



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

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

## THE CABINET

**Tuesday, 12th August, 2014 at 7.45 pm in the Conference Room,  
Civic Centre, Silver Street, Enfield, EN1 3XA**

### **Membership:**

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

### **NOTE: CONDUCT AT MEETINGS OF THE CABINET**

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

### **AGENDA – PART 1**

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATION OF INTERESTS**

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

## DECISION ITEMS

### 3. URGENT ITEMS

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

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

### 4. DEPUTATIONS

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

### 5. ITEMS TO BE REFERRED TO THE COUNCIL

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

1. Report No.40 – Adoption of the North Circular Area Action Plan part of Enfield's Local Plan

### 6. QUARTERLY CORPORATE PERFORMANCE REPORT (Pages 1 - 16)

A report from the Chief Executive is attached. This sets out the progress made towards delivering the identified key priority indicators for Enfield. **(Key decision – reference number 3944)**

(Report No.39)  
(8.20 – 8.25 pm)

### 7. ADOPTION OF NORTH CIRCULAR AREA ACTION PLAN PART OF ENFIELD'S LOCAL PLAN (Pages 17 - 34)

A report from the Director of Regeneration and Environment is attached. This seeks Cabinet's endorsement of the North Circular Area Action Plan and recommendation to full Council for formal adoption. **(Key decision – reference number 3918)**

(Report No.40)  
(8.25 – 8.30 pm)

### 8. DISPOSAL OF CHASE FARMSTEAD (PART) (Pages 35 - 40)

A report from the Director of Finance, Resources and Customer Services is attached. This seeks approval to the disposal of Chase Farmstead (part). (Report No.43, agenda part two also refers) **(Key decision – reference number 3970)**

(Report No.41)  
(8.30 – 8.35 pm)

**9. ASSOCIATE CABINET MEMBERS** (Pages 41 - 52)

A report from the Director of Finance, Resources and Customer Services is attached. This sets out in more detail the role of the new Associate Cabinet Members. (Non key)

(Report No.42)  
(8.35 – 8.40 pm)

**10. CABINET AGENDA PLANNING - FUTURE ITEMS** (Pages 53 - 58)

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

**11. MINUTES** (Pages 59 - 78)

To confirm the minutes of the previous meeting of the Cabinet held on Wednesday 23 July 2014.

**12. LOCAL PLAN CABINET SUB-COMMITTEE - 15 JULY 2014** (Pages 79 - 82)

To receive, for information, the minutes of a meeting of the Local Plan Cabinet Sub-Committee held on 15 July 2014.

### **INFORMATION ITEMS**

**13. LONDON FIRE AND EMERGENCY PLANNING AUTHORITY - PROPOSED REFORM OF FIRE SERVICE DECISION MAKING IN LONDON - CONSULTATION RESPONSE** (Pages 83 - 84)

To note, for information, the attached consultation response from Councillor Doug Taylor, Leader of the Council, on behalf of the London Borough of Enfield, to the London Fire and Emergency Planning Authority. The response sets out the Council's views on the proposed reform of fire service decision making in London.

The Council had been required to respond by Tuesday 29 July 2014 so it had not been possible to await the next Cabinet meeting.

(8.45 – 8.50pm)

**14. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE** (Pages 85 - 86)

#### **SCRUTINY WORKSTREAMS**

To note, for information, the attached paper setting out the agreed Scrutiny Workstreams.

(8.50 – 8.55pm)

**15. ENFIELD STRATEGIC PARTNERSHIP UPDATE**

There are no written updates to be received.

**16. DATE OF NEXT MEETING**

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 17 September 2014 at 8.15pm.

**CONFIDENTIAL ITEMS**

**17. EXCLUSION OF THE PRESS AND PUBLIC**

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

**MUNICIPAL YEAR 2014/2015 REPORT NO. 39****MEETING TITLE AND DATE:**

Cabinet –12 August 2014

**REPORT OF:**

Chief Executive

Contact officer and telephone number:

Alison Trew 020 8379 3186

E mail: [alison.trew@enfield.gov.uk](mailto:alison.trew@enfield.gov.uk)**Agenda – Part: 1****Item: 6****Subject: Quarterly Corporate Performance Report****Wards: All****Key Decision No: 3944****Cabinet Member consulted:****Cllr A. Georgiou****1. EXECUTIVE SUMMARY**

1.1 Cabinet has been receiving regular monitoring reports on the Corporate Performance Scorecard since September 2012.

1.2 In the current difficult financial circumstances, there is value in demonstrating that, in many areas, Council performance in delivering key priorities is being maintained and/or improved. It is also important that the Council understands and effectively addresses underperformance.

1.3 The attached schedule contains the latest available performance data at the end of the final quarter of 2013/14.

**2. RECOMMENDATIONS**

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

**3. BACKGROUND**

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

- 3.2 The Corporate Performance Scorecard has been updated for 2013/14. Some new indicators have been added and targets have been revised to reflect Council priorities and local resources, demand etc. The indicators are grouped under the Council's three strategic aims, Fairness for All, Growth and Sustainability and Strong Communities. The scorecard also includes a number of financial health measures.
- 3.3 The attached quarterly performance schedule is also available on the Council's website.

#### **4. PERFORMANCE**

- 4.1 The attached report contains the latest available performance data at the end of the final quarter of 2013/14. The tables also show performance against the London average where this is available. Where appropriate, explanatory comments are provided next to the performance information.

##### **4.2 Financial Indicators**

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

##### **4.3 Priority Indicators**

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

Where a target has been set, performance is rated at green if it is on or exceeding the target; amber if there are concerns that the target may not be achieved by the end of the year; and red when the current levels of performance mean that the target is unlikely to be achieved. 6 of the indicators being reported do not have targets. Reasons for this include new indicators for which targets have yet to be established and indicators that have no national targets set (e.g. Domestic Violence).

82 performance indicators are being reported, of which 76 have targets. Of these, 52 (68.4%) are at green; 11 (14.5%) are at amber; and 13 (17.1%) are at red.

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

#### **5. ALTERNATIVE OPTIONS CONSIDERED**

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

**6. REASONS FOR RECOMMENDATIONS**

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

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

**7.1 Financial Implications**

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

**7.2 Legal Implications**

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

**7.3 Property Implications**

None.

**8. KEY RISKS**

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

**9. IMPACT ON COUNCIL PRIORITIES**

**a. Fairness for All**

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

**b. Growth and Sustainability**

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

**c. Strong Communities**

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

**10. EQUALITIES IMPACT IMPLICATIONS**

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

**11. PERFORMANCE MANAGEMENT IMPLICATIONS**

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

**12. PUBLIC HEALTH IMPLICATIONS**

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



# CMB Review - Financial Indicators 2013/14 Q4 (Protect)



Generated on: 04 June 2014

Area of Review	Key Highlights	Risk Rating - Feb'14
Income & Expenditure Position - Year end forecast variances	Year-end forecast of level spend as at the 28th February in relation to General Fund net controllable expenditure.	✔
Income & Expenditure Position - Budget Profiling	Improved focus on budget profiling across all departmental budgets continued to be applied in order to better reflect predicted net spending patterns throughout the year.	✔
Income & Expenditure Position - HRA	The HRA is projecting a £2.032m underspend for year-end outturn against budget as a result of a significant reduction in the level of bad debt provision required relating to the recent welfare reforms (section 7).	✔
Balance Sheet - Cash Investment	The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return.	✔
Balance Sheet - General Fund balances year end projections	The year-end projections for General Fund balances are in line with the Council's Medium Term Financial Strategy target levels.	✔
Cash Flow - Cash balances and Cashflow Forecast	The Council's cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due.	✔
Cash Flow - Interest Receipts Forecasts	Interest receipts forecast for the year are on target with budget.	✔

# CMB Review - 2013-14 Q4 Priority Indicators

## (1) Fairness for All

### (a) Housing and Homelessness

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Number of households living in temporary accommodation	2143	Mar'13	2226	2114	March 2014	<p>There has been a significant increase in the numbers of households presenting themselves as homeless, the Council has a statutory duty to house these people</p> <p>4,856/5,185 - 93.65%. We have seen a reduction in the level of satisfaction with the repair service when compared to 12-13. Service managers are working closely with contractors to maintain adequate satisfaction levels in what is likely to prove a challenging year given the end of the current contract / procurement.</p>
Private Sector Housing: Empty Homes Brought Back into Use	45	Mar'13	48	48	March 2014	
Overall satisfaction with repairs service provided by Enfield Homes	96%	Mar'13	94%	96%	March 2014	
Contractor monitoring by Enfield Homes of responsive repairs completed YTD by agreed target date		new 13/14	99.48%	98.85%	March 2014	
Rent collected by Enfield Homes as a proportion of rent due (excluding rent arrears)	99.69%	Mar'13	100.78%	99.00%	March 2014	
Rent arrears of current tenants, as managed by Enfield Homes	2.88%	Mar 13	2.70%	3.75%	March 2014	

### (b) Educational Attainment

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Achievement at level 4 or above in Reading, Writing and Maths at Key Stage 2 - New 2012-13	74%	11/12	76.0%	75.0%	2012/13	Final Published Data. Enfield is better than the England average of 75%.
Achievement of 5 or more A*- C grades at GCSE or equivalent including English and Maths	55.5%	11/12	63.2%	63.0%	2012/13	Final Data published January 2014: Enfield are above the National average of 60.8% of pupils achieving 5+a*-c grades inc English and Maths GCSEs. This is a much improved performance on last years figure of 55.5%.
Percentage of Persistent Absence in secondary schools (New 15% Threshold)	6.7%	11/12	6.2%	4.9%	2012/13	Enfield is better than the England average of 6.4% and shows a improvement on last years performance, although below the London Average of 4.9% Persistent Absentees are defined as having an overall absence rate of around 15% cent or more. This equates to 46 or more sessions of absence (authorised and unauthorised) during the year.
Percentage of Persistent Absence in Primary school.( New 15% Threshold)	3.6%	11/12	3.9%	3.6%	2012/13	Primary Persistent absence has gone up a small amount since last year and is higher than the England average of 3.0% and London Average 2.8%. Persistent Absentees are defined as having an overall absence rate of around 15 per cent or more. This equates to 46 or more sessions of absence (authorised and unauthorised) during the year.

**(c) Adult Social Care**

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Number of clients reviewed in the year (of clients receiving any service)	87.7%	Mar'13	82.7%	82.0%	March 2014	The Final Out-turn figure for 2013/14 was 82.7% which exceeded the target of 82.0%. The performance across the three service areas was as follows: LD: 82.13%, MH: 85.32% and Pathway: 82.29%. <b>Please note that from October 2013 onwards S256 and Full Cost Clients were not included.</b>
Percentage of All Social Care Clients receiving Self Directed Support	79.09%	Mar'13	81.40%	82.00%	March 2014	The final out turn figure for 2013/14 was 81.5% of clients having received self directed support to date this financial year. This was below the target of 82.00% % for the year.
Delayed transfers of care	5.4	Mar'13	6.64	5.00	March 2014	The 2013/14 Out turn for this indicator was 6.64 per 100,000. This figure missed the Annual target of 5 people delayed per 100,000. <b>THIS IS A MEASURE OF NHS AND COUNCIL PERFORMANCE.</b>
Timeliness of social care assessment (all adults)	89.6%	Mar'13	89.5%	90.0%	March 2014	The final out turn for 2013/14 was 89.5% which did not make the Annual target of 90%.
Carers receiving needs assessment or review and a specific carer's service, or advice and information	46.48%	Mar'13	48.97%	48.00%	March 2014	ANNUAL TARGET 2013/14 = 48%. The final out turn figure for 2013/14 was 48.97%
Number of adult learning disabled clients known to CASSRs in paid employment	146	Mar'13	151	150	March 2014	This indicator relates to clients aged 18-64 only and measures the number of clients in employment out of all clients known to HHASC with a learning difficulty. The Final Out turn for 2013/14 was 151 clients recorded as in employment. This achieved the target.
No of Adults receiving secondary mental health services in employment	75	Mar'13	103	85	March 2014	<b>ANNUAL TARGET 2013/14 = 6% target agreed by CCG for BEHMHT.</b> This target is 6% of all clients accessing secondary mental health services in paid employment. The outturn in 2012/13 was 4% (which was 75 people). To achieve this target approx 85 people will need to be in paid employment. <b>103 clients receiving Secondary Mental Health services were in paid employment at the end of March. This equates to 6.30%.</b>  From November 2013 this indicator included all Secondary MH Service users aged 18-69 irrespective of their review date. From January 2014 the data set provided by BEH MHT was changed to show all Service users with Enfield Postcodes rather than those receiving services from LBE.

**(d) Safeguarding Children**

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
The number of Looked after children who were adopted or where an Special Guardianship Order (SGO) was granted during the year as a percentage of the number of children Looked after (excluding UAS) who had been Looked after for 6 months or more	12.81%	Q4 12/13	14.16%	10%	Q4 2013/14	Since April 2013, there have been 20 Adoptions and 11 Special Guardianship Orders granted. This is an incremental target: Q1 = 2.5%, Q2 = 5%, Q3 = 7.5% and Q4 = 10%.

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
% of children who had been looked after continuously for at least 12 months (excluding Secure Remands) and were of school age, who missed a total of at least 25 days of schooling for any reason during the previous school year	2.3%	Q4 2012/13	2.4%	5%	Q4 2013/14	3 children were recorded as having 25 days or more absence out of a total of 125 children of school age who had been looked after for a year or more as at the end of March 2014.
Average time (in weeks) between Child entering care to moving in with adoptive parents		New 13/14	82		Q4 2013/14	There are currently 20 children in the cohort, with an average time of 82 weeks between the Child entering care to moving in with adoptive parents. 1 child in this cohort was in care for over 6 years with a plan of long term fostering, before this was changed to Adoption. This is a positive outcome for this child however due to the small nature of the cohort, long delays in any one case can have a disproportionate effect on the timescales for the whole cohort. Excluding the above case, the average would be 67 weeks. This is a new indicator for 2013-14 no target set at this present time. Target for 2014/15 will be 78 weeks.
Average time (in weeks) to match a Child to adoptive parents once court decision that adoption is best option.		New 13/14	31		Q4 2013/14	There are currently 18 children in the cohort, with an average time of 31 weeks to match the Child to adoptive parents, once the court's decision is that adoption is best option. This indicator also has a small cohort of which one child required CAMHS input for a year to prepare for adoption. The time taken from Court Decision to matching in this one instance was 90 weeks which is a reflection of the complexity of the case. Despite this, a success match was found. This is a new indicator for 2013-14 no target set at this present time. The target for 2014/15 has been set at 21 weeks.
Stability of placements of looked after children: number of moves. (The % of children looked after at 31 March with three or more placements during the year)	12.3%	Mar'13	14.7%	11.0%	March 2014	Enfield has significantly fewer Looked After Children than the vast majority of our 52 comparator boroughs. 3.7 per 1000 compared with an average of 6.8 per 1000. This indicates that only children and young people with the most complex needs become looked after making it more challenging to achieve stability. Increasing numbers of young people are needing to be moved to break gang related activity or as a protective strategy against child sexual exploitation. Strategies to reduce the number of moves include stability meetings to stabilise and maintain placements and a recently extended CAMHS In Step programme supporting placements in difficulty. Mandatory training for foster carers and a significant increase in the number and range of training opportunities available will give carers the skills and knowledge to maintain the more challenging placements. Placements continue to be actively overseen by the Senior Management Team for appropriateness and stability through the placement panel process. This represents 44 out of 299 LAC children who have had 3 or more placements in the previous year.

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Stability of placements of looked after children (LAC): length of placement (% of LAC looked after continuously for 2.5 yrs + living in the same placement for at least 2 yrs)	59.8%	Mar'13	57.6%	66.0%	March 2014
Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time - in the past two years	6.7%	Mar'13	3.6%	8.0%	March 2014
Percentage of child protection cases which were reviewed within required timescales	98.7%	Mar'13	100.0%	100.0%	March 2014
Care leavers (19-21 years old) in education, employment or training	70.9%	Q4 12/13	72.0%	70.0%	Q4 2013/14

Notes
49 out of 85 children looked after for more than 2.5 years had been in their current placement for over 2 years. A number of young people have turned 16 years and so are no longer included in this cohort despite remaining in stable placements.  The children failing to achieve this level of stability reflect the increasing complexity of local needs.  Stability Meetings are held to maintain placements and Disruption Meetings are held whenever a placement breaks down. This assists in identifying why the placement broke down and helps to inform the requirements of the next placement.  A recent analysis has been completed which shows that well over half the moves captured were related to children and young people moving onto planned permanence placements. The analysis cited extremely challenging behaviour issues as main cause of placement disruption in the remainder.
This indicator counts children who had a previous child protection plan in the past two years. Of the 250 children who became subject to a Child Protection plan during the past 12 months, 20 had previously been on a Child Protection plan and 9 had been on a Child protection plan in the past two years.
The percentage of child protection cases which were reviewed within the required timescale is 100%. There were 123 reviews in the denominator.
54/75 care leavers are in Education Employment and Training. Performance has decreased this quarter. This indicator is based on a small cohort and small changes therefore have a significant impact on performance.

