

Public Document Pack



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THE CABINET

Wednesday, 18th November, 2015 at 8.15 pm in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA

Membership:

Councillors : Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader of the Council), Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community Organisations & Culture), Alev Cazimoglu (Cabinet Member for Health & Social Care), Nneka Keazor (Cabinet Member for Public Health & Sport), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykener (Cabinet Member for Housing and Housing Regeneration), Alan Sitkin (Cabinet Member for Economic Regeneration & Business Development) and Andrew Stafford (Cabinet Member for Finance & Efficiency)

Associate Cabinet Members

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

Bambos Charalambous (Associate Cabinet Member – Non Voting), George Savva MBE (Associate Cabinet Member – Non Voting) and Vicki Pite (Associate Cabinet Member – Non Voting)

NOTE: CONDUCT AT MEETINGS OF THE CABINET

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

AGENDA – PART 1

1. APOLOGIES FOR ABSENCE

2. DECLARATION OF INTERESTS

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

DECISION ITEMS

3. URGENT ITEMS

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

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

4. DEPUTATIONS

To consider any deputation request received for this Cabinet meeting.

5. ITEMS TO BE REFERRED TO THE COUNCIL

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

6. REVENUE MONITORING REPORT 2015/16: SEPTEMBER 2015 AND 2016/17 BUDGET UPDATE (Pages 1 - 28)

A report from the Director of Finance, Resources and Customer Services is attached. This provides the latest revenue monitoring position as at 30 September 2015 and, a budget 2016/17 update. **(Key decision – reference number 4150)**

(Report No.111)
(8.20 – 8.25 pm)

7. ASSOCIATE CABINET MEMBERS UPDATE REPORT (Pages 29 - 46)

A report from the Director of Finance, Resources and Customer Services is attached. This provides updates on the activities undertaken by Associate Cabinet Members up to September 2015. (Non key)

(Report No.112)
(8.25 – 8.30 pm)

8. SETTING UP A REGISTERED PROVIDER AND PROCURING AN INVESTMENT PARTNER FOR THE REGISTERED PROVIDER (Pages 47 - 62)

A report from the Director of Regeneration and Environment and Director of Finance, Resources and Customer Services is attached. This outlines proposals for setting up a registered provider and procuring an investment partner for the registered provider. **(Key decision – reference number 4205)**

(Report No.113)
(8.30 – 8.35 pm)

9. ENFIELD 2017 TRANSFORMATION PROGRAMME - A YEAR ON (Pages 63 - 88)

A report from the Chief Executive and Director of Finance, Resources and Customer Services is attached. This outlines the progress made on the Enfield 2017 Programme. **(Key decision – reference number 4228)**

(Report No.114)
(8.35 – 8.40 pm)

10. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 89 - 94)

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

11. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

No issues have been submitted for consideration at this meeting.

12. MINUTES (Pages 95 - 116)

To confirm the minutes of the previous meeting of the Cabinet held on 21 October 2015.

INFORMATION ITEMS

13. ENFIELD STRATEGIC PARTNERSHIP UPDATE

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

14. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 16 December 2015 at 8.15pm.

CONFIDENTIAL ITEMS

15. EXCLUSION OF THE PRESS AND PUBLIC

If necessary, 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 moved to 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).

(There is no part two agenda).

MUNICIPAL YEAR 2015/16 REPORT NO: 111**MEETING TITLE AND DATE:**Cabinet: 18th November 2015**Report Of:**Director of Finance, Resources and
Customer Services**Contact:**

Isabel Brittain: 0208 379 4732

AGENDA PART 1**ITEM 6****Subject: Revenue Monitoring Report
2015/16: September 2015 &
2016/17 Budget Update****Wards: All****Councillors Consulted:****Councillor Stafford****1. EXECUTIVE SUMMARY**

- 1.1 This report sets out the Council's revenue budget monitoring position based on information to the end of September 2015. The report forecasts an outturn position of £2.7m overspend for 2015/16. This figure takes account of the mitigation of the Enfield 2017 savings shortfall of £5.5m that will be met from reserves in 2015/16. This will be fully achieved in 2016/17.
- 1.2 Corporate Management Board are working with departmental Management Teams and Finance Officers to identify in-year savings to manage the £2.7m departmental overspend.
- 1.3 It also updates Cabinet on the Budget preparations for 2016/17 and the Medium Term Financial plan 2016-20. This includes the proposed Budget Consultation plans due to start in December.

2. RECOMMENDATIONS

It is recommended that Cabinet:

- 2.1 Notes the £2.7m departmental overspend revenue outturn projection
- 2.2 Agrees that departments reporting pressures should formulate and implement action plans to ensure that all possible actions are undertaken to remain within budget in 2015/16. An exercise to reduce agency staff across the Borough is currently being finalised in order to achieve an in-year saving of £1.5m. This will be part of the mitigation actions in order to manage the departmental overspend. This is reflected in the September projection.
- 2.3 Notes the progress made to date in the preparation of the 2016/17 budget.
- 2.4 Agrees the new savings proposals for 2016-17 set out in Appendix D.
- 2.5 Agrees that, if necessary, a supplementary paper regarding the Spending Review and Local Government Finance Settlement is submitted to the next Committee after the publication of the main monitoring report.
- 2.6 Notes the work that has been undertaken to bring the Council's 30-Year HRA Business Plan back into balance as described in Appendix E.
- 2.7 Agrees that the updated, balanced, 30-Year HRA Business Plan is adopted as the Council's new "base" Business Plan.

3. BACKGROUND

- 3.1 The Council's revenue expenditure against budget is monitored through regular reports to the Corporate Management Board and Cabinet. These reports provide a snapshot of the revenue position for each Department and for the Council as a whole, and provide details of any projected additional budget pressures and risks, or any significant underspends.
- 3.2 The Revenue Monitoring Report is a result of the monthly monitoring process carried out by Departments, which is based on the following principles to ensure accuracy, transparency and consistency:
- Risk assessments, to enable greater emphasis to be placed on high-risk budgets throughout the year.
 - Comparisons between expenditure to date, current budgets and budget profiles.
 - Expenditure is predicted to the year-end, taking account of seasonal fluctuations and other determinants of demand.
 - The 'Key Drivers' that affect, particularly, the high-risk budgets are monitored and reported to Department Management Teams.
 - Action plans to deal with any areas that are predicting or experiencing problems staying within agreed budgets are produced.
- 3.3 This report provides information on the main budget variances and their causes that are affecting the Council across all departments. Although a full budget monitor is carried out each month, the variations in this report are deliberately limited to +/- variances of £50,000 or over in order to provide a greater strategic focus.
- 3.4 A summary overview of financial performance is outlined below in Table 1. The intention of this is to provide the key highlight messages in a "dashboard" style summary. It is designed to capture the key messages across the Council's main financial areas, namely:
1. Income and expenditure;
 2. Balance sheet (liquidity, debtor/creditor management, investments and use of balances); and
 3. Cash flow forecasting and management.

Table 1: Summary performance overview

Area of review	Key highlights	Risk Rating		
		July	Aug	Sept
Income and expenditure position	• Year-end forecast variances of £2.7m departmental overspend have been identified to date in relation to General Fund net controllable expenditure. Plans are being implemented to manage this variance.	Red	Amber	Amber
	• Budget profiling across all departmental budgets will continue to be applied in order to reflect predicted net spending patterns.	Amber	Amber	Amber
	• The HRA is projecting a level spend in 2015-16.	Green	Green	Green
Balance Sheet	• The current profile of cash investments continues to be in accordance with the Council's approved strategy.	Green	Green	Green
	• The year-end projections for General Fund balances may not meet the Council's Medium Term Financial Strategy target levels based on the current forecast overspend.	Amber	Amber	Amber
Cash flow	• 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.	Green	Green	Green
	• Interest receipts forecast for the year are on target with budget.	Green	Green	Green

4. September 2015 Monitoring – General Fund

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

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

September 2015	Net Controllable Budget				
	Original Budget	Approved Changes	Approved Budget	Projected Outturn	September Variation*
	£000s	£000s	£000s	£000s	£000s
Department					
Chief Executive	3,372	1,781	5,153	4,653	(500)
Regeneration & Environment	28,796	(2,154)	26,642	25,916	(726)
Finance, Resources & Customer Services	44,365	11,680	56,045	56,860	815
Health, Housing and Adult Social Care	91,276	(5,195)	86,081	86,094	13
Children's Services	49,045	(3,285)	45,760	48,969	3,209
Enfield 2017	(15,100)	0	(15,100)	(9,600)	5,500
Total Department Budgets	201,754	2,827	204,581	212,892	8,311
Contribution from reserves	0	0	0	(5,500)	(5,500)
Collection Fund	(2,825)	0	(2,825)	(2,825)	0
Corporate Items	36,419	(2,827)	33,592	33,510	(82)
Government Funding	(134,431)	0	(134,431)	(134,431)	0
Council Tax Requirement	100,917	0	100,917	103,646	2,729

*The September variances include an in-year saving of £1.5m on use of agency staff that will be consolidated corporately in the monitoring report

*Enfield 2017 is projected to achieve approximately £9.6m of a £15.1m savings total included in the budget for 2015/16. Any balance of savings required will be funded through the use of one-off reserves. The full year effect of the Enfield 2017 proposals will provide £15.1m of savings in 2016/17.

5. DEPARTMENTAL MONITORING INFORMATION – BUDGET PRESSURES & PROJECTED SAVINGS

5.1 Chief Executive's Department (Appendix A1)

The department is currently projecting an over recovery of income against budget of £500k relating to the Matrix Agency rebate for 2015/16.

5.2 Regeneration & Environment (Appendix A2)

The department is currently projecting a favourable variance of £726k; explanations for variances over £50k are detailed in Appendix A.

5.3 Finance, Resources & Customer Services (Appendix A3)

The Finance Resources and Customer Services are projecting an overspend in 2015/16 of £815k. The overspend is due mainly to loss of rent income from across the commercial portfolio as a result of redevelopment and vacant units as well as loss of income from Transport for London's bus shelter contract due to cessation. There are additional budget pressures due to loss of government grant income from Registrar Services and non-recoverable costs of Multifunction Devices (MFDs).

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

Adult Social Care

The department is forecasting a £13k overspend. Although there is currently a projected budget overspend of £3.052m, pressures to the value of £3.039m will be addressed through the use of one off earmarked reserves. The main forecast pressures are in Learning Disabilities (£1.7m), Older People (£1.8m) and Physical Disabilities (£0.35m). These figures include the allocation of 2015/16 Better Care Fund.

Community Housing

There is currently a projected nil variance for 2015/16. Included in this variance is a one-off contribution to reserves of £324k. However, this area of spend remains volatile and the underlying pressure due to an increased number of homeless clients still remains. There has been a £2m net budget to increase in 15/16 to reduce these pressures and there is also on-going mitigation work being carried out looking at cost avoidance schemes which will manage both service demand and costs of all forms of temporary accommodation. There is a risk around the market management of NPA as it is under severe stress due to the West London DPS procurement framework. If this goes ahead the service will not be able to achieve the £5m proposed savings target. There is also an emerging risk due to the CLG review of Homelessness Grant, which may result in removal of the £539k Homelessness Prevention Grant.

5.5 Children's Services (Appendix A5)

Children's Services are currently projecting an overspend of £3.209m. This arises due to increasing demand for Children's services, including, Leaving Care Client costs (£1.089m), Social Work Teams (£0.587m), Unaccompanied Asylum Seeking Children (UASC) and UASC aged 18+ (£0.691m), SEN Transport (£0.800m), Special Guardianship Allowances (£0.228m), Prevention of Care payments (£100k). These pressures are partially offset by savings elsewhere in the service, including an additional £518k of in year savings that have been identified this month to mitigate the cost of agency staff.

Despite the management action that is being undertaken to identify mitigating savings a significant year end overspend is currently anticipated due to the continued upward trend of the demographic pressures and the increasing numbers of children presenting with complex needs. This was recognised as a risk in the budget setting process for 2015/16.

5.6 Schools Budgets (Appendix A6)

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

6. OTHER GENERAL FUND ITEMS

6.1 Treasury Management and cash flow analysis

The Council's net debt position has increased since 1st April 2015 by £33 million and will continue to do so over the year. This is because of the impact of a number of key strategic land purchases for Meridian Water (£18m) and the purchase of a farm (£3m) and as the Council continues to

purchase/build residential homes through Housing Gateway and Enfield Innovation. A further land acquisition for Meridian Water (£29m) is planned for later in the year. This will also need to be financed.

The Governor of the Bank of England has now confirmed that short-term rates will rise steadily over the next two years. Hence, it now looks an opportune time to move into longer term rates.

The Council will continue to look to minimise the cost of borrowing, however, this increased borrowing cost has been recognised in the Council's Medium Term Financial Plan.

A summary of this year's Treasury Management activity is set out in Appendix B.

6.2 Corporate Items (Including Contingency & Contingent Items) General Fund

The Council maintains a general contingency of £1.0m. It is expected that £0.6m of this contingency will be utilised for the funding of expenditure in Schools & Children's Services relating to No Recourse to Public Funds costs agreed by Cabinet in 2014-15. The balance of £0.4m is currently unutilised.

7. Housing Revenue Account (HRA) – Projected Level Spend

The HRA projection for September is a nil variance. This is because any identified underspends which are deemed to be ongoing are being removed from managers' budgets in order to assist in addressing the impact of the Government's new rent policy. This policy will lead to a shortfall in income of £2.2m in 2016/17 alone. So far, £1.05m has been identified as ongoing savings to the HRA. The target is to find £1.5m in total. A major review of the Business Plan has been undertaken, the results of which are set out in Appendix E. Cabinet is asked to note the work that has been undertaken as set out in that Appendix and adopt the updated, balanced 30-Year HRA Business Plan as the Council's new "base" Business Plan.

8. ACHIEVEMENT OF SAVINGS

- 8.1 The 2015/16 Budget Report included new savings and the achievement of increased income totalling £31.6m to be made in 2015/16. To date £15.7m of savings (49%) are classified as Blue or Green (on course for full achievement). £8.8m are currently Amber with £7.1m currently classed as Red. The Enfield 2017 element of this saving (£5.5m) will be met from contributions from reserves as the savings come on-line, as stated in the July monitoring report to Cabinet. Appendix C provides supporting information for the Amber / Red savings. The overall savings position in terms of traffic light classifications is set out below:

Table 4: New Savings Monitor - Summary Position September 2015

Department	Red		Amber		Green		Blue		Total
	£000's	%	£000's	%	£000's	%	£000's	%	£000's
Environment	0	0%	0	0%	(1,894)	100%	0	0%	(1,894)
Finance, Resources & Customer Services	0	0%	(56)	5%	(947)	80%	(180)	15%	(1,183)
Housing, Health & Adult Social Care	(1,560)	14%	(8,450)	79%	(750)	7%	0	0%	(10,760)
Schools & Children's Services	0	0%	(292)	18%	(700)	44%	(598)	38%	(1,590)
Corporate	0	0%	0	0%	(1,060)	100%	0	0%	(1,060)
Enfield 2017	(5,500)	36%	0	0%	(9,600)	64%	0	0%	(15,100)
Total New Savings for 2015/16	(7,060)	22%	(8,798)	28%	(14,951)	47%	(778)	2%	(31,587)

9. 2016-17 BUDGET UPDATE.

- 9.1 Cabinet, on 22nd July 2015 as part of the Revenue Outturn Report 2014/15 were updated on the preparations for the setting of the 2016/17 Revenue Budget and the Medium Term Financial Plan. The report set out the latest position regarding the 2016/17 Medium Term Financial Strategy and work in hand to identify savings to meet the funding gap.
- 9.2 Since July, Directors have now identified and agreed £5.45m of new 2016/17 savings with Portfolio Members and these are set out in Appendix D for approval. Once agreed, where possible, the savings in Appendix D will, where possible, be implemented in 2015/16. Further savings have also been proposed by Directors but are subject to further scrutiny and consultation before being submitted for approval by Cabinet.
- 9.3 The MTFP covers the next 4 years from 2016/17 to 2019/20 and is constantly evolving with new pressures and budget assumptions being challenged and updated as the financial picture continues to develop. Since the Cabinet meeting in July, work has progressed so that the latest draft 2016/17 Budget and Medium Term Financial Plan has been revised to take account of more up to date information on existing forecast and new emerging pressures. Previously agreed savings included as full year effects have also been reviewed and revised to take into account progress so far and adjusted for more accurate information on costs such as redundancy, IT development and staff support through training and redeployment. The movements in the latest MTFP forecast gap is shown below. The assumed council tax increase for 2016/17 is 1%, however, after taking this increase into account there is still a budget gap of £3.96m so a further 1% increase (total 1.99%) may need to be considered.

Medium Term Financial Plan 2016/17 Update	2016/17 £'000	2017/18 £'000	2018/19 £'000	2019/20 £'000
Budget Gap as presented to Council 25 February 15:	18,113	11,687	18,283	0
Further cost increases				
Contingency Provision-Schools and Children's Services 15/16 pressures	2,500			
Pension Fund- Latest Assessment by Actuaries		3,000		
Add in estimated 2019/20 Increase in costs to MTFP				11,500
Total New cost increases	2,500	3,000	0	11,500
Reduced cost / profile changes against previous assumptions:				
Revised Full Year Savings Profiles	3,500	2,500	(6,000)	
Reduce Temporary Accommodation Forecast Pressures	(4,867)	(5,362)		
Adult Social Care Demographic to be contained	(1,580)	(2,000)		
Reduce contingent provision for inflation	(700)			
Total reductions in forecast costs	(3,647)	(4,862)	(6,000)	0
Latest Budget Gap	16,966	9,825	12,283	11,500
Savings for approval (Appendix D)	(5,450)	(2,469)	(1,100)	(733)
Budget Gap after approval of savings by Cabinet	11,516	7,356	11,183	10,767
Further savings proposals identified for further consultation	(7,557)	(7,821)	(6,029)	(2,745)
Remaining Gap	3,959	(465)	5,154	8,022
Incremental Remaining Gap	3,959	3,494	8,648	16,670

- 9.4 As reported in July, councils are now waiting for the Chancellor's Spending Review announcement now confirmed as the 25th November with the actual Local Government Finance Settlement numbers expected in December. This situation means that it is not possible to add any significant detail to the 2016/17 financial position set out previously apart from Chancellor's 5th October announcement that councils will retain 100% of business rates. Mr Osborne was not clear in his speech to the Conservative party conference about the timescale for the proposals. He said the local government grant would be "phased out", implying that the changes could take some time although 100% retention should be fully in place by 2020. Pending details promised in the spending Review, provisional observations indicate that:
- 9.4 Top-up and tariffs which act as a resource equalisation mechanism will remain in place. Enfield receives a top-up of £35.28m due to its relatively low tax base compared to need and deprivation.
- 9.5 The core grant from Whitehall will be phased out, and local government will take on new responsibilities (and costs).
- 9.6 The Government will abolish the Uniform Business Rate and give local authorities the power to cut business rates to boost enterprise and economic activity in their areas. However, only those areas which choose to have city-wide elected mayors will get greater flexibility to increase rates for spending on local infrastructure projects, as long as they win the support of local business. This power will be limited by a cap, likely to be set at 2p on the rate. The Mayor of London (GLA) already levies an extra 2p on local business for Crossrail so it is not clear how the new proposals fit in with current arrangements.
- 9.7 The changes will not affect the 2016/17 Settlement.
- 9.8 The Government has published the Housing & Planning, Welfare Reform & Work and Cities and Local Government (Devolution) Bills. These will have

implications, especially in respect of social housing which are being assessed by Officers for future reporting to Members.

- 9.9 A report will be provided to the next Cabinet on 16th December setting out the analysis of the Spending Review and as much detail as possible as to the implication for Enfield; this will be dependent on the publication of the Provisional Local Government Finance Settlement so Cabinet is asked to agree that, if necessary, a supplementary paper is submitted to the Committee after the publication of the main monitoring report.

9.10 Budget Consultation

As in previous years the Council is committed to consulting local residents on its budget plans and the 2016/17 Budget Consultation Process is currently being finalised. In November Enfield Council will start consulting with residents and businesses on its budget proposals for 2016/17 and the consultation will run from 9 November 2015 to 29 January 2016.

Methods of consultation and engagement

It is proposed to make the following consultation and engagement methods available:

- **Online questionnaire** using SNAP software – open to all residents/members of the public, stakeholders and partner organisations
- **Budget Consultation Publication** sent to all households in the Borough
- **Up to Four Focus Groups** consisting of participants recruited from the voluntary and community sector, as well as representatives from harder to engage or disadvantaged communities
- **Three Public Meetings** of residents drawn from Associate Cabinet Member Areas (these are co-terminus with parliamentary Constituency boundaries (Enfield North, Enfield Southgate, Edmonton))

Outcomes

The feedback from all these consultation processes will be put together and presented to the Budget Scrutiny Commission in January 2016. This feedback will then directly inform decision making on where funds will be prioritised and which savings measures will be adopted in the budget report to Council in February 2016.

10. ALTERNATIVE OPTIONS CONSIDERED

Not applicable to this report.

11. REASONS FOR RECOMMENDATIONS

- 11.1 To ensure that Members are aware of the projected budgetary position for the Authority, including all major budget pressures and underspends which have contributed to the present monthly position and that are likely to affect the final outturn.
- 11.2 To agree the early implementation where possible of the new “Amber” savings for 2016/17 in the current financial year.

11.3 To agree the HRA 30 Year Business Plan.

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

12.1 Financial Implications

As the Section 151 Officer, the Director of Finance, Resources & Customer Services is required to keep under review the financial position of the Authority. The monthly revenue monitoring is part of this review process and this latest monitoring report confirms that there will be a reduction in the Council's reserves in order to manage the Council's major transformation initiative Enfield 2017. In terms of the departmental projected variance of £2.7m, measures will be put in place to address risks identified through the monitoring process and contain expenditure within approved budgets.

This report sets out the plans to manage the 2016-17 budget and Medium Term Financial Plan.

12.2 Legal Implications

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

12.3 Property Implications

Not applicable in this report.

13. KEY RISKS

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

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

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

14. IMPACT ON COUNCIL PRIORITIES

14.1 Fairness for All – The recommendations in the report fully accord with this Council priority.

14.2 Growth and Sustainability – The recommendations in the report fully accord with this Council priority.

14.3 **Strong Communities** – The recommendations in the report fully accord with this Council priority.

15. EQUALITIES IMPACT IMPLICATIONS

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

The Council does not discriminate on grounds of age, colour, disability, ethnic origin, gender, HIV status, immigration status, marital status, social or economic status, nationality or national origins, race, faith, religious beliefs, responsibility for dependants, sexual orientation, gender identity, pregnancy and maternity, trade union membership or unrelated criminal conviction. The Council will promote equality of access and opportunity for those in our community who suffer from unfair treatment on any of these grounds including those disadvantaged through multiple forms of discrimination.

Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

16. PERFORMANCE MANAGEMENT IMPLICATIONS

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

Background Papers

None

Appendix A1

<i>Chief Executive</i>	<i>Budget Variation September 2015 (£'000)</i>
The department is currently projecting an over recovery of income against budget of £500k relating to the Matrix Agency rebate for 2015/16.	(500)
Chief Executive Total	(500)

Appendix A2

Regeneration & Environment	Budget Variation September 2015 (£'000)
Overspend in Community Safety due to a delay in reconfiguring agreed budgets.	65
Overspend in Development Management due to an under achievement in building control income and overspend in salaries.	138
Overspend in Street Lighting is forecast as a result of additional payments to the Street Lighting Reserve.	90
Underspend in Vehicle Leasing charges which is due to the planned delay as a result of service reviews in the purchase of vehicle and parks equipment.	(184)
Efficiencies identified following on-going project to review services across the department.	(260)
Underspend in Traffic & Transport Service as a result of capitalisation of salaries to approved capital schemes e.g. Cycle Enfield, additional Temporary Traffic Order income and a reduction in Traffic signal maintenance payments to TfL.	(356)
In year savings in Highway Services	(175)
Planning reserve in year savings	(50)
<i>Other Variations:</i>	6
Regeneration & Environment Total	(726)

Appendix A3

<i>Finance, Resources & Customer Services</i>	<i>Budget Variation September 2015 (£'000)</i>
Information & Comm. Technology (ICT) - Reduction in recovery of MFD printing costs	137
Legal & Corporate Governance Services - Reduction in citizenship income from Government and additional staff costs in Legal services due to use of agency staff.	181
Property Services - Shortfall of rent income mainly from Palace Garden Exchange, New Southgate Estate, Bus Shelters, Community House, the Ark and Swan Annexe respectively. These have been offset in part by additional rent income from the Civic Centre, Ordnance Hub, Green Towers and Housing Gateway Ltd.	618
Other Items	(121)
Finance, Resources & Customer Services Total	815

Health, Housing and Adult Social Care	Budget Variation September 2015 (£'000)
Adult Social Care	
Key assumptions within the forecast are based on projected activity and year to year trends, which suggest that this is an accurate projection at this point in the financial year. A significant risk in 2015/16, as a consequence of the Cheshire West Supreme Court ruling, has been the broadening of what is considered a Deprivation of Liberty. This ruling has had a major impact on all English Councils who have a responsibility for Adult Social Care and we have seen a significant increase in the number of people requiring a DoLs assessment.	
Strategy & Resources - The service is projecting an overspend from an increase in Deprivation Of Liberty (DoLs) applications (+£378k) and Voluntary Community Sector (+£183k). This is partly offset through Housing Related Support contracts (-£119k), due to the early achievement of future year savings.	450
Mental Health - The service is currently projecting an overspend for the year on care packages.	276
Learning Disabilities - The service continues to project an overspend position as a result of managing demand led services. Not included in the monitor are additional risks of £0.5m for Continuing Health Care .	1,712
Older People and Physical Disabilities (the Customer Pathway) - The service is projecting care purchasing overspends against a net budget of £34m. This position is consistent with last year's care purchasing overspend.	2,183
Independence & Wellbeing Services - The projected underspend is due to additional client income.	(147)
Application of one off resources - New Burdens Grant (£1.422m) previously allocated towards the implementation of the Care Act.	(1,422)
Public Health Grant The departmental forecast also includes ring fenced Public Health Grant. Public Health grant allocated in 2015/16 is £14.2m. The Public Health grant is ring fenced and as per the Department of Health guidance, underspends have been carried forward to meet the grant conditions.	0
Use of reserves and other control measures	(3,039)
Adult Social Care & Public Health	13
Community Housing	
The Community Housing service September 2015 position is reporting a nil variance. Any underspend or overspend is managed within the Homelessness Initiatives Reserve Fund.	
Temporary Accommodation - There is a net underspend of £29k on temporary accommodation. This is made of a £204k overspend resulting from the loss of 98 units in the Private Sector Leased portfolio and Private Leased Annexe portfolio, and a £47k overspend on repairs budget due to the introduction of a new contract. However, there is a (£423k) underspend in nightly paid accommodation because the continuing inter-borough agreement has produced an average 5.02% unit cost reduction in price. Tactically, it is considered more cost effective to make block bookings in advance in order to preserve the accommodation at the agreed nightly rates. The cost of these reserved bookings is £163k and the increase in usage of out of hours accommodation is £21k. This area is not budgeted for and is currently under review . There is an overachievement of £40k generated from refunds collected by the cash deposit recovery officer.	(29)
Empty property Strategy - Alternative funding has been secured for Empty Property works from external grants carried forward and the New Homes Bonus grant. This has resulted in a projected underspend of £295k.	(295)
Transfer back to reserve to fund initiatives. The reserve opening balance at 1 April 2015 is £2.234m, £1.149m will be utilised to fund PSL and PLA incentives, £88k will be utilised to support extra capacity in the grants team and an L&D staff member. £78k will be used to fund Out of hours costs, leaving a closing balance of £1.243m after this contribution of £324k.	324
Community Housing Total	0
Housing, Health & Adult Social Care Total	13

Children's Services	Budget Variation September 2015 (£'000)
Early Years There is a salary overspend of £170k due to the delay with the implementation of the new Play Service structure. This overspend has been offset by underspends of £221k elsewhere within the Early Years service.	(51)
Asset Management Projected overspend on salaries as some strategic staff expenditure cannot be capitalised	74
Catering. An underspend of £106k is projected based on current meal numbers.	(106)
School Enhanced Pensions. An underspend of £71k is projected assuming the current monthly payments continue until year-end.	(71)
Educational Psychologists An overspend is estimated due in part to the non achievement of £350k staffing savings but is partially offset by other operational underspends and the inclusion of the additional Care Commissioning Grant income.	85
SEN Transport An overspend of £800k is projected based on current information from Environmental Services.	800
Education Welfare. Savings are projected in the employee budget due to long term sickness, maternity leave and vacancies.	(41)
Young Person Substance Misuse There has been a contract value renegotiation with Compass resulting in a reduction which removes the need for a council contribution to the service.	(81)
Unallocated Department Wide Budgets - This budget includes previous years' MTFP savings not yet achieved relating to previous years management reviews and the loss of joint venture income.	200
E.A.S.S. Music An underspend of £53k is anticipated as a result of staff vacancy and additional grant funding.	(53)
External Residential Childcare Placements The external residential homes and agency fostering budget are now showing a net overspend of £10k. It should be noted that these projections are only based current and planned placements so future new placements will cause the overspend to increase in the coming months. In the 12 months to April 2015 there was a net increase of 50 or 16% in Looked After Children and the numbers are expected to remain around the 350 level. Within the external agency fostering budget there is an overspend of £320k due to a larger than expected increase in adolescent children coming into care who cannot be accommodated by our in house fostering service due to their complex needs. This projection has increased by £99k this month as there were 7 new placements. The Education / SEN placements are also reporting a £213k overspend, which is down 81k this month as 2 placements have ended. These are offset by a reduced underspends of £103k within the community homes sector (now -£261k) and Secure Remand (now -£192K).	10
Careers Underspend of £87k estimated primarily as a result of additional income (-£40k) and the earlier implementation of a staffing restructure in January 2016 (-£47K).	(87)
Children in Need - Social Work Teams The increasing demand for front line social work services requires these teams to maintain their full staffing establishment to provide a safe service. A number of key vacant posts need to be covered temporarily by experienced agency staff due to maternity leave, secondments and to provide support to newly qualified less experienced social workers recently recruited to join the teams as permanent staff. As the teams are fully staffed this results in a non-achievement of the £237k vacancy factor within the staffing budget. The remaining overspend results from a decision taken by the previous Director of SCS to approve the ongoing usage of additional agency staff to cope with the significant rise in Contacts, Referrals, Child Protection Investigations and Registrations and LAC, which started last Autumn and currently shows no sign of permanently reducing. The August projection was reduced by £62k at the previous DMT meeting. The increase this month reflects the non-achievement so far of the proposed reductions. The service will aim to reduce the overspend by reviewing cases that can be managed by our universal services and ensuring newly qualified staff are provided with sufficient support and management.	524
Prevention of Care - Section 17. The budget is overspending due to the demand for residence orders, rents & deposits for families in need. The projection has been based on the recent average monthly spend and actuals to date. An agreed contribution of £100k from the Emergency Support Scheme budget as in previous years has reduced this overspend.	100
Assessment & Intervention Team. Following a successful restructure the team is now fully staffed which means that the vacancy factor of £38k is unlikely to be achieved. There are also some PRP costs which currently cannot be contained within the budget and higher than estimated costs arising from a recharge for a clinical psychologist post, which account for the remaining variances.	63
In House Fostering Allowances The projection for allowances has decreased by £54k this month mainly as a result of 2 placements ending and 5 planned endings to placements. There is also additional income of £5k expected for consortium placements.	83

Children's Services	Budget Variation September 2015 (£'000)
Adoption Allowances This budget is overspending mainly due to an increase in the number of special guardianship allowances becoming payable and projected lower income from inter-agency fees.	228
Leaving Care - Client Costs The Leaving Care client costs budget is currently projecting an overspend of £1089k. This is partially due to a 21% increase in the number of clients since June 2013 with no corresponding budget increase. There is also an increase in the number of young offenders and young people at risk of sexual exploitation who require more specialised and intensive support plus an increase in client demand/needs pressures. The LAC service are continuing to review the most expensive support packages and exploring alternative or new options for service provision for these clients where possible. There is also a shortage of semi-independent accommodation which means clients are unable to be moved from their expensive residential placements. The overspend has increased this month due to 2 new client placements and increased costs on existing clients due to their complex needs.	1,089
Unaccompanied Asylum Seeking Children. This budget is now supporting an additional 490 UASC client weeks above the original budget. During September there has been a net increase of 2 clients, but their costs are covered by the grant. The budget is under pressure as there is also a shortage of suitable accommodation for the recent arrivals resulting in the use of more expensive agency fostering placements. The government grant is also insufficient to cover the actual client costs for some clients who require expensive placements.	197
Former Unaccompanied Asylum Seeking Children 18+ The shortage of suitable accommodation for this client group has resulted in costlier provision. As the actual client numbers are now above the 25 fee threshold so grant funding of upto £81k will be claimable this year and is reflected in the forecast.	494
Joint Service for Disabled Children - this service is reporting an underspend within its staffing and running cost budgets plus there has been a reduction in the number of children accessing commissioned services as a result of the short break grant scheme.	(79)
Youth & Family Support Service - Business Support The overspend is due payments in lieu of notice and additional early retirement pension costs for 2 senior management posts which were deleted in 15/16. The overspend has reduced this month following a review of non-staffing cost projections.	50
Youth Offending Unit The overspend is due to full staffing, agency staff to cover maternity leave and vacant posts and a reduction in the Youth Justice Board grant of £32k.	106
Youth Strategy & Support Service The main reason for the underspend is a planned spending reduction within the Positive Activities for Young Children budget which is required to offset the overspends within the overall YFSS service. The underspend has been increased this month by £176k, following a review of predicted spend on staffing and additional projected income from premises rentals and traded services	(363)
Safeguarding & Quality Assurance The overspend is due to the team being fully staffed and unconsolidated PRP payments. The overspend has reduced this month as a member of staff is now part time.	58
Other Minor Variations	(20)
Children's Services Total	3,209

<i>Schools Budget</i>	<i>Budget Variation September 2015 (£'000)</i>
Schools Budgets - These variations do not form part of the General Fund position.	£000
Behaviour Support An underspend of £119k is projected by Primary B.S. as a result of staff vacancies which in some cases will now not be filled until January.	(119)
Special Education Needs- Overspends of £220k for L.A. Special Day, £993k for Independent Day and £24k for Mainstream Tuition are reduced by an underspend of £45k for Independent Residential and £21k for SEN Equipment.	1,171
Central Licences Overspend as a result of licence costs being far greater than delegated budget and will be reviewed as part of 2015/16 budget process.	106
Other minor Variations	(9)
Schools Contingency- A contingency provision was set aside in the 2015/16 budget to offset anticipated pressures, mainly in the SEN service. Based on current projections the provision of £848k has already been exceeded by around £300k.	(848)
Schools Total	301

Treasury Management Cashflow Investments & Borrowing as at 30th September 2015

	31st March 2014	30th June 2015	31st July 2015	28th August 2015	30th Sept 2015
	£000's	£000's	£000's	£000's	£000's
Long term borrowing	272,532	272,532	293,532	306,532	314,986
Short-term borrowing	40,500	17,000	17,000	17,000	19,000
Total borrowing	313,032	289,532	310,532	323,532	333,986
Total investments	58,370	19,315	37,540	48,980	46,195
Net debt	254,662	270,217	272,992	274,552	287,791

Movement in debt over the year:

	1 st April 2015	Debt Repaid	New debt	30th Sep 2015
	£000's	£000's	£000's	£000's
PWLB	230,031	(1,026)	20000	249005
Commercial loan	30,000	0	0	30000
Gloucester CC	10,000	0	0	10000
Salix	2,501	(520)	0	1981
Temporary borrowing	40,500	(32,500)	11,000	19,000
LT Borrowing Local Authorities			8,000	8,000
LT Borrowing from LEEF			6,000	6,000
EIB LT Borrowing			10,000	10,000
Total borrowing	313,032	(34,046)	55,000	333,986

London Borough of Enfield Investments at 30th September 15

Financial Institution	Principal	Start Date	Effective Maturity	Rate	Days to Maturity	Lowest Credit Rating
Call Accounts	£					
HSBC	7,695,000		On demand	0.40%	1	AA-
Handelsbanken	15,000,000		On demand	0.50%	1	AA-
Money Market Funds						
Ignis	9,000,000		On demand	0.48%	1	AAAm*
Goldman Sachs	7,000,000		On demand	0.43%	1	AAAm*
Termed Deposits						
Lloyds Bank PLC	7,500,000	06/05/2015	05/05/2016	1.00%	218	A
Total - Investments	46,195,000		Average	0.55%	218	
Number of Investments	5					

London Borough of Enfield Short Term loans at 30th Sep 2015

Financial Institution	Principal	Start Date	Effective Maturity	Rate	Days to Maturity
Wokingham BC	£3,000,000	11/08/2015	19/07/2016	0.50%	293
North Yorks CC	£5,000,000	01/12/2014	30/11/2015	0.70%	61
NW Leicestershire DC	£2,000,000	26/06/2015	24/06/2016	0.50%	268
Tyne & Wear Transport	£2,000,000	03/06/2015	01/06/2016	0.50%	245
Sedemoor DC	£5,000,000	04/06/2015	02/06/2016	0.50%	246
Wokingham BC	£2,000,000	08/09/2015	18/08/2016	0.50%	323
Total	£19,000,000		Average	0.53%	239

2015/16 Budget & Medium Term Financial Plan (£'000)

Appendix C

Departmental Red & Amber Savings - September 2015 (Excluding Enfield 2017)

Ref No.	Proposal	Risk	Total 2015/16	Remarks
Red Savings			£000's	
Health, Housing & Adult Social Care				
HHASC 15/16 S3	Reduction in unit costs - care purchasing	Red	(1,200)	HHASC 15/16 S3 & S4 being met through EY savings proposal S02. Current projected saving for 15/16 is £2,140k.
HHASC 15/16 S8	Voluntary Sector Contracts	Red	(360)	Notice still needs to be given to VCS organisations re: funding reductions. Until this happens no progress can be made on this saving.
Enfield 2017				
E2017	Implementation of the E2017 Transformation	Red	(5,500)	This sum will reduce as the savings from this major transformation project come on-line. In 2015-16 any shortfall from implementation delays will be met from a contribution from reserves.
Total Red Savings			(7,060)	
Amber Savings				
Housing, Health & Adult Social Care				
HHASC S1	Brokerage Redesign	Amber	(800)	HHASC 15/16 S1 & S2 being met through EY savings proposal S01. Current projected saving for 15/16 is £385k.
HHASC S2	Demand Management - Dementia	Amber	(50)	
HHASC S6	Personalisation of Transport services	Amber	(100)	£20k achieved to date. Work is ongoing to achieve the £100k in year.
HHASC S4	Care purchasing reduction through market management	Amber	(2,000)	HHASC 15/16 S3 & S4 being met through EY savings proposal S02. Current projected saving for 15/16 is £2,140k.
HHASC S7	Residential Price improvement	Amber	(500)	Estimated savings achievable in 15/16.
HHASC TA	TA Mitigation	Amber	(5,000)	On-going mitigation work being carried out looking at cost avoidance schemes which will manage both service demand and costs of all forms of temporary accommodation. There is a risk around the inter-borough agreement (for Nightly paid accommodation), it is under severe stress as a result of the West London DPS negotiations to protect Enfield is underway. There is another risk due to the likely removal of the £539k Homelessness prevention grant by the government.
Finance, Resources & Customer Services				
FRCS 25-1 (2)	Culture and Arts development at Forty Hall	Amber	(56)	Arts & Culture restructure is still in the process of being implemented
Schools & Children's Services				
SCS 15/16 S5	Commissioning and Community Engagement Team Merger	Amber	(120)	Service currently reporting an overspend due to agency cover
SCS 15/16 S8	Early Years - Play Service	Amber	(172)	Restructure has been delayed but alternative savings are being sought from within the Early Years budgets.
Total Amber Savings			(8,798)	
Total Red / Amber Savings			(15,858)	

Appendix D

New Saving Proposals 2016/17 Amber Classification	2016/17	2017/18	2018/19	2019/20	Full Year
	£000's	£000's	£000's	£000's	£000's
Regeneration & Environment-Savings					
CRC allowances one -off reduction in estimated expenditure	(154)	154	0	0	0
Carbon Reduction Commitment one-off saving through recovery of CRC allowances purchased in advance from the Environment Agency					
Application of SFA grant in Skills for Work Service	(60)	(100)	0	0	(160)
<i>Apportionment of grant to cover element of resource time allocated to this service area £60K</i>					
Increase Lorry Park charges	(30)	0	0	0	(30)
<i>Lorry Park receipts received in 2014/15 were approximately £118K (ex VAT). Benchmarking against neighbouring lorry parks indicates that we would remain competitive with an increase of 25%.</i>					
Targeting interventions for smoking cessation and public health checks	(300)	0	0	0	(300)
<i>Currently health checks and smoking cessation is a universal service provided irrespective of need or ability to pay. It is proposed to target this work to deliver these services in the 5 wards of greatest need where health is the issue.</i>					
Increase recovery and rationalisation of costs in traffic and transportation.	(120)	0	0	0	(120)
<i>This rationalisation is based on past budget monitoring and anticipated future recharge opportunities</i>					
Increase recharge of highway inspections to the capital programme	(100)	0	0	0	(100)
<i>Increase the salary recharge for managing the repair of highway defects to the capital programme(£100K).</i>					
Management of Council Housing Contracts and Workstreams	(40)	0	0	0	(40)
<i>Apportionment of management time to ensure effective delivery of functions provided by Council Housing, namely trees, grounds maintenance, inspections of footways and roads etc.</i>					
Integration of Corporate Landlord with Corporate H&S	(70)	0	0	0	(70)
<i>Integrate Corporate Landlord responsibilities for planned maintenance with Corporate Health & Safety(£70K).</i>					
Efficiencies and increased income in Corporate Health & Safety	(25)	0	0	0	(25)
<i>Efficiencies and increased income in Corporate Health & Safety £18K from the contract with Health Management Ltd. £3K from Group training and £4K from equipment purchase for health and safety, such as personal protective equipment and specialist monitoring equipment, noise, vibration equipment etc.</i>					
Capital Programme Reduction	(75)	(75)	0	0	(150)
<i>Reducing capital spend on Highways by £1m creating a revenue saving of £75K.</i>					
Change from amenity grass to general grass specification. This will reduce the frequency of grass cuts to sites across the borough.	(50)	0	0	0	(50)
<i>Reduction of 2 x scale 3 staff and equipment less impact of additional time for cutting longer grass. Appearance of parks sites will significantly change with longer grass specification.</i>					
Commercial waste Additional income £20k	(20)	0	0	0	(20)
<i>Preliminary service Calculations based on budget, last years outturn and anticipated/planned changes.</i>					
Parks Assets Income £70k	(70)	0	0	0	(70)
<i>Preliminary service Calculations based on budget, last years outturn and anticipated/planned changes.</i>					
Parks events additional income £30k, from Bear Grylls survival challenge and other large scale events.	(30)	(50)	(50)	0	(130)
<i>Parks events additional income £30k, from Bear Grylls survival challenge and other large scale events.</i>					
Public Realm Improvement Officer post deletion £27k	(27)	0	0	0	(27)
<i>Vacant post.</i>					
Saturday OT recharge for collection of contaminated recycling bins at ECH properties	(45)	0	0	0	(45)
<i>Recovery of Saturday overtime costs to collect contaminated recycling bins at ECH properties.</i>					
Improved sales of existing and additional burial plots	0	(100)	(100)	0	(200)
<i>Cemeteries additional income £210k improved sales figures of existing and additional burial plots through making available to non-residents with existing relatives buried in Enfield Cemeteries and restructure of charges to facilitate this.</i>					
Efficiencies from route optimisation software	0	(200)	0	0	(200)
<i>Saving associated with reducing vehicles through the revision of routes.</i>					
SO1 post deletion	(36)	0	0	0	(36)
<i>Post reduction through management restructure.</i>					
Building / Dev Control income	0	(100)	(100)	0	(200)
<i>There has been a review of services and funding levels. As a result efficiencies have been achieved across Environmental Services and the HRA. The total amount of the efficiencies is 400k.</i>					
Further efficiencies from merging Regeneration, Environment and Housing functions.	(320)	0	0	0	(320)
<i>Delivering a one team approach across Regeneration, Environment and the HRA.</i>					

New Saving Proposals 2016/17 Amber Classification	2016/17	2017/18	2018/19	2019/20	Full Year
	£000's	£000's	£000's	£000's	£000's
Grounds Maintenance tender	(60)	0	0	0	(60)
Saving to be achieved from the recent re-tender of services.					
Revised approach to gully cleansing	(60)	0	0	0	(60)
Standardisation of gully cleansing with neighbouring boroughs.					
SEN Transport operational efficiency	0	(200)	0	0	(200)
Operational efficiencies emerging from the EDGE review.					
Vehicle Leasing-Cage Tipplers	0	0	(50)	0	(50)
Extending lifetime of caged tipper vehicles across the fleet to 5 years reducing annual cost per vehicle.					
Regeneration & Environment-Total Savings	(1,692)	(671)	(300)	0	(2,663)
Finance, Resources & Customer Services Original Savings					
Arts & Culture Business Plan	(58)	0	0	0	(58)
<i>Arts & Culture Business Plan - reduction in overall costs, less already agreed (FYE) savings, provides £58k Saving : The approved business plan for Arts & Culture Services demonstrates that, should it be successfully achieved, a further £58k can be saved against the current budget.</i>					
Civic Restaurant income increased	(20)	0	0	0	(20)
<i>Figures have been calculated by reviewing and increasing the prices charged by the Restaurant, charging for some that have not been charged in the past, and introducing a minimum charge for catering services that covers the cost of delivery.</i>					
Salisbury House hire income increased	(10)	0	0	0	(10)
<i>Increased income generation based on securing a core tenancy and ability to increase hires.</i>					
Leisure Facilities latent defects	(20)	0	0	0	(20)
<i>This is a saving from the Leisure Facilities budget for Leisure Centres, to cover works on latent defects. The Leisure Centres contract is now at a stage where this is no longer required.</i>					
Fusion Contract Bond value decreased	(20)	0	0	0	(20)
<i>As part of the Leisure Contract with Fusion Lifestyle, the Council required a Bond to cover for the risk of the operator going in to liquidation whilst running the Council's Leisure Centres. Fusion have expanded their business and spread the cost of running Enfield's facilities, so if the Council agrees that they can reduce the Bond by half, this would provide further management fee income to the Council.</i>					
Treasury Interest Receivable increased	(60)	0	0	0	(60)
<i>Increased income from investments on short term funds. This is to be achieved by prudential lending within strict risk management guidelines.</i>					
Arts & Culture Business Plan - Future Years Savings by increased income	0	(194)	(61)	(58)	(313)
<i>Arts and Culture Business Plan- expected increased income and reduction in overall costs for future years, from the approved 4 year business plan for the Arts & Culture Service.</i>					
Leisure Facilities reduced project development work	0	(50)	0	0	(50)
<i>This is a saving from the Leisure Facilities budget for work on projects; this will reduce the amount of development work that can be done on improving and introducing new leisure facilities in the Borough.</i>					
Further savings post Enfield 2017 Transition	0	(150)	0	0	(150)
<i>Further post reductions as part of the service transition.</i>					
Reduction in building running costs (Civic Centre)	(21)	0	0	0	(21)
<i>Reduction in operating costs for the Civic Centre.</i>					
Finance, Resources & Customer Services-Total Savings	(209)	(394)	(61)	(58)	(722)
Health, Housing & Adult Social Services Original Savings					
Adult Social Care Transport	(400)	0	0	0	(400)
<i>Reduction in ASC recharge for transport and spend through unit cost reduction and charges for transport services.</i>					
Independent Living Fund	(50)	(50)	(50)	0	(150)
<i>Fewer clients in place eligible for the service.</i>					
Increased Income	(150)	(150)	(150)	(125)	(575)
<i>Increasing disability related income to more people in order to generate increased income through fees and charges, supporting more people to claim disability benefits to which they may be entitled.</i>					
Supported tenancy	(1,200)	0	0	0	(1,200)
<i>Reduce external care purchasing spend with supported tenancy providers.</i>					
Public Health	(270)	(500)	0	0	(770)
<i>Budget reduction against Public Health non prescribed functions, including the Drug Treatment service.</i>					

