 bed 5 person house		6
4 bed 6 person house		13
TOTAL		78
TOTAL UNITS		130

- 4.5 It is proposed that the development will consist of a mix of apartments and two/three storey houses. Higher buildings are envisaged along the boundary with the A10 road and the intention is to create a transition around the edges of the site, so that the development:
- respects the setting of Salisbury House;
 - relates well to the open areas to the south and west of the site; and
 - sympathetically takes into account the predominantly two storey existing form of built development in the vicinity
- 4.6 The scheme will have an appropriate level of sustainability and environmental quality demanded by 21st century houses, and dependent on further viability testing, it is envisaged that modern methods of construction (MMC) may be used. The advantages of using MMC include: higher environmental performance measures, use of sustainable materials, less construction wastage, speedier on-site delivery with lower on-site environmental impacts. Indirect benefits include amongst others workforce upskilling.
- 4.7 To accommodate the scheme, the acquisition of a former Caretaker's Lodge (subject to negotiation) may be required. This property is adjacent to the former depot's entrance.
- 4.8 Salisbury House is owned by the Council, and is used by local cultural, arts and amenity groups for meetings and other activities. Changes to Salisbury House are not envisaged and the site will not form part of this scheme's planning application.
- 4.9 The former nursery land area to the south of Salmons Brook is excluded from the scheme's developable area. It is intended that this part of the site will be included within the overall planning application area as this area of 2.5 acres will be transformed into an extension of Bury Lodge Park with public open space and other environmental enhancements. Indeed, local residents have even suggested having an open air gym located in this area together with other nature-based recreational activities which the Council is considering. There is a separate Council proposal for a Sustainable Urban Drainage System (SUDs) to deal with surface water run-off from the A10 road. The SUDs design is intended to form a wetland environment to the south of Salmons Brook, and it is envisaged that the proposed development will complement the overall environmental and enhanced open space benefits envisaged.
- 4.10 Landholdings further south of the nursery land are used as allotments. It is not intended that the allotments will form any part of the developable area.

- 4.11 A further separate Council proposal is the creation of a new cycleway along the southern side of Salmons Brook, but will be integrated where possible with the scheme's design.
- 4.12 The redevelopment of the Bury Lodge site provides an opportunity to improve pedestrian and cycle access, and wider connectivity generally.

PREFERRED DELIVERY OPTION

The Concept

- 4.13 Local authorities' revenue budgets are forecast to be reduced by central government over the coming years. The main challenge resulting from this is for the local authorities to find new sources of income to serve their revenue budget needs.
- 4.14 One way of generating revenue income for Councils is to develop their land and subsequently rent out the properties. This mechanism yields a revenue income stream to the Council from a capital investment in a project.
- 4.15 There has been considerable research into the PRS sector and more and more Local Authorities are using this method of extracting revenue to complement their budgets. This proposal delivers a way of generating long term revenue income for the Council in lieu of a capital profit and is the preferred option as opposed to a Capital sale Scheme discussed in Part II report.
- 4.16 It is envisaged that a company will be established to develop the scheme. This proposal is not dissimilar to the proposal set out in the Cabinet approved a report (KD 3517) in July 2012 to develop seven small housing sites across the Borough for rent.
- 4.17 There are numerous advantages in setting up a separate company for the proposed development at Bury Street West including tax efficiencies, ring-fencing funding and liabilities of the project/investment, allowing staff to focus on the investment/project, and undertaking appropriate commercial decisions that can be made swiftly in response to market pressures.
- 4.18 A joint Housing Development and Estate Renewal Team and Strategic Property Services report will follow to Cabinet early next year outlining the company structure.
- 4.19 This option of development means that the Council will also have to manage the properties or have the management outsourced to a management company. This is important for a number of reasons; such as minimising the risk of tenants' acquiring security of tenure and ensuring the properties are placed on the market with an appropriate brand that does not carry a "council housing" stigma. In this regard, a separate report will be submitted to Cabinet by the Housing Development and Estate Renewal Team, which is about to put together a tender package to procure a Management company to run the PRS properties when completed. A joint approach with the Housing Team is being undertaken given the procurement efficiencies that can be obtained and their specialist understanding of housing operations.

4.20 Our property consultant, GVA, conducted a high level survey amongst a number of estate agencies in Enfield on the rental market potential in the area. It transpired from this survey that there is a fairly high demand for rented properties in the area. There is, however perceived lack of market appetite for rented houses which could potentially impact the level of viability of the project as a rented scheme. However, the appetite for larger rented homes is growing and has seen a shortfall of homes on the market as a result.

4.21 It is proposed that the Council will lead this scheme's delivery. The benefits include:

- Council maintains significant control over the development, specification, design, appointment of contractors and professional services. Indeed the Council can deliver the housing it wishes and in a timeframe suitable to the Council.
- Council is able to ensure the delivery of the scheme's environmental features benefits and quality.
- Council is able to access funds at advantageous rates.
- Council is able to optimise financial returns in the longer term.
- It will support the Council's objectives of increasing a higher quality of housing in the borough and control the affordability of the product.
- Council is able to optimise the economic benefit of its own asset.

Envisaged Headline Delivery Timetable

4.22 The table below provides an indicative timetable for the project's delivery and are subject to change.

Milestone	Date
Appointment of lead Designer	November 2014
Site Investigations Report	November 2014
Company Structure	December 2014
Management Structure	December 2014
Stage D+ Designs	April 2015
Details of overall scheme to Cabinet	May 2015
Planning Submission	July 2015
Planning Decision	November 2015
Contractor Award Report and final approval to proceed	December 2015
Start on Site	April 2016
Practical Completion	April 2018

Next Key Steps

4.23 Due diligence of the site has commenced and includes:

- Geotechnical and soil contamination studies
- Traffic and highways Study
- Arboricultural Survey
- Bat/Ecological Surveys
- Legal Title survey
- Flood Risk assessment

- Noise and air quality survey

4.24 The bulk of the studies/surveys listed above are due to be completed by the end of November and these will play a significant role in shaping the emerging scheme.

4.25 The proposed delivery model will also need to be refined, and this will include a further review of the scheme's viability.

4.26 The following table outlines the staged approach to be adopted and the key decision reports required and is discussed further in the Part II report.

	Stage 1: Design Development & Feasibility	Stage 2: Planning and Procurement of Contractor	Stage 3: Award and start on site
Key Areas of work	<ul style="list-style-type: none"> • Design work to RIBA Stage D+ • Company Structure • PRS Management Company • Final Feasibility Testing 	<ul style="list-style-type: none"> • Finalise planning submission. • Finalise contractor tender pack. • Commence procurement of contractor 	<ul style="list-style-type: none"> • Construction programme.
Decision Reports	<ul style="list-style-type: none"> • Management Company Award Decision Report • Report to Cabinet on Company Structure • Report to Cabinet on Scheme Details 	Once planning decision obtained, report will be submitted to Cabinet with a recommendation to award a construction contract and to proceed with the scheme.	

Project Governance and Management

4.27 The project will be delivered using Prince2 Principles and Methods and has been set up on VERTO, the Council's programme and project management system. A project Delivery Team consisting of officers in Property Services, Housing, Regeneration and Finance has been established. The Project Delivery Team will report to the Asset Performance Group (APG), which will act as the Project Board. The APG consists of Senior Officers within the Council, is Chaired by the AD (Property Services) and was established under the Property Procedure Rules.

Consultation

4.28 It is envisaged that public consultation will assist in shaping the emerging scheme. As a result, it is proposed that at various stages of the development process public consultation events will be held.

4.29 The potential contribution from the redevelopment of the depot site to assist the Borough's housing needs was initially mentioned in the 'Enfield Experiment' articles in the Guardian newspaper, which has created national interest about introducing fresh initiatives to tackle housing pressures.

- 4.30 Ward Councillors have been briefed on the proposal together with other key stakeholders such as the Friends of Bury Lodge Park and Gardens, the Bury Lodge Bowling Club and the owners of the Bungalow at 294 Bury Street West.
- 4.31 The emphasis has been to involve all local residents and interested parties at the initial and formative stages of the redevelopment project. To this end some 2,500 properties in the local area were leafleted with an invitation to attend a 'drop-in' information display session at Salisbury House on Monday 20th October 2014. In addition, to ensure wide publicity an advert was placed in the local press and leaflets were placed in key locations.
- 4.32 Approximately 150 local residents and other people with an interest in the site, attended the consultation session, with Property Services' staff on hand to explain the redevelopment concept and answer questions. It was made clear that this was the first of a series of consultation events on the redevelopment proposals for the site.
- 4.33 Visitors completed comment forms and equality questionnaires. Detailed analysis of the comments is being undertaken, but the main themes of the consultation response are summarised below.
- 4.34 The benefits of potential extension to the public open space and an improved setting for the listed building were broadly welcomed. The intention for the extension of the Park to the south of Salmons Brook to be a more informal area with improved habitat for nature conservation was also supported, subject to good quality access and landscaping, and commitments to future management.
- 4.35 Whilst there was a general recognition that the disused depot could provide a valuable contribution to new housing, there were concerns about the amount of traffic likely to be generated, the level of current congestion and the ability of nearby junctions to cope with any increase, the adequacy of the single access into the site, and whether the development would have adequate parking without overspill onto nearby roads.
- 4.36 Whilst it was generally accepted that a mix of flats and houses was appropriate for the site, there were concerns about projected dwelling numbers, the likely density of development, and the amount of social rented housing. However, the Council's initiative to retain ownership of all the properties (including private rented dwellings) through a new company was generally supported.
- 4.37 Other main concerns were the perceived additional pressure on school places and on GP surgeries, the prospect of anti-social activity and vandalism to the Park, and lack of parking for the existing users of the Park, Bowls Club and Salisbury House.
- 4.38 A detailed analysis of responses will be prepared as part of the overall Public Consultation programme and issues will be investigated further as part of the design/feasibility stage. Further consultation events will be held as the project progresses.

5. ALTERNATIVE OPTIONS CONSIDERED

Alternative Uses

- 5.1 Several options for the site's use were considered and these included:
- Land banking;
 - Continued use as a Council Depot;
 - Leasing the Depot at a market rent for open storage and distribution;
 - Site disposal;
- 5.2 Not trying to develop the site is considered a lost opportunity to the Council including any additional benefits the development could secure such as (and not limited to) the key worker affordable housing, improvements to the site and surroundings, net employment gain and environmental enhancements.
- 5.3 Continue the use as a Council depot. As all waste management, street cleaning and other functions/services have been consolidated at the new Morson Road Depot, there are no Council services left to accommodate at the Bury Street Depot.
- 5.4 Lease the depot at a market rent to a third party for open storage and distribution. This has been considered however given current market conditions it would be difficult to find a single operator to lease the site for this function due to the accessibility to the road network, site location and restricted operating hours.

Alternative Layouts

- 5.5 Alternative conceptual site layouts were also considered, and included a larger developable land area with different housing densities and an option that includes the relocation of the bowling-green to the site of the former Caretakers Cottage. A higher density scheme and a scheme that encompassed a larger developable area were rejected as unviable options.

Alternative Delivery Mechanisms

- 5.6 In order to achieve its objectives, the Council has the choice between various delivery routes that offer varying risk reward relationships. These alternative delivery routes were carefully considered and included amongst others the disposal of the site to a developer, a development agreement route with a developer, and a joint venture with a private sector development partner.
- 5.7 The alternative delivery mechanisms are the subject of another report to Cabinet and that report will also outline the various legal forms the delivery mechanism could take.

6. REASONS FOR RECOMMENDATIONS

- 6.1 This is a rare opportunity for the Council to develop a large site within its own portfolio. It does come with the risks detailed within the Part II report; however the benefits to the Council will outweigh the associated risks and bring much needed revenue funding to the Council.

- 6.2 The indicative scheme is considered to be viable and the best fit given the site's current environmental and policy constraints.
- 6.3 The development will deliver a key proportion of affordable housing that is in high demand within the Borough, in particular key worker and shared ownership properties.
- 6.4 The site will deliver key environmental enhancements and produce a sustainable exemplar Council development.

7. KEY RISKS

- 7.1 The project's key risks, many of which are not unusual to property development, can be highlighted as follows:
 - Community risk
 - Planning risk
 - Land contamination risk
 - Development risk
 - Financial risk
 - Procurement risk
 - Economic risk
 - Marketing risk

These risks are outlined in more detail in Part II.

- 7.2 Additional due diligence work will need to be undertaken to refine the financial model and the financial structure. In particular, further legal and tax advice is required. As design details emerge, a better view can be taken on the scheme's overall cost. It is for this reason that the project has been divided into three stages, which will allow the Council to approve the scheme incrementally as details emerge.

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

8.1 Financial Implications

The Council is undergoing major structural changes to reduce costs whilst meeting all service demands. This project will require the Commitment of significant capital resources to realise the potential benefits from self-development of the site.

If there are any abortive costs (i.e. no assets are created) these will need to be met from revenue for which there is no funding currently identified.

See Part 2 for details of Stage 1 financial implications.

8.2 Legal Implications

The Council has power under section 1(1) of the Localism Act 2011 to do anything that individuals generally may do subject to the constraints stated in the section.

There is no express prohibition, restriction or limitation contained in a statute against use of the power in this way. In addition, section 111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions.

The procurement of consultants must comply with the Council's Contract Procedure Rules and the award of the Contract together with a recommendation as to the nature and form of the SPV will be the subject of a future Cabinet Report

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

8.3 Property Implications

8.3.1 The Council owns the site freehold under Title No. AGL240908.

8.3.2 The current use of the site as a storage and maintenance depot has been established under a certificate of Lawful Use which was granted by the Local Planning Authority on the 23rd July 2014.

8.3.3 Part of the site has been licenced to an operator to carry out repairs and maintenance to the stock of Council's large commercial wheelie bins. This arrangement is due to expire mid-2015. It is essential at the end of the term that all services are decommissioned and that vacant possession is sought.

8.3.4 Title conditions are not considered to be too onerous. However, it may be prudent for the Council to invest in title indemnity cover to guard itself against any unforeseen onerous title conditions that may have been overlooked or alternatively the Council could appropriate the land for planning purposes.

8.3.5 There is a tenancy in place in favour of the Bowls Club that expires in March 2016. The tenancy is inside of the Landlord and Tenant Act 1954 Part II which conveys security of tenure.

8.3.6 The redevelopment of the Bury Street Depot may require the acquisition of the property at 294 Bury Street West. Clarity on its acquisition will only be received once further design work is undertaken. It is envisaged that should this property be required, that it can be acquired by agreement with the current owner. If not, the Council may need to exercise its CPO powers.

8.3.7 The Site's redevelopment is considered to be challenging from a Planning Policy perspective.

8.3.8 It should be emphasised that the whole of the site is designated as Metropolitan Open Land (MOL) and therefore the development proposals will need to be justified in terms of environmental enhancement and the creation of additional public open space provision, to the south of Salmons Brook.

- 8.3.9 Prior to development, the site will have to be remediated from contaminants and a number of outbuildings will need to be demolished.
- 8.3.10 Various surveys have been and are being carried out as part of the due diligence required in advance of any design work. These surveys will give the Council the confidence to proceed and shore up initial cost estimates. Several survey reports will be required for the purposes of obtaining Planning Permission.
- 8.3.11 It is essential that throughout the procurement process of these surveys and of the architectural design team that the Initiation to Tender (ITT) documents has clauses inserted within them that allow the novation of contracts and works to third parties and the Council obtains collateral warranties from all suppliers.
- 8.3.12 The development of this site is not without risks. Please see Part II Report – Key Risks.

9. PERFORMANCE MANAGEMENT IMPLICATIONS

With regards to the development management of the site there will be set milestones to achieve within agreed timescales with a project manager tasked to deliver the scheme on time.

10. EQUALITIES IMPACT ASSESSMENT

A rapid equalities impact assessment has been undertaken for this project. No significant issues have been identified that may impact on any of the identified statutory defined protected groups. However, care is being taken to ensure communication events are as inclusive as possible to solicit opinions and suggestions from the local community. Further equalities impact issues will be examined throughout the design process to ensure an emerging design is also inclusive and promotes community cohesion.

It is envisaged that the properties to be built will have the 16 basic principles of Lifetime Homes standards inbuilt and engineered into the fabric and design of the residences. A Lifetime Home will meet the requirements of a wide range of households, including families with push chairs as well as some wheelchair users. The additional functionality and accessibility it provides is also helpful to everyone in ordinary daily life, for example when carrying large and bulky items.

11. PUBLIC HEALTH IMPLICATIONS

A key component of developing this scheme entails its closeness to its surroundings and in particular its relationship with the environmental setting. The creation of the open space will offer significant recreational and environmental benefits with an eco-wetland also being created which facilitate wider health and wellbeing benefits to the wider community.

The homes will perform to the highest environmental standards and this will enable the reduction of fuel poverty and eventually contribute to the wellbeing of residents.

There are a number of implications that arise from developing a site such as this. Issues that arise during demolition and construction phases will be monitored closely and contractors will be required to work in accordance with the Considerate Constructors Scheme.

12. IMPACT ON COUNCIL PRIORITIES

12.1 Fairness for All

The development will bring 'fringe' benefits such as public open space, a nature trail, well designed urban landscapes and an enhancement to the whole area in key aspects of public realm that will be readily accessible to all and cater for all communities within the Borough.

Further, the tenure mix allows for all communities to be brought together to create a new neighbourhood for all.

12.2 Growth and Sustainability

To ensure the site is brought back into beneficial use for development purposes the end result will improve the quality of residential housing in the area, improved streetscape, improvement the quality of life for local residents and increase local economic development by creating jobs in the local area. The development will have the highest standards of Green technologies and will in turn create a safe and highly sustainable community.

Delivery of this comprehensive development site within this locale will provide green linkages through to Edmonton Green and beyond to Meridian Water including cycle routes, investment into the public realm will improve the quality of life to the residents in the area and promote growth and sustainability.

12.3 Strong Communities

The design and inclusive nature of a mixed tenure scheme will allow the Council to build into the fabric of the development a new safer, stronger and cohesive neighbourhood.

13. HR IMPLICATIONS

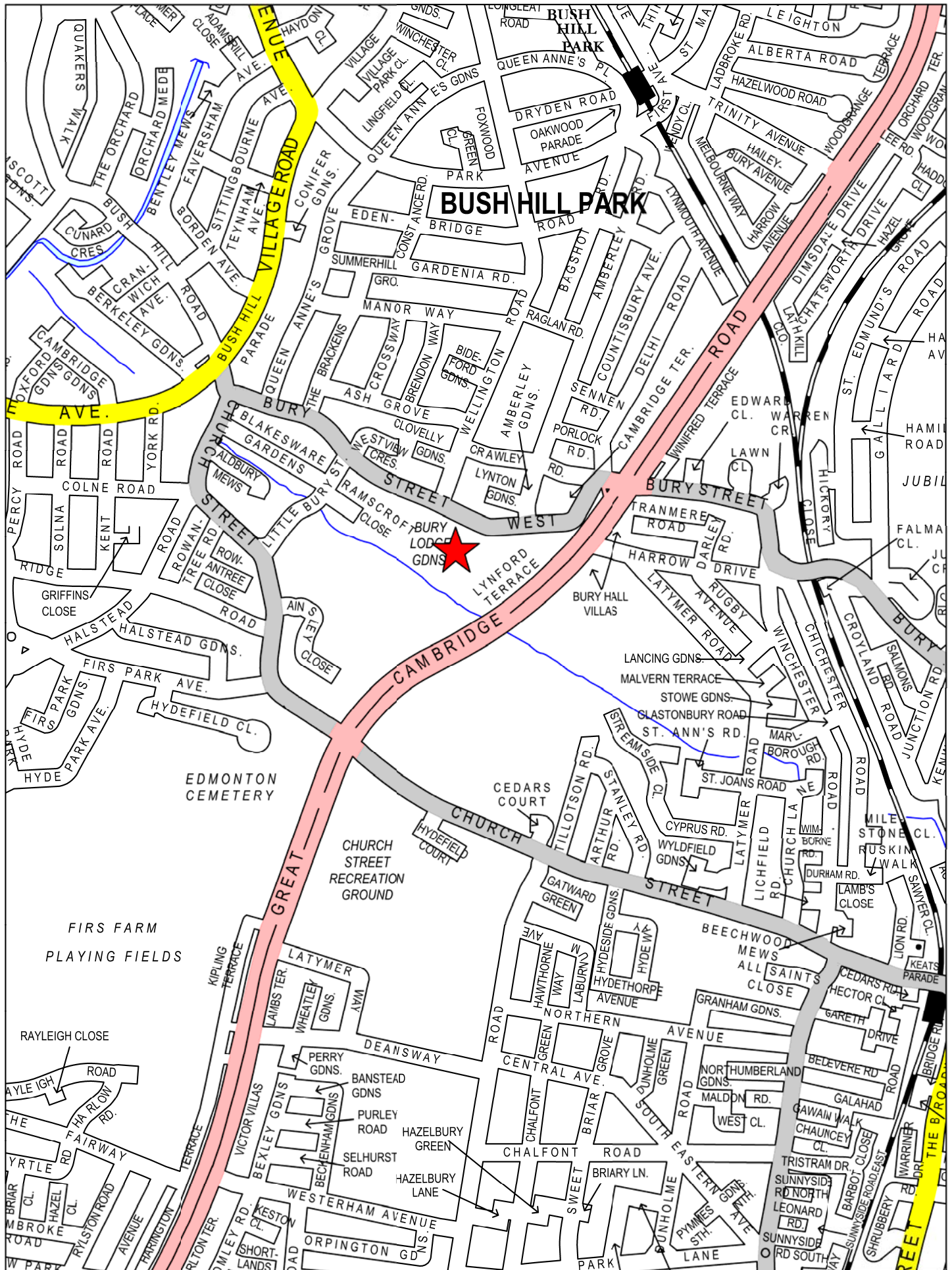
13.1 Delivering this development scheme and bringing several others forward represents a significant undertaking for the Council. Strategic Property Services may need to bring on expertise where necessary to complement existing staff.