### (e) Sport and Culture

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Sports Development Sessions - Young People Attendances	102,215	2012/13	75,763	76,333	2013/14
Sports Development Sessions - Adult Attendances	34,023	12/13	29,778	28,895	2013/14
London Youth Games - Enfield Ranking	3rd	11/12	6		2013/14
Leisure Centre - Young People attendances	768,936	Q4 12/13	827,960	776,625	Q4 2013/14

Notes
Updated attendance figures: 43,354 plus 32,409 for School Festivals a total of <b>75,763</b>  There has been a reduced number of commissioned activities for young people in 2013-14 which has affected performance figures against those anticipated as an Olympic Legacy. The original target was in place based on the success of the 2012 activities through the introduction of the Enfield Festival programme. Data collection from the Sport England healthy weight project has been postponed to Sept 2015 in line with the year end of the project. However the reduction of participation in community sports development activities has been offset by the success of affordable activities for children and young people at the leisure centres - this target has overachieved by over 50,000 and is recorded in a separate PI.  A plan is in place in line with the online bookings system to make sports development activities more affordable and free where possible (through external funding) to increase participation. We will also be working with Tottenham Hotspur Foundation to account for the number of residents benefitting from the section 106 community coaching hours.
Overachievement of targets due to more adult and family based activities and additional funding from NHS London has allowed us to launch Healthy Weight adult activities as a new addition to our portfolio.
This is an annual event with the rankings announced in July. This is the actual for 2013/14
Target is 1% increase on previous year actuals

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Number of all Library visits Actual and Electronic	2,914,683	Q4 12/13	3,108,565	3,000,000	Q4 2013/14	Target exceeded for 2013-14. Events are taking place in 2014 to increase visitors and to increase customer awareness of online resources.
Number of Arts activities for Children and Young people	7,566	Q4 12/13	8,322	7,400	Q4 2013/14	Forty Hall & Estate - 5009 Millfield House & Theatre - 3068 Dugdale Centre - 238 Festivals & Events - 7
Engagement in the Arts (People taking part in all arts at local level)	184,302	Q4 12/13	249,558	180,000	Q4 2013/14	Total - 249,558 Forty Hall & Estate - 88757 (36620 visitors 52137 online visitors) Mill Theatre & House - 105661 Dugdale Centre - 31573 Festivals & Events - 23567
CYP Participation in Positive Activities (To measure and drive improved performance around the participation of young people in positive activities.)	102,262	Q4 12/13	101,942	100,000	Q4 2013/14	Total - 101,942 Forty Hall & Estate - 7909 Salisbury House - 864 Millfield Theatre & House 64,601 Dugdale Centre - 17,008 Festivals & Events - 11,560

#### (f) Income Collection, Debt Recovery and Benefit Processing

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
% of Council Tax collected (in year collection) Combined	95.90%	Mar'13	94.86%	92.04%	March 2014	Target at the start of year was set as 95.9% (same as previous year) as we were facing unprecedented change with the introduction of Council Tax Support scheme and had no way of estimating impact on collection and therefore could not profile the target properly. In Dec we had enough actual collection figures to be able to estimate the impact and new annual target agreed of 92.04%. This estimated target was exceeded.
% Council Tax (Local Support Scheme) Collected			80.12%	80%	Q4 2013/14	Council Tax raised in respect of taxpayers Council Tax Support was £12.9m and £10.4m was paid. This resulted in a collection rate of above 80% which was well above the first year estimate. Collection in 2014/15 will become more difficult as £2.5m arrears will be collected in addition to the 2014/15 Council Tax.
% of Business Rates collected (in year collection)	98.86%	Mar'13	98.77%	98.75%	Q4 2013/14	In year collection remained above target at 98.77% but reflected a 0.9% reduction due to the harsh economic trading conditions.
% of Housing Benefit Overpayments recovered.	77.35%	Mar'13	88.79%	80.00%	March 2014	
Total Social Housing properties recovered from being sub let	30	Q4 12/13	69	56	2013/14	Target set for year = 56 properties. After restructuring, the housing investigations team has been built up, achieved full strength in January, and has been working in partnership with Enfield Homes. The results shown here have been achieved by the Fraud team but are due to be combined with those from Enfield Homes for the Q4 performance to achieve the year end target.
Processing Times for New claims - Housing Benefit/Council Tax Support (average number of calendar days)	21.18	Mar'13	22.71	23	March 2014	
Processing Times for Benefit Change in Circumstances (average number of calendar days)	7.42	Mar'13	6.35	8	March 2014	

#### (2) Growth & Sustainability

### (a) Employment & Worklessness

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
16 to 19 year olds who are not in education, employment or training (NEET)	4.10%	Mar'13	4.43%	4.70%	March 2014	March 2014 shows NEETS at 4.43%. There are 491 NEET young People aged 16-19 in Enfield. Performance is very encouraging as we are exceeding the 4.7% NEET target. Seven wards: Enfield Lock (6.2%), Haselbury (5.7%), Ponders End (6.1%), Southbury (5.3%), Turkey Street (5.3%), Edmonton Green (5.2%) and Chase (4.9%) above the 4.7% target. Enfield Lock at 6.2% is the highest ranked ward and Winchmore Hill (1.4%) is the lowest ranked ward for NEETS.
% of 16-19 year olds whose status in education, training or employment is not known			8.3%	10%	March 2014	8.3% of the 16-19 cohort currently have a not known destination is. The Management information team have worked in conjunction with the Careers team in schools to contact young people by phone, door knocking, social media and online surveys to determine young peoples destinations and offer support. A memorandum of understanding with Job Centre Plus has been signed which will lead to a better and more fruitful exchange of data. Additional data sources such as revenue and benefits data are now being utilised to improve our tracking mechanisms.
JobCentrePlus indicator monitored by LB Enfield: Employment rate in Enfield: Working age population (Source: labour market information - Office for National Statistics)	67.7%	Q4 12/13	67.7%	69.6%	Q4 2013/14	<b>THIS IS A JOB CENTRE PLUS PERFORMANCE INDICATOR WHICH IS MONITORED BY ENFIELD COUNCIL</b>

### (b) Planning

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Percentage of all valid planning applications that are registered within 5 working days of receipt	53.4%	12/13	81.0%	80.0%	2013/14	Despite challenges around IT / IDOX (new planning system) and following introduction of a more focused action plan, the team worked hard to address performance which had fallen below target during the year. As a result, improvements were realised and the target was met.
Processing of planning applications: Major applications processed within 13 weeks	24%	12/13	71.70%	60.00%	2013/14	
Processing of planning applications: Minor applications processed within 8 weeks	56.9%	12/13	71.63%	70.00%	2013/14	
Processing of planning applications: Other applications processed within 8 weeks	73.9%	12/13	88.39%	80.00%	2013/14	

### (c) Waste, Recycling & Cleanliness

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Residual household waste per household	450.9kg	Q3 12/13	459.22kg/hhd	443.00kg/hhd	Q3 2013/14	13/14 Qtr 3 figure of 150.62 represents a reduction from qtrs1 and 2 (151.87 and 156.74 kg/held respectively) for 2013/14. The Q3 result of 150.62kg has reduced from Q1 and Q2 this year. There has been an increase of approx.. 5.3% (1510 tonnes) from this period in 2012/13. This is attributed to an increase of 2.59% (377 tonnes) from kerbside collections, an increase in bulky waste collections of 51% (161 tonnes) and a large increase from Barrowell Green Recycling Centre of 70% (693) from the same period in 2012-13. Further investigations are ongoing as to the causes of the increases in particular from the Recycling Centre.

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Percentage of household waste sent for reuse, recycling and composting	40.1%	Q3 12/13	40.37%	42.00%	2013/14
Percentage of inspected land that has an unacceptable level of litter	3.7%	2012/13	2.28%	4.00%	2013/14
Percentage of inspected land that has an unacceptable level of detritus	6.15%	2012/13	5.26%	6.00%	2013/14
Percentage of inspected land that has an unacceptable level of graffiti	1.78%	2012/13	0.33%	2.00%	2013/14
Percentage of inspected land that has an unacceptable level of fly-posting	0.33%	2012/13	0.11%	1.00%	2013/14

Notes
The year to date for the first 3 quarters of the year is 40.4% however 2013/14 year end projection is approx 39.5% this is compared to 38.8% for 2012/13. Enfield is above the London average of 33.58% and currently in the top 10 performing boroughs in London. However, further research shows that if we exclude boroughs that deliver an alternate week collection service we are top 4 in London.
The year average in 2012-13 was 3.17% and reduced to 2.28% in 2013-14. The NI 195 results were audited and confirmed correct by an external party.
The year average in 2012-13 was 6.15% and reduced to 2.26% in 2013-14. The NI 195 results were audited and confirmed correct by an external party.
The year average in 2012-13 was 1.78% and reduced to 0.33% in 2013-14. The NI 195 results were audited and confirmed correct by an external party.
The year average in 2012-13 was 0.33% and reduced to 0.1% in 2013-14. The NI 195 results were audited and confirmed correct by an external party.

### (d) Environmental Protection

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Supported Police led test purchasing operations	9.1%	2012/13	19.5%	10.0%	2013/14

Notes
There was no test purchase exercise this month. Trading Standards take part in intelligence led joint Police operations on test purchasing which generally link into specific police operations targeting anti - social behaviour and seasonal periods of higher risk. These operations tend to run during Halloween, Fireworks and Christmas for example. Therefore there was no test purchase activity in quarter 4, as it was not merited by intelligence or risk; and so the weighting of attempts was distributed across the earlier part of the year.

### (3) Strong Communities

#### (a) Crime Rates

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Burglary	3,741	Mar'13	3,446	3,187	March 2014

Notes
The overall burglary figure includes burglary of domestic households (69% of total), commercial premises and businesses (20%) and domestic buildings such as sheds and garages (11%). Currently household burglary in Enfield is at its lowest level in several years, although there has been a rise in break-ins of domestic sheds and garages. We should expect to achieve a reduction on last year's figure, although we may not meet our stretch target for 2013-14 as set by the Mayor's Office for Policing and Crime.
The partnership continues to implement alley gate schemes to reduce opportunities for rear entry burglary offending across the borough and other intensive initiatives are planned for seasonal increases over the winter months.
12-month rolling data (which is monitored by MPS) shows Enfield to have reduced -3.2% compared to -12.1% across London (the target for end of 2013-14 is -10%)
For more information on burglary in Enfield and tips to keep safe please see the following link: <a href="http://www.enfield.gov.uk/info/200017/community_safety/1662/keeping_enfield_safe/2">http://www.enfield.gov.uk/info/200017/community_safety/1662/keeping_enfield_s_afe/2</a>



Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Criminal Damage	2,071	Mar'13	2,040	2,338	March 2014	<p>Criminal Damage has reduced by more than-20% since 2011/12 and we are currently exceeding the stretch target which was set by the Mayor's Office for Policing and Crime.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have reduced -0.9% compared to approx. -22.0% across London (the target for end of 2013-14 is -10%).</p>
Robbery	1,081	Mar'13	917	1,011	March 2014	<p>Robbery has reduced by more than -15% since 2011/12 and we are currently exceeding the stretch target which was set by the Mayor's Office for Policing and Crime. Rates of offending per 1,000 residents are now notably below the London average, and the proportion of offences involving young people are at their lowest levels in several years.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have reduced -12.1% compared to -28.0% across London (the target for end of 2013-14 is -10%)</p> <p>For more information on robbery in Enfield and tips to keep safe please see the following link:  <a href="http://www.enfield.gov.uk/info/200017/community_safety/1662/keeping_enfield_safe/4">http://www.enfield.gov.uk/info/200017/community_safety/1662/keeping_enfield_safe/4</a></p>
Theft from Motor Vehicle	2,943	Mar'13	3,222	2,710	March 2014	<p>Thefts from motor vehicle offences in Enfield have risen over the past three years and at the current trajectory it is unlikely that we will see a reduction or meet our stretch target, as set by the Mayor's Office for Policing and Crime, for 2013-14.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have increased +7.0% compared to -13.1% across London (the target for end of 2013-14 is -10%)</p> <p>For more information on vehicle crime in Enfield and tips to keep safe please see the following link:  <a href="http://www.enfield.gov.uk/info/200017/community_safety/1662/keeping_enfield_safe/3">http://www.enfield.gov.uk/info/200017/community_safety/1662/keeping_enfield_safe/3</a></p>
Theft/Taking of Motor Vehicle	807	Mar'13	883	977	March 2014	<p>Thefts of motor vehicles in Enfield have declined by almost -24% since 2011/12 and we are currently exceeding the stretch target which was set by the Mayor's Office for Policing and Crime.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have increased +5.9% compared to -20.1% across London (the target for end of 2013-14 is -10%)</p>
Theft from the Person	600	Mar'13	599	427	March 2014	<p>Theft from the person offences are composed largely of pick-pocket type offences and snatch thefts (predominantly where mobile phones are snatched from victims in the street). Just fewer than 60% of all Theft from Person offences involve mobile phones being taken from victims. London wide there has been a +0.6% increase in this crime type since 2011/12, whilst Enfield has noted a rise of +22.8% in the same period.</p> <p>We are significantly off meeting the stretch target as set by the Mayor's Office for Policing and Crime.</p>

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Violence with Injury	1,705	Mar'13	1,861	1,507	March 2014
Total Offences (MOPAC 7)	13,124	Mar'13	12,968	12,153	March 2014
Number of Domestic Crimes	1,546	Mar'13	1,887		March 2014
Number of Domestic Violence cases referred to MARAC	310	2012/13	551		Q4 2013/14

Notes
<p>Reported numbers of Violence with Injury have increased in Enfield, driven to some extent by our efforts to increase the number of Domestic Violence victims who report crimes to the police and local authority. 42% of Violence with Injury in Enfield is attributable to Domestic Violence. Just under 20% of the current increase in Violence with Injury offences has been caused by the increase in Domestic Violence offences.</p> <p>Nationally it is estimated that as much as 50% of all violence goes unreported to the police, particularly that which is domestic or familial, or that which occurs as part of the night time economy.</p> <p>Reported crime figures provide a snapshot, however, it is important to note that they are not conclusive. A considerable amount of violence that is not reported to police is dealt with by the London Ambulance Service and Accident &amp; Emergency Departments. Locally we have worked to obtain this data in order to improve our knowledge on geographic locations of violence so that resources can be better coordinated.</p>
<p>The Mayor's Office for Policing and Crime announced last year that the Metropolitan Police would be measured against 7 neighbourhood crime targets, referred to as the MOPAC 7. An ambitious stretch target of -20% over the next four years was set for Burglary, Criminal Damage, Robbery, Theft from Motor Vehicles, Theft of Motor Vehicles, Theft from the Person and Violence with Injury.</p> <p>Whilst Enfield has noted a reduction in the 'MOPAC 7' to date, we are currently some way off meeting the stretch target as set by the Mayor's Office for Policing and Crime. The largest single contributors to this target are Burglary and Thefts from Motor Vehicles, which combined account for almost 60% of the MOPAC 7 crimes.</p> <p>12-month rolling data (which is monitored by MPS) shows Enfield to have increased by +0.1% compared to -13.5% across London (the target for end of 2013-14 is -10%)</p>
<p>There is no local target regarding the number of crimes of domestic violence. Domestic Violence is significantly under-reported nationally therefore we actively encourage victims to report offences to the police.</p>
<p>The Multi-Agency Risk Assessment Conference (MARAC) is a regular local meeting whereby information about high risk domestic violence victims is shared between local agencies. A co-ordinated plan is drawn up to support the victim.</p> <p>There is no specific target set with regards to the number of referrals.</p>

**(b) Health & Well Being**

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update
Partnership Successful Completion Rate (%) for all Drug users in treatment (over 18 years of age), excluding primary alcohol users:	18.7%	Mar'14	31%	18.7%	March 2014
Numbers in Effective Treatment - All Drug Users (over 18 years of age), excluding primary alcohol users	1,061	Dec'12	997	1,068	December 2013

Notes
<p>The sharp increase has been caused by the recent reconfiguration of the BEHMH NHS Trust dual diagnosis services, resulting in a delay in updating their data. A data cleanse exercise was conducted last month, which resulted in a large number of cases being closed off, with the consequent effect that there was a spike in the NDTMS Successful Treatment completions and a reciprocal drop in numbers in Effective Treatment. A meeting with the Trust's Director is scheduled to see what measures can be taken to bring performance back up to previous levels, if this is possible, given the new structure.</p>
<p>The sharp decrease has been caused by the recent reconfiguration of the BEHMH NHS Trust dual diagnosis services, resulting in a delay in updating their data. A data cleanse exercise was conducted last month, which resulted in a large number of cases being closed off, with the consequent effect that there was a spike in the NDTMS Successful Treatment completions and a reciprocal drop in numbers in Effective Treatment. A meeting with the Trust's Director is scheduled to see what measures can be taken to bring performance back up to previous levels, if this is possible, given the new structure.</p>

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Obesity in primary school age children in Reception	13.3%	11/12	12.6%	12.0%	2012/13	The aim of the Healthy Weight strategy is to reduce Obesity in reception age to below 12% by 2015 and 11 % by 2021. Health Trainers carried out a pilot programme at North Middlesex Hospital with pregnant women who were either obese or overweight. It was a 5 day workshop held over 5 weeks. The aim was to provide information and advice to women who want to make a healthy behaviour change to improve their health and in the longer term their babies health.
Obesity in primary school age children in Year 6	24.4%	11/12	24.10%	23.00%	2012/13	The Aim of the Healthy Weight strategy is to reduce the Year 6 rate to below 21.4% by 2015 and below 20% by 2021. Local Healthy weight workshops have been held with key LA partners, NHS and Voluntary sector. As a result of the workshop Ideas and suggestions have been collated and contributed to a draft action plan. The Healthy weight action plan has been sent out for consultation. The steering groups are working towards delivering all of the actions with in the Healthy weight action plan. We have commissioned the Food Trusts Let's Get Cooking programme to train School staff, parents and /or parent support advisers in practical cooking. This has covered every primary school in the Upper Edmonton area where obesity and health inequality is at its highest.
4 week smoking quitters	600	Q2 12/13	576	600	Q2 2013/14	This indicator presents the number of people who successfully quit smoking amongst those who set a 4 weeks target date in the quarter. The Annual target for this indicator is 1572 quitters. Presently 576 smoking quitters who have successfully quit for 4 weeks are recorded on the database. The Cumulative target for Q2 was 600. Smoking Quit levels are historically higher in Q3 & Q4.
NHS Health Checks-offered (cumulative)	15.4%	2012/13	21.5%	20%	Q4 2013/14	This figure is calculated against an eligible population denominator of 80665. This is an estimate number provided by the DoH of people on disease registers. For 2013/14 17436 health checks had been offered which equates to a figure of 21.5% of the eligible population. The end of year cumulative target was 20% and therefore this target has been met.
NHS Health Checks-received as % of Population	6.93%	2012/13	7.69%	6.93%	Q4 2013/14	This figure is calculated against a denominator of 80665. This is an estimate number provided by the DoH of people on disease registers. At the end of Q4 there was a cumulative total of 6199 Screenings, equating to 7.69% of the eligible population. The end of year cumulative target was 6.93% and therefore this target has been met

### (c) Enfield Council Website

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Page Views - Number of Public Web Page Views on Enfield Council website	8,183,971	2012/13	9,307,089	8,760,000	2013/14	Page views are for the period from April 2013 to end Mar 2014. Target achieved and increased by 357,000 page views. 13-14 represent the most page views we have had.
Enfield website - total number of transactions carried out by members of the public using the Council website	65,077	2012/13	105,900	96,000	2013/14	Transactions are for the period April 2013 - March 2014. Figures up 30% due to communications campaigns to promote web channel. Top transactions are Payments, followed by report &/ or request waste issues. Target reached and increased by c.9000.

