



## **LONDON BOROUGH OF ENFIELD**

**AGENDA FOR THE COUNCIL MEETING  
TO BE HELD ON WEDNESDAY, 24TH JUNE,  
2015 AT 7.00 PM**

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

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**My Ref:** DST/JK  
**Date:** 16 June 2015

Dear Councillor,

You are summoned to attend the meeting of the Council of the London Borough of Enfield to be held at the Civic Centre, Silver Street, Enfield on Wednesday, 24th June, 2015 at 7.00 pm for the purpose of transacting the business set out below.

Yours sincerely

*Armat Hussain*

Assistant Director Legal & Corporate Governance

**1. ELECTION (IF REQUIRED) OF THE CHAIR/DEPUTY CHAIR OF THE MEETING**

**2. MAYOR'S CHAPLAIN TO GIVE A BLESSING**

The Mayor's Chaplain to give a blessing.

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

**4. MINUTES (Pages 1 - 14)**

To approve, as a correct record, the minutes of the Council meeting held on Wednesday 13<sup>th</sup> May 2015.

**5. APOLOGIES**

**6. DECLARATION OF INTERESTS**

Members of the Council are invited to identify any disclosable pecuniary

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

**7. OPPOSITION BUSINESS - THE CURRENT AESTHETICS IN THE BOROUGH, WHEELED BINS AND BULK WASTE COLLECTIONS** (Pages 15 - 26)

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

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

**8. APPROVAL OF A NEW STRATEGY FOR LEISURE AND CULTURE POLICY FOR THE COUNCIL AND ITS PARTNERS** (Pages 27 - 66)

To receive a report from the Director of Finance, Resources and Customer Services seeking approval of the new Leisure & Culture Strategy: Active & Creative 2015-2020. (Report No.220A)

**(Key Decision – Reference Number 4015)**

Members are asked to note that the Strategy and Action Plan were approved (as amended) for recommendation onto Council, by Cabinet on 29 April 2015.

**9. ALMA ESTATE REGENERATION - PROGRAMME UPDATE (INCLUDING DUJARDIN MEWS PROJECT)** (Pages 67 - 82)

To receive a report from the Director - Regeneration & Environment & Director of Finance, Resources and Customer Services providing an update on the development of both schemes. (Report No.225A)

**(Key Decision – Reference Number 3967)**

Please note Item 1 (Report No.227A) on the Part 2 agenda also refers.

Members are asked to note the report was approved by Cabinet on 29<sup>th</sup> April 2015. Council is only being asked to approve the increase of funding within the Capital Programme to cover the additional costs of the schemes.

**10. LIBRARY DEVELOPMENT STRATEGY 2015-2018** (Pages 83 - 122)

To receive a report from the Director of Finance, Resources & Customer Services seeking approval to the Library Development Strategy 2015-2018. (Report No.7)

**(Key Decision – Reference Number 4043)**

Members are asked to note:

- The attached report is due to be considered by Cabinet on 17<sup>th</sup> June 2015. Subject to Cabinet approval of the report, Council is being asked to formally approve and adopt the Library Development Strategy 2015-

2018 and to the addition of the additional budget provision identified within the Capital Programme. **The recommendations for consideration by Council have been highlighted in bold within the report.**

- The decision made by Cabinet on 17<sup>th</sup> June 2015 will be reported to Council as part of the Council amendment sheet tabled at the meeting.

**11. MOBILISATION AND OPERATION OF LEE VALLEY HEAT NETWORK (LVHN)** (Pages 123 - 170)

To receive a report from the Director – Regeneration & Environment seeking a number of approvals relating to the mobilisation and operation of Lee Valley Heat Network (LVHN). (Report No.11)

**(Key Decision – Reference Number 4080)**

Please note Item 2 (Report No.16) on the Part 2 agenda also refers.

Members are asked to note:

- The attached report is due to be considered by Cabinet on 17<sup>th</sup> June 2015. Subject to Cabinet approval of the report, Council is only being asked to approve the addition of the project development costs identified within the Capital Programme. **The specific recommendation for consideration by Council has been highlighted in bold within the report.**
- The decision made by Cabinet on 17<sup>th</sup> June 2015 will be reported to Council as part of the Council amendment sheet tabled at the meeting.

**12. RE-PROVISION PROJECT - CONSTRUCTION CONTRACT** (Pages 171 - 180)

To receive a report from the Director of Health, Housing & Adult Social Care seeking approval to commission the design and construction of a dual registered care home and the approach towards procurement of the service delivery aspect for the project. (Report No.12)

**(Key Decision – Reference Number 4089)**

Please note Item 3 (Report No.17) on the Part 2 agenda also refers.

Members are asked to note:

- The attached report is due to be considered by Cabinet on 17<sup>th</sup> June 2015. Subject to Cabinet approval of the recommendations, Council is being asked to note this report in support of the approval being sought to the addition of the costs identified for the scheme within the Capital Programme.
- The decision made by Cabinet on 17<sup>th</sup> June 2015 will be reported to



Council as part of the Council amendment sheet tabled at the meeting.

**13. COUNCILLOR CONDUCT COMMITTEE ANNUAL REPORT 2014/15**  
(Pages 181 - 186)

To receive the annual report from the London Borough of Enfield's Councillor Conduct Committee for 2014/15. The report sets out the key issues dealt with by the committee during the past year.

The report was agreed at the Councillor Conduct Committee meeting held on 30th April 2015.

**14. AMENDMENTS TO THE CONSTITUTION: STANDING ORDERS REGULATIONS 2015 - CHANGES TO THE STATUTORY DISMISSAL PROCEDURES FOR HEADS OF PAID SERVICE, MONITORING OFFICERS AND SECTION 151 FINANCE OFFICERS** (Pages 187 - 192)

To receive a report from the Assistant Director Human Resources detailing changes to the Council's Constitution required as a result of changes proposed under the Local Authorities (Standing Orders) (England) Amendment Regulations 2015, which came into force on 11 May 2015.

(Report No.21)  
(Non-Key)

The amended Regulations require that new provisions in respect of taking disciplinary action against the Head of Paid Service, the Monitoring Officer and Section 151 Finance Officer are incorporated into the Council's Constitution, with the report seeking approval to the changes required.

**15. MEMBERS ALLOWANCES SCHEME 2015/16**

At the Council meeting on 25 March 2015 members received a report from the Director of Finance, Resources & Customer Services (No.207) detailing a number of new governance requirements introduced under the Public Service Pension Act 2013 relating to public service (including Local Government) pension schemes. These changes included the establishment of a Local Pension Board with a role to assist in securing compliance with the new regulations and other legislation and ensure efficient and effective administration of the Pension Fund. In order to distinguish between the role of the newly created Local Pension Board and that of the existing Pension Board (whose role is to make decisions on behalf of the Council as Administering Authority for the LBE Pension Fund) it was agreed that the Pension Board should be renamed as the Pension Policy and Investment Committee, with that body combining the role of the previous Pension Board and Investment Sub Committee.

Under the Members Allowance Scheme, as set out in Part 6 of the Council's Constitution, the Chair of the previous titled Pension Board receives a Special Responsibility Allowance (SRA) of £2,000 per year. Given the change in governance arrangements introduced as a result of the Act and

role of the newly established Local Pension Board, it is recommended that this allowance now be divided between the Chairs of both the Pension Policy & Investment Committee and the Local Pension Board on the basis of £1000 per position.

The payment of the additional SRA proposed is permissible within the guidance accompanying the regulations relating to the Members Allowance Scheme and will be funded from within existing resources. Payment of the allowance for the Local Pension Board will only be eligible to a councillor.

**Recommendation:**

In order to reflect the change in governance arrangements relating to administration of the Pension Fund, Council is asked to amend Schedule 1 of the Members Allowance Scheme, as follows:

- (1) replace reference to Chair of Pensions Board with Chair of Pension Policy & Investment Committee and amend the level of SRA for that post to £1000.
- (2) Add the Chair of the Local Pension Board as a post to receive an SRA – with an allocation of £1000.

**16. ENFIELD OFSTED IMPROVEMENT PLAN (Pages 193 - 284)**

To receive a report from the Director of Schools and Children's Services presenting the Enfield Ofsted Improvement Plan following the inspection in Enfield from 20 January to 11 February 2015. (Report No.5)  
(Non key)

Members are asked to note that Cabinet are due to consider the report on 17<sup>th</sup> June 2015. As part of this process it has been recommended that the report also be referred on to Council for information. The decision made by Cabinet on 17<sup>th</sup> June 2015 will be reported to Council on the amendment sheet tabled at the meeting.

**17. HOUSING GATEWAY LIMITED ANNUAL REPORT (Pages 285 - 306)**

To receive a report from the Director of Finance, Resources and Customer Services presenting the Housing Gateway Limited First Annual Report. (Report No.10)  
(Non-Key)

Please note Item 4 (Report No.15) on the Part 2 agenda also refers.

Members are asked to note that Cabinet are due to consider the report on 17<sup>th</sup> June 2015. As part of this process it has been recommended that the report also be referred on to Council for information. The decision made by Cabinet on 17<sup>th</sup> June 2015 will be reported to Council as part of the amendment sheet tabled at the meeting.

**18. COUNCILLORS' QUESTION TIME (TIME ALLOWED - 30 MINUTES)**  
(Pages 307 - 340)

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

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

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

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

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

**18.2 Councillors' Questions (Part 4 – Paragraph 9.2(a) of Constitution – Page 4 - 8)**

The list of seventy questions and their written responses are attached to the agenda.

**19. MOTIONS**

**19.1 In the name of Councillor Neville:**

“It has recently come to light that Councillor Nesimi Erbil was convicted of two fraud related offences in relation to his license to drive a London taxi (black cab), the convictions having occurred last September.

The council is of the view that these offences, being offences of dishonesty render Councillor Erbil unfit to serve on the council and accordingly calls upon him to resign his seat forthwith.”

**19.2 In the name of Councillor Neville:**

“Enfield Council congratulates the Conservative Party on winning the General Election on 7th May 2015, thus providing the United Kingdom with stable majority party government independent of the whims and fantasies of minor parties, and welcomes the referendum to be held in 2017 on Britain`s future relationship with the European Union. Enfield Council will seek to work in a

constructive manner with the new Conservative Government for the benefit of the Enfield community.”

19.3 In the name of Councillor Sitkin:

“Under this pro-enterprise Labour Administration, Enfield Council commits to remaining open for business.”

19.4 In the name of Councillor Anderson:

“Fly tipping is endemic across the country costing taxpayers up to £850m each year. Earlier this year, the Communities and Local Government Select Committee accused Westminster of a “lack of vigor, if not complacency” on tackling this growing problem.

Though Enfield Council has one of the best records in the country in tackling this scourge, we recognise that more needs to be done. This Council, therefore, calls on the Government to heed the conclusions of the Select Committee report by creating a National Litter Strategy for England with a clear framework for action, underpinned with a coordinating role for local councils.

In addition we ask the Government:

- (1) to re-invest the millions from landfill tax receipts into tackling commercial fly-tipping;
- (2) to introduce a £1,000 fixed penalty notice for fly-tipping offences and make it easier for local authorities to enforce it; and
- (3) to address the outdated, slow and resource intensive process for dealing with waste on private land with a 7 day enforcement process along with higher fines for land owners who fail to comply.”

## **20. MEMBERSHIPS**

To confirm the following changes to committee memberships:

- (a) Green Belt Forum

Councillor Steven to replace Councillor J. Charalambous

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

## **21. NOMINATIONS TO OUTSIDE BODIES**

To confirm the following change to nominations on outside bodies:

- (a) Safer Neighbourhood Board

Councillor Milne to be replaced by Councillor Dines

(b) Enfield Racial Equality Council

Councillor J.Charalambous to be replaced by Councillor D.Pearce

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

**22. DATE OF NEXT MEETING**

To note that the next meeting of the Council will be held on Thursday 24 September 2015 at 7.00 p.m. at the Civic Centre.

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

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

(Members are asked to refer to the part two agenda).

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COUNCIL - 13.5.2015

**MINUTES OF THE MEETING OF THE COUNCIL HELD ON WEDNESDAY, 13 MAY 2015****COUNCILLORS****PRESENT**

Patricia Ekechi (Mayor), Bernie Lappage (Deputy Mayor), Abdul Abdullahi, Daniel Anderson, Ali Bakir, Dinah Barry, Yasemin Brett, Alev Cazimoglu, Nesil Cazimoglu, Erin Celebi, Lee Chamberlain, Bambos Charalambous, Jason Charalambous, Katherine Chibah, Lee David-Sanders, Dogan Delman, Nick Dines, Guney Dogan, Sarah Doyle, Nesimi Erbil, Turgut Esendagli, Peter Fallart, Krystle Fonyonga, Achilleas Georgiou, Alessandro Georgiou, Christine Hamilton, Ahmet Hasan, Elaine Hayward, Robert Hayward, Ertan Hurer, Suna Hurman, Doris Jiage, Eric Jukes, Nneka Keazor, Adeline Kepez, Joanne Laban, Michael Lavender, Dino Lemonides, Derek Levy, Mary Maguire, Donald McGowan, Andy Milne, Terence Neville OBE JP, Ahmet Oykenner, Anne-Marie Pearce, Daniel Pearce, Vicki Pite, Michael Rye OBE, George Savva MBE, Toby Simon, Alan Sitkin, Edward Smith, Andrew Stafford, Claire Stewart, Jim Steven, Doug Taylor, Haydar Ulus, Ozzie Uzoanya and Glynis Vince

**ABSENT**

Chris Bond, Jansev Jemal, Christiana During and Ayfer Orhan

**1****WELCOME**

Before starting formal proceedings the outgoing Mayor, Councillor Bakir, took the opportunity to welcome Councillor Nesil Cazimoglu as the newly elected councillor for Jubilee ward following a by-election held on 7 May 2015.

He also advised everyone attending that the meeting was being recorded by the Council along with a number of other media agencies and filmed for the purpose of relaying proceedings into the Conference Room where additional guests had been seated. He advised that filming would be focussed on the main participants during the meeting but if anyone did not wish to be filmed they would need to advise a member of staff. No objections were raised.

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

Father Emmanuel from St Edmunds Church gave the blessing.

**3****DECLARATION OF INTERESTS**

No interests were declared by members at the meeting.

**4**

**ELECTION OF MAYOR**

Councillor Taylor moved and Councillor Neville seconded the nomination of Councillor Patricia Ekechi as Mayor of the London Borough of Enfield for the 2015/16 Municipal Year.

In moving the nomination Councillor Taylor highlighted the important role of the Mayor, not only in terms of chairing Council but also in terms of acting as a representative and ambassador as the "First Citizen" of the borough. Councillor Ekechi was recognised as someone with a great deal of local knowledge and experience, having lived in the borough for more than 30 years. During her time as a councillor she had also gained a wide level of experience serving on a range of committee's and scrutiny bodies as well as in her previous role as Deputy Mayor. Councillor Taylor highlighted what he felt would be the dignity and commitment in terms of the way that Councillor Ekechi would serve as Mayor and advised that he was therefore pleased to be able to move her nomination, for what he was sure would be a highly successful year as Mayor.

Councillor Neville, in seconding the nomination on behalf of the Conservative Group, recognised the experience and commitment that it was felt Councillor Ekechi would bring to the role. In wishing her every success in her year as Mayor he also took the opportunity to highlight the continued importance in ensuring that Council meetings were chaired in a fair and impartial manner and the borough continued to be represented as widely as possible.

**AGREED** that Councillor Patricia Ekechi be elected as Mayor of the London Borough of Enfield for the 2015/16 Municipal Year.

The motion was agreed unanimously (without a vote). Councillor Ekechi then made and signed a Declaration of Acceptance of Office and was invested with the badge of office by the retiring Mayor, Councillor Bakir.

**5**

**MAYORS ACCEPTANCE SPEECH**

The Mayor made the following acceptance speech:

"Distinguished guests, ladies and gentlemen, good evening all and welcome.

It is my great honour, privilege and delight to have been elected as the Mayor of the London Borough of Enfield and the First Citizen of this Borough.

The position of Mayor bears much responsibility and one I assume with great pride, conviction and dedication.

Firstly, as a Christian, I thank God and pray the He blesses and guides me and allows me to fulfil my Mayoral duties in a just and fair way that is fitting of this high office.



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Secondly, I want to thank my fellow councillors for entrusting me to be elected as Mayor. I am grateful for this opportunity to serve the people of this beautiful Borough.

Thirdly, I thank my family for their unconditional love and thank my friends for their support.

I want to assure you all that I take this position very seriously and I am planning to execute my duties in a diligent manner.

Before I continue I will tell you a little bit about myself.

My parents gave me the Nigerian birth name of Chinyere meaning "God's gift". I pray and trust that I live up to my name and hope that at the end of my Mayorship my legacy will be that I have been "God's gift" to the citizens of the London Borough of Enfield.

My history is one of struggle and challenges but also of much joy. I was born in a small village in Imo State, Nigeria and am the youngest in the family of two men and five women.