13.2 As the projects(s) evolve there will be a requirement at different stages for further skill sets to complete various tasks, this could be achieved either through the Strategic Partnership Co-Sourcing agreement or through another short term agreement.

BACKGROUND PAPERS

See Part II.

APPENDIX 1: Location Plan



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Scale:- 1:10,000

Date:- April 2014

Map Produced By Asset Information Team/AVLC

NORTH

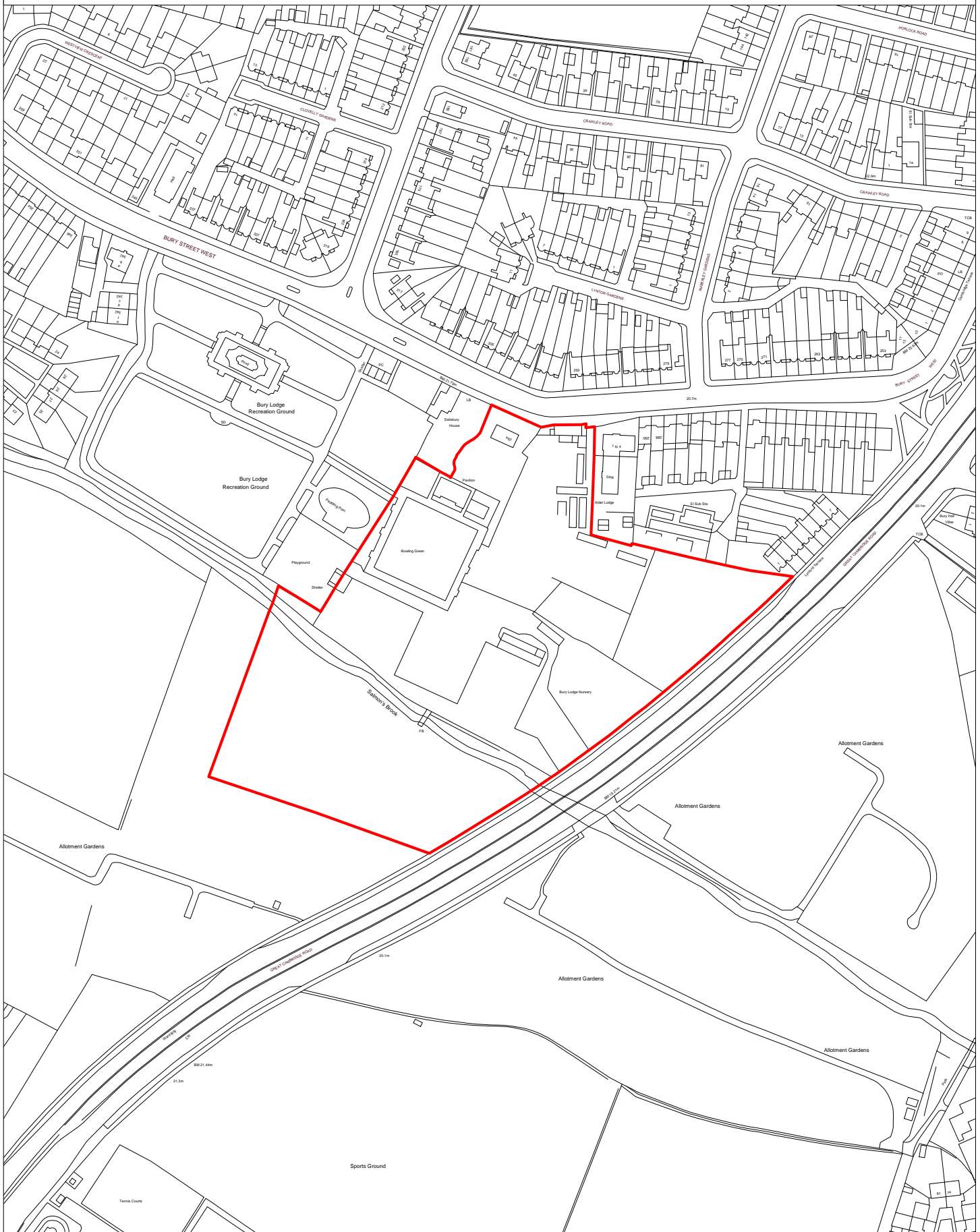


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APPENDIX 2: The Site

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Bury Street West Site Plan



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Date:- May 2014

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NORTH



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MUNICIPAL YEAR 2014/2015 - REPORT NO. **104A**

MEETING TITLE AND DATE

Special Cabinet meeting:
30 October 2014
Council – 19 November 2014

REPORT OF:

Chief Executive and the Director of
Finance, Resources and Customer
Services

Contact officer and telephone number:

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Agenda - Part: 1	Item: 9
Subject: Enfield 2017- Savings proposals Part 1	
Wards: All	
Key Decision No: 3979	
Cabinet Members consulted: Cllr Taylor Cllr Stafford	

1. EXECUTIVE SUMMARY

September Cabinet agreed the Enfield 2017 operating principles (attached appendix A), and direction of travel. To achieve our ambitions, this report details the funding required, how it will be used, how we will develop a partnership, the overall governance of the programme and our approach to securing value for money as we deliver against these principles.

The Council's transformation programme is about working in a new way and delivering services to our customers that are sustainable, efficient, cost effective, local and available when they need them.

We are evolving to ensure that we continue to meet the demands being placed on us by a changing world and the expectations of our residents.

Therefore the focus of Enfield 2017 is about working with communities and local residents to support them in achieving their aspirations and provide the services they need rather than 'doing to' our communities.

To maximise synergies and reflecting the scope of the programme, with its aim to have 80 per cent of customer outcomes resolved at the first point of contact, the Enfield 2017 programme will co-ordinate and deliver transformation across

all areas of the Council, and all change programmes, using a mixed economy model.

Under this model we will blend the best skills from a range of programme partners. These include Enfield, Serco, Microsoft and others, who will work in partnership as one team, drawing on each other's core strengths across the next two years.

This approach will be based on a clear set of objectives, and will build on the success of the transformation journey that has been undertaken so far and the Council's Service Integration and Management (SIAM) model of IT and linked service delivery via Serco.

The purpose of this paper is to seek Cabinet approval for the investment package that will underpin the technology and delivery partnership to achieve the Enfield 2017 programme. It also outlines the cashable benefits to delivering this programme.

The People Principles contained within this report have been developed with the Trade Unions and the Ideas Exchange. They confirm the Council's commitment to supporting and developing staff throughout this programme.

As agreed by Cabinet in July 2014 (KD 3911), Enfield Homes will be reintegrated with the Council on 1 April 2015 following the expiry of the existing Management Agreement and the proposals contained within this report will directly assist with this reintegration.

Cabinet endorsed plans to streamline functions and reintegrate elements of Enfield Homes prior to April 2015 where appropriate. The Enfield 2017 proposals contained within this report actively facilitate and support this reintegration.

2. RECOMMENDATIONS

That Council approve (as recommended by Cabinet) the total investment of £16.0m over the next three-and-a-half years, with a minimum of £10.2m of this cost being capital funding for inclusion within the Capital Programme and note that revenue costs of £5.8m will be funded by the earmarked reserves, as outlined in the 2013/14 outturn report considered at July Cabinet. These one-off costs will generate budget savings of £15m in 15/16, an additional £7m in 16/17 and then ongoing savings of £29m per annum from 2017/18

3. BACKGROUND

3.1 In approving the above recommendation to Council, Cabinet on 30 October 2014 also:

- (a) noted that the Council has bid for DCLG transformation challenge funding, following a successful expression of interest.
- (b) agreed the contracting approach outlined section 3.9 and 3.10 in this report and detailed in the commercial arrangements in the part 2 report
- (c) noted that payment to private sector partners within the delivery partnership will be made on a risk and reward basis against specific product delivery as outlined in part 2. Payments within the overall cost envelope identified in 3.11 will be triggered by the determination of the Cabinet Member for Finance, after confirmation from the Chief Executive and Director of Finance, Resources and Customer Services that the relevant product has been deployed in a manner that is fit for purpose and delivers the required level of benefit to the authority.
- (d) agreed that the Cabinet Member for Finance in liaison with the Chief Executive and Director of Finance, Resources and Customer Services is given delegated authority to agree and approve individual aspects of the programme, including spend (within the confines of the recommendation, decision in (c) above and the Council's overall governance arrangements).
- (e) noted that where sufficient skills, knowledge and ability exists, the Council will maximise the use of internal resources
- (f) noted the inclusion of the Cabinet Member for Finance on the membership of Strategic Transformation Board (STB) as outlined in section 3.5 and that regular progress reports relating to the programme will be made to Cabinet.
- (g) noted that the £10.2m of the total programme costs have been identified by Finance as being suitable to meet via capital funding
- (h) agreed the People Principles outlined in section 12

3.2 Enfield 2017 strategy

The Enfield 2017 programme will ensure the very best service outcomes continue to be delivered to residents across the Borough and that these are supported by a technology platform that is robust and able to maximise service delivery at the first point of contract.

To contribute towards this, Enfield 2017 will deliver a technology platform that ensures maximum usability for both assisted access (either via face-to-face contact, telephony or on-line support) and direct access by individuals. By improving and redesigning our access channels and the technology that supports them, Enfield 2017 will improve access to Council services for all residents. Appendix B outlines elements of the high-level organisational design that will be supported by the Enfield 2017 technology platform.

3.3 Medium term financial plan

The medium term financial plan, as presented at February Council and Cabinet ('Cabinet report budget 2014-15') was based on an analysis of the key influences on the Council's financial position and an assessment of the main financial risks facing our organisation.

Enfield 2017 will deliver a minimum of £29m per annum in savings by the 2017/18 financial year and officers are confident that this saving will increase as the programme is developed and deployed over the next two years.

Therefore, at the current time, Enfield 2017 is addressing over a third of the Council's projected savings and officers anticipate that it will deliver over 40% of the Council's overall savings requirement between now and 2018/19.

3.4 What has been achieved since Cabinet on 17 September 2014

Following Cabinet approval of the Enfield 2017 vision and the allocation of funding for essential preparatory work, significant progress has been made, involving staff from across the Council.

We have independently validated the design and undertaken financial modelling. Following a soft market testing process, we have worked directly with Microsoft to validate and develop our technology proposals and 'system architecture' as well as identifying potential delivery partners that are accredited by Microsoft.

Crucially, reflecting that Enfield 2017 will touch all areas of the Council, it has been agreed to integrate all other areas of change activity across the Council into the Enfield 2017.

Most notably, this approach has already brought significant benefits in the areas of Health and Social Care activity as we have been able to streamline activity around the requirements of the Care Act 2014 and avoid duplication of effort and cost being incurred. To enable this, the programme and project staff supporting the HHASC efficiency programme and the Enfield Homes reintegration have already transferred to the Enfield 2017 programme team with others to follow.

As agreed by Cabinet in July 2014 (KD 3911), Enfield Homes will be formally reintegrated with the Council on 1 April 2015 following the expiry of the existing management agreement. Cabinet have also endorsed plans to streamline functions across the Council and reintegrate elements of Enfield Homes prior to April 2015

where appropriate. The Enfield 2017 proposals contained within this report actively facilitate and support this reintegration.

A DVD/online film has been made available to all staff introducing the wider aims of Enfield 2017 across the organisation and bi-weekly meetings with the Trade Unions have commenced to facilitate discussion, two way feedback and negotiation.

Significant work has been undertaken to validate the future business processes that will be deployed across the Council, with over 500 staff involved so far. Additionally the Ideas Exchange has held workshops with over 100 staff on culture, our approach to creating future job descriptions and the staff principles that have been developed and agreed with the Trade Unions.

3.5 What will the funding achieve?

Further details regarding the proposed commercial arrangements and a breakdown of the funding required are contained within the part 2 report.

This highlights that the one-off revenue funding requirement of £5.8m and the identified capital funding will release recurring savings of £29m per annum.

The capital element of the programme will be focused on the design, creation, delivery and optimisation of the IT products and processes within Enfield 2017.

3.6 Accountability and governance

Enfield 2017 is an ambitious programme. It will affect every resident and every service.

Clarity of responsibility is critical to success and leadership of this programme rests with the Enfield 2017 programme team, working directly to the Chief Executive and Directors who comprise the formal decision making Board for transformation across the Council. This is known as the Strategic Transformation Board (STB).

STB membership has previously been officer only and has comprised the Chief Executive, the Directors and the Enfield 2017 programme lead. Since the previous Cabinet meeting on 17 September 2014, membership of STB has been extended to include the Cabinet Member for Finance.

3.7 Value for money

The financial proposals within Enfield 2017 are based on the frameworks commissioned and overseen by the Crown Commercial Services (previously known as the Government Procurement Service). Companies on these frameworks have competed via European Tender and are competent and experienced relating to the work required.

They are also financially robust in relation to the activities they undertake and their costs and fees are openly published to support benchmarking and value for money assessments.

Within Enfield 2017, extensive use of Enfield Council staff will be made and all external contractors will be required to identify how they will ensure that these staff benefit from skills and knowledge transfer so that in the longer term, Enfield becomes increasingly able to deliver even complex programmes such as this in-house.

Contracting will be via the Council's SIAM arrangement with Serco, and while some elements will be commercially confidential, will be on an open-book basis in relation to day rates and other primary costs.

As outlined in part 2 of this report, payment to third party contractors will be based on results.

3.8 IT Proposals

3.8.1 Overview

To support Enfield 2017 delivery, the Council will develop an architecture and platform that will have a common presentation layer. This will support a contact and assessment hub which will aim to resolve and deliver as many customer outcomes as possible via a single contact.

As part of this, essential preparatory work around the improved customer journey and the digital experience has been undertaken to ensure that the future model is able to meet the needs of all residents including those who are not able to use self-service channels.

The cost of this work has been met from within the transformation reserve as already approved by Cabinet.

Recognising that the IT development will not be a 'one-off' item but will need ongoing development and refinement, the Council will work to cultivate a model for commercialisation of the approach and products developed within Enfield 2017. This will allow the Council to directly steer and prioritise ongoing development of the product over a number of years, while at the same time retaining the intellectual rights associated with Enfield 2017.

3.8.2 Phasing

The suite of IT developments will be deployed in releases or waves linked directly to service redesign.

At this stage, we anticipate seven releases, with each stage being fully assessed to ensure that it has delivered the required outcomes at the expected cost, before we progress with the implementation of the following phase.

3.9 Delivery partnership

The Council's Enfield 2017 programme team will lead a delivery partnership within which Serco, via the current contract, and others will work together within a partnership agreement for at least the next two years.

Drawing on the core strengths of each of the partners we will work with other 'best in class' external providers including Microsoft deliver the Enfield 2017 programme.

This delivery team will work closely together as a seamless unit and function as a single joint team led by the Council, drawing on the experience of staff across the organisation, with reporting, performance monitoring and escalation of risks and issues undertaken in line with Enfield's standard approach to programme management.

3.10 Proposed contracting arrangements

The Council is currently in contract with Serco, which, as stated in this report, is a SIAM model which enables the Council to use Serco to enable delivery of the programme without the need for further procurement and will minimise any delays to the delivery of our transformation programme.

The intellectual property rights connected with the development of the Enfield 2017 solution (including, for example, any software coding, the solution itself and integration tools) will, where developed exclusively for Enfield 2017, be assigned from the relevant supplier to the Council under the terms of any future contract. This assignment of rights will allow the Council to commercially exploit the intellectual property rights developed exclusively for Enfield 2017.

Any third party contractors or similar arrangement used by any partner will be contracted on an open book basis in relation to day rates and other primary costs. Should a product with commercial value be developed, Enfield Council will undertake appropriate action to secure it and benefit from it.

The Council has contracted Serco since 17 May 2010. The contract was extended and varied to a Service Integration and Management (SIAM) model contract on 31 March 2014 following Cabinet approval on 12 February 2014. This contract covers the entire lifespan of the Enfield 2017 programme.

SIAM is the Cabinet Office's Standard IT operating model, with logical service towers being integrated and managed by the service integrator, in this case Serco. The SIAM approach allows the Council's IT programme and support to change and develop to meet the needs of the organisation as it evolves over time.

The Enfield 2017 programme and IT delivery demands and supplier pool will create a digital service tower within this model.

In accordance with the SIAM model, the Council will use the Serco contract to ensure delivery of the external elements of the ICT transformation and service redesign that support Enfield 2017.

The Serco contract is a large IT outsourcing contract under which the Council is entitled to require Serco to act as purchasing intermediary for the procurement of certain goods and services relating to the Council's IT infrastructure.

The contract includes a user catalogue and procurement service under schedule three (core services) part 13 which is the legal mechanism to enable the Council to procure the services, product design and other aspect as detailed under this report to enable delivery of the Enfield 2017 requirements.

The Council will set the overarching parameters of the requirement and Serco will only use partners where value for money has been predetermined by proof that the partner is on a public sector framework such as G-Cloud or ConsultancyOne.

Contracted day rates for all partners will therefore be at or below those advertised on the national frameworks.

Counsel's advice has been obtained to ensure that the Council's proposed use of the Serco contract is in accordance with the terms of its letting and in accordance with applicable procurement requirements.

3.11 Cost benefit analysis

A total investment of £16.m over the next three-and-a-half years is required to yield a minimum £29m per annum benefit from 17/18.

Chart 1: Cost and benefit analysis (£m)

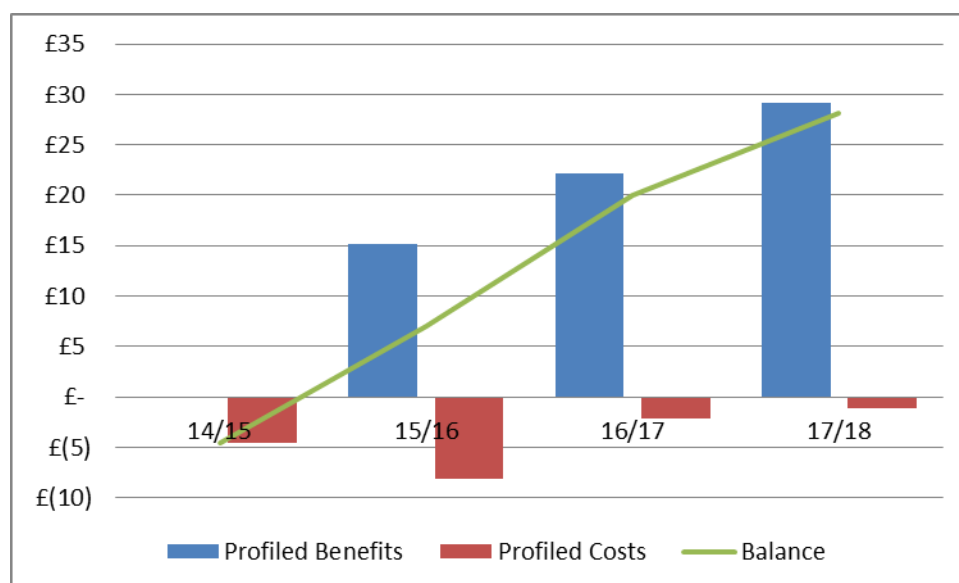


Table 1: Cost and benefit analysis

	14/15	15/16	16/17	17/18
Profiled Benefits	£ -	£ 15.10	£ 22.15	£ 29.20
Profiled Costs	-£ 4.61	-£ 8.13	-£ 2.16	-£ 1.10
Balance	-£ 4.61	£ 6.97	£ 19.99	£ 28.10

Total costs include:

- All IT delivery
- All digital delivery partner costs
- Additional HR resource
- Enfield 2017 programme resource
- Subject matter experts
- Additional communications, marketing and staff engagement costs are also included within these overall figures

3.12 Other considerations

3.12.1 Delegation

The Cabinet Member for Finance will approve relevant payments, after receipt of confirmation from the Chief Executive and the Director of Finance, Resources and Customer Services that the relevant product has been deployed in a manner that is fit for purpose and delivers the required level of benefit to the authority.

To enable this, STB will approve the specific delivery arrangements for each individual aspect of the programme, including spend (within the confines of the approved budget and Council's overall governance arrangements).

3.12.2 Trade Union engagement

The Assistant Director for Transformation and the Assistant Director for HR will continue to meet regularly with trade unions throughout the duration of the programme and will ensure they are involved, informed and consulted throughout.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 Option 1

One approach might have been to provide specific savings targets for specific departmental reductions, resulting in reduced or non-delivery of services.

This would see the Council's customer focus being reduced and have a larger impact on our community and staff, primarily as it would not ensure the ongoing viability of front line services.

This approach also fails to address the significant back office duplication experienced by most Councils.

Additionally, this would also undermine the requirement that the redesigned Council should reflect a customer-centric view, and would mistake our existing management and service delivery structures for the needs of the customer.

Instead of this approach, our proposal seeks to enhance and protect frontline service delivery by developing a more efficient operating model that reflects the customers' true needs and experience, rather than cutting front line service services by what, at best, can be described as arbitrary targets.

4.2 Option 2

Another delivery option would have been to deliver the entire programme in-house without external support.

This option has not been pursued as it does not offer the opportunity to build a blended team built on mutually complimentary skill sets and knowledge, nor does it reflect that, at this time, the Council does not possess sufficient internal capacity and knowledge to deliver the programme. For example, specialist knowledge will be required to support many of the information technology enablers and delivery.

The scope and pace of the change envisaged by Enfield 2017 is such that very few individuals or organisations have a track record of experience in multiple successful public sector implementations of this style. Equally, the Council does not possess the ability and previous knowledge to make full use of the 'agile' method to support development and delivery of the required information technology solutions, without which the predicted savings cannot be achieved.

It is therefore beneficial for the Council to work with partners who add previous delivery experience, knowledge and capacity to the programme to address this, recognising that the proposals within this report will continue to require significant input from Enfield staff.

4.3 Option 3

A further delivery option would be the full outsourcing of the Council's transformation programme.

This option has not been pursued as it would create a perpetual dependency on external transformation support and would offer no skills or knowledge transfer to existing Council staff.

The sense of ownership and direction of the programme by Enfield Council, created by the use of a blended team, would also be lost. It is also likely that such an approach would lead to well paid, high skilled jobs migrating from the Borough.