New Saving Proposals 2016/17 Amber Classification	2016/17	2017/18	2018/19	2019/20	Full Year
	£000's	£000's	£000's	£000's	£000's
Community Housing - cost avoidance	(500)	(500)	(500)	(500)	(2,000)
<i>Mitigating actions planned to reduce the projected £4.8m TA budget pressure and in addition to achieve a £0.5m saving.</i>					
Health, Housing & Adult Social Services-Total Savings	(2,570)	(1,200)	(700)	(625)	(5,095)
Schools & Children's Services Original Savings					
Reduction in Base Budget Contribution to Drug & Alcohol Action Team	(81)	0	0	0	(81)
<i>Removal of the SCS base budget contribution of £81,830 per annum towards the Enfield Drug and Alcohol Action Team (DAAT). The aim is to identify other options to avoid SCS pressures occurring in future beyond 2018.</i>					
Reduced tuition budget for Children in Care	(30)	0	0	0	(30)
<i>Tuition support will be funded from 2016/17 onwards from the Pupil Premium Grant. This is a DfE programme where money is made available for each child in care of statutory school age both to support their individual educational progress and to fund Local Authority work to promote the educational outcomes of children in care.</i>					
Reduction of training & equipment budgets- LAC Service	(14)	0	0	0	(14)
<i>Deletion of service specific training budget £5,000, deletion of £3,820 leaving care training and marketing allowance and reduction of the equipment budget by £5,000.</i>					
Reduced sessional hours - Edmonton Contact Centre	(25)	0	0	0	(25)
<i>Reduction in sessional hours budget at Edmonton Contact Centre.</i>					
Assessment and intervention Service - Deletion of a managers post.	(52)	0	0	0	(52)
<i>The Moorfields team works with vulnerable children and their families. This proposal is a proportionate reduction in managerial capacity within the service following other staff reductions.</i>					
Enfield Safeguarding Children Board (ESCB)	(14)	0	0	0	(14)
<i>Reduce costs and increase income generation.</i>					
Safeguarding training programme	(27)	(24)	0	0	(51)
<i>Increasing income from trading by charging schools for safeguarding training.</i>					
Merging support and management of Children and Adults Safeguarding Boards	0	(34)	(29)	0	(63)
<i>Merger of management and support functions of the Enfield Safeguarding Children Board (ESCB) and Safeguarding Adults Board (SAB).</i>					
Commission Outreach & Intervention Service	0	(85)	0	0	(85)
<i>To commission the Outreach and Intervention service from the voluntary sector in 2017/18.</i>					
Careers Service re-modelling	(109)	(61)	(10)	0	(180)
<i>Re-modelling the service offer and reducing staffing.</i>					
Youth Engagement Panel	(25)	0	0	0	(25)
<i>Cease funding currently given to the Police to offset their expenses supporting the YEP.</i>					
Reduce Children's Centre commissioning of Counselling and English for Speakers of Other Languages (ESOL)	(112)	0	0	0	(112)
<i>Contract review and de-commissioning. This work will be undertaken by the Children's Centres Social Worker going forward. There will be a small reduction to ESOL provision (signposting to existing provision elsewhere in the borough).</i>					
Enfield Parents and Centre contract	(35)	0	0	0	(35)
<i>To amend the contract so that Enfield Parents Centre (EPC) will no longer operate in the SPOE. Referrals will be distributed by the children's centres social worker in the future.</i>					
Contract review for young carers with HHASC	(50)	0	0	0	(50)
<i>To re-commission services provided to young carers, to achieve best value.</i>					
External Provision of Safeguarding Training	(25)	0	0	0	(25)
<i>Consolidate existing external providers so that costs can be reduced by 50%.</i>					
Single Provider of First Aid Training	(20)	0	0	0	(20)
<i>The saving will be achieved by using a single provider for all First-Aid training for schools, early years settings and childminders.</i>					
Contract review of all training providers	(39)	0	0	0	(39)
<i>Re-commissioning existing contracts to focus on key statutory priorities.</i>					
Parent Advocacy Service for parents of children with Special Educational Needs and Disability (SEND)	(20)	0	0	0	(20)
<i>The service will be re-commissioned to deliver this saving.</i>					

New Saving Proposals 2016/17 Amber Classification	2016/17	2017/18	2018/19	2019/20	Full Year
	£000's	£000's	£000's	£000's	£000's
Parenting Programmes	(18)	0	0	0	(18)
<i>Reduction of the Parenting Support Programmes' contract value.</i>					
School Uniform Grant	(73)	0	0	0	(73)
<i>Families with exceptional needs will be supported from existing resources.</i>					
Regionalisation of Adoption Services	0	0	0	(50)	(50)
<i>The Government has put plans in place to regionalise some aspects of adoption services within the life of the current parliament. In London this is likely to lead to some centralised services to which all local authorities will contribute. It is anticipated that the cost of the contribution will be lower than the current cost of sole delivery.</i>					
Child and Adolescent Mental Health Service (CAMHS)	(210)	0	0	0	(210)
The Clinical Commissioning Group (CCG) will increase their contribution to this service, allowing for a commensurate reduction in council expenditure					
Schools & Children's Services-Savings Total	(979)	(204)	(39)	(50)	(1,272)
Savings Total	(5,450)	(2,469)	(1,100)	(733)	(9,752)
Cumulative		(7,919)	(9,019)	(9,752)	

Review of the Council's 30-Year HRA Business Plan

1. Background

- 1.1 In July 2015, the Government announced that rents for social housing will be reduced by 1% a year for four years, commencing in April 2016, and that this would not just be policy, it would be law. Previously, National Social Rent Policy was that rents would increase each year by the Consumer Prices Index (CPI) + 1%, so Enfield's plans were based on this assumption.
- 1.2 The change means that rental income to Enfield's 30-Year HRA Business Plan will be reduced by £325m over the 30 years. The more immediate effect is that, in 2016/17, rental income will reduce by £2.2m, in 2017/18 the reduction will be £4.4m, then £6.6m and £8.8m in the following two years respectively.
- 1.3 It should be noted that the £325m quoted assumes that, from 2020/21, rents will revert to increasing annually by CPI + 1%.
- 1.4 The years of rent reduction coincide with the years that Enfield's 30-Year HRA Business Plan was most constrained anyway. This is because the Council took advantage of HRA Self-Financing to catch up on a significant level of backlog repairs and kickstart an ambitious estate regeneration programme.
- 1.5 The Council planned to invest in its stock using the additional income from revenue, so, on top of the revenue shortfall described above, there are now capital shortfalls totalling £81.6m across the 30 years and spread as follows:
- 2018/19 - £12.7m
 - 2019/20 - £ 8.5m
 - 2020/21 - £ 9.1m
 - 2021/22 - £ 2.0m
 - 2024/25 - £13.0m
 - 2025/26 - £36.3m
- 1.6 Enfield is not alone in finding itself in this position – the majority of (and probably all) other stock-owning Councils have modelled their Business Plans based on Government Social Rent Policy, as have Housing Associations.

2. Proposed Actions

- 2.1 Since the announcement, the Council's HRA Governance Board and Housing Board have suggested a number of actions to bring the 30-Year HRA Business Plan back into balance, undertaken a review and modelled the results into the plan.
- 2.2 The following updates have been modelled:
- Consider the possibility of identifying £1.5m ongoing revenue savings from the HRA commencing in 2015/16. This will increase the balance flowing forward into 2016/17 and thus help to alleviate shortfalls commencing in that year. This budget monitoring report confirms that savings of £1.05m have already been found and banked to the end of September 2015. The service is on target to identify £1.5m by the end of this financial year.

- Review the Estate Renewal Capital Programme and the Right to Buy One for One Capital Receipts Programme to ensure that all figures are as accurate and up to date as possible. This will ensure that resources are not being tied up unnecessarily in the early years, and that all income has been properly registered in the latest version of the Business Plan. These two programmes are monitored monthly anyway, so, whilst this exercise did not change the Business Plan greatly, it did reaffirm the current financial position.
- Update the Major Repairs Programme. This is the part of the review so far that has had the most significant impact on the Business Plan. Revisiting the Major Repairs Programme has led to estimated savings across the 30 years of £293m, without any change to asset lives (i.e. a kitchen that would have been replaced in 15 years' time still will be). The main reasons for the reduced costs are:
 - Some component replacement unit costs have reduced
 - Prices reflect tender experience
 - Most catch up work is now complete
 - Eco works funded some replacement, thus saving the HRA money
 - Replacement has been completed on an holistic basis, leading to savings
 - Replacement has been carried out to a better standard
 - There was some, minor duplication in the original figures
 - Condition survey data is now much better
- Re-profile the Repayment of Debt. Enfield will commence repaying debt with effect from 2025/26. However, by making smaller repayments than previously planned across the years 2026/27 to 2040/41, the Business Plan will remain balanced during those years. It is still assumed that all HRA debt will be fully repaid by year 30 of the Business Plan.

2.3 The result of modelling all of the above amendments into the Business Plan is that it is back in balance through all of the 30 years (ie there are no capital shortfalls), with revenue balances increasing by £65m over the 30 years and not going below £20m in any one year (the acceptable minimum balance is set at £6m for the HRA). This version of Enfield's 30-Year HRA Business Plan is therefore recommended as the new "base". A graph of the plan is attached as Appendix E (i).

3. Other Actions Currently Being Considered

3.1 The following actions are also being considered and will be modelled into the proposed new base Business Plan:

- Responsive Repairs – Let the new contracts settle and then assess potential for ongoing savings.
- Future Estate Renewal Schemes – Model into the Business Plan now that the schemes have been agreed (at October Cabinet). Consider the potential for schemes to be delivered by the proposed new Registered Provider Company if this is agreed (see report elsewhere on this Cabinet agenda).
- Consider the introduction of "affordable rent" across new estate renewal schemes – this work will take place as new estate renewal schemes are modelled as described above – it should be noted that the Council has a definition of "affordable rent" as that which is affordable to local people, i.e. not necessarily 80%.

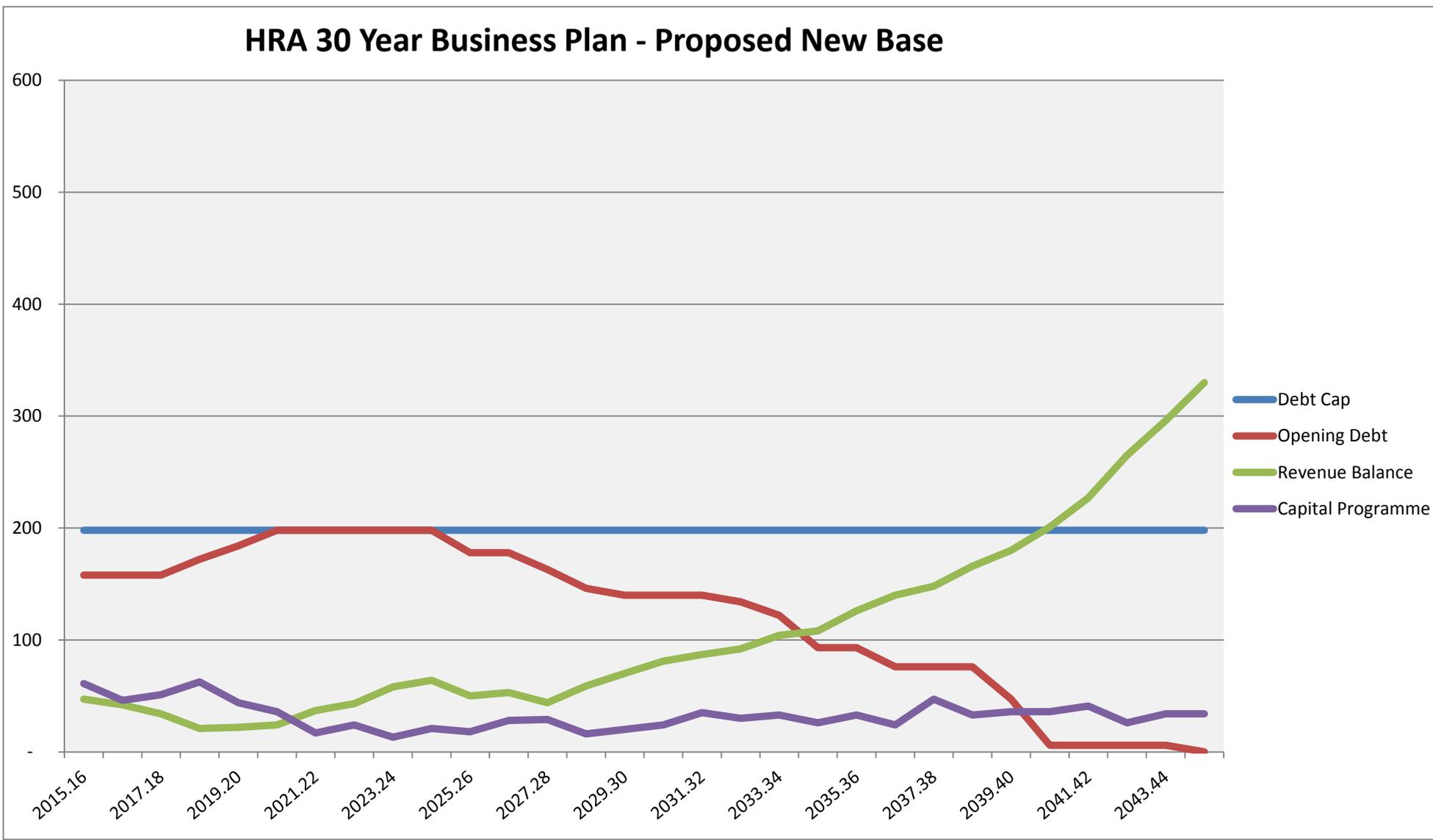
- Sale of assets – the Council could consider selling some assets as opposed to developing them themselves - garage sites, for example.
- Increase service charges – Service charges are currently under review to ensure that all costs are fully recharged to those receiving the services. This exercise may highlight some possibilities to increase service charges, but the impact is not expected to be significant.

3.2 Reviewing all of these areas will give the Council more flexibility to absorb future pressures as and when they arise, or make other choices as to how to spend its HRA income.

4. Other Risks

- 4.1 In July 2015, the Government also announced that:
“tenants on higher incomes (over £40,000 in London and over £30,000 outside London) will be required to pay market rate, or near market rate, rents”
The proceeds of the increase in rent from Social rent to market rent will be due back to Central Government.
Another announcement was that Councils will be required to dispose of their high value assets, with the proceeds going back to Government to help pay towards the extension of Right to Buy to Housing Association tenants.
Once the financial impact of these two policies is better understood, then these may have an impact on the 30-Year HRA Business Plan that will require further mitigating action to be taken.
- 4.2 Another significant risk is that rents will not revert to CPI + 1% after four years – the impact of this is currently being modelled, but will be unsustainable if rent does not rise at all, or, worse still, continues to reduce.
- 4.3 Whilst there is some allowance in the HRA Business Plan for debts to increase following the impacts on households of Welfare Reform, this too could present a risk which requires careful monitoring.

HRA 30 Year Business Plan - Proposed New Base



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MUNICIPAL YEAR 2015/2016 REPORT NO. 112

MEETING TITLE AND DATE:

**Cabinet – 18 November
2015**

REPORT OF:

Director of Finance,
Resources & Customer
Services

Agenda – Part: 1	Item: 7
Subject: Associate Cabinet Members Update	
Wards: All	
Non key	
Cabinet Members consulted: Cllr D Taylor, Cllr A Georgiou	

Contact officer and telephone number:

Shaun Rogan 0208 379 3836

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1. EXECUTIVE SUMMARY

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

2. RECOMMENDATIONS

- 2.1 That the progress made in exercising the new roles of the Associate Cabinet Members and the updates provided through the work programme outcomes summaries of activities up to September 2015 are noted.
- 2.2 That a further outcomes updates are presented to Cabinet in May 2016 and November 2016.
- 2.3 That a formal evaluation of the impact of the Associate Cabinet Member role is to be commenced in early 2016 and a report with recommendations will come to Cabinet in May 2016.

3. BACKGROUND

3.1 Establishing the roles of Associate Cabinet Members

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

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

3.2 The agreed role of the Associate Cabinet Members

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

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

3.3 Coverage - spatial area

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

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

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

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

3.4 Main duties

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

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

3.5 Evaluation of Impact of ACMs at 18 months

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

3.6 Third ACM reporting milestone – November 2015

3.6.1 In keeping with the specification set out in the Council Report of June 2014, it was agreed that ACM work programmes would be reported on bi-yearly to Cabinet to coincide with operational year at mid-point and year end. This November 2015 ACM update report reflects activities taking place since the previous reporting milestone (April 2015 to September 2015).

3.6.2 The attachments appended to this report contain a narrative update focused on areas of strategic activity engaged in by each of the 3 ACMs. The next ACM update report will come forward in April 2016 to reflect activities during the next 6 months of the operational year (October 2015 to March 2016).

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The option to continue with the present arrangements were considered but discounted on the grounds that they would not meet the new democratic imperative being sought by the administration and would fail to prepare the Council for future challenges arising from significant future budgetary pressures and changes to wider Government Policy.

5. REASONS FOR RECOMMENDATIONS

- 5.1 To note the first work programme updates as presented
- 5.2 To agree that further updates come forward in May 2016 and November 2016 with a formal evaluation to be commenced in January 2016 that will report back into Cabinet by May 2016.

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

6.1 Financial Implications

The activities within this report are contained within existing resources.

6.2 Legal Implications

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

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

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

6.3 Property Implications

There are no direct property implications.

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

7. KEY RISKS

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

Key risks associated with the approach include:

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

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

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

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

8.2 Growth and Sustainability

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

8.3 Strong Communities

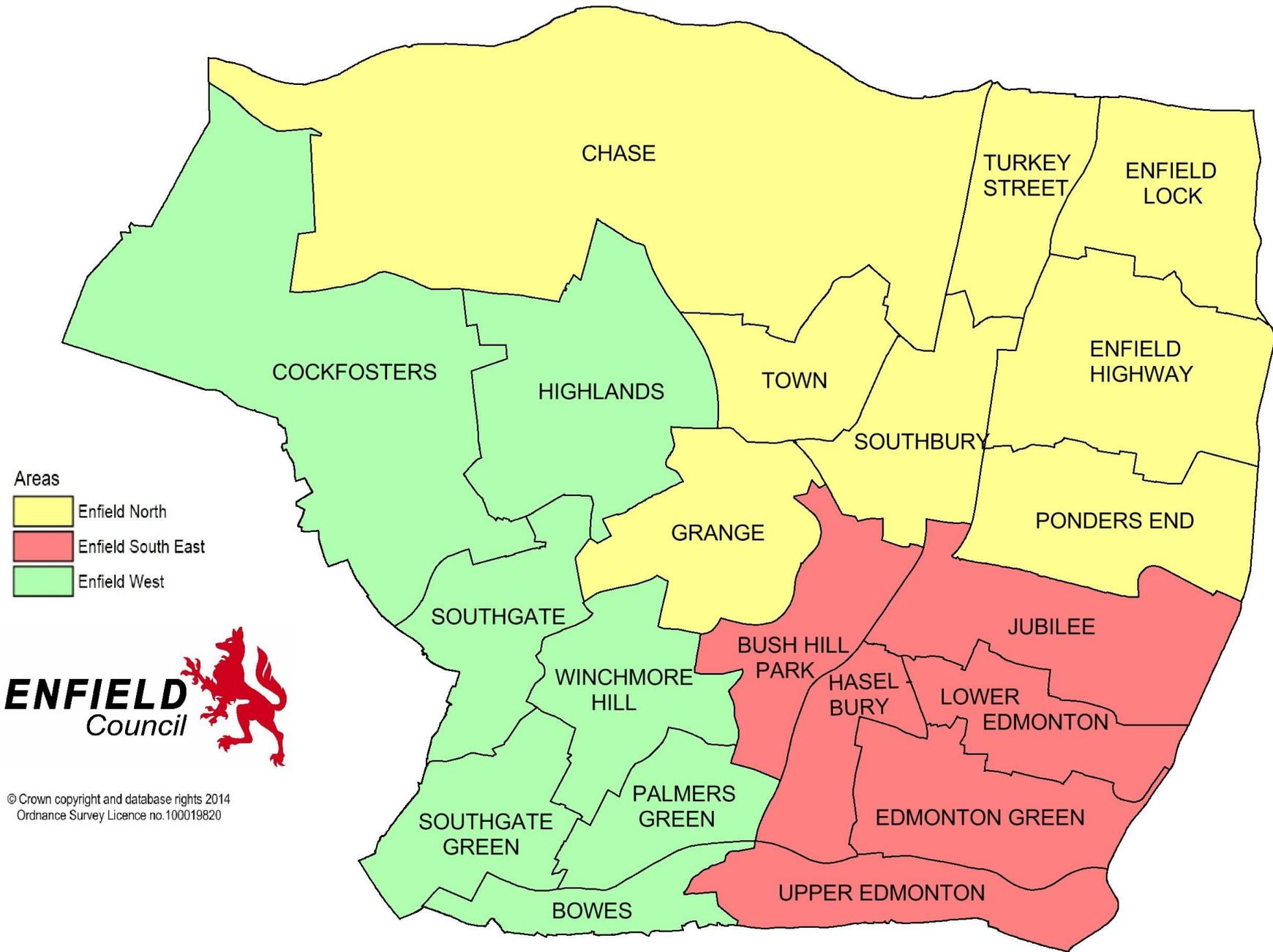
The proposals support the creation and maintenance of strong communities by placing Members closer to their communities and by enabling a more joined up and comprehensive approach to delivering services to local people.

9. Public Health Implications

The work of the Associate Cabinet Members supports the public health objectives for Enfield by providing robust links into the local areas and provides a further mechanism to communicate and influence the promotion of public health objectives in the community as well as activities that can positively influence the wider determinants of health.