### (d) Council Corporate Indicators

Indicator	Previous Year Data	Time Period	Current Value	Current Target	Last Update	Notes
Average Sick Days - Corporate Staff (rolling 4 quarters)	8.43	12/13	8.45	8.00	Q4 2013/14	Data represents sickness absence for the period from 01.04.2013 to 31.03.2014.  Corporate: 28,889.39 days lost/3419.5 average FTE = 8.4 average days

Indicator
Average Sick Days - School Personnel (rolling 4 quarters)
Council's Property Disposals programme
% Electronic BACS transactions to suppliers
Internal Audit Programme - % of reviews completed
I.T. incidents resolved within SLA High Priority (severity 1) resolved within 2 hours
I.T. incidents resolved within SLA (severity 2) High 7 hrs fix
% of invoices paid within 30 days for all Departments

Previous Year Data	Time Period	Current Value	Current Target	Last Update
6.9	12/13	7.4		Q4 2013/14
£22,848,932	12/13	£5,498,873	£4,000,000	2013/14
97.0%	Q4 12/13	99.99%	98.5%	Q3 2013/14
97%	Q4 12/13	95%	95%	Q4 2013/14
99.38%	Q3 12/13	98.5%	95%	Q4 2013/14
100%	2012/13	100%	95%	Q4 2013/14
97.24%	2013/14	97.24%	95%	2013/14

Notes
Data represents sickness absence for the period from 1.04.2013 to 31.03.2014 Schools: 32,992.71 days lost/5,150.87 average FTE = 7.4 average days
Carterhatch Depot: £4,619,000 (complex transaction). Arnos Family Centre: £700,000. Enstone Road (Overage Payment): £179,873. Southgate Town Hall exchanged contracts, completion due in May 2014: £2,050,000 Chase Farmstead will not exchange and complete this financial year: £750,000.
<b>We can see a 38% decrease in the number of P1 faults generated and fixed inside SLA from the same period the previous year. The overall total number of faults generated and fixed inside SLA for all priority's also sees a healthy drop of just over 10%. These figures are evidencing a stabilised IT environment coupled with the many ICT projects which have now come to fruition.</b>
<b>We can see a 15% decrease in the number of P2 faults generated and fixed inside SLA from the same period the previous year. The P2 fault generation figure is the lowest ever recorded since the contract start (Aug '10).</b>
97.24% represents average number of invoices paid within 30 days from April 2013 to March 2014 (92,594 invoices of 95,234 paid).
80.3% of all invoices were paid within 10 days during the same period

**MUNICIPAL YEAR 2014/2015 REPORT NO. 40****MEETING TITLE AND DATE:**

**Cabinet – 12 August 2014**  
**Council - 8 October 2014**

**REPORT OF:**

Director - Regeneration &  
 Environment

**Contact officer and telephone no:**

Neeru Kareer; Tel: 0208 379 1634;  
 email: [neeru.kareer@enfield.gov.uk](mailto:neeru.kareer@enfield.gov.uk)

**Agenda – Part: 1****Item: 7****Subject:**

Adoption of North Circular Area Action Plan  
 part of Enfield's Local Plan

**Wards: Bowes, Palmers Green &  
 Southgate Green  
 KD 3918**

**Cabinet Members Consulted: Cllrs. Sitkin &  
 Oykener & Cllr Charalambous (Associate  
 Cabinet Member)**

**1. EXECUTIVE SUMMARY**

- 1.1 The North Circular Area Action Plan (NCAAP) will form part of Enfield's Local Plan and will specifically deliver the spatial vision and land use strategy for the area around the North Circular Road between New Southgate in the west and the Great Cambridge Road to the east.
- 1.2 The Council submitted the North Circular Area Action Plan to the Secretary of State for public examination in August 2013. Inspector Patrick Whitehead DipTP MRTPI was appointed to conduct an independent examination into the Plan. Public hearing sessions took place on the 10<sup>th</sup> December 2013.
- 1.3 The Inspector formally delivered his report into the soundness of the Plan to the Council on the 7<sup>th</sup> April 2014 and concluded that NCAAP meets the criteria of soundness set out in the National Planning Framework and is an appropriate basis for planning in the south west of the borough along this section of the North Circular Corridor.
- 1.4 Once adopted the Area Action Plan 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 to determine planning applications in the area.
- 1.5 This report seeks the Cabinet's endorsement for the North Circular Area Action Plan. It recommends to Council that the Action Plan is formally adopted.

**2. RECOMMENDATIONS**

- 2.1 That Cabinet notes receipt of the Planning Inspector's final report, attached as Appendix 1, that concludes the North Circular Area Action Plan is 'sound' and legally compliant.
- 2.2 That Cabinet recommend to Council formal adoption of the North Circular Area Action Plan to form part of Enfield's Local Plan. Copies of the Adoption version will be available in the Group Offices and Members' Library.

### 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<sup>1</sup> 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 North Circular Area Action Plan (NCAAP) has been a longstanding Council commitment as confirmed in the adopted Enfield Core Strategy 2010. Enfield's Core Strategy identifies the North Circular area as a strategic growth and regeneration area, having suffered from decades of blight and uncertainty over the historical safeguarding of land for various road improvement schemes along this section of the A406 that have failed to come forward.
- 3.3 The NCAAP is an area specific local plan document that responds to the challenges as well as opportunities presented along this section of one of north London's strategic road corridors. Once adopted, the NCAAP will form part of Enfield's Local Plan and will sit alongside the adopted Core Strategy, emerging Development Management Document and other Area Action plans being prepared. New development proposals coming forward in the area will be expected to accord with the policies and proposals contained within the NCAAP, the adopted Core Strategy, the emerging Development Management Document and the Mayor's adopted London Plan.
- 3.4 The North Circular Area Action Plan provides a comprehensive planning framework and identifies opportunity sites for redevelopment in the area, covering the wards of Bowes, Palmers Green and Southgate Green. It will guide local investment, particularly current redevelopment proposals coming forward from Notting Hill Housing Trust (NHHT) on land acquired from Transport for London (TfL), Mulalley and One Housing Group in connection with the estate renewal project at Ladderswood, and the secured future for the former Southgate Town Hall building from Hollybrook Homes.
- 3.5 Preparation of the Area Action Plan has involved a number of stages and has included extensive and ongoing dialogue with key stakeholders such as the South West Enfield Partnership, TfL, local community representation; and the adjoining boroughs of Haringey and Barnet. All of this work has helped to shape the final version of the Plan. The NCAAP provides a critical planning tool for delivery; it sets out a clear vision and spatial strategy for the area for the next 12 -15 years, and reflects a shared consensus between the Council, partners, the Mayor of London, and other agencies and investors.
- 3.6 The Council approved the Proposed Submission Plan at its meeting in February 2013 after which it was formally 'published' for a final stage of public consultation. The publication period of the Proposed Submission Area Action

---

<sup>1</sup> Enfield's Local Development Scheme 2013-2016

Plan ran throughout April and May 2013. Approximately 1500 specific and general consultees were invited to make representations.

- 3.7 In total, 64 representations (comments) were received on various aspects of the Action Plan from 23 respondents, including receipt of the Mayor's confirmation that the North Circular Area Action Plan is in general conformity with the London Plan.
- 3.8 The Council formally submitted the NCAAP for independent examination in August 2013. The Secretary of State appointed Inspector Patrick Whitehead DipTP MRTPI to examine the Plan. The Planning Inspector held public hearing sessions on the 10th December 2013.
- 3.9 The Council received the Planning Inspector's final report on the examination into the soundness of North Circular Area Action Plan on the 7<sup>th</sup> April 2014. The Planning Inspector has concluded that the NCAAP meets the criteria of soundness set out in the National Planning Framework and is an appropriate basis for planning in the south west of the borough and along the North Circular Corridor.
- 3.10 The Council is now in a position to adopt the North Circular Area Action Plan to form part of Enfield's Local Plan.

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

None considered as 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 will be guided. This is essential to support the Council's regeneration programme, particularly in light of on-going as well as future investment opportunities.

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

These are as set out in paragraph 4.1 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 North Circular AAP 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 arising 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 recommendations contained in this report are in accordance with the Council's powers.

### **6.3 PROPERTY IMPLICATIONS**

The independent Planning Inspector's report, confirming the soundness of the NCAAP, is welcomed. The adopted Area Action Plan and associated initiatives will help resolve the issue of 'blight' that has adversely impacted on the area over many years. The NCAAP will provide confidence and greater certainty in property investment in the A406 corridor, and the south west of the Borough generally. It provides for a significant increase in the housing stock and supports other Council initiatives, such as the disposal of part of the Southgate Town Hall site and major investment in Palmers Green Library.

### **7. KEY RISKS**

An up to date statutory development plan for the North Circular significantly reduces the risk to the Council in regards to the planning and development of the area over the next 15-years. Failure to produce up to date, robust policies through the preparation of the Area Action Plan document would result in a gap in policy for the area. This could 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 NCAAP will be fundamental in achieving sustainable development along an historically neglected stretch of the North Circular Road corridor. Policies throughout the document seek to achieve fairness for all, sustainable growth within the context of providing the appropriate level of supporting infrastructure, and the development of strong and sustainable communities.

### **9. EQUALITY IMPACT IMPLICATIONS**

Previous draft versions of the NCAAP 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 NCAAP will provide clear policies for the assessing development and regeneration opportunities within the area and will bring performance management improvements to the delivery of the Council's five year housing supply targets, including the appropriate mix of private and affordable housing. The NCAAP will provide clarity to the planning application process and potentially lead to less debate and time savings at the appeal stage.



## **11. PUBLIC HEALTH IMPLICATIONS**

The NCAAP contains policies covering a wide range of topics, all of which may have implications for public health, such as housing, community facilities, environmental improvements and green infrastructure. Strategic Objective 5 of the adopted Core Strategy (2010) promotes Education, Health and Wellbeing. The NCAAP provides the more detailed policies on how to achieve these policy objectives in the assessment of individual planning applications as well as within the wider context of the area's regeneration.

### **Background Papers**

None.

This page is intentionally left blank

---

# **Report to the London Borough of Enfield Council**

**by Patrick T Whitehead DipTP(Nott) MRTPI**

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

**Date 7 April 2014**

---

PLANNING AND COMPULSORY PURCHASE ACT 2004 (AS AMENDED)

SECTION 20

**REPORT ON THE EXAMINATION INTO ENFIELD COUNCIL NORTH CIRCULAR  
AREA ACTION PLAN**

**LOCAL PLAN**

Document submitted for examination on 30 August 2013

Examination hearing held on 10 December 2013

File Ref: PINS/Q5300/429

## Abbreviations Used in this Report

AA	Appropriate Assessment
CS	Core Strategy
LDS	Local Development Scheme
LP	London Plan
LSIS	Locally Significant Industrial Site
MM	Main Modification
NCAAP	North Circular Area Action Plan
PTAL	Public Transport Accessibility Level
SA	Sustainability Appraisal
SCI	Statement of Community Involvement
SCS	Sustainable Community Strategy
SPD	Supplementary Planning Document
TfL	Transport for London

### **Non-Technical Summary**

This report concludes that the North Circular Area Action Plan provides an appropriate basis for the planning of the North Circular Area over the next 12 years, providing a number of modifications are made to the plan. The London Borough of 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 and I have recommended their inclusion after considering the representations from other parties on these issues.

The Main Modifications can be summarised as follows:

- The inclusion of a paragraph reflecting the national presumption in favour of sustainable development;
- The insertion of altered text to Policy 4 Local Education together with supporting text to provide clarity and ensure proper consideration is given to the necessary infrastructure to support residential growth;
- An amendment to the supporting text under Policy 13 Ladderswood Estate to reflect the current position with regard to development proposals.

## Introduction

1. This report contains my assessment of the Enfield Council's North Circular Area Action Plan 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 (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 submitted draft plan (August 2013) which is the same as the document published for consultation in February 2013, together with the Schedule of Post Publication Minor Changes (August 2013) contained in doc NCAAP-07. Those Minor Changes form part of the submitted draft plan.
3. My report deals with the main modifications that are needed to make the 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 formally requested that I should make any modifications needed to rectify matters that make the Plan unsound/not legally compliant and thus incapable of being adopted (letter dated 10 January 2014). These main modifications are set out in the Appendix.
4. The main modifications that go to soundness have been subject to public consultation and I have taken the consultation responses into account in writing this report. References in square brackets [ ] are to documents forming the supporting information to the submitted draft plan.

## 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 them by section 33A of the 2004 Act in relation to the Plan's preparation.
6. In the Statement on the Duty to Co-operate for the NCAAP [NCAAP-05] and elsewhere, the Council has provided evidence of its engagement with all those main bodies prescribed under Section 33 of the 2004 Act, where appropriate, and the relevant public bodies having planning and related responsibilities in the area during the plan preparation process.
7. There is an unresolved issue with the London Borough of Barnet regarding the removal of the safeguarding allocation of land along the A406 North Circular Road between Bounds Green Road and Green Lanes [NCAAP-05, para 4.4]. NCAAP (Section 3.5) indicates that it is considered no longer necessary to carry forward the historic local safeguarding of land as illustrated in the adopted CS Proposals Map and referred to in Core Policy 24. The Council's detailed response to questions on this matter [doc ED-012] provides justification for the removal of the safeguarding which TfL agrees does not prejudice the potential for future road capacity improvement schemes, whilst

resolving the issue of 'planning blight' that has adversely impacted on the area.

8. A second concern raised by Barnet Council relates to the pressure on Barnet schools, and in particular primary school places, resulting from the proposed increase in housing. The matter of school provision in relation to the NCAAP proposals is explored below (para 18) and Barnet Council's concerns are addressed through the proposed modification **(MM2)**. Notwithstanding the issues with Barnet Council I have concluded that the duty to co-operate in respect of the preparation and progress of the NCAAP has been satisfied.
9. In summary, and in the light of all the evidence and in the absence of any indication to the contrary, I am satisfied that the NCAAP has been prepared in accordance with the duty to co-operate. I am also satisfied that the Council will continue to undertake its obligation to co-operate on strategic planning issues through a coherent framework with its neighbours as outlined in the CS, section 10.2 Delivery Mechanisms, and the partnership working with adjoining local authorities and the North London Strategic Alliance referred to in para 10.12.

## Assessment of Soundness

### Preamble

10. The NCAAP forms part of the statutory Local Plan for Enfield and is intended to co-ordinate a period of significant change. It is intended to be read alongside the Core Strategy, and in particular policies 44: North Circular Area and 45: New Southgate. Suggestions that the NCAAP is fundamentally wrong since the North Circular Road forms a boundary rather than a focus, and that the amount of housing development proposed is too much for the area to absorb are not supported by the evidence. Both the NCAAP plan area, and its potential capacity are derived from the CS policies which provide a context consistent with the LP.
11. Questions have been raised regarding the Council's consideration of submitted planning applications and permissions granted in respect of proposals within the NCAAP plan area. This Examination considers only the soundness and legal compliance of the submitted Plan. Issues relating to the development control process are outside the scope of the Examination and it is neither appropriate nor possible to comment on individual proposals, or the Council's interpretation of policies in arriving at decisions.

### Main Issues

12. Taking account of all the representations, written evidence and the discussions that took place at the Examination hearing I have identified 3 main issues upon which the soundness of the Plan depends.

#### **Issue 1 – Whether the Plan provides an appropriate delivery mechanism for the Council's Spatial Strategy.**

13. The Spatial Strategy contained in the adopted CS seeks to focus large scale growth and regeneration in four broad areas, one of which is the area around the North Circular Road at New Southgate [EBD-03, section 4]. The Strategy

indicates that, following agreement on a safety and environmental improvement scheme for the road, opportunities will be sought to improve living conditions for residents, visitors and businesses. In particular it concludes that the area has a capacity to accommodate up to 2,000 new homes, largely on land no longer needed for road improvements and through the renewal of the Ladderswood Estate and New Southgate area.

14. Core Policy 44 confirms the indicative housing delivery target of up to 2,000 within the NCAAP area, whilst CP 45 provides a specific framework for the Regeneration Priority Area of New Southgate. A Masterplan SPD for New Southgate [EBD-05] has been adopted setting out plans for the improvement and opportunities for development in that area. In the context of those adopted policies, and the supporting evidence provided through, *inter alia*, the Infrastructure Delivery Plan [EBD-09] and the SA Report [NCAAP-03], I have concluded that the NCAAP does provide an appropriate delivery mechanism for the Spatial Strategy and, in this respect is sound.
15. Para 15 of the NPPF indicates that all Local Plans should be based on and reflect the presumption in favour of sustainable development. The Council has recognised that the Plan should follow this approach and has proposed a Main Modification which would insert a new explanatory paragraph in Section 1.2 (MM1). This ensures the section is sound.