5. REASONS FOR RECOMMENDATIONS

The changes we are delivering are designed to improve the overall performance of the Council and enable a far better customer experience, with more rapid service fulfilment at significantly reduced cost.

Even if our organisation was not facing significant financial challenges, the proposals within this report and the direction of travel we are undertaking within Enfield 2017, which is to become the most customer-focused Council possible, would be the right ones.

The Enfield 2017 programme will ensure we focus our resources on front line delivery and deliver the support services and technology platform to ensure we succeed in doing this in a sustainable way.

There are a number of reasons why the delivery of this ambitious programme requires a partnership approach:

- A shortfall within the Council in some of the specific subject matter expertise required to deliver the overall solutions that will enable Enfield 2017 to succeed
 - A need to increase momentum and maximise the scale and pace of delivery of benefits across the Council
 - The Council still needs to maintain a strong focus on change and its co-ordination into a single programme, while continuing to deliver business as usual
 - The Enfield 2017 objective is significant and is ambitious in its scope. To achieve success, it will benefit from the skills and experience of multiple partners who are recognised as experts in their areas
 - It is possible to develop a funding model with a significant element of risk and reward based on specific product delivery. This will ensure that the Council only pays for a product or deliverable, once it is fully satisfied that the delivered technology operates in the manner intended and has supported the achievement of the anticipated benefits. This greatly reduces the risk of the financial investment side of the programme
 - Such an approach represents excellent value for money, as the development cost and risk is born by the delivery partners rather than the Council. This arrangement is not possible to replicate within 'in-house' resources, where costs and delivery risk would be borne entirely by the Council.
-

There is now the need to progress and move forward to contract certainty, to enable delivery of the improved service designs, the information technology platform and ensure the achievement of long term savings.

The Council's contractual arrangement with Serco is specifically set up under the SIAM model to enable the creation of specific service towers to meet needs as they are identified and support rapid deployment.

In addition to the options in section 4, the Council has considered options with regards the procurement of Serco and third parties to deliver the services required under this report. Due to the urgency to deliver the requirements and to prevent unnecessary expenditure the Council considered three options:

- 1) Direct Award without competition under frameworks
- 2) Utilisation of the SIAM model under the Serco contract
- 3) Full tender via mini-competition under frameworks or fresh procurement process

Counsel opinion was sought on the options. With regards option 1 Counsel opinion was that the Council would fail to justify the direct award criteria (providing supporting case law) and that as the Council has a permissible route under option 2 to utilise the Serco contract, under its change provisions, to engage Serco and appropriate third parties to perform the required services under this report, the Council is able to take the decision to use the permissible route. Therefore option 3 did not need to be explored as the Council had a permissible and timely option with regards option 2.

The change provisions under the Serco Agreement mean that there is no requirement to carry out a fresh procurement as the services required are within the scope of the Serco contract, which was originally awarded in accordance with EU procurement requirements. Therefore the Council has discharged its obligations under the Public Contracts Regulations 2006.

In addition, even if the change provisions utilised were considered a variation that variation of scope is not sufficient to constitute a fresh contract award requiring a procurement process.

Counsel concluded that this is sound and a legitimate advantage under the Serco contract.

ATOS, the Councils retained SIAM transition advisors, have also issued a note summarising the principles under which SIAM operates confirming that such an approach is supported not only by SIAM principles but also their understanding of the specific intent of the Council's contract with Serco.

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

6.1 Financial implications

By 2018/19 Enfield's funding from central Government will have been reduced by in excess of 25%, meaning that, like most local authorities, the Council is facing its toughest financial challenge to date.

Despite having made £75million of efficiencies over the last four years while still protecting services, continued funding cuts and increasing cost pressures mean that Enfield now needs to find a further £80million savings by 2018/19.

The Council continues to make savings by doing things in new and innovative ways to ensure smarter use of budgets, buildings and staff. However, the scale of the funding reductions we now face, on top of the cuts we have already experienced, mean that efficiency savings alone will not be enough.

As a result we will have to make some very difficult decisions about the services we deliver and how these services are delivered.

The authority needs to invest in a delivery model that reflects the changes in future funding and the requirements for operational flexibility if it is to remain at the forefront of customer service and delivery.

The one-off cost of delivering the Enfield 2017 operational model and associated IT costs is £16.0m, with £10.2m of this sum being funded from capital. Where relevant and appropriate, costs will be apportioned across the wide range of funding streams available to the Council including the housing revenue account.

It is assumed at this stage that £10.2m of costs will be capitalised following Council approval and therefore will be added to the existing Capital programme. The Council is exploring external funding opportunities in relation to these costs. Should this funding come to fruition the total borrowing costs will be £680k over eight years. However if the funding is not obtained then the additional borrowing costs will represent a revenue pressure.

The identified Revenue costs of £5.8m over this period will be funded by earmarked reserves as outlined in the 2013/14 outturn report considered at July Cabinet.

These one-off costs, will generate minimum ongoing budget savings of £29m per year from 2017/18 onwards.

Whilst Enfield 2017 will endeavour to minimise any redundancies, the savings identified require an overall reduction in posts. Should this result in any redundancy costs then these will be met from outside of this programme

6.2 Legal implications

Section 1 of the Localism Act 2011 permits the Council to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles. In addition, the Council has the statutory power to make use

of the mechanisms under the Serco contract, in accordance with the Local Government (Contracts) Act 1997.

The contract with Serco includes a User Catalogue and Procurement Service under Schedule 3 (Core Services) Part 13 which is the mechanism to enable the Council to procure the services, product design, etc. as detailed under this report to enable delivery of the Enfield 2017 requirements.

As such, the Council has both the statutory and the contractual power and ability to invoke the proposals under the report.

In accordance with the Council's Constitution, in particular Contract Procedure Rules, the Council is permitted to utilise existing contracts without the need for further procurement and the SIAM model of delivery agreed with Serco was specifically structured to perform as a contractual vehicle.

Counsel opinion was sought as set out in section 5 of this report which confirms that the use of the Serco contract is permissible.

Any relevant legal agreements required as part of Enfield 2017 shall be in a form approved by the Assistant Director of Legal Services.

6.3 Property implications

A specific workstream within the Enfield 2017 programme will be created to develop a holistic programme of property change, specifically linked to future business and customer need for office and the operational estate.

This programme will be targeted to secure best value from the Council's estate usage from an end-to-end perspective, not simply the needs of one or more specific services and will result in a reduction in the overall cost of the Council's estate.

7. KEY RISKS

7.1

In the previous report, we assured Cabinet that a risk assessment would be undertaken and key strategic risks would be provided in this second report.

7.2

As outlined previously under governance in section 3.5, a robust framework has been established with clear roles and responsibilities and routes for monitoring management and escalation of risks and issues. In summary, any risks identified throughout the programme delivery will be managed by the relevant programme manager and either mitigated within the overall Enfield 2017 programme structure or escalated to STB where this is not possible.

7.3 The following key strategic risks have been identified:

Ref.	Risk area	Mitigating actions	Category
SR001	Becoming a technology driven programme and assuming this will deliver the savings	<ul style="list-style-type: none"> ▪ Recognising that technology can be an enabler to change but is not a solution in itself ▪ Robust governance through a Design Authority to align any proposed changes to overall design principles ▪ Clarity on expected return on investment for IT spend ▪ Strengthened partnership arrangements and “agile” delivery 	Strategic/ operational/ information
SR002	Failing to clearly articulate business benefits and costs	<ul style="list-style-type: none"> ▪ Locking benefits into the service release plan ▪ Having a benefits manager as part of the implementation team ▪ One programme-wide perspective of full implementation costs 	Financial
SR003	The Council is not fully ‘change ready’ for a programme of this scale	<ul style="list-style-type: none"> ▪ Business change approach in place supported by key messaging to all staff that this is a step change in pace ▪ Investing upfront in delivery governance, processes and building a sustainable capability ▪ Creation of single change programme across the Council to maximise alignment and reduce duplication 	People / reputation
SR004	Not establishing the foundations and capability for sustainable and flexible delivery and ongoing maintenance when the programme finishes	<ul style="list-style-type: none"> ▪ Recognising where expertise and support can be introduced to the Council to help expand vision and direction, maintain momentum and transfer knowledge to internal teams ▪ Ensure knowledge transfer is an inherent part of delivery plans 	Strategic
SR005	Exploiting technology results	<ul style="list-style-type: none"> ▪ We will continue to use analytical tools 	Strategic / operational

Ref.	Risk area	Mitigating actions	Category
	in disadvantaging certain customer groups (e.g. those without skills / access to digital services)	<p>to identify and segment our customer groups</p> <ul style="list-style-type: none"> ▪ We will continue to provide other access channels but target these to those who need the most support ▪ We will conduct an equalities impact analysis to ensure any potentially disadvantaged group is identified ▪ Consider and take any relevant action to overcome any exclusion (as identified by EIA) ▪ A person-centred approach to be taken in design involving users to drive development 	/ people
SR006	Design of online services does not achieve expected outcomes from the operating model with regard to channel shift and associated savings (e.g. those with skills but unwilling to access digital services)	<ul style="list-style-type: none"> ▪ Appropriate communication plan reinforcing the benefits to those unwilling to access digital services ▪ We will also continue to understand how we can develop focussed access channels to meet the needs of the hard to reach 	Strategic/ operational/ people
SR007	Technology platform is delayed or suffers from cost escalation	<ul style="list-style-type: none"> ▪ Robust governance approach, including regular updates to Cabinet ▪ Delivery programme designed to be deployed in phases ▪ A risk and reward approach will be taken to the payment process ▪ Expert external review and challenge will form part of the regular review of the programmes 	Strategic

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for all

The Enfield 2017 programme and the recommendations in this report will ensure improved access to services for all the Borough's residents.

It will do so through the increased use of digital channels, by the atomisation of back office functions and workflow to support an increased focus on delivery of front line services.

By developing access channels and services that are fit for purpose now and into the future, Enfield 2017 will ensure that our customers and residents can access all the services and support they require, as and when they need it and in a manner that suits them.

The IT developed to support and enable Enfield 2017 will allow the Council to increase its proactive analysis and support it identifying those who would most benefit from contact by the Council or its partners before they reach a point of crisis.

This has long been a goal of many services, notably public health, and Enfield 2017 will be at the forefront of developing and deploying this approach within local government.

As well as delivering improvements for the customer, Enfield 2017 will ensure that the Council is able to offer staff the tools, environment and development to build fulfilling careers focused on providing the outcomes our residents require.

8.2 Growth and sustainability

Increased use of digital channels and more rapid outcome delivery for customers will reduce the cost and carbon footprint of customer access.

Making it easier for customers to access services in this way will reduce the need for them to visit local offices and this will, in turn, reduce the Council's own omissions.

Enfield 2017 will support staff to work in a new way, delivering services to our customers that are sustainable, efficient, cost effective, local and available when they need them.

Our focus will remain on working with communities and not doing it for them; this will empower and enable services and provision to be delivered in a more organic and local way.

In turn, this will enhance the resilience and sustainability of our communities and free Council resources for a wider range of proactive activity.

8.3 Strong communities

By supporting the growth of more resilient communities we will encourage our residents to make the positive choices that can assist them in leading a healthier lifestyle, which will in turn positively impact on demand for services.

9 EQUALITIES IMPACT IMPLICATIONS

The scope and scale of the transformation proposed will result in major changes to our organisation, staff, working practices, services to customers, and the manner in which they engage with us.

A rigorous equalities assessment and monitoring process will take place within the programme on a work-stream by work-stream basis.

A high level assessment has already been undertaken identifying aspects of the programme which are most significant from an equalities impact view point. It has shown the nature of the potential impact and recommends how this can be quantified and managed.

Work to understand the likely profile of the affected workforce and the actions needed to mitigate any negative impact on particular groups of staff is being undertaken.

The Council's standard equalities impact assessment tool has been enhanced to be used across the breadth of the programme.

An Enfield 2017 officer has been given specific responsibility for equalities within the programme and is working closely with the corporate equalities lead.

In all areas of delivery, detailed equalities planning for both staff and customers will be developed, and reviewed. All areas of current activity have been assessed under our equality impact assessment model.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 Benefits monitoring

- There will be only one route for the monitoring of savings. This will be via STB and reporting will be joint by Finance and Enfield 2017
- All financial savings will be monitored on the Council's normal reporting system with non-cashable benefits captured by the programme and regularly reported to STB and Cabinet.

10.2 General monitoring

Progress against milestones and targets will be monitored by the Enfield 2017 programme team, and will include the use of the corporate performance system VERTO.

All aspects of the programme will be reported, monitored and managed using Enfield Council's standard approach to programme management with identified risks and issues escalated as appropriate.

Regular updates on progress across the Enfield 2017 programme will be provided to Cabinet.

11. HEALTH AND SAFETY IMPLICATIONS

The Enfield 2017 programme team will work closely with HR and occupational health services to ensure that any health and safety implications are identified and addressed and that, if required by an employee, access to the employee assistance programme is readily available.

12. HUMAN RESOURCES IMPLICATIONS

To meet the financial savings identified in this report, officers will need to design work programmes which will identify the numbers of posts required.

When the work has been completed, employment legislation requires that there should be consultation with the trade unions and staff affected on the potential numbers of redundancies, the methods of selection of staff and alternative strategies to minimise the numbers of any compulsory redundancies, such as a reduction in agency staff and staff redeployment.

To date the Council has been successful in minimising the number of compulsory redundancies through a range of measures including:

- Natural wastage
- Robust redeployment (in the past four years 40% of staff at risk of redundancy have been successfully redeployed)
- Flexible retirement
- The creation of a flexible agency workforce to minimise the future impact on job losses and redundancies

In addition to the above moving forward we will:

- Promote the voluntary reduction in hours
- Promote early retirement
- Reduce the number of agency workers
- Impose a recruitment freeze in staffing areas affected

To aid the above, HR in conjunction with Enfield 2017 and the trade unions have developed a set of 'people principles' which we will adhere to throughout programme:

1. All staff will be treated with dignity and respect in a transparent manner.
-

2. We will clearly communicate the Enfield 2017 programme, vision, standards and expectations of staff in a timely fashion.
3. The AD Human Resources and AD Transformation will work and negotiate with the trade unions and ensure that staff are kept abreast of the progress of Enfield 2017.
4. Staff suggestions and ideas for change and improvement will continue to play a key part of Enfield 2017.
5. The Council will positively promote alternative strategies e.g. flexible retirement, voluntary reduction of hours with a view to avoiding compulsory redundancies.
6. We will institute an initial recruitment freeze in the areas affected.
7. Where possible, we will reduce agency headcount as a means of avoiding compulsory redundancies.
8. The statutory consultation timelines will be adhered to unless there is a mutual agreement with the member of staff.
9. Ringfences will be created as large as possible to give employees maximum opportunities to secure new posts in Enfield 2017.
10. All staff will be given equal opportunities for new roles and be appointed to those roles based on merit and the core competencies.
11. Where practical, staff will be provided with training and development to enable them to be as prepared as possible when applying for other roles.
12. We will continue to build and promote the redeployment function.
13. The Council will continue to provide opportunities for apprentices and work experience, in addition to the core establishment.

All the above initiatives will allow the Council to comply with its employment legislative obligations and responsibilities.

13. PUBLIC HEALTH IMPLICATIONS

Working closely with the Council's public health team is a key part of delivering the Enfield 2017 programme to ensure the good health and wellbeing of our staff, customers and residents.

The promotion of mental health and counselling services is a high priority for all during this time of transition, as this will contribute to building the resilience of the staff.

We will work with public health to mitigate the risk of any impact on health and well-being in the Borough in general and we will ensure that our residents and customers are empowered to help themselves as far as possible.

Appendix A

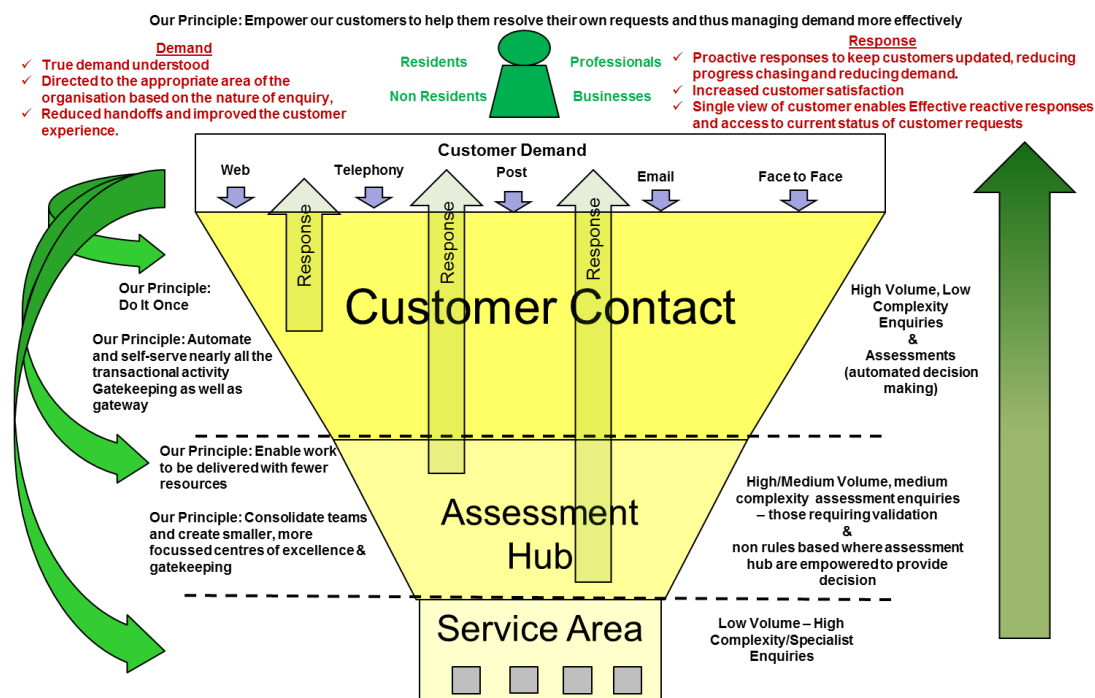
Enfield 2017 Operating Principles (as agreed at 17 September 2014 Cabinet)

Based on the overall vision for the Council, set out by the administration, the Corporate Management Board has identified a number of operating principles that, together with the Council's values, will drive the improvements and changes across the organisation:

- Do it once – and in one place
 - Only do the things that make sense for us to do so (e.g. we won't take on things that we are not specialist in)
 - Automate and self-serve nearly all transactional activity
 - Consolidate teams and create smaller, more focussed centres of excellence
 - Enable work to be delivered with fewer resources
 - Empower our customers to help them resolve their own requests and thus managing demand more effectively
 - Continue to partner with other organisations and agencies to help deliver better services at a reduced cost
 - Maximise income where it is cost effective to do so
-

Appendix B

Customer contact, assessment and resolution



Key principles to enable the contact and assessment hub to get the most out of service delivery at the initial point of contact include:

- The online channels will provide a single knowledge and transactional base, either by direct customer access or via assisted access for those individuals or businesses who require telephony or face-to-face interaction with the Council
- A single customer information layer, which fully supports the concept of customer-centric design. This layer will include the ability to push and pull data from specialist systems, but will also aim to replace such systems wherever possible, whilst supporting predictive analysis and proactive activity by the Council
- There will be a range of data views available from a single presentation layer, and these will be published via a portal based offering to include a 'single view' of the customer, as well as a 'single view' of their engagement and interaction with us
- Wherever legally possible and in the interest of our customers, we will include partner data and information within our customer-centric design model
- Initial customer resolution will be by telephony and face-to-face will be based on assisted self-service technologies, with online web chat and co-browsing

on offer. We will continue to offer practical face to face support, to ensure people develop confidence in online methods of delivery

- Digital support and inclusion infrastructure will be developed to deliver the ability required by Council to identify and proactively support those in our society who are the most vulnerable
- Whenever a customer requires input from an 'expert' practitioner, we will route them to that expert as quickly as possible
- All staff in the contact and assessment hub will be able to share data freely between themselves as the Council will operate a 'Council' record, as opposed to a service-based record
- All staff will be able to use a 'single view of customer' and other integrated data streams, such as a 'single view of debt' from a unified presentation layer
- All financial assessments undertaken across the Council will be consolidated into a single electronically enabled process and function based within the assessment hub
- The assessment hub will have appropriate access set by the Council's strategic commissioners and will always aim to 'do it once'. It will strive to deliver a successful result for customers at their first point of contact with the Council and will aim to reduce (and wherever possible remove) handoffs to our expert service areas unless these are essential
- Assessments will come into the hub via a workflow model from the customer portal, or direct by telephone or professional referral
- Professional referrals will only be made online via a portal developed by Enfield 2017 in conjunction with key partners

Service enabling and business intelligence functions

Business support

- Provide a consolidated business support function
- To employ a service menu based approach to promote self-service and automated resolution

Finance

- Develop and support staff to move away from the manual collation of data and develop a commercial risk based approach to delivering added value to the Council, focused on providing high quality financial management and professional advice
-

- Delivery of an essentially 'digital' approach to basic information provision and presentation will be an essential element of this

Exchequer

- Improved automation of all finance transactions
- Use single view of debt for the Council
- Ensure that the Council only trades contracts and purchases electronically
- Take payment for services up front wherever possible

Property

- All property related work to be done within property services, such as asset management, property services architectural services

Procurement and commissioning

- All procurement functions, including operational commissioning, to be delivered within corporate procurement
- Strategic commissioning to stay within departments
- Operational procurement will be undertaken electronically wherever possible
- This team will include expertise required to deliver an end to end procurement, commissioning and contracting service, including contract performance management
- To increase the robustness of our systems and enable electronic contract monitoring, we will only trade electronically
- Develop and deploy pre-tendered electronic based contract solutions for all services where this is possible

Legal

- Develop an 'agile', flexible, multidisciplinary, cost-effective service that is structured to best meet the needs of the Council in the future and meet statutory requirements
 - Develop online support and training for clients and enable self-service where possible and advance options that will make the most of income
-

Audit

- Continuation of existing co-sourced model with PwC
- Develop a more risk aware and targeted audit culture
- Do more proportional work/reviews
- Build controls into the fabric of the Enfield 2017 technology solutions so that they are hardwired into the processes required

HR

- Redefine service offering to focus on strategic high level support to manage high risk areas
- Develop and enhance on-line information portal to provide increase self-service support to managers
- Streamline existing process and wherever possible automate them

Business intelligence

- Develop and deploy a model that is based on the three core pillars of business. This will consolidate activity into three main functional groups:
 - Analytics and insight
 - Performance and management information
 - Strategy, policy, research, engagement and consultation
 - Ensure the approach delivers added value rather than the recycling of national policies and procedures
 - Deliver significant automation of KPI and MI allowing managers to receive this information via customisable dashboards and workflow
 - Enhance predictive analysis
-

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

MEETING TITLE AND DATE:

Cabinet
22nd October 2014

Council
19th November 2014

REPORT OF:

Director – Regeneration &
Environment

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

Contact officer and telephone number:

Neeru Kareer; Tel: 0208 379 1634;

email: neeru.kareer@enfield.gov.uk

1 EXECUTIVE SUMMARY

- 1.1 The Development Management Document (DMD) will form part of Enfield's Local Plan and specifically delivers the detailed planning policies, that will be used to determine all planning applications: from small scale householder applications to applications for large scale residential, commercial and mixed use development.
- 1.2 The Council submitted the DMD to the Secretary of State for public examination in January 2014. Inspector Jill Kingaby BSC(ECON) MSc MRTPI was appointed to conduct an independent examination into the Plan. Public hearing sessions took place in April of this year.
- 1.3 The Council received the Inspector's Report into the soundness and legal compliance of Enfield's Development Management Document (DMD) on the 2nd September 2014. The Inspector has concluded that the DMD (part of Enfield's Local Plan) provides an appropriate basis for the planning of the borough, satisfies the requirements of Section 20(5) of the 2004 Planning & Compulsory Purchase Act and meets the criteria for soundness in the National Planning Policy Framework.
- 1.4 Once adopted the DMD will form part of Enfield's Local Plan and policies within the document will be used alongside policies contained in the London Plan and adopted Core Strategy (2010) to determine planning applications in the borough.
- 1.5 Cabinet (22 October 14) endorsed the the DMD and recommended it on to Council for formal adoption.