Background Papers

None



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

Associate Cabinet Member Work Programme Stencil (Appendix 1)

ACM Work Programme Stencil		Operational Year: 2015/2016 (May 15 – Sept 15)
Assigned Spatial Area: Enfield North - Chase, Enfield Highway, Enfield Lock, Grange, Ponders End, Southbury, Town, Turkey Street	ACM Councillor: Cllr Vicki Pite	
<p>Activity 1: Supporting Members Outcomes summary (Sept 2015):</p> <p>To date I have attended a Ward Forum in Lock Ward and plan to attend forthcoming meetings in other wards throughout the year. The most recent Town Ward forum, to which I gave my apologies, coincided with a public meeting concerning developments at Chase Farm hospital organised by the Royal Free Trust which I attended instead.</p> <p>I support my own ward forum by planning, writing and printing the agendas and organising the distribution of 1000 agendas in the vicinity of the meetings by the three ward councillors. Most recently I have used the ward forums to promote the work of community organisations within the ward by inviting speakers e.g. from Friends of Forty Hall, Clay Hill Singers and Enfield Health and Social Care Partnership to speak to residents. Since such organisations are funded to greater or lesser extents by the council and are there for all residents to enjoy, I think it is important that residents have the opportunity to find out about the projects and how they are run.</p>		<p>Future milestones to March 2016:</p> <ul style="list-style-type: none"> • To attend one forum / ward over the next 6 months. • To encourage councillors to use the ward forums as opportunities for recipients of ERPF to describe their projects to residents. • To use ward forums <ul style="list-style-type: none"> - to brief residents in wards not directly consulted about Cycle Enfield plans for Enfield Town, but who are users of Enfield Town, to be briefed on the proposals - to encourage residents to participate in the on line consultation.
<p>Activity 2: Leading Enfield North Area Partnership Board Outcomes summary (Sept 2015):</p> <p>I chaired a North Enfield Area Partnership Board, working with officers to plan an agenda that would bring partners up to date on key strategic developments, since there had not been a meeting for some time. The meeting heard presentations about</p> <ul style="list-style-type: none"> • The Local Plan • Cross Rail 2 • Cycle Enfield • Lee Valley Leisure Trust <p>In preparation for this I discussed and steered the content of the Cycle Enfield presentation and met with The Chair of the Lea Valley Leisure Trust. In both cases this was to ensure that the strategic aims of both initiatives were clear to partners in order that important stakeholders would have the opportunity to shape and inform these</p>		<p>Future milestones to March 2016:</p> <ul style="list-style-type: none"> • Feed into the next Strategic Leadership Forum

<p>fundamental and permanent developments in the interests of Enfield residents, employees, learners and families.</p> <p>As a result the mtg agreed that 3 small working groups be set up to make some recommendations, in principal and practice, that might usefully steer these key developments.</p> <p>The working groups are</p> <ul style="list-style-type: none"> • Something for everyone – focussing on Lee Valley development • Community health – focus on Cycle Enfield • Community safety – focus on the principles of building developments with public safety in mind. <p>They will report back at the next strategic partnership mtg, or direct to the chair in the case of LVLT.</p> <p>I agreed with officers that the next meeting would be held towards the end of the afternoon, instead of the evening, in order to increase the attendance by partners.</p>	<ul style="list-style-type: none"> • Ensure that working groups are supported in feeding back so that their experience and knowledge properly informs strategic development pans. <p>The next meeting will be during the day with higher levels of attendance.</p>
<p>Activity 3: Supporting Cabinet Governance Outcomes summary (Sept 2015):</p> <p>I attend Cabinet, informal cabinet, Strategic Leadership Forum, and Corporate Asset Management Strategy Group.</p> <p>Also Master Plan mtgs re Edmonton and Enfield Town which included a walkabout in Edmonton with planning officers and consultants from Allies and Morrison Urban Planners to clarify key points in the proposals and to make specific suggestions re ensuring the offer was more than retail and housing (e.g. the plan needed to account for small and medium enterprise) and that the landscaping was sufficiently green.</p> <ul style="list-style-type: none"> • Community safety <p>I met with Cllr Brett to discuss recent, high profile, crimes in Chase ward and Turkey Street wards. We agreed that it would be worthwhile working with Environment to examine ways in which crime could be averted by e.g addressing lighting and other elements of the street scene that may inadvertently encouraging crime and ASB.</p> <p>I attended two cross party meetings initiated by Cllr Brett (Cabinet member for Community Safety) re “boy racers” on the A10 and NCR. The intention is to secure support from the Mayor of London, TfL, Metropolitan Police, transport police and police services in Essex and Herts to control and manage unlawful and unsafe driving on major highways e.g. using Public Spaces Protection Orders (PSPOs) in the car parks where they congregate, CCTV and improved signage.</p>	<p>Future milestones to March 2016:</p> <ul style="list-style-type: none"> • Community safety <p>Plans to visit each ward with Cllr Brett and officers to identify areas at risk where specific works on the environment may impede ASB.</p> <p>Meet with newly appointed Neighbourhood Inspector Esther Hamill to discuss strategic means of addressing ASB and community safety</p> <p>Further strategic planning meetings organised to monitor developments.</p>

<ul style="list-style-type: none"> • Children & families Provision of secondary school places in the long term is an important strategic priority for North Enfield and I am working closely with Cllr Orhan, the cabinet member for Children, Schools and Families to keep residents informed. Officers are planning a meeting for parents to discuss plans for secondary school provision in Autumn 2015 which I will be chairing. <ul style="list-style-type: none"> • Care for the elderly I'm working with Over 50s forum to befriend single, older people living alone in areas identified as being deprived using MOSAIC data. Funded by ERPF. I've liaised with officers and Cllr Cazimoglu (Cabinet Member for Adult Social Care) regarding developments in Age UK Enfield (AUKE), as an attendee at AUKE Board of Trustees to continue to support the work they are doing to provide care and residential respite care for our residents. <ul style="list-style-type: none"> • Environment On occasions I have deputised for cabinet members at meetings of external agencies whose work has a bearing on the Enfield North e.g. most recently the London Councils TEC Executive Meeting at which issues such as flood protection (important to Enfield as a Lead Local Flood Authority) are discussed. I visited Albany Park (Enfield Lock) to examine how community based horticultural and gardening activities can work. <ul style="list-style-type: none"> • Health Where possible I attend mtgs which are important to North Enfield such as Chase Farm Hospital Stakeholders meetings run by The Royal Free London NHS Foundation. I initiated and support the development of community outreach as part of the strategic plan to address health inequalities in two targets 	<ul style="list-style-type: none"> • Children & Families I will chair a meeting for parents in Chase and Town wards regarding secondary transfer in the future and keep them informed in future. Keep abreast of the proposals attached to the development of Wren Academy in Enfield Rd. and associated housing. <ul style="list-style-type: none"> • Care for the elderly Invite Over 50s to ward forums in Lock, Turkey Street and Chase wards to tell residents about their programme of engagement. Use attendance at Over 50s Forum mtgs, and liaison with the executive, to reinforce strategic priorities for older people in Enfield. Use attendance at AUKE Board mtgs to reinforce strategic priorities for older people in Enfield. <ul style="list-style-type: none"> • Environment Continue to deputise and feedback as necessary Visit all green spaces across North Enfield and feedback findings. <ul style="list-style-type: none"> • Health I will continue to monitor plans to address health
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<p>wards in North Enfield – Lock and Chase and am monitoring the plans, working closely with Cllr Keazor, Cabinet member for Public Health and officers in Community Engagement.</p> <ul style="list-style-type: none"> • Cycle Enfield <p>I chaired the most recent meeting of the Cycle Enfield Partnership Board at which partners discussed the options that would be put to the public during the Autumn of 2015 with a view to deciding on the final draft proposal for formal public consultation.</p> <p>In preparation for this I visited Enfield Town with council officers, engineers from Jacobs and Cllr Anderson and examined the proposals to see what they would mean in practice. I act as a critical friend to the Cabinet member regarding consultation and community engagement.</p> <p>I facilitated liaison with Regeneration Dept to ensure a wide range of businesses enter into partnership with the council re Cycle Enfield to share the aims and ambitions for CE and make a positive contribution to shaping it in the interests of local businesses and their clients.</p>	<p>inequalities in both target wards and to liaise with Cllr Keazor and the Community Engagement team.</p> <p>Specifically regarding</p> <ul style="list-style-type: none"> - Smoking cessation - Health checks - GP registration <ul style="list-style-type: none"> • Cycle Enfield <p>Chair forthcoming Partnership Board meetings and support the consultation and engagement processes through ward forums in Lock, Highway, Turkey Street.</p> <p>Also to work with Cllr Anderson, and ward councillors, to explore further ways of engaging the community through schools, colleges, fitness clubs and public transport users.</p> <p>I will continue to work with Regeneration dept to ensure, as far as possible, that there is as much business engagement in Cycle Enfield as possible.</p>
<p>Activity 4: Miscellaneous cross-ward activity Outcomes summary (Sept 2015):</p> <ul style="list-style-type: none"> • Transport <p>I met with officers, Cllr Levy (Chair of Public Transport Consultative Group -PTCG) and Tony Wallis (Transport Users Forum) re Enfield Bus Review and Access to Health Transport Review. As a member of the PTCG I will be updated about TfL’s response to the review and I asked officers and the Chair to take forward to TfL my proposal to consider a shuttle bus, potentially part-sponsored, that links the community to the West of the A10 in Chase ward (which is poorly served), Forty Hall and Myddelton House (not currently served by public transport), the Retail Park, Town centre (park and ride) and Chase Farm Hospital (Access to health review established inadequate access to this, the most used hospital, from the North Eastern corner of Enfield</p>	<p>Future milestones to March 2016:</p> <ul style="list-style-type: none"> • Transport <p>When TfL responds to the Bus review, and dependent on their suggestions, this idea will be examined for feasibility and taken further if the business plan stacks up.</p>

<p>especially NE Chase Ward and NW Turkey street)</p> <p>Attended Ponders End Partnership Board mtg re Alma Road development.</p> <ul style="list-style-type: none"> • Section 106 I scrutinised plans for S106 expenditure across North Enfield and discussed the progress of the plans with relevant officers. 	<ul style="list-style-type: none"> • Section 106 I will receive, periodically, updated plans to help monitor monies spent and deadlines met; and, over time, meet with officers leading on the plans pertaining to transport, the environment and health to monitor their progress and examine the extent to which they are fulfilling the intentions behind them.
<p>Activity 5: Working with the ESP Outcomes summary (Sept 2015): Attended ESP meeting.</p>	<p>Future milestones to March 2016: I will feed in to officers the main points arising from North East Area Partnership Board so that they are tabled at next ESP.</p>

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Draft Associate Cabinet Member Work Programme Stencil (Appendix 1)

ACM Work Programme Stencil		Operational Year: 2014/2015 (Apr 15 – Sept 15)
Assigned Spatial Area: Enfield South East - Bush Hill Park, Edmonton Green, Haselbury, Jubilee, Lower Edmonton, Upper Edmonton	ACM Councillor: Cllr George Savva	
Activity 1: Supporting Members Successfully Chaired a series of Meetings of Cycle Enfield and attended a number of Exhibitions around Cycle Enfield South East. The other Exhibition at Edmonton Green Library was a well-attended one and many positives came out of it Organised the Area Ward forums for Edmonton Green, Haselbury Upper Edmonton Leading facilitation role in the discussion on the Edmonton Green Masterplan at the Edmonton Green and other area ward forums.		Future milestones to March 2016:
Activity 2: Leading South East Enfield Area Partnership Board Have been promoting the Smart Homes project through the South Area Partnership Board		Future milestones to March 2016:
Activity 3: Supporting Cabinet Governance Have been heavily involved and have supported Cabinet Members on Meridian Water, proposals and projects Organised presentation on proposed CPZ for part of Edmonton Pymmes Park Wetlands project and the upgrade of the playing pitches were 2 of the many projects that will benefit residents not to mention the Deephams project in which I gave my full support to the Cabinet members in getting the message across I am also lead briefing and advisory ACM to the Cabinet on matters arising from the Edmonton Green Master planning project.		Future milestones to March 2016:

<p>Activity 4: Miscellaneous cross-ward activity Cycle Enfield is a cross ward project and have been explaining this to the residents of the benefits that will be gained</p> <p>Attended Local Plan Cabinet Sub Committee 15th July 2015 On 6th October attended the Retail Study Briefing Corporate Asset Management 11th June 2015</p>	<p>Enfield is a cross ward</p>
<p>Activity 5: Working with the ESP Outcomes summary (Sept 2015): Local Parking Issues in Raynham Terrace N9 meeting with officers to assess the situation</p>	<p>Future milestones to March 2015:</p>

Associate Cabinet Member Work Programme Stencil (Appendix 1)

ACM Work Programme Stencil		Operational Year: 2015/2016 (April 2015 – Sept 2015)
Assigned Spatial Area: Enfield West - Bowes, Cockfosters, Highlands, Palmers Green, Southgate, Southgate Green, Winchmore Hill	ACM Councillor: Cllr Bambos Charalambous	
Activity 1: Supporting Members Outcomes summary (Sept 2015): <p>I have worked with local councillors to help set up 3 ward forums (2 in Southgate Green, and 3 in Palmers Green) which have been very successful and well attended and have updated members on what big projects are to take place in the Enfield West area and asking for their opinions to feed into Cabinet and relevant sub-groups.</p> <p>I have attended various meetings to discuss the future of the Mansion in Trent park and the land around it.</p> <p>I am also chairing the Broomfield House Partnership Board (made up of Council members and officers and stakeholders) and seeking to find a long term solution to this problem.</p> <p>I have liaised with local residents and traders in relation to Cycle Enfield and attended a consultation event on 17 July.</p>		Future milestones to March 2016:
Activity 2: Leading Enfield West Area Partnership Board Outcomes summary (Sept 2015): <p>Held Enfield West Area Partnership Board on 7 October 2015, where we had presentations about Cross Rail 2 and it's impact on the local area, the Local Plan and Cycle Enfield.</p>		Future milestones to March 2016:
Activity 3: Supporting Cabinet Governance Outcomes summary (Sept 2015): <p>I have supported various Cabinet Members on numerous local strategic initiatives; including Cycle Enfield, Cross Rail 2 and Trent Park.</p>		Future milestones to March 2016:
Activity 4: Miscellaneous cross-ward activity Outcomes summary (Sept 2015): <p>I give support to Ward Councillors and lead Cabinet Members in Enfield West on many different projects including Cycle Enfield, Broomfield House and the Local Plan.</p>		Future milestones to March 2016:

<p>Activity 5: Working with the ESP Outcomes summary (Sept 2015): I have been briefed on the various issues faced by ESP Board in future. As Chair of the South West Enfield Area Partnership Board, I have had input into how the recommendations have been reached and how the business of the SWEAPB will be managed in future.</p>	<p>Future milestones to March 2016:</p>
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MUNICIPAL YEAR 2015/2016 REPORT NO. **113**

MEETING TITLE AND DATE:18th November 2015**REPORT OF:**

Director – Regeneration & Environment and Director of Finance, Resources & Customer Services

Agenda – Part: 1

Item: 8

Subject: Setting up a Registered Provider and procuring an investment partner for the registered provider

Wards: All**Key Decision No: 4205**

Cabinet Members consulted: Cllr Oykenor and Cllr Stafford

Contact officer and telephone number:

Bruce McRobie tel. 020 8379 4123

E mail: bruce.mcrobie@enfield.gov.uk**1. EXECUTIVE SUMMARY**

- 1.1 In March 2015 Cabinet considered a report on the Operation of the Government's Right to Buy (RTB) One for One Replacement Scheme (KD3932). This report outlined various proposals for making use of the RTB One for One funding.
- 1.2 Enfield is a position where it needs to spend £49.6m (because of its HRA debt cap constraint) outside of its HRA between 2017/18 and 2020/21. If it does not, then £14.9m (the 30%) will need to be returned to Central Government (with interest). The Council has the option to increase this spend up to £83m, because, although it can afford to match fund £33m, it has not yet identified specific schemes within the HRA to do so.
- 1.3 This report expands on one of the proposals outlined in the March 2015 Cabinet report designed to prevent repayment of receipts to Central Government, and recommends the setting up of a For Profit Registered Provider. The initial aim of this For Profit Registered Provider will be to purchase completed properties on Council led housing development schemes that it will then retain ownership of and manage with the use of contracted managing agents.
- 1.4 The report recommends that the Council procure an investment partner(s) for the new For Profit Registered Provider. The Council would hold their interest in this new For Profit Registered Provider as an investment in a company that has an objective of investing in affordable housing.
- 1.5 The report recommends that the Council allocates Right to Buy One for One funding as the Council's share of equity in the For Profit Registered Provider.
- 1.6 The report proposes that housing on two schemes currently being brought forward by the Housing Development & Renewal team is acquired by the new For Profit Registered Provider.

2. RECOMMENDATIONS

- 2.1 That Cabinet note that a budget of a maximum £120k is required to engage consultants to assist with the setting up of the new RP Company, seek registration of the new RP Company as a Registered Provider, and to procure an investment partner. This cost will be recouped against future corporation tax liability once the company is set up.
- 2.2 That Cabinet authorises, in principle, the setting up of a new Limited Liability Company with the intention that this new company once formed seeks to become a Registered Provider.
- 2.3 Subject to the consultant's recommendation that Cabinet authorises the Council's Housing Development and Renewal team to undertake a procurement exercise working with the Council's Finance, Resources and Customer Services directorate to procure an investment partner(s), as set out in section 7, for the new RP Company with the intention that the Council will become a non-controlling shareholder in the new RP Company once the investment partner(s) is in place. Once the RP company has been formed the Council will undertake its main liaison role via the Regeneration and Environment Directorate.
- 2.4 That Cabinet authorise, in principle, the allocation of the Right to Buy One for One receipts as the Council's equity share in the new RP Company once that new RP Company has achieved Registered Provider status, and has an investment partner(s) in place.
- 2.5 That Cabinet delegate the selection of the investment partner, and potential other local authority partners (who may bring financial economies of scale or other advantages of joint working) to the Cabinet Members for Housing and Housing Regeneration and Finance and Efficiency in conjunction with the Directors of Regeneration & Environment and Finance, Resources and Customer Services.

3. BACKGROUND

- 3.1 On 25 June 2012, Enfield signed the Government's RTB One for One Replacement Scheme agreement.
- 3.2 The scheme allows Councils to retain an element of the receipts raised from RTB sales to fund replacement affordable rented homes, so long as the funds are spent within a three year time period.
- 3.3 At the time of signing, the Government was in the process of consulting on its "Reinvigoration of the Right to Buy" initiative. Amongst other things, this scheme increased the RTB discount cap from £16,000 (in London) to £75,000.

- 3.4 In the following year the discount cap was increased again from £75,000 to £100,000. Between April 2012 and March 2015 this improved discount encouraged the sale of 335 (56 in 2012/13, 100 in 2013/14 and 179 in 2014/15) Council owned dwellings in Enfield. It should be noted that, in the 3 years prior to the changes i.e. 2009/2010, 2010/2011 and 2011/2012, there were only 27 sales in total.
- 3.5 The current maximum discount is £103,900. Based on these figures and activity so far this year, it is now anticipated that 200 homes will be sold during 2015/16 and 100 in 2016/17.
- 3.6 The Table below shows the total amount of expenditure (ie both within and outside of the HRA) that will need to be incurred by the end of each year between 2015/16 and 2019/20 to meet the requirements of the RTB One for One Replacement Scheme. The monies can be spent earlier but cannot exceed the three-year timescale.

Year	Spend		
	30% Retained Receipts (£000)	70% Match Funding (£000)	TOTAL (£000)
2015/16	2,217	5,173	7,390
2016/17	3,714	8,667	12,381
2017/18	9,190	21,443	30,633
2018/19	10,580	24,687	35,267
2019/20	4,914	11,466	16,380
TOTAL	30,615	71,436	102,051

- 3.7 Projects already happening are utilising the RTB One for One Receipts in the 2015/16 and 2016/17 financial years. However there is no scope within the HRA Business Plan to continue match funding all of the spending of the RTB receipts with effect from 2017/18. Therefore from this point onwards it is assumed that £49.6m will be matched funded outside of the HRA. Consultation with the Council's existing Registered Provider partners working in the borough has revealed that there is also limited scope to spend the money on their schemes..
- 3.8 In order to ensure that the funds are spent on providing additional homes, the Government agreement includes the following rules and restrictions:
- The receipts must be used to provide "Social Rented Housing" and can include units charges at Affordable Rent– which can be either by the Council or by a RP that gives the Council nomination rights, and either by building or acquiring properties
 - RTB receipts can only be spent on additionality, i.e. additional homes, not re-provision of existing homes, or maintaining current stock

- They cannot be spent on a body in which the Council has a controlling interest e.g. in Enfield Innovations Limited. Interest therefore of 50% less one share e.g. in the proposed company.
- They cannot be used to appropriate properties from the General Fund
- They cannot be spent on properties for which the Homes and Communities Agency (HCA) or Greater London Authority (GLA) has provided a grant (either in whole or in part)
- They cannot be used to fund buybacks on current Estate Renewal schemes
- They cannot be used to fund expenditure which will reduce a capital receipt – for example, Legal and Property costs directly attributed to a sale
- They cannot be used in conjunction with other capital receipts – ie sales of land or other property in the HRA, since these receipts should already be used to fund regeneration

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

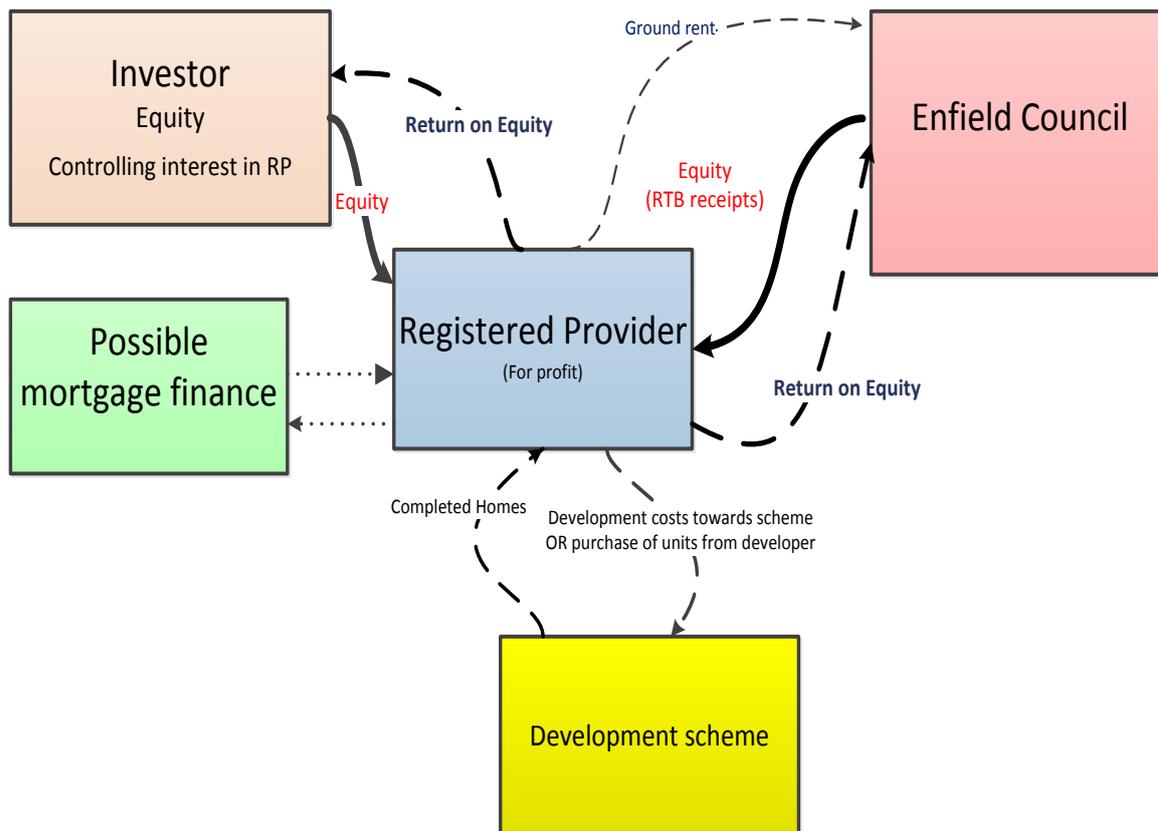
- 3.9 In addition to these restrictions, the Council's HRA is constrained by a debt cap, which it is currently expected to reach in 2020/21. Since plans are already in place to spend and borrow up to this cap, there is no scope to borrow further to match fund the Government's scheme.
- 3.10 On the positive side, however, the new funding arrangements provide an opportunity for the Council to support a range of initiatives including building additional homes and additional storeys, purchasing from a developer and assisting RPs to provide affordable housing.
- 3.11 The March 2015 report included seven proposals that would be investigated further as means of spending the RTB One for One receipts. This report expands on one of those proposals; the Council as an RP partner.
- 3.12 The proposal is to set-up a new Limited Liability company and then seek an investment partner to take a controlling interest in that company. The Council's existing companies, such as Enfield Innovations Limited, cannot be used to bring forward this proposal as they are 100% owned. In order to meet the condition for spending the retained RTB receipts the Council cannot have a controlling interest in the new company.
- 3.13 This proposed new company will facilitate the spending of the RTB receipts while also leveraging new external funding into the borough to purchase or develop property for Enfield residents without having to rely on other existing RPs to carry out this function.

- 3.14 In order to attract external investors it is proposed that a For Profit Registered Provider is set-up. This would take the legal form of a Limited Liability Company with the Council initially as the 100% shareholder. Once set up, the new company would seek registration with the Homes and Communities Agency (HCA) as a Registered Provider.
- 3.15 To be eligible for registration, the new company must be a provider or an intended provider of affordable housing, and be able to satisfy the registration criteria. The registration criteria include satisfying the HCA on governance structure, projected financial performance, financial viability, meeting the rent standard, proposals for tenant engagement, and contractual arrangements for key services.
- 3.16 It is proposed to engage external consultants with experience of setting up Registered Providers to assist the Council with obtaining registration for the new Company.
- 3.17 Soft-market testing has been undertaken with consultants. There are a number of consultants with experience of setting-up For Profit Registered Providers, with large developers and the landed estates being the main clients. The soft-market testing suggests that it would take in the region of 9 months for the new company to achieve Registered Provider status.
- 3.18 Consultants have advised that, in order to achieve Registered Provider status, the new RP Company would need to have a business plan for homes to be purchased. Two projects have been considered to provide the new homes for the initial business plan to accompany the application for registration of the proposed new RP Company. Initial outline financial modelling is shown at paragraph 3.21 below.
- 3.19 In parallel with seeking registration as a Registered Provider it is proposed that the Council would seek an investment partner(s) for the new Company.