I started and completed my secondary education after the Nigerian Civil War, which some of you may remember as the devastating Biafra war in the late 1960's. During that time, as a young girl, I cared for the wounded in a refugee camp and they called me "little nurse". That was my first taste of serving those in need. The experience of war and servitude will live with me all my days. Following the war, I came to England in 1977 for further education and settled in Edmonton. I worked hard to settle here, educating myself, getting married and having three children all through my struggles.

I gained an Advanced Diploma in Secretarial and Business Studies and a BSc in Social Sciences whilst being a busy mother and being in full time employment.

During this time I made many friends who made my transition from the warmth of Nigeria to the cold winters of England joyful and comfortable. I integrated myself into the community and whilst Nigeria never left my heart, the Borough of Enfield definitely became my new home.

I am a proud mother to three children and now also a grandmother. My family, multicultural and ever growing are my source of joy and inspiration.

I have seen the Borough of Enfield also go through its own struggles. Within our community we have poverty, high unemployment and crime to contend with. However, despite this the integrity of this community remains intact. I have wonderful memories of the people in this borough providing a sense of community be it through the safe delivery of my children, the great schools or the leisure community services that we all enjoyed. My favourite memory is of the beautiful Pymmes Park in the summertime and my children laughing

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feeding the ducks. This is the borough that I fell in love with and the borough that I wish to protect and uphold for future generations to come.

This is why I became involved in politics, to serve my local community as I once did all those years ago in Nigeria. It has allowed me to serve in various positions in the Edmonton Labour Constituency. Since becoming a councillor in 2010 I held offices of Deputy Whip and Women Officer for over three years before becoming the Deputy Mayor. Through these positions I have, hopefully, been able to improve, in a small way, the lives of the residents of this borough.

I am very delighted to welcome some important guests. My brother, Professor Christian Anah and his wife Mrs Anah who have travelled from Nigeria. I also welcome their daughter Assistant State Attorney Mrs Chiaka Ihekweaba who has travelled from Florida to grace this occasion.

I was made a Traditional Chief in 2011, as recognition for my services to the Ihiagwa Igbo Community from Nigeria by HRH Eze James Muruako who could not come tonight but I am delighted to welcome instead His Royal Highness Eze Kingsley Odu and his children who came from Nigeria to our beloved Enfield borough.

I cannot begin to name all the important dignitaries, family and friends that have travelled far and wide to be with me but I am honoured that you all attended tonight.

Most importantly, I thank Councillor Ali Bakir, the outgoing Mayor for giving me the opportunity to cover various engagements from which I have learnt a lot that will take me through this journey.

One of my roles as Mayor is to decide on a cause to support through the Mayoral Fund. This decision is a challenge due to the great degree of need within this borough and the numerous groups and charities working tirelessly for excellent causes.

However, I have chosen to highlight and support the work of dementia services within the borough with the proceeds from the Mayoral Fund. Dementia is a common disease but yet often ignored. As we become an aging population it is likely that most of us in this room will be touched by this dreadful disease. Dementia is a disease that attacks our memory, our thinking and our very selves as we get older, often leaving those affected with no memory and childlike behaviour. Its effects are devastating not only for the sufferer but also for their families.

Whilst I may not be able to find a cure, I believe that I can support the various charities working for dementia sufferers and their families living within our borough. My Mayoral Committee team, wearing special rosettes, and I will be working closely with Dr Sophie Edwards, Lead for Dementia and Dementia Services at North Middlesex Hospital. We will be working to introduce a number of exciting and innovative projects to aid diagnosis and improve the

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support already offered in this borough and potentially beyond. I look forward to sharing the exciting work planned with you all through this Mayoral Year. I therefore must acknowledge the presence of Dr Sophie Edwards, Consultant Geriatrician, Prof Stanley Okolo, Medical Director of North Middlesex Hospital and the Deputy Chief Executive Lance McCarthy. I am extremely grateful for your presence here today. Additional proceeds from the Mayoral Fund will go to other worthy causes and organisations as I embrace the boroughs diversity and other good works.

My duty as a Mayor is to work closely with the community of Enfield. Enfield has been my home for over 37 years and I am proud to belong here. I am the People's Mayor. I am your servant and I will do my best to reach out to each community. I will continue to support and fight for a better and stronger relationship between the council and the residents of Enfield. I look forward to serving you and the borough.

Thank You.”

**6  
APPOINTMENT OF MAYORS CONSORT**

The Mayor announced the appointment of Dr Christine Ekechi as her Consort for the 2015/16 Municipal Year. He then invested her with the badge of office.

**7  
APPOINTMENT OF DEPUTY MAYOR**

The Mayor confirmed the appointment of Councillor Bernadette Lappage as Deputy Mayor for the 2015/16 Municipal Year. The Deputy Mayor then made and signed a Declaration of Acceptance of Office and was invested by the Mayor with her badge of office.

Councillor Lappage then made the following acceptance speech:

“I would like to thank the Mayor for my appointment and I look forward to us working together.

It is a great honour to be the deputy mayor in a town where you have been born and raised and I thank my parents for coming here, from Ireland in the 1940s.

I want to thank all my colleagues across the Council, members and officers.

I want to thank the people of Jubilee for electing me and my ward colleagues Alev and Nesil Cazimoglu who I know will support me.

Last but not least I want to thank my family, my sisters, nieces and nephews, brothers-in-law and of course Andrew and Edward for their love and support.

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I look forward to the year ahead and working with, and for, the wonderful community of Enfield.”

**8**

**APPOINTMENT OF DEPUTY MAYORS CONSORT**

The Deputy Mayor announced the appointment of Andrew Lappage as her Consort for the 2015/16 Municipal Year, and invested him with the badge of office.

**9**

**APPOINTMENT OF DEPUTY LEADER OF THE COUNCIL AND CABINET**

Councillor Taylor confirmed the appointments as set out below and detailed on the yellow list tabled under agenda item 10.1:

Deputy Leader – Councillor Achilleas Georgiou

Cabinet member for Community Organisations & Culture – Councillor Yasemin Brett

Cabinet member for Economic Regeneration & Business Development – Councillor Alan Sitkin

Cabinet member for Education, Children’s Services and Protection – Councillor Ayfer Orhan

Cabinet member for Environment – Councillor Daniel Anderson

Cabinet member for Finance Efficiency – Councillor Andrew Stafford

Cabinet member for Health & Social Care - Councillor Alev Cazimoglu

Cabinet member for Housing & Housing Regeneration – Councillor Ahmet Oykener

Cabinet member for Public Health & Sport – Councillor Nneka Keazor

**10**

**PRESENTATION OF THE PAST MAYOR AND CONSORT BADGES**

The Mayor presented past Mayor’s and Mayors Consort badges and certificates recording the Council’s appreciation to the retiring Mayor, Councillor Ali Bakir and his Consort Berdan Bakir.

The Mayor, on behalf of the Council, thanked them for the work they had undertaken during the 2014/15 Municipal Year.

The Leaders of both Groups were also presented with a token of appreciation for their support over the year.

11

**MAYORS ANNOUNCEMENTS (IF ANY) IN CONNECTION WITH THE ORDINARY COUNCIL BUSINESS**

The Mayor made the following announcement:

**(a) Members of Parliament – London Borough of Enfield**

The Mayor congratulated all three Members of Parliament elected to represent constituencies within Enfield at the General Election on 7<sup>th</sup> May 2015.

12

**MINUTES**

**AGREED** that the minutes of the Council meeting held on Wednesday 25 March 2015 be confirmed and signed as a correct record.

13

**APOLOGIES (IF ANY)**

Apologies for absence were received from Councillors Chris Bond, Christiana During, Jansev Jemal and Ayfer Orhan.

14

**MEMBERSHIP OF COMMITTEES AND PANELS**

Councillor Stewart moved and Councillor E.Hayward seconded the report of the Director of Finance, Resources & Customer Services (No.1) seeking Council approval to determine the constitution and political balance of the committees, joint committees and panels that had been set up for discharge of the Council's functions.

**AGREED**

- (1) that the seats allocated to each political party on the committees and boards to which Section 15 of the Local Government and Housing Act 1989 apply, be approved as set out in Appendix A of the report.
- (2) in accordance with paragraph 3.3 of the report, Council resolves (without dissent) that the rules of political proportionality should not apply to those bodies marked with an \* in Appendix A of the report.

15

**APPOINTMENT OF COUNCIL BODIES FOR 2015/2016**

**1.1 Appointment of Council Bodies 2015/16: Committee Membership list**

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Councillor Stewart moved and Councillor Achilleas Georgiou seconded the list of Council bodies to be established and membership appointments for the 2015/16 Municipal Year.

**AGREED**

(1) to the establishment of the Council bodies for the 2015/16 Municipal Year and appointment of their memberships, as set out on the yellow list tabled at the meeting.

(2) the amendments to membership of the following bodies:

(a) **Green Belt Forum**

Councillor B.Charalambous to fill vacancy identified

(b) **Member Governor Forum**

Councillor B.Charalambous to fill vacancy identified

**1.2 Appointment of Council Bodies 2015/16: Terms of Reference**

**AGREED** to confirm the Terms of Reference of those bodies set out in Part 2 of the Constitution.

**16**

**REPRESENTATIONS ON OTHER BODIES AND ORGANISATIONS 2015/16**

Councillor Stewart moved and Councillor Achilleas Georgiou seconded the list of nominations for appointments to outside bodies for the 2015/16 Municipal Year.

**AGREED**

(1) the Council's representation on outside bodies, as detailed on the green list tabled at the meeting.

(2) the amendments to representation on the following bodies:

(a) **London Councils: Pension Common Investment Vehicle (CIV) Sectoral Joint Committee**

Councillor Simon to fill the vacancy identified.

(b) **North London Waste Planning Members Group**

Councillor Anderson to be replaced by Councillor Simon.

17

## **COUNCIL SCHEME OF DELEGATION**

**AGREED** the authority's Scheme of Delegation, as set out in Part 3 (pages 3-2 to 3-13) of the Constitution.

18

## **COUNCILLORS' QUESTION TIME (TIME ALLOWED - 30 MINUTES)**

### **1.1 Urgent Questions**

The Mayor informed Council of the receipt of an urgent question from Councillor Neville relating to the content of a letter from Secondary School head teachers during purdah and the costs associated with legal advice obtained on it. Members were advised that having considered the reasons for urgency, the Mayor had decided not to accept submission of the question under the urgency procedure.

### **1.2 Questions by Councillors**

NOTED

1. The forty nine questions on the Council's agenda which had received a written reply from the relevant Cabinet Member, Associate Cabinet Member or Committee Chair.
2. The following supplementary questions and responses received for the questions indicated below:

#### **Question 1 (Cycle Enfield Partnership Board membership) from Councillor Laban to Cabinet Member for Environment.**

Will the newly appointed Cabinet Member commit to invite more Resident Associations to sit as members on the Cycle Enfield Partnership Boards, given that there are many more Associations in existence than currently serving as members of the established Boards.

#### **Reply from Councillor Anderson:**

Given that I have only been serving in the role as relevant Cabinet Member for less than an hour I will need to consider and evaluate the request made.

Whilst having the opportunity I would also like to pay tribute to Councillor Bond, as my predecessor in the role as Cabinet Member. Councillor Bond is a formidable presence and performed this role with dignity honour and talent alongside his hard work as a ward councillor. He will be a tough act to follow and I wish him every success in his new role as chair of Licensing Committee and hope that I can follow in his footsteps providing my own contribution in the role of Cabinet Member.

**Question 3 (Enfield West Cycle Partnership Board membership) from Councillor Laban to Cabinet Member for Environment**

Will the new Cabinet Member please confirm whether he will also allow, in the spirit of fairness, the newly re-elected M.P. for Enfield Southgate to be invited to attend the Enfield West and North Cycle Partnership Boards due to the anomaly identified in terms of the boundaries covered by each Board as they compare to the Parliamentary and Ward Constituency boundaries.

**Reply from Councillor Anderson:**

I refer the councillor to the response I made to her first supplementary question.

**Question 7 (School crossing patrol – Parsonage Lane/Baker Street) from Councillor Laban to Cabinet Member for Environment**

Can the Cabinet Member advise whether he will be prepared to consider the provision of a school crossing patrol officer at the junction identified, given the cost identified of approx. £50k as opposed to more expensive alternative traffic calming or junction remodelling works.

**Reply from Councillor Anderson:**

I refer the councillor to the original written response provided.

**Question 14 (Housing Zone application) from Councillor R.Hayward to the Cabinet Member for Housing and Housing Regeneration.**

I understand we are expecting good news in this area. Would the Cabinet Member like to take the opportunity to spread the word?

**Reply from Councillor Oyken:**

All I can say at this stage is that we are confident and are anticipating good news in terms of an announcement and sign off by the Mayor for London shortly.

**Question 15 (action to tackle drivers racing on A10) from Councillor Dines to the Cabinet Member for Environment**

Can I ask the Cabinet Member to consider the use of a Public Space Protection Order as a means of assisting to tackle the problems being caused by drivers meeting in the car parks of MacDonalds and Krispy Kreme in the A10 retail outlet in order to race along the A10. Other Councils have sought to use this same power in order to prevent car parks being used as meeting venues. All available powers need to be used by the Council working alongside TfL and Police in order address the problems being caused.

**Reply from Councillor Anderson:**



I am happy to look at all possible measures available.

**Question 40 (expenditure on Temporary Accommodation) from Councillor Smith to the Cabinet Member for Housing and Housing Regeneration.**

I would take this opportunity to congratulate Councillor Oyken on his reappointment as Cabinet Member for Housing and look forward to working with him on this area again in future. In the written response to my question there is reference to the 2015/16 forecast for Nightly Paid Accommodation assuming the achievement of £5m worth of mitigation savings. Can he indicate how these savings will be achieved?

**Reply from Councillor Oyken:**

We are looking towards the Government for additional funding, which I'm sure Councillor Smith would support and be willing to support me in looking to secure.

**Question 42 (Assets of Community Value – former Middlesex University site, Trent Park) from Councillor J.Charalambous to the Leader of the Council**

My written question was submitted prior to what I feel is this Council's disgraceful decision to reject the nomination of both the former Middlesex University site in Trent Park and the former Green Dragon Public House as Assets of Community Value. The Council waited until the very end of the statutory deadline to provide its response which was a short one paragraph rejection. In my opinion, this wasn't in the spirit of local opinion and the campaign groups are now very seriously looking at challenging the decisions, as there appears to be no right of appeal against the decision by the campaign groups available under the Council's procedure. Can I therefore ask the Leader of the Council what mechanisms are available to challenge and appeal against what was an internal officer decision to reject the nominations in respect of both sites?

**Reply from Councillor Taylor:**

Councillor Charalambous will be aware that the process set up for dealing with Assets of Community Value is one that follows the Regulations laid down. I do, however, share many of the sentiments expressed about the process and am therefore going to approach Councillor Neville (as Leader of the Opposition) to see if we can discuss improvements that can be made and the way that we do it. At the end of the day though, we have to be mindful that the legislation is clear. In terms of immediate options I can see at least two possible alternatives for the campaign groups (a) to follow the judicial review process; (b) unlike some of our neighbouring boroughs, we have not got a restriction on anyone resubmitting a nomination following an initial rejection, if there are further grounds for reconsideration.

**COUNCIL - 13.5.2015**

I will, however, reiterate that the process established does require some re-consideration and I will discuss with the Leader of the Opposition how we can achieve this within the legislative requirements.. It is unusual to have a decision-making process without any form of democratic accountability so this democratic deficit does need to be addressed to allow a greater level of member input within the current rules allowed, which may require a change in Regulations for the scheme as it currently stands.

**Question 49 (Planning Committee High Court Judgement) from Councillor Neville to Chair of the Planning Committee**

Having seen the revised response circulated in advance of the meeting I still do not think that this answers my original question. I've assumed that Councillor Simon has seen the court order or at least been advised of it so how can he explain the assertion that the Council accepted a technical error but is not able to provide an estimate of the legal costs.

**Reply from Councillor Simon:**

The document to which Councillor Neville refers is a judgement on costs not a judgement on the specifics of the decision. I have taken legal advice in relation to the issue of costs and I believe my revised response does answer his question and is accurate about the Council's position.

**19  
MOTIONS**

None received.

**20  
AMENDMENT TO MEMBERS ALLOWANCES SCHEME**

The Mayor advised Members that this item had been withdrawn from consideration at the meeting.

**21  
MEMBERS STANDARDS FRAMEWORK - EXTENSION OF TERM OF OFFICE OF AN INDEPENDENT PERSON**

Councillor Stewart moved and Councillor E.Hayward seconded the agenda item seeking approval to the extension of the term of office for Christine Chamberlain as one of the Independent Persons supporting the Council's Standards Framework

**NOTED**

1. the invaluable support and advice provided by the Independent Persons to the Councillor Conduct Committee and Monitoring Officer.

**COUNCIL - 13.5.2015**

2. The extension to the term of office would be for a two year period, effective from 30 June 2015, and had been recommended to Council by the Councillor Conduct Committee.

**AGREED** to approve the extension of the term of office for Christine Chamberlain as an Independent Person under the revised Standards Framework introduced by the Localism Act 2011 for an additional two year period to expire on 30 June 2017.