2 RECOMMENDATION

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

3. BACKGROUND

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

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

4. ALTERNATIVE OPTIONS CONSIDERED

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

5. REASONS FOR RECOMMENDATIONS

As set out in paragraph 4 above.

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

6.1 Financial Implications

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

6.2 Legal Implications

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

6.3 Property Implications

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

7. KEY RISKS

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

8. IMPACT ON COUNCIL PRIORITIES

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

9. EQUALITIES IMPACT IMPLICATIONS

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

10. PERFORMANCE MANAGEMENT IMPLICATIONS

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

11. PUBLIC HEALTH IMPLICATIONS

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

Background Papers

None.

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Report to Enfield Borough Council

by Jill Kingaby BSc(Econ) MSc MRTPI

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

Date 2 September 2014

PLANNING AND COMPULSORY PURCHASE ACT 2004 (AS AMENDED)

SECTION 20

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

Document submitted for examination on 24th January 2014

Examination hearings held on 23rd and 24th April 2014

File Ref: PINS/q5300/429/8

Abbreviations Used in this Report

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

Non-Technical Summary

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

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

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

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

Introduction

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

Assessment of Duty to Co-operate

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

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

Assessment of Soundness

Preamble

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

Main Issues

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

sustainable development.

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

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

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

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

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

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

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

Assessment of Legal Compliance

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

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

Overall Conclusion and Recommendation

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

Jill Kingaby

Inspector

This report is accompanied by the Appendix containing the Main Modifications

MUNICIPAL YEAR 2014/2015 REPORT NO. **85A**

MEETING TITLE AND DATE:

**Cabinet 22nd October 2014
Council 19th November 2014**

Report of:

**Director - Regeneration &
Environment**

Contact officers:

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Agenda – Part: 1	Item: 11
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**Subject: Proposed Submission Central
Leaside Area Action Plan
KD No. 3975**

Wards: Upper Edmonton, Edmonton
Green, Lower Edmonton and Jubilee

Cabinet Member consulted:

Cllr Alan Sitkin (Cabinet Member for
Economic Development)

Associate Cabinet Member:

Cllr George Savva MBE

1. EXECUTIVE SUMMARY

- 1.1 The Central Leaside Area Action Plan (AAP) (Annex 1 – available on the Council's website as a reference document) will form part of Enfield's Local Plan and will deliver the spatial vision and land use strategy for this part of south east Enfield which includes Meridian Water.
- 1.2 At the meeting of 22nd September 2014 the Local Plan Cabinet Sub-Committee endorsed the Proposed Submission Central Leaside AAP and recommended that it go forward to Cabinet and Council for approval.
- 1.3 Cabinet (22 October 14) endorsed the Proposed Submission Central Leaside AAP, and recommended it on to Council for approval and publication. Once approved the Proposed Submission Documents will be published for a minimum of the statutory six week period and subsequently submitted, together with necessary supporting material, to the Secretary of State for independent examination. Examination of the draft plan by a planning inspector is programmed for May 2015.
- 1.4 From the Proposed Submission Stage going forward, greater weight will be afforded to the Central Leaside AAP as it progresses through the plan-making process. Once adopted, the Central Leaside AAP will provide a spatial policy framework for the regeneration of the Central Leaside area including the major developments of Meridian Water, Edmonton Eco Park, Picketts Lock and regeneration of industrial estates.

2. RECOMMENDATION

2.1 That Council (as recommended by Cabinet):

- Approve the Proposed Submission Central Leaside Area Action Plan for publication, and thereafter a statutory period of public consultation and submission to the Secretary of State for public examination.

2.2 To note that Cabinet, in recommending 2.1 above:

- Agreed that the Cabinet Member for Economic Development be authorised to agree the publication of the Sustainability Appraisal and Equality Impact Assessment of the Proposed Submission Central Leaside AAP.
- Agreed that the Director of Regeneration & Environment be authorised to make appropriate changes to the Submission version of the Central Leaside AAP and undertake any further consultation required, in the run up to and during the public examination process into the document, in response to representations received, requests from the Planning Inspector and any emerging evidence, guidance or legal advice. Changes of a substantive nature will be considered by the Local Plan Cabinet Sub Committee.

3 BACKGROUND

3.1 Central Leaside is the largest strategic growth area identified in the Council's Core Strategy (2010) and is located in the south east of the borough. It covers an area containing a number of established employment estates, major infrastructure facilities such as the Edmonton Eco Park and Deephams Sewage Treatment Works, the Lea Valley Regional Park and its facilities at Picketts Lock, as well as being home to significant development opportunities at Meridian Water. Core Strategy Policies 37 and 38 provide a strategic direction for the future of the area as a starting point in preparing a more detailed area action plan and planning policy framework to guide development.

3.2 Preparation of the Central Leaside Area Action Plan (AAP) has reached an advanced stage following the publication of the consultation document "Discover Central Leaside: Towards a draft AAP" in 2012. Consultation on this document took place from May to August 2012. Responses were received from a range of consultees including the GLA, Environment Agency, Natural England, Haringey Council, Thames Water, Lee Valley Regional Park, North London Waste Authority, and land owners including National Grid, Ikea, Dwyer Asset Management, Standard Life Investments UK, and Lasalle Investment Management. Since then consultation and engagement has continued, including with adjoining boroughs as part of the

Council's Duty to Cooperate requirements brought in by the Localism Act 2011. Comments received, together with ongoing work on infrastructure delivery, development design, capacity and viability work has informed the preparation of the proposed submission document.

- 3.3 At the meeting of 22nd September 2014 the Local Plan Cabinet Sub-Committee endorsed the Proposed Submission Central Leaside AAP, and recommended that it go forward to Cabinet and Council for approval. Amendments agreed at the meeting have been incorporated into the document.

4 PROPOSED SUBMISSION CENTRAL LEESIDE AREA ACTION PLAN

- 4.1 The Proposed Submission Central Leaside AAP document (Annex 1) is available as a reference document on the Council's website.

- 4.2 There are a number of key projects that are relevant to Central Leaside and the wider area in Enfield and beyond. These include:

- Regeneration of Meridian Water to provide up to 5,000 new homes, commercial and community facilities creating up to 3,000 new jobs, and improvements to Angel Road railway station within a sustainable environment;
- A new local centre at Meridian Water;
- Intensification and revitalisation of the industrial estates;
- Supporting changes to transport infrastructure, including 3/ 4 tracking of the railway line, a better environment for pedestrians and cyclists, the provision of the Causeway, and an improved bus service;
- Provision of Lee Valley Heat Network (LVHN), a decentralised energy network, making use of heat generated at the Edmonton EcoPark waste processing facility;
- Revitalisation and intensification of the Picketts Lock site for leisure uses; and
- Major upgrade of the Deephams Sewage Treatment Works.

- 4.3 The Central Leaside AAP provides the policy framework and evidence for delivery of these projects.

5 NEXT STEPS

- 5.1 The Council's publication under Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012, is anticipated to run from November 2014 to January 2015. A minimum of a 6 week consultancy period is required, although the period will be extended to take account of the holiday period in December. A statement of conformity with the London Plan will be sought from the Mayor of London.

- 5.2 Representations received from the publication stage will be formally submitted to the Secretary of State (SoS) with the final submission version of the CLAAP, along with all supporting documents such as the final Sustainability Appraisal and EqlA. The SoS will appoint a Planning Inspector to conduct an Examination in Public to determine the soundness of the document. The Examination is expected to take place in May 2015.
- 5.3 Once the public examination process is concluded, and depending on the nature of the comments in the Inspector's report, the Council will be able to adopt the document as a statutory development plan. Adoption is scheduled for autumn 2015.
- 5.4 From the Proposed Submission Stage going forward, greater weight will be afforded to the Central Leaside AAP as it progresses through the plan-making process. Once adopted, the Central Leaside AAP will form part of the Council's Local Plan that provides a spatial policy framework for the regeneration of the Central Leaside area including the major developments of Meridian Water, Edmonton Eco Park, Picketts Lock and regeneration of industrial estates. It will build upon the policies adopted in the Council's Core Strategy and provide detail to complement the soon-to-be-adopted Development Management Document and Policies Map.

6 ALTERNATIVE OPTIONS CONSIDERED

- 6.1 None - having an adopted and comprehensive planning framework for the area provides a basis for setting the area specific planning policies by which decisions on development can be guided. This is essential to support the Council's regeneration programme, for on-going as well as future investment opportunities.

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

7.1 Financial Implications

- Provision for the cost of preparing the Central Leaside AAP is included in the Local Plan Reserve. The report contains a variety of future options but does not in itself commit the Council to additional expenditure. Any future proposals with cost implications would need to be subject to separate reports and full financial appraisal.

7.2 Legal Implications

- The Planning and Compulsory Purchase Act 2004 (the Act) as amended and the Town and Country Planning (Local Planning) (England) Regulations 2012 (the Regulations) require local authorities to prepare the local plan, which consists of the local development documents (LDDs).
- The proposed CLAAP is a LDD in accordance with Regulation 5(1) (a) of the Regulations.
- The LDDs must conform with the National Planning Policy Framework (NPPF), the London Plan and the Council's own policies.
- The form and content of the CLAAP must conform with the requirements of Part 4 of the Regulations.
- The recommendations are in accordance with the Council's powers and duties.

7.3 Property Implications

- The Central Leaside area includes the main opportunities for growth and change in the borough, and indeed represents one of London's key regeneration prospects. The area includes several large areas of employment land, including Council owned estates, and this is the main Property interest. The AAP includes proposals for new and revised 'strategic' and 'local' designations for some of the industrial land, together with a specific policy for improving and modernising existing Industrial areas, including Montagu and Claverings. These priorities are fully supported by the Council as landowner, and, in conjunction with occupiers, will need to be translated into specific operational management action and other practical initiatives, as also identified by the Industrial Estates Strategy.

8. KEY RISKS

- 8.1 The absence of a robust set of area specific policies through the preparation of a Central Leaside AAP document would result in a policy gap which could lead to inappropriate, uncoordinated and poor quality development that fails to respond comprehensively to needs and priorities or local communities, the borough and the wider sub-region. It would also negatively impact on the success of the Meridian Water regeneration programme.

9. IMPACT ON COUNCIL PRIORITIES

9.1 Fairness for All

- 9.1.1 The Central Leaside AAP will be an important tool in tackling the inequalities between eastern Enfield and other parts of the borough. It will support investment and regeneration and in turn employment as well as provide a range of community facilities and physical infrastructure.

9.2 Growth and Sustainability

- 9.2.1 The Area Action Plan will provide a positive statutory framework for attracting investment and managing the delivery of growth in the area.

9.3 Strong Communities

- 9.3.1 The Area Action Plan will be supportive of strong communities, particularly in terms of ensuring consideration is given to addressing existing deficiencies and providing new infrastructure (physical, social and community).

10 EQUALITIES IMPACT IMPLICATIONS

- 10.1 The policies and proposals of the AAP will have a positive impact on equalities in general. To ensure that this is the case an EqIA has been prepared by the Strategic Planning team to support the AAP submission.

11 PERFORMANCE MANAGEMENT IMPLICATIONS

- 11.1 Completion of the AAP will enable the Council to make informed decisions towards the management of the borough's portfolio of Industrial Land. The Council's Business Plan 2012/15 identifies this project in seeking to meet the objective of improved quality of life for residents through regeneration of priority areas.

12 PUBLIC HEALTH IMPLICATIONS

- 12.1 The AAP should have a positive impact upon the health and well-being of the public in this part of Enfield in terms of improving the environment, encouraging healthy lifestyles, reducing pollution and improving social cohesion. However, implementation of the plan will need to be monitored to ensure that changes in lifestyles do occur.

Background Papers

- None

MUNICIPAL YEAR 2014/2015 REPORT NO. **121**

MEETING TITLE AND DATE

Council

19 November 2014

Dr Shahed Ahmad - Director of Public Health

Mr Ray James - Director of Health, Housing and Adult Social Care

Ms Liz Wise - Chief Officer, Enfield Clinical Commissioning Group

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Agenda - Part: 1

Item: 12

Subject:

Health and Wellbeing

Board Changes to Membership and Terms of Reference

Wards: All Wards

**Cabinet Member consulted:
Councillor McGowan**

**Approved by:
Shahed Ahmad
Ray James
Liz Wise**

1. EXECUTIVE SUMMARY

1.1 After a recent review of existing Health and Wellbeing Board membership by the Health and Wellbeing Board Executive Group, the following proposals were considered and recommended for Council approval by the Health and Wellbeing Board at a meeting held on 16 October 2014:

- The creation of a vice-chair position to be filled by the chair of Enfield Clinical Commissioning Group.
- Health and Wellbeing Board membership for Enfield's three NHS Trust providers 1.2

1.2 The following report outlines the key opportunities and considerations identified for the above proposals.

1.3 There is also a need to reflect the change in the cabinet remits and membership, within the terms of reference, following changes agreed by Annual Council in June 2014.

1.4 These changes require amendments to the Board's Terms of Reference and are subject to Council agreement.

2. RECOMMENDATIONS

That Council agree the following changes to the Health and Wellbeing Board membership and terms of reference as recommended by the Health and Wellbeing Board:

- 2.1 To authorise the creation of a vice-chair to be filled by the chair of the Enfield Clinical Commissioning Group.
- 2.2 To grant Board membership, without voting rights, to each of the three local NHS trusts as providers of health services in Enfield: Royal Free London NHS Foundation Trust, North Middlesex University Hospital NHS Trust, Barnet, Enfield and Haringey Mental Health NHS Trust.
- 2.3 To alter the membership of the Board from the four cabinet members on the existing terms of reference to the four current cabinet member representatives detailed in paragraph 3.7 of the report.

3. BACKGROUND

- 3.1 A review of existing Health and Wellbeing Board membership was undertaken by the Executive Board Group. This review considered the existing membership of Enfield's Health and Wellbeing Board and the membership practice of other Health and Wellbeing Board's.
- 3.2 Health and Wellbeing Board membership was shown to vary across Local Authorities, however, it was evident that a number of Boards had chosen to appoint a vice-chair and engage local NHS Trust providers. These options both presented as opportunities for Enfield to further develop its existing local partnerships.

The changes were originally considered and agreed for recommendation to the Board at the Health and Wellbeing Board Development Session on 9 September 2014.

- 3.3 The proposals in section 2 presented a number of potential benefits which included:
 - Supporting and assisting with the drive for prevention and service improvement
 - Engaging local providers in and obtaining their support for the delivery of health and wellbeing priorities
 - Better working relationships
 - Facilitation and assistance with easing of obstacles that may exist relating to the sharing and exchanging of information and intelligence

- Support for more 'intelligent commissioning' and the achievement of better outcomes
 - Assistance with developing a thriving local health economy
 - Representation of the patients voice to jointly plan how best to meet local health and care needs
 - Linking providers in with the delivery of the Better Care Fund to improve pathways and outcomes
 - The opportunity for partners to influence each other's' agendas/priorities
 - Crucial to promoting integration across the local health and social care economy and allowing Trusts to inform decision making
- 3.4 Opting to continue with the existing Board composition at the exclusion of local health care providers also presented a number of key issues including the risk of undermining integrated working.
- 3.5 The appointment of the NHS Trust representatives as non-voting members of the board, have been recommended following discussion with the local authority. Subject to approval by the Board, this will be recommended as a membership change to full Council.
- 3.6 It is proposed that the NHS Trust representatives will be:
- Director of Planning, Royal Free London, NHS Foundation Trust
 - Director of Strategic Development, Barnet, Enfield and Haringey Mental Health NHS Trust
 - Chief Executive, North Middlesex University Hospital NHS Trust
- 3.7 The current board terms of reference lists the membership of the board as including the following Cabinet members:
- Cabinet Member for Adult Services, Care and Health
 - Cabinet Member for Community Wellbeing and Public Health
 - Cabinet Member for Children and Young People
 - Cabinet Member for Environment

The titles of the cabinet members have since been changed and are subject to annual review. It was therefore proposed to alter the membership as set out in the board terms of reference, to the titles of the four members of the Cabinet currently sitting on the Board:

- Cabinet Member for Health and Adult Social Care
- Cabinet Member for Education, Children's Services and Protection
- Cabinet Member for Culture, Sport, Youth and Public Health
- Leader of the Council

The Board considered these changes to the membership and board terms of reference at their meeting on 16 October 2014 and agreed that they should be recommended to Council for approval.

- 3.8 The changes to the Board terms of reference are set out in Appendix A.

4. ALTERNATIVE OPTIONS CONSIDERED

Maintain the status quo and offer no NHS Trust representation on the Board

This option is not felt to be appropriate at this time. The role of Trusts in the local health economy is important. For the purposes of integrated working throughout the local health and social care economy it is vital that the Health and Wellbeing Board formally link in with NHS Trusts.

Allow all three NHS Trusts to join the Board, with full voting rights

This option is not felt to be appropriate at this time due to the potential for a perceived conflict of interest.

Allow one NHS Trust to join the Board as a representative for all three Trusts, with full rights

This option is not felt to be appropriate at this time as it would be difficult for one Trust to faithfully reflect the views of three Trusts.

Allow one NHS Trust to join the Board as a representative for all three Trusts, but with no voting rights

This option is not felt to be appropriate at this time as it would be difficult for one Trust to faithfully reflect the views of three Trusts.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The preferred option will allow Trust representation without the perception of a conflict of interest. The benefits to the Health and Wellbeing Board of Trust membership are many.
- 5.2 The inclusion of providers will help to support and assist with the Board's drive for prevention and service improvement. Including healthcare providers in this conversation is potentially key to obtaining their support for the delivery of health and wellbeing priorities and would support better working relationships.
- 5.3 Excluding providers runs the risk of undermining integrated working. By embracing providers the Board can expect providers to better facilitate and assist with the easing of obstacles that may exist relating to the sharing and exchanging of information and intelligence. Inclusion may lead to more 'intelligent commissioning' and the achievement of better outcomes.
- 5.4 Inclusion will also assist with the development of a thriving local health economy and allow improved representation of the patients voice in jointly planning how best to meet local health & care needs. Linking providers in with the delivery of the Better Care Fund should also help with improving pathways and outcomes. Finally, by partnering with providers via the Board, the Board is better able to build relationships and influence

agendas and priorities and. This is crucial for promoting integration across the local health and social care economy - NHS Trusts will be able to inform decisions being taken

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

6.1 Financial Implications

There are no financial implications arising from the recommendations contained in this report.

6.2 Legal Implications

6.3 Section 194(2) of the Health and Social Care Act 2012 ("the Act") sets out the statutory membership of a Health and Wellbeing Board. Section 194(2)(f) of the Act requires a representative of each relevant CCG to be a member of the Board. Section 194(2)(g) of the Act states: *'such other persons, or representatives of such other persons, as the local authority thinks appropriate.'*

6.4 Section 194(7) of the Act states: *'A person may, with the agreement of the Health and Wellbeing Board, represent more than one clinical commissioning group on the Board.'*

6.5 Section 194(8) of the Act states: *'The Health and Wellbeing Board may appoint such additional persons to be members of the Board as it thinks appropriate.'*

6.6 Section 194(9) of the Act states: *'At any time after a Health and Wellbeing Board is established, a local authority must, before appointing another person to be a member of the Board under subsection (2)(g), consult the Health and Wellbeing Board'.*

6.7 Regulation 6 of the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 amends Section 13 of the Local Government and Housing Act 1989 so that there must be a direction from the local authority (after consultation with the Health and Wellbeing Board) before any person who is not a member of the local authority is appointed as a non-voting member of the Health and Wellbeing Board.

7. KEY RISKS

- **NHS Trust membership on the Board may present a conflict of interest – potential**

Granting NHS Trust membership with no voting rights will mitigate against the risk of Trusts receiving decision making powers in relation to the commissioning of local services. The Board's declaration of interests function also acts as a control to manage and highlight any conflicts of interest that may present.