Procuring an Investment Partner/s

- 3.20 There is known interest from large pension funds in investing in affordable housing. The proposal is to procure an investment partner in the market. This procurement may attract interest from other types of investor. The pension fund investors are very interested in the proposal, subject to satisfactory legal arrangements being put in place for the operation of the new Company.
- 3.21 The pension fund investors have suggested that the new RP Company would require the following:-

- 3.21.1 Independent board members with the appropriate skills for overseeing the operations of a Registered Provider. This matches with the governance requirements of the HCA for registration of a Registered Provider.
- 3.21.2 A Chief Executive of the Registered Provider who is independent from the Council. Depending on the scale of the Registered Provider this appointment could be on a part-time basis.
- 3.21.3 That the new RP Company is managed separately from Council homes and that they didn't foresee the new RP Company having any more than a minimal number of staff necessary for the financial and strategic operations of the business. It is proposed the housing management function would be outsourced with the new RP Company appointing managing agents.
- 3.21.4 That the new RP Company had a clear exit strategy for the investor. This exit strategy would include a first right of refusal for the other shareholders in the new RP Company to purchase the shareholding of the exiting investor (this may be an option that the Council could not exercise with existing limits on 'control' of the RP). If this first right of refusal was not taken up the investor would seek to sell their shareholding on the open market. The final strand to the exit strategy would be to sell the housing stock to another RP and wind-up the RP Company. It should be noted that it is envisaged that all of the housing stock will be secured as affordable housing under planning agreements and that any change of ownership, if this exit strategy was ever implemented, would not change the affordable housing status of the homes.
- 3.21.5 That the new company consider mortgage funding for part of the 70% match funding that would be required by the new RP Company in order to be able to utilise RTB One for One Receipts. For example the new RP Company could receive RTB Receipts of £3 million, match funding equity from the investment partner of £3.1 million, and mortgage funding of at least £3.9million.
- 3.22 Following procurement of an investor it is envisaged that the structure of the new RP Company would be owned and funded as follows:-



Modelling of the Initial Projects proposed for the new RP Company

- 3.23 Financial modelling for the proposed new Company has initially focussed on 50 new homes being available for purchase from the Council on the development at New Avenue and 70 new homes being available for purchase from the Council on the proposed redevelopment of the site at Raynham Road.
- 3.24 As part of the new development of New Avenue the Council is to receive 140 new homes. At present it is estimated that approximately 90 of these new homes will be required for tenants wishing to remain on the estate and as an alternative option to help rehouse resident leaseholders. The balance of approximately 50 unallocated homes would be available for purchase by the new RP Company and hence allow expenditure of the Council's Right to Buy receipts.
- 3.25 The proposed transaction would be by way of a grant of a 250 year lease of the 50 homes to the new RP Company. Assuming a unit cost of, say, £200k per property, this would be funded by a grant of £3m of RTB One-for-One receipts to the new RP Company, match funding of £3.1m by the investment partner, and a mortgage of £3.9m. The Council would retain nomination rights in perpetuity over the new affordable homes.

- 3.26 The proposed structure would be as shown at para 3.22 above with the Council retaining the freehold interest and granting a 250 year lease to the new RP Company in return for a premium and/or an annual ground rent payment and nomination rights in perpetuity over the new homes at affordable rent levels.
- 3.27 As part of the proposed redevelopment of Raynham Road there are expected to be approximately 70 new homes provided at affordable rent levels. All of these new homes are potentially available for purchase by the new RP Company.
- 3.28 As for the homes at New Avenue the proposed transaction would be by way of a grant of a long-lease of the 70 homes to the new RP Company. Again assuming a unit cost of £200k, this would be funded by a grant of £4.2m of RTB One-for-One receipts to the new RP Company, match funding of £4.4m by the investment partner, and a mortgage of £5.4m. The Council would retain nomination rights in perpetuity over the new affordable homes.
- 3.29 The initial aim of the proposed new RP Company is an investment for the Council that invests in affordable rented homes that are being developed as part of Council led regeneration schemes it is intended to leave the Articles and Memorandum of the new RP Company flexible enough so that there is the possibility that in future the new RP Company could take advantage of the transfer of housing stock, and land for development.
- 3.30 The proposed structure would be the same as shown at 3.22 above with the Council retaining the freehold interest and granting a long-lease to the new RP Company in return for a premium and/or annual ground rent and nomination rights over the new homes at affordable rent levels.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 The Council could decide not to spend the retained RTB receipts already received. However, this would result in having to return the receipts to Government, with a punitive interest rate to the Council of 4% above base rate (calculated from the date of receipt). For every £1m returned the Council would be required to add a further £143k in interest payments.
- 4.2 The Council could choose to withdraw from the RTB One for One scheme now and return all receipts retained with effect from Quarter 3 (December) this year. However, this would mean giving up valuable resources which have been generated from the sale of Enfield's own housing to be used elsewhere in the country.

- 4.3 The Council could attempt to spend all the money on the provision of new Council homes within the HRA. However, based on the current estimate of sales over the next three years, plus the sums already received, this would create a gap of some £35m in the HRA business plan. In addition, the application of this option would have to compete against demands for addressing the repairs backlog, investment in existing stock and repayment of HRA debt.
- 4.4 The Council could enter a joint venture Registered Provider with one or more other Councils. This option is being further considered. Any Registered Provider that had another Council as an RP partner would still need to raise the 70% match funding from an external investor in order to be able to make use of the RTB One for One Receipts. While there may be possible gains from economies of scale for the newly set up Registered Provider, there may be limited advantage in pursuing this option, and pursuing this option could risk delaying the setting up of the Registered Provider and hence the ability to spend the RTB One for One Receipts through this business. If it is considered that the possible economies of scale are likely to have a significant effect on the return to investors, this option can be pursued further.

5. REASONS FOR RECOMMENDATIONS

- 5.1 The Council has signed up to participate in the scheme and is committed to retaining the RTB receipts in order to address the growing demand for affordable rented homes in the borough.
- 5.2 It is clear that the Council will not be able to comply with the scheme and retain the receipts unless it can identify a solution to raise a significant proportion of the 70% match funding required outside of the HRA.
- 5.3 Key advantages to the Council of this proposal
- Expenditure of RTB receipts
 - Development of affordable homes thereby meeting housing needs and meeting housing targets
 - Attraction of new external funding that would not otherwise be available to invest in Enfield
 - Income to the Council via
 - Potential capital receipts and/or
 - Ground rent
 - Dividend payments from the rental payments made to the RP

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

6.1 Financial Implications

- 6.1.1 The current HRA 30-Year Business Plan contains assumptions that a significant amount of Right to Buy One for One Capital Receipts (£14.9m) will be match funded with £34.7m coming from outside of the HRA – i.e. from the proposed new RP Company, meaning that the new company would undertake schemes to the value of £49.6m.
- 6.1.2 This assumption has been made because the 70% match funding requirements cannot be met from within the HRA through the years 2017/18 to 2020/21..
- 6.1.3 A further £9.9m of Right to Buy One for One Capital Receipts is assumed to be 70% match funded from within the HRA at present, giving an additional spend of £33m, but some or all of this could be switched to be delivered through the new company proposed in this report, since it is not yet specifically earmarked to schemes, and may assist in attracting new investors to consider the proposal. External match funding would also alleviate pressure on the HRA.
- 6.1.4 2017/18 is the most financially pressurised for the HRA. Amounts quoted in this report beyond 2018/19 are based on best estimates at present, but subject to change, since they are dependent on numbers of sales, which may vary.
- 6.1.5 The costs of £120k will be required to set up the new RP Company and seek Registered Provider status. These costs will include preparing a business plan, outlining the governance structure for the company to meet the requirements for becoming a Registered Provider and procuring an Investor Partner(s). It is assumed that these will be off set against future tax liability of the company.
- 6.1.6 The company will not incur any purchase costs until it has received Registered Provider status, an investment partner has been procured and a controlling interest is transferred to that investment partner, at which point it will buy the first properties as described in paragraphs 3.13 to 3.32.
- 6.1.7 The sale of Council homes to the new RP Company will generate receipts to the HRA.
- 6.1.8 The equity investment in the new RP Company will, if the company is profitable, generate a return to the Council.
- 6.1.9 It is assumed that, as the Council will not have a controlling interest in the new RP Company, the finances of the company will be reported separately to those of the Council, but this will need verifying.

6.2 Legal Implications

- 6.2.1. This report proposes the setting up of a limited liability company (LLC) which would be capable of being registered as a Registered Provider of Social Housing. The objectives of the social housing regulator are set out in the Housing and Regeneration Act 2008. A Registered Provider will need to comply with regulatory requirements and Codes of Practice.
- 6.2.2 In addition, Section 1 of the Localism Act 2011 gives local authorities a “general power of competence”, meaning that they have the legal capacity to do anything which an individual may do unless prohibited by law. This power may be exercised for the benefit of the local authority, its area or for persons resident or present there and gives the powers to set up the LLC.
- 6.2.3 Section 95 of the Local Government Act 2003 Act allows the Council to do for a commercial purpose anything which it is authorised to do for the purpose of carrying on any of its ordinary functions. This means that the Council can include an element of profit in the charges for its services. The power conferred by section 95 may only be exercised by the Council through a company within the meaning of Part 5 of the Local Government and Housing Act 1989. Part 5 refers to a company limited by shares, a company limited by guarantee, an unlimited company and an industrial provident society.
- 6.2.4 Under sections 1(4) and 4 of the Localism Act 2011, the Council can use its ‘general power of competence’ to do something ‘for a commercial purpose or otherwise for a charge’ so long as it does this through a ‘company’. ‘Company’ is defined as a company under section 1(1) of the Companies Act 2006 or a society registered or deemed to be registered under the Cooperative and Community Benefit Societies and Credit Unions Act 1965.
- 6.2.5 The Council is obliged under section 96 of the 2003 Act and the Local Government (Best Value Authorities)(Power to Trade) (England) Order 2009 to prepare a business plan that accords with the requirements in the 2009 Order being a comprehensive statement as to—
- (a) the objectives of the business,
 - (b) the investment and other resources required to achieve those objectives,
 - (c) any risks the business might face and how significant these risks are, and
 - (d) the expected financial results of the business, together with any other relevant outcomes that the business is expected to achieve.

The decisions being taken under delegated powers would need to take into consideration these obligations

- 6.2.6 Section 111 of the Local Government Act 1972 enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any other of its functions, whether or not involving expenditure, borrowing or lending money, or the acquisition or disposal of any rights or property
- 6.2.7 The LLC must adhere to the general principles and requirements of company law as set out in the Companies Act 2006 and associated legislation. Legal documentation connected with the formation and running of the company should be in a form approved by the Assistant Director of Legal and Governance.
- 6.2.8 It is noted that further legal input will be provided in setting up and implementation of the registered provider. It is also advised that detailed advice is taken to ensure that Enfield can operate the LLC in the manner being proposed before the procurement exercise is embarked on and that any state aid implications in particular are considered and any risk mitigated.
- 6.2.9 Subject to any consent granted by the Secretary of State, Section 24 of the Local Government Act 1988 enables a local housing authority to provide any person with financial assistance, by way of grant or loan, guarantee, indemnity, or if a body corporate the acquisition of share capital for the purposes of, or in connection with, the acquisition, construction, conversion, rehabilitation, improvement, maintenance or management (whether by that person or by another) of any property which is or is intended to be privately let as housing accommodation. Specific consent from the Secretary of State would be required for financial assistance not falling within the general consents under section 25 of the 1988 Act.
- 6.2.10 There is a possibility that legislation may be introduced to give tenants of properties purchased by the RP the right to buy their homes. Any sales would be likely to be at a discount to the market value, as per the right to buy scheme for Council-owned properties.

6.3 Property Implications

- 6.3.1 There are no direct Property Implications arising from the proposal in this report as it is for the setting up of a new entity, the new RP Company. However, it is proposed that the new RP Company will then purchase property from the Council. Those transactions will be subject to separate authority but must follow the requirements for disposal set-out in the Property Procedure Rules.
- 6.3.2 The ability to spend the funds from the RTB One to One scheme on replacement affordable housing will be determined by factors outside the Council's control with punitive interest rates for failure to deliver the required level of spend. These factors include volatility in RTB sales,

the potential lack of supply of suitable schemes and opportunities for investment and time-lag between identification of opportunities and delivery of the units within prescribed timescales.

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

7. NEXT STEPS

- 7.1 A Project Group is set-up to include officers from HDRT, Finance, Legal and Property Services to oversee the implementation of the proposed new RP Company.
- 7.2 The Housing Development and Renewal Team (HDRT) with Legal Services take the lead on instructing external solicitors to set-up the new RP Company.
- 7.3 That HDRT take the lead on procuring consultants to obtain registered provider status for the new RP Company.
- 7.4 That Finance takes the lead on procuring the investment partner for the new RP Company.
- 7.5 Once the company has been set up the main arrangements between the Council and it will be conducted via the Regeneration and Environment Directorate. These arrangements while extensive will include such matters as new developments, lettings, etc.

8. KEY RISKS

- 8.1 If no investment partner for the new RP Company is procured that is acceptable to the Council the Council could then not utilise the RTB receipts as proposed in this report.
- 8.2 The proposal in this report is to set-up a separate entity, the new RP Company that will own new homes. The Council will own a minority shareholding in the new RP Company. It is proposed that the Council disposes of new homes on Council led developments to this new RP Company. The Council will need to have strong agreements in place to ensure that units are delivered and expenditure is achieved within the required timescales, and that an adequate return is received from the new RP Company.
- 8.3 There is a risk that the new RP Company is subject to RTB sales of the new properties that it has purchased. This would be potentially damaging to the new RP Companies business plan as that is based on rental returns. Although the proposed Housing Bill 2015 has now been

published; details of whether the new RP Company would receive back the full asset value of any RTB sale are not clear and will have to await enactment.

- 8.4 The project to set up the new RP Company, to seek registration as a Registered Provider, and to procure an investment partner will need to be adequately resourced to keep delivery on track. Whilst the sums shown include overheads, it is essential that the Council retains current suitably qualified staff to undertake this programme and/or recruits additional resource where appropriate.

9. IMPACT ON COUNCIL PRIORITIES

9.1 Fairness for All

The new Company proposed in this report will help the Council increase investment in the affordable housing stock within the borough. This will more provide more opportunities for people in Enfield to access homes they can afford.

9.2 Growth and Sustainability

Creating and helping promote a new Company that invests in the affordable housing stock will increase the supply of affordable housing and will help enable the Council to discharge its statutory housing responsibility to households that live in the borough.

9.3 Strong Communities

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

10. EQUALITIES IMPACT IMPLICATIONS

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

11. PERFORMANCE MANAGEMENT IMPLICATIONS

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

- 11.2 The delivery of housing within the schemes will be subject to strict performance management to ensure that timelines are adhered to and ability to spend RTB One for One receipts is maximised.

12. HEALTH AND SAFETY IMPLICATIONS

All properties owned and rented by Enfield are subject to rigorous health and safety checks as a matter of course. It is expected that all properties owned by the new RP Company will follow similar standards.

13. PUBLIC HEALTH IMPLICATIONS

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

Background Papers

None

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MUNICIPAL YEAR 2015/16 - REPORT NO. **114**

MEETING TITLE & DATE

Cabinet 18th November 2015

REPORT OF:

Chief Executive and Director of Finance,
Resources & Customer Services

Contact officer and telephone number:
Mark Stone, AD for Transformation & IT
E-mail: mark.stone@enfield.gov.uk
Tel: 020 8379 3908

Agenda - Part: 1	Item: 9
Subject: Enfield 2017 Transformation Programme – A Year On	
Wards: All	
Key Decision No: 4228	
Cabinet Members consulted: Cllr Taylor Cllr Stafford	

1. EXECUTIVE SUMMARY

1.1 On the 17th September 2014 Cabinet set out the vision for the Enfield 2017 (E2017) Transformation Programme along with the Design Principles that have underpinned all subsequent work. In essence, E2017 is intended to improve our focus on outcomes and streamline our operating processes by increasing the council's digital delivery capacity. This will improve the Councils overall focus on the customer and deliver a significant proportion of the required MTFS savings across the council.

1.2 In October 2014 Cabinet endorsed a challenging transformation programme that will fundamentally change the way residents engage with the Council, whilst ensuring that we continue to deliver high quality, low cost services that meet the needs and aspirations of residents and businesses across the Borough.

1.3 As a result of the implementation of new operating models and a range of digital products, we are improving the way we authenticate individual residents, provide information and advice, and manage and use documentary evidence. Put simply, where we collect information, with the customers' consent, we will collect it once and use it many times.

1.4 Since Cabinet approval in October 2014 progress has been good and major elements of the programme, such as the digital platform are nearing completion. As well as being on track to complete the core IT build and integration elements of the programme by March 2016, we have already implemented the majority of delivery hubs, achieving significant savings.

1.5 These hubs include;

- programme and project management,
- IT and digital development,
- data, performance, policy, strategy and engagement,
- finance, and
- business support.

1.6 Staff consultations for Gateway Services and Assessment have been undertaken and recruitment has commenced for these areas. Additionally, the creation of the Procurement and Commissioning hub will be started shortly.

1.7 E2017 will introduce new ways of working, revised information technology and improved staff structures and through various digital platforms will enable the Council to deliver services with reduced levels of staffing resources thus addressing considerable financial constraints (E2017 has a target of delivering £29m savings per annum by 2018/19).

1.8 This report outlines the progress made on the E2017 Programme and the forecast cashable savings with the associated expenditure to deliver the initial digital roadmap. It also outlines the process that will be used in developing the Procurement and Assessment Hub and seeks approval for the award of an interim co-source partner for procurement and commissioning, prior to the completion of a full tender process.

2. RECOMMENDATIONS

That Cabinet note:

2.1 The continued use of the SIAM based contract between the Council and Serco to deliver relevant elements of the E2017 programme, to the extent that these elements fall within the scope of SIAM based IT contract with Serco or a permitted modification of its terms

2.2 The content of this update regarding the Enfield 2017 Transformation Programme

2.3 The in year cashable savings predicted of £9.6m for 2015/16 and that the full year effect of these savings is predicted to be £15.4m from 2016/17

2.4 That the programme is on track to achieve its long term full year effect savings of £29m per annum by the end of the programme, with some reprofiling of these to better reflect part year and full year impacts in 2016/17, 2017/18 and 2018/19.

2.5 The need to ensure that payments to delivery partners involved in release three are proportionate to the effort they expend in its delivery and

reflect the SIAM contracting model and the requirement to ensure all digital products perform as expected

2.6 That the spend this year on the programme and associated staffing is projected to be £13.4m and officers are confident that the programme will be delivered in full within the identified budget of £16m and will deliver its required savings over the lifetime of the programme

2.7 The proposal to award a contract for the interim leadership of a council wide procurement and commissioning function until 31st March 2016 following a mini-tendering exercise across Consultancy One, and delegate this award to the Cabinet Member for Finance and Efficiency and the Director Finance Resources and Customer Services. This contract will be funded via reserves on a 'spend to save' basis and will therefore be awarded only if the tender process identifies net savings for the council.

2.8 That the creation of the Procurement and Commissioning Hub, which is in progress, will be best sustained via a co-sourced partner model and delegate authority to commence the tender process and approve the award of final contract from 1st April 2016 (or as soon as possible thereafter) to the Cabinet Member for Finance and Efficiency and the Director Finance Resources and Customer Services, with any award being subject to a review of delivered savings at 31st March 2017, 31st March 2018 and 31st March 2019.

2.9 That the Director Finance Resources and Customer Services will ensure that any procurement for a co-source partner for Procurement and Commissioning is undertaken in such a way that should LB Waltham Forest wish to join a co-sourced joint procurement arrangement with Enfield they are able to do so, recognising that LB Waltham Forest will need to follow their own governance processes to gain authority to do so.

3. BACKGROUND

3.1 Enfield 2017 Strategy

3.1.1 On the 22nd October 2014 the Cabinet agreed to the following substantive matters:

- Investing £16m with a minimum of £9.7m of this cost being capital funding, to deliver ongoing budget savings of £29m per annum from programme completion.
- Approved the creation of a partnership based delivery arrangement. Under this arrangement those services required to implement the E2017 programme, and which fall within the scope of the existing SIAM based delivery contract with Serco would be delivered under that contract (whether directly by Serco or through Serco sub-contracting these services to third parties). Having taken additional legal advice,

the Council intends continue to implement relevant elements of the E2017 programme using this method.

3.1.2 The Enfield 2017 programme implements a number of business changes which will provide new ways of working based upon the following **Design Principles** approved by Cabinet -

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

3.1.3 One of the main driving factors behind the programme is the desire to deliver the best possible outcomes to local residents and business, another is to address the increasingly difficult financial challenges faced by the council and its partners.

3.2 Medium Term Financial Plan

3.2.1 The Medium Term Financial Plan (MTFP) as presented at February 2015 Council and Cabinet ('Cabinet Report Budget 2015-16') was based on an analysis of the key influences on the Council's financial position and an assessment of the main financial risks.

3.2.2 It is clear from the Chancellor's recent budget statement that real term cuts in local government funding are likely to continue until at least 2020. The Council's medium term financial planning process recognises this and has identified that approximately £70m of additional savings will be needed between 2016/17 and 2019/20 to balance the budget.

3.2.3 This represents a significant challenge given the extent of efficiencies that have already been achieved by the council over the last four years. Despite these substantial cuts in government grants, Enfield remains a successful, high performing Council, continuing to deliver high quality services across the borough, maintaining high levels of customer satisfaction. Enfield 2017 is committed to continue this, and increase the availability of access to services for our most vulnerable residents.

3.3 New Operating Model

3.3.1 The premise of the Enfield 2017 approach and savings profile is based on a business case that has been built on a revised operating model, including a range of hubs, such as;

- Programme and Project Management (non-property related)
- IT and Digital Delivery
- Learning and Development
- Performance
- Data and Reporting
- Policy and Engagement
- Gateway Services (including Customer Services and Libraries)
- Assessment (including council-wide People, Income and Debt, and Financial Assessment)
- Business Support
- Procurement & Commissioning
- Finance (including Exchequer Services)

3.3.2 These hubs will be supported by a revised IT platform that enhances self-service. The operating model also developed the concept of a secure, verified account for both residents and business to reduce the duplication of data provision and double handling required to meet a customer's needs. By focusing on the designing out of what has become known as "the middle office" the model significantly reduces operating costs whilst ensuring that if a customer cannot meet their needs via self-service, they are put in direct contact with the appropriate staff member.

3.3.3 An update on each of these major areas is given below, with an explanation of the progress to date and the cashable savings which have, or are, in the process of being realised.

3.3.4 The operating model agreed in October 2014 seeks to provide a stronger, more unified interaction with customers, so that they experience a more joined-up customer journey. Enfield 2017 will also deliver a more unified approach to customer and community engagement, so that this activity can be better focused than at present and improved targeting of core support services such as HR, Finance and Learning and Development.

3.3.5 As part of this process, Cabinet approved a set of people principles that were developed jointly with the Trade Unions. These principles, coupled with the Enfield 2017 Design Principles are vital to ensuring equality of treatment for all the council's staff. The transparent and consistent approach developed within these principles and applied across the hubs contributes to a stronger customer focus and has helped maintain staff morale through the significant staffing changes that have been made.

3.3.6 The principles ensure that all staff in similar roles from across the council are treated fairly and equitably in any restructure, regardless of their previous department or funding source. This is vital, as not only does it ensure that the council meets its statutory obligations in terms of the equitable treatment and remuneration of staff, but it also ensures that we are able to

meet the commitment made by Cabinet to ensure that from a customer perspective we are as 'joined up' as possible.

3.3.7 This is not only more cost effective for the council; it is beneficial to the customer as they are able to be treated in a holistic fashion, in line with the council's wider duties. This is a very clear and deliberate move away from traditional 'silo' working and mentality to a 'one, council, one team' approach.

The agreed People Principles are:

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

3.4 Programme and Project Management

3.4.1 Programme and Project Management was the first hub to be created. This happened prior to the TUPE transfer of Enfield Homes staff back to the Council and, so as to ensure that we honoured the commitment to treat all staff equally as part of Enfield 2017, whether Enfield Council or Enfield Homes employees, in addition to the staff that were brought together from

across the council, three staff were seconded into this team from Enfield Homes.

3.4.2 These staff became substantive members of the hub at the date of reintegration. This hub is focused on ensuring that the council's major change activities, whether Enfield 2017 or MTFS driven are managed and delivered and that there is a 'single version of the truth' in terms of programme and project management and progress reporting.

3.4.3 This is increasingly important as the council moves to a delivery approach focused on the maximisation of outcomes for residents and business, which invariably requires co-ordination and delivery across traditional management and departmental structures. As we progress this hub will continue to evolve to reflect the anticipated reduction in workload as E2017 becomes embedded across the council.

3.5 IT and Digital Delivery

3.5.1 This hub is a crucial part of the council's commitment to Enfield 2017 and was created by bringing together all IT linked staff directly employed by the council. Creating the single team has not only improved consistency in delivery and provided a clearer focus on the achievement of value from our IT investment, but also addresses previous audit recommendations and identified best practice by ensuring that only staff within the central IT team have systems administration and system level management access to our systems.

3.5.2 The Digital Delivery element of this team is responsible for the overall Enfield 2017 platform and the ongoing technical and content support for a range of core products, ranging from the new website to the main data warehousing capability that underpins PowerBI and the council's developing 'big data' abilities.