**22**

**USE OF COUNCIL URGENCY PROCEDURE**

NOTED

1. The decision taken by the Leader of the Council on 4<sup>th</sup> May 2015 under the Council Urgent Action Procedure to agree a scheme of delegation (as detailed in the paper circulated with the agenda) for the newly formed Council Housing and Strategic Services Division within Regeneration & Environment.
2. The reasons for urgency, as detailed under the agenda item.

**23**

**CALENDAR OF MEETINGS**

NOTED the calendar of meetings included indicative dates for future meetings of the Council up until May 2017.

**AGREED**

- (1) the calendar of meetings of the Council, including the next Council meeting, which had been scheduled for Wednesday 24 June 2015.
- (2) that approval of any further amendments to the calendar be delegated to the Director of Finance, Resources and Customer Services, in consultation with both party groups.

**24**

**CALLED IN DECISIONS**

None received.

**25**

**DATE OF NEXT MEETING**

NOTED that the next meeting of the Council would be held at 7pm on Wednesday 24 June 2015 at the Civic Centre.

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## Opposition Priority Business –Council meeting 24<sup>th</sup> June 2015

### The current aesthetics in the borough: Wheeled Bins and Bulk Waste Collections #cleanupenfield

#### 1. Background

Keeping our streets clean is a statutory responsibility of Enfield Council. It is important not just for our residents' health and wellbeing but also because the quality of the environment is how we are judged as a local authority.

As a local authority we pride ourselves on our environment and it is integral to our borough's brand. Waste collection and street cleansing are the bread and butter of what we, as a Council, provide for our residents and businesses. When this deteriorates, it effects how Enfield is perceived by its customers and potential investors. If we cannot carry out our core functions to a high standard it makes others question our ability to deliver the large scale projects that Enfield so desperately needs. If our streets are blighted by litter and fly tipping it damages our borough's brand.

The Conservative Group believes it is paramount therefore that our streets are clean and free from fly tipping so our customers and potential investors can see with their own eyes that Enfield is a great place to live, work and visit. We are bringing this Opposition Priority Business paper to this Full Council Meeting because of late, street cleaning has not been at its best and we are asking for action to be taken. This is about caring about our borough and making Enfield the best it can be.

The evidence included in this document makes it clear that Enfield has a problem with fly tipping. In addition to the images supplied our fly tip rates have risen year on year since 2012, confirmed as part of the answer to Question 6 at the last Full Council Meeting . We have not met our residual waste target levels either as stated in the last Quarterly Performance Report

<http://governance.enfield.gov.uk/documents/s50361/Performance%20Report%20-%20Quarter%203%202014-15%20150205%202.pdf>

Action needs to be taken in this area so that Enfield's street scene improves.

#### 2. Recommendations

To agree that the Administration carry out the following actions:

- (1) Make it easier for the public to report fly tipping via social media, website, phone and email;
- (2) Take a strategic approach to areas where fly tipping is happening on a recurring basis;
- (3) Install cameras where fly tipping is prevalent;
- (4) Greater integration between Environment Dept and Council Housing Fly Tip Crews;
- (5) A fly tipping amnesty day where people can leave bulky waste out for collection free of charge;
- (6) A review of fees and charges of bulky waste collection to make it more affordable to use the service;
- (7) A clear communication message sent to Fly Tippers that enforcement action will be taken;
- (8) A community engagement campaign on the right way to dispose of rubbish.



Rodean Avenue, EN3





Avenue Road, N14



Summerville Close N9



Baker Street, EN1



Bedevere Road N9



Winchester Road, N9





Central Avenue, N9



College Gardens, N18



Lindhill Close, EN3



Lindhill Close, EN3



Wimborne Road N9



Turkey Street, EN3





Standard Road, EN3



Crown Lane, N14



Bullsmoor Lane, EN1



Carterhatch Road, EN3





Maxim Road, N21



Jeremy's Green, N18



Brettenham Road, N18

**13. OPPOSITION BUSINESS**

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

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

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

(Updated: Council 11/11/09)

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

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

conducted as follows:

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



**MUNICIPAL YEAR 2014/2015 & 2015/16 REPORT NO. 220A****MEETING TITLE AND DATE:**

Cabinet - 29<sup>th</sup> April 2015  
 Council – 24<sup>th</sup> June 2015

**REPORT OF:**

Director of Finance,  
 Resources and Customer  
 Service – James Rolfe

Contact officer and telephone number:

Jess Khanom 0208 379 3766

E mail: [Jess.Khanom@enfield.gov.uk](mailto:Jess.Khanom@enfield.gov.uk)

<b>Agenda – Part: 1</b>	<b>Item: 8</b>
<b>Subject:</b> Approval of a new Strategy for Leisure and Culture Policy for the Council and its partners.	
<b>Wards: All</b>	
<b>Key Decision No: 4015</b>	
<b>Cabinet Member consulted:</b> Cllr Taylor	

**1. EXECUTIVE SUMMARY**

The vision of the strategy is to improve the lives of our community through leisure, sport, arts, heritage and culture. By 2020 every resident will have the opportunity to participate and experience leisure and culture activities in their local community. We want to **Engage** residents, **Inspire** greater participation and **Grow** involvement. Using these principles we will:

- Explore alternative ways of attracting under-represented groups to participate and experience the leisure and culture offer and celebrate the diversity of our Borough by bringing people together.
- Raise the aspirations of our residents through leisure and culture emphasising that achievements are valued at every level from personal fitness goals, to joining a local drama group, to competing in a dance competition.
- Develop our people, resources and services to ensure leisure and culture continues to exist as traditional sources of funding become scarce

**2. RECOMMENDATIONS**

- 2.1 That having been approved for recommendation by Cabinet, Council approve for adoption Active and Creative 2015-2020, the new leisure and culture strategy.

### 3. BACKGROUND

- 3.1 The Council's Everybody Active (2009-2014) and Creative Enfield (2008-2013) strategies have now expired. The Leisure and Culture team in March 2014 underwent an assessment to achieve the customer service excellence accreditation; it was recommended that the Leisure and Sport team work closer with the Culture and Arts team. In an action planning workshop with the Leisure and Culture it was recommended that when the two strategies expired a single strategy would be developed to merge the common objectives and resources within the service and build a stronger presence of Leisure and Culture as a unit. In October 2014 a project team was formed including the Director of FRCS, leads for leisure and culture, Public health, parks, youth service, community safety and the lead cabinet member for Culture, Sport, Youth and Public Health to steer the direction of the new strategy. A draft strategy was open for public consultation on 18<sup>th</sup> December 2014 to the 18<sup>th</sup> February 2015.
- 3.2 'Active and Creative' has been developed taking into account a wide range of local issues and views including:
- Enfield's demographics, social and economic context and projected future changes
  - Council's Business plan
  - Active people survey – existing levels of participation in physical activity and sport
  - Public health annual report and JSNA
  - Targeted youth provision
  - Customer satisfaction and barriers to engagement and participation
- 3.3 'Active and Creative' has been developed by the Council with representation from the youth service, leisure and culture, public health, community safety and parks. Key to its development has been involvement of Partners and 3<sup>rd</sup> sector providers including the Community Sport and Physical Activity Network (CSPAN) , the Leisure and Culture Partnership Group a Thematic Action Group of the Enfield Strategic Partnership and the Events and Festivals sub group.
- 3.4 The Active and Creative Strategy is about making leisure and cultural activities an important and valued part of the community. It is a five year strategy that sets out our strategic aims and objectives for leisure, sport, arts, heritage and culture from 2015-2020. It recognises the impact of leisure and culture on wider social, health and economic development and builds upon the progress made as a result of the Everybody Active (2009-2014) and Creative Enfield (2008-2013) strategies.
- 3.5 It outlines the intention of Enfield Council and its partners to enrich the offer through better joined up working, advocacy and exploitation of opportunities that help build the capacity of groups and organisations

operating in the sector, and raise the profile of the great things to see, do and get involved with in Enfield.

**Benefits to residents:**

3.6 Leisure and culture activities are essential for overall health and well-being. It can benefit both mental and physical health directly and indirectly. The Borough's inactivity levels is one of the highest in the country with 37% of adults in Enfield are not participating regularly in any sport and physical activity. Physical activity is associated with a 30% reduction in mortality as well as a 20-30% reduction in such as diabetes, heart disease bone disease and mental ill-health. It also has a positive impact on mental health, healthy weight, community cohesion, economic development and helps reduce crime and anti-social behaviour.

3.7 Being adequately physically and mentally active throughout one's life is a critical part of being healthy. Through this strategy we will seek to increase physical activity levels and engagement in positive activity throughout the borough. The vision:

The vision of the strategy is to improve the lives of our community through leisure, sport, arts, heritage and culture. By 2020 every resident will have the opportunity to participate and experience leisure and culture activities in their local community.

We will achieve our vision with 3 principles:

1. ENGAGE
2. INSPIRE
3. GROW

Under the **ENGAGE** principle we will explore alternative ways of attracting under-represented groups to participate and experience the leisure and culture offer and celebrate the diversity of our Borough by bringing people together.

- Our ENGAGE aims are to: Raise awareness of leisure and culture activities and its benefits
- Work in partnership with non-traditional leisure and culture groups/ organisations to involve them in the planning, promotion and delivery of events and activities
- Promote community cohesion by integrating communities through our local festivals, activities and events

Under the **INSPIRE** principle we will raise the aspirations of our residents through leisure and culture emphasising that achievements are valued at every level from personal fitness goals, to joining a local drama group, to competing in dance competition. Our INSPIRE aims are to:

- Encourage our young people to engage, participate and succeed in leisure, sport, arts and culture.
- Energise and motivate our residents to become more active promoting lifelong participation and improving health.
- Promote social prescribing for mental health and wellbeing through leisure and culture activities

Under the **GROW** principle we will develop our people, resources and services to ensure leisure and culture continues to exist as traditional sources of funding become scarce

Our GROW objectives are to:

- Improve access to leisure and culture opportunities across Enfield
- Build the capacity of leisure, sport, the arts and culture sector to extend the local activity offer supporting long term sustainability
- Develop Enfield as a geographical, social and economic hub of activities for arts, cultural, heritage and sporting events

## **Strategy Development**

- 3.8 The strategy was publicised as a draft for consultation from December 2014 until 18<sup>th</sup> February 2015. Officers have actively met with groups such as the Leisure and Culture Partnership Board, Youth Parliament, Community groups and others to collate a wide range of views on the strategy and the development of an annual action plan.
- 3.9 Should the strategy be approved the next steps would be to deliver the action plan via local partners, stakeholders and the Council's Leisure and Culture service.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

Alternative Options will be considered post consultation.

## **5. REASONS FOR RECOMMENDATIONS**

There is currently no Leisure and Culture strategy for Enfield, the strategy will provide the future direction of Leisure and culture in the Borough. This will further support and grow the established partnerships in the sector. It also positions the Council well for external funding by demonstrating a strategic commitment to the field.

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

### **6.1 Financial Implications**

No financial implications arising from the approval of the strategy. Action planning will be within current financial restraints.

### **6.2 Legal Implications**

Under section 2B of the National Health Service Act 2006, subsection 1, each local authority has a duty to 'take such steps as it considers appropriate for improving the health of the people in its area'. Further subsections of section 2B set out the wide-ranging steps which may be taken to fulfil this duty, including providing information and advice, and making available the services of any person or any facilities.

In addition, under section 1 of the Localism Act 2011, a local authority has a general power of competence and may do anything that individuals generally may do, provided that it is not prohibited by other legislation.

The proposals set out in this report are covered by the above legislation.

### **6.3 Property Implications**

The document setting out the leisure, sport, arts, heritage and culture strategy clearly demonstrates the important role of the Council's Property portfolio. The Council actively manages its property portfolio to improve the lives of our community, both directly by providing a variety of enabling facilities, and indirectly in partnership or collaboration with others.

## **7. KEY RISKS**

The risk of not having a strategy in place will indicate to potential funders and partners that we don't recognise the importance that Leisure and Culture provides in the life of our community. Events

ranging from the Pantomime to live music, from park run to Sunday football and from Forty Hall to Millfield Arts Centre will continue to be delivered through the strategy commitments.

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

### **8.1 Fairness for All**

The Leisure and Culture Strategy aims to reduce health inequalities in the borough by providing a range of accessible and affordable provision for local people in their local community.

### **8.2 Growth and Sustainability**

Through the cultural events programme and leisure centre portfolio Leisure and Culture can contribute to wider social and economic development and draw in investment and sponsorship.

### **8.3 Strong Communities**

The strategy aims to build capacity of local community groups to not only deliver leisure and culture provision but to advocate and champion its benefits to local people. It also brings communities together promoting Civic pride and community cohesion.

## **9. EQUALITIES IMPACT IMPLICATIONS**

The Leisure and Culture Strategy aims to reduce inequalities by providing accessible and affordable provision for all.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The annual action plan will determine the performance management framework of the strategy.

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

All provision within Leisure and Culture delivered or contracted by the Council is subject to the outcomes of risk assessments and risk management processes.

## **12. HR IMPLICATIONS**

All provision within Leisure and Culture delivered or contracted by the Council is in line with Council principles such safeguarding/DBS clearance of delivery staff, recruitment of staff and codes of conduct.

### **13. PUBLIC HEALTH IMPLICATIONS**

Leisure and Culture activities significantly contribute to physical and mental well-being.

#### **Background Papers**

None

#### **Appendices**

Draft 'Active and Creative' – Leisure and Culture Strategy  
Draft Action Plan

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**ENFIELD**  
Council



***Active and Creative***

**Enfield Leisure and Culture Strategy  
2015 to 2020**

**Cabinet Version 1  
March 2015**

**Foreword by Cllr Doug Taylor**

Our vision is to improve the lives of our community through leisure, sport, arts, heritage and culture. By 2020 every resident will have the opportunity to participate and experience leisure and cultural activities in their local community. The Active and Creative Strategy is about making leisure and cultural activities an important and valued part of the community. It is a five year strategy that sets out our strategic aims and objectives for leisure, sport, arts, heritage and culture from 2015-2020. It recognises the impact of leisure and culture on wider social, health and economic development and builds upon the progress made as a result of the Everybody Active (2009-2014) and Creative Enfield (2008-2013) strategies.

We believe that leisure and cultural activities significantly add to community life and positively impacts well-being and a sense of civic pride for everyone who lives, works and studies in Enfield. It provides fun, enjoyment, excitement and challenge as well as the opportunity to meet and interact with people of different ages and from different backgrounds. It also helps improve health, reduce obesity and isolation, provide positive activities, develop skills and create jobs.

Enfield's Active and Creative strategy outlines the intention of Enfield Council and its partners to enrich the offer through better joined up working, advocacy and exploitation of opportunities that help build the capacity of groups and organisations operating in the sector, and raise the profile of the great things to see, do and get involved with in Enfield. This strategy has been developed by Enfield Council in conjunction with a range of partners and local community organisations. It contributes to the key priorities of the Enfield Strategic Partnership, Enfield Council and other local organisations. We would like to thank these partners and look forward to working with them in the future.

**Introduction:**

We believe that Leisure and Culture is an important and valued part of community life in our borough. It not only brings vitality, life and vibrancy to Enfield's community, it also provides lifelong enjoyment. This strategy sets out the case for ongoing provision and investment in Leisure and Culture to deliver a range of outcomes and support wider social agendas such as education, health, the economy and facilitate the development and empowerment of communities. Leisure and Culture provides us with opportunities within an increasingly diverse yet cosmopolitan society to come together, celebrate and enjoy shared experiences. It is an excellent mechanism for increasing social capital and social cohesion. But beyond that broader value, leisure and culture continues to provide us with those inspirational, incomparable and invaluable moments of enjoyment whether it is listening to music, watching our team win, enjoying a community event, visiting a heritage venue and learning about Enfield's rich history or going to the theatre.

In summary, Leisure and Culture has a positive impact on cross cutting agendas such as:

- Improving health and well-being
- Supporting local people and building capacity
- Raising aspirations and increasing life chances
- Promoting social and economic development

Our *Active and Creative* strategy sets out our commitment to cultivate and build upon the current levels of provision to achieve our vision:

#### **Our Vision:**

We want to continue to improve the lives of our community through leisure, sport, arts, heritage and culture. By 2020 every resident will have the opportunity to participate and experience leisure and culture activities in their local community. We want to **Engage** our residents, **Inspire** greater participation, and **Grow** involvement.

#### **Our Objectives:**

We want everyone to understand and value the benefits of Leisure and Culture and to translate that into everyday participation. Leisure and Culture can make a significant difference to our physical and mental well-being, happiness and outlook on life. They help to reduce long term health conditions, increase the likelihood of community cohesion and promote a "feel good factor". It can help prevent or reduce obesity and enable older people to continue to lead and enjoy independent lives. Leisure and Culture can impact on community safety, anti-social behaviour and crime, it can impact on deprivation and economic prosperity but probably more importantly leisure and culture adds value to our lives in allowing us to enjoy sport, theatre, cultural events, physical activity and relaxation with friends and family.