- **The Board may become too focused on service provision in relation to healthcare and ‘medical’ issues at the expense of wellbeing and the wider determinates of health**

The Board is in the process of developing and agreeing a forward plan which will ensure topics presented to the Board cover the full spectrum of local Health and Wellbeing priorities. Existing Board membership also represents a diverse range of local stakeholders including the VCS and environment department.

- **The size of the Board will increase further, running the risk of limiting its effectiveness**

Further reviews of Board membership and planned organisational development work will help to inform future membership and Board structures ensuring the Board engages with the diverse range of local stakeholders able to deliver and influence the local Health and Wellbeing agenda.

8. IMPACT ON COUNCIL PRIORITIES

- 8.1 The changes proposed to the membership to the Health and Wellbeing Board will further enhance the Board’s ability to drive forward all key local health and wellbeing priorities in terms of the council priorities of fairness for all, growth and sustainability and strong communities.

9. EQUALITIES IMPACT IMPLICATIONS

- 9.1 The inclusion of NHS Trusts will assist with improvements in partnership working and enhance the Board’s understanding of local needs and challenges. Membership will also offer increased representation of the patients’ voice allowing for joint service planning that best meets local health and care needs

Background Papers

None

Enfield Health and Wellbeing Board Terms of Reference

Purpose

The purpose of the Board is to improve the health and wellbeing of the residents of Enfield and reduce current health inequalities. The Board will work with partner agencies in delivering improvements to the provision of health, adult and children's social care and housing services.

Vision

Our vision is for a healthier Enfield, where everyone is able to benefit from improvements in health and wellbeing. We want to reduce health inequalities in Enfield and for its people to have a healthier, happier and longer life. We want Enfield to be a healthy and happy place to live, work, raise a family and retire in.

Terms of Reference

1. Aims

The primary aims of the Board are to promote integration and partnership working between the local authority, Clinical Commissioning Group (CCG) and other local services and improve the local democratic accountability of health.

2. Name

The name of the Board will be 'Enfield Health and Wellbeing Board' (EH&WB)

3. Membership

- ~~Cabinet Member for Adult Services, Care and Health~~
- ~~Cabinet Member for Community Wellbeing and Public Health~~
- ~~Cabinet Member for Children and Young People~~
- ~~Cabinet Member for Environment~~
- **Leader of the Council**
- **Cabinet Member for Health and Adult Social Care**
- **Cabinet Member for Education, Children's Services and Protection**
- **Cabinet Member for Culture, Sport, Youth and Public Health**
- Chair of the local Clinical Commissioning Group
- HealthWatch Representative
- NHS Commissioning Board Representative
- CCG Chief Officer
- Joint Director of Public Health
- Director of Health, Housing & Adult Social Care
- Director of Schools & Children's Service

- Director - Environment
- Elected Representative of the Third Sector

Non Voting Members

- Director of Planning from the Royal Free London NHS Foundation Trust,
- Chief Executive from the North Middlesex University Hospital NHS Trust
- Director of Strategic Development from the Barnet Enfield and Haringey Mental Health Trust

Additional members may be appointed to the Board by the agreement of all current members and Council.

Membership of all non statutory board members be reviewed annually in line with the Council representations.

NB the Board Manager or their representative will be in attendance at all Board and Executive Meetings.

4. Responsibilities

The Enfield Health and Wellbeing Board will ensure:

- London Borough of Enfield with its partners are equipped to meet its duties
- A Health and Wellbeing Board work plan is implemented, reviewed and updated
- An integrated approach to commissioning
- Alignment of commissioning plans between the Joint Strategic Needs Assessment (JSNA), Pharmaceutical Needs Assessment (PNA) and Joint Health and Wellbeing Strategy (JHWS) and the Clinical Commissioning Group (CCG) Commissioning Plans, including:
 1. Duty to provide opinion on whether the commissioning plan has taken proper account of the JHWS to the NHS Commissioning Board
 2. Power to provide NHS Commissioning Board with opinion on whether a published commissioning plan has taken proper account of the JHWS (a copy must also be supplied to the relevant CCG)
- The power to encourage integrated working across wider determinants of health:
 1. between itself and commissioners of health related services
 2. between commissioners of health and social care services and of health-related services
- The Council has an adequately resourced public health service

- HealthWatch service exists within Enfield and is represented at the Board
- The JSNA, PNA and Joint Health and Wellbeing Strategy are created
- Cabinet, CCG Governing Body and NHS Commissioning Board are kept informed of progress and work of the board
- A work programme for the sub committees is determined and this is kept on track
- To receive the annual public health report/public health issues
- Oversight over the Children's Trust Governance arrangements
- Oversight of the HealthWatch Plans / Annual Report
- The work of the EH&WB be communicated to all Enfield residents through its website and publications
- Equality and diversity issues are addressed
- Performance and quality management
- Promotion of integration and partnership across areas
- Determination of the allocation of any public health budgets
- Support for joined-up commissioning and pooled budget arrangements, where all parties agree this makes sense including Children and Adults Section 75 Arrangements

5. Proposals for Sub-Boards and Work Programmes:

The Enfield Health and Wellbeing Board will be able to appoint sub committees to discharge their functions in accordance with section 102 of the 1972 Local Government Act.

All Sub-Boards will have their Terms of Reference and membership approved by the Health and Wellbeing Board and will need to operate in accordance with the requirements of the full board.

The Board will have an executive group which will meet on a monthly basis to oversee on-going work in between board meetings. Its membership will consist of: the Joint Director of Public Health, CCG Chief Officer, Director of Children's Services and Director of Health, Housing and Adult Social Services.

6. Chairing

The Chair will be either the Leader of the Council or their appointed representative. **The Vice Chair will be the Chair of the Enfield Clinical Commissioning Group.**

7. Voting

Each member of the Board shall have one vote and decisions will be made by a simple majority. The Chair will have the casting vote.

8. Quorum

The quorum for the Enfield Health and Wellbeing Board shall be at least four members or one quarter of the membership, to include a representative from the clinical commissioning group, and a councillor.

9. Frequency of Meetings

Each year there will be at least five formal meetings of the EH&WB as well as any other additional extraordinary board meetings and/or development sessions as called by the board.

10. Conduct of Business of the Health and Wellbeing Board

- (a) EH&WB meetings will generally be open to the public and other councillors except where they are discussing confidential and exempt information. This will need to be in accordance with the requirements of the Local Government Act 1972 as amended.
- (b) Members of the EH&WB will be entitled to receive a minimum of five clear working days notice of such meetings, unless the meeting is convened at shorter notice due to urgency.
- (c) Any member of the Council may attend open meetings of the EH&WB and speak at the discretion of the Chair. A protocol for members of the public to speak at meetings has been drafted and is attached as Appendix 3 to the Terms of Reference.
- (d) **Agendas and notice of meetings:** There will be formal agendas and reports which will be circulated at least five working days in advance of meetings.
- (e) **Exempt and confidential items:** There will be provision for exempt or confidential agenda items and reports where the principles of the relevant access to information provisions of the Local Government Act 1972 (as amended) apply.
- (f) **Reports:** Reports for the EH&WB will usually be prepared by the relevant officer or EH&WB member.
- (g) Reports will be presented by the appropriate EH&WB Board member, and must include advice from relevant officers, including finance and legal implications and reasons for the recommendations.
- (h) **Minutes of decisions made at EH&WB meetings:** Minutes will be made public within 10 working days of each meeting.
- (i) **Officer advice:** Officer advice will be stated fully and clearly within reports to the EH&WB Board.

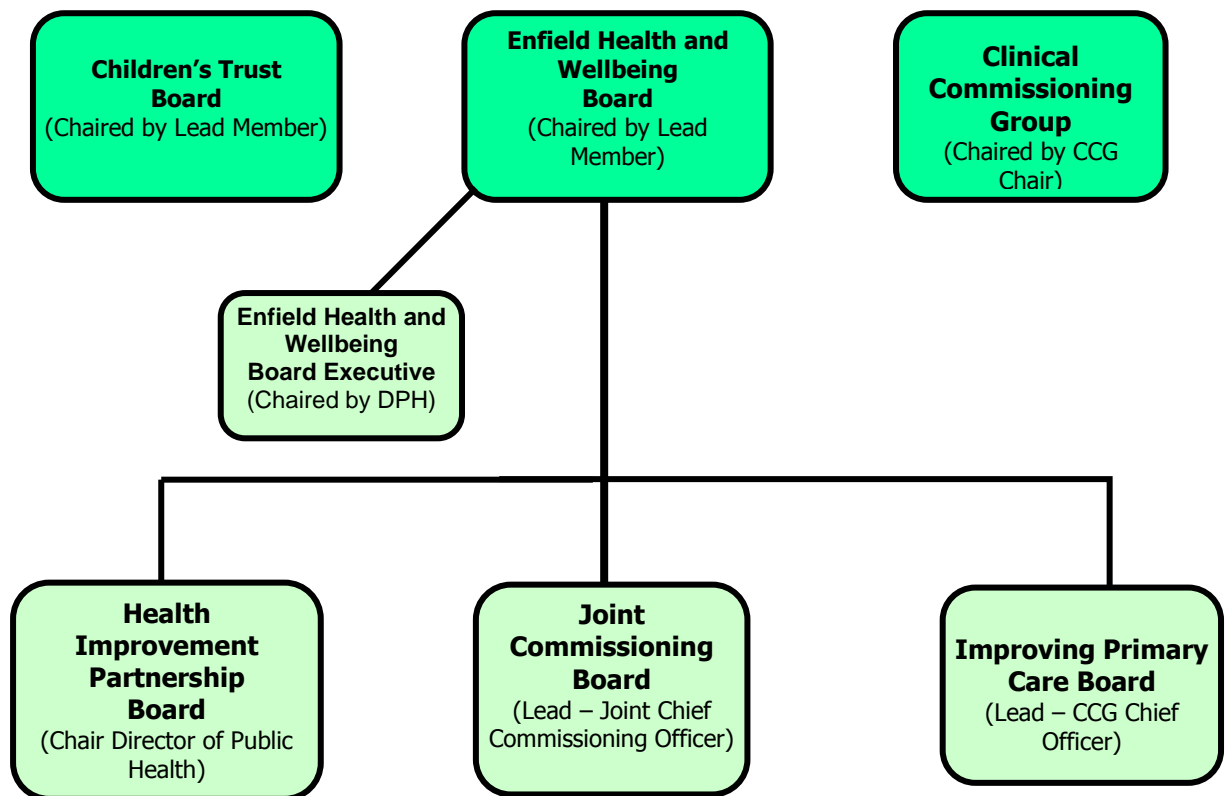
Appendix 1 to the Terms of Reference

Protocol

Responsibilities of Members of the Enfield Health and Wellbeing Board (EH&WB)

- Represent and speak on behalf of their sector or organisation
- Power to appoint additional members to the board as deemed appropriate
- Be accountable to their organisation or sector for their participation in the EH&WB and ensure that they are kept informed of the EH&WB business and information from their organisation/sector is reported to the EH&WB
- Support the agreed majority view when speaking on behalf of the EH&WB to other parties
- Attend the EH&WB meetings
- Sign up to the Council's Code of Conduct and declare any disclosable pecuniary, other pecuniary and non pecuniary interests that arise
- Read agenda papers prior to meetings so that they are ready to contribute and discuss EH&WB business
- Uphold and support EH&WB decisions
- Work collectively with other board members in pursuit of EH&WB business
- Ensure that the EH&WB adheres to its agreed terms of reference and responsibilities
- Listen with respect to the views of fellow board members
- Will be willing to take on special tasks or attend additional meetings, functions or developed activities of the EH&WB

Appendix 2 to the Terms of Reference

Structure Chart 2013/14 Enfield Health and Wellbeing Board including proposed sub boards

Appendix 3 to the Terms of Reference: Procedure for speaking at Health and Wellbeing Board Meetings

The Health and Wellbeing Board is a formal meeting. Members of the public cannot take part in the discussion unless they request permission in advance of the meeting, and then only with the agreement of the Chair.

The mechanism for raising an issue is through the deputation process.

If you want to speak at a meeting of the Health and Wellbeing Board you will need to request permission for a deputation.

A deputation must relate to an item on the agenda for the meeting. It can consist of no more than 5 people. Only one member of the deputation will be able to speak, for up to 5 minutes, to address the Board. Members of the Board will then be able to ask questions on the issues raised.

How to request a deputation to the Health and Wellbeing Board

All requests for a deputation to the Health and Wellbeing Board must be submitted in writing to:

The Health and Wellbeing Board Secretary
Governance Team
Finance, Resources and Customer Services Department
PO Box 50
1st floor, Civic Centre
Silver Street, Enfield
Middlesex EN1 3XA

Or by e mail to penelope.williams@enfield.gov.uk

We need to have your request by noon at least two working days before the Health and Wellbeing Board meeting that you wish to speak at.

You should include the following information:

- The purpose of the deputation – what is the matter to be discussed?
- The name, address and telephone number of the person leading the deputation.

How to find out the dates of the Health and Wellbeing Board meetings

The dates of all Health and Wellbeing Board meetings are available on the democracy pages of the Council's website www.enfield.gov.uk/democracy or by contacting the Governance Team on Tel: 020 8379 4098 or democracy@enfield.gov.uk.

Who decides whether the deputation will be allowed?

All requests for deputations to Health and Wellbeing Board meetings are considered by the Chair of the Board. The Chair will either:

- Agree the request;
- If the matter is not appropriate to the Health and Wellbeing Board the request may be referred onto the Chair of a more relevant body such as a scrutiny panel, other council committee or health body.
- Refuse the request.

The Board Secretary will advise you of the decision of the Chair regarding your request. If the request is refused you will be told why.

No more than two deputations will be allowed for any one agenda item at each Health and Wellbeing Board meeting.

A deputation should relate to the Health and Wellbeing Boards area of responsibility and relate to items on the agenda.

If you have any questions regarding the above please contact the Governance Team on 020 8379 4098.

MUNICIPAL YEAR 2014/2015 REPORT NO. **122**

MEETING TITLE AND DATE:

Council - 19 November 2014

REPORT OF:Acting Assistant Director
Human Resources

Contact officer and telephone number:

Tony Gilling – 020 8379 4141

Email: tony.gilling@enfield.gov.uk**Agenda - Part:** 1**Item:** 13**Subject:**Reference from Members & Democratic
Services Group – Establishment of
Remuneration Committee**Wards:****Key Decision No:**n/a**Cabinet Member consulted:**

Cllr Andrew Stafford

1. EXECUTIVE SUMMARY

This report considers whether the issues of senior remuneration should be considered and agreed by a separate free standing Remuneration Committee rather than within the Audit Committee.

2. RECOMMENDATIONS

- 2.1** With effect from 20 November 2014, the Remuneration Sub-Committee is reconstituted as a freestanding Committee appointed by Council, with the Terms of Reference detailed in section 3.7 of the report.
- 2.2** Subject to 2.1 above the Terms of Reference for the Audit Committee be amended to reflect the change, as detailed in section 3.8 of the report.

3. BACKGROUND

- 3.1** The Remuneration Sub-Committee was formed in 2011 in response to the Localism Act and the requirement to ensure that the remuneration of senior officers is open and transparent. The panel comprises of two lead and one opposition member. Since the formation the committee has examined, challenged and engaged in discussions on a number of complex issues including severance payments, health checks, Public Health pay and pension discretions.

In addition to this, the committee has a responsibility each year to review the Council Pay Policy and the comparative pay rates in London for senior officers to ensure that the Council's approach to pay is fit for

purpose. On average, the committees have taken 1 to 1½ hours to conduct business.

- 3.2 In 2014, a decision was made to incorporate the Remuneration Sub-Committee into the Audit Committee with a view to streamlining the number of council committees.
- 3.3 Since the decision to combine the committees has been made, there have been a number of developments which have highlighted the importance of senior pay and conditions in relation to the local government transformation agenda. Changes in the Local Government Pension Scheme (LGPS) Regulations with higher contributions, changes in the pension tax allowances and the six year national pay freeze on senior salaries have all combined to put pressure on Councils to ensure that their senior reward packages are competitive and they are able to recruit and retain the best.
- 3.4 In the light of the above, it is important that the Council give full consideration to the issue of senior pay and reward if it is to meet the financial challenges ahead. If the issues are bolted on to the end of a long audit committee, members may not give the necessary attention they would have given if the issues were aired in a free standing committee and it is feared that the constructive dialogue and challenge engendered to date could be diluted. It is acknowledged that there is a need to streamline decision making time if the Council is to meet the requirements of the Enfield 2017 agenda. However, if subsuming the Remuneration Sub-Committee into the Audit Committee reduces the time afforded to discussing the issues, it could be ultimately detrimental and undermine effective decision making.
- 3.5 A recent survey conducted by London Council shows that of the 22 returns, the majority of Local Councils (17) have a free standing pay or HR Committee where the issues are considered. This indicates the importance Councils place on the subject matter and provides further evidence of the need for a separate committee.
- 3.6 The Member and Democratic Services Group considered the issue at their meeting on 4 November 2014 and agreed in principle to the recommendation and that it should be referred to Council for a final decision.
- 3.7 The proposed terms of reference for the Committee would be as follows (which are the same as those agreed for the previous Sub Committee):

MEMBERSHIP

The Remuneration Committee shall comprise 3 members (2 majority and 1 opposition)

FREQUENCY OF MEETINGS

The Committee will meet as and when required to:

- (a) determine whether there was any requirement for a formal review on the relevant pay and remuneration markets;
- (b) where necessary, commission relevant research data analysis;
- (c) review any corporate remuneration issues arising out of the Council's pay progression policies and practices;
- (d) consider any proposals made by Central Government in respect of the pay and remuneration of senior managers.

REMIT

The Committee will be responsible for making recommendations to the Cabinet, and Council if appropriate on strategic pay and remuneration issues relating to staff in posts graded Assistant Director, Director and Chief Executive, plus other salary scales with similar levels of remuneration eg. some Soulbury scales.

The remit of the Committee will include consideration of all elements of the Council's senior management remuneration package, including:

- (a) levels of consolidated/fixed salaries;
- (b) elements of variable non consolidated salary payments;
- (c) any additional pay or non pay benefits that could be considered as part of the total remuneration package;
- (d) processes for determining the pay progression of staff;
- (e) termination payments packages;
- (f) parameters and process for appointing senior interim or agency staff.

The remit of the Committee will not extend to consideration of the level of remuneration of individual members of staff (within the context of the agreed policy) as these will be covered by individual contracts of employment.

- 3.8 This change would also need to be reflected within the Audit Committee Terms of Reference, as follows:

Deletion of the following from the Other Issues section

- “ix) To oversee strategic pay and remuneration issues relating to senior management, with the following specific functions:
- a) To determine whether there was any requirement for a formal review on the relevant pay and remuneration markets.
 - b) Where necessary, to commission relevant research data analysis.

- c) To review any corporate remuneration issues arising out of the Council's pay progression policies and practices.
- d) To consider any proposals made by Central Government in respect of the pay and remuneration of senior managers.
- e) To make recommendations to the Cabinet, and Council if appropriate on strategic pay and remuneration issues relating to staff in posts graded Assistant Director, Director and Chief Executive, plus other salary scales with similar levels of remuneration eg. some Soulbury scales.
- f) To consider all elements of the Council's senior management remuneration package, including
 - (a) levels of consolidated/fixed salaries;
 - (b) elements of variable non consolidated salary payments;
 - (c) any additional pay or non pay benefits that could be considered as part of the total remuneration package;
 - (d) processes for determining the pay progression of staff;
 - (e) termination payments packages;
 - (f) parameters and process for appointing senior interim or agency staff.

The remit of the Committee will not extend to consideration of the level of remuneration of individual members of staff (within the context of the agreed policy) as these will be covered by individual contracts of employment."

4. ALTERNATIVE OPTIONS CONSIDERED

The Audit Committee considers issues of senior remuneration. This would be detrimental to effective decision making as detailed in paragraph 3.4.

5. REASONS FOR RECOMMENDATIONS

Detailed in paragraphs 3.4 and 3.5.

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

6.1 Financial Implications

There are no financial implications on this change. All costs are accounted for with existing budgets.

6.2 Legal Implications

6.2.1 Guidance by the Senior Salary Review Body, supported by the Local Government Employers' organisation recommended that Councils should establish a Remuneration Committee to deal with pay terms and condition matters. The Localism Act also contains provision requiring the creation and agreement by Council of a 'senior pay policy statement' which will be produced

annually. A free standing Remuneration Committee is an appropriate body to consider these issues.

6.2.2 If the Remuneration Committee is separated from the Audit Committee, the Council's constitution will need to be reviewed to make any necessary changes.

6.3 Property Implications

None

7. KEY RISKS

If the Council does not make effective decisions with regard to senior remuneration, it could serve to undermine the Enfield 2017 transformation agenda.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

Ensuring that the Council has a pay and reward structure which is fit for purpose enables the Council to attract and retain good quality leaders and managers who will ensure the delivery of services to realise the Council's aims and objectives

8.2 Growth and Sustainability

8.3 Strong Communities

9. EQUALITIES IMPACT IMPLICATIONS

Part of the remit of the Remuneration Committee is to ensure that potential equal pay issues are addressed.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The Remuneration Committee has a role to play in considering whether the provisions for determining pay progression for staff are fit for purpose and support a performance management culture.

11. HEALTH AND SAFETY IMPLICATIONS

None

12. PUBLIC HEALTH IMPLICATIONS

To ensure that the Council is able to meet the Public Health agenda, it is essential that it considers and develops appropriate reward strategies to attract public health professionals.

Background Papers: None

Council Questions - Wednesday 19 November 2014

Section 1 – Questions for Cabinet Members

Question 1 from Councillor Neville to Councillor Taylor, Leader of the Council

Following the decision of Overview and Scrutiny Committee to refer back the decision of the Cabinet Member for Environment to leave park gates unlocked, can he tell the Council whether he has confidence in the Cabinet Member's judgement in approving such a major and controversial decision which did not feature in Labour's manifesto, without any proper consultation?