3.5.3 Such an approach is essential, as the level of integration between the website and core delivery is such that it has developed into a major line of business system in its own right, rather than simply being a presentation layer. As we progress through 2016/17 this hub will be redesigned to reflect the reduction in platform design and delivery as Enfield 2017 becomes embedded across the council.

3.5.4 Work with colleagues in finance has confirmed that the programme will deliver the expected full year effect savings across the hubs that have been deployed.

3.6 Performance Management, Data & Information Reporting and Strategy, Policy & Community Engagement (PDP)

3.6.1 On the 12th August 2014 the STB confirmed that the council's future Business Intelligence model would be delivered via three hubs that reflect each of the specialisms within the wider area.

3.6.2 The three hubs that work seamless together to create the Business Intelligence function are the Performance and Policy, Research and Community Engagement hubs within the Chief Executives Department and the Data and Information Reporting hub which is based within FRCS to reflect the key synergy this particular hub has with business support and finance.

3.6.3 Three key principles were agreed by STB:

- Ensure the Policy and Strategy approach is focused on the delivery of added value rather than the recycling of national policies and procedures and the writing of policy for policy's sake.
- That the Data and Reporting hub would work to deliver significant automation of Key Performance Indicators (KPI) and Management Information (MI). And that the package used to achieve this should support the 'big data' agenda and in the medium term allow managers to receive this information via customisable dashboards direct to their workstation, in an expansion of the original aims of Enfield 2017.
- That the long term aim of the council's approach to data would not only be focused on performance monitoring and management, but on enhanced predictive analysis to improve outcomes for residents.

An initial staffing cohort of ninety six staff plus a number of agency posts were identified as in scope.

3.6.4 The combined staffing structure of the new hubs is 42 FTE, with an additional 8 temporary posts for the first year to assist with statutory reporting as the electronic reports are developed. The new hubs went live in July 2015, with excellent performance thus far, delivering a full year effect saving of £1.6m.

3.6.5 Working closely with our delivery partners, the Enfield 2017 Programme has made significant progress in developing a council wide platform for reporting and performance management. This is being developed within a Microsoft product known as PowerBI, which is able to utilise data held within a specific data warehouse from the wide range of systems used across the council, as well as from national data sets.

3.6.6 At present, this process is generating the statutory returns and performance data for both adult and children's' services and will continue to be developed over the coming months to encompass the reporting and analytical needs of the wider council.

3.7 Business Support

3.7.1 The Business Support Hub was created by the bringing together of support staff from all areas of the council to enhance visibility and improve the management of resources. In addition to financial savings, the new hub will deliver non cashable benefits such as:

- Consolidating and bringing similar teams together from all areas of the council.
- A reduction in layers of management.
- Increasing productivity and output by ensuring staff can be moved from task to task to match variation in demand.
- Delivering grade consistency and fairness for all staff.
- Providing an enhanced career pathway and allowing a more focused approach to learning and development.

3.7.2 The new service was introduced on the 19th October 2015 and has achieved the following:

- An integrated management structure that is complimentary to other hubs.
- A new staffing structure with greater transparency of roles.
- A reduction in the overall staffing number.
- New ways of working with the flexibility to match resource to demand across the council.
- New service menus in place.
- The Business Support Hub has automated workflows and Standard Operating Procedures (SOP).
- Full year effect savings in excess of £4.m per annum.

3.7.3 The new structure provides a range of support for all departments, firstly by providing a generic service menu offering that covers predictable activity such as, non-bulk photocopying, stationery management, receptionists, booking of statutory meetings etc.

3.7.4 Service specific support will be provided via a service orientated menu developed for each department, which has a strong focus on supporting operational service delivery accessible via an online hub will also provide the relevant management information (MI) required determining the effectiveness and quality of delivery.

3.7.5 Within the Business Support hub there is Productivity and Development Team which will ensure continuous improvement. This team has a specific remit to work with the E2017 programme to remove any remaining inefficient processes; papers based transactions, unnecessary and repetitive manual tasks and assist others to move to self-serve.

3.7.6 Multiple consultation engagements have been carried out with relevant Union representatives, affected staff, Directors, Assistant Directors and Heads of Service in order to outline the driving principles of the transformation, highlight the cashable and non-cashable benefits, manage concerns and issues together with outlining our proposed methodology to capture the planning data required to design the new service.

3.7.7 As the hub went live, we also introduced a specific IT component that not only includes electronic service menus and the ability for staff across the council to request support or services but also allows team leaders to view

and allocate tasks to individuals. This product will be developed further over time to ensure that the technological support for the new hub continues to evolve in a way that is supportive of the future needs of the council.

3.8 Finance

3.8.1 The changes to the finance structure will deliver a high performing, consistently focused and responsive finance team, better able to support and enable the changing nature of the council at a lower cost. The structure was developed in line with the Enfield 2017 principles and its implementation was brought forward to align with the Business Support changes, and deliver earlier savings.

3.8.2 Key aims for this hub are:

- Develop and support staff to move away from manual financial reporting and ensure a commercial risk based approach to delivering added value to the council, focused on providing high quality financial management and professional advice.
- Delivery of a 'digital' approach to basic information provision where electronic presentation is an essential element of this.

3.8.3 To achieve this, the redesigned structure and operational support processes enable a consolidated hub that is principally focussed on:

- Financial Management (i.e. the corporate finance function)
- Financial Activity (budget and payments monitoring, planning and analysis)
- Specialist financial support for projects and capital schemes
- 'Exchequer' activity' (raising significant numbers of purchase orders, invoices etc)
- Pension Investment Management

3.8.4 The new finance hub went live on 19th October 2015, and will deliver a 40% reduction in cost for this area, generating a full year effect saving in excess of £1.5m. The second phase of the finance hub will be the reconfiguration of the Exchequer function, which is expected to come into effect from 1st April 2016.

3.8.5 As with the wider finance reconfiguration, this will achieve a 40% saving. Examples of efficiencies that will be realised from this area include:

- Improved automation of finance transactions
- Utilisation of the new 'single view of debt' for the Council. This is currently operating in a test configuration across all debt on the Northgate system and will be incrementally expanded over the next four months.

- Ensuring that the council only trades, contracts and purchases electronically.
- The taking of payment for services electronically from October 2016, linking these direct to the customer request when this is made on the new website to avoid the need to raise debt. This has the aim of reducing the raising of debt (and therefore the processing of debt) and the handling of cash and cheques. Timely payment and the non-creation of debt is also important from a customer perspective as an aid to accurate personal budgeting.

3.8.6 In addition to the changes to payments introduced by the new web processes, and the single view of debt roll out, this hub will be impacted by the programme of activity that will be delivered by what is known as 'Single View of the Employee'.

3.8.7 This activity is scheduled for completion by 31st July 2016 (subject to the tender process for any commercial components) and will, for the first time, link the councils recruitment (including security clearances), talent management, equipment provision and access rights (such as IT hardware and access to systems) with the council's finance and budgeting structures.

3.8.8 By doing so, the council will deliver significant savings across the recruitment, selection and development components of its workforce management, but also streamline the support services required from IT and Finance and allow a reduction in headcount with HR Services.

3.9 Gateway Services

3.9.1 All staff within this new service area have now been advised of their inclusion within the hub and it includes staff from a range of previous service areas – from Customer Services (including Council Housing Customer Services), Libraries, Council Housing and officers who deal with Complaints, Freedom of Information (FOI) requests, Members Enquiries and Subject Access.

3.9.2 Throughout August 2015 the Heads of Service and Assistant Director produced a draft structure for Gateway Services, which was discussed with the Trade Union and formally consulted on with affected staff from mid-September to mid-October. Following this staff consultation period the structure and job roles were finalised and applications sought from staff in late October and early November, with interviews scheduled to be held in November.

3.9.3 The new structure for Gateway Services will be in place at the end of December 2015. The new service will ensure we continue to deliver the widest range of access options possible, including face to face, whilst delivering over £3m in full year effect savings and modernising our approach to access by ensuring that those customers who require assistance follow the same business process and technology pathways as those who access directly.

3.9.4 Alongside the staffing reorganisation, new technology has continued to be developed. The first public elements of the new website and Customer Relationship Management (CRM) system launch during October 2015, and a staff training plan has been developed to support this.

3.9.5 This system will also enable complaints, FOIs and Member Enquiries to be reported more easily via the website and automatically logged in the CRM system, both improving our performance and reducing our costs. The new system, built on the Microsoft Dynamics platform, will allow staff to log, monitor and allocate complaints and FOIs, as well as providing enhanced business analytics on the underlying reasons for our Complaints and FOIs, so that we can ensure they are addressed via other means wherever possible.

3.9.6 Gateway Services will also have access to an enhanced feature known as 'single view of the customer'. This IT tool will use a presentation layer to allow staff within Gateway Services to identify the range of systems and services that a customer receives from the council, even when the customer does not have a verified customer account. This will ensure that a customer can be routed direct to the most relevant individual to meet their needs and significantly reduce the likelihood that a customer's request has been misunderstood due to a Gateway member of staff being unaware of the complete picture.

3.9.7 Delivery of the Council's Library Redevelopment Plan is being implemented as part of creating this hub, including the creation of automated library provision.

3.10 Assessment Hub

3.10.1 This diverse hub will undertake and consolidate assessment activity pertaining to the following three thematic areas:

- Income and debt collection (e.g. tenant arrears, benefits overpayments).
- Financial Assessment (e.g. benefits, welfare advice and support).
- People Assessment (e.g. social care).

3.10.2 The range of staff who will be part of this new delivery hub were confirmed by STB in August 2015. As an indication of the breadth of this hub, the following functions were confirmed as being within the Assessment Hub:

- Council Housing Income Collection and Tenant Arrears Teams.
- Community Housing Income Recovery Teams.
- Collection Services (Business Rates/Council Tax).
- Benefit overpayments recovery.
- Benefits Assessment Teams (incl. visiting officers).
- Adult Social Care Income Assessments.
- Welfare and Benefits Advice (Schools and Children's, Welfare Advice and Support Hub, and Housing).

- Concessionary Travel Team.
- Grants Team (Disabilities Facilities Grant).
- Housing Options and Advice Service (allocations, medical, homelessness assessment).
- Pupil Benefit Team.
- HHASC Access Services.
- Homelessness and Immigration Services.

3.10.3 At the end of August 2015 all staff within the identified affected population transferred to the day to day line management of the Assistant Director for Assessment and an interim management team was created to oversee operations within the hub. In September 2015 the recruitment of the Heads of Service took place from within the agreed ring-fenced population and the successful candidates contributed to the finalisation of the proposed structure. Formal staff consultation commenced in October. Recruitment and selection will take place in November and December, with the new structure operational from mid-January 2016.

3.10.3 To reflect the different statutory basis of the services within the Assessment Hub, the AD for Assessment will be line managed by the Director of FRCS, but will be under the strategic direction of the relevant statutory director when undertaking any activity that is specifically linked to either adults or children's services statutory functions.

3.10.3 The creation of the hub will deliver initial full year effect savings in excess of £3.6million. A significant component of the realisation of these savings is enabled by the council's new financial assessment IT product which includes direct posting of information to our legacy systems and significantly increased automation of decision making and change in circumstance adjustments.

3.10.4 The Council has been able to incorporate products such as the 'Entitled To' calculation tool used by the Department of Work & Pensions (DWP) into the new E2017 product and will also utilise the electronic DWP benefit capture and submission system developed by Kirklees Council.

3.10.5 This has recently been endorsed by the DWP for direct electronic submission of national benefit claims, and means that as well as directly posting information and details to the Enfield Council product the same data and verification can be used to submit electronic claims for national benefits.

3.10.6 This approach increases speed of resolution for the customer and significantly reduces the level of manual intervention required by officers. Additionally, it will result in over 163,000 automated transactions per year being undertaken within the council's areas of responsibility. This electronic based approach, coupled with revised business processes designed to maximise the use of the IT systems will also make the transition to the introduction of Universal Credit significantly smoother for both customers and staff.

3.11 Reintegration of Enfield Homes

3.11.1 On 1st April 2015 Enfield Homes was successfully reintegrated back into the Council. A Transfer of Undertakings of Protective Employment (TUPE) took place for approximately 300 staff following extensive consultation.

3.11.2 The Council Housing function now forms part of Regeneration and Environment. As previously agreed with Cabinet, the Enfield Homes Board and the Trade Unions, all former Enfield Homes staff are included within the appropriate E2017 hubs as they are developed. This ensures we are able to deliver on the Cabinet commitment to treat all staff across the council equally and for this to be based on the role they perform, rather than being selective based on the area in which they work.

3.11.3 Following receipt of the final Enfield Homes accounts from the independent auditors, these will be submitted to Companies House and Enfield Homes will then be dissolved as a legal entity.

3.12 IT Enablers

3.12.1 The original digital build programme envisaged to support E2017 was expected to span 7 Releases over a 22 month period (almost 3 months per Release), using the internationally recognised development approach known as “Agile Methodology”. A key feature an agile approach is that the order and make up of releases almost always evolves and changes to maximise value and rapid delivery of the final solution, rather than following a fixed linear timeline.

3.12.2 In order to deliver the maximum customer benefit, in the shortest period of time, development of the E2017 Digital platform has been compressed into three major releases, supplemented one minor release, with products and enhancements thereafter incrementally brought online as part of business as usual.

3.12.3 Within these three releases, the digital build programme is further split in to two distinct components, in both instances creating a new customer platform. One for the external customer (residents, businesses, 3rd party professionals, site visitors) which provides services via the Council’s internet (web) presence (www.enfield.gov.uk), the other to its staff for internal support provision which will provide a new look intranet and an end to end recruitment and talent management solution focused on the councils future needs.

3.12.4 As outlined below, significant progress has been made across the major IT areas, and finance have confirmed that the planned headcount reductions in the hubs have been met, or will be met by the planned go live dates, ensuring the expected full year effect is delivered in 2016/17. The programme is now at the stage where, in addition to the need for future development to remain responsive and iterative, the final group of the initially

identified E2017 IT products needs to be planned and delivered to a specific timetable to enable the planned reconfigurations.

3.12.5 The Cabinet approved use of the council's SIAM based contracting model has proven to be successful and allowed the council to deliver the required functionality to the timescales agreed by STB. User acceptance testing has been positive and public feedback on the new website and functionality, both in test and live environments has been positive.

3.12.6 As the council moves forward with the delivery of the third major release, we are increasingly needing to work with an ever wider range of suppliers, as there is a greater level of integration with existing line of business applications (for example, OLM, the providers of CareFIRST our adult social care system, Northgate Systems who provide our Housing system and Civica, who provide our Revenues and Benefits system).

3.12.7 This work is primarily targeted around the customer and business account development (as well as the creation of a landlord account) and the integration of financial assessment and benefits automation functionality specifically to support the assessment hub go live in January, where the base level functionality is already complete. Consequently, the council will continue to utilise the existing Serco SIAM contract model, in relation to those services which fall under the scope of the procurement of that contract or a permitted variation to it (in line with Counsels opinion) to ensure that individual partners are re-numerated in proportion to their effort.

3.12.8 As part of this, final payments to Serco for the digital elements of the programme will continue to be made only when that element has been through user acceptance testing and has been proven to deliver the functionality required by the council and the council is satisfied that the element performs as specified and required.

3.13 Website and CRM

3.13.1 The Council has significantly invested in Microsoft technology over many years. In doing so it has created a highly cost effective platform for the E2017 Programme. Continuing this approach, the new CRM will be within the Microsoft Dynamics package creating a common platform for ongoing support and maintenance and future enhancement.

3.13.2 The Council's website has undergone a complete transformation in order to more effectively support customers and staff alike. Within this we have created the underpinning technology foundations for the programme, from basic web reporting through to direct work allocation for field operatives.

3.13.3 The new website design is based directly on customer feedback gathered through a rigorous engagement programme. It is fully accessible and, for example, banner advertising is not used on any content page, as feedback indicates this can make websites challenging for those with sight impairment.

3.13.4 Aggregated customer feedback was clear that a less cluttered and more instinctively navigated site was required. The new site is therefore includes the following features in response to this:

- Prominent Search Bar; provides visitors to the site with a filter as you type based search function to improve accuracy and search times.
- Frequent Tasks are prominently displayed; these are the most popular online transactional services and change in a responsive manner based on actual visitor volume.
- Services; Council service specific information that will all change based on visitor volume.
- A 'My Area' section to view information, content, map overlays pertinent to the area being searched (for example, their home address).
- News & Events; a carousel that promotes and provides link to local matters of interest.

3.13.5 The site has been built with a mobile first design so that it can also be used by customers on mobile phones, providing greater digital inclusion and opening up another channel that historically has been limited. Moreover, this negates the need for a specific mobile application to be developed and maintained, further reducing cost and increasing value for money.

3.13.6 Working with services, our online transactional services have been re-written and the content that supports them refocused on the customer. To ensure that products are fit for purpose, a continuous customer engagement programme has been running on a weekly basis, with volunteers from varying forums, such as Youth parliament, Over 50's forum, Disability Action Group, as well as service specific sign off for dedicated functionality . These groups have been using the site in a secure environment and testing the enhanced transactional services. Their feedback has been invaluable as it has allowed refinements to be made in the build process, thus increasing the usability of the site and its services before it even went live.

3.13.7 A key component of the new platform is the customer account. Services and functionality will be incrementally added to the account over the period to 31st March 2016. Shortly after launch all customers who engage with us via the website (even if with assistance) will be prompted to sign up for a secure account, allowing them to have a 'single view' of their activity with the council – including the status of any requests that they have made, viewing their council tax account and submitting evidence in support of a benefit claim.

3.13.8 The first release of the new website for general public use was in early October and focused on 153 different service 'report it's' (such as Graffiti removal). Phase two of the web deployment expanded the functionality to allow 'request it' and 'pay for it' functionality.

3.13.9 The website will continue to be enhanced through to the end of the calendar year, with services such as 'WebChat' being introduced alongside the Gateway services restructure in late December.

3.14 Education and Health Care Plan

3.14.1 In response to the national requirements to develop an integrated Education, Health Care Plan (EHCP) the council has been able to develop this as part of the E2017 platform. This is an example of where, by using the agile approach, we have been able to flex the development of the new platform to accommodate a new request, delivering additional functionality without increasing overall costs.

3.14.2 An EHCP is written in partnership with professionals, parents and their child and describes the additional specialist support the child requires in order to meet their outcomes. This is a complex process with multiple contributors who all require the ability to log on to an integrated secure portal. Our EHCP product is nearing completion, and is currently being tested with a volunteer family and school, as well as our service teams and we aim to fully deploy this by the end of November.

3.15 Staff Intranet

3.15.1 We have continued to build on our Microsoft investment, and in order to support the new organisation a new staff 'portal' will be launched before Christmas. The new employee platform will create a workspace that staff can actively use on a daily basis. The new employee platform will replace the existing Intranet and significantly increase the degree of self-service available to staff on an automated basis.

3.15.2 When fully deployed, the employee portal will:

- Provide the front end to a workflow and case management system, surfacing forms to allow employees to request services across business support, HR and Finance
- Host existing staff corporate applications like MI Portal
- Provide a quicker and more direct route into the SharePoint DMS

3.15.3 As part of developing the employee platform and linked to the go live of the Business Support hub on October 19th internal service menus have been deployed so that staff can request services from this team new team. Over the next six months, work will focus on the provision of enhanced online functionality for areas such as Human Resources, Procurement & Commissioning, Legal, and Facilities Management.

3.16 Development Between now and 31st March 2016

3.16.1 Across the period from now to the end of the financial year, customer focused developments will include Social Media Listening; the ability to listen to all social media channels where the Council is mentioned as well as intervene where necessary. This allows us to perform the role of the virtual customer service agent. In future we will be able to take repeated issues and automate responses, or turn them in to a transaction for staff to act upon.

3.16.2 The creation of a Virtual Community offer – using our technology to provide customers with the ability to seek support from forums that they may not otherwise have access to or new existed and promote social inclusion.

3.16.3 We are progressing discussion with a range of Health partners with the aim of ensuring that the Council's customer record can be integrated with NHS Patient records in the future, subject to customer consent. This work involves a partnership between the Council, Microsoft, Enfield Clinical Commissioning Group (CCG) and a range of Health Agencies.

3.16.4 As outlined in the October 2014 Cabinet Report, the Council is continuing to build a platform that can be turned in to a commercial offer. The council retains all Intellectual Property rights on elements that have been developed and specifically coded for E2017, and where we are utilising a 3rd party component, is negotiating appropriate reseller agreements as part of the process. To be fully commercialised, some elements of the product may require some additional coding to ensure they can be replicated across different environments and users, a process that is often referred to as 'hardening'.

3.16.5 The E2017 Programme Team will shortly commence the process to create the Procurement and Commissioning hub in line with the E2017 principles. This hub will comprise staff from across the council and will be responsible for all procurement and commissioning activity across the council, including the delivery of a market management function that ensures that the councils future needs across a range of services such as Temporary Accommodation and Domiciliary Care can be delivered in a sustainable manner.

3.16.6 The process that will be followed in creating this hub will be identical to the other hubs, and will start by the transfer of staff from across the council who work in these areas transferring to a single team, following agreement of the identified population by departmental management teams.

3.16.7 The council is currently working with Ernst Young to identify and target the delivery of in year savings across all areas of procurement and commissioning, building on their successful work delivered as part of the Adult Social Care Efficiency Programme.

3.16.8 However, STB has identified that it would be beneficial for all procurement and commissioning staff from across the council to have worked alongside a delivery partner and to have benefited from the associated skills

transfer within such an arrangement, before any recruitment and selection process to posts within the new hub is undertaken.

3.16.9 Consequently, a mini-tender has been undertaken via Consultancy One to secure an interim co-source partner for the design, development and identification and delivery of in year savings across Procurement and Commissioning. The appointed partner will undertake the leadership and day to day management of the Procurement and Commissioning hub, with that partner reporting directly to the Director FRCS. As part of their role, the partner will be tasked with identifying and delivering in years savings from across the councils existing procurement and commissioning spend.

3.16.10 The cost of the contract award for a procurement and commission partner for the period to 31st March 2016 will be funded from reserves on a 'spend to save' basis where initial saving identified and achieved via this contract will be used to make a contribution to reserves equivalent to the cost of the contract.

3.16.11 Alongside this initial work, STB have confirmed that they believe the most cost efficient and effective long term delivery model for the procurement and commissioning hub will be achieved via a co-sourced delivery model. This will blend the skills and knowledge of the private sector with the ability, commitment and capacity of staff from across the council. This approach, complete with a strong commitment to knowledge and skills transfer, has already been successfully deployed across Internal Audit and Property Services. To secure such an arrangement for the Procurement and Commissioning Hub a full tender process will be required.

3.16.12 To ensure that there is complete transparency within the procurement process all activity related to the tender and award process will be led by the Director FRCS with all staff undertaking activity relating to the tender or award process will be under his specific direction when doing so rather than that of the interim procurement and commissioning partner. All staff involved in this process will be asked to sign a non-disclosure agreement which will also confirm that their normal line management arrangements have been varied for this specific piece of work.

3.16.13 The proposals relating to the development of a co-sourced model of procurement will have an impact on the council's current joint procurement and commissioning approach with Waltham Forest (although it should be noted that the majority of Enfield Council staff involved in procurement and commissioning currently sit outside of this arrangement) and during the period of the interim arrangement, the Director FRCS will continue to lead engagement with Waltham Forest to confirm the extent to which they may, or may not, wish to formally engage with the future co-sourced arrangement.

3.16.14 The exact structure of the long term co-sourced leadership arrangement is therefore not yet determined. Consequently, the final specification of the tender will be approved by STB in December, after

consideration of a report from the Director FRCS on the position of Waltham Forest in relation to their desire to be part of this arrangement, or otherwise.

3.16.15 The tender award will run from 1st April 2016 (or as soon as practicable thereafter) for a minimum of three years, with the option to extend for a further two years. The contract will however be subject to a review on 31st March 2017, 31st March 2018 and 31st March 2019 to ensure that delivered savings have exceeded the costs associated with the delivery of the tendered service. Should the agreed savings be achieved, then the contract will automatically continue, but should they not be delivered, the council will enter into a renegotiation which could result in the contract being terminated without further monies becoming due.

3.17 Governance

3.17.1 Throughout the course of the E2017 programme the Council has, and will continue to, work with multiple delivery partners. The programme is accountable to the STB for strategic decisions, oversight and benefits realisation, with day to day delivery falling to the E2017 Programme Team supported by the council's Programme Management Office.