By 2020, Enfield will be a culturally vibrant and active borough, which celebrates the diversity and heritage of its people and values the contribution of all sectors of the

community from cultural to sporting life of the borough. Leisure and Cultural partners will work together to bring more skills, experience and employment to the borough and make Enfield an even more attractive place for people to live and work. We will foster the development of vibrant clubs, venues and town centres developing the local economy where possible. More people will take part in leisure, sporting, arts and cultural activities. We will work to ensure that everyone, including our young people, can access a broad range of excellent cultural and leisure services so that they are able to realise and achieve their full potential for the benefit of the wider community.

A number of local issues underpin and support the development of this strategy, see Appendix 1 for further details but the headline issues are listed below:

- **Inactivity levels**
  - Enfield has been identified as one of the top 10 most inactive adults in country in 2014 with 36.9% of adults in Enfield adults taking part in no physical activity.
- **Poverty**
  - In 2011, it was recorded that over a quarter (23,000) of young people and children living in poverty
- **Life expectancy gap**
  - There is an 8.7years difference in life expectancy for males and 8.6years difference in females from Upper Edmonton to Grange Park ward (2010-2012)
- **Overweight or Obesity (2012-13)**
  - 64% of Enfield Adults are overweight or obese
  - Enfield has the 6<sup>th</sup> highest prevalence of reception aged children who are overweight or obese (26.2%) and 13<sup>th</sup> highest in London with 39.1% for year 6.
- **Raising Youth Aspiration**
  - From April 2014 – March 2015 on average 3.5% of Enfield's young people (aged 18-24yrs) claimed Job Seekers allowance compared to 3.3% regionally.
- **Mental Health**
  - Estimates in 2012 suggest that 32,263 adults aged 18-64 years in Enfield are living with a common mental health disorder such as depression, anxiety or obsessive compulsive disorder.

For more up to date information please visit: [www.enfield.gov.uk/healthandwellbeing](http://www.enfield.gov.uk/healthandwellbeing)

Council resources will be used to improve the quality of life for our residents. Partnership development and innovative programmes will be fundamental to the way we deliver services in order to reduce the demand on public resources whilst increasing the benefits to residents.

Enfield's population is currently estimated to be around 320,000, and it is expected to grow to about 335,000 by 2020. This strategy is written at a time of significant economic pressures and all the challenges that it brings to local people in terms of their employment, wellbeing, life opportunities, and expendable income. In this context the Council is seeking to work

ever more efficiently through commissioning, partnering, brokerage and good management of resources whilst maintaining excellent standards. The Council's ambition for its residents is to be a top performing authority in the area of Leisure and Culture. This context is a key driver of this strategy in that it emphasises the need to work in partnership, to share resources, and bring partners together to seek new funds and seize opportunities.

### **Our Plans and Principles**

We will achieve our vision with 3 principles:

1. ENGAGE
2. INSPIRE
3. GROW

Under the **ENGAGE** principle we will explore alternative ways of attracting under-represented groups to participate and experience the leisure and culture offer and celebrate the diversity of our Borough by bringing people together.

Our ENGAGE aims are to:

- Raise awareness of leisure and culture activities and its benefits
- Work in partnership with non-traditional leisure and culture groups/ organisations to involve them in the planning, promotion and delivery of events and activities
- Promote community cohesion by integrating communities through our local festivals, activities and events

Under the **INSPIRE** principle we will raise the aspirations of our residents through leisure and culture emphasising that achievements are valued at every level from personal fitness goals, to joining a local drama group, to competing in a dance competition.

Our INSPIRE aims are to:

- Encourage our young people to engage, participate and succeed in leisure, sport, arts and culture.
- Energise and motivate our residents to become more active promoting lifelong participation and improving health.
- Promote Non-Clinical Pathways into Universal Services for mental and physical well-being through leisure and culture activities.

Under the **GROW** principle we will develop our people, resources and services to ensure leisure and culture continues to exist as traditional sources of funding become scarce

Our GROW objectives are to:

- Improve access to leisure and culture opportunities across Enfield
- Build the capacity of leisure, sport, the arts and culture sector to extend the local activity offer supporting long term sustainability
- Develop Enfield as a geographical, social and economic hub of activities for arts, cultural, heritage and sporting events

### **Our current Leisure and Culture provision in Enfield**

Leisure and culture provision in Enfield is rich in what it has to offer its community. Opportunities to be active and creative can be found in a number of channels led by our public, private, community and voluntary groups and organisations. A map illustrating Council provision is available in Appendix 2.

Visually the landscape of leisure and culture includes:

- 4 theatres providing diverse theatre productions
- 7 leisure centres including Bowls facilities, swimming and fitness suites
- Forty hall and Estate - Grade 1 listed Jacobean Manor House
- Over 150 sports clubs with 41 Clubmark Accredited
- A wide events programme including Enfield Autumn Town Show and Edmonton Festival
- 6 youth clubs providing positive activities
- 123 parks and open spaces consisting of outdoor gym areas, tennis courts and multi-use games areas.
- Opportunities to compete at London Youth Games
- Sports Events raising money for local charities
- Exercise referral programmes to reduce sedentary lifestyles
- Physical Education service to Schools
- 17 Libraries
- Museums and Local history

A number of areas contribute to the Leisure and Culture offer in Enfield:

#### **Active Travel / Cycling**

Enfield is one of the largest boroughs in London. Its landscape varies from greenbelt to built-up urban areas. Our borough is linked together with 374 miles of streets and roads to walk, cycle or drive on and public transport. We have ambitious plans to further improve transportation in the borough to help residents make healthy and sustainable travel choices.

Walking is a great way to get gentle outdoor exercise benefitting physical and mental well-being. 30% of all car trips in Enfield are less than 2km (just over 1 mile). This distance can easily be walked in less than 25 minutes; the 'walkit' tool campaign promotes walking between destinations, supporting our active travel plans. Our School Travel Plans also look at ways to encourage walking and cycling to school.

Cycling is also a fun, healthy and economical way to travel. Nearly 80% of car trips in Enfield are of cycleable length. Enfield Council was awarded £30 million to transform cycling across

the borough by the Mayor of London, making the cycling environment much more attractive and enabling more people to choose cycling for local journeys. The Cycle Enfield programme will improve road infrastructure in and between town centres and provides supporting activities like the £10 Cycle Loans.

## **Arts and Culture**

The arts contribute to our sense of who we are as a place and as a community. They contribute to our social, economic and educational value systems, building bridges and connections across our diverse communities. We believe that the arts and culture contributes to making Enfield a great place to live, work, study, visit and do business.

The arts and cultural offer in Enfield embraces the work of:

- Artists, painters, poets and sculptors
- Millfield and Dugdale Theatre
- Community Theatres (Chickenshed, Intimate and Facefront Theatres)
- Festivals and Events
- Forty Hall and Estate
- Local Authority theatres (Dugdale and Millfield Theatres)
- Musicians
- Visual and performing arts

The wide range of arts and cultural organisations and groups enhances the vitality, diversity and innovation to our offer in Enfield.

## **Healthy Places, Parks and Open Spaces**

Creating vibrant, prosperous communities is at the heart of our plans for Enfield. We are driving regeneration in a number of areas, delivering new homes, improving open spaces, shops, leisure and community facilities. Our Borough is one the greenest in London with 123 parks and open spaces of which a significant proportion have Multi Use Games Areas, outdoor gyms, play areas, tennis courts, running and walking circuits.

Parks and open spaces provide residents with local, free-low cost and accessible places to keep active, play and simply enjoy life. They also provide a venue to bring communities together through festivals and events promoting community cohesion and civic pride.

## **Leisure, Sport and Physical Education**

Physical activity and access to appropriate leisure opportunities is a key factor in the prevention of number of long term health conditions. Within our schools we support PE teams in increasing the number of extra-curricular sports opportunities for pupils including gymnastics and dance festivals, we develop the skills of young people to become coaches and young leaders and improve the standards of school swimming and the swimming provision available in curriculum time.

We have invested significantly in our Leisure Centre's and facilities including the refurbishment of QEII stadium to improve the quality of provision for local people ensuring these facilities are widely accessible by all members of the community. Fusion Lifestyle as the operator of our Leisure Centre's will continue to play a pivotal role in investing and increasing in growing participation. Sports developments sessions are provided by a range of partners including the Council, community groups and our sports clubs. These outreach sport, health and dance sessions are held in community settings such as schools, parks and

open spaces and community halls allowing residents to participate in physical activities locally. This function is fundamental to prevention of long term health conditions.

### **Libraries**

Libraries are important sources of information and signposting to local leisure and culture opportunities. The Council currently has 17 libraries, the highest in London. Our libraries serve our community in a number of ways, by:

- Supporting learning and skills through a range of learning and literacy resources with space for quiet study for teenagers and adults and a fun and creative space for young children to improve their readiness for school
- Addressing digital exclusion so that all people can benefit from going online with improved and expanded IT facilities including assistive technology and support for people who want to learn digital skills
- Outreach to build strong communities and address social exclusion with community use of facilities, reaching out to communities and people in greatest need and increased use of volunteers who will receive a programme of training and support

Functioning as co-ordinated centres for accessing information, advice and services for a range of organisations including the Council, with support for online forms, self-service kiosks, general advice and appointments and shared facilities with other services, library services play a key to promoting the local leisure and culture offer in Enfield.

### **Museums and Local History**

Enfield Museum Service unites and celebrates the history and diversity of Enfield's people and places. Our mission is to bring together and celebrate the people and places of Enfield. We do this by collecting and caring for things from the past and present so that people can enjoy, learn from and share in each other's lives. The Local Studies Library & Archive exists to identify, acquire, and preserve archival materials that document the history of the London Borough of Enfield, and to make such records available for the benefit of all its partners, residents and visitors. Museums and Local History play an important role in social integration and can reduce the sense of isolation supporting the mental health and well-being agenda

### **Public Health**

Public Health supports people to achieve a healthy mind and body. We do this with individuals, families and communities where they live and work to prevent disease, promote health and prolong healthy life.

70% of NHS budget is spent on Long Term Conditions (e.g. diabetes, heart chronic kidney disease, chronic pulmonary obstructive disease (COPD)). All of these are either preventable or amenable to lifestyle change. Physical activity is associated with a 30% reduction in mortality as well as a 20-30% reduction in such as diabetes, heart disease bone disease and mental ill-health. There is also a proven link between the increased likelihood of obesity across generations in families. Critical to tackling this problem is investing resources to increase participation in physical activity. The estimated health cost due to insufficient physical activity is £4.5million in Enfield. In the current economic climate investing in physical activity will significantly reduce financial pressure and improve the lives of our residents.

### **Youth and Family Support Services**



Youth and Family Support Services provide young people and families' information, advice and guidance on a range of services, activities and programmes available in the Borough. The youth centres and hubs play a vital role in providing a safe environment for young people to engage in leisure and culture activities. The networks built within this service are essential in supporting the promotion and growth of participation in these activities.

### **Our Achievements**

In partnership with our customers, volunteers, staff, service providers and community groups we have achieved a number of benefits for our residents in the following ways:

- Opening of a new Studio Theatre and Conference Centre at the The Dugdale Centre in Enfield Town
- Customer service excellence accreditation for Enfield Council's Leisure and Culture Service
- Online bookings system for sports courses making bookings more accessible for customers.
- Appointment of a new leisure centre operator
- Approximately £8.9 million has been invested in the leisure facilities since 2010 including £5.5 million at Southgate LC, £2.5 million at Albany LC and nearly £1million at Southbury LC.
- Increase in attendances at the leisure centres from approximately 1.6 million in 2010/11 to 1.9 million in 2013/14, an increase of nearly 20%.
- Refurbishment of QEII stadium
- Restoration of Forty Hall and Estate
- Refurbishment of Millfield Theatre and Millfield House
- Over 386,000 attendances recorded for theatre performances at Millfield Theatre & The Dugdale Centre
- 308,000 attendances of Children and Young People participated in Positive activities at Millfield Arts Centre in Edmonton
- 13 new outdoor gyms and trim trails
- Development of Ponders End Youth Centre with a gym and a sports hall.
- Development UNITY HUB Youth Centre with a gym, a climbing wall and a dance studio.

### **Regional and national context:**

Leisure and Culture contribute to our sense of who we are as a place and as a community. They contribute to our social, economic and educational values, building bridges and

connections across diverse communities. We believe that leisure, sport, arts, heritage and culture contribute to making Enfield a great place to live, work, study, visit and do business.

Our strategy is in line with Sport England's *A Sporting habit for Life 2012-2017* specifically on items:

- More people taking on and keeping a sporting habit
- Create more opportunities for young people
- Nurture and develop talent
- Provide the right facilities in the right places
- Ensure real opportunities for communities

It also takes into consideration the *London Sport Strategy* principles:

- Make it easier for Londoners to find the right activity, stay in it and achieve their potential
- Get more resources by making best use of current investment and securing more
- Supporting grassroots organisations by making the structures simpler and better
- Bigger and better workforce to support activity
- Harness the power of elite sport to create sustained grassroots activity and inspire the next generation of talent

The Art Council England's *Great Art and Culture for Everyone 2010-2020* also influences this strategy specifically through the following items:

- Everyone has the opportunity to experience and to be inspired by the arts
- The arts are resilient and environmentally sustainable
- Every child and young person has the opportunity to experience the richness of the arts

**Conclusion:** Our strategy "*Active and Creative*" challenges all of us as individuals to make leisure and culture a regular part of our lives and to create environments, facilities, programmes and events at a local level that make it easy for us to do so. To achieve the vision by 2020 will require action and investment by many organisations working together to provide a co-ordinated Leisure and Culture offer for every young person and adult in Enfield that promotes healthy lifestyles, promotes community cohesion, delivers economic improvements and delivers positive activities for the community to take part in.

# Appendices

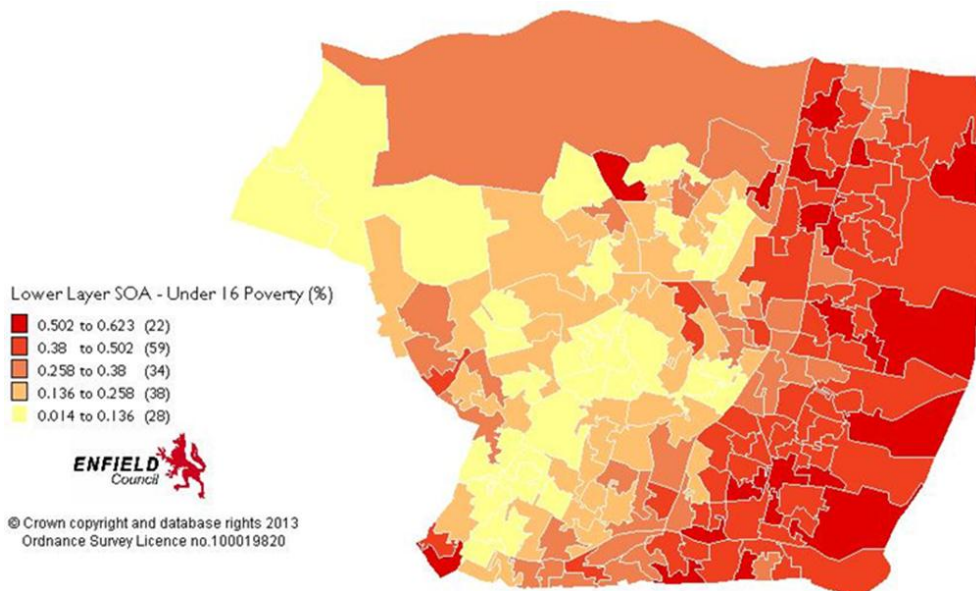
Background – People and place

Enfield's population is estimated to be around 320,000, and it is expected to grow to about 335,000 by 2020. Enfield has an ethnically diverse population with 166 languages spoken at schools.

Deprivation in Enfield

Enfield is a highly deprived borough: it ranked the 64th most deprived local authority in England. The three Edmonton wards, in the South East, are all within the most deprived 10% of wards in England, whilst 12 of Enfield's twenty-one wards are in the most deprived 25% of wards in England. Around 23,000 children live in poverty in Enfield, the largest number of any London borough. The child poverty rate varies widely within Enfield, with higher rates seen in the east of the borough.