**Issue 2 – Whether the Plan's proposals for building sustainable neighbourhoods have been positively prepared, are justified by the evidence and are consistent with national policy.**

16. NCAAP Policy 2 identifies specific sites having the potential to deliver approximately 1,300 new homes within the plan period. Some representors have expressed concern that the NCAAP proposes too much development resulting in a disproportionate increase in population, and that local services will be placed under strain. Whilst, as indicated above (para 14) the argument that too much development is proposed is not supported by the evidence, the ability of local services to cope with the amount of additional development is a consideration of importance.
17. In this respect, the policy stance on Broomfield Secondary School contained in Policy 4 in the NCAAP appears ambivalent, referring to support for additional pupil places at Broomfield Secondary School and contrasting with p69 which simply states that permanent expansion to admit more pupils "*..is being considered*". The issue clearly is one of concern to local residents. It was also raised in my preliminary queries to the Council and a proposed modification to the supporting text was submitted to the Examination on 4 December 2012. This did not, in my view, go far enough in addressing the issue. As a result representatives from the education service attended the hearing session and there was agreement that the two services should work together to provide an amended Main Modification which includes a revised Policy 4, together with new supporting text (MM2). The agreed text results in a sound Policy.
18. So far as other policies relating to the building of sustainable neighbourhoods is concerned, issues raised regarding health services are addressed through Policy 5 which indicates that appropriate sites have been identified and confirms the continuing partnership with health care services. The Policy is



sound and no further modifications are identified or necessary.

19. Policy 6 requiring a high quality design for new developments, and Policy 7 relating to building heights and development densities, have also been criticised. However, in some respects the criticisms are founded on perceptions of the application of those policies to development proposals. The Council's defence of the policies is robust and justified. In particular, it has advised that the NCAAP applies the density ranges as set out in the LP. It has also indicated that a site specific PTAL assessment has been carried out of Opportunity Sites, but this is not the only consideration determining a site's appropriate density. Taking all of the evidence into consideration the proposals for building sustainable communities have been positively prepared, justified by the evidence and consistent with national policy. No further modifications are necessary.

### **Issue 3 – Whether the proposals for the Three Neighbourhood Places are appropriate and address the identified key priorities.**

20. There has been no criticism of the Council's general approach to identifying three broad character areas using natural walkable catchments as well as architectural detailing. This assessment provides the basis for the three neighbourhood places which have key priorities, set out in Policy 11. There are more detailed concerns about policies regarding the height and density of developments. However, those that relate to extant permissions are beyond the scope of this Examination and, as indicated at para 19, above, the policies contained in NCAAP have been properly justified and are sound. No modifications are necessary.
21. Concern has been raised that the NCAAP does not pay due regard to the Council's resolution to grant planning permission for development at the Ladderswood Estate. This was coupled to a further concern that it is not appropriate for the New Southgate Industrial Estate at Alexander Place, a site with little industrial space available, to be protected as a Locally Significant Industrial Site (LSIS). The representation proposed a new Policy 13A for the New Southgate Industrial Estate (Site 1A) indicating a residential-led sustainable mixed community, together with an amended NCAAP Map.
22. The Council considers LSISs fulfil an important role providing local employment and business opportunities and the designation has the Mayor of London's support. The Council acknowledges that the Enfield Employment Land Review 2012, para 7.19 [EBD-11] concluded that "*..in reality, there is very little industrial space*" at Alexander Place and that "*as an employment site the area is probably too small and lacks profile to have a long term future*" (para 7.21). Nevertheless the Review recommended that the site be retained and potentially expanded. Consequentially, the Council's preference is to retain the site to allow for businesses to move in as sites become available. It argues there is evidence to support the need for employment land in the area, whilst Policy 4.3 in the emerging Development Management Document [EBD-01] provides for alternative uses provided it can be demonstrated that the site is no longer suitable or viable for its existing or alternative industrial use. It provides criteria to be met for change of use involving the loss of industrial uses to be acceptable.

23. The matters were discussed fully at the hearing and consequently a Statement of Common Ground between the Council and the representors was submitted to the Examination. The Statement indicated agreement to additional supporting text under Policy 13, reflecting the Council's resolution to grant planning permission for a mixed-use residential-led scheme at Ladderswood Estate. It was not possible for the parties to extend the agreement to include revisions to the wording of Policy 13, or to the inclusion of the suggested Policy 13A which would allow for residential-led development, since the Council considers the New Southgate Industrial Estate should remain a LSIS. Having given full consideration to the matters raised I have concluded that the Council's reasons for not revising the Policy are convincing. Notwithstanding the lack of agreement between parties on some aspects, I consider that, with the agreed Main Modification **(MM3)**, the Policy is sound. More generally, I have concluded that the proposals for the Three Neighbourhood Places are appropriate and do address the identified key priorities.

## Assessment of Legal Compliance

24. 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 NCAAP is identified within the approved LDS September 2013 [EBD-07] which sets out an expected adoption date of June 2014. The NCAAP's content and timing are compliant with the LDS.
Statement of Community Involvement (SCI) and relevant regulations	The SCI [EBD-04] was adopted in June 2006 and consultation has been compliant with the requirements therein, including the consultation on the post-submission proposed 'main modification' changes (MM)
Sustainability Appraisal (SA)	SA has been carried out and is adequate.
Appropriate Assessment (AA)	The Habitats Regulations AA Screening Report (May 2013) [NCAAP-06] sets out why AA is not necessary.
National Policy	The NCAAP complies with national policy except where indicated and modifications are recommended.
The London Plan	The NCAAP is in general conformity with the LP.
Sustainable Community Strategy (SCS)	Satisfactory regard has been paid to the SCS [EBD-15].
2004 Act (as amended) and 2012 Regulations.	The NCAAP complies with the Act and the Regulations.

## Overall Conclusion and Recommendation

25. **The Plan has a number of deficiencies in relation to soundness and for the reasons set out above which mean that I recommend non-adoption of it as submitted, in accordance with Section 20(7A) of the Act. These deficiencies have been explored in the main issues set out**

above.

- 26. 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 North Circular Area Action Plan 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.**

*Patrick T Whitehead*

Inspector

This report is accompanied by the Appendix containing the Main Modifications

## Appendix – Main Modifications

The modifications below are expressed either in the conventional form of ~~strikethrough~~ for deletions and underlining for additions of text, or by specifying the modification in words in *italics*.

The page numbers and paragraph numbering below refer to the submission local plan, and do not take account of the deletion or addition of text.

Ref	Page	Policy/ Paragraph	Main Modification
MM1	11	End of sub-section: National Planning Policy Framework (NPPF)	<p>Insert New paragraph at the end of sub-section</p> <p><u><b>“When considering development proposals within the North Circular AAP area the Council will take a positive approach that reflects the presumption in favour of sustainable development contained in the National Planning Policy Framework. The Council will always work proactively with applicants jointly to find solutions which mean that proposals can be approved wherever possible and to secure development that improves the economic, social and environmental conditions in the area”.</b></u></p>
MM2	31 & 32	Policy 4 Local Education and supporting paragraphs	<p>Insert altered text to Policy 4 Local Education and supporting paragraphs.</p> <p><b>Policy 4 Local education</b></p> <p><b>The development of new homes within the NCAAP area will be expected to contribute towards the provision of primary and secondary school places commensurate with the expected additional demand, <u>as identified in the annual update of the Council's School Places Strategy, and</u> as set out in the Council's S106 Supplementary Planning Document.</b></p> <p><del>The creation of additional pupil places at Garfield Primary School and Broomfield Secondary School will be supported. The Council will continue to coordinate the provision of school places with neighbouring boroughs and the potential to increase capacity in other nearby schools will be explored as the need arises. The Council will keep under review its Primary and Secondary School strategies.</del></p> <p><b><u>In the primary sector there is an identified demand for 2 additional forms of entry from September 2014 in the south west of the borough which includes the NCAAP area. Demand for additional pupil places for reception aged children is specifically being met within the NCAAP area through an approved additional form of entry at</u></b></p>

Ref	Page	Policy/ Paragraph	Main Modification
			<p><b><u>Garfield School. In order to secure sufficient provision for both September 2014 and 2017 for the south west as a whole, options are also being considered beyond the area covered by the Action Plan including proposals to increase the capacity of other nearby schools to help meet the demand.</u></b></p> <p><b><u>In the secondary school sector local capacity will be needed from September 2017. The expansion of Broomfield Secondary School will be considered as part of the Council's on-going pupil places review. The Council continues to monitor the provision of school places alongside the progress of Free/Academy Schools, cross border pupil movement and the provision of additional places in neighbouring boroughs.</u></b></p> <p>Supporting paragraphs:</p> <p><b><u>For the purposes of planning for school places Enfield is divided into six pupil places planning areas. The area covered by the Action Plan is within the wider south west pupil places planning area.</u></b> Ensuring appropriate provision is made for additional school places required to meet increased demand as sites are developed and families move in is a top priority for the NCAAP. A great deal of concern has been expressed about this and similar issues and it is therefore essential that developers work closely with the Council to ensure appropriate provision is made in this regard.</p> <p><del>Recent studies have confirmed that Garfield Primary School has capacity for additional forms of entry and the Council is in the process of exploring the feasibility of this in more detail. Other nearby schools may also play a role in ensuring increased demand is met. Similarly, the Council will continue to work closely with its neighbouring authorities to keep this critical issue continually under review.</del></p> <p><b><u>In addition to the expansion of Garfield Primary School, other nearby schools will also play a role in ensuring increased demand in the primary school sector is met in both the short and medium term. The provision of a new primary school to help meet the capacity required for 2017 is still being explored at Grovelands Park. The Council will continue to work closely with its neighbouring authorities to keep this critical issue continually under review.</u></b></p> <p><b><u>In the secondary school sector, new provision is being created in the borough through the approval of Heron Hall Free School, which opened in September 2013, and 2 new Academies, both due to open in September 2014. Secondary school provision in the west of the borough is within capacity up to 2017/18. The Council continues to monitor the progress of free school/academy provision</u></b></p>

Ref	Page	Policy/ Paragraph	Main Modification
			<p><b><u>alongside the latest pupil number projections annually and adapt its Strategy for providing places according. If the expansion of existing schools is necessary in addition to the approved free school/academy provision, then options for Broomfield Secondary School will be explored.</u></b></p> <p>Core Policy 8 outlines Council's position on meeting the future education requirements across the borough over the next 15 years. Further detail is provided in the Council's S106 SPD.</p>
MM3	57	Supporting paragraph under Policy 13 Ladderswood Estate	<p>Text amendment to supporting paragraph as follows:</p> <p>The redevelopment of the Ladderswood Estate is the centrepiece of the Council's proposals for the New Southgate Regeneration Priority Area. <b><u>In February 2014 the Council granted planning permission for a mixed use residential led scheme including six B1(b)/B1(c) commercial units that will provide high quality, flexible employment premises offering new work spaces for start-up and other small businesses. The permitted scheme also includes employment development in the form of a hotel.</u></b> Having prepared the New Southgate Masterplan in consultation with local residents, the Council and its housing and development partners will continue to work in partnership with the local community to deliver the phased redevelopment of the estate and with it a programme of public realm and other improvements. This includes delivering a coordinated programme of improvements to open spaces in the area under the 'Take the High Road' initiative.</p>

**MUNICIPAL YEAR 2014/2015 REPORT NO. 41****MEETING TITLE AND DATE:**

**Cabinet**  
**12<sup>th</sup> August 2014**

<b>Agenda – Part: 1</b>	<b>Item: 8</b>
-------------------------	----------------

<b>Subject: Disposal of Chase Farmstead (Part)</b>
--

<b>Wards: N/A – in Hertsmere Borough</b>
--

**REPORT OF:**

Director of Finance, Resources  
and Customer Services

<b>Cabinet Member consulted: Councillor A Stafford</b>
--

Contact officers and telephone numbers:

Keith Crocombe 020 8379 3020

E mail: [keith.crocombe@enfield.gov.uk](mailto:keith.crocombe@enfield.gov.uk)

Doug Ashworth 020 379 3184

E mail: [doug.ashworth@enfield.gov.uk](mailto:doug.ashworth@enfield.gov.uk)

**1. EXECUTIVE SUMMARY**

Chase Farmstead is a property owned by Enfield Council, located in Hertsmere Borough to the west of the A111 at Stagg Hill.

This report seeks approval to the detailed terms negotiated between the Council and the tenant farmer's representatives as required by Cabinet on 15 September 2010, Report No. 57.

Following extensive negotiations with the current tenant farmer a position has been reached whereby Officers are of the opinion that the proposed transaction represents best consideration in accordance with S123 of the Local Government Act 1972. An independent external valuation dated 2<sup>nd</sup> April 2014 was also undertaken to guide officers in their negotiations and ensure compliance with S123.

**2. RECOMMENDATIONS**

2.1 To conclude the sale of Chase Farmstead in accordance with the Cabinet authority previously given.

2.2 To approve the construction of a Reed Bed within the tenancy of Chase and Slopers Pond Farm and the grant of appropriate rights thereto for the purchaser of Chase Farmstead and successors in title.

2.3 To approve the repairing terms negotiated in the event of certain conditions being met in respect of the southern access way.

### **3. BACKGROUND**

**3.1** Cabinet on 15 September 2010 made the following decision:

1. agreed to approve the sale of the Council's freehold interest in Chase Farmstead in accordance with terms recommended by Lambert Smith Hampton i.e. at 60% of the market value (this recognises the apportionment agreed in 2009 in a joint development agreement between the parties) and grant access rights in perpetuity to and from the property;
2. noted that the buyer would be the existing farm tenant, potentially with one or more members of his immediate family. (The tenant and his wife are both Enfield Councillors).
3. agreed that the Council and the owner of Chase Farmstead to both have unfettered rights of access over the access ways to their respective ownerships with the detailed terms to be agreed between legal services and the Tenant's solicitor.

**3.2** Following reorganisations since 2010 the functions of the two Directors are now exercised by the Director of Finance, Resources and Customer Services and the Cabinet Member's title has been similarly adjusted.

**3.3** There have been extensive negotiations between the parties to reach the recommended terms of sale.

**3.4** Due to the time-lag between the original Cabinet decision in 2010 and the final agreement of terms it was decided to submit a further report to confirm the original decision.

**3.5** Appendices 1, 2 and 3 of the Part 2 report set out the summary redacted terms which have been agreed between the parties in respect of (1) the area of land being disposed of to the tenant,(2) the land being surrendered by the tenant to the Council and (3) the agreement and consideration received by the Council in respect of the construction of a "Reed Bed" by the tenant.

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

**4.1** The Council could not conclude the sale on acceptable terms,

**4.2** The alternative option is to withdraw from negotiations

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

The recommendation concludes the final agreed terms following the Cabinet decision of 15th September 2010.



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

### **6.1 Financial Implications**

As set out in part 2 Report.

### **6.2 Legal Implications**

**6.2.1** In accordance with the Council's Constitution, in particular Property Procedure Rules, a valuation has been commissioned from an external registered valuer to demonstrate that the Council will be receiving the best consideration reasonably obtainable, as required by section 123 of the Local Government Act 1972.

**6.2.2.** The Council has obtained the consent required under the Green belt (London and Home Counties) Act 1938 in order to dispose of the property.

**6.2.3** The legal documentation is in a form agreed by the Assistant Director (Legal Services).

### **6.3 Property Implications**

As set out in part 2 Report.

## **7. KEY RISKS**

If market values increase then the site value will increase over time. To "protect" the Council against the Tenant making additional 'profit' the Council has included terms for overage and "superprofit" provisions.

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

### **8.1 Fairness for All**

The capital receipt contributes to the Medium Term Financial Plan.

### **8.2 Growth and Sustainability**

The capital receipt will contribute towards improving growth and sustainability in the borough

### **8.3 Strong Communities**

See 8.2 above.

**9. EQUALITIES IMPACT IMPLICATIONS**

There are no Equalities Implications with the sale.

**10. PERFORMANCE MANAGEMENT IMPLICATIONS**

There are no Performance Management Implications with the sale.

**11. HEALTH AND SAFETY IMPLICATIONS**

There are no Health and Safety Implications with the sale.

**12. HR IMPLICATIONS**

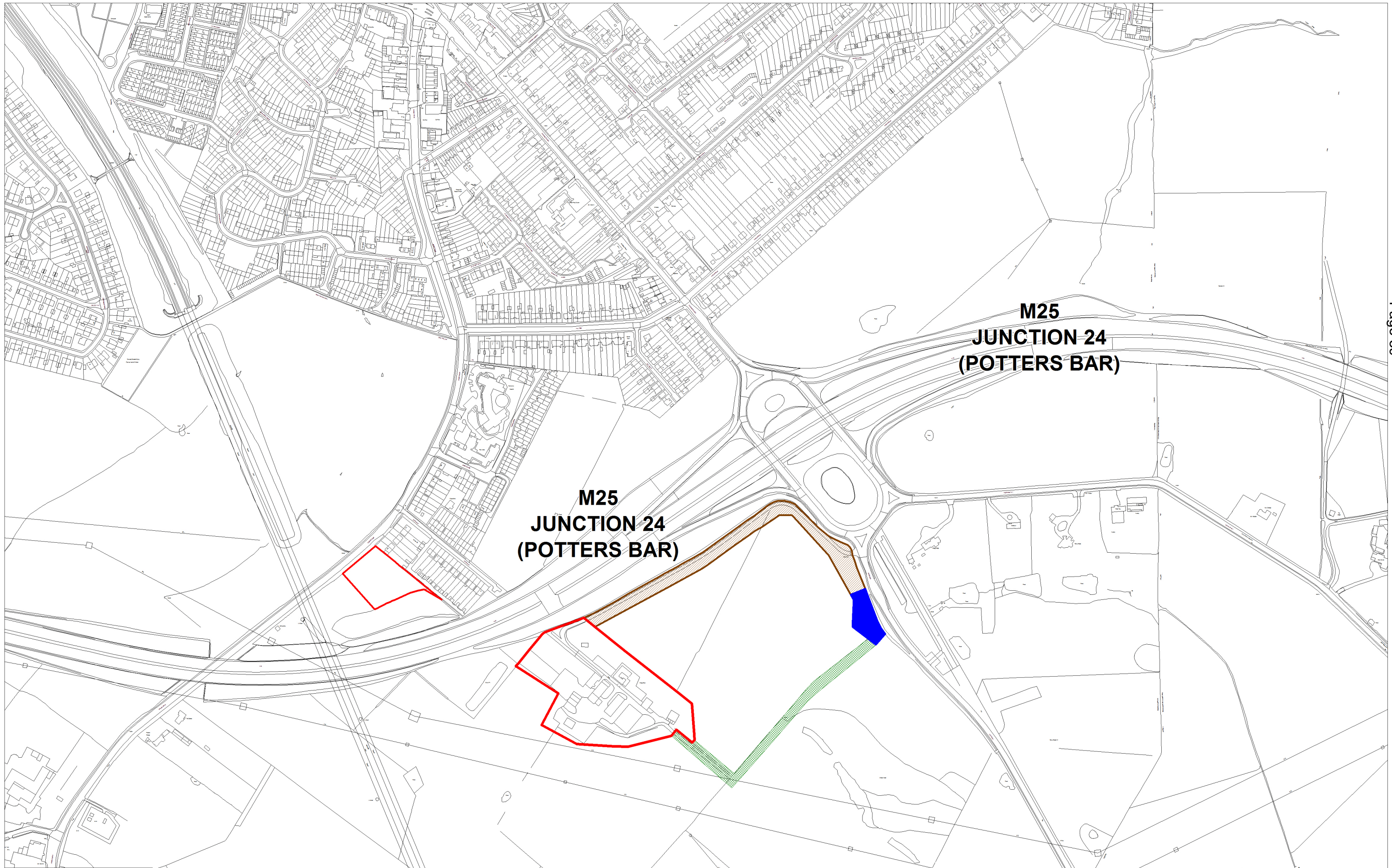
There are no HR Implications with the sale.