Is he not concerned that the police, who would doubtless have views on the effects of the decision on potential burglary in properties adjoining parks and other criminal or anti-social activity, particularly given that the Cabinet member's portfolio has direct responsibility for community safety?

Reply from Councillor Taylor

I understand that the decision has been paused. It strikes me that it is a sign of strength for a decision to be considered further by the Cabinet Member if he judges that to be the best approach. I also refer you to the response to Question 9.

Question 2 from Councillor Anderson to Councillor Taylor, Leader of the Council

Can the Leader of the Council speculate on the impact of the Prime Minister's pledge to make £7bn of unfunded tax cuts given the failure of the Government to tackle the budget deficit. Will this inevitably require further cuts to vital services and attacks on the most vulnerable?

Reply from Councillor Taylor

I fear the answer must be yes. Government policy seems to be based on following a blindfolded approach to decision making. The lack of real growth per capita, a decline in living standards and a deep seated hatred of the public sector will lead to even greater cuts to vital public services.

Enfield residents will bear the burden of increased cuts and declining services.

Question 3 from Councillor Neville to Councillor Brett, Cabinet Member for Community Organisations

Given the recent decision to permit applications for funding under the Enfield Residents Priority Fund to be approved by one ward member only, is he concerned that the Council is in danger of flouting the spirit of the proportionality regulations inasmuch as one member in a split ward is enabled to override the views of the other two, who maybe have the political majority in that ward. If he is not concerned, perhaps he can explain the rationale for the decision.

Reply from Councillor Brett

The updated Enfield Residents' Priority Fund (ERPF) guidance approved by the ERPF Cabinet Sub Committee in August 2014 clearly states that the preferred option is that all three ward Councillors agree on each application. The change is that if agreement cannot be reached, applications may still go forward for consideration by the ERPF Cabinet Sub-Committee who will, as with all applications, reach a decision based on the merits of each application, the outcomes they will deliver and the impact on the local areas. The political make-up of each ward is not a criterion that the Cabinet Sub Committee have used or will use in the future in their consideration of ERPF applications.

The amendment made to this particular part of the guidance that was approved by the ERPF Cabinet Sub Committee in October 2014, reinforces the requirement for ward Councillors to discuss and wherever possible reach agreement on applications. In addition, where agreement cannot be reached Councillors will be required to submit written reasons for their support or rejection of each application. The ERPF Cabinet Sub Committee will use this additional information in their deliberations providing further assurance that decisions are robust and impartial.

Question 4 from Councillor Simon to Councillor Oyken, Cabinet Member for Housing and Estate Regeneration

Could the Cabinet Member inform the Council whether the ideas in the 'right to move' consultation, if embraced by National Government, be disadvantageous to Enfield residents? Should our Conservative MPs oppose these proposals?

Reply from Councillor Oyken

The Right To Move Scheme being proposed by government is a mobility scheme for Council and housing association tenants wishing to move to take up an offer of employment / training anywhere in the country. It is being proposed that Councils set aside 1% of Council and housing association homes that become available for lettings each year for the scheme. Allocations schemes would need to be amended to remove the local residency criteria.

The London economy creates more jobs than all other regions and an influx into all London boroughs would be anticipated. Enfield is already an area of exceptionally high housing need with evidence of more tenants want to move into Enfield than move out.

Enfield's housing need is evidenced by almost 3,000 families on the housing register (1,700 in temporary accommodation) and high demand for housing options and advice services. Less than 580 general needs homes let in 2013/2014 which is not enough to address local need in the borough. Changes to the Right to Buy scheme and the top-slicing of GLA funded homes will further limit the supply of Council and housing association homes for local people.

Removal of the residency requirement in Enfield's Allocation Schemes will increase pressure on already overstretched social housing sector in Enfield impacting on local families in housing need (including working families).

Verification of applications under this scheme will also be cumbersome – many new jobs are casual and short-term in nature and may not generate the intended outcome of long term stable working households living on estates, checking the authenticity of applications would create an additional burden upon allocations staff.

The Council has a range of initiatives in place to support local people back into work and facilitate mobility amongst social tenants and these are set out in the Council's Employment and Skills Strategy.

Question 5 from Councillor Neville for Councillor Taylor, Leader of the Council

On receipt of this question can he please take legal advice and inform the Council of that advice as to the propriety of the statement made by the Vice Chairman on the Planning Committee that "it would be a dereliction of duty for any Councillor not to support this application" before a vote which it is argued could be seen as directing fellow Councillors on which direction to make a decision on a planning application? Does he not agree that this is a flagrant breach of the planning code and what action does he propose to take to ensure that Enfield's prior reputation for dealing with planning applications on their merits and without party political direction is not tarnished by the action of his members?

Reply from Councillor Taylor

I take the view that it is bad corporate governance for the Leader of the Council to comment on or intervene in planning decisions. I suggest this is for others to comment upon. I refer you to the reply to Question 54.

Question 6 from Councillor Jemal to Councillor McGowan, Cabinet Member for Health and Adult Social Care

Would the Cabinet Member comment on the Care Quality Commission's recently published State of Care Report and any implications for social care services in Enfield?

Reply from Councillor McGowan

We welcome the recent Care Quality Commission's State of Care report for 2013/14 and the more rigorous inspection regime which they have put into place. At the heart of providing good quality services people should be treated with dignity and respect, receive the care and support they need, be cared for and protected from harm and be supported by staff and managers who feel valued, supported and fully equipped to deliver excellent care.

Nationally the CQC (Care Quality Commission) found a significant variation in the quality of adult social care services. In particular, people in nursing homes tend to receive much poorer care than those living in residential (non-nursing) care homes

with shortages of qualified nursing staff and registered managers' areas of key concern.

In terms of what the implications of the report are for Enfield, I would say that we can never be complacent about the quality of services provided within our borough. The provision of good quality care is a matter for us all, whether we have family or friends receiving these services or have a statutory responsibility for monitoring their quality.

However, we do have robust systems in place for reviewing the quality of care our vulnerable people receive. Safeguarding concerns that are brought to our attention are dealt with robustly and we have a good track record of working with failing providers to drive improvement. The Safeguarding Information Panel (SIP), attended by The Care Quality Commission, the Clinical Commissioning Group and Local Authority Partners meets every six weeks to review high risk providers. Amongst other things this meeting can invoke the provider concerns process which supports implementation of action plans with the provider to raise standards. Where necessary we work closely with the police and have and will continue to pursue to the fullest extent of the law serious failures in the duty of care.

In addition, we have our group of 50 quality checkers who are regularly checking the quality of regulated services in our borough. The quality checker program which is a volunteer programme made up of local service users and carers who undertake visits to homes and provide feedback and actions to the care home and reports to Enfield's Quality Improvement Board. Importantly, providers see this as a positive opportunity to improve the way they deliver services and the volunteer quality checker programme has been very well received. We also have regular meetings with Healthwatch, Enfield Commissioning and the quality assurance team to look at quality issues within care homes.

The CQC have commended the Council's close working with them and cited it as a model of best practice which has been shared with other Councils.

Question 7 from Councillor Neville to Councillor Bond, Cabinet Member for Environment & Community Safety

Referring to his recent decision to implement pilot schemes allowing 20 minutes free parking at town centres, how does he propose to test the success of the pilot based as it is on such small numbers of free parking places, two in one of the pilots.? Or is he in reality paying only lip service to Labour's election manifesto pledge to "encourage residents to shop locally"?

Reply from Councillor Bond

We introduced the stop and shop bays to provide a facility for shoppers who want to just buy, for example, a pint of milk or a newspaper. We intend to carry out surveys over a number of months to monitor both the occupancy and compliance levels in these bays before deciding whether to consider additional bays.

Question 8 from Councillor Pite to Councillor Sitkin, Cabinet Member for Economic Development

Can the Cabinet Member inform the Council of the quality of the crop that was harvested when he visited Enfield Veg Co at Forty Hall Farm on 16 October 2014?

Reply from Councillor Sitkin

I visited Forty Hall Farm on 16 October 2014 as part of World Food Day to see for myself the excellent work that is going on to promote locally grown organic produce. The farm produces top quality, delicious organic vegetables and fruit which are then sold on to local shops and straight to residents via the weekly 'veg box' delivery scheme. I was impressed by the quality and range of fresh vegetables, which at the time of my visit included squash, tomatoes, cabbages, leeks, kale, spinach and chillies, to name a few. The ability to produce and sell locally means that vegetables travel from "field to fork" very quickly. This means that it is fresher and tastes better.

Local people work on the farm, many of them trainees, who learn vital skills in horticulture and animal management. The scheme is promoting sustainable farming methods, which is fantastic for the customer who receives affordable, delicious, locally grown food.

Question 9 from Councillor Laban to Councillor Bond, Cabinet Member for Environment and Community Safety

Will the Cabinet Member confirm he will be consulting Friends of Parks groups on his proposals to leave parks unlocked at night? Does the Cabinet Member agree that Council consultation should require the Council to contact residents and other relevant stakeholders to ask their views before implementation, rather than after?

Reply from Councillor Bond

The cabinet member will implement the decision of the Overview and Scrutiny Committee. Council consultation should be appropriate to the decision being made.

Question 10 from Councillor Barry to Councillor McGowan, Cabinet Member for Health and Adult Social Care

Could the Cabinet Member outline plans for the publication of this year's "Local Account"?

Reply from Councillor McGowan

The latest version of Enfield's Local Account has been produced in collaboration with Healthwatch this year. The final draft has now been signed off and will be published by Friday, 14 November 2014. It will be available on the Council's website as well as in hard copy format through a variety of venues such as Council buildings, including libraries, GP surgeries and local voluntary sector organisations.

I commend this open, straight forward, public facing report setting out our performance in key areas to all Members of the Council.

Question 11 from Councillor Laban to Councillor Bond Cabinet Member for Environment and Community Safety

Will the Cabinet Member confirm he will be consulting with the Parks Police, Safer Neighbourhood Teams and the Borough Commander on his proposals to leave parks unlocked at night? Does the Cabinet Member agree that Council consultation should require the Council to contact these stakeholders to ask their views before implementation, rather than after?

Reply from Councillor Bond

The Cabinet Member will implement the decision of the Overview and Scrutiny Committee. Council consultation should be appropriate to the decision being made

Question 12 from Councillor Doyle to Councillor Simbodyal, Cabinet Member for Culture, Sport, Youth and Public Health

Can the Cabinet Member advise how many young people in Enfield will be receiving a Duke of Edinburgh award at Enfield's ceremony held this month?

Reply from Councillor Simbodyal

This year over 750 young people have participated in Duke of Edinburgh Award (D of E) at bronze, silver and gold, with over 600 full awards being presented at the 2014 annual awards presentation and over 100 sectional certificates being issued borough wide at bronze and silver.

In order for a young person to complete a full award at bronze or silver they have to complete 4 sections: Volunteering, Skills, Physical and the Expedition section and it takes between 6 and 12 months of their personal time to complete.

In addition there are 8 young people who have completed the full gold award and have been invited to the presentation, with a further 6 nearly complete. It takes between 12-18 months for a young person to complete gold as well as an additional 5th section, which is the residential section.

The Duke of Edinburgh's award is a very important award to gain that shows their commitment and determination. Young people learn so many skills on the Duke of Edinburgh's Award such as teamwork, communication, leadership, problem solving and overcoming challenges.

I am particularly proud that over 75 children with special educational needs/vulnerable young people have succeeded and achieved either sectional certificates or the full award this year and that 24 looked after children have achieved 3 sections of the Duke of Edinburgh's Award ready for expeditions in 2015, This is a massive increase on previous years.

We began trading D of E with schools in September 2014 and the take up was very good. We work in 18 schools and 1 college, 4 of which are 'Special' schools.

Question 13 from Councillor Hurer to Councillor Taylor, Leader of the Council

Can the Leader confirm that good practice for this Council in relation to consultation is that the Council contacts and consults with residents, community groups and other relevant stakeholders prior to implementation of proposals, rather than expecting residents to contact the Council after the event?

Reply from Councillor Taylor

I think you are duplicating Question 1 unless I am mistaken.

The decision to inform or undertake consultation (including appropriate methods) rests with the head of service and is discretionary. This discretion is based on relevance, proportionality and the subject under consideration.

Question 14 from Councillor During to Councillor McGowan, Cabinet Member for Health and Adult Social Care

Can the Cabinet Member advise the Council how Adult Social Care and Housing are working together innovatively to alleviate housing pressures in the borough?

Reply from Councillor McGowan

I can confirm that officers within Housing and Adult Social Care are working together in a variety of ways to alleviate housing pressures in the borough.

Our innovative "Keeping House Scheme" enables people moving into residential/nursing care who own a property in Enfield to lease their property to the Council. These houses can then become homes for people in housing need saving the Council up to £6,500 per year (versus Nightly Paid Accommodation costs). The rental income from the property can then be used to contribute towards funding the costs of care. The service is fully managed by the Council, rental income is guaranteed, people get help to bring their homes up to a decent standard if needed and owners or their representatives have the option to retain possession at the end of the lease period (5 years) or extend for a further period. The scheme started in February 2014 and to date we have had 18 families sign up. We are currently communicating with a further 80 families who would be eligible to participate in the scheme.

Officers also work together in a variety of other ways, including with the voluntary sector, to ensure that our most vulnerable adults and older people have the accommodation they need to live safely and independently. This may mean extra care or sheltered accommodation, housing with support, adaptations or work on an existing home to make it accessible and safe. Enabling more vulnerable people to live safely and independently in their own homes means fewer admissions to residential care, a reduction in the number of emergency admissions to hospital and more timely, safe discharge after a stay in hospital.

Question 15 from Councillor Alessandro Georgiou for Councillor Oykenor, Cabinet Member for Housing & Estate Regeneration

Both David Burrowes MP and I slept outside Enfield Library for a night to raise funds for the homeless charity All People All Places. Would Councillor Oykenor agree with me that Enfield Council should look into having a winter homeless shelter to help ease the plight of homeless people in Enfield?

Reply from Councillor Oykenor

The issues facing people who are sleeping out are serious and challenging for both the people concerned, and those who try to help them.

After a long history of having very low levels of people sleeping rough, the Council – along with the other boroughs in the North London Housing Partnership – is seeing a slight rise in those who are not able to access accommodation.

The services who support rough sleepers in Enfield are funded by the GLA and provided by London Street Rescue (Thamesreach). Anyone who knows of people sleeping rough should make a referral to this service using their website.

As well as providing a service to the rough sleeper, this also enables Thamesreach to monitor the local situation regarding the numbers and location of people affected.

Given the current trend in those sleeping rough, the Housing Service is currently considering the winter shelter provision and other local arrangements, particularly if the temperature drops significantly.

Question 16 from Councillor Erbil to Councillor Taylor, Leader of the Council

Can the Leader inform the meeting how the Council worked to achieve the extension of Cross Rail 2 to Enfield and its likely impact on the borough?

Reply from Councillor Taylor

The Department for Transport is shortly to consult on proposals to safeguard the core route of Crossrail 2, which now includes an extension to New Southgate. The Council lobbied hard for this extension and in support of the wider regional option, which would see Crossrail 2 serve the Lee Valley Line in the east of the borough.

Crossrail 2 will transform both New Southgate and the eastern corridor, providing a high frequency connection to central London and significantly reducing journey times. This quality of service will transform the connectivity of these areas and support a significant number of new homes and jobs.

Question 17 from Councillor Rye to Councillor Stafford, Cabinet Member for Finance

Following his meeting with union officials and Council officers at a public house in my ward on Wednesday 30th August 2014 could he confirm:

- That he has not breached the Code of Conduct for Councillors in his relationship with officers of the Council.
- That on this occasion, previous or subsequent meetings he has not accepted hospitality above the £25 that requires an appropriate declaration.
- That he has no further plans for meetings over beer and sandwiches with the Unions?

Reply from Councillor Stafford

- When witnessed by Councillor Rye I was not in a public house with officers of the Council – I was with Unison officials and I am a member of Unison. I realise the Conservative party dislikes the unions but having a pint with my area representative I doubt breaches the code of conduct.
- I have not accepted as much as a packet of crisp from the unions. I do however pay my monthly subs promptly to the union.
- Where I choose to socialise with my left wing colleagues, I know fascinates Councillor Rye but it is none of his business, where or when I do this
- I have official and regular meetings with the unions in the Civic Centre and these are diarised in the normal manner

Question 18 from Councillor Esendagli to Councillor Bond, Cabinet Member for Environment and Community Safety

Can the Cabinet Member inform the Council what steps are being taken to support Neighbourhood Watch?

Reply from Councillor Bond

The Council has invested in property marking (Smart water) to encourage the reinvigoration of Neighbourhood Watch scheme in support of our local police: (£15,500k + for 1400 kits including some for vehicles). The police have wholeheartedly welcomed this approach which includes signage and publicity about how the scheme works to deter offenders and provide those engaging with their local schemes with practical help to protect their belongings. We also work with many of the coordinators in other capacities such as through their CAPEs and involvement with other partnership groups and greatly appreciate their contribution.

Question 19 from Councillor Rye to Councillor McGowan, Cabinet Member for Health and Adult Social Care

In the light of your reply to Council Question 21 on 8 October 2014, do you believe the current contract procedure rules are fit for purpose or do you think they should be reviewed to allow the ethics of contractors to be considered as part of the process?

Reply from Councillor McGowan

The Council's contract procedure rules are reviewed annually and are currently going through this year's review. This is an opportunity to ensure that the rules enable the Council to obtain value for money from its contracts whilst complying with its legal obligations to ensure transparency, fairness, proportionality and non-discrimination in the procurement processes. The current rules are fit for purpose and reflect the extent to which we are permitted by law to exclude contractors from tendering for Council contracts. The most recent updates in the past few years have been to take into account the Bribery Act and that contractors must not use 'blacklists' in their employment practices.

Question 20 from Councillor Fonyonga to Councillor Oykenner, Cabinet Member for Housing and Estate Regeneration

Can the Cabinet Member update the Council about progress with Housing Gateway Limited?

Reply from Councillor Oykenner

Following Cabinet approval in February 2014, Housing Gateway has been fully established as a wholly owned local authority company. Housing Gateway has successfully recruited two independent directors with expertise in the housing and finance fields, who have brought a wealth of experience and knowledge to the Board of Directors.

Housing Gateway has developed a website to enable people interested in selling their property to make contact directly and has also established strong relationships with local estate agents. To date, offers have been accepted and are proceeding on over 65 properties. In addition, 18 transactions have completed and two tenants are in place, following the renovation work. A six month review is currently underway to test the assumptions used in the financial model; review operational practices and to appraise the assumptions made regarding the local property market conditions, to inform the future development of the company.

The Council's innovative response to the borough's housing pressures through Housing Gateway has received a substantial amount of interest from other local authorities and both local and national press, including positive coverage by the Guardian, BBC London and Radio 4.

Question 21 from Councillor Rye to Councillor McGowan, Cabinet Member for Health and Adult Social Care

Can you inform the Council of the reward percentage to Ernst & Young of savings they have identified above £2 million in Adult Social Services and what the "advantageous" fixed rate is that is to be paid to these external contractors? Would he inform the Council of any other external contractors and details of those contracts that have been entered into in his portfolio?

Reply from Councillor McGowan

Whilst I'm happy to respond, the details will contain commercial sensitive information so I will do this outside of the Council meeting.

Question 22 Councillor Hamilton to Councillor Sitkin, Cabinet Member for Economic Development

Can the Cabinet Member inform the Council if the Government are supportive of Enfield's plans for a Lee Valley Heat Network?

Reply from Councillor Sitkin

In October 2014 we received a positive funding decision from central government, endorsing the Lee Valley Heat Network (LVHN) by agreeing to fund £183,000 of its final stage development costs. In this funding round, the Government's Heat Network Delivery Unit awarded a total of £2.4m to 32 Councils to help develop new and expand existing heat networks. Enfield's award is at the top end of this funding allocation and will ultimately reduce the amount of capital funding required, subject to matching provision from Enfield.

Question 23 from Councillor Laban to Councillor Bond, Cabinet Member for Environment & Community Safety

An elderly disabled female resident asked a friend if he would do her garden. The friend unfortunately put the green waste in the blue wheeled bin by mistake. When it was the day for the resident's refuse and recycling collection the refuse workers did not take the contents of the blue bin due to cross contamination. When the resident called she was told in no uncertain terms that unless she got the green waste out of the blue bin her bin would not be emptied. This worried her as she is an amputee so removing the waste from the blue bin would be extremely difficult on her own.

In such circumstances as this when cross contamination occurs by accident not by intent, can the Cabinet Member for Environment and Community Safety make a commitment that common sense will prevail and a more sympathetic approach will be used when dealing with vulnerable residents who by no fault of their own are affected by this policy?

Reply from Councillor Bond

Common sense always prevails. The wheeled bin system rolled out by this administration does make it very easy to recycle. As a result we've seen massive improvements in recycling, high levels of satisfaction and savings in disposal. Because we've made it so easy we are tough on contamination issues; it costs our residents thousands of pounds every year.

Where a resident lives alone and is disabled or vulnerable and not able to manage their own waste exceptions can and are made. Of course, it would be nice if her friend corrected his own mistake.

Question 24 from Councillor Hasan to Councillor Bond, Cabinet Member for Environment and Community Safety

Can the Cabinet Member inform the Council what action is being taken to raise standards in food outlets and to safeguard residents?

Reply from Councillor Bond

Food Businesses are routinely inspected according to risk. This risk is based on the Food Standards Agency Code of Practice, for which officers make an assessment against a score of food hygiene; structure and confidence in management. The higher the risk, the greater the frequency of inspection. The risk rating is based on the following inspection frequency, Cat A= 6 months, Cat B = 12 month and Cat C = 18 months. The team will inspect 100% of the premises rated category A to C. Since April 2014 the team have undertaken 994 interventions, this includes inspections; revisits to check work has been done and sampling visits. All of which aim to improve the standards of food hygiene across the borough.