**Figure 1. Percentage of children (under 16 years) living in poverty, Lower Super Output Area in Enfield, 2011**

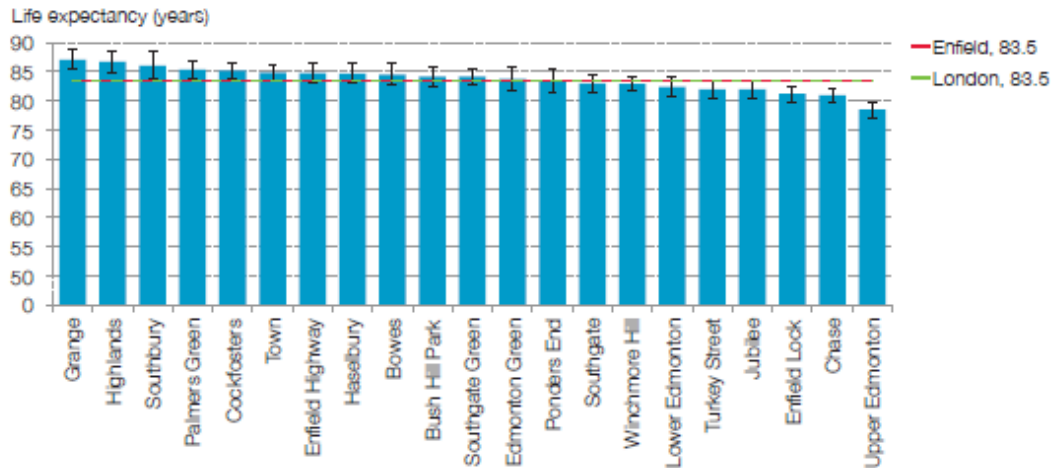


Source: HM Revenue and Customs

Life expectancy in Enfield

Life expectancy in Enfield has been increasing and it is particularly pleasing to see the recent improvement in Edmonton area. However there is still a gap in life expectancy of about 8.5 years between some east and west wards of the Borough.

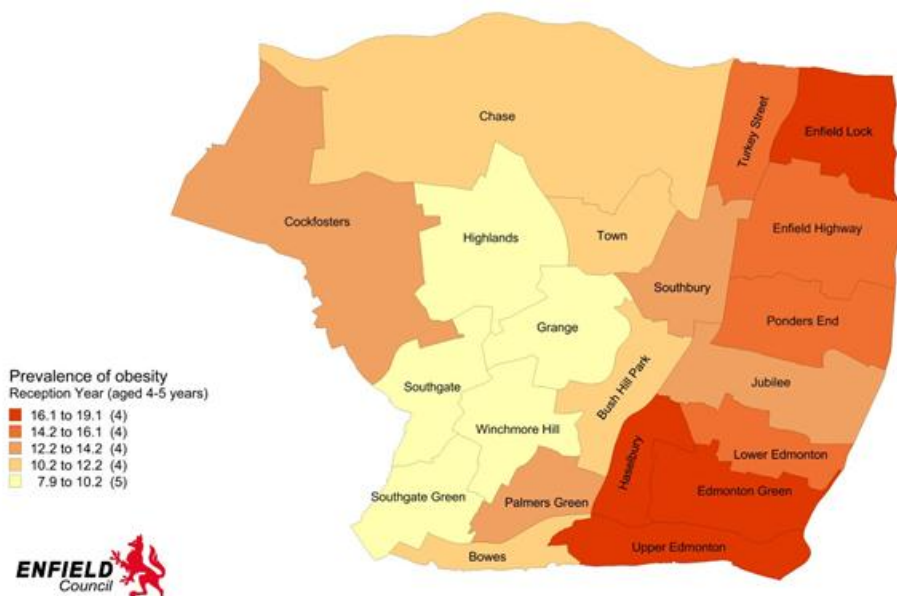
**Figure 2. Female life expectancy at birth, Enfield wards, 2008-2012**



Source: Greater London Authority using ONS mortality data and ONS mid-year population estimates

One of the factors that impact on life expectancy is infant mortality. The department of health identified tackling child poverty and reducing prevalence of obesity as important factors in reducing infant mortality. Obesity can reduce life expectancy on average by nine years through premature death. The pattern of childhood obesity in Enfield is shown in figure 3.

**Figure 3. Percentage of children who are obese, Reception Year (aged 4-5 years), Enfield wards, 2010/11-2012/13**

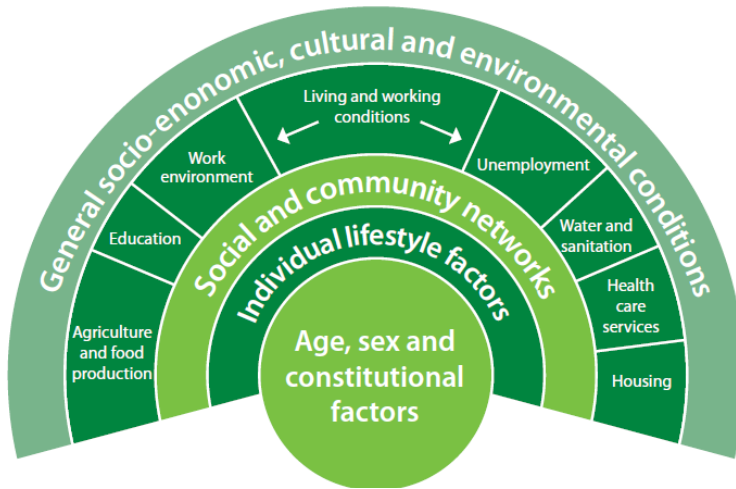


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Source: National Childhood Measurement Programme, National Obesity Observatory

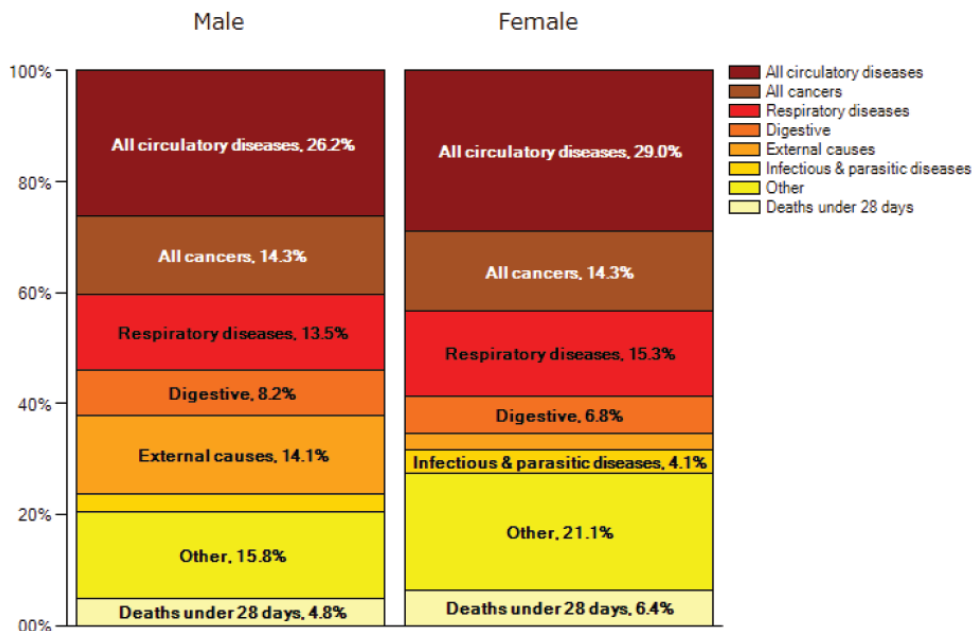
Various factors impact on health. The diagram below shows that life style factors such as physical activity, and social and community networks impact on health.

**Figure 4. The determinants of health model**



We know that the key diseases that cause the main gap in life expectancy (shown in a diagram below) are circulatory diseases and cancers, both of which amenable to lifestyle changes.

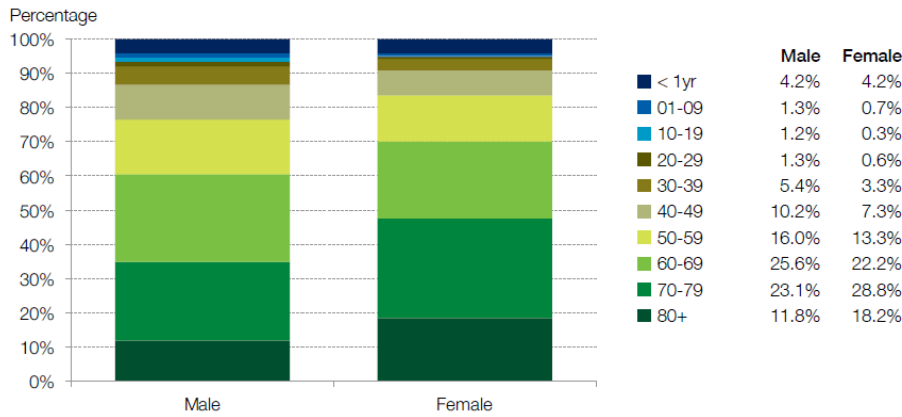
**Figure 5. Breakdown of life expectancy gap between the Most Deprived Quintile (MDQ) of Enfield LB and the least deprived quintile in the local authority average by cause of death, 2011**



Source: London Health Observatory

We also know that age group to target for the biggest impact most rapidly is the over 50s (as illustrated in the diagram below).

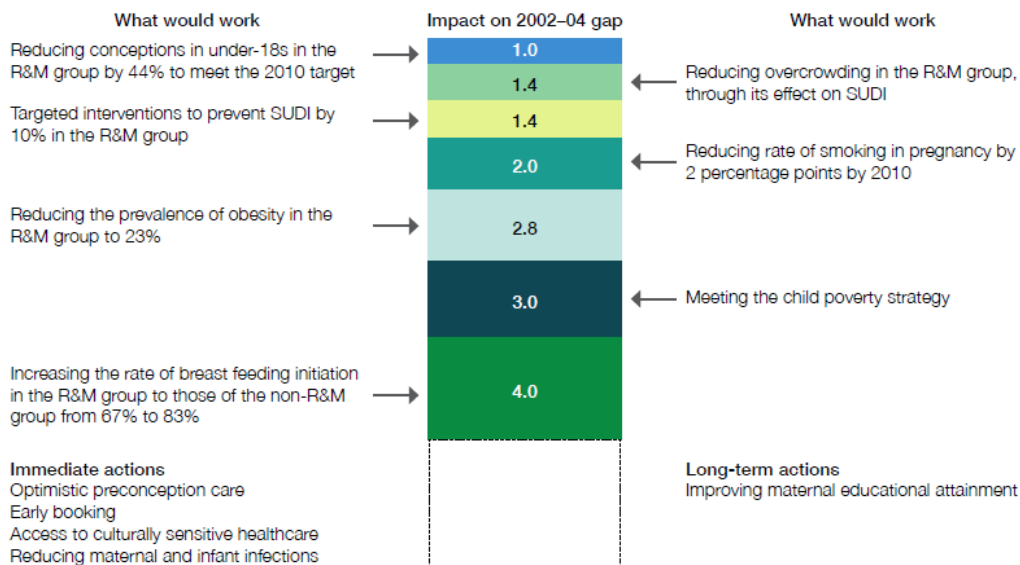
**Figure 6. Breakdown of the life expectancy gap between the 70 local authorities with the worst health and deprivation indicators and England, by age group, Males and Females, 2006-2008**



Source: Health Inequalities Intervention Toolkit – Life Expectancy Spearhead Tool, Public Health England

We know that infant mortality affects life expectancy and that tackling obesity and child poverty are important as illustrated in the diagram below.

**Figure 7. Nationally identified interventions to reduce inequalities in infant mortality**

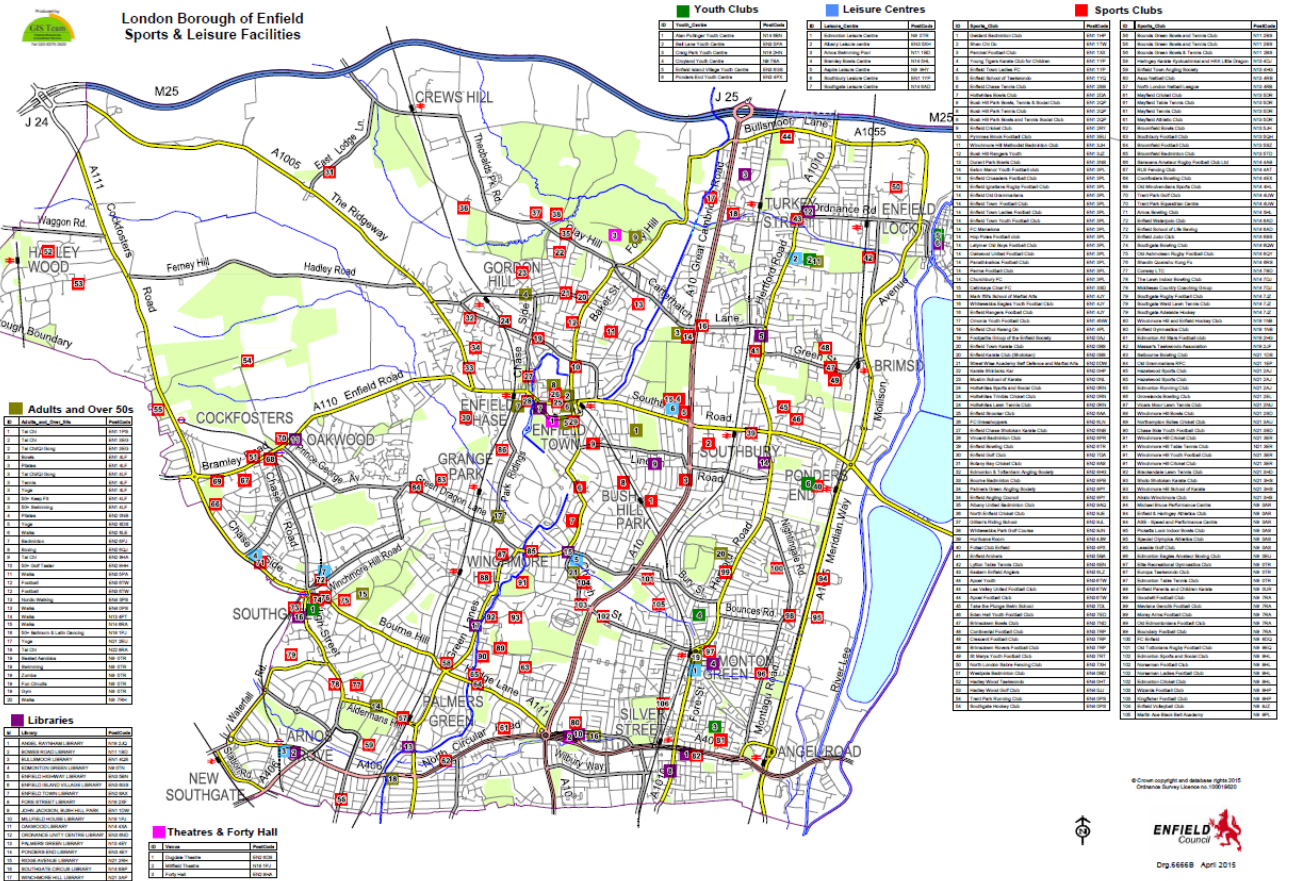


Source: Implementation plan for reducing health inequalities in infant mortality: a good practice guide, Department of Health

**Appendix 2**



London Borough of Enfield  
Sports & Leisure Facilities



Youth Clubs			Leisure Centres		
ID	Name/Address	Postcode	ID	Name/Address	Postcode
1	...	...	1	...	...
2	...	...	2	...	...
3	...	...	3	...	...
4	...	...	4	...	...
5	...	...	5	...	...
6	...	...	6	...	...
7	...	...	7	...	...
8	...	...	8	...	...
9	...	...	9	...	...
10	...	...	10	...	...

Sports Clubs		
ID	Name/Address	Postcode
1	...	...
2	...	...
3	...	...
4	...	...
5	...	...
6	...	...
7	...	...
8	...	...
9	...	...
10	...	...

Adults and Over 50s		
ID	Name/Address	Postcode
1	...	...
2	...	...
3	...	...
4	...	...
5	...	...
6	...	...
7	...	...
8	...	...
9	...	...
10	...	...

Libraries		
ID	Name/Address	Postcode
1	...	...
2	...	...
3	...	...
4	...	...
5	...	...
6	...	...
7	...	...
8	...	...
9	...	...
10	...	...

Theatres & Forty Hall		
ID	Name/Address	Postcode
1	...	...
2	...	...
3	...	...
4	...	...
5	...	...