**13. PUBLIC HEALTH IMPLICATIONS**

There are no Public Health Implications with the sale.

**Background Papers**

None.



This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown copyright.  
Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. London Borough of Enfield DE14/003.

Scale:- 1:5000  
Paper Size:- A3  
Date:- 25th July 2014  
Map Produced By Asset Information Team/RAS

### LOCATION PLAN



This page is intentionally left blank

**MUNICIPAL YEAR 2014/2015 REPORT NO. 42****MEETING TITLE AND DATE:**Cabinet 12<sup>th</sup> August 2014**REPORT OF:**Director of Finance,  
Resources & Customer  
Services

Agenda – Part: 1

Item: 9

**Subject: Associate Cabinet Members****Wards: All**  
**Non key****Cabinet Members consulted: Cllr A.**  
**Georgiou, Cllr D. Taylor**

Contact officer and telephone number: John Austin 0208 379 4094

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

**1. EXECUTIVE SUMMARY**

- 1.1 In Council Report No.1 presented and approved by Council on 11<sup>th</sup> June 2014, Enfield Council announced it's intention to create 3 Associate Cabinet Members (ACMs) that would work on an innovative and cross-cutting portfolio of work that could help to deliver the strategic aims of the Council – "Fairness for All, Growth and Sustainability and Strong Communities".
- 1.2 This report sets out in more detail the role of the new Associate Cabinet Members, the responsibilities they hold, lines of accountability to Cabinet and how impacts will be evaluated.

**2. RECOMMENDATIONS**

- 2.1 That the role and responsibilities of Associate Cabinet Members as set out in detail in this report is approved.
- 2.2 That the means of assessing the effectiveness of Associate Cabinet Members is approved.
- 2.3 That the recommendation to commence a formal evaluation of the Associate Cabinet Member approach in January 2016 is approved.

### **3. BACKGROUND**

3.1.1 In Council Report No.1 presented and approved by Council on 11<sup>th</sup> June 2014, Enfield Council announced its intention to create 3 Associate Cabinet Members (ACMs) that would work on an innovative and cross-cutting portfolio of work that could help to deliver the strategic aims of the Council – “Fairness for All, Growth and Sustainability and Strong Communities”.

3.1.2 This paper sets out the remit, roles and responsibilities of these new posts and how their implementation will support the Council going forward.

3.1.3 The ACM posts have each been awarded a Special Responsibility Allowance of £7,608 p.a. as agreed in Council Report No.1 approved on 11<sup>th</sup> June 2014.

#### **3.2 3 spatial areas to be assigned**

3.2.1 The 3 spatial areas assigned (and wards therein) to form the geographical basis for the spatially focused work the Associate Cabinet Members will deliver are as follows:

- **Enfield North** – Chase, Enfield Highway, Enfield Lock, Grange, Ponders End, Southbury, Town, Turkey Street
- **Enfield South East** – Bush Hill Park, Edmonton Green, Haselbury, Jubilee, Lower Edmonton, Upper Edmonton
- **Enfield West** – Bowes, Cockfosters, Highlands, Palmers Green, Southgate, Southgate Green, Winchmore Hill

3.2.2 These spatial areas provide the best strategic fit for the borough when looking to implement a 3 member ACM approach. A map illustrating the wards covered by each of the ACMs can be found at Appendix 1.

#### **3.3 Associate Cabinet Member (ACM) – function**

3.3.1 The remit of the Associate Cabinet Member is a new one for Enfield Council. The role relies upon successfully delivering a spatially focused, cross cutting support function that will assist with informed decision making at Cabinet, providing insight into spatial issues affecting our communities, driving transformational change through chairing of our area partnership boards and providing a focal point for ward business in their respective spatial areas.

3.3.2 The ACM posts are non-executive, with no voting rights at Cabinet and non-voting membership of the Enfield Strategic Partnership. ACMs are accountable to Cabinet and will be invited to attend Cabinet meetings.

### **3.4 Associate Cabinet Member (ACM) – Duration of appointment**

3.4.1 ACMs are appointed for a 12 month period and this forms part of the annual delegation of responsibilities engaged in by Council each year. It is possible for ACMs to serve for more than one operational year.

### **3.5 Associate Cabinet Member – roles and responsibilities**

3.5.1 The ACM has a distinct role within the refreshed Member structures that will allow for greater cross-cutting work to be facilitated and more strategic solutions to come forward as a result by taking a holistic view of their designated spatial areas and advising/facilitating activity accordingly. The main assigned responsibilities for an ACM are as follows:

#### **a. Area Champion role/Chairing of Area Partnership Boards**

3.5.2 As well as having responsibility for oversight and championing of activities in their wider spatial areas, each of the 3 spatial areas that have been agreed for ACMs contain an Area Partnership Board. These are:

- Edmonton Leaside Partnership (Enfield South East) which covers the following wards: Jubilee, Edmonton Green, Upper Edmonton, Lower Edmonton and Haselbury
- North East Enfield Partnership (Enfield North) which covers the following wards: Turkey Street, Enfield Lock, Enfield Highway and Ponders End
- South West Enfield Partnership (Enfield West) which covers the following wards: Bowes, Southgate Green and Palmers Green

3.5.3 These partnerships have the strategic aim of delivering a transformational programme of development. The link to the Council website concerning area partnership boards can be found here: [http://www.enfield.gov.uk/info/1000000634/economic\\_development/2692/area\\_partnership\\_boards](http://www.enfield.gov.uk/info/1000000634/economic_development/2692/area_partnership_boards)

3.5.4 The partnership boards act as important local platforms, bringing together key stakeholders including: residents, the Council, NHS and health representatives from Enfield's Clinical Commissioning Groups, the Police, Voluntary and Community Sector representatives, schools, colleges and officers from JobCentre Plus, amongst others. They

currently meet 4 times a year and it will be the responsibility of the Associate Cabinet Member to chair their respective board, ensuring business is carried out and ensuring transformational change is able to be delivered.

3.5.5 Each of the Area Partnership Boards is pursuing a unique set of objectives that will initiate transformation of the identified geographical area. This will encompass physical, economic and social enhancements that will contribute to the delivery the Councils strategic aims. This makes the success of the Partnership Board critical to making Enfield a better place to live, work and do business in.

3.5.6 The cross cutting nature of the Partnership Boards means that ACMs will have to work closely with relevant Cabinet Members to ensure that all aspects of delivery are on track.

3.5.7 The ACM has an equal responsibility to act as area champion on behalf of all wards (including those not covered by the area partnership boards) to ensure that local issues are being picked up and communicated to the Council as part of their reporting duties and interaction with local ward Members.

**b. Participating/attending the Enfield Strategic Partnership Board**

3.5.8 The ACMs will also be required to attend the Enfield Strategic Partnership Board/Annual Conference to report regularly on progress made and make representations to senior strategic partners where progress is not as swift as envisioned. The ACM may also be required to attend the ESP Steering Group to report on progress being made and face challenge on stated objectives and milestones for the partnerships.

**c. Support to Members**

3.5.9 The ACM will also provide support upon request to Members at ward level within their spatial areas and assist with any emerging issues arising from the new ward forum system. ACMs will be able to escalate these issues on behalf of ward Members into the relevant channels. Protocols will be developed to support this.

3.5.10 The ACM will also be required to support Cabinet Members, upon request, on issues that impact on the delivery of their portfolios to provide a holistic view of their spatial areas that can feed into decision making and policy development.



**d. Engaging wider partners on a spatial basis**

3.5.11 The ACM will be responsible for any link work that needs to be engaged to ensure that a joined up approach can be delivered with partner agencies in their spatial areas (including opportunities to coordinate engagement activities, share relevant information between partners and provide a contact point for partner agencies wishing to engage in new activities in their areas that may be of interest).

**e. Liaison with planning activity in the spatial area**

3.5.12 The ACM is expected to be a contact point and maintain a watching brief for local planning issues and provide support/advice to relevant Cabinet Members. This would not extend to involvement in particular development control applications to maintain the independence of the Planning Committee.

**3.6 Work programme**

3.6.1 Over the summer months each ACM will develop and present a work programme to Cabinet in the autumn that shows how they will use the opportunity presented to add value to the Council and help deliver on strategic aims. A work programme template can be found at Appendix 2.

3.6.2 Reports to Cabinet will highlight progress made, emerging issues in the spatial areas and risks/ opportunities arising.

**3.7 Accountability**

3.7.1 The ACMs will be accountable to Cabinet for the work that they engage in and will be expected to present evidence to them of progress made on a six monthly basis. Where possible, specific milestones will assist the Cabinet in such considerations.

3.7.2 There will be a right to ask ACMs questions at Council meetings.

**3.8 Officer Support to Associate Cabinet Members**

3.8.1 These new posts are largely self-sustaining and no dedicated officer support is available to facilitate the work of the ACMs.

3.8.2 Where an ACM has identified the need for support, they will contact the relevant Department to seek a relevant response.

3.8.3 In respect of the support required for the ACM to effectively Chair the relevant Area Partnership Board, ACMs should liaise with the Area

Partnership and Regeneration Manager in the Environment Department.

### **3.9 Evaluation**

- 3.9.1 An evaluation process will commence in January 2016 to report to Cabinet in April 2016. The evaluation will consider the degree to which it can be evidenced that the ACM work programmes have been delivered and the degree to which, by delivery, the benefit to Enfield can be assessed.

### **3.10 Members Handbook and Members Portal**

- 3.10.1 The details pertaining to the role and responsibilities of the Associate Cabinet Members will form part of the Members Handbook and be accessible via the Members Portal.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 The option to continue with the present arrangements were considered but discounted on the grounds that they would not meet the new democratic imperative being sought by the administration and would fail to address a new identified opportunity to improve how the Council and its Members works with and delivers services into the local community.

## **5. REASONS FOR RECOMMENDATIONS**

- 5.1 To confirm the roles and responsibilities of the new Associate Cabinet Member posts.
- 5.2 To confirm the methods of holding the post holders to account and setting of a timely date for a formal evaluation to take place.

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

### **6.1 Financial Implications**

The amendments to Member's Allowances arising from the creation of the new Associate Cabinet Member posts will cost £22,800 per annum. These costs will be met from restructuring other Special Responsibility Allowances to Members, and there will be no net cost to the general Fund.

## **6.2 Legal Implications**

The Council has power to implement a scheme for payment of Special Responsibility Allowances under Regulation 5 of The Local Authorities (Members' Allowance) (England) Regulations 2003.

Government guidance on the Regulations for Local Authority Allowances stipulates that '*Special responsibility allowance (SRA) may be paid to those Members of the council who have significant additional responsibilities, over and above the generally accepted duties of a councillor. These special responsibilities must be related to the discharge of the authority's functions.*'

The case for payment of a SRA to Associate Cabinet Members must therefore be properly justified and should be kept under close review.

Associate Cabinet Members will operate within a framework and rules agreed by the Council and will have no voting rights at Cabinet meetings, helping to secure lawful decision-making.

## **6.3 Property Implications**

There are no direct property implications.

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

## **7. KEY RISKS**

These proposals have been designed to enhance Members representational roles, assist the Council with decision making, support enhanced Member engagement at Ward level and to reflect the need of the Council to make substantial savings over the next 4 years in response to significant budgetary constraints.

Key risks associated with the approach include:

- the need to ensure sufficient Member capacity to carry out their new roles (ACMs and wider changes to Member engagement vehicles). This will be mitigated through the development of guidance and toolkit that will provide Members with a clear and concise supporting resource to help them fulfil their duties. A highly limited amount of officer support will also be in place to assist with basic requirements.
- That robust evaluation of the impact of ACMs will be commenced as timetabled.

- That robust performance management and risk management techniques will be applied to the new ways of working to ensure they remain on track and that improvement planning is enabled should it be required.

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

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

### **8.1 Fairness for All**

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

### **8.2 Growth and Sustainability**

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

### **8.3 Strong Communities**

The proposals to establish the new Associate Cabinet Member posts will support the creation and maintenance of strong communities by helping to facilitate greater joined up working across the Council and Cabinet as well as helping to facilitate the placing of Members closer to their communities. This will enable a more holistic and comprehensive approach to engaging with and delivering services to local people.

## **9. EQUALITIES IMPACT IMPLICATIONS**

The proposals contained in the report are designed to improve the existing political management arrangements in the light of various drivers for change and following a recent review.

The recommendations seek to improve:

- The operation of decision-making structures in the light of financial pressures, while also delivering improved outcomes for local residents.
- Members' representational roles and their accountability to local communities. It is noted that Enfield's elected Members come from a range of diverse backgrounds representing Enfield's diverse communities.

An Equalities Impact Assessment has been carried out and indicates that the new ACM will not have a detrimental effect on the equalities work of the Council.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The ACM role, sitting within the new structures contained in Council Report no.1 propose that robust monitoring, reporting and accountability lines will be maintained and where possible enhanced to deliver a high standard of performance management to support the implementation of the changes.

## **11. HEALTH AND SAFETY IMPLICATIONS**

No health and safety issues have been specifically identified at this stage but where ACMs deliver services to local people in local venues a health and safety check will be performed to ensure any venues selected are fit for purpose.

## **12. HR IMPLICATIONS**

There are no HR implications identified through the work of the Associate Cabinet Members.

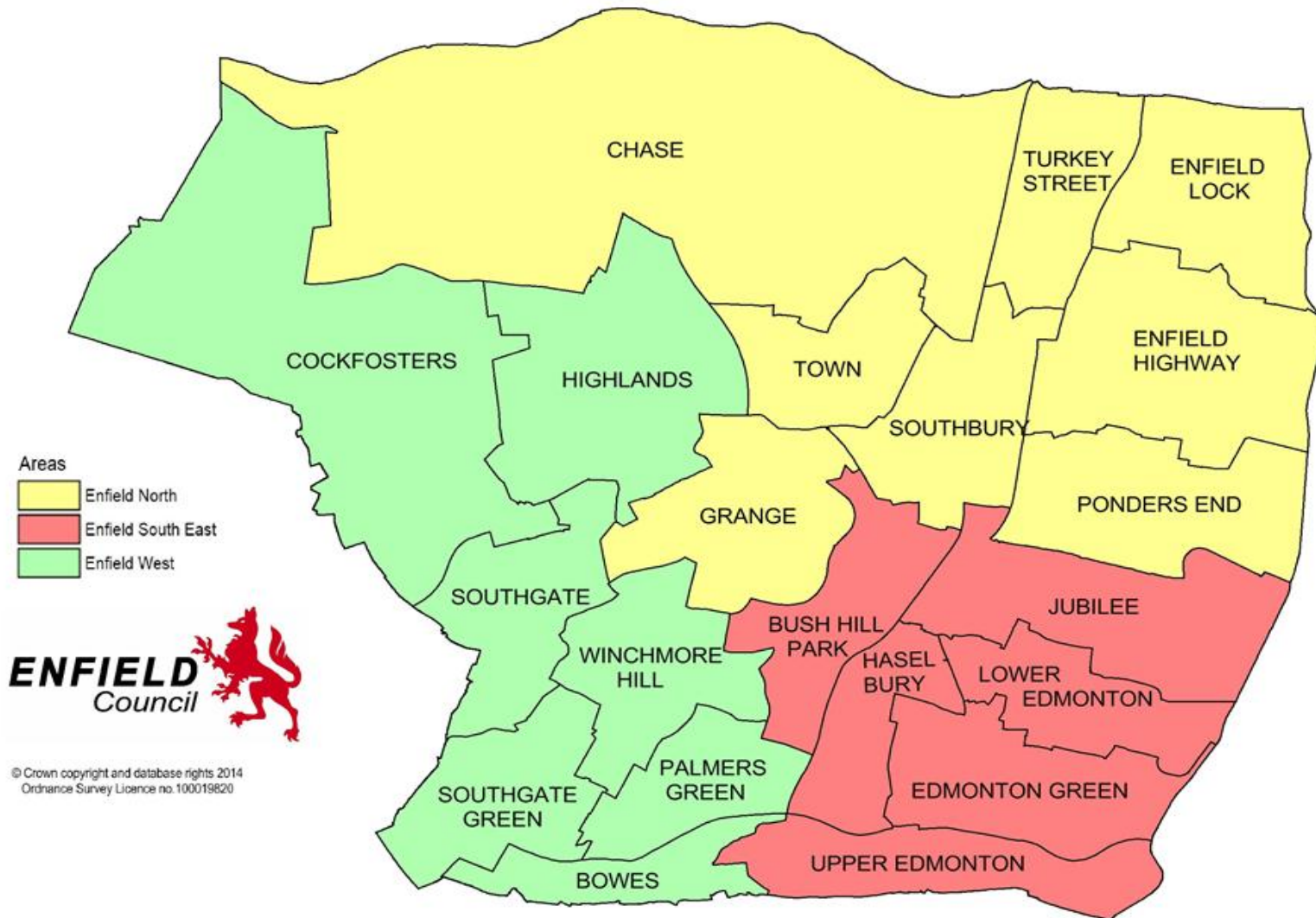
## **13. PUBLIC HEALTH IMPLICATIONS**

Whilst not directly impacting on Public Health objectives, the role of the ACMs as recommended will help to address some of the key wider determinants of health in Enfield by increasing accountability, stimulating transformational change in deprived areas and enabling Members to work more closely with their communities.