3.18 Trade Union engagement

3.18.1 The Assistant Director for Transformation and the Assistant Director for Human Resources regularly meet with trade unions on a fortnightly basis and ensure they remain consulted and informed throughout the development and deployment of various aspects of the programme.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 The programme has been delivered as per its Cabinet approvals and is on track to achieve its planned savings over the life time of the programme. It will do so within the overall financial cost envelope approved by Cabinet.

4.2 The decision to proceed to a co-sourced model of procurement and commissioning is a logical extension of the savings work already undertaken within E2017. Officers have considered developing a service without the leadership of a delivery partner, but this would not address the need for additional innovation and breadth of experience that is now required in this area to drive out further savings and opportunities for multi-partner working.

5. REASONS FOR RECOMMENDATIONS

5.1 The recommendations within this report update Cabinet on the progress of E2017, confirm that it will be delivered within its approved cost envelope and that over the life time of the programme, its planned savings will be delivered or exceeded.

5.2 Additionally, the recommendations reflect the work being done to create a co-sourced model for the delivery of Procurement and

Commissioning to maximise the knowledge and skills available to the council to drive further savings from this area and seek Cabinet approval to delegate award of a contract for this to the relevant member and officer.

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

6.1 Financial Implications

6.1.1 Enfield 2017 is on target to deliver a full year effect saving of £15.4m from its activity in 2015/16. Due to the undertaking of extensive public and staff consultation and the need to ensure that the phasing of revised structure implementation did not impact on service delivery, in year savings will £9.6m against a target of £15.1m. Officers continue to work to identify opportunities to increase in year savings and this will be reported as part of the council's regular budget monitoring process.

6.1.2 This is reflected within the current budget monitoring and has allowed the council to broaden E2017 programme engagement across a wider cohort of staff and customers and embed the E2017 principles more fully into the organisation, thus de-risking long term savings delivery.

6.1.3 The cost of the implementation of E2017 and the delivery of digitalised services will not exceed the £16m agreed by Cabinet in October 2014. To support the early delivery of the technology platform, this spend has been profiled over 2015-16 and 2016-17.

6.1.4 Future year savings for 2016-2019 will be delivered based on the current plans for the next stages of digitalisation and resource review. The profile of these in year savings is planned as follows:

Year	2015/16	2016/17	2017/18	2018/19	Total
Target	£15.1m	£3.5m	£4.5m	£6.0m	£29.1m

6.1.5 This reflects that staff reductions in future years will also be phased over the entire year to minimise any disruption to service delivery. Planning for the delivery of these savings is complete and will be reviewed by STB prior to implementation.

6.1.6 The cost of the contract award for a procurement and commission partner for the period to 31st March 2016 will be funded from reserves on a 'spend to save' basis where initial saving identified and achieved via this contract will be used to make a contribution to reserves equivalent to the cost of the contract period.

6.2 Legal Implications

6.2.1 As per October 2014 Cabinet decision all legal agreements including any partnership agreements will need to be in a form approved by the Assistant Director of Legal and Governance.

6.2.2 In accordance with the Council's Constitution and, in particular, the Contract Procurement Rules, the Council is permitted to utilise existing contracts without the need for further procurement in appropriate circumstances.

6.2.3 Any relevant legal agreements required as part of E2017 shall be in a form approved by the Assistant Director of Legal and Governance.

6.2.4 As noted in the 2014 Cabinet report, the council is currently in contract with Serco. To the extent that a particular requirement falls within the scope of the procurement of that contract, or forms a permitted modification to it, the Council may use the arrangement with Serco to enable delivery of the programme without further procurement. The relevant officer should approve each such use of the contract with Serco to ensure that it: (1) Falls within the scope of the original procurement and is in accordance with the terms of the Serco contract (including, in particular the User Catalogue and Core Services under Schedule three, part 13); or (2) constitutes only that degree of modification permitted by the Public Contract Regulations 2015, taking advice from relevant officers as appropriate.

6.2.5 Where Serco is to perform services, which meet the requirements set out under paragraph 6.2.4 these services may be performed either directly by Serco or through a sub-contract entered into by Serco. Where any sub-contracting arrangements are proposed to be entered into by Serco in order to support their delivery of services to the Council Serco will, under the terms of the SIAM contract remain responsible for the performance of the sub-contracted third party. However, in order to ensure that the sub-contracting arrangement are appropriate from the Council's perspective, any such sub-contract will require the specific approval of the Council, in line with the terms and conditions of the existing contract between Serco and the Council.

6.2.6 Where a service required by the Council does not meet the requirements described at 6.2.4 above, a fresh procurement will be undertaken, unless: (1) a direct award in relation to the required services is permitted by the Councils constitution (in particular the Contract Procedure Rules) and the Public Contract Regulations 2015; or (2) an existing framework agreement is available for the Council to lawfully use, and the relevant officer considers the available framework to be a suitable route through which to delivered the required services.

7. KEY RISKS

7.1 The key risks to the programme are:

- That savings may not be achieved – this is mitigated by robust financial modelling and regular reporting.
- That the IT may not work in the way planned – IT delivery is carefully monitored and has significantly exceeded expectation in terms of pace, whilst more than meeting our functionality requirements. The same

robust approach to delivery will be maintained for the remainder of the build and contracting will remain within the councils SIAM based approach via Serco.

- The councils partnership operating environment may change – The E2017 programme has been designed to remain flexible and allow the council to work with a wide range of partners, notably from within the Health and Local Government areas, but also with private sector IT delivery partners.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

8.1.1 By developing access channels and services that are fit for purpose now and into the future, Enfield 2017 will ensure that our customers and residents can access all the services and support they require, as and when they need it and in a manner that suits them. The IT developed to support and enable Enfield 2017 will allow the council to increase its proactive analysis and support it identifying those who would most benefit from contact by the council or its partners before they reach a point of crisis. This has long been a goal of many services, notably Public Health, and Enfield 2017 will be at the forefront of developing and deploying this approach within local government.

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

8.2 Growth and Sustainability

8.2.1 Increased use of digital channels and more rapid outcome delivery for customers will reduce the cost and carbon footprint of customer access. Making it easier for customers to access services in this way will reduce the need for them to visit local offices and this will, in turn, reduce the Council's own omissions.

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

8.2.3 Our focus will remain on working with communities and not doing it for them; this will empower and enable services and provision to be delivered in a more organic and local way. This will enhance the resilience and sustainability of our communities and free council resources for a wider range of proactive activity.

8.3 Strong communities

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

9. EQUALITIES IMPACT IMPLICATIONS

9.1 The scope and scale of the transformation proposed will result in major changes to our organisation, staff, working practices, services to customers, and the manner in which they engage with us. Rigorous equalities assessment and monitoring takes place within the programme on a work-stream by work-stream basis.

9.2 In all areas of delivery, detailed equalities planning for both staff and customers is developed, and reviewed.

9.3 All areas of current activity have been assessed under our equality impact assessment model.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 STB remains the lead forum for the performance management of Enfield 2017 on a day to day basis, overseen by the Enfield 2017 Board, which include the Leader of Council and Cabinet Member for Finance and Efficiency. In addition, all new hubs are developing appropriate performance management frameworks so that we can demonstrate the current and future customer requirements are being met.

10.2 Programme Management of the programme is supported by the use of Verto, the councils standard product and the programme utilises the MSP programme management methodology overall, with Agile used in relation to the Digital Platform elements.

11. HEALTH AND SAFETY IMPLICATIONS

11.1 We need to be mindful of the potential of health and wellbeing issues that may arise as the restructure of the Council takes place.

11.2 Human Resources will be working closely with Occupational Health Services to ensure that the employee assistance programme is available and accessed if appropriate.

12. HUMAN RESOURCES IMPLICATIONS

12.1 Throughout the transformation process the Enfield 2017 People Principles have been followed along with Council policies. Both trade unions and staff have been fully consulted and given the opportunity to provide feedback on the proposed changes. Predictive Equality Impact Assessments were prepared in advance of the transformation and have been reviewed at various stages of the process.

12.2 The creation of five hubs has been completed within the current financial year Performance, Data and Reporting, Policy and Engagement, Business Support and Finance.

12.3 In relation to the five hubs only 12.7% of employees who have exited the Council (or have a planned exit date) are due to compulsory redundancy. The remainder has been achieved through voluntary arrangements and a significant reduction in the use of agency workers

13 PUBLIC HEALTH IMPLICATIONS

13.1 Enfield 2017 is unlikely have a major impact on health in either a positive or negative way. However, the council provides many services which tackle the broader determinants of health, and Enfield 2017 allows the council to maximise the efficiency with which these are delivered. Enfield 2017 does provide the opportunity to tackle digital exclusion

Background Papers

None

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THE CABINET

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

MUNICIPAL YEAR 2015/2016

DECEMBER 2015

- 1. Quarterly Corporate Performance Report** Rob Leak

This will present the latest quarterly report on the Corporate Performance Scorecard. **(Key decision – reference number 4144)**
- 2. Revenue Monitoring Report: October 2015 and Budget Update 2016/17** James Rolfe

This will provide the latest revenue monitoring position as at 31 October 2015 for the Council as a whole and provide a budget update 2016/17. **(Key decision – reference number 4151)**
- 3. Capital Monitoring Report: September 2015** James Rolfe

This will summarise the capital monitoring position of the Council as at 30 September 2015. **(Key decision – reference number 4154)**
- 4. Scrutiny Workstreams Final Reports** James Rolfe

This will provide a report from Scrutiny on its workstreams. (Non key)
- 5. Setting Up the Council's Trading Company** Ray James

This proposes the establishment of a Local Authority Trading Company. **(Key decision – reference number 4194)**
- 6. Unecol House Project** James Rolfe

This will seek approval to progress the Unecol House project. **(Key decision – reference number tbc)**
- 7. Upton Road and Raynham Road Redevelopment Scheme** Ian Davis

This report will seek approval in principle for a proposed redevelopment scheme which can provide a significant number of new homes, public realm enhancement and new facilities, as well as approval of draft heads of terms with a Registered Provider partner. **(Key decision – reference number 4119)**

8. **Residential Properties in Parks Portfolio** James Rolfe

This sets out the current position in respect of 39 residential properties within parks and street properties owned by the Council. **(Key decision – reference number 4084)**

9. **Adult Social Care Transport Policy** Ray James

This will outline the proposed changes to the way in which Enfield Council assesses for and provides transport services within Adult Social Care. **(Key decision – reference number 4086)**

JANUARY 2016

1. **Public Realm Redesign** Ian Davis

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

2. **Section 75 Agreement – Integrated Mental Health Services** Ray James

This will seek approval of the Section 75 Agreement for Integrated Mental Health Services between Enfield Council and Barnet, Enfield and Haringey Mental Health Trust. **(Key decision – reference number 4128)**

3. **Approval of the Enfield Enforcement Policy** Ian Davis

This will seek approval to the Enfield Enforcement Policy. **(Key decision – reference number 4040)**

4. **Small Housing Sites Phase 2: Group A** Ian Davis

This will seek Cabinet authority to redevelop a number of sites for new housing, including approval of an outline scheme budget, and fees to progress detailed design and submission of planning applications. **(Key decision – reference number 4161)**

5. **Upper Secondary Autism Provision** Jenny Tosh

This will seek approval to the refurbishment of Minchenden to become the Upper Secondary Autism Provision. **(Key decision – reference number 4209)**

6. **Parking Enforcement Policy** Ian Davis

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

7. **Approval of the Inter Authority Agreement** Ian Davis
- This will seek approval of the Inter Authority Agreement between the NLWA and 7 waste collection authorities in North London. **(Key decision – reference number 4032)**
8. **Self-Build Programme on Small Sites** Ian Davis
- This will seek approval of a strategy and process to enable self and custom build projects on small sites in Enfield. **(Key decision – reference number 4200)**
9. **Development of Edmonton Cemetery** Ian Davis
- This will seek to extend Edmonton Cemetery to provide new provisions for burials within the borough given the limited capacity in existing cemeteries for future years. **(Key decision – reference number 4234)**
10. **Flexible Housing** Ray James/James Rolfe
- This will seek Cabinet approval on the principles of Flexible Housing. **(Key decision – reference number 4238)**
11. **Disposals – Tranche 6** James Rolfe
- This will identify property assets which are either underperforming or considered surplus to operational requirements and in principle are listed for sale subject to further due diligence investigations. **(Key decision – reference number 3989)**
12. **Capital Programme of Works 2016-18 Parks Fencing, Footway and Play Equipment** Ian Davis
- This will present for approval the capital programme of works 2016-19 Parks fencing, footway and play equipment replacement. **(Key decision – reference number 4212)**
13. **Neighbourhood Regeneration Programme** Ian Davis
- This will recommend an increase to the Neighbourhood Regeneration Capital Programme to fund the next stages of development for a number of regeneration programmes within the Borough. **(Key decision – reference number 4229)**

FEBRUARY 2016

1. **Budget Report 2016-17 and Medium Term Financial Plan** James Rolfe

This will recommend for approval by full Council, the Council tax level for 2016-2017 and the Medium Term Financial Plan 2016-2020. **(Key decision – reference number 4175)**

2. **Housing Revenue Account (HRA) Rent setting 2016/2017** James Rolfe

This will recommend for approval by full Council, the level of HRA rents for 2016-2017. **(Key decision – reference number 4174)**

3. **Northern Gateway Access Package** Ian Davis

This will outline the feasibility assessment stage of the potential link road element of the Northern Gateway Access Package. **(Key decision – reference number 4046)**

4. **Bank Tender** James Rolfe

Enfield Council is putting the provision of its traditional Banking Services and Care Acquiring Services out to tender. **(Key decision – reference number 4213)**

5. **North East Enfield Area Action Plan** Ian Davis

This will see approval of the North East Enfield Area Action Plan, adoption stage area based development plan document, which will form part of the Enfield Local Plan. **(Key decision – reference number 4218)**

6. **Contracting with Lee Valley Heat Network for the Provision of Heat on Enfield's Housing Estates** Ian Davis

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)**

MARCH 2016

1. **Revenue Monitoring Report: January 2016** James Rolfe

This will provide an update on the Council's revenue position as at 31 January 2016. **(Key decision – reference number 4176)**

2. **Capital Monitoring Report: December 2015** James Rolfe

This will summarise the capital monitoring position of the Council as at 31 December 2015. **(Key decision – reference number 4155)**

3. **Housing Supply and Delivery** Ian Davis

This will set out how the Council will increase housing supply in the short and medium terms. **(Key decision – reference number 4165)**

4. Review of Conservation Area Appraisals and Management Proposals: Phase 3

Ian Davis

This will seek approval of revised and updated Conservation Area Appraisal and Management Proposals. **(Key decision – reference number 4222)**

APRIL 2016

1. Revenue Monitoring Report: February 2016

James Rolfe

This will provide the latest revenue monitoring position as at the end of February 2016 for the Council as a whole. **(Key decision – reference number 4152)**

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CABINET - 21.10.2015

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 21 OCTOBER 2015****COUNCILLORS****PRESENT**

Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), Daniel Anderson (Cabinet Member for Environment), Alev Cazimoglu (Cabinet Member for Health and Social Care), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykenler (Cabinet Member for Housing and Housing Regeneration), Alan Sitkin (Cabinet Member for Economic Regeneraitona and Business Development) and Andrew Stafford (Cabinet Member for Finance and Efficiency)

Associate Cabinet Members (Non-Executive and Non Voting): Bambos Charalambous (Enfield West) and George Savva (Enfield South East)

ABSENT

Yasemin Brett (Cabinet Member for Community Organisations and Culture) and Nneka Keazor (Cabinet Member for Public Health and Sport), Vicki Pite (Associate Cabinet Member – Enfield North)

OFFICERS:

Rob Leak (Chief Executive), James Rolfe (Director of Finance, Resources and Customer Services), Ian Davis (Director of Regeneration & Environment), Tony Theodoulou (Interim Director of Children's Services), Ray James (Director of Health, Housing and Adult Social Care), Bindi Nagra (Assistant Director Health, Housing and Adult Social Care), Jenny Tosh (Interim Chief Education Officer), Asmat Hussain (Assistant Director Legal & Governance Services), Christine Webster (Head of Internal Audit and Risk Management), Ann Stoker (Head of Safeguarding, Quality and Principal Social Worker), Paul Davey (Assistant Director, Council Homes), Jayne Middleton-Albooye (Head of Legal Services), Joanne Woodward (Head of Service - Strategic Planning and Design) and Andrew Golder (Press and New Media Manager) Jacqui Hurst (Secretary)

Also Attending:

Marion Harrington (Independent Chair Enfield Safeguarding Adults Board)

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Nneka Keazor (Cabinet Member for Public Health and Sport), Yasemin Brett (Cabinet Member for Community Organisations and Culture) and Vicki Pite (Associate Cabinet Member).

2

DECLARATION OF INTERESTS

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

3

URGENT ITEMS

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

1. Report Nos. 87 and 91 – Estate Renewal Programme 2016-2025
2. Report No.88 – Meridian Water and Ponders End High Street (Electric Quarter): Programme Update

AGREED that the above reports be considered at this meeting.

4

DEPUTATIONS

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

5

ITEMS TO BE REFERRED TO THE COUNCIL

AGREED that the following reports be referred to full Council for information and noting only:

1. Report No.78 – Enfield Safeguarding Adults Board Annual Report 2014-15
2. Report No.79 – Enfield Safeguarding Children Board Annual Report 2014-15

6

ENFIELD SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2014-15

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Director of Health, Housing and Adult Social Care (No.78) presenting the Enfield Safeguarding Adults Board Annual Report 2014-15.

NOTED

CABINET - 21.10.2015

1. That the annual report highlighted the accomplishments of a partnership working together with local people, service users and carers to prevent and respond robustly to the abuse of adults at risk, as detailed in full in the report.
2. That Marian Harrington, Chair of the Enfield Safeguarding Adults Board, had been invited to attend the meeting in order to present the annual report to the Cabinet. Marian Harrington highlighted for Members' consideration areas within the Annual report where the Board had done well; areas which had required improvement; and, the focus areas for the coming year. As set out below:
 - The involvement of people who use the adults safeguarding services and have been involved in the safeguarding process had been strengthened. Lessons had been learnt from experiences and, information effectively fed back to staff to inform future practice.
 - One of the biggest shifts during the year had been in embedding "Making Safeguarding Personal", as detailed in the annual report. Enfield had been assessed as operating at the "gold" standard for this work.
 - The Board was reliant on the commitment and involvement of all of its partners.
 - Preparations were on-going for the implementation of the Care Act 2014 with partners and staff members. Appropriate training had been undertaken.
 - The work undertaken in setting up a multi-agency safeguarding hub was outlined; this involved a range of professionals who received concerns and alerts related to adults at risk, as set out in the annual report.
 - Key people representing the Police and Clinical Commissioning Group had left the Board during 2014/15 and there had been a delay in appointing their replacements. However, two new appointments had now been made who were again fully committed to the work of the Board and, the effective involvement of their respective agencies.
 - The need to seek financial contributions from partner agencies was highlighted; the majority of funding required was currently met by the Council.
 - There had been an increase in the number of referrals following the introduction of the Mental Capacity Act.
 - The main focus for the coming year was to continue to develop an effective prevention strategy; fully embed the implementation of the Care Act 2014; and, continue to work closely with the Community Safety Team on issues including domestic violence, hate crime and female genital mutilation. The continued need for effective partnership working was highlighted.
3. In response to the presentation of the annual report, Members were invited to comment, and the following issues were highlighted.

CABINET - 21.10.2015

Councillor Taylor expressed his concerns over the potential detrimental effects that could be experienced if the anticipated cuts to the metropolitan police service were implemented, particularly for adults who were deemed to be at a low level of vulnerability. The effects of any cuts to the partner agencies would need to be carefully monitored.

4. Councillor Savva sought assurances over the effective application of and adequate training for the safeguarding policies of voluntary organisations. Marian Harrington outlined the information sessions which had been held with voluntary groups and the support provided through the work of the Board.

Members thanked Marian Harrington for her presentation and recognised the valuable work of the Adults Safeguarding Board.

Alternative Options Considered: The Care Act placed a duty on Safeguarding Adults Boards to publish an annual report, as detailed in section 4 of the report.

DECISION: The Cabinet agreed to note the progress being made in protecting vulnerable adults in the Borough as set out in the annual report of the Safeguarding Adults Board.

RECOMMENDED TO COUNCIL to receive the Safeguarding Adults Board Annual Report 2014/15 for information and to note the progress being made.

Reason: To bring to attention the progress which had been made to support and enable adults at risk to be safe from harm, abuse and neglect.
(Non key)

7

ENFIELD SAFEGUARDING CHILDREN BOARD ANNUAL REPORT 2014-15

Councillor Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection) introduced the report of the Interim Director of Children's Services (No.79) presenting the Enfield Safeguarding Children Board Annual Report 2014-15.

NOTED

1. That the Children Act 2004 placed a duty on every local authority to establish a local Safeguarding Children Board. Enfield Safeguarding Children Board was made up of statutory and voluntary partners, as detailed in section 3.1 of the report.
2. Councillor Orhan highlighted for Members the statutory safeguarding responsibilities outlined in the annual report and the level of risk. The contribution of the Council's partner agencies was noted together with the potential detrimental effects of forthcoming funding cuts to the

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Council and its partners. Concerns were highlighted at the potential impact on the delivery of key elements of the Council's statutory responsibilities. The partner agencies involved in the work of the Board were diligent and fully engaged and thanks were expressed to them.

3. That the Chair of the Enfield Safeguarding Children Board, Geraldine Gavin, had extended her apologies for absence for the Cabinet meeting. Anne Stoker, Head of Safeguarding, Quality and Principal Social Worker, presented the annual report to the Cabinet and highlighted the following issues for consideration:
 - Following an Ofsted inspection in January and February 2015 the work of the Enfield Children Safeguarding Board had been judged as "Good". Whilst there were areas to improve on, the Ofsted judgement had illustrated that the Board partnership was a strong one.
 - Members' attention was drawn to the summary of achievements detailed in the annual report. Anne Stoker outlined the main achievements. This included the development and support of the "Enfield Young Safeguarding Champions Group", a quote from one young member of the group had been included in the annual report and was noted by Members. This was a positive message and illustrated how the needs of young people were being addressed through the work undertaken.
 - Anne Stoker outlined the areas of work carried out including focus on child sexual exploitation and female genital mutilation.
 - Effective staff safeguarding training was undertaken and regularly reviewed.
 - The Board was not complacent and continued to look to improve and learn lessons from experience, including effective serious case reviews. Information sharing was imperative and the Board would continue to support the development of a single point of entry.
 - The Board would continue to focus on a number of areas including domestic abuse, child sexual exploitation, female genital mutilation and radicalisation.
 - The importance of early intervention and prevention strategies was highlighted.
4. In conclusion of the presentation Members were invited to comment. The following issues arose in discussion. Councillor Taylor highlighted the establishment of the Council's Child Sexual Exploitation Group that would report back to full Council in due course.
5. Members' recognised the Council's safeguarding responsibilities and noted the good practices of the Board and partner agencies, as set out in the annual report.
6. Councillor Orhan concluded that the Council was focused on two key areas – early intervention and prevention. The limited funding available

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was recognised. Key policies were in place to ensure that challenges arising were met at an early stage. Councillor Orhan expressed her thanks to the members of the Board and supporting officers for their valuable work.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed to

1. Note, for information, the report and the Enfield Safeguarding Children Board Annual Report 2014-2015.
2. Specifically note the summary of achievements set out in the Annual Report.
3. Refer the Enfield Safeguarding Children Board Annual Report to full Council for information.

RECOMMENDED TO COUNCIL to note, for information, the Enfield Safeguarding Children Board Annual Report 2014-2015.

Reason: Enfield Safeguarding Children Board would require the commitment and support from multiple partners and from colleagues across the Council in order to continue to focus on improvements with the clear aim of reducing harm.

(Non key)

8

REVENUE MONITORING REPORT: AUGUST 2015

Councillor Andrew Stafford (Cabinet Member for Finance and Efficiency) introduced the report of the Director of Finance, Resources and Customer Services (No.80) setting out the Council's revenue budget monitoring position based on information to the end of August 2015.

NOTED

1. That the report forecast an outturn position of £4.0m overspend for 2015/16. This figure took account of the mitigation of the Enfield 2017 shortfall in 2015-16 of £7.1m that would be met from reserves in 2015/16. This would be fully achieved in 2016/17.
2. The departmental monitoring information, budget pressures and projected savings, as set out in section 5 and the appendices to the report.
3. Members noted in particular the financial pressures faced by Health, Housing and Adult Social Services and, Children's Services. Any overspend by Health, Housing and Adult Social Services would be met

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through the use of one off earmarked reserves (paragraph 5.4 of the report referred).