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## Active and Creating Action Planning

**ENGAGE** - Under the **ENGAGE** principle we will explore alternative ways of attracting under-represented groups to participate and experience the leisure and culture offer and celebrate the diversity of our Borough by bringing people together

REF	Aims – ENGAGE	Actions	Outputs/ Measure /PI / Milestone	Timescales	Resources	Lead
E1	Raise awareness of leisure and culture activities and the benefits.	E1.1. Develop a coordinated approach for health, leisure and cultural activities in Our Enfield Magazine, Press Releases and What's On e-newsletter and other Council marketing initiatives	Regular meetings with all parties involved in health, leisure and culture activities to promote a joint approach to priorities	Commence 1 <sup>st</sup> April 2015	Council	Leisure and Culture & Corporate Comms
			Produce a calendar of events in line with Enfield Festival Brochure incorporating Health, leisure and culture activities	May 2015	Council	Leisure and Culture
			Secure a page of health, leisure or culture related activity in every edition of Our Enfield	TBC	Council	Leisure and Culture
		E1.2 Ensure information on leisure, health and cultural activities in the Borough are available in variety of formats and are accessible for all.	Hard copy posters in parks notice boards, youth clubs, libraries and leisure centres	Ongoing	Council	Comms and Leisure and Culture

DRAFT

						teams
			Information on activities and events sent via email to community organisations, faith groups and schools	May 2015	Council	Leisure and Culture
			Maximised use of use of social media to promote activities and it benefits	Ongoing	Council	Corporate comms
			Use the council 'Market Place' to advertise universal services and activities as part of the prevention aspect to the Care Act agenda.	May 2015	Council	Corporate comms
		E1.3 Utilise market segmentation data to target marketing for specific profiles.	Targeted marketing materials and channels with support from London Sport	June 2015	Council	Comms and Leisure and Culture teams

		<p>E1.4            Deliver targeted communication for:</p> <ul style="list-style-type: none"> <li>- Hard to reach groups</li> <li>- Faith groups</li> <li>- Women and Girls</li> <li>- Disabled and Deaf People</li> <li>- Voluntary Community Sector</li> <li>- Young people</li> <li>- Over 50s</li> <li>- Local Businesses</li> <li>- Investors/Sponsors</li> </ul>	<p>Guidelines produced on appropriate language in line with 'tone of voice' of website – agreed via Enfield 2017</p>	<p>Sept 2015</p>	<p>Council</p>	<p>Comms</p>
			<p>Distribution list created for key contacts</p>	<p>June 2015</p>	<p>Council</p>	<p>Leisure and Culture and Corporate Comms</p>
		<p>E1.5            Develop an online portal in line with the transformation of the Council Website which centrally holds all information of leisure and culture activities in the Borough, making it easier for all to access local information</p>	<p>Council information gathered and inputted on system with a mechanism for partners to add information verified by Council.</p> <p>System tested and live</p>	<p>March 2016</p>	<p>Council            Enfield            2017            Project</p>	<p>Leisure and Culture /Enfield 2017</p>
		<p>E1.6            Promote Libraries as a point of customer contact regarding leisure and culture provision.</p>	<p>Libraries added to Leisure and Culture publicity (where appropriate and training/guidance have been provided)</p>	<p>May 2015</p>	<p>Council</p>	<p>Leisure and Culture /Libraries</p>
			<p>Scripting for customer services to reflect this</p>	<p>Ongoing</p>	<p>Council</p>	<p>Leisure and Culture/</p>

						OSC
		E1.7 Promote national campaigns such as Change4Life '10 Minute Shake Up' and NHS Choices 'Couch to 5K' to promote local participation	Promotion included on Council Website, social media and Our Enfield	May 2015	Council	Corporate Comms /Leisure and Public health
		E1. 8 Promote Enfield Fusion Leisure Centres as hub sites for physical activity and sport	Tag line added to appropriate leisure and health information regarding leisure centres	May 2015	Council	Leisure and Culture and Fusion Lifestyle
E2	Work in partnership with non-traditional leisure and culture groups/organisations to involve them in the planning, promotion and delivery of events and activities	E2.1 Set up appropriate consultation and engagement with existing and potential new users groups of Leisure and Culture Activities to ensure the community have every opportunity to get involved, including (but not exclusive to): <ul style="list-style-type: none"> <li>- Faith groups</li> <li>- DAAT Team</li> <li>- Parent Engagement Panel</li> <li>- Youth Parliament</li> <li>- Disability Groups</li> <li>- Area Youth Forum</li> <li>- Voluntary Community Sector Groups</li> <li>- Targeted youth engagement board</li> <li>- GP Surgery Patient Participation Groups</li> <li>- Schools</li> </ul>	Meetings secured and a minimum 5 groups sign up to promoting activities	March 2016	Council	Leisure and Culture / Public Health

		<p>- Over 50s Forum</p> <p>Using up to date data ensuring that marginalised groups are also targeted including:</p> <ul style="list-style-type: none"> <li>- women and girls</li> <li>- BME groups</li> <li>- disability groups</li> <li>- lower socio economic background focussing on 5 wards of lowest life expectancy: Jubilee, Chase, Upper Edmonton, Ponders End, Enfield Lock</li> </ul>				
		Deliver Active and Creative Strategy roadshows that advocate the benefits of growing participation in Leisure and Culture Activities	Minimum of 3 roadshows delivered per quarter in year 1	March 2016	Council	Leisure and Culture
		E2.2 Launch 'Active and Creative' Campaign – whereby communities groups pledge/ sign up and commit to promoting local activities	Minimum of 10 groups pledge per year	March 2018	Council	Leisure and comms
E3	Promote community cohesion by integrating communities through our local festivals, activities and events	E3.1 Celebrate Enfield's diversity by promoting local cultural venues and activities as high quality and affordable provision to meet, create, be active and do business.	Information added within the Enfield festival brochure for a range of community groups	May 2015	Council	Leisure and Culture
		E3.2 Promote intergenerational projects and activities by holding a number of events that bring together different age groups in order to make people more aware of the diverse local	1 additional event added to events calendar per year	May 2015	Council	Leisure and culture

		community.				
		E3.3 Promote National Days through web and social media of all the different cultures in Enfield highlighting significant leisure and cultural aspects of those cultures/nations.	1 national day promoted per week inc national days for older people, mens health week etc	March 2016	Council /Fusion	Leisure and Culture and community groups
		E3.4 Work with the Voluntary Community Sector to encourage mass participation challenges to bring community groups together	2 community physical activity challenges per year	March 2016	Council	Leisure and Culture

**INSPIRE:**

Under the **INSPIRE** principle we will raise the aspirations of our residents through leisure and culture emphasising that achievements are valued at every level from personal fitness goals, to joining a local drama group, to competing in dance competition.

REF	Aims – INSPIRE	Actions	Outputs/ Measure /PI / Milestone	Timescale	Resources	Lead
I1	Encourage our young people to engage, participate and succeed in leisure, sport, arts and culture.	I1.1 Consult with young people to provide a range of sporting and cultural activities and events that is led by young people to engage their peers.	Attendance at youth parliament twice a year	March 2016	Council /external funding bids	Leisure and culture
		I1.2 Encourage our young people to become young leaders in their community through volunteering, work experience and training opportunities.	Min of 15 work experience placements	March 2016 (annually)	Council	Leisure and Culture
		I1.3 Develop opportunities for young people to influence decision making and shape future services via the Area Youth Forums and the Enfield Youth Parliament	Attendance youth parliament twice a year	March 2016 (annually)	Council	Leisure and culture
		I1.4 Work closely with youth and family support services across the Borough to ensure young people at risk have the opportunity to participate in positive activities	Information provided to YFSS team via portal development – referrals reported  MOPAC project by THF signed off	March 2016	Council	Leisure and Culture

		<p>11.5 Use Leisure and Culture Activities to help young people remain in education, employment and training reducing unemployment and improving skills of Enfield's residents</p>	Min of 3 internships annually	March 2016 (annually)	Council	Leisure and Culture
			Annually deliver min of 1 sports leaders award	March 2016	External	Leisure and YFSS
		<p>11.6 Build stronger connections with schools to promote life-long participation in leisure and culture activities and promote the use of Enfield facilities to host national school sports events.</p>	Secure a Leisure and Culture Champion in each school	March 2018	Council	Leisure and Culture
			Regular attendance at Heads of PE meetings	Ongoing	Council	Leisure and Culture
		<p>11.7 Provide competitive structures for those young people wishing to compete and engage at a higher level such as London Youth Games</p>	Trials for youth games advertised to all schools in Borough and clubs	March 2016	Council	Leisure and culture
			Enter a youth games team annually	Ongoing	Council	Leisure
		<p>11.9 Work with Fusion Lifestyle to ensure affordable provisional is available for young people at Leisure Centres</p>	Free swimming and use of gym during school holidays	March 2016	Council	Leisure



12	Energise and motivate our residents to become more active promoting lifelong participation and improving health.	I2.1 Promote a programme of healthy lifestyle opportunities for the community and local businesses including walks programme	Min of 6 businesses annually 'pledge' to promote healthy lifestyles within the work place	March 2016	Council	Public health
		I2.2 Work with Fusion Lifestyle to increase the number of new members at Leisure Centres	Number of new member reported in monthly meetings	Ongoing	Fusion	Fusion
		I2.3 Increase the number of Health champions and Health Trainers (as part of the Non-Clinical Pathway) in the Borough that promote the benefits of health, leisure and culture activities	15 more health champions within year 1 via sports development coaches and instructors  1 additional Health Trainer (dependent on funding)	March 2016	Council/External	Public Health
		I2.4 Develop a volunteer network of key groups to be used as promoters/motivators/health champions of activities and its benefits ensuring 10 organisations pledge to make a difference to their local community	10 organisations pledge	March 2016	Council	Public Health
		I2.5 Launch the 'Energise' campaign where by local residents support their neighbour to participate in health, leisure or culture activities.	20 residents pledge	March 2016	Council	Leisure and Culture
		I2.6 Ensure there is good signage and visual aids in our Environment (including parks, streets and open spaces) to ensure residents are	Signage installed across the borough	March 2017	Council	Environment and public

		aware walking/cycling distances to local amenities and leisure and cultural facilities				health
		12.7 Seek opportunities to install public art in parks and open spaces as a way of supporting and recognising local talent. This could include sculptures, art trails, etc.	Public art placed in local parks	March 2017	Council	Culture and Environment
13	Promote Non-Clinical Pathway into Universal Services for mental and physical health and wellbeing through leisure and culture activities	13.1 Ensure residents have the opportunity to access nature, parks (including outdoor gyms) and open spaces as a means of physical and mental well-being.	Information available to health trainers to include as part of the mapping process for the Non Clinical Pathway	April 2015 (ongoing)	Council	Leisure, culture, parks and public health
		13.5 Identify a number of 'Healthy Parks' as a means of supporting physical activity referrals	To include as part of the Non-Clinical Pathway	March 2017	Council	Parks and Public Health
		13.6 Develop capacity of local sports clubs through training to ensure they can cater for a wide range of residents	2 club forums per year	March 2016 (ongoing)	Council	Leisure
		13.7 Explore libraries, museums and local history as referral opportunities.	Information available to health trainers	March 2016	Council	Public health
		13.8 Lobby for GP referrals into physical activity	Funding secured for GP payment of referrals	March 2017	TBC	FRCS and public health

**GROW:**

Under the **GROW** principle we will develop our people, resources and services to ensure leisure and culture continues to exist as traditional sources of funding become scarce

REF	Aims	Actions	Outputs/ Measure /PI / Milestone	Timescales	Resources	Lead
<b>G1</b>	Improve access to leisure and culture opportunities across Enfield	G1.1 Deliver inclusion training to staff working in this area including Fusion Lifestyle, Millfield, Dugdale and Forty Hall.	1 training opportunity available per year	March 2016	External	Leisure and Culture
		G1.2 Encourage active transport (walking and cycling) throughout the borough	Promotion of Cycle Enfield within Enfield festival brochure	May 2015	Council	Leisure and culture
		G1.3 Continue to invest in leisure and cultural facility development including parks and open spaces and involve local community groups the in the design process	Pro-active consultation recorded	Ongoing	Council	Leisure and Culture
		G1.4 Enhance the quality of parks and open spaces promoting positive and health led community use.	TBC via Community Safety and Cycle Enfield	Ongoing	Council	Parks and Community Safety
		G1.5 Increase the number of leisure and cultural events and activities taking place in a range of parks.	Pilot programmes such as exercise in parks delivered	March 2020	Council	Leisure and culture

		G1.6 Annually carry out customer surveys to ensure customers/residents are satisfied with leisure and culture services	90% or above satisfaction rate overall	Ongoing	Council	Leisure and Culture
		G1.7 Complete the Enfield Cycle Route Network to provide safe and attractive cycle routes between town centres, public transport nodes, open spaces and employment sites, including: <ul style="list-style-type: none"> <li>- Greenways as off-road leisure routes, like Enfield Town to Meridian Waters</li> <li>- Improved walking and cycling connections across obstacles like the A10 and A406</li> <li>- Cycle hubs with cycle parking, cycle hire, showers, lockers and bike workshop/retail</li> </ul>	TBC	2014/2015 to 2017/2018	Council	Environment
		G1.8 Promote Cycle Enfield amongst the leisure and culture community including: <ul style="list-style-type: none"> <li>- Free cycle training</li> <li>- £10 Cycle Loans</li> <li>- Sunday bike rides</li> <li>- Cycle parking</li> </ul>	TBC	Ongoing	Council	Environment
		G1.9 Ensure the equality of access within parks and open spaces particularly for the elderly, disabled and parents with young children	TBC	Ongoing	Council	Environment

		<p>G1.10 Increase participation in Leisure and Culture activities including:</p> <ul style="list-style-type: none"> <li>- Attendance at Leisure Centres</li> <li>- Attendance at Forty hall</li> <li>- Attendance at Dugdale and Millfield theatre</li> </ul>	1% increase in attendance figures annually	Ongoing	Council	Leisure and Culture
		<p>G1.11 Work with school to open up sports and leisure facilities to the whole community</p>	1 school annually secured	March 2016	Council	Schools and Education /Leisure
<b>G2</b>	Build the capacity of leisure, sport, the arts and culture sector to extend the local activity offer supporting long term sustainability	<p>G2.1 Provide 'Health Champion' training opportunities to local organisations to build their confidence to promote the benefits of leisure and culture activities and act as local role models for residents</p>	15 more health champions within year 2 via community groups	March 2016	Council	Public Health
		<p>G2.2 Make every contact count- ensure professionals in sport and leisure understand MEDS (Move more, Eat well, Drink less alcohol and sugary drinks, Stop smoking) and their role in supporting health weight</p>	All Leisure and Sport Providers within Sports Development function informed and mystery shopping takes place.	March 2016	Council	Public Health
		<p>G2.3 Facilitate community groups and sports clubs to apply for funding to enhance the delivery of leisure provision including local activities and capital development projects.</p>	Minimum of 4 funding surgeries annually	March 2016 (ongoing)	Council	Leisure and culture

		G2.4 Explore opportunities with Tottenham Hotspur Foundation in relation to the provision leisure activities post Section 106 community coaching hours cease.	Pilot projects in place with proposal of future delivery in place	March 2018	THF	Leisure
		G2.5 Proactively maximise external funding for Leisure / Culture and health Activities	Minimum of 1 significant (over 100k) external funding bid accepted	March 2016 (ongoing)	External	Leisure and Culture /Public health
		G2.6 Develop the capacity and raise standards within the arts and culture sector to increase resources available through partnership working to take advantage of new opportunities, including the sharing of resources to deliver efficient ways of working in a challenging economic climate.	TBC	March 2016	Council	Culture
		G2.7 Continue to grow the number of Everybody Active mark and club mark clubs in the borough	5 everybody active mark clubs annually	March 2016 (annually)	Council	Leisure
		G2.8 Work with local, regional and national partners to share good practice for long term sustainability	Adopt 1 good practice initiative annually	March 2016 (annually)	External	Leisure and Culture

<b>G3</b>	Develop Enfield as a geographical, social and economic hub of activities for arts, cultural, heritage and sporting events	G3.1 Develop a sponsorship package to maximise resources in the Borough's Festivals and events programme raising the profile of Enfield and what it has to offer	Sponsorship package signed off	March 2017	TBC	Leisure and culture
		G3.2 Promote Enfield as a visitor destination through leisure cultural activities and events	Deliver 1 major event with regional coverage	March 2017	Council	Leisure and Culture
		G3.3 Connect communities through events and festivals celebrating the diversity of our Borough	TBC	March 2016	Council	Leisure and Culture
		G3.4 Increase the number of events in the borough focussing on hosting Nationally recognised events	1% increase	March 2016	Council	Leisure and culture
		G3.5 Review the work of the leisure and culture partnership to ensure it leads and support the active and creative strategy aims and actions	Review agreed and signed off – new TOR	Sept 2015	L&C partnership	LCP

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**MUNICIPAL YEAR 2014/2015 & 2015/16 REPORT NO. 225A****MEETING TITLE AND DATE:****Cabinet: 29<sup>th</sup> April 2015****Council: 24<sup>th</sup> June 2015****JOINT REPORT OF:**

Ian Davis, Director of Regeneration and Environment and James Rolfe, Director of Finance, Resources & Customer Services

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**Agenda - Part: 1****Item: 9**

**Subject:** Alma Estate Regeneration – Programme Update (including Dujardin Mews project)

**Ward:** Ponders End

**Key Decision No:** KD 3967

**Cabinet Members consulted:**

**Councillors Oykenor and Stafford**

**1. EXECUTIVE SUMMARY**

- 1.1 This report is supplemental to and should be read together with the Alma Developer Partner Selection Report dated 18 September 2013 (KD 3769). The purpose and contents of this previous report remain unchanged.
- 1.2 With respect to Alma, during 2014, progress has been made with both the preparation of an outline planning application for the whole development and a detailed application for Phase 1 of the new development and both are due to be submitted by Countryside Properties to the Local Planning Authority later this year. Following active resident involvement in the design panel workshops a planning application is due to be submitted in April 2015.
- 1.3 As part of the design process it has become evident that a more comprehensive development that helps achieve greater regeneration benefits including additional housing would be possible with the inclusion of a number of adjoining sites. The scheme will see the provision of:
- Approximately 1000 new homes on the Alma estate of which at least 200 will be for existing Alma tenants
  - 199 affordable shared ownership homes
  - 38 new Council homes for rent and shared equity on the Dujardin Mews site

- New retail provision
- A GP centre
- An affordable Gym
- New Youth Centre
- New Community Hall
- Improved open space and play space
- Apprenticeships and a minimum requirement for local labour on the construction of the new development

1.4 The Council has now entered into the Development Agreement with Countryside Properties, who have been appointed as the development partner to redevelop the Alma Estate. The Council is obligated under this Development Agreement to achieve vacant possession on a phased basis.