## **Background Papers**

None

This page is intentionally left blank



## Associate Cabinet Member Work Programme Stencil (Appendix 2)

ACM Work Programme Stencil		Operational Year:
Assigned Spatial Area:	ACM Councillor:	
Activity Area 1:		Key Milestones:
Activity Area2:		Key Milestones:
Activity Area 3:		Key Milestones:
Activity Area 4:		Key Milestones:



## THE CABINET

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

<b>MUNICIPAL YEAR 2014/2015</b>
---------------------------------

<b>SEPTEMBER 2014</b>
-----------------------

- 1. Award of Contract for Extracare Service at Skinners Court** Ray James

This will seek approval of the award of contract. (Parts 1 and 2) **(Key decision – reference number 3824)**
- 2. Housing Development Strategy** Ray James

This will seek approval to the Council's Housing Development Strategy. **(Key decision – reference number 3369)**
- 3. Small Housing Sites – Phase 2** Ray James

This will recommend a development strategy and set out which sites are to be considered for development, subject to consultation and detailed design. The report will include a summary of feasibility work undertaken to date and request authority to progress the project. (Parts 1 and 2) **(Key decision – reference number 3920)**
- 4. Revenue Monitoring Report July 2014** James Rolfe

This will provide information on the overall revenue monitoring position of the Council projecting the end of year provisional outturn position as at July 2014. **(Key decision – reference number 3948)**
- 5. Capital Monitoring Report June 2014** James Rolfe

This will provide information on the capital monitoring position of the Council projecting the end of year provisional outturn position as at June 2014. **(Key decision – reference number 3954)**
- 6. London Borough of Enfield Key Decision Threshold Review** James Rolfe

This will recommend an amendment to the financial threshold criteria for a key decision in Enfield. (Part 1) (Non key)

7. **Community Infrastructure Levy** Ian Davis

This will recommend that the Council proceeds with the publication of a Draft Charging Schedule for consultation and thereafter, submission to the Secretary of State for independent examination. **(Key decision – reference number 3844)**

8. **Local Implementation Plan Annual Spending Submission 2015/16** Ian Davis

Enfield has been allocated £4.277m by Transport for London (TfL) for 2015/16 and the report will set out how the Council will utilise this allocation to help deliver the Mayor's Transport Strategy. The Council's annual spending submission must be submitted to TfL by 3 October 2014. **(Key decision – reference number 3969)**

9. **Mini-Holland Project – Governance Arrangements** Ian Davis

This will seek approval to the governance arrangements for the project. **(Key decision – reference number 3926)**

10. **Change in Parking Penalty Charge Notice Banding** Ian Davis

This will seek approval to submit a report to London Councils to authorise a change in parking Penalty Charge Notice banding from Band B to Band A. **(Key decision – reference number 3972)**

11. **London Borough of Enfield 50<sup>th</sup> Anniversary Celebrations** James Rolfe

This will update members on development of a calendar of events for the borough. **(Non-key)**

12. **Digital Delivery** James Rolfe

This will set out proposals to deliver Enfield 2017 digital transformation. **(Key decision – reference number 3979)**

## OCTOBER 2014

1. **Revenue Monitoring Report August 2014** James Rolfe

This will provide information on the overall revenue monitoring position of the Council projecting the end of year provisional outturn position as at August 2014. **(Key decision – reference number 3949)**

2. **Contract for the Provision of Agency Workers** Rob Leak

This will present a proposal for the Council to agree to access an existing framework to award the contract for the provision of agency workers. **(Key decision – reference number 3966)**

**3. New Avenue Estate Renewal Scheme** Ray James

This will seek approval to appoint the preferred bidder at the final tender stage to develop the New Avenue Estate. (Parts 1 and 2) **(Key decision – reference number 3793)**

**4. Alma Regeneration Programme Update** Ray James

This will seek approval to deliver new homes additional to the current scheme subject to planning. (Parts 1 and 2) **(Key decision – reference number 3967)**

**5. Enfield Joint Adult Mental Health Strategy** Ray James

This will seek approval of Enfield's Joint Adult Mental Health Strategy. **(Key decision – reference number 3938)**

**6. Central Leaside Area Action Plan** Ian Davis

The Area Action Plan will guide the regeneration and future development of Central Leaside and provide a clear planning policy framework to enable the vision to be made a reality. **(Key decision – reference number 3975)**

**7. Housing Responsive Repairs and Maintenance Contracts** Ray James

This will seek approval to award the new Housing Responsive Repairs and Maintenance Contracts. (Parts 1 and 2) **(Key decision – reference number 3976)**

**8. Enfield Safeguarding Children Board – Annual Report 2013-14** Ray James

The Enfield Safeguarding Children Board wishes to present its Annual report 2013-14 to Cabinet. This will summarise the activities of the Board over the past 12 months, including the impact of its work, the contribution made by members of the board, key achievements and challenges and its plans for 2014-16. (Non key)

**9. Enfield Safeguarding Adult Board – Annual Report 2013-14** Ray James

The Enfield Safeguarding Adult Board wishes to present its Annual report 2013-14 to Cabinet. This will summarise the activities of the Board over the past 12 months, including the impact of its work, the contribution made by members of the board, key achievements and challenges and its plans for 2014-16. (Non key)

10. **Special Purpose Vehicle Company Structure for New Build Council Housing** Ray James
- This will seek approval to set up a company structure, judged against overarching Council objectives, within which the Small Housing Sites special purpose vehicle, Bury Street and similar scenes can sit. **(Key decision – reference number 3974)**
11. **Bury Street West** James Rolfe
- This will set out proposed residential development options of the former parks depot facility, Bury Street West, Edmonton, N9. **(Key decision – reference number 3959)**
12. **Estate Renewal Programme** Ray James
- This will explain the Council's 30 year Estate Renewal Programme. **(Key decision – reference number 3980)**
13. **Adoption of Enfield's Development Management Document** Ian Davis
- This will seek approval, for recommendation to Council, of the adoption of Enfield's Development Management Document. **(Key decision – reference number 3978)**
14. **Designation of KLC Business Assembly as a Neighbourhood Forum and Station House Mews as a Neighbourhood Area** Ian Davis
- This will relate to giving status to a neighbourhood forum to conduct neighbourhood planning in part of the Edmonton Green ward. **(Key decision – reference number 3965)**
15. **Enabling Meridian Water Infrastructure** Ian Davis
- This will outline the approach to delivery of the main movement infrastructure of Meridian Water. **(Key decision – reference number 3973)**

<b>NOVEMBER 2014</b>
----------------------

1. **Revenue Monitoring Report September 2014** James Rolfe
- This will provide information on the overall revenue monitoring position of the Council projecting the end of year provisional outturn position as at September 2014. **(Key decision – reference number 3950)**
2. **Dujardin Mews – Appropriation for Planning Purposes** Ray James
- This will seek approval to the required appropriation for Dujardin Mews. (Parts 1 and 2) **(Key decision – reference number 3734)**

3. **Contracting with Lee Valley Heat Network for the Provision of Heat on Enfield's Housing Estates** Ray James

This will seek authority to contract with the Lee Valley Heat Network energy services company for the provision of heat on Enfield Council's new redeveloped housing estates. (Parts 1 and 2) **(Key decision – reference number 3988)**

#### DECEMBER 2014

1. **Revenue Monitoring Report October 2014** James Rolfe

This will provide information on the overall revenue monitoring position of the Council projecting the end of year provisional outturn position as at October 2014. **(Key decision – reference number 3951)**

2. **Capital Monitoring Report September 2014** James Rolfe

This will provide information on the capital monitoring position of the Council projecting the end of year provisional outturn position as at September 2014. **(Key decision – reference number 3955)**

#### JANUARY 2015

#### FEBRUARY 2015

1. **Revenue Monitoring Report December 2014** James Rolfe

This will provide information on the overall revenue monitoring position of the Council projecting the end of year provisional outturn position as at December 2014. **(Key decision – reference number 3952)**

2. **Revenue Budget 2015/16 and Medium Term Financial Plan** James Rolfe

This will seek approval to set the Council Tax levels for 2015/16 and approve the capital programme for the next four years. **(Key decision – reference number 3957)**

3. **Housing Revenue Account Rent Setting Report 2015/16** James Rolfe/  
Ray James

This will seek approval to set the level of Council housing rents in 2015/16. **(Key decision – reference number 3958)**

**MARCH 2015**

1. **Capital Monitoring Report December 2014** James Rolfe

This will provide information on the capital monitoring position of the Council projecting the end of year provisional outturn position as at December 2014. **(Key decision – reference number 3956)**

**APRIL 2015**

1. **Revenue Monitoring Report February 2015** James Rolfe

This will provide information on the overall revenue monitoring position of the Council projecting the end of year provisional outturn position as at February 2015. **(Key decision – reference number 3953)**

## CABINET - 23.7.2014

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 23 JULY 2014****COUNCILLORS****PRESENT**

Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), Chris Bond (Cabinet Member for Environment and Community Safety), Donald McGowan (Cabinet Member for Health and Adult Social Care), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykenner (Cabinet Member for Housing and Estate Regeneration), Rohini Simbodyal (Cabinet Member for Culture, Sport, Youth and Public Health), Alan Sitkin (Cabinet Member for Economic Development), Andrew Stafford (Cabinet Member for Finance), Yasemin Brett (Cabinet Member for Community Organisations), Bambos Charalambous (Associate Cabinet Member - Enfield West - Observer), George Savva MBE (Associate Cabinet Member - Enfield South East - Observer) and Ozzie Uzoanya (Associate Cabinet Member - Enfield North - Observer)

**OFFICERS:**

Rob Leak (Chief Executive), Ian Davis (Director of Regeneration & Environment), Andrew Fraser (Director of Schools & Children's Services), Ray James (Director of Health, Housing and Adult Social Care), James Rolfe (Director of Finance, Resources and Customer Services), Asmat Hussain (Assistant Director Legal), John Austin (Assistant Director - Corporate Governance), Michael Toyer (Programme Manager), Jeff Laidler (Head of Sustainability), Clive Tritton (Interim Assistant Director for Programmes and Partnerships) and Laura Berryman (Press Officer) Jacqui Hurst (Secretary)

**Also Attending:** Councillor Ertan Hurer and members of the deputation (Minute No.4 below refers)

**1****APOLOGIES FOR ABSENCE**

There were no apologies for absence.

**2****DECLARATION OF INTERESTS**

Councillor Ahmet Oykenner (Cabinet Member for Housing and Estate Regeneration) declared a non-pecuniary interest in Report No.20 – The Care Act 2014 (Minute No.10 below refers) due to his employment within the care industry.

**CABINET - 23.7.2014**

Councillor Andrew Stafford (Cabinet Member for Finance) declared a non-pecuniary interest in Report Nos. 25 and 27 – Lee Valley Heat Network – Business Plan (Minute Nos. 14 and 22 below refer) in his capacity as the Council's nominated representative on the North London Waste Authority and as the Council's nominated representative on the Board of the Lee Valley Heat Network Ltd.

**3**

**URGENT ITEMS**

NOTED, that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012. These requirements state that agendas and reports should be circulated at least 5 clear working days in advance of meetings.

**4**

**DEPUTATIONS**

Councillor Doug Taylor (Leader of the Council) welcomed the deputation to the meeting and invited the spokesperson, Mrs Gonul Daniels, to present the deputation to Cabinet on behalf of the South West Enfield Action Team (SWEAT).

Councillor Ertan Hurer had sponsored the deputation. The deputation comprised Gonul Daniels (spokesperson), Nicola Stapleton, Maria Licheri Alexandrou and Rudi Ramdarshan.

Mrs Daniels presented a detailed deputation to Cabinet supported by hand-outs provided to Members and a map of the area in question displayed at the meeting. SWEAT was campaigning for increased school provision for areas where families could not get their children into their local school, in particular in the Fox Lane area and next to the Barnet border.

The Group had been disappointed that the free school application made by Ashmole Academy had been unsuccessful. Mrs Daniels highlighted sections of two Cabinet reports as presented to Cabinet on 19 June 2013 and to Cabinet this evening (as set out in the hand-outs provided at the meeting). The level of surplus capacity proposed for September 2015 was also questioned and specific concerns expressed.

SWEAT was continuing to campaign for a 2 form entry school in the Fox Lane and Barnet borders area. The Group also sought the Council's support for Ashmole Academy in its application with the Education Funding Agency. The motion discussed at the recent Council meeting had been acknowledged.

Councillor Taylor thanked Mrs Daniels for her comprehensive deputation and sought questions from Cabinet Members. The following issues arose:



**CABINET - 23.7.2014**

1. Councillor Sitkin asked for SWEAT's views on the proposed provision of a 2 form entry school at Grovelands. SWEAT responded that they supported the proposal.
2. Councillor McGowan sought clarification from officers on the projections for satisfying school places in the Borough. Andrew Fraser, Director of Schools and Children's Services, confirmed that 4410 additional primary school places had been provided since 2010. An annual report was presented to Cabinet and pupil projection figures were reviewed annually. A number of factors were taken into consideration. It was noted that the projected demand for the south west area was less than previously projected for September 2014.
3. Councillor Taylor asked Andrew Fraser to confirm why it was important not to overprovide on school place provision. It was noted that overprovision was not an effective use of public money and would have negative effects on school budgets.
4. In response to a question raised by Councillor Charalambous, Mrs Daniels advised that Ashmole Academy was likely to make a re-application in October 2014 with an opening target date of 2016.
5. Councillor Taylor noted the differences which had been highlighted in the previous Cabinet report and the report being presented to Cabinet this evening. Andrew Fraser explained the differences in projected demand in the area in question and that this was because of the annual release of population statistics from the Greater London Authority. He added that the Council was only able to provide for the needs identified.

Councillor Taylor thanked the deputation for their attendance. Members then considered Report No.15 – Strategy and Approach to Delivering Pupil Places, as detailed in Minute No.6 below.

**5**

**ITEMS TO BE REFERRED TO THE COUNCIL**

**AGREED** that the following items be referred to the Council:

1. Report No.15 – Strategy and Approach to Delivering Pupil Places (for the implications to the capital programme)
2. Report Nos. 25 and 27 – Lee Valley Heat Network Business Plan (for the implications to the capital programme)
3. Report No.20 – The Care Act 2014 – for noting only.

**6**

**STRATEGY AND APPROACH TO DELIVERING PUPIL PLACES**

Councillor Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection) introduced the report of the Director of Schools and Children's Services and Director of Finance, Resources and Customer Services (No.15) setting out the Council's approach to the provision of school places for Enfield residents and updating the strategy for the provision of places.

**CABINET - 23.7.2014**

NOTED

1. Councillor Orhan thanked the deputation (detailed in Minute No.4 above) and noted that previous discussions had also taken place with SWEAT. The concerns which had been raised were recognised together with the impact of the unsuccessful free school application by Ashmole Academy.
2. Councillor Orhan stated that the Council did not have any control over free schools or academies or for schools that were not within the Borough. The Council's responsibility was for the provision of sufficient school places within the Borough, an additional 4410 places had been provided. The reports presented to Cabinet provided flexibility to take account of subsequent changes which arose and regular reviews took place.
3. Andrew Fraser, Director of Schools and Children's Services, summarised the content of the report. The GLA projections were released and reviewed annually and the need for extra secondary, primary and special school places determined. The Borough was divided into pupil place planning areas for this purpose; Edmonton County School was in the south west pupil place planning area. In total an additional 9 forms of entry were required by September 2018, with 7 of those needing to be delivered by the Council, as set out in the report.
4. Members' attention was drawn to a number of sections in the report including 1.8 – the reallocation of capital funding; 3.4 – the phase two schemes that were either being delivered or subject to feasibility work; 4.2 – the GLA school roll projections. There was less identified immediate pressure in the south west of the Borough for September 2014. The table set out in section 4.8 of the report outlined the need for primary school places for September 2015 and beyond but this was subject to annual review of the GLA projections. The table detailed in section 4.9 of the report listed the options for meeting the demand for primary school reception classes and places from September 2015.
5. That additional secondary school places would be required from September 2018. There were also identified challenges to be met in special school provision.
6. That the proposals contained within the report were borough-wide and included primary, secondary and special school provision. The significant capital expenditure requirement, set out in the report, was noted.
7. Councillor Taylor concluded, in response to points raised in the deputation, the short and longer-term proposals for the south west of the Borough as detailed in the report.

**CABINET - 23.7.2014**

**Alternative Options Considered:** Enfield Council had a statutory responsibility to provide the necessary school places. The School Expansion Programme created a mechanism to assist with the delivery of extra capacity required. Failure to provide enough school places was not an option. The following proposals had been considered but rejected:

- Increasing class sizes to over 30 pupils. Current legislation stipulated that Key Stage One classes could not exceed 30 pupils with only one qualified teacher. This did not apply to Key Stage two. However, school accommodation did not normally allow for more than 30 pupils in one class base.
- The use of community halls as emergency class bases. This option had been explored with a number of head teachers in relation to the development of the Partner School initiative. However, the revised strategy sought to deliver a programme of permanent expansions.