For those businesses who repeatedly contravene the law or provide food which is unsafe then enforcement action will be taken. Since April 2014 the team have taken the following formal action against food businesses in the borough, Voluntary closure = 10 premises, Improvement Notices Served = 54 and Prosecution = 9 premises subject to ongoing criminal investigation. A recent prosecution of a trader, who pleaded guilty to nine breaches of Hygiene Regulations and three breaches of the Food Labelling Regulations, followed a serious rodent infestation and out of date food being found on the premises. The Court ordered the trader to pay fines and costs of £2,680.

Question 25 from Councillor Laban to Councillor Bond Cabinet Member for Environment & Community Safety

At the recent Overview and Scrutiny Committee Meeting where we discussed the decision in relation to wheeled bin charging, you mentioned the Labour Party manifesto commitment to open a new Household Waste and Recycling Centre in the east of the borough. Please could the Cabinet Member for Environment and Community Safety inform the chamber when to expect the doors of this facility to open so that all residents can utilise this new household waste and recycling centre?

Reply from Councillor Bond

I think we should be clear that this is the facility to replace the one you closed. We believe that a new facility will help us in our fight against fly tipping.

I can confirm that officers are working with the North London Waste Authority (NLWA), on future options around a new civic amenity site to replace the one you closed, and I will update you as necessary.

Question 26 from Councillor Hurman to Councillor Brett, Cabinet Member for Community Organisations

Can the Cabinet Member outline the arrangements to commemorate the Arctic Convoy, so important during the Second World War?

Reply from Councillor Brett

There will be a commemoration of thanksgiving and remembrance for those who fought for this country in the Arctic Convoys during World War II at the memorial outside the Civic Centre on Saturday 15th November 2014.

The Service will take place around the memorial which was given to the people of Enfield from surviving Arctic veterans.

Invitations have been issued and accepted by representatives from the Russian Embassy, the Royal Navy, the merchant navy, local Royal British Legions and cadet forces as well as the Borough Commander, MPs, past mayors, freemen of the borough and the Reverend Dr. Steve Griffiths, from St. Andrew's Church, Enfield.

A small number of veterans have accepted and I am delighted to say that one veteran is due to be presented his Ushakov Medal from the Russian Naval Attaché. The service will commence at 3pm around the memorial and will be led by the Deputy Lieutenant of Enfield, Ann Cable. There will be a number of short speeches, awarding of the Ushakov Medal, inspection of the cadets, prayers, the sounding of the last post, 2 minutes silence, broken by the reveille, laying of wreaths and the playing of both the Russian and British national anthems.

Guests will then be invited to committee rooms 1 and 2 for light refreshments and further speeches. The Eastern European Centre have kindly volunteered to present the traditional offering of Karavais (Russian bread cakes) to guests, sweets to the veterans and provide background music.

Contingency plans are in place in case of foul weather and, in particular for the veterans comfort, the service will be relayed via a public address system to committee rooms 1 and 2 should the veterans and other guests wish to remain inside.

All members have been invited and I hope as many of you as possible can attend.

Question 27 from Councillor Laban to Councillor Bond Cabinet Member for Environment & Community Safety

Please could the Cabinet Member for Environment and Community Safety explain where the funding will be found to pay for the new Household Waste and Recycling Centre planned for the east of the borough?

Reply from Councillor Bond

Officers are currently looking at options and the costs and this will be identified in due course.

Question 28 from Councillor Jemal to Councillor Bond, the Cabinet Member for Environment and Community Safety

At a recent “call in” the Opposition Group questioned the Parking Regime. Can the Cabinet Member give us an update on what happened?

Reply from Councillor Bond

I believe Councillor Jemal is referring to the “call in” by the Conservative Group on the Penalty Charge Notice (PCN) band change. The report confirmed that the borough will be asking London Council’s to change our charging band from tariff B to A. This will mean that those receiving penalty charge notices will receive a higher penalty for each parking contravention. We are taking this action due to current enforcement measures having a limited effect on stopping motorists parking in contravention. During 2013/14, the Council saw an increase of 10% on the number of PCNs issued compared to 2012/13.

Question 29 from Councillor Laban to Councillor Bond Cabinet Member for Environment & Community Safety

In the recent Quarterly Corporate Performance Report it states that Enfield was in the bottom (i.e. heaviest residual arising) 10 boroughs for waste collected per household.

The total household arising was 28,302.8 tonnes, but the tonnage in this quarter last year was 25,574.9 tonnes. This means an additional 2728 tonnes of waste were collected this quarter in comparison to this quarter last year.

Would the Cabinet Member for Environment and Community Safety explain why our levels of residual waste are increasing rather than decreasing and what immediate measures have been put into place to expedite a turnaround in this area?

Reply from Councillor Bond

Outer London boroughs typically have higher waste arisings than inner London boroughs due to their housing make-up. In particular outer London boroughs have much higher green waste arisings. Therefore it is not surprising that Enfield sits where it does in a league table on London boroughs.

What I would note is Enfield’s excellent record on recycling since we got into power in May 2010 and rolled out the very popular and cost effective wheeled bin scheme. We have seen a slight increase in waste arisings after several years of declining levels.

We are looking at ways to reverse this recent rise and we expect it was partly due to the close of Barrowell Green in October 2012 for essential refurbishment which is probably a reflection of your attitude towards lack of investment in household waste recycling centres generally. This has inflated the apparent increase in arisings between the two years by approximately 700 tonnes.

Question 30 from Councillor Diagge to Councillor Bond, Cabinet Member for Environment and Community Safety

Can the Cabinet Member inform the Council of progress being made in the implementation of the spitting ban?

Reply from Councillor Bond

Eight people have been successfully convicted under our spitting bye law. At present we can only deal with spitting offences by prosecution. However, we have made application to London Councils for a fixed penalty option. This will enable us to tackle spitting offending in a more cost effective way and will be delivered by our litter warden contractors. A six week London wide consultation began in September the results of which will be reported to the Transport Environment Committee (TEC) meeting in December on and at this meeting the committee could give views on the appropriate level of fines for our spitting bye law. We also publish our spitting convictions in local newspapers.

Question 31 from Councillor Laban to Councillor Bond, Cabinet Member for Environment and Community Safety

Please could the Cabinet Member for Environment and Community Safety make a commitment that refuse collection will remain weekly throughout the 2014-2018 Council term?

Reply from Councillor Bond

Given the level of central Government funding cuts it would be incorrect at this stage to rule out any options. Residents can use our budget simulator to tell us which services they think should be protected.

Question 32 Councillor Keazor to Councillor Oyken, Cabinet Member for Housing and Regeneration

Can the Cabinet Member inform the Council what progress has been made to build the first Council homes in Enfield for decades?

Reply from Councillor Oyken

Enfield Council are in the process of replacing 109 Council owned sheltered bedsits, no longer fit for purpose, and a disused garage site with 94 new homes that will help to address the need for quality housing for local people.

To date six of the seven sites have been cleared ready for redevelopment. The remaining site at Forty Hill is in a conservation area so cannot be cleared until the pre planning conditions have been discharged.

Council officers including planners are currently working with the developer, their planning consultants and the demolition contractor to discharge planning conditions

to accommodate a start on site at Parsonage Lane and Jasper Close and the demolition of the block at Forty Hill in January 2015.

Factory production of the pre-fabricated system panels, that then only have to be erected with little on site finishing, has begun. Offsite construction reduces build times by up to 50% compared to a traditional build and minimises local disruption and air pollution for residents. Projected completion of the 94 homes is November 2015, though St Georges Rd will be completed July 2015. The Council are looking at the option of fast tracking the development of four other small sites by adding them to this project.

Dujardin Mews

Dujardin Mews will provide 38 new residential homes for local residents. Cabinet approval was granted on 22 January 2014, for the appointment of Durkan Ltd to build the new homes

Council issued Durkan with a 'letter of intent' in April 2014 to allow them to progress certain elements of the work such as site surveys, design, consultation and enabling works.

Contract documents were signed on 23 September 2014, projected completion is April 2016.

Question 33 from Councillor Laban to Councillor Bond, Cabinet Member for Environment and Community Safety

Please could the Cabinet Member for Environment and Community Safety make a commitment to the people of Enfield that green waste collection will remain free of charge throughout the 2014-2018 Council term?

Reply from Councillor Bond

Given the level of central Government funding cuts it would be incorrect at this stage to rule out any options. Residents can use our Budget Simulator to tell us which services they think should be protected.

Question 34 from Councillor Kepez to Councillor Oykenner, Cabinet Member for Member for Housing and Estate Regeneration

Can the Cabinet Member inform the Council of progress on the Meridian Water development?

Reply from Councillor Oykenner

A real momentum is beginning to develop in the transformation of Meridian Water. Those of you who have been to the area recently would have noticed that the gas holders on Willoughby Lane have been demolished dramatically changing the landscape. More importantly this is a key step in preparing the land for development.

Last Cabinet considered a report concerning Meridian Boulevard and resolved to commence the first phase of development, which will be on site in the spring of 2015. This is a key move in building further investor confidence as it demonstrates not only the Council's commitment, sets the quality benchmark for Meridian Water and prepares the way for Phase 2 of boulevard construction which will open up land for housing development.

The Council's bid for Housing Zone status has been well received by the GLA and on 4 November 2014, was subject to a Challenge Panel chaired by the Deputy Mayor of London. The Challenge Panel is all part of the evaluation process and whilst there is no set timetable for declaring the Housing Zones, we are anticipating an announcement early in the New Year, if not before.

Strategic land purchases are progressing well and further offers have been made and are being considered, to accelerate housing delivery which is much needed in Enfield to address the needs of our community and the unprecedented levels of population growth.

Finally, Cabinet on 21 January 2015 will receive two further reports concerning Meridian Water, one detailing the development delivery approach and the other concerning improvements to Meridian Water (Angel Road) Station.

All in all, considerable progress has been made since the masterplan was adopted in July 2013, and 2015 is all set to further accelerate the delivery of this exciting and challenging regeneration project, that will create a vibrant new neighbourhood, not only for Enfield, but for London.

Question 35 from Councillor Laban to Councillor Bond Cabinet Member for Environment and Community Safety

Please could the Cabinet Member for Environment and Community Safety make a commitment to the people of Enfield that green waste and dry recycling will be collected weekly throughout the 2014-2018 Council term?

Reply from Councillor Bond

Given the level of central Government funding cuts it would be incorrect at this stage to rule out any options. Residents can use our Budget Simulator to tell us which services they think should be protected.

Question 36 from Councillor Lappage to Councillor Bond, the Cabinet Member for Environment and Community Safety

Can the Cabinet Member give an update on Cycle Enfield?

Reply from Councillor Bond

Since being notified at the end of March 2014 that the Council's Mini Holland Bid was successful, officers have been busy preparing to deliver the Cycle Enfield project as follows:

- Appointed a Programme Manager to manage this prestigious project 18/08/14
- Established the governance arrangements for the Cycle Enfield project (approved by Cabinet 17/09/14)
- Produced a baseline programme
- Launched the Cycle Enfield brand at the Town Show 13/09/14
- Set up the Cycle Enfield Website (cycleenfield.co.uk) as part of a programme of supportive measures to help publicise the new cycling infrastructure and encourage more people to cycle
- Entered into a LoHAC (London Highway's Alliance Contract) call-off contract with Ringway Jacobs Ltd for the delivery of professional services and works 19/09/14
- Updated the three associate cabinet Members about cycling schemes within their areas
- Submitted a business case to Transport for London (TfL) to unlock the funding for detailed design and implementation 03/10/14
- Issued a draft consultation strategy to the Cycle Enfield Project Delivery Team for comments 15/10/14
- Completed topographical surveys, traffic surveys and C2 stats surveys for the A105, Green Lanes and Enfield Town 31/07/14
- Prepared a survey specification for the A110 Southbury Road and the A1010 Hertford Road
- Commenced preliminary design and modelling for the A105, Green Lanes and Enfield Town 03/11/14
- Proposed representation for the three Partnership Board meetings

Arrangements will shortly be made for a round of public meetings to update local residents about timescales and the various options being investigated. These meetings will also provide an opportunity for local residents to ask questions, air their views and contribute to the design process.

Given the scale and nature of the Cycle Enfield project, there will be a full consultation before any proposals are taken forward for implementation. As a result of this and further development, the cycle routes that are implemented are likely to be different to the artists impressions/concept designs shown in the bid.

Question 37 from Councillor Rye to Councillor McGowan, Cabinet Member for Health and Adult Social Care

Could he inform the Council what measures have been undertaken to ensure that senior citizens and those with specific medical conditions have received their influenza jab for the winter period 2014-15?

Reply from Councillor McGowan

Immunisations, including those against influenza (the 'flu jab) are commissioned by NHS England and delivered via health professionals. Immunisation against influenza is recommended for senior citizens, pregnant women, young children and individuals with certain medical conditions such as asthma. The vast majority of these immunisations are delivered by practice nurses in GP practices and the public health messages and health promotion messages around immunisation are produced by Public Health England.

The Council has arranged for social care staff, including front line care workers to receive immunisation against influenza.

Question 38 from Councillor Abdullahi to Councillor Stafford, Cabinet Member for Finance

Can the Cabinet Member inform the Council of the number of Council shops that are rented and the number of voids as of today?

Reply from Councillor Stafford

The Council owns 211 shops across the borough and currently there are only 3 vacant units (1 of these is under offer and expected to complete soon). This reflects an occupancy rate of 98.5% across the portfolio.

There are a 4 other shop voids within the borough, but these are being held void for strategic reasons.

Question 39 from Councillor Jukes to Councillor Taylor, Leader of the Council

At the last full Council meeting at least one member of the public was taking photographs. This he is now entitled to do under the Openness of Local Government Bodies Regulations 2014 which came into effect on 5th August. When will Enfield Councils constitution be updated to reflect the law of the land?

Reply from Councillor Taylor

"The Council has already agreed a policy in respect of filming at meetings of the Council, which is set out in the Constitution and applies to full Council (page 4-25), Cabinet (page 4-52) , Scrutiny (page 4-29) and Committee meetings (page 4-59). Under the policy the filming and recording of public sessions of meetings is allowed using audio, video or written methods provided this does not disturb the conduct of the meeting. Anyone wishing to record or film at a meeting is asked to give advance notice, so that members of the committee and any members of the public attending can be informed and necessary arrangements made.

The policy was subject to cross party consultation with the Members and Democratic Services Group before being approved by full Council in October 2013. Although the guidance on Open and Accountable Local Government produced by the Department for Communities and Local Government in June 2014 does encourage the provision

of advance notice by people wishing to film or record meetings, the regulations do not make this a specific requirement so I will be asking the Members & Democratic Services Group to review that aspect of the current policy.

Question 40 from Councillor Cazimoglu to Councillor Sitkin, Cabinet Member for Economic Development

Could the Cabinet Member for Economic Development report on the work being done to raise the profile of Enfield's businesses?

Reply from Councillor Sitkin

The borough's businesses are an extremely important part of the local economy and the Council provides support wherever it is needed. Much of the support is via business support agencies in the borough but the Council also has some direct business-facing activity.

Last month, a successful event was held at the Dugdale Centre entitled "Enabling our Small and Medium-sized Enterprises (SME)s to be more active in the public sector marketplace": aimed at small and micro-businesses, designed to guide them through the Council's procurement process to win contracts to deliver goods and services for the Council. The event was extremely well-received and cited as a welcome opportunity to engage directly with Council officers. The Economic Development department will continue to lead on ensuring that Enfield's SMEs derive maximum benefit from Council procurement across a wide range of sectors, starting with adult social care and construction.

The Council works closely with the North London Chamber of Commerce (NLCoC) and the Enfield Business & Retailers Association (EBRA) to promote growth and to listen to the views of local business people.

NLCoC and EBRA produce detailed reports on business activities both delivered and planned, skills and jobs intelligence including:

- New business to the borough
- Jobs created
- Business at risk
- Business closures
- Empty / void properties
- Safer Enfield - Business subscribing to the radio alert system

NLCoC also runs the Business Ambassadors' Forum, representing Enfield's larger business base of companies with 50+ staff to provide a strong business voice to lobby for strategic projects, including investment in transport and infrastructure.

Other activities include:

- Sector Boards: Construction, Green & Low Carbon (linked to Retrofit London); Logistics & Distribution – engaging businesses from key sectors in dialogue regarding sector development needs, promoting sustainability and enable the growth of Enfield's business base.

- Connect Direct – managing the online business directory to promote local business and encourage such initiatives as Shop Local

Enfield's local enterprise agency, Enterprise Enfield (EE), has been helping local businesses for over 20 years by providing advice, training and support programmes for start-ups and established businesses. EE manages the 'Let's Go' business hub, at the recently refurbished Enfield Business Centre (EBC) on the Hertford Road. The EBC hub offers networking opportunities and provides businesses with hot-desking facilities, printing services and free Wi-Fi.

The Enterprising Libraries Project has provided 6-week business courses for potential business owners in Edmonton Green, Enfield Town libraries and in the EBC.

The Council wants more local businesses to be able to bid for government and Council contracts. Current projects like Retrofit London aim to help local companies to secure work from government environmental schemes such as the Green Deal. The Council has also secured access to a £400,000 grant from the GLA for the connection voucher scheme, which will help local companies upgrade to high speed broadband.

The Council is preparing a bid to the Mayor of London's High Street fund which is designed to make London's high streets even better places for businesses and residents; bids up to £2M are considered and will include a portfolio of small discrete community-led projects as well as larger partnership projects.

Finally, Enfield Town will be hosting a French market on 21 November 2014^t to gauge the local appetite for all things French.

Question 41 from Councillor Hurer to Councillor Stafford, Cabinet Member for Finance

Please can the Cabinet Member for Finance list what assets (property, land) the Council has sold since 2010 and the amount received from each sale?

Reply from Councillor Stafford

Please find a list of property disposals for both General Fund and Housing Revenue Account assets sold for the period 2010/11 to date as requested.

This information excludes sales made under the "Right to Buy" legislation which can be provided separately if required:

2010/11

193 Brimsdown Avenue	£22,000
65a & 65b Old Park Road	£6,000
37 37a Sweet Briar Grove	£2,500
Land at 67-79 Cecil Road	£1
Land adj. 12a Bowles Green	£7,800

Land adj 16 Grant Close	£12,000
Land fronting 2 Hedge Hill	£7,900
284 Green Lanes	£55,000
Total	£113,201

2011/12

12 Queen Anne's Place	£340,000
Slopers Pond Cottages, EN4 0PX	£1,000,000
5 Swansea Road EN3 4JG	£200,000
17 Kingston Road, N9 7AJ	£177,000
BP Filling Station, Brimsdown	£1,500,000
The Bourne Car Park	£420,000
19 Bath Road	£145,000
Trent Park Equestrian Centre	£950,000
West Lodge Park Hotel	£1,250,000
Woodcroft	£710,000
Oakthorpe Court	£2,750,000
196-198 Green Lanes	£1,100,000
23 Church Street	£484,000
Cornerways, 41 Latymer Road	£1,405,000
96 Natal Road, N11 2HY	£345,000
Land fronting 8 Roundhill Drive, EN7 7RJ	£7,600
	£1,283,600

2012/13

Land adjoining 89 Severn Drive	£7,800
Land at Highfield Road	£400,000
North Lodge, Whitewebbs	£372,000
Eagle House Car Park - High Street	£100,000
North Lodge Ferny Hill	£482,500
Grange Gardens Estate	£395,960
Land adjoining 64 Hedgehill	£4,500
The Granges, The Bourne	£392,000
Barrowell Green Car Park	£570,000
Land adjacent 255c Lonsdale Drive	£5,550
Land at Green Street	£890,000
Land at Pitfield Way	£750,000
Cecil Road Temporary Car Park	£2,150,000
Business Innovation Centre	£2,450,000
Arnos resource centre	£700,000
Total	£9,670,310

2012/13

25 St Malo Avenue, N9 0RY	£101,000
321A Bowes Road, N11 1BA	£700,000
Carterhatch Lane Depot, EN1 4BS	£3,991,904
Total	£4,792,904

2014/15

Former Southgate Town Hall	£2,050,000
Chase Farmstead	£775,000
Turin Road Garages	£207,300
Croyland Road Garages	£171,500
Land @ Hoppers Road	£617,000
Residential lease extensions	£113,000
Total as @ 4/11/14	£3,933,800
Grand Total (2010 - 2014)	£31,293,815

Question 42 from Councillor Hasan to Councillor Sitkin, Cabinet Member for Economic Development

Could the Cabinet Member for Economic Development report on the work being done to prepare for 6 December 2014 Small Business Saturday?

Reply from Councillor Sitkin

Small Business Saturday 2014 is a national event designed to support, inspire and promote small businesses on Saturday 6 December and beyond. Enfield ran a successful event last year and is again participating with the full cooperation of EBRA.

Activities in the run-up include an active marketing campaign featuring the following:

- Enfield Independent –advertising feature - will be 4 or 5 pages
- Enfield Business Centre promotional event
- Photo call – with performers from Dugdale Centre
- Launch of Eastern Enfield Guide and promotion of Enfield Town Guide
- Posters – distributed to shops
- Leaflets – distributed to shops and through LBE buildings and libraries
- Supporting businesses putting on SBS events
- Web section
- Media relations
- E-flyer to community organisations

There are also plans for a German food stall which will be on-site on this day as part of a month-long trial presence as well as the participation of many local traders.

Feedback from last year's Small Business Saturday event indicated that footfall increased significantly and this year's event seeks to bring even more shoppers to the borough's town centres.

Question 43 from Councillor Hurer to Councillor Stafford, Cabinet Member for Finance

Southgate Town Hall has recently been sold off – can the Cabinet Member confirm that the proceeds of this sale will go towards the funding of the new Palmers Green Library?

Reply from Councillor Stafford

Yes, I'm pleased to confirm that we have always intended to use the receipt from the sale of the Town Hall for the refurbishment of the library.

Capital receipts are used on a corporate basis to contribute to the funding of the overall capital programme rather than being earmarked for specific projects. This approach is taken in the interests of prudent financial management. In this case the cost of the capital works are estimated at £4.46M against a capital receipt from the sale of the asset of £2.050M so there will, in any event, be a need for the project to carry some unsupported borrowing financed through the Public Works Loan Board.