1.5 This report seeks authority for a number of changes that will help bring forward the development and the delivery of Council homes earlier than would happen without the changes being made.

1.6 The Council has also entered into a construction contract with Durkan Ltd, who has been appointed as the building contractor for the Dujardin Mews site.

1.7 The Council now treats these projects as two separate schemes, and this report seeks to identify two separate budgets for the two schemes. Previously the two budgets have been linked with limited clarity on the cost of each part of the development. The report seeks some update of the budgets previously agreed by Cabinet.

## **2. RECOMMENDATIONS**

2.1 Council is asked to approve (as recommended by Cabinet) the increase in the Capital Programme to cover the extra costs of Alma Estate and Dujardin schemes. These additional costs will be funded from the receipts detailed in the part 2 report.

- 2.2 Council is asked to note in relation to both schemes, that Cabinet had noted that all of the recommendations could be achieved without exceeding the combined budget for the two schemes.
- 2.3 Council is asked to note that Cabinet had agreed the following in relation to the Alma Estate:
- 2.3.1 To note the progress being made in obtaining vacant possession on the Alma Estate as described in paragraphs 3.11 and 3.12 and approves the budget detailed in the Part 2 report from the Housing Revenue Account to obtain vacant possession of the homes.
- 2.3.2 To agree the proposal at paragraph 3.27 to increase the number of Council homes included in Phase 1 of the proposed redevelopment of the Alma Estate from 80 to approximately 98, subject to planning.
- 2.3.3 To note that, based on current predictions of tenants indicating they would like to remain on the Estate, there is a risk that the Council may be required to purchase additional new Council homes. A report to acquire further properties from Countryside will be submitted to Cabinet for approval once numbers and budget requirements have been finalised.
- 2.3.4 To agree the proposal at paragraph 3.33 to construct the retail element detailed in the Part 2 report to be included in Phase 1 and Phase 2 of the proposed redevelopment of the Alma Estate.
- 2.3.5 To agree the proposal at paragraph 3.36 to bring forward the development of Phase 1 of the proposed redevelopment of the Alma Estate and authorises the Council to give an undertaking for the amount detailed in the Part 2 report to Countryside to underwrite the costs of demolition.
- 2.3.6 To agree the proposal at paragraph 3.41 to include homes for older people within the proposed redevelopment of the Alma Estate and to delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance Resources and Customer Services, to agree terms for a Deed of Variation to facilitate the inclusion of the extra care homes.
- 2.3.7 To delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance Resources and Customer Services, to agree whether or not to exercise the Council's option to purchase the right to receive the ground rental income stream from Countryside on the terms contained in the Development Agreement.

- 2.3.8 To delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance Resources and Customer Services to agree the terms for the disposal of the right to receive the ground rental income stream on the open market in return for a capital sum.
- 2.3.9 To agree increases in the budget for the Alma Estate for project and staffing costs and payments to the contractor as detailed in the Part 2 report.
- 2.3.10 To delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance Resources and Customer Services to agree the terms of such further variations to the Development Agreement as are required to implement the development scheme within the development boundary agreed at the December 2014 meeting of Cabinet (KD 4003).
- 2.4 Council is asked to note that Cabinet had agreed to the following in relation to the Dujardin Mews scheme:
- 2.4.1 To note the progress at paragraph 3.47 being made in the construction of new homes on Dujardin Mews and approves the budget detailed in the Part 2 report from the Housing Revenue Account to provide for the inclusion of one in-house lift in one of the new homes and for the increase in costs due to on site delays.
- 2.14 To delegate authority to the Director of Regeneration and Environment, acting in consultation with the Director of Finance Resources and Customer Services to agree the terms of such further variations to the building contract as are required to implement the above.
- 2.15 To delegate authority to the Assistant Director Legal and Governance Services to complete such deeds necessary arising from the above recommendations.

### **3. BACKGROUND**

- 3.1 The Alma Regeneration land is located in the South Street area of the Ponders End ward. The land comprises of predominantly residential land use and includes the Alma Estate which was built in the late 1960s.
- 3.2 The Alma Regeneration land referred to in this report currently includes the following housing blocks: the four Alma towers (Kestrel House, Cormorant House, Merlin House and Curlew House); the maisonettes and shops on South Street; the Alma Road blocks; the Napier Road

blocks, Scotland Green Road block and Fairfield Close. At the start of the project there were 717 residential units in total on the estate of which 547 were tenanted and 170 were leasehold.

- 3.3 The Alma Estate Regeneration Programme was approved by Cabinet on 18 July 2012 (KD 3510). The July 2012 Cabinet Report explained that the Alma Estate was identified as an estate renewal project following an objective analysis of the Council's housing estates. In September 2013 (KD 3769) Cabinet approved the recommendation to appoint Countryside Properties as the developer partner to comprehensively redevelop the estate. Countryside Properties with their design team including Pollard Thomas Edwards LLP (PTE) are now working towards the submission in April 2015 of an outline planning application and a detailed planning application for Phase 1 of the regeneration.
- 3.4 On 22<sup>nd</sup> January 2014 (KD 3800) Cabinet delegated authority to undertake preparatory work in readiness for the Compulsory Purchase Order, including preparing the Statement of Reasons and finalising the Order Plan and to also to acquire any interests in the Order Land by agreement, in contemplation of the Order being made.
- 3.5 The Council exchanged the Development Agreement with Countryside Properties on 13<sup>th</sup> November 2014.
- 3.6 As part of the development design process it become evident that an improved design that includes some adjoining land will provide the opportunity for a more comprehensive development that will achieve greater regeneration benefits including the delivery of more homes. To facilitate this more comprehensive development Cabinet in December 2014 authorised the inclusion of additional land and the making of a Compulsory Purchase Order (KD 4003).
- 3.7 The inclusion of the additional land is subject to Countryside Properties proving that the additional land will not make the relevant phase unviable.
- 3.8 The inclusion of the additional land presently occupied by Welcome Point and the Youth Centre is subject to those facilities being re-provided elsewhere within the development site. Only after temporary and /or the final replacement facilities, that should be equal or greater in size and specification than the existing provision, are provided will Welcome Point and the Youth Centre be demolished.

## **VACANT POSSESSION**

### **Council Tenants**

- 3.9 The Council will grant all secure Council tenants who choose to move into a new home on the Estate or Dujardin Mews a "secure" Council tenancy. All Council tenants that remain on the Estate will retain their

secure tenancy, the new Council homes will protect existing tenants' Right to Buy and the rents for the new homes will be set in line with the government's national social rent setting guidance. Rents will be slightly higher because the new homes will have a higher property value than the existing homes.

- 3.10 Tenants who do not wish to remain on the estate can, when their phase is active, bid through the Choice Based Lettings system for a home elsewhere in the borough.
- 3.11 At the end of March 2015, 153 families had permanently moved off the estate.

### **Residential Lessees**

- 3.12 The Council has contacted all leaseholders on the estate regarding its intention to purchase leasehold properties to facilitate the regeneration. At the end of March, the Council had completed the purchase of 62 leasehold properties on the Alma Estate and a further 10 leaseholders have accepted offers.
- 3.13 The 170 residential interests include 69 resident leaseholders and 101 buy-to-let landlords.
- 3.14 In December 2014, Cabinet approved the inclusion of 5 additional sites within the proposed development red-line boundary. The inclusion of the 5 additional sites added 5 freehold properties and 16 leasehold properties to the total number of properties that need to be purchased in order to achieve vacant possession of the development site.
- 3.15 Countryside Properties and the Council are to enter into a Compulsory Purchase Order Indemnity Agreement. This agreement places the cost of obtaining vacant possession of the 5 additional sites on to Countryside Properties.
- 3.16 The leasehold properties have been purchased in accordance with CLG guidance and best practice. The Council has offered and continues to offer leaseholders the following;
- Purchase of the property at an agreed market value; the market value is determined by the appointment of an independent RICS Registered Valuer to conduct a valuation survey, paid for by the Council,
  - Where the initial valuation does not result in an agreed market value a second valuation (instructed by the leaseholder with the fees reimbursed by the Council) is obtained.
  - Fees for subsequent re-valuations are to be reimbursed where the leaseholder has not caused the purchase of a property to stall.

- For resident leaseholders, +10% of the market value as a homeloss payment.
  - For non-resident leaseholders, +7.5% of the market value as a basic loss payment.
  - Disturbance compensation that includes all reasonable costs associated with moving home; including legal, surveying, removal costs, and mortgage redemption fees and SDLT on the purchase of an equivalent valued property purchased within a year of their property being purchased by the Council.
- 3.17 The above offer aligns with the minimum offer to leaseholders required under statute. The Council is proposing to increase the range of options available to leaseholders while being mindful of its fiduciary duty to all residents. Details are contained within the Alma Leasehold Booklet.
- 3.18 This report should therefore be read in conjunction with the *Estate Renewal Leaseholder Framework* report (KD3773) which sets out a number of overarching principles which will govern the options offered to residential leaseholders on all estate renewal schemes.

### **Commercial Lessees**

- 3.19 There was a telecommunications installation on the roof-top of Kestrel House. Agreement was reached for this installation to be combined with the telecommunications installation on the roof-top of Cormorant House.
- 3.20 The Development Agreement includes a requirement to provide a site for telecommunications installations in Phase 1 of the proposed redevelopment. It is proposed that the combined telecommunications installation on the roof-top of Cormorant House will be relocated to this new site when it becomes available.
- 3.21 There are also telecommunications installations belonging to the Council/Serco as part of the Council's IT network and the Council as part of the CCTV network on the roof-top of Curlew House. It is proposed that these telecommunications installations are also relocated to the new site to be provided as part of the Phase 1 development.
- 3.22 There are 12 retail units on the South Street. The occupiers of 8 hold secure leases from the Council. The remaining 4 occupiers hold either short-term occupational agreements or agreements that include a development break clause from the Council. Notice to terminate has now been served on one of the commercial leases. Negotiations with this lessee and another business have commenced to offer them premises in the new development.
- 3.23 Separate meetings have been held with the commercial lessees on South Street. Cabinet has already given a commitment that these lessees should have first right of refusal on the new commercial premises.

### **ADDITIONAL HOMES IN PHASE 1 AND PROVISION FOR THE PURCHASE OF ADDITIONAL COUNCIL HOMES**

- 3.24 The tender submission received from Countryside Properties included proposals for the delivery of 80 new Council homes in Phase 1 of the proposed development.
- 3.25 As a result of design development and a proposal to enlarge the landmark building proposed for the north side of the square to be located in front of the Ponders End train station there is now the ability to deliver 98 new Council homes in Phase 1 of the proposed development. This proposal is subject to receiving planning consent for the detailed planning application for Phase 1 that is due to be submitted in the spring 2015.
- 3.26 The proposal to increase the number of new Council homes to be delivered in Phase 1 will improve the Council's ability to provide earlier vacant possession of later phases; potentially bringing forward completion of the whole development. The proposal will also help the Council reduce the requirement for double-decanting of Council tenants.
- 3.27 The Development Agreement includes the ability to vary the number of Council homes included in each phase. The proposal to include an additional 18 new homes in Phase 1 does not commit the Council to purchasing more than the 200 new homes from Countryside that it is presently committed to.
- 3.28 It should be noted that the Development Agreement allows the Council to purchase additional Council units (where they would otherwise be private for sale units). This provision allows the Council to meet demand over and above the original estimate of tenants expressing a wish to remain on the estate. Currently it is estimated that between 30 and 40 additional households may need to be accommodated on the new estate that had previously indicated they did not wish to remain. However, this number is likely to fluctuate as the development continues, so no additional provision to purchase additional properties has been included in the budget at this stage.

### **PURCHASE OF THE RETAIL SPACE IN THE NEW DEVELOPMENT**

- 3.29 When the Council went out to procurement for a development partner for the redevelopment of the Alma estate one of the minimum requirements was for the reprovision of the same amount of retail space as presently exists in the retail parade at South Street.
- 3.30 The tender submission received from Countryside Properties included proposals for the delivery of 209 m<sup>2</sup> (GIA) of retail space in Phase 1 and



a further 657 m<sup>2</sup> (GIA) of retail space in Phase 2A of the proposed development.

- 3.31 The Cabinet report of September 2013 confirmed the Council's intention that the retailers should be tenants of the Council; therefore the new retail is to be retained in Council ownership.
- 3.32 The delivery of this retail space to be held in Council ownership has since been secured in the Development Agreement. The legal structure as contained in the Development Agreement includes for the Council retaining the retail units in freehold ownership with the residential units above occupied as a leasehold interest. As residential use will be the predominant element in the buildings containing retail it is envisaged that the owner of the residential units will have responsibility for management and that if necessary the Council will pay a service charge for the retail element.
- 3.33 It is possible that the location of some of the proposed new retail space may be varied from the originally envisaged location on the north side of South Street as a result of inclusion of additional land within the development boundary.
- 3.34 It is proposed that new lease agreements are put in place for the retail element that allow for full recovery of this service charge from the occupiers.

### **BRINGING FORWARD THE DELIVERY OF PHASE 1**

- 3.35 The enabling works for the delivery of Phase 1 include the demolition of the existing building, including Kestrel House, on the Phase 1 site. On the Phase 1 site it is estimated that the demolition works will take at least 9 months from commencement of works.
- 3.36 In order to bring forward the delivery of Phase 1 Countryside Properties and Council officers are exploring the possibility of commencing demolition works of the buildings on the Phase 1 site ahead of the detailed planning consent being obtained for that site.
- 3.37 As any demolition works started ahead of detailed planning consent would be at risk that planning consent is not obtained Countryside Properties have requested an indemnity for the costs of the demolition works that they undertake. A separate 'Prior Approval' authority will need to be sought by Countryside in order to obtain permission to commence the demolition works.
- 3.38 In the event that planning consent is not obtained the Council would have to pay the cost of demolition to Countryside Properties but it would receive a cleared site.

- 3.39 In the event that planning consent is obtained there is no additional financial obligation on the Council.

### **INCLUDING HOMES FOR OLDER PEOPLE WITHIN THE DEVELOPMENT**

- 3.40 Newlon Housing, the registered provider partner that is to purchase 126 shared-ownership homes in the new development, and Council officers are exploring the possibility of including a number of extra-care homes and/or sheltered accommodation as part of the new development.
- 3.41 It is proposed that a feasibility study is completed by Newlon Housing and Council officers to test the viability of including a number of homes for older people as part of the development. If the homes can be provided as a viable option it is proposed that the Council will seek the provision of the homes in the new development.
- 3.42 This report therefore seeks delegated authority to agree terms for and enter into a Deed of Variation to allow for the inclusion of the homes for older people.

### **THE PURCHASE AND RE-SALE OF THE GROUND RENTAL INCOME STREAM**

- 3.43 The Development Agreement includes an option, which can be exercised with Cabinet consent, to purchase the ground rental income stream that will be available from the new private homes to be included within the proposed new development. The price of ground rental income stream is set within the Development Agreement.
- 3.44 Council officers have investigated the possibility of purchasing the ground rental income stream and re-selling to a specialist purchaser of this type of investment. The investigations show that there is scope for a considerable margin between the price that is set in the Development Agreement and the possible re-sale price to a specialist purchaser.
- 3.45 This report therefore seeks delegated authority to exercise the option to purchase the ground rental income stream and to re-sell that income stream on the open market.

### **DUJARDIN MEWS**

- 3.46 Enabling works on the site at Dujardin Mews started on September 2014. Construction works on the 38 new homes started on January 2015. Delays to works have occurred due to connection delays of a high voltage cable on site, including delays in receiving consent from the former owner of the land, who holds a restriction on the Council's title. These delays have added costs to the works, mainly due to an uplift in

the tender prices by the BCIS index. These are set out in part 2 of this report. Cabinet approval is sought to approve an increase in the budget to meet these costs. Scheme completion is now expected in summer 2016.

- 3.47 A need has also been identified to provide for the installation of an in-house lift in one of the new homes.

#### **OTHER COST VARIATIONS**

- 3.49 Since the commencement of the two projects, three cost pressures have been identified. One of these relates to payments to the contractor on the Alma project, which have increased in line with inflation (BCIS indices) as agreed within the contract. The others relate to staffing and other project costs (legal advice, procurement advice, financial modelling and advice, etc.) on both projects. As the projects have evolved, it has become clear that project costs were underestimated and that delivery requires a much greater resource.
- 3.50 It should be noted, that, conversely, the Council has been successful in procuring external funding to support the schemes, will sell some of the properties as a shared equity product and will be able to use Right to Buy receipts under the Government's "Right to Buy One for One Replacement Scheme" to pay towards the Dujardin Mews social rented properties.
- 3.51 The net budgetary effect is that both schemes can be delivered within the combined original budgets.