4. Tony Theodoulou, Interim Director of Children's Services, outlined the pressures faced by Children's Services through an increased number of unaccompanied asylum seeking children and families with no recourse to public funds. Local Authorities were continuing to lobby Central Government for appropriate funding to meet these growing demands.
5. The achievement of savings as set out in section 8 and appendix C of the report.
6. The capital programme and treasury management activity continued to be sound and financially prudent.
7. The enormity of the Council's 2017 programme was recognised. It was noted that the number of compulsory redundancies was minimal.
8. Councillor Orhan highlighted her concerns and the need for adequate Government funding to meet the growing demand for children's services. This was echoed by Councillor Cazimoglu in relation to Health, Housing and Adult Social Care.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed

1. To note the revenue outturn projection.
2. That departments reporting pressures should formulate and implement action plans to ensure that all possible actions were undertaken to remain within budget in 2015/16.

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

(Key decision – reference number 4149)

9

ANTI-MONEY LAUNDERING POLICY AND GUIDANCE

Councillor Andrew Stafford (Cabinet Member for Finance and Efficiency) introduced the report of the Director of Finance, Resources and Customer Services (No.81) presenting the updated anti-money laundering policy and guidance.

NOTED

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1. That whilst it was not law for the Council to have an anti-money laundering policy, it was important to raise awareness of an individual's and the organisation's responsibilities for preventing and responding to suspicions of money laundering. The documents supported the Council's zero tolerance to fraud and identified the internal controls required to prevent and respond to instances of money laundering.
2. Christine Webster, Head of Internal Audit and Risk Management, responded to Members' questions in respect of the policy. Awareness among staff would be raised by a programme of specific training, targeted towards those who were more likely to be exposed to money laundering practices (for example, those handling cash transactions). Councillors would be invited to training as well. In response to issues raised, Christine Webster outlined the Council's responsibilities, level of activity, resources required and, key areas to be targeted.
3. James Rolfe, Director of Finance, Resources and Customer Services, outlined the Council's controlled framework to manage such issues appropriately and ensure adequate and appropriate monitoring. The role of Members, the Corporate Management Board and the Council's Monitoring Officers was highlighted. Effective and adequate measures were in place.

Alternative Options Considered: There were no other options which could be considered as these matters need to be reported to the Cabinet and Audit Committee.

DECISION: The Cabinet agreed to note the updated anti-money laundering policy, and guidance for its implementation, as approved by the Audit Committee at its meeting on 9 July 2015.

Reason: This report was being brought to the attention of the Cabinet at the request of the Audit Committee who had approved the policy and guidance at its meeting held on 9 July 2015.

(Non key)

10

CORPORATE RISK MANAGEMENT STRATEGY

Councillor Andrew Stafford (Cabinet Member for Finance and Efficiency) introduced the report of the Director of Finance, Resources and Customer Services (No.82) presenting a refreshed Corporate Risk Management Strategy for the Council.

NOTED

1. That Members' attention was drawn to the main changes which had been made to the original risk management strategy as a result of the review, as set out in section 3.3 of the report.

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2. That Members were advised to familiarise themselves with the Strategy which would now be rolled-out across the Council.

Alternative Options Considered: There were no alternative options to consider as a refreshed Corporate Risk Management Strategy had to be presented to the Audit Committee for approval.

DECISION: The Cabinet reviewed and agreed to approve the refreshed Corporate Risk Management Strategy, as approved by the Audit Committee at its meeting on 9 July 2015.

Reason: A Risk Management Strategy provided guidance on the organisation's approach to risk management including roles and responsibilities for the management of risks.

(Non key)

11

QUARTERLY CORPORATE PERFORMANCE REPORT

Councillor Achilleas Georgiou (Deputy Leader) introduced the report of the Chief Executive (No.83) outlining the latest available performance data at the end of quarter one 2015/16.

NOTED

1. Councillor Georgiou drew Members' attention to three areas within the indicators as detailed below:
 - (c) Safeguarding Children – 189 child protection reviews had been carried out with 100% being dealt with within the required timescales. Congratulations were extended to those officers involved and a question raised as to whether this number of reviews was particularly high.
 - (g) Income collection, debt recovery and benefit processing – the indicators on target were encouraging however concerns were raised regarding the processing times for new claims for housing benefit/council tax support, and for benefit change in circumstances.
 - (a) Employment and worklessness – the percentage of 16 to 19 year olds who were not in employment or training (NEET) was encouraging, the percentage was below the same period for last year.
2. In response to the issues raised with regard to safeguarding children, Tony Theodoulou, Interim Director of Children's Services, confirmed that there had been an increase in the level of activity, thought to be due to population growth and demographic changes. This was not unusual and was broadly in line with other comparative London Boroughs. Members were advised of the number of child protection plans in place and the processes for monitoring and review.

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3. Councillor Sitkin provided the updated figures for the employment rate in Enfield, as of September 2015 the percentage had risen to 72.7%, with a fall in the number of residents claiming Job Seekers' allowance to 4135.
4. Councillor Oykenner gave assurances that work was being done to improve the rate of responsive repairs as set out in the schedule of indicators, section (a) - housing and homelessness.
5. Councillor Taylor was concerned to note the increase in crime rates in the Borough in relation to theft from the person and violence with injury. Councillor Taylor again highlighted the detrimental effects that any cuts to the metropolitan police would have on crime levels in the Borough. The Council would continue to lobby its MPs with regard to proposed cuts to the police service.

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.

DECISION: The Cabinet agreed to note progress made towards delivering the identified key priority indicators for Enfield.

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

(Key decision – reference number 4143)

12

HOUSING REVENUE ACCOUNT (HRA) TENANCY POLICY AND HRA RENT SETTING POLICY

Councillor Ahmet Oykenner (Cabinet Member for Housing and Housing Regeneration) introduced the report of the Director of Regeneration and Environment (No.84) presenting an updated Housing Revenue Account (HRA) Tenancy Policy and HRA Rent Setting Policy for the Council.

NOTED

1. That the HRA Tenancy Policy would remain as published in December 2013 with minor amendments to bring it up to date, as set out in Appendix A to the report. The updated HRA Rent Setting Policy clarified the direction that the Council would take in setting its HRA rents with effect from 1 April 2016, Appendix B to the report referred.
2. Councillor Oykenner highlighted the effect of the Government's new Welfare Reform and Work Bill 2015 as set out in the report. This would have a significant impact on the HRA 30 year business plan; a

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comprehensive review of the Plan was therefore currently being undertaken.

3. Members were advised of the Council's current approach to tenancies and affordable rent levels. The potential impact of further Government legislation was noted. Further reports would be presented to Cabinet at the appropriate time for consideration.

Alternative Options Considered: The Council was required by its own Tenancy Strategy, and by law, to publish a Tenancy Policy. It was also good practice to publish a Rent Setting Policy (section 4 of the report referred).

DECISION: The Cabinet agreed

1. The updated Housing Revenue Account Tenancy Policy and Housing Revenue Account Rent Setting Policy as appended and circulated with the Cabinet report.
2. To note the proposal to review these policies on an annual basis.
3. To note that the Government's new rent proposals (about to become legislation) create large shortfalls in the Council's HRA 30 year Business Plan which would need to be addressed.
4. That the Council seek clarification from Central Government as to how the proposal to charge higher rents to tenants on higher incomes would work in practice.

Reason: Section 5 of the report set out in full the reasons for the recommendations in the report. It was proposed that the two policies would be reviewed annually so that they remain current and continue to reflect the Council's ambitions around maximising the delivery of affordable housing.

(Key decision – reference number 4126)

13

STRATEGY AND APPROACH TO DELIVERING PUPIL PLACES

Councillor Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection) introduced the report of Director of Finance, Resources and Customer Services and the Interim Chief Education Officer (No.85) setting out the approach to the provision of school places for Enfield residents and updating the strategy for the provision of places.

NOTED

1. Councillor Orhan commended the strategy and approach to delivering pupil places. The strategy was regularly reviewed to meet the latest projections and assessment of demand for pupil places in the Borough. The statutory responsibilities of the council were highlighted as detailed

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in the report. Members' attention was drawn to section 2.8 of the Strategy which summarised the need for primary pupil places.

2. Jenny Tosh, Interim Chief Education Officer, praised the effective and ongoing joined up working being undertaken and also acknowledged the collaborative working with the Borough's schools. The Strategy now also focused on the demand for both secondary and special pupil places. The Borough was running out of existing school sites for expansion and therefore future demand may need to be met through the acquisition of new sites.
3. In response to a question raised by Councillor Taylor regarding the provision of excess supply of pupil places to increase the level of parental choice, Jenny Tosh outlined the detrimental financial effects on schools if the level of supply exceeded the level of demand. Members noted the effects of free schools and academies on the Council's ability to plan and provide school places in the areas of most demand.
4. It was noted that the level of Government funding provided was dependant on how demand was identified, for example, if basic need. Government funding was provided for current need rather than projected need.
5. Councillor Orhan highlighted the duty placed on local authorities to plan for pupil places and the de-stabilising effect that the introduction of free schools and academies could have on effective future projections.

Alternative Options Considered: The Council has a statutory responsibility to provide the necessary school places. The School Expansion Programme creates a mechanism to assist with the delivery of extra capacity required. Failure to provide enough school places was not an option. Section 4 of the report referred.

DECISION: The Cabinet agreed to approve

1. The updated strategy to provide the additional school places required up to 2019 and the continuation of the school expansion programme.
2. That the overall programme budget allocation was maintained at £62.83 million but updated when a separate report was brought forward on any land acquisitions required to facilitate provision of extra places in the North Central area (in the vicinity of the proposed residential development at Chase Farm) and potentially Minchenden for special needs places.
3. Delegated authority to the Cabinet Member for Education, Children's Services and Protection and the Cabinet Member for Finance and Efficiency in consultation with the Director of Finance, Resources and

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Customer Services, the Chief Education Officer or the Assistant Director of Strategic Property Services, to take decisions on:

- The individual schools, sites and preferred partners for expansions, and decisions on statutory requirements, to meet the need for extra pupil places, both mainstream and special, up to 2019.
 - Conducting suitable procurement exercises and either calling off EU-compliant framework agreements or conducting suitable procurement exercises, entering into contractual arrangements with successful contractors and placing orders for any capital works required for the projects.
 - Conducting any necessary land transactions, including acquisitions by way of freehold or leasehold, as individual schemes were developed.
4. Delegated authority to the Director of Finance, Resources and Customer Services and the Chief Education Officer to take decisions on the:
- Programme management arrangements and operational resourcing, including procurement of any required support services.
 - Commencing feasibility or initial design to inform pre-application discussions with planning and procurement of resources for this activity.
 - Cost estimates, budgets and spend for projects in advance of updates to the Capital Programme.
 - Submission of planning applications.
 - The appropriate procurement routes for professional support services and construction for individual schemes.

Cabinet agreed to note:

5. That if options for schemes could not be progressed then alternative options would need to be brought forward for decision and inclusion on the Council's Capital Programme.
6. The solution and funding requirements to meet the need for additional Special School capacity to support children with high support needs, such as Autistic Spectrum Disorder, would be the subject of future reports.

Reason: The Council had an overriding statutory duty to provide sufficient pupil places to meet anticipated demand. This 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

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required in the areas of highest demand up to 2019. The expanded capacity aimed to provide a higher level of flexibility built in to counter sudden increases in demand.

(Key decision – reference number 4141)

14

ALMA - APPROPRIATION FOR PLANNING PURPOSES

Councillor Ahmet Oykenner (Cabinet Member for Housing and Housing Regeneration) introduced the report of the Director of Regeneration and Environment (No.86) seeking approval for the Council to use its powers to appropriate for planning of the Alma development site to proceed without frustration in respect of any claimed third party rights.

NOTED

1. That the development was of strategic importance to the Council as the Alma Estate was subject to a major regeneration initiative.

Alternative Options Considered: Not appropriating the land for planning purposes could result in serious delays if a third party sought to assert any rights over the development site. It would also put the Council in breach of the Development Agreement that had been entered into with the developer Countryside Properties.

DECISION: The Cabinet agreed, in accordance with section 122 of the Local Government Act 1972, to resolve to appropriate the Council owned land contained in the Alma development site (as set out in Appendix 1 of the report) from its present holding purposes to planning purposes and to authorise the exercise of the Council's powers set out in section 237 of the Town and Country Planning Act 1990 to override all adverse rights.

Reason: To help enable the development of the Alma development site the Council must ensure that the Council owned land within the site as set out in Appendix 1 of the report, would be held for the purpose of section 237 to enable the development to continue ahead without the encumbrance of third party rights.

(Key decision – reference number 4195)

15

ESTATE RENEWAL PROGRAMME 2016-2025

Councillor Ahmet Oykenner (Cabinet Member for Housing and Housing Regeneration) introduced the report of the Director of Regeneration and Environment (No.87) setting out a programme of further estate renewal schemes for 2016-2025.

NOTED

1. That Report No.91 also referred as detailed in Minute No.24 below.

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2. That the schemes were proposed to be developed over the next few years and would cover a range of interventions including full estate redevelopment, partial development and infill development. The aim of the estate renewal programme was to bring forward delivery of at least 250 additional homes each year from 2017/18. The schemes would only be delivered if cost neutrality could be achieved. Alternative funding options might have to be pursued, as detailed in the report.
3. That within the overall programme, approval for individual schemes and their budgets would be returned to Cabinet for approval.
4. The contribution that the schemes would have to the economic well-being of the Borough and to meet recognised housing needs.
5. Councillor Taylor drew Members' attention to paragraph 3.12.4 of the report, in order to reduce the pressures on overall letting supply all new schemes would be considered for how they could be developed in such a way that the need for decanting was reduced.

Alternative Options Considered: NOTED that the report gave Members the option of supporting proposals for various levels of redevelopment for the estates that were listed (paragraph 4.1 of the report referred). Alternative options had been considered and rejected prior to this report as these either did not meet the needs of the Council in seeking to fulfil its obligations to maintain its properties, as set out in detail in paragraph 4.2 of the report.

DECISION: The Cabinet agreed

1. To approve the programme of estate renewal schemes, noting that it was intended to achieve delivery on a cost neutral basis.
2. To approve a feasibility budget in order to further work up plans and proposals for the schemes listed in appendix 1 of the part 2 report (No.91, Minute No.24 below refers).
3. That within the overall programme, approval for individual schemes and their budgets was returned to Cabinet for approval.
4. To note the significant contribution this programme would make towards meeting the Council's housing delivery target of 798 a year minimum until 2024/25.
5. To approve the undertaking of consultation on the proposed schemes.

Reason: To recommend the next phase of estate renewal schemes so that the Council could deliver: better condition housing stock; improved housing estates, retail and other facilities; contribute to meeting London Mayor and Council house building targets; increased net housing stock; the Council's responsibilities and duties to provide accommodation for those that need it

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and those that choose to live in Enfield; better economic and social outcomes for the borough's residents; improved energy efficiency by connecting to the LVHN; an estate renewal programme that could be delivered on an overall cost neutral basis.

(Key decision – reference number 3980)

16

MERIDIAN WATER AND PONDEERS END HIGH STREET (ELECTRIC QUARTER): PROGRAMME UPDATE

Councillor Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development introduced the report of the Director of Regeneration and Environment (No.88) seeking approval to provide further authorisations to move the regeneration of both Meridian Water and Ponders End High Street (Electric Quarter) forward so that they could improve opportunities for the local communities.

NOTED

1. The Overarching Borough Agreement with the GLA for Meridian Water as set out in appendix 1 of the report.
2. Councillor Sitkin drew Members' attention to the main elements of the report including the proposed work on the design and development of the new Meridian Water station vision in conjunction with Network Rail. Endorsement of the Council's bid to the Mayor of London's Regeneration Fund was sought, this would support the creation of over 300 new jobs, a training centre and a new viewing gallery at Meridian Water. Members' noted paragraph 6.6 of the report with regard to the creation of new jobs.
3. The proposals detailed in the report in relation to Ponders End. In respect of recommendation 2.6 of the report, Councillor Sitkin wished to insert the words "up to" in relation to the allocation of £0.5m to fund feasibility work on the revitalisation of Ponders End High Street (decision 6 below refers).
4. Councillor Oykenner outlined the value to the Borough of achieving Housing Zone status for Meridian Water, this would unlock £25m of investment into affordable housing in the area.
5. In respect of the Ponders End "Electric Quarter" regeneration, Councillor Taylor requested that proposals be brought forward in recognition of the contribution of Joseph Swan to the area as part of the Borough's local heritage.

Alternative Options Considered: As set out in the body of the report.

DECISION: The Cabinet agreed to

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1. Approve the terms of the Overarching Borough Agreement (as set out in Appendix 1 of the report) with the GLA, which governed the Meridian Water Housing Zone obligations and authorised the Authorised Legal Officer to sign the contract on behalf of Enfield Council.
2. Authorise £1.6m from the existing Neighbourhood Regeneration capital programme to enable the design and development of the new station vision in conjunction with Network Rail.
3. Note and endorse the Council's bid to the Mayor's London Regeneration Fund which would support the creation of over 300 new jobs, a training centre and a new viewing gallery at Meridian Water.
4. Authorise £1.35m of the existing Neighbourhood Regeneration Capital programme to forward fund part of the London Regeneration Fund bid expenditure.
5. Authorise the Council to underwrite the initial cost of demolition and meanwhile uses from the existing Neighbourhood Regeneration capital programme in the sum of £1.2m to advance delivery of the "Electric Quarter".
6. Authorise the allocation of up to £0.5m from the existing Neighbourhood Regeneration Capital Programme to fund feasibility work on the revitalisation of Ponders End High Street.

Reason: These are two priority areas for the Council and the measures set out in the report help to improve opportunities for local communities.

(Key decision – reference numbers 4033/3687)

17

FUTURE OPTIONS FOR IMPROVEMENTS TO ENFIELD'S NURSING AND RESIDENTIAL DEMENTIA CARE SERVICES

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Director of Health, Housing and Adult Social Care (No.89) outlining future options for improvements to Enfield's Nursing and Residential Dementia Care Services.

NOTED

1. That Report No. 92, also referred as detailed in Minute No.25 below.
2. That the report set out the longer-term strategic recommendations for the future care provision of nursing and residential dementia care services in the Borough. The demand for provision was outlined, as set out in paragraph 1.2 of the report. In order to manage these pressures effectively, it was proposed that the Council plans for a new nursing dementia care home to be built within the next three years.

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Alternative Options Considered: NOTED that the following options had been considered, as set out in full in section 5 of the report: Do Nothing; Purchase Care Home Beds out of Borough; and, Plan for the Build of a new nursing care home.

DECISION: The Cabinet agreed to

1. Note the contents of the report along with the part two report (detailed in Minute No.25 below) to support the wider strategic aims of future nursing and residential dementia care provision in the Borough.
2. Approve the strategic approach of building a new care home with nursing within the next three years.
3. Authorise officers to commence feasibility, scoping, planning and commissioning for a new circa 70 bed care home, including the tendering of a building contractor and/or care provider.
4. Delegate to the Director of Health, Housing and Adult Social Care and Director of Finance, Resources and Customer Services in consultation with the Cabinet Member for Health and Social Care and Cabinet Member for Finance and Efficiency, responsibility for the identification and approval of the site for a new care home.
5. Receive a further report on the procurement process of the building contractor and/or care provider.

Reason: By developing a wider strategy for residential and nursing care provision in the Borough, the Council could work across the current offering to co-ordinate the response to the issues outlined in the report and deliver a strategic long-term vision. Through building a new facility, the Council would be able to develop new capacity on an existing site, ensuring the quality of the building and the on-going flexibility of use as circumstances change, while also optimising the use of Council owned assets across the Borough.

(Key decision – reference number 4189)

18

CABINET AGENDA PLANNING - FUTURE ITEMS

NOTED

1. The provisional list of items scheduled for future Cabinet meetings.
2. Ian Davis, Director of Regeneration and Environment, took this opportunity to update Members on the Local Plan Review as follows:

The Core Strategy adopted in 2010 had served the Council well over the last five years but government policy and external factors, many of which were beyond our control, meant that the Council would be in a weakened position if we did not review it now.

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- Government policy required local plans to be kept up to date. This was reinforced in the Government's Productivity Plan published earlier this year which expected local authorities to have plans in place by early 2017, stating it would intervene if they failed.
- The Mayor's new London Plan had been adopted in March and included significantly higher minimum homes and jobs targets for the borough, based on new population forecasts and economic indicators. Boroughs must now update their own plans to ensure they met the legal obligation to be in general conformity with the London Plan.
- The borough's population was expected to exceed 400,000 by the early 2030s based on government projections. To ensure we could build sustainably and protect the quality of life in the borough, we needed to have a clear plan for where and how much growth in homes, jobs, and enabling infrastructure could be accommodated.
- Enfield was an attractive place to live and had lower than London average house prices and rental levels. This together with the Government's benefits reforms had meant that Enfield had experienced disproportionate in-migration placing particular pressure on the private rented housing sector. Enfield had also experienced a significant increase in the number of households in temporary accommodation (over 2,700 households). The new Plan needed to help tackle these growing problems.
- The Council needed to maximise the opportunities arising from its location such as the London-Stansted-Cambridge growth corridor, and major infrastructure projects including Crossrail 2. An adopted and up to date local plan would help support the Council's case in lobbying for and bringing forward investment.
- National policy and legislation had reduced local authority control over matters such as changes of use (e.g. on the high street and in industrial areas), domestic extensions and schools. We needed to be able to respond to this.

The Local Plan Cabinet Sub Committee would be considering the key issues and challenges facing the borough over the coming months. This work would be constrained by requirements of national planning policy and the London Plan. At this early stage, Cabinet was advised that the Council was required to consider all issues facing the borough and a wide range of potential options for dealing with them, and consult on them.

It was expected that a new draft Plan would be published next year and adopted in 2017. By taking a proactive approach it meant that the Council would be in a stronger position to manage the scale of change

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ahead. Full consultation would take place and a report brought before Cabinet at the appropriate time.

Councillor Cazimoglu asked that all options be presented to Members' for consideration.

19

ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

NOTED that no issues had been submitted for consideration at this meeting.

20

MINUTES

AGREED that the minutes of the previous meeting of the Cabinet held on 16 September 2015 be confirmed and signed by the Chair as a correct record.

Councillor Taylor reminded Members of the recent establishment of a Cabinet Sub-Committee to consider the refugee crisis.

21

ENFIELD STRATEGIC PARTNERSHIP UPDATE

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

22

DATE OF NEXT MEETING

NOTED that the next meeting of the Cabinet was scheduled to take place on Wednesday 18 November 2015 at 8.15pm.

23

EXCLUSION OF THE PRESS AND PUBLIC

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

24

ESTATE RENEWAL PROGRAMME

Councillor Ahmet Oykenner (Cabinet Member for Housing and Housing Regeneration introduced the report of the Director of Regeneration and Environment (No.91).

NOTED

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1. That Report No.87 also referred, as detailed in Minute No.15 above.

Alternative Options Considered: As detailed in Report No.87, Minute No.15 above referred.

DECISION: The Cabinet agreed to approve

1. The programme of estate renewal schemes as set out in appendix 1 to the report.
2. The associated initial feasibility budgets as set out in paragraph 6.1 of the report.

Reason: As detailed in Report No.87, Minute No.15 above referred.
(Key decision – reference number 3980)

25

FUTURE OPTIONS FOR IMPROVEMENTS TO ENFIELD'S NURSING AND RESIDENTIAL DEMENTIA CARE SERVICES

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Director of Health, Housing and Adult Social Care (No.92).

NOTED

1. That Report No.89 also referred as detailed in Minute No.17 above.

Alternative Options Considered: As detailed in Report No.89, Minute No.17 above referred.

DECISION: The Cabinet agreed to

1. Note the contents of the report along with the part one report (as detailed in Minute No.17 above).
2. Officers undertaking a consultation with residents, their relatives and staff at Honeysuckle House on the proposal to build a new care home to which residents and staff would transfer to during 2018, consistent with any statutory requirements.
3. Officers undertaking a consultation with residents, their relatives and staff at Parkview House on the proposal to sell the freehold to the land occupied by Parkview House, consistent with any statutory requirements, as applicable.
4. Approve direct negotiations with Sanctuary Housing Association on the sale of the freehold land occupied by Parkview House, subject to an independent valuation by the Council.

Reason: As detailed in Report No.89, Minute No.17 above referred.
(Key decision – reference number 4189)