Question 44 from Councillor Esendagli to Councillor Sitkin, Cabinet Member for Economic Development

Could the Cabinet Member for Economic Development report on how the London Borough of Enfield fared in the most recent Good Food report?

Reply from Councillor Sitkin

The Good Food for London results for 2014 have been released, showing the progress Enfield is making on key healthy and sustainable food initiatives.

The nine food issues covered by the report are UNICEF UK Baby Friendly Initiative, Community Food Growing; London Living Wage, Fairtrade food, Food for Life in schools, Sustainable Fish, Animal Welfare, Healthier Catering and Local Food Partnerships. The report shows that Enfield is leading the way on five key food issues, including; Food Growing, Living Wage, Fairtrade, Animal Welfare and the Healthier Catering Commitment. Enfield is making good progress on Food for Life in schools, Sustainable Fish and developing a Food Partnership.

Enfield Catering Services have now been awarded the Silver Catering Mark, and sustainable fish is also used in schools. The Enfield Food Partnership was established recently, with an aim to apply for Sustainable Food Cities membership within six months.

There is a lot of work going on around breastfeeding and early year's nutrition, including the *Breastfeeding Welcome* scheme and *Eat Better, Start Better*.

Additionally, North Middlesex University Hospital has achieved level 1 Baby Friendly accreditation, while Barnet and Chase Farm hospitals have level 2 status."

Question 45 from Councillor Delman to Councillor McGowan, Cabinet Member for Health and Adult Social Care

At the last Council meeting, the majority group motion from Councillor Hamilton accused the current Government of forcing the 'Clinical Commissioning Groups' to put services out to market. You also suggested that because private providers have won the majority of the tenders for services since April 2013, the Tory pledge that the NHS is not being privatised is not true.

Now consider the following evidence. In their book 'The Plot Against the NHS' Colin Leys and Stewart Player tell us that in July 2000 the 'Independent Healthcare Association' negotiated a concordat with Blair's government and spelled out what it wanted.' The NHS would simply be a kitemark attached to the institutions and activities of a system of purely private providers. Here is how Labour began the process of turning the NHS into little more than a logo.

In 2002 the health secretary Alan Milburn announced the creation of NHS Foundation Trusts. They could borrow on the money markets, start joint ventures with private companies and most importantly go bust. This meant that they had to put financial viability first, patients' needs second.

In 2003 Milburn's successor, John Reid launched his independent sector treatment centres. These would be run by private companies using the NHS kitemark.

In 2004 the government launched a new kind of contract for general practitioners called 'Alternative Provider Medical Services'. This allowed primary care trusts to commission services from private companies.

Julian Le Grand, Blair's former health adviser, maintains that the current government's plans are 'a logical and sensible extension of those put in place by Blair.

In the light of the above, would you decide which of the following is true and explain it to the Council:

1. The last Labour government began to privatise the NHS,
2. The current government began to privatise the NHS,
3. Neither the last nor the current government began to privatise the NHS,
4. NHS is not being privatised as long as patient care is free at the point of delivery.

Reply from Councillor McGowan

I thank the Member for his question and the opportunity it gives me to remind him of some basic facts concerning the present and previous Conservative Government's attempt to privatize the NHS.

The enactment of the NHS and Community Care Act 1990 split the role of local and health authorities by altering their internal structures, so that local authority departments were required to ascertain the needs of individuals and thereafter purchase required services from providers (The Development of the London Hospital System 1823-2013). Health organisations, in order to become providers of such services, became NHS trusts that competed with each other. The act reformed both management and patient care by introducing an 'internal market'. The act also introduced fundholding GP's. The aim of the Major Government was that GP fundholders and Health Authorities would use their purchasing powers to choose between competing providers and so obtain the best deal for patients. Contracts could be signed with hospitals and other health service organisations in either the public or private sector.

As well as the internal market, contracting-out was introduced. This forced the NHS to put in-house services out to tender and award contracts to the lowest bidder.

Fundholding GP's were abolished by the Labour government in 1998. Instead of engaging in facile word traps the member should read the extract below and reconsiders his opposition to the Labour motion supporting Clive Efford MP private members bill opposing the Governments Section 75 regulations inserted in the Health and Social Care Act 2012. Mr. Efford's amendment is of course, Council supporting policy.

From Today the Coalition Has Put the NHS up For Grab (Max Pemberton Daily Telegraph 1st April 2013)

(The NHS reform Bill, as first published, was like a jigsaw puzzle with crucial pieces missing, the pieces that would reveal exactly what was being planned. It wasn't until a few weeks before the law came into effect that those missing pieces became available, when the Health Secretary, Jeremy Hunt, quietly announced the new regulations and attempts were made to push them through parliament. What was now clear was that the regulations effectively forced CCGs to put all services out to tender to the private sector and forbade them to favour the NHS as the provider.

After a public outcry and criticism from the House of Lords at the way the Government had slipped in the Section 75 regulations at the eleventh hour, Hunt had them hastily rewritten. But most experts agree that there was no meaningful change. GPs are allowed to keep some services within the NHS, but only in particular circumstances, such as when no private sector provider comes forward to bid. Everything else is up for grabs. It will take time for this change to slowly spread throughout our healthcare system, but it will.

And we should all be worried. Competition on a small scale already exists in the NHS for certain services, such as breast-cancer screening, physiotherapy and rehabilitation, where these contracts have been put out to tender. I have seen first-hand what it can result in: the bureaucracy, the waste of time and resources, as bids are entered, assessed and contracts issued. I have seen, too, the way that services are, invariably, awarded to the lowest bidder regardless of quality, and I have seen how organisations that win these contracts will maximise profits by employing under-trained, cheaper staff, and replacing doctors with nurses, and nurses with auxiliaries.

In the new NHS, everything will be about payment by results, because this is all the private contractors are interested in. All "clinical encounters" have to have an easily definable, objectively measurable end point. But what about chronic conditions? Or treatments where the chances of success are low and complications high?

This is what saddens me: what were once the NHS's strengths – resources, expertise and the united focus on the patient – are being replaced by a fragmented and atomised service, bound not by a duty of care but by a contract and driven, not by what is best for the patient, but by the cost of the encounter. It will be a slow, insidious creep but it's coming. Be prepared. This is the way the NHS ends: not with a bang but a whimper.)

Question 46 from Councillor Abdullahi to Councillor Sitkin, Cabinet Member for Economic Development

Could the Cabinet Member for Economic Development report on the work being done to ensure that all Enfield communities derive maximum benefit from the Council's procurement activities?

Reply from Councillor Sitkin

The Council is committed to creating a positive impact on the wellbeing of the local area through its procurement activities. Council's Sustainable Procurement Policy explains this in greater detail. In addition, to comply with the Public Services (Social Value) Act we consider the impact on the local area for all service contracts over the EU threshold by scrutiny at the Strategic Procurement Board.

Staff have been trained in how to incorporate community benefits into tenders and contracts so that initiatives such as apprenticeships, local employment and local supply chains are incorporated where relevant and proportionate to do so in accordance with procurement legislation.

We are always seeking to identify new ways of improving outcomes for the community into our procurements as we recognise that money spent with local companies creates jobs and improves the standard of living for residents. We are currently revising our sustainable procurement policy and will be seeking to ensure that specific deliverables around spend with local businesses and increasing the number of apprentices are key measures. For information in 2013 the Council spent £95m (29% of total third-party spend) with local businesses through its contracts across approximately 2300 suppliers. This is an increase of 2% on 2012/13.

Question 47 from Councillor Lavender to Councillor Oyken, Cabinet Member for Housing and Estate Regeneration

At a recent, very well-attended meeting at the Merrivale Baptist Church of leaseholders who are being consulted in relation to the carrying out of Decent Homes works, leaseholders expressed their concerns that some of the works are unnecessary, expensive and in part caused by the Council's own neglect. One example is a thousand pounds being charged for a pram shed door. They also

argue that the survey works are in many instances inaccurate, for example charging for repairs to flat roofs that do not exist.

What involvement has the Labour administration had in this process to ensure that the types of issue raised by the leaseholders have been examined and the interests of both leaseholders and tenants protected? Do they take responsibility for this mess?

Reply from Councillor Oyken

Historic neglect is often raised by leaseholders when we send out estimates for Major Works. The Leaseholders Valuation Tribunal (LVT), which adjudicates on this sort of dispute, has ruled in our favour where this has been challenged previously. The Council has an obligation to maintain its housing stock and does so through cyclical maintenance and repairs as required. However each building element within a building is given an anticipated lifespan, after which expiry replacement or renewal would be required or recommended. The lifespans are based on experience and Industry standards. The asset database is used to prioritize blocks and estates across the borough each year for works based on the condition information. This information is then validated by Consultants and included in a programme of works. With the aim of reducing future maintenance, the Council consolidates works to blocks such as window renewals, external repairs and re-decoration, lighting, environmental works, door security etc. under one contract. To undertake the Works in this way makes best use of access arrangements, reduces future access costs and minimizes disruption to residents.

Furthermore, by including works to several blocks on an estate requiring works, in one larger contract, provides economies of scale and savings on site facilities, supervision, contract management and administration. If the Works were split into sub-elements and then spread over a number of years the overall costs would increase because of new sets of preliminaries, fees, access costs etc. each time. Regards the two specific issues raised on errors or high charges our comments are as follows:

- **Pram Sheds:** The Council has in recent years replaced timber shed doors with composite doors. The composite doors offer better security, will not rot like existing timber shed doors and will not require ongoing maintenance. The Consultants are aware of the discrepancy on one block, resulting from a contractor assumption on the number of shed doors on that particular block. Leaseholders have been advised that they will not be charged for shed doors.
- **Flat Roof:** There was an error on one of the blocks at the Poplars where the stairwell roof, unlike on the other blocks, was covered by the main pitched roof over sailing the block. This is the only error we are aware of in terms of incorrectly specified/apportioned works.

Please be assured that the works will be monitored during the contract through our Consultant and rechecked prior to leaseholder notification of final accounts.

Question 48 from Councillor Pite to Councillor Stafford, Cabinet Member for Finance

Can the Cabinet Member tell the Council how the Conservative Coalition's failure to reduce the national budget deficit has adversely affect Enfield Council over the last 5 years?

Reply from Councillor Stafford

When the Conservative coalition conned their way into power in 2010 the residents of the UK were assured that they had an economic solution to lift the UK out of the global recession.

Some 4 1/2 years on there is no evidence of this –

- Productivity levels are at pre-2008 levels
- Per capita Gross Domestic Product (GDP) pre-2008 levels
- Real wages – lower then 2010

Meanwhile tax receipts (income tax, VAT, Corporation) are well below predicted levels and therefore borrowing money upon month continues to rise. They therefore have wrongly assumed that the only way to balance the budget is to cut, cut and cut again.

The entire public sector is under assault and funding has been slashed. In the last 4 years as a result –

- Police stations in Enfield have closed
- Fire stations all over London have closed
- The NHS is in crisis and disarray
- Councils have had approx. 40% of their budget cuts. We were required to make 72 million pound savings between 2010-2014 and the likelihood is a further cut is required of 80 million in the next four years.

As the national finances are clearly out of control even the government admit it has no idea when the austerity measures will end.

It was going to be 2016 then 2018 now 2020?

We are in a greater recession than even those brought on in the early 80's and 90's by previous Tory administration. In the current climate the future for the public sector is no longer grim it is apocalyptic.

Question 49 from Councillor Lavender to Councillor Bond, Cabinet Member for Environment and Community Safety

Will Councillor Bond confirm for each quarterly period for the last five years the percentage of those receiving parking control notices who have paid the fine within the fine discount period, the percentage of those who paid the full fine and the percentage of those who paid nothing?

Reply from Councillor Bond

Issued. Aug-Oct 2009	Paid in full after 14 days	9.7
	Paid in full within 14 days	70.5
	No Payment	19.8
Issued. Nov 2009 -Jan 2010	Paid in full after 14 days	10
	Paid in full within 14 days	69
	No Payment	21
Issued. Feb - Apr 2010	Paid in full after 14 days	8.1
	Paid in full within 14 days	73.9
	No Payment	18
Issued. May - Jul 2010	Paid in full after 14 days	10.5
	Paid in full within 14 days	63.5
	No Payment	26
Issued. Aug - Oct 2010	Paid in full after 14 days	8.6
	Paid in full within 14 days	67.5
	No Payment	23.9
Issued. Nov 2010 - Jan 2011	Paid in full after 14 days	9.6
	Paid in full within 14 days	64.7
	No Payment	25.7
Issued. Feb - Apr 2011	Paid in full after 14 days	9
	Paid in full within 14 days	67
	No Payment	24
Issued. May - July 2011	Paid in full after 14 days	8.4
	Paid in full within 14 days	64.9
	No Payment	26.7
Issued. Aug -Oct 2011	Paid in full after 14 days	10.1
	Paid in full within 14 days	62.5
	No Payment	27.4
Issued. Nov 2011 - Jan 2012	Paid in full after 14 days	10.6
	Paid in full within 14 days	62.7
	No Payment	26.7
Issued. Feb - Apr 2012	Paid in full after 14 days	9.2
	Paid in full within 14 days	64.2
	No Payment	26.6
Issued. May - Jul 2012	Paid in full after 14 days	8.8
	Paid in full within 14 days	64.9

	No Payment	26.3
Issued. Aug - Oct 2012	Paid in full after 14 days	8.4
	Paid in full within 14 days	64.5
	No Payment	27.1
Issued. Nov 2012 - Jan 2013	Paid in full after 14 days	7.9
	Paid in full within 14 days	64.3
	No Payment	27.8
Issued. Feb - Apr 2013	Paid in full after 14 days	8.3
	Paid in full within 14 days	60.1
	No Payment	31.6
Issued. May - July 2013	Paid in full after 14 days	8.7
	Paid in full within 14 days	62.8
	No Payment	28.5
Issued. Aug - Oct 2013	Paid in full after 14 days	7.2
	Paid in full within 14 days	66.2
	No Payment	26.6

Question 50 from Councillor Dogan to Councillor Simbodyal, Cabinet Member for Culture, Sport, Youth and Public Health

Can the Cabinet Member advise what she thinks the most significant findings of the Public Health Annual Report are?

Reply from Councillor Simbodyal

One of the statutory duties of the Director of Public Health is to produce an Annual Public Health Report (APHR). This year's report is called "Mind the Gap" and focuses on reducing the gap in life expectancy in Enfield, and support people to live longer, healthier lives.

The Annual Public Health Report highlights the importance of evidence led interventions that can have an impact on improving health outcomes and life expectancy. Much of the focus of this year's report is on what works in the short term. In future, the focus of the APHR will be on the long term and the broader determinants of health.

The report includes examples of work across the borough which is contributing to a reduction in the gap in life expectancy. This ranges from innovative initiatives in healthcare settings and healthy schools initiatives, to community engagement events and activities.

People from Enfield are living for longer than ever before and the gaps in life expectancy between wards in the borough are shrinking new data shows. The average life expectancy in Enfield is 80.5 years for men and 84 years for women, an

increase from 79 years for men and 83 years for women. Life expectancies in Enfield are also higher than for England and London as a whole. However, there are large health inequalities, which ultimately lead to people in more deprived areas living shorter lives and being more affected by illness than those in the affluent parts of the borough. A woman living in Upper Edmonton has a life expectancy of 78.5 years, around 8 and a half years less than a woman in Grange ward. Similar differences can be seen in male life expectancy. It is pleasing to see that life expectancy figures have been improving, particularly improved in the more deprived wards such as Edmonton Green. However our focus now needs to other wards with emerging health inequalities.

People are also enjoying a similar number of years in good health as London and England, with a man living in Enfield expected to be in good health for 62.8 years and a woman expected to enjoy 63.2 years of good health. Healthy life expectancy refers to the average number of years a person would live in very good or good health.

The report shows that 12.6% of children in reception year were obese in 2012/13. This is a drop from 13.1% in 2011/12. This fall has been driven by significant work carried out by the Council to encourage healthy eating in schools, work to promote healthy life styles through the Change 4 Life programme and major investment in the borough's leisure centres, sporting facilities and parks to encourage people to adopt a healthier and more active lifestyle.

Another area in which Enfield Council, who took over responsibility for public health in 2013, is focusing its efforts is in tackling infant mortality rates, which is dropping but is still higher than the London average at 5.6 per 1000 live births, a range of projects have been launched by the Council to address the issue including initiatives to encourage breastfeeding and help pregnant women stop smoking.

The report highlighted circulatory diseases such as stroke, heart failure and coronary heart disease, cancer and respiratory disease as the borough's biggest killers and the biggest contributors to the gap in life expectancy in Enfield. However, there have been considerable improvements in some of the causes of ill health and mortality, including deaths from cardiovascular disease, increased numbers with controlled blood pressure and in the number of people who have given up smoking. Smoking is the root cause of one in five deaths in the borough and Enfield Council has also run a host of projects to persuade people to kick the habit and improve their overall health.

To tackle the number of deaths caused by these conditions, the Council and its partners in the NHS have been working to encourage residents to live healthier lifestyles – becoming more active, stopping smoking, drinking less alcohol and improving nutrition and diet, identifying cancer early and diagnosing underlying health conditions such as high blood pressure and diabetes so they can be treated promptly.

It is estimated the number of people with undiagnosed health conditions in Enfield is around 51,000 with the breakdown being people having, but not knowing they have, high blood pressure (hypertension) 26,331, diabetes approximately 2,500, Coronary

Heart Disease 4,081, Chronic Kidney Disease 10,246, Chronic Obstructive Pulmonary Disease 6,497, Stroke or Transient Ischaemic Attack (TIA or “mini-stroke”) 1,406.

Efforts to deliver high quality primary care and improve diagnosis include the GPs making more doctors’ appointments available across the borough with 50,000 additional appointments provided in 2013/14. Free health kiosks for patients aged and over have also been installed in most GP surgeries which enable users to measure their height and weight, blood pressure, Body Mass Index and pulse to give an idea of their general health. The Council and NHS have also laid on a number of drop in health checks around the borough so residents can access health professionals at a time and place that is convenient to them.

All the evidence shows that the main reason for poor health in Enfield is poverty and inequality. Poverty costs lives, and it also has a huge impact on the quality of a person’s life as well as its length. That is why we are focusing our efforts on lifting people out of poverty as a way to tackling the root causes of poor health in Enfield.

Section 2 - Questions to Association Cabinet Members

Question 51 from Councillor Cazimoglu to Councillor Savva, Associate Cabinet Member for South-East Enfield

Will the Cabinet Member comment on the benefits of improvements at Deephams?

Reply from Councillor Savva

The Deephams Sewage Treatment Works upgrade, although driven by the need to meet new water quality standards by 2017 and improve the quality of water flowing from the works, will deliver significant reductions in the levels of odour experienced by local residents and the wider area including local businesses. This will be supported by improvement in landscaping, biodiversity and the overall appearance of the facility. There will also be enhanced storm water capacity during periods of heavy rainfall.

In implementing the scheme, Thames Water have also agreed to maximising the employment and training of local labour whilst also providing an education facility which will be available for local schools and the community promoting efficient sustainable water management. The upgrade is also important as it will provide a modern facility and infrastructure capable of supporting the Council’s regeneration objectives and necessary housing growth

Question 52 Councillor Stewart to Councillor Charalambous, Associate Cabinet Member for South-West Enfield

Can the Cabinet Member inform the Council of the likely impact of Cross Rail 2 to south-west Enfield?

Reply from Councillor Charalambous

The extension of Crossrail 2 to New Southgate will transform the area, provided a 20 train per hour service that makes, for example, Victoria accessible within just 21 minutes (compared to around 30 minutes at present). In the long term, this radically improved accessibility will provide the opportunity to reshape the area, with the potential for significantly more growth than is currently planned under the adopted Local Plan.

Question 53 from Councillor Lemonides to Councillor Uzoanya, Associate Cabinet Member for North-East Enfield

Can the Cabinet Member give any update on Network Rail plans for rail improvements on the West Anglian route?

Reply from Councillor Uzoanya

Network Rail are currently progressing with a £80m scheme to enable a four train per hour service to operate between Stratford and Angel Road. The necessary infrastructure is due to be complete by 2018 and is critical to the delivery of the new homes and jobs planned for Meridian Water. The Council continues to work with the rail industry and partners in the wider London, Stansted, Cambridge Consortium to make the case for four-tracking of the Lee Valley line, which is the only way to secure regular, frequent and reliable services for both local and longer distance trains. The proposal for Crossrail 2 to extend up the Lee Valley by 2030 requires the four tracking of the line and this scheme is likely to be the main driver for the necessary infrastructure. Although Crossrail 2 is good news for the borough in terms of the additional jobs and homes that it will generate, we also need to ensure that adequate access for local people is maintained once the level crossings at Brimsdown and Enfield Lock are closed.

Section 3 - Questions to Statutory Committee Chairs

Question 54 from Councillor Chamberlain to Councillor Simon, Chair of Planning Committee

Does the Chair agree that for the Vice Chair of the Planning Committee to make a statement "it would be a dereliction of duty for any Councillor not to support this application" before a vote could be seen as directing his fellow Councillors on which direction to make a decision on a planning application?

Reply from Councillor Simon

Councillors are aware of their duties when considering planning applications and have received training. Having considered any deputations and the papers, the Vice Chair is entitled to express at Planning Committee, a personal opinion as to the manner in which he will vote, in the same way as any Member of the Planning Committee.

It is the approach of national planning policy that there is a strong presumption in favour of development unless there are material considerations that would weigh against this presumption. It is for members to review the application and to determine the weight that they give to these material considerations in light of the policy. Where there is strong policy backing, as evidenced in the officers' report, it is not inappropriate for a member to suggest that other members would be wilfully negligent to determine the matter other than in accordance with the policy. [To determine other than in accordance with policy in the absence of material considerations could leave the Planning Authority vulnerable to an appeal and costs]. Ultimately however members are aware that they are to make up their own minds on the basis of the information before them.

The specific comment, is not recorded in the minutes [nor do various officers present recall this comment] and as such I do not accept that the alleged comment was made either in this manner if at all. In any event, I do not agree that such a comment would constitute a breach of the Planning Code nor do I accept that the comment could be taken as directing other members of the committee.

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