**DECISION:** The Cabinet agreed to approve

1. The updated strategy to provide the additional school places required up to 2018 and the continuation of the school expansion programme with an expanded scope to cover the expansion of capacity for special need provision up to 2018.
2. The project cost estimates generated for the 2013/14 Capital Programme be increased by 26% to take account of changes in construction market cost indexes and current market conditions.
3. That the overall programme allocation be increased from £63.4 million to £64.9 million to allow for changes in market conditions. This reflected the 26% increase on projects but had been minimised by re-allocating the remaining £10 million from the proposed Brimsdown rebuild that was currently not required to meet demand for places in the North East area. Project level budgets would be updated through the Capital Monitor process and given the pressures on the Council budget, as set out in the Medium Term Financial Strategy, the allocation for school expansions would be managed within the overall Capital Programme agreed in February 2014.
4. Additional capacity be created to deliver educational services to pupils with special need, with the priority in the short term being Autism – subsequent reports would seek decisions on scheme and cost proposals.
5. Delegating authority to the Cabinet Member for Education, Children's Services and Protection and the Cabinet Member for Finance in consultation with the Directors of Schools and Children's Services and Finance, Resources and Customer Services, or the Assistant Director of Strategic Property Services, to take relevant decisions on:
  - The individual schools and sites that could be expanded, and decisions on statutory expansions, to meet the need for extra pupil places, both mainstream and special, up to 2018.
  - Entering in to contractual arrangements and placing orders for any capital works required for the projects.
  - Conducting any land appropriations as required for schemes to be developed;

**CABINET - 23.7.2014**

- Conducting any necessary land transactions, including acquisitions by way of freehold or leasehold, as individual schemes were developed.
6. Delegating authority to the Directors of Schools and Children's Services and Finance, Resources and Customer Services to take decisions on the:
- Programme management arrangements and operational resourcing, including procurement of any required support services.
  - Cost estimates, budgets and spend for projects in advance of updates to the Capital Programme.
  - Submission of planning applications.
  - The appropriate procurement routes for individual schemes.

**RECOMMENDED TO COUNCIL** to approve and adopt the proposed changes to the Council's Capital Programme.

**Reason:** The Council had an overriding statutory duty to provide sufficient pupil places to meet anticipated demand. To set out the proposed strategy and delivery arrangements to oversee delivery arrangements for schools with funding secured for expansion, to further develop options for expansion by conducting feasibility studies and consultation with the schools identified and to secure funding through opportunities that become available. This strategy and delivery arrangements would deliver the additional reception places required in the areas of highest demand up to 2018. The expanded capacity aims to provide a higher level of flexibility built in to counter sudden increased in demand.

**(Key decision – reference number 3943)**

**7**

**REVENUE OUTTURN 2013/14 AND 2015/16-2018/19 MEDIUM TERM FINANCIAL STRATEGY**

Councillor Andrew Stafford (Cabinet Member for Finance) introduced the report of the Director of Finance, Resources and Customer Services (No.16) setting out the overall Council General Fund and Housing Revenue Account outturn position for 2013/14 and providing an update on the 2015/16 budget including an assessment of the financial outlook as well as the work being undertaken to address the budget gap in 2015/16 and future years.

**NOTED**

1. That the final outturn position for 2013/14 was one of a level spend. The appendices to the report set out the revenue outturn position of each department together with the project carry forward requests.
2. That the 2014/14 Medium Term Plan had identified a £65m funding gap for General Fund non-school services over the next three years, as detailed in the report. The Council had initiated a programme "Enfield 2017" to identify short and medium term savings to bridge the gap

**CABINET - 23.7.2014**

along with the service delivery transformation to users required in the longer term.

3. That the level of the General Fund balances at 31 March 2014 was unchanged at £14m.
4. The potential financial pressures and risks arising from the implementation of the Care Act 2014 as set out in section 6.3 of the report.
5. The identified key risks detailed in section 9.3 of the report.

**Alternative Options Considered:** Cabinet can discuss and agree alternative uses of the 2013/14 underspend. Alternative options to the current budget process were being reviewed for presentation to Cabinet in November along with progress in balancing the 2015/16 budget. The Medium Term Financial Plan was being updated for alternative Government spending plans.

**DECISION:** The Cabinet

1. Noted the General Fund and Housing Revenue Account (HRA) outturn for 2013/14.
2. Agreed the project carry forwards summarised in paragraph 4.3 of the report and the reserves committed to the Council Transformation Programme (paragraph 4.5 of the report) and detailed in the service appendices.
3. Agreed specific changes to reserves as set out in paragraph 4.6 of the report and detailed in the service appendices.
4. Noted the latest position regarding the 2015/16 MTFS and budget outlook as reported in Section 6 of the report as well as the approach to be adopted for the budget consultation (detailed in paragraph 6.7 of the report).

**Reason:** To ensure that Members were aware of the outturn position for the authority including all major variances that had contributed to the outturn position. To manage the 2015/16 financial planning process with regard to continuing reductions in public spending.

**(Key decision – reference number 3946)**

**8**

**CAPITAL OUTTURN 2013/14**

Councillor Andrew Stafford (Cabinet Member for Finance) introduced the report of the Director of Finance, Resources and Customer Services (No.17) informing Members of the capital investment undertaken in 2013/14, and the way in which it had been funded. The report also included the outturn position for the Prudential Indicators.

NOTED

**CABINET - 23.7.2014**

1. That in 2013/14 the Council's capital expenditure had amounted to £108.3m compared with the latest programme of £121.2m. The resulting favourable variance of £12.9m comprised £4.6m housing projects and £8.3m of General Fund projects. This was mainly due to re-profiling of schemes where the resources would be carried forward to 2014/15.
2. The principal achievements which had resulted from capital investment in 2013/14 as detailed in the report. A number of significant projects were highlighted to Members.
3. The financial overview and information regarding the prudential indicators as set out in sections 5 and 6 of the report.

**Alternative Options Considered:** None stated.

**DECISION:** The Cabinet

1. Noted the achievements and improved outcomes resulting from the Council's investments in capital projects.
2. Agreed the funding of the Council's capital expenditure as set out in the report.
3. Noted the outturn for the Council's prudential indicators.

**Reason:** To inform Members of the final position on capital expenditure and financing for the year.

**(Key decision – reference number 3947)**

**9**

**ANNUAL TREASURY MANAGEMENT OUTTURN REPORT 2013/14**

Councillor Andrew Stafford (Cabinet Member for Finance) introduced the report of the Director of Finance, Resources and Customer Services (No.18) reviewing the activities of the Council's Treasury Management function over the financial year ended 31 March 2014.

NOTED

1. The key points detailed in the report including:
  - Debt outstanding at year end to finance capital - £298m an increase of £4.4m from 2012/13
  - Average interest on total debt outstanding – 4.53% a reduction of 0.03% from 2012/13
  - Debt Re-scheduling – none undertaken
  - Interest earned on investments - £541k an increase of £215k from 2012/13
  - Net borrowing – reduced by £18.5m to £235.3m

**CABINET - 23.7.2014**

**Alternative Options Considered:** None. This report was required to comply with the Council's Treasury Management Policy statement, agreed by Council in February 2013.

**DECISION:** The Cabinet agreed to accept the Treasury Outturn report.

**Reason:** To inform the Council of Treasury Management performance in the financial year 2013/14.

(Non key)

**10**

**THE CARE ACT 2014**

Councillor Don McGowan (Cabinet Member for Health and Adult Social Care) introduced the report of the Director of Health, Housing and Adult Social Care (No.20) setting out the key requirements of the Care Act, the potential impact on the Council and progress made locally to implement it.

**NOTED**

1. That from April 2015 new and considerable duties would be placed on local authorities in implementing the requirements of the Care Act 2014 as detailed in the report.
2. The significant financial changes and implications arising from the Care Act as set out in the report. The detailed financial impact of implementing the Care Act was set out in section 7 of the report and further financial implications detailed in section 10 of the report. It was estimated that there would be a significant funding gap that local authorities would be required to meet. This would present a financial challenge for the Council.

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

**DECISION:** The Cabinet

1. Noted that the Care Bill had received Royal Assent in May and was now an Act of Parliament.
2. Noted that the consultation on the draft regulations and guidance for Part 1 of the Care Act had been published: and agreed the delegation of the Council's response to the Cabinet Member for Health and Adult Social Care, Councillor Don McGowan.
3. Noted the implications of the Care Act on local authorities, and agreed to approve progress made locally to prepare for the implementation (paragraph 6 of the report referred) and the funding allocations attached (paragraph 7 of the report referred).

**CABINET - 23.7.2014**

4. Agreed the progression 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.
5. Noted the potential impact of the Act locally, including key financial risks.
6. Agreed that the Council would demand that Central Government meets its promise to fully fund the cost of new burdens to local authorities even if higher than its initial estimations.

**RECOMMENDED TO COUNCIL** that the report be noted.

**Reason:** It was a statutory duty for local authorities to implement the Care Act. It was essential that Cabinet was aware of the reforms and the implications for the Council.

**(Key decision – 3933)**

**11**

**SPECIAL PURPOSE VEHICLE FOR NEW BUILD COUNCIL HOMES**

Councillor Ahmet Oykenar (Cabinet Member for Housing and Estate Regeneration) introduced the report of the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services (No.21) proposing that the Council establishes a local authority company to develop, own and manage a portfolio of properties to be made available for rent.

**NOTED**

1. That the new build company would afford the Council the opportunity to intervene in the market and increase the supply of new housing in the Borough. The company would need to be established at this stage to allow the Small Housing Sites project to proceed to a start on site. A further report would be presented to a future meeting of the Cabinet explaining how the Council proposed to structure the company and how the new homes could be managed.
2. That this was an innovative project. The detailed proposal was set out in section 4 of the report.
3. The project was on track, on course and on budget with construction works anticipated to start in the autumn 2014.

**Alternative Options Considered:** The Council could decide not to set up a special purpose vehicle (SPV) and hold the 57 units for private market rent in the General Fund. This was not considered a viable option as it would see the Council fall foul of legislation, Counsel's advice against holding housing directly in the General Fund and open the possibility of private tenants acquiring a secure tenancy including any associated rights such as Right to Buy.



**CABINET - 23.7.2014**

**DECISION:** The Cabinet agreed to

1. Use its powers to set up a limited liability company (SPV) for the purposes of developing, owning and managing property.
2. Delegate to the Company Management Board approval via a portfolio decision to finalise the Terms of Reference and Company Memorandum and Articles of Association of the local authority company proposed and other such matters necessary to (i) incorporate and register the company and (ii) facilitate the objectives identified in the report.
3. Note that the investment model proposed had been approved by Cabinet and Council in March/April 2014 respectively and that there were no additional costs to the Council from the approval to reallocate money from the Investment in Private Rented Sector Homes to the Small Housing Sites project. This borrowing had already been factored into the Council borrowing requirement.
4. Note that the Council had sought independent expert legal advice/support on forming a wholly owned SPV subsidiary and on drafting an arms-length development finance facility agreement. To include memorandum and articles of association, shareholder issues and overview tax advice, and due diligence on development and construction arrangements, full suite of development covenants and formation and administration of conditions precedent respectively.
5. Note that the Council was proposing to add the redevelopment of the Ordnance Road site to the Small Housing Sites (Phase 1) project and to bring forward a Small Housing Sites Phase 2 (project), along the same principals as Small Sites (Phase 1). Both proposals would be the subject of a separate report, to be submitted for consideration at a future meeting of Cabinet.
6. Note that the company structure being proposed could be used to hold other property assets, such as the housing to be developed as part of the proposed Bury Street project and the Small Housing Sites Phase 2 project, or simply be amended as required.
7. Delegate the final decision on the management of the private rented units held by the SPV to the Cabinet Member for Housing and Estate Regeneration and the Director of Health, Housing and Adult Social Care.
8. Note that the final decision on the name of the New Build company would be taken by the Cabinet Member for Housing and Estate Regeneration.

**Reason:** Establishing a SPV, a wholly owned subsidiary of the Council, to borrow the money from the Council and then pay the developer to build the properties benefits the Council in various ways. The SPV serves as a mechanism that enables the Council to intervene in the market to deliver new homes, it returns significant net cash flows to the General Fund and it reduces risk to the Council in two ways. Firstly it allows the Council to obtain lower rates of public funding and make a profit on on-lending at a higher commercial rate to the SPV so avoid any State Aid issues. Secondly it avoids the risk of any private tenants acquiring a secure tenancy or the right to buy the property.

**(Key decision – reference number 3890)**

**12**

**ALMO RE-INTEGRATION**

Councillor Ahmet Oykenar (Cabinet Member for Housing and Estate Regeneration) introduced the report of the Director of Health, Housing and Adult Social Care (No.22) outlining the progress made with the ALMO re-integration.

NOTED

1. That Enfield Homes had been established as an Arms Length Management Organisation in 2008. The Management Agreement had expired in 2012 but this had been extended to March 2015 (or the cessation/significant reduction of external Decent Homes funding, whichever was the sooner), as set out in full in the report.
2. That in line with previous decisions it was now formally proposed that Enfield Homes be reintegrated back into the Council. This would provide an opportunity to deliver efficiencies and streamline functions across the Council in the delivery of both housing and back office services. The financial implications were as detailed in section 6 of the report, with significant savings identified.
3. That in considering the options for future processes, structures and delivery models a number of principles would be applied as set out in section 3.13 of the report.
4. Councillor Charalambous advised that Hackney Council had recently made a similar decision with reintegration proposed for 2016.

**Alternative Options Considered:** NOTED the following alternative options which had been considered:

1. The housing management and maintenance services for tenants and leaseholders occupying Council stock could continue to be provided by Enfield Homes as an Arms Length Management Organisation through a new Management Agreement. As the Decent Homes Programme funding was expected to cease in March 2015, there was a financial dis-benefit to retaining an Arms Length Management Organisation, as reintegration offered greater opportunities to streamline ways of working and deliver efficiencies across the wider housing service and Council. This would enable resources to be re-prioritised to improve the service provided to tenants and leaseholders.
2. A new Management Agreement that incorporated additional Council services or shared services with neighbouring boroughs could be issued. This was considered as part of the 2012 Housing Management Review and was not deemed a viable option and as a result was discounted. The Council's transformation programme, Enfield 2017, was seeking to streamline Council functions so the incorporation of

**CABINET - 23.7.2014**

additional services into the ALMO would compromise the wider Council transformation and reintegration offered the opportunity to deliver streamlined, holistic services to local residents.

3. The housing stock could be transferred to an independent registered provider or a partial transfer to facilitate estate regeneration. This had been considered as part of the Housing Management Review and discounted due to a risk of losing focus on the day-to-day management and maintenance in preparing for a potential transfer, which would require extensive approvals and tenant consultation. Additionally, the review had found that this option was not favoured by local residents.

**DECISION:** The Cabinet

1. Noted the earlier decision by Cabinet in 2012 (Key decision 3531) approved by Council, regarding the extension of the Management Agreement until March 2015 with a number of recommendations to ensure a smooth transition back to the Council, subject to a further review in 2014.
2. Agreed to confirm and progress the plans to reintegrate Enfield Homes back into the Council formally on 1 April 2015, following the expiry of the Management Agreement.
3. Agreed to dissolve Enfield Homes as a legal entity from 1 April 2015 onwards.
4. Endorse plans to streamline functions and reintegrate elements of Enfield Homes prior to April 2015 where appropriate and legally permissible.

**Reasons:** The following reasons were outlined in section 5 of the report:

1. The Enfield Homes Management Agreement ceased on 31 March 2015.
2. The Decent Homes programme funding allocated to the Council ceased in March 2015 therefore there was no longer a financial incentive to separate the housing management and maintenance functions from the wider Council.
3. Enfield Homes and the Council had been successful in delivering the recommendations approved by Cabinet in July 2012 to prepare for reintegration.
4. The reintegration of Enfield Homes offered opportunities to streamline functions across the Council and Enfield Homes, which would enable more efficient working so resources could be effectively prioritised to improve the services delivered to local residents.
5. The reintegration of Enfield Homes offered the potential for efficiency savings of up to £540k through the deletion of the Enfield Homes Chief Executive post and the governance function, accountancy services, HR savings and from a review of the senior management structure including the appointment of Joint Chief Operating Officer and Joint Head of Housing Finance.
6. There is the opportunity to improve the performance of the housing management and maintenance services by building on synergies that

**CABINET - 23.7.2014**

exist between the services provided by Enfield Homes and those by the Council.

7. Available options for future service delivery models, processes and staffing structures would be explored in line with an agreed set of principles, with a view to taking a phased approach to reintegration to coincide with Enfield 2017 timescales, uphold TUPE obligations and maintain the quality of service provided to residents throughout the transition, so a streamlined, efficient and effective housing services could be successfully delivered.

**(Key decision – reference number 3911)**

**13**

**RE-PROVISION PROJECT**

Councillor Don McGowan (Cabinet Member for Health and Adult Social Care) introduced the report of the Director of Health, Housing and Adult Social Care (No.24) outlining progress with the re-provision project.

NOTED

1. That Report No.26 also referred as detailed in Minute No.21 below.
2. The progress that had been made to date, Councillor McGowan expressed his thanks and appreciation to the officers who had been involved in the project.

**Alternative Options Considered:** NOTED the alternative options which had been considered as set out in full in section 4 of the report.

**DECISION:** The Cabinet agreed

1. To note the content of the report.
2. To appoint the preferred contractor at a contract sum as detailed in the accompanying part 2 report (Minute No.21 below refers), following a procurement process undertaken utilising the iESE framework to undertake:
  - Pre-construction stage of the new re-provision project residential nursing and care home and, subject to satisfactorily undertaking this work, to
  - Construction of the new care home facility.

**Reason:** To facilitate the continuation of the programme to construct a new care facility through providing authorisation to appoint a contractor to undertake pre-construction services, and in due course, subject to satisfactory conclusion of that stage, the construction of the building.

**(Key decision – reference number 3963)**

**14**

**LEE VALLEY HEAT NETWORK - BUSINESS PLAN**

**CABINET - 23.7.2014**

Councillor Alan Sitkin (Cabinet Member for Economic Development) introduced the report of the Director of Regeneration and Environment (No.25) setting out the progress and development of the Lee Valley Heat Network Business Plan noting the positive coverage on ITV London News on Monday 21 July.

**NOTED**

1. That Report No.27 also referred as detailed in Minute No.22 below.
2. That Members' attention was drawn to the executive summary and recommendations detailed in the report. Councillor Sitkin outlined the project to members and highlighted the Council's major policy objectives that would be met including environmental and regeneration activities. The links to the Meridian Water development were highlighted. This was a complex project that would present opportunities and risks to the Council as set out in the report.
3. Councillor Taylor stated that this was one of the most important Cabinet decisions of the last four and a half years, with the opportunity to create a legacy that lasts for decades. It is a significant decision for the Cabinet as a major infrastructure project with huge potential for the Borough. It had the potential to protect and encourage the long-term viability of businesses within the Lee Valley.
4. Members welcomed the project and noted that the potential risks were outweighed by the benefits to the Borough. This was an innovative and complex project which would for the first time provide local communities and businesses with low carbon energy from local heat sources. The potential to create a significant number of new jobs for the Borough's residents was also noted.

**Alternative Options Considered:** NOTED that alternative options which had been considered as detailed in section 4 of the report.

**DECISION:** The Cabinet agreed

1. To approve the Phase 1 Business Plan and Summary Programme for Tranche 1 (Ladderswood, Alma Road and New Avenue Satellite Schemes) and Tranche 2 (Meridian Water Phase, as the first stage of the strategic heat network).
2. To approve, for recommendation to Council an addition to the Capital Programme, capital funding of £1.285m to fund development costs through to financial close in September 2015.

Noted that:

2.1 The Summary Programme showed financial close in September 2015, in order to supply heat to the first phases of homes at Meridian Water.

**CABINET - 23.7.2014**

2.2 £1.285m was the Council's total "at risk" investment at this stage.

2.3 The Council had recently submitted an application for match-funding to the Department for Energy and Climate Change's Heat Network Delivery Unit (HNDU), to recover as much as possible of these development costs. HNDU grant funding could meet up to 67% of the estimated eligible external costs of heat mapping, energy master planning, feasibility studies and detailed project development work such as technical design, financial modelling, exploration of commercial models and contracts. Local authorities were required to secure the remaining proportion of match funding which could not be provided "in-kind", such as staff time, office space and catering. A funding decision was expected around August 2014.

3. To approve the estimated £85k revenue cost related to borrowing £1.189m, to cover interest payments and repayment of principal, with the remaining investment coming from existing budgets.
4. To authorise the Directors of Regeneration and Environment, and Finance, Resources and Customer Services, to procure and appoint legal advisors to support the construction of Tranche 1 and 2 of the network by 2018. (This was estimated to cost up to £300k to September 2015 and with a positive investment decision by Cabinet, an additional £450k to maintain this legal contract to 2018).
5. An "in principle" commitment to invest approximately £24 million in the strategic network located in Enfield in Tranche 2, including a loan of around £12 million plus £2 million contingency. Exact values would be confirmed at financial close.

Noted that:

5.1 the final investment decision was not required until summer 2015, since the capital investment was not required until demand had been confirmed and the various procurement exercises had been completed. In July 2014 Cabinet was committing to £1.285m development costs, with a further year available to reflect on the full investment.

5.2 The loan was indicatively able to be financed by a range of lenders, including the Public Works Loan Board, the London Energy Efficiency Fund (LEEF), the European Investment Bank (EIB) and the Green Investment Bank (GIB).

5.3 With the provision of £1.285m development costs for Tranche 1 and 2, the 3 satellite schemes require no further upfront CAPEX investment by the Borough. The investment in the energy systems would instead be covered by the appointed development partner under requirements set out in the Development agreements for respective sites. LVHN Ltd was forgoing the connection charges and paying for the assets out of cash flow, according to a formula validated by the GLA and to be agreed with Council (HRA), which calculates their commercial value.

**CABINET - 23.7.2014**

6. To authorise the Leader of the Council and the Chief Executive to approve the governance arrangements for the LVHN Ltd Board, the borough specific Portfolio Energy Agreement (Appendix A.2.1, LVHN Business Plan, containing exempt information) and the Shareholders Agreement for all participating boroughs (Appendix A.1.3, LVHN Business Plan, containing exempt information).

Noted that:

6.1 The Council would bring forward a separate Cabinet report to seek authority to enter into the Portfolio Energy Agreement on behalf of the Council (HRA), in due course.

7. To adopt and include the following principles within the Shareholders Agreement:
  - For other boroughs to realise the benefits of joining an expanded network, and not simply funding the extension to it, a proportional financial contribution would be required to cover the cost and risk of Enfield developing, building, operating and maintaining the kick-start Lee Valley Heat Network;
  - To develop an incentive to encourage other boroughs early and active participation in expanding the heat network, by accepting the associated risks and benefits of joining LVHN Ltd's newly established Board.
8. To delegate agreement for the staff appointments within LVHN Ltd to the Director for Regeneration and Environment.
9. To the tender for the legal work being progressed and delegate authority to the Director for Regeneration and Environment to award the final contract.

**RECOMMENDED TO COUNCIL** to approve an addition to the Capital Programme, capital funding of £1.285m to fund development costs through to financial close in September 2015 (as detailed in 2 above).

**Reason:** Enfield and the GLA had already invested significant resource and revenue funding to develop the LVHN Business Plan. Without Enfield Council's investment in the strategic network and satellite schemes, it would not be possible to develop the strategic and satellite schemes in Tranches 1 and 2, which were critical to catalysing the heat network and subsequently delivering the significant economic, environmental and social benefits forecast for the city-scale heat network.

**(Key decision – reference number 3706)**

**15**

**ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE**

NOTED that no items had been received for consideration at this meeting.

**CABINET - 23.7.2014**

**16**

**CABINET AGENDA PLANNING - FUTURE ITEMS**

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

**17**

**MINUTES**

**AGREED** that the minutes of the previous meeting of the Cabinet held on 25 June 2014 be confirmed and signed by the Chairman as a correct record.

**18**

**ENFIELD STRATEGIC PARTNERSHIP UPDATE**

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

**19**

**DATE OF NEXT MEETING**

**AGREED** that an additional meeting of the Cabinet be scheduled to take place on Tuesday 12 August 2014 at 7.45pm.

NOTED that the following meeting of the Cabinet was scheduled to take place on Wednesday 17 September 2014 at 8.15pm.

**20**

**EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED** in accordance with Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the items of business listed on part 2 of the agenda on the grounds that they involve the likely disclosure of confidential information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12A to the act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

**21**

**RE-PROVISION PROJECT**

Councillor Don McGowan (Cabinet Member for Health and Adult Social Care) introduced the report of the Director of Health, Housing and Adult Social Care (No.26).

NOTED, that Report No.24 also referred as detailed in Minute No.13 above.

**Alternative Options Considered:** As detailed in Report No.24 set out in Minute No.13 above.



**CABINET - 23.7.2014**

**DECISION:** The Cabinet noted the content of the report and agreed to appoint the preferred contractor, as detailed in the report, at a contract sum, as detailed in the report, following a procurement process undertaken utilising the iESE framework to undertake:

1. Pre-construction stage of the new Re-provision Project residential nursing and care home and, subject to satisfactory undertaking this work, to
2. Undertake construction of the new care home facility.

**Reason:** As detailed in Report No.24 set out in Minute No.13 above.  
**(Key decision – reference number 3963)**

**22**

**LEE VALLEY HEAT NETWORK - BUSINESS PLAN**

Councillor Alan Sitkin (Cabinet Member for Economic Development) introduced the report of the Director of Regeneration and Environment (No.27) accompanying the part one report for the Lee Valley Heat Network Business Plan.

**NOTED**

1. That Report No.25 also referred as detailed in Minute No.14 above.
2. That a number of appendices to the report had been circulated to Members under separate cover. Members noted and discussed the detail of the complex project as set out in the report and appendices.
3. Members' attention was drawn to the recommendations detailed in Report No.27.
4. That Councillor Stafford had declared a non-pecuniary interest in his capacity as the Council's nominated representative on the North London Waste Authority and as the Council's nominated representative on the Board of the Lee Valley Heat Network Ltd. (Minute No.2 above refers).
5. That a detailed discussion took place on the implementation of the project and the implications for the Borough.
6. The estimated funding breakdown as set out in the report.
7. Members discussed the proposed structure of the Council owned company and its management. The Executive Board would include three Cabinet Members. Members stated their view that priority should be given to creating jobs for local people.

**Alternative Options Considered:** As set out in Report No.25 detailed in Minute No.14 above.

**CABINET - 23.7.2014**

**DECISION:** The Cabinet agreed to:

1. Approve (as also referred to in the part one report) the Phase 1 Business Plan and Summary Programme for Tranche 1 (Ladderswood, Alma Road and New Avenue Satellite Schemes) and Tranche 2 (Meridian Water Phase, as the first stage of the strategic heat network).
2. Authorise the Director of Regeneration and Environment, in consultation with the Director of Finance, Resources and Customer Services, and, in consultation with the Deputy Leader of the Council and Cabinet Member for Economic Development, to commence negotiations as detailed in recommendation 2.11 of the report and in accordance with the Red Line Boundary Map shown in Appendix 6 to the report.
3. Authorise the Director of Finance, Resources and Customer Services, in consultation with the Deputy Leader and Cabinet Member for Economic Development, to use prudential borrowing as detailed in recommendation 2.12 of the report (as referred to in decision 9 of the part one report).
4. Authorise the Director of Regeneration and Environment, in consultation with the Deputy Leader and Cabinet Member for Economic Development, to prepare the requirements as set out in recommendation 2.13 of the report.

**Reason:** As set out in Report No.25 detailed in Minute No.14 above.  
**(Key decision – reference number 3706)**

**LOCAL PLAN CABINET SUB-COMMITTEE - 15.7.2014****MINUTES OF THE MEETING OF THE LOCAL PLAN CABINET SUB-COMMITTEE  
HELD ON TUESDAY, 15 JULY 2014****COUNCILLORS**

**PRESENT** Alan Sitkin (Cabinet Member for Economic Development), Chris Bond (Cabinet Member for Environment & Community Safety), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection) and Ahmet Oykenner (Cabinet Member for Housing & Estate Regeneration)

**OFFICERS:** Ian Davis (Director of Regeneration and Environment), Joanne Woodward (Head of Strategic Planning and Design), Isha Ahmed (Principal Planner), Koulla Panaretou (Committee Secretary)

**ALSO IN ATTENDANCE** Cllr Ozzie Ozoanya (Associate Cabinet Member)

**1****WELCOME AND APOLOGIES FOR ABSENCE**

The Chairman welcomed everyone to the meeting and apologies for absence were received from Councillor Savva, Councillor Charalambous and Paul Walker, Assistant Director Regeneration, Planning and Economic Development.

**2****ELECTION OF CHAIRMAN**

Cllr Alan Sitkin was unanimously elected as Chairman.

**3****DECLARATIONS OF INTEREST**

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

**4****URGENT ITEMS**

NOTED that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) regulations 2012. These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

**LOCAL PLAN CABINET SUB-COMMITTEE - 15.7.2014**

**5**

**COMMUNITY INFRASTRUCTURE LEVY**

Joanne Woodward (Head of Strategic Planning and Design) updated the Sub-Committee on the Community Infrastructure Levy (CIL) report [Key Decision No 3844].

NOTED

- CIL is a tariff introduced by the Government to raise funds for new infrastructure. Once adopted it will largely replace contributions for infrastructure arising from Section 106 agreements.
- The CIL Preliminary Draft Charging Schedule and draft Infrastructure Delivery Plan was published for consultation for six weeks from 7<sup>th</sup> June – 19<sup>th</sup> July 2013.
- All comments received, were considered in finalising the Infrastructure Delivery Plan (2014 Review) and further viability work undertaken by specialist consultants which informed the Draft CIL Charging Schedule.
- Proposed CIL levy rates in the draft charging schedule were discussed and the map provided showed residential zones within the Borough, the eastern corridor largely lower CIL rate of £40 per sq m. The area south of the A406 and A110 Bowes Road, Bowes Ward and part Southgate Green and Enfield Town (including adjacent parts of Chase and Highlands Wards) charged at the Intermediate CIL tariff of £60 per sq m. The remainder of the Borough is charged at the higher tariff of £120 per sq m. All figures shown are in addition to the Mayoral CIL which is set at £20 per square metre for Enfield.
- The Meridian Water Masterplan area receives a CIL nil rate due to the developmental nature of the land being abnormal, although the Mayoral CIL of £20 per sq m is still payable.
- From April 2015 there will be restrictions on how many S106 Agreements are pooled together and these will be limited to five agreements.
- If agreed the report will proceed to Cabinet, full Council and be published for public consultation thereafter.

IN RESPONSE the following comments were received:

- A request was received to separate takeaways and betting shops and charge them at the higher rate of £120 per sq m. Advice received was that the CIL rates must be based on viability evidence, the Council cannot distinguish betting shops and takeaways from other shops in the High Street and that CIL is not a system used to discourage development.
- CIL tariff only applies to net increases in floorspace and use of existing floorspace will not attract a CIL charge.
- Viability compared to other neighbouring Boroughs was requested and a sheet to compare CIL rates was circulated. It was noted that the

**LOCAL PLAN CABINET SUB-COMMITTEE - 15.7.2014**

Borough's north of us have higher rates but they do not have to pay the Mayor's CIL.

- It was agreed that CIL is not the correct process to manage development. Such decisions are addressed in the Development Management Document which is due to go to Full Council in the Autumn.

AGREED that the Enfield Community Infrastructure Levy Draft Charging Schedule go to Cabinet and Full Council for approval, at the same time as the Development Management Document.

AGREED the recommendations as set out in the Community Infrastructure Levy report.

**6**

**MINUTES FROM THE MEETING HELD ON 27TH FEBRUARY 2014**

AGREED that the minutes of the Local Plan Cabinet Sub-Committee held on 27<sup>th</sup> February 2014 be confirmed.

**7**

**DATE OF NEXT MEETING**

AGREED that the next Local Plan Cabinet Sub-Committee meeting be held on Thursday 11<sup>th</sup> September 2014.

This page is intentionally left blank

[LFEPAConsultation@communities.gsi.gov.uk](mailto:LFEPAConsultation@communities.gsi.gov.uk)

29 July 2014

Dear Sir

**London Fire and Emergency Planning Authority - Proposed reform of fire service decision making in London – Consultation Response**

I write on behalf of the London Borough of Enfield to express serious concerns in respect of the proposals to change the governance arrangements of the London Fire and Emergency Planning Authority (LFEPA) set out by the Mayor of London. As a result we would request the Secretary of State not to proceed with the proposals of the Mayor of London.

The proposal, to change the make-up of the LFEPA by reducing the London Assembly Members from eight to six, the London Councillors allocation from seven to five, and to increase the Mayoral appointees from two to six will be extremely detrimental to good governance.

We are not persuaded that the changes requested by the Mayor of London to the composition of the membership of LFEPA are justified by the business case. Indeed we take the view that the proposals present significant dangers, in particular:

- A diminution of democratic local influence on decisions about the budget and operating plans of the fire service in London. LFEPA currently raises some £138 million pounds p.a. from its share of the precept.

**Doug Taylor**  
**Leader of the Council**  
Enfield Council  
Civic Centre, Silver Street  
Enfield EN1 3XA

Phone: 020 8379 4116  
Email: [cllr.doug.taylor@enfield.gov.uk](mailto:cllr.doug.taylor@enfield.gov.uk)  
Website: [www.enfield.gov.uk](http://www.enfield.gov.uk)

- An erosion of an important principle that the fire service and LFEPA are seen as part of the local government family in London as well as being part of the GLA group. The initial GLA settlement was consciously constructed using this model and it is not simply an accident that the governance arrangements are not the same as for other functional bodies, or for policing and crime.
- An erosion of constructive joint working on safety and resilience issues in localities.
- Reduced transparency of decision-making as a result of substituting elected members with unelected Mayoral appointees.
- The loss of built-in local authority expertise, talent and local knowledge.

We suggest that this approach will not most effectively achieve the key overall aims, as outlined and that the opportunity for proper scrutiny of the proposals, as required for the introduction of new primary legislation should be undertaken. We are strongly opposed to the hurried approach suggested for implementing these changes, which we believe will be detrimental to local people and for London as a whole. We are not opposed to regular reviews of governance, nor consideration of issues of accountability, good decision making, achieving efficiencies or role clarity. However we do not believe that these are being effectively dealt with by this proposition.

Yours sincerely



**Doug Taylor**  
**Leader of the Council**



<b>Health &amp; Adult Social Care Subject</b>	<b>Scope</b>	<b>Workstream Lead</b>
Chase Farm	Look at the impact of the merger, development of the site, what are the plans, ensure that the Royal Free deliver on the promises they've made. Look at the impact on North Middx, Barnet, public health & mental Health from the changes to Chase Farm. Clearing of the backlog of elected surgery cases	Alev Cazimoglu
<b>Children &amp; Young People Subject</b>	<b>Scope</b>	
Speech & Language Therapy	A survey has recently been sent out to all Primary & Secondary schools to gather information. 35 schools have returned the survey so far, 1878 children have been identified by schools with a speech & language problem. 644 are receiving support through the speech and language therapy service. There are significant capacity issues, Headteachers are finding the service inadequate to meet the needs of the children.	Nneka Keazor
<b>Public Health Subject</b>	<b>Scope</b>	
Infant Mortality	Enfield has one of the highest infant mortality rates in London, and between 2003 and 2011 an average of 85 babies died before reaching their first birthday each year in the borough. Infant mortality is a sensitive measure of the overall health of a population and reflects a likely association between the causes of infant mortality and other factors that influence the health status of the population.	Daniel Anderson

<b>Environment/Economic Development Subject</b>	<b>Scope</b>	
High Streets & Town Centres	To investigate if there is a rise in empty shop units in the local High streets and in Enfield Town, what shops do residents want to see? If there is, why is this the case, and what can be done ?	Joanne Laban
<b>Housing &amp; Regeneration Subject</b>	<b>Scope</b>	
Temporary Accommodation	An area of concern, use of temporary accomodation is increasing due to housing pressures, how can the Council help to resolve this issue. Consider effect of welfare benefits	Edward Smith
<b>Crime Subject</b>	<b>Scope</b>	
Gangs and weapon enabled crime	We are seeing an increase in Serious Youth Violence in the Borough. Scrutiny has been looking at this very complex issue for the last 4 years. The Borough has instigated various innovative tasks to tackle the problem, however despite this it continues to increase. A Enfield Tackling Gangs and Serious Youth Violence Strategy is to be launched Winter 2014, a Gang call-in evaluation is also due these could both be included as part of the scope. All known Gang members are on the Change and Challenge Programme.	Krystle Fonyonga