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

- 4.1 The option of not increasing the budget available for enabling vacant possession is not considered realistic as there is a legal obligation on the Council, contained in the Development Agreement, to provide vacant possession to enable completion of the development. The Council is going to make a Compulsory Purchase Order to help ensure vacant possession is obtained; however a budget of sufficient size will still need to be provided to enable completion of purchases.
- 4.2 The option not to provide additional homes in Phase 1 of the development has not been considered as it would delay the obtaining of vacant possession on later phases, and hence potentially delay the completion of the entire development.
- 4.3 The option of not purchasing the new retail units has not been considered because undertakings have been given to existing retailers that they would have first option on the retail space within the new development.

Ownership of the new retail space is considered to be the most efficient means of ensuring that the undertaking to grant a first option can be exercised.

- 4.4 The option not to provide the indemnity to Countryside Properties for demolition costs on Phase 1 of the proposed development has not been considered as it would remove the possibility of bringing forward delivery of Phase 1 and potentially the completion of the entire development.
- 4.5 The option not to include extra-care homes has not being considered as it is known that there is a need for this type of accommodation in this area of the borough.
- 4.6 The option not to investigate the feasibility of purchasing and re-selling the ground rental income stream has not been considered as it would forego a potential capital benefit to the HRA.

## **5. REASONS FOR RECOMMENDATIONS**

- 5.1 The recommendation for the additional budget to obtain vacant possession for the Alma properties will help meet obligations to Countryside Properties contained in the Development Agreement.
- 5.2 The recommendation to increase the number of new Council homes to be delivered in Phase 1 of the proposed new development is made as it will help improve obtaining vacant possession on the remaining parts of the estate and it may also reduce the need for the double-decanting of Council tenants.
- 5.3 The recommendation to purchase the new retail space is made as it helps the Council meet undertakings that have been given to the existing retailers.
- 5.4 The recommendation to grant an indemnity to Countryside for the demolition costs is made as it can potentially help bring forward the delivery of Phase 1 and in-turn the completion of the entire development.
- 5.5 The recommendation to include extra-care homes within the development, subject to viability, is made as there is a known need for this type of accommodation in this area of the borough.
- 5.6 The recommendation to purchase and re-sell the ground rental income stream is made as there is the potential for a net capital receipt for the benefit of the Housing Revenue Account.

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

### **6.1 Financial Implications**

- 6.1.1 The recommendations contained in this report can be achieved within the combined budget already agreed for the two schemes. The amended detailed budgets for each scheme are contained in the Part 2 report.

## **6.2 Legal Implications**

- 6.2.1 The Council has the general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals generally may generally do provided it is not prohibited by legislation and subject to public law principles. There is no express prohibition, restriction or limitation on the Council's power to take any of the actions noted in this report.
- 6.2.2 Section 123 of the Local Government Act 1972 gives a power of sale or leasing to Councils. Pursuant to this section, the Council has a statutory duty to achieve best consideration when disposing of land. Flexibility is afforded by virtue of the General Disposal Consent 2003 which allows for a disposal at an undervalue of up to £2,000,000 (two million pounds) if the purpose of the disposal is to promote or improve one of the economic, social or environmental well-being of the area. The recommendations detailed in this report are in accordance with these powers.
- 6.2.3 The Council must also act in accordance with its Property Procedure Rules for all dispositions affecting its landholdings.
- 6.2.4 The statutory basis for local lettings policies is section 166A (6) (b) of the Housing Act 1996 which enables housing authorities to allocate particular accommodation to people of a particular description. A local lettings plan consistent with the Council's Allocation Scheme has been formulated to deal with tenants affected by the regeneration. The local lettings plan should be administered fairly, openly, transparently and in accordance with its intended purpose.
- 6.2.5 All legal agreements referred to in this report (including any Deed(s) of Variation, when in final form) must be in a form approved by the Assistant Director of Legal Services.
- 6.2.6 There is no legal restriction on the re-phasing of the Alma development, proposed by this report, as this: (i) has been agreed with the developer as being within the terms of the original development agreement; and (ii) falls within the scope of the original procurement. The Council should not undertake any re-

phasing which is not within the scope of the original procurement or development agreement without taking further legal advice.

6.2.7 The Deeds of Variation referred to in this report must, when in final form, fall within the scope of the original procurement.

### **6.3 Property Implications**

6.3.1 The Cabinet report dated 18<sup>th</sup> September 2013 contains the principle property implications arising from this development agreement. The comments detailed below should therefore be acknowledged within this context and reflect only the changes made to this agreement.

6.3.2 The increase in the number of Council homes provided from 80 - 98 is supported subject to viability remaining within previously agreed parameters.

6.3.3 It is noted that the deed of variation to potentially include homes for older people in a revised scheme is subject to further investigation.

6.3.4 Careful consideration should be given to the risk associated with the purchase and resale of the capitalised ground rental income to ensure that there is sufficient margin between the purchase and onward sale price to avoid the Council suffering a financial loss.

6.3.5 There is a risk that the revised budget requirements will not be repaid in full from capital receipts flowing from the sale of residential headlease income, ground rents and receipts from the sale of ESCo rights to Lee Valley Heating Network and GLA grant. The anticipated capital receipts are significantly in excess of the revised budget requirement and in current market conditions could therefore be considered a low overall risk.

## **7. KEY RISKS**

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

7.2 Another risk is that the Council will be required to purchase additional properties for tenants wishing to remain on the Alma Estate in the future. Demand is currently being monitored, and a further report will be submitted to Cabinet should additional funding be required to address this situation.

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

### **8.1 Fairness for All**

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

### **8.2 Growth and Sustainability**

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

### **8.3 Strong Communities**

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

## **9. EQUALITIES IMPACT IMPLICATIONS**

9.1 Equalities impact assessments are in place for the Alma and Dujardin Mews projects.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

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

## **11. PUBLIC HEALTH IMPLICATIONS**

11.1 There are no public health implications to consider.

### **Background Papers**

None.

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## MUNICIPAL YEAR 2015/2016 REPORT NO. **7**

**MEETING TITLE AND DATE:**  
**CABINET 17<sup>th</sup> June 2015**  
**COUNCIL 24<sup>th</sup> June 2015**

**REPORT OF:**  
 Director of Finance,  
 Resources and Customer  
 Services

**Agenda – Part: 1**

**Item: 10**

**Subject: Library Development Strategy  
 2015-2018**

**Wards: All**

**Key Decision No: KD4043**

**Cabinet Member consulted:** Councillor  
 Ayfer Orhan

Contact officer and telephone number:

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### **1. EXECUTIVE SUMMARY**

- 1.1 This report seeks approval of a new Library Development Strategy 2015-2018 and the investment necessary to realise the vision.
- 1.2 The Council is committed to ensuring a sustainable and exciting future for libraries. Following a comprehensive consultation and engagement programme, analysis of current usage and an equalities impact assessment of the options, the Council has developed a Library Development Strategy which outlines how over the next 3 years we will realise our ambition of libraries playing a pivotal role in the success of local communities.
- 1.3 This report sets out the vision, consultation and engagement, current usage and the equality impact assessment of the proposed recommendation and the plans for delivery.

### **2. RECOMMENDATIONS**

- 2.1 **For Cabinet to recommend the Library Development Strategy as set out in Appendix C of this report for approval at Full Council on 24 June 2015. This proposes delivering option 1 of the consultation options with some amendments to reflect the views expressed.**
- 2.2 Note that the 7 day a week opening for the four flagship libraries will be piloted for one year and then reviewed.
- 2.3 That the Director of Finance, Resources and Customer Services and Cabinet Member for Education, Children's Services and Protection is delegated authority to approve co-location partnerships for the community libraries
- 2.4 **Recommend to full Council that the capital works required to deliver the improvements to the Edmonton Green Library set out in 12.a (up to £5m) is added to the Council's Capital programme with the Director of Finance, Resources and Customer Services and Cabinet Member for Finance Efficiency given delegated authority to start procurement and award contracts subject to further key decision notifications.**

### 3. BACKGROUND

3.1 The public library service is a statutory service, governed by the Public Libraries and Museums Act 1964. The Act requires library authorities to provide a “comprehensive and efficient library service to all those desiring to make use thereof”. However there is no definition of a comprehensive service and it does not mean every resident must live close to a library.

3.2 The Council has a long-standing commitment to public libraries and the most recent Library Strategy for the period 2012-15 saw significant investment in libraries with Palmers Green and Ordnance Road libraries refurbishments and investment in new technology.

3.3 The Service currently has 17 libraries (the highest in London), a mobile library, a home delivery service and a schools library service which is traded. Library resources are procured through a framework contract which includes over 55 other library authorities and Enfield residents are able to access resources in libraries across London. In addition the Service offers a 24/7 digital library with access to online resources as well as online services.

3.4 In December 2014, the Department for Culture, Media and Sport (DCMS) published their Independent Library Report for England which states that:

*The library does more than simply loan books. It underpins every community. It is not just a place for self-improvement, but the supplier of an infrastructure for life and learning, from babies to old age, offering support, help, education and encouraging a love of reading. Whether you wish to apply for a job, or seek housing benefit, or understand your pension rights or the health solutions available to you, or learn to read, the library can assist.*

3.5 Libraries are more likely to be viable when they can demonstrate their value to the widest possible groups of users. The priorities within the report reflect our own vision calling for libraries to be considered as part of the overall council service offer to communities and in particular:

- A digital network offering Wifi and improved computer facilities along with a range of digital inclusion activities
- Greater involvement by local communities in the management of library services through a variety of different models
- Facilitated access to government services such as education, welfare reform, economic growth and well being

3.6 The DCMS also states that ‘local authorities should continue to have the statutory duty to provide a comprehensive and efficient service for all persons desiring to make use thereof taking into account local

needs and within available resources. It is a matter for each authority to decide on what is comprehensive and efficient for their own area, to determine how much they spend on libraries and how to manage and deliver their service at local level.'

- 3.7 The Council has also agreed a new transformation programme called Enfield 2017 aimed at reducing costs and duplication through increased automation, pooling of resources and digitalisation. It has already identified a key role for libraries to play in supporting access to the Council's new online services.

#### **4. Enfield's current library service**

- 4.1 Enfield's libraries have changed significantly in recent years as they have adapted to changes in local needs and expectations.
- 4.2 People of all ages are using libraries as a place for fun and creativity for young children; quiet study; a social centre where they meet other people; finding out about local services and events; accessing the internet; and learning new skills. An active events and outreach programme continues to attract people to visit a library.
- 4.3 In recent times there has been a significant increase in demand for digital services and access to digital facilities (wifi and PCs) with over 1.4million uses of the Council's 24 hour digital library services.
- 4.4 See **Appendix A** for the opening hours and usage figures of physical libraries and the digital library in Enfield.
- 4.5 Many physical libraries are only open for limited times and are based in older buildings which limits access and flexibility. Many face substantial repair and maintenance costs. The Council does not provide the same level of library service across the borough with libraries currently in four tiers:
- A1 Major libraries in the 3 main shopping centres/focal points in the borough, open a minimum of 49.5 hours per week
  - A2 Large libraries at 3 further strategic locations, in shopping centres or at major intersections within the borough, open 44.5 to 49.5 hours per week
  - B Medium-sized libraries (4) at minor shopping centres or intermediate locations open 36 hours per week, capable of catering for most everyday reading, homework and simple information requirements
  - C Small libraries (7) to meet the needs of those who cannot travel to a large or medium-sized library, in locations poorly served by public transport or cut off by major roads/railways from larger libraries.

- 4.6 In addition to the 17 library buildings, the service provides a mobile library and a home delivery service for housebound people and care homes. The mobile library is provided by a large vehicle that stops at various locations around the borough. However the vehicle is too large to visit many roads where parking/access restrictions apply and take up is relatively small with just over 5000 adult visits last year at an approximate cost of £10 per visit (excluding school stops). There are 83 adult active borrowers using the mobile library service and a further 23 active borrowers in residential care homes who use the home delivery service. A map is attached at **Appendix B** for the route of the mobile library.
- 4.7 The Schools Library Service visits schools and works with teaching staff in supporting literacy and a love of reading. This is a traded service that schools pay for.
- 4.8 Enfield's libraries currently achieve income of £514k from fees and charges associated with their resources, the hire of community rooms and income from sharing senior staff with other London boroughs.
- 4.9 Currently there are 118 FTE staff working in the library service. They receive a range of training to support library users in the diverse services on offer. These are supported by approximately 60 volunteers, some on a regular basis, others for particular seasonal activities such as the Summer Reading Challenge.
- 4.10 The resources budget has remained protected in Enfield for many years at £598k and this is used to pay for new books and other resources and licence costs for online access to e-books and magazines etc.
- 4.11 The Service has also successfully worked in partnership to deliver a number of corporate objectives including early years support, business support and advice, weekly jobs clubs, supporting the online application process for housing, blue badges and application for school places, online training for other council departments, On Your Doorstep and payment kiosks in some libraries.
- 4.12 The Service has managed to reduce costs in the past through better procurement of resources, investing in self-service technology, reviewing fees and charges and using volunteers.
- 4.13 However with the Council having to find a further £80m in savings over the next 4 years, library services cannot be exempt from making savings. This view was supported by the Council's budget consultation which saw Libraries identified as an area for further savings in both the general population and a specific consultation with young people. Therefore the authority took the opportunity to review the role and vision of a library so that it could ensure a sustainable and exciting

future for the service whilst recognising the constraints of council resources.

## 5. The proposals

5.1 Ensuring a library service fit for the future means that change is needed to reinvigorate our libraries so they are better used within their communities and meet the demands of a new generation of library users.

5.2 The Council developed a draft vision for the service to set out what their future role would be:

- Supporting learning and skills through a range of learning and literacy resources with space for quiet study for teenagers and adults and a fun and creative space for young children to improve their readiness for school
- Addressing digital exclusion so that all people can benefit from going online with improved and expanded IT facilities including assistive technology and support for people who want to learn digital skills
- Outreach to build strong communities and address social exclusion with community use of facilities, reaching out to communities and people in greatest need and increased use of volunteers who will receive a programme of training and support
- A co-ordinating centre for accessing information, advice and services for a range of organisations including the Council, with support for online forms, self-service kiosks, general advice and appointments and shared facilities with other services

5.3 Despite the digital revolution, the Council recognises the value and need for physical libraries in the community. However they need to be in fit for purpose buildings in the right locations and the Council needs to maximise use of these assets. With this in mind, the following two options were presented to local people to gauge their views about how we can ensure libraries are fit for the future and meet the needs of the whole community.

### Option 1

5.4 Enfield Town, Edmonton Green, Palmers Green and Ordnance Unity libraries will become flagship libraries with **extended opening hours seven days a week**, offering the full range of services including:

- A comprehensive range of standard library resources and activities alongside digital hubs that will offer a far greater number of self-service kiosks and PCs and greater capacity wifi
- Homework clubs and quiet zones for online and traditional learning activities

- Trained staff able to provide advice and support including self-scanning of evidence with video and web chat functionality to talk to officers directly and access video interpreting services
- Joining up with voluntary sector and partner organisations to support employment advice and job clubs and facilities for appointment only advice sessions to provide advice and guidance to vulnerable customers
- Training areas to support those requiring more intensive support around personal budgeting or digital access
- Business innovation advice to support the self-employed and new starters with access to business online resources
- Community space
- Children's library services linked to children's centres to ensure support for families and early years learning

5.5 Significant investment has already been made in Enfield Town, Palmers Green and Ordnance Road libraries. Edmonton Green Library will see significant investment and be expanded to two floors with a full community access and digital suite on the ground floor and quieter space for learning upstairs. Each is ideally located for transport links and reflects the four key areas of the borough.

5.6 Other libraries will move to 'community libraries' where they will share facilities with other services, organisations or voluntary groups. The partner will not be running the library element in the shared space as the Council will retain responsibility for the library service in all facilities. The Council will provide and support the library equipment and resources in community libraries, with the co-location partner opening up and closing the facility and facilitating access to the library space.

5.7 These community libraries could offer:

- An increase in community space for VCS and community groups
- Address digital exclusion in communities through public access wifi and video/web chat
- Kiosks for ordering, returning, renewing and downloading library materials plus other council online services and payments
- Possibly increased opening hours due to the co-located partner service being able to open it longer
- Pick up lockers for ordered items
- They would be supported by the host service and/or volunteers
- Access to other services through shared facilities

5.8 Sharing the building with community groups or alternative services would need to have a clear business case and a purpose and ethos that is sympathetic to the core library vision and the Council's aims of fairness for all, growth and sustainability and strong communities.

- 5.9 There can be significant benefits to the community by co-locating library services with other services, organisations or the voluntary sector:
- Widen and improve the range of services available in any one location
  - Increase the available opening hours for those who live in areas where current opening hours are limited
  - Reduce costs and increase the use of the building by attracting new users for all co-located services
  - Extend the availability of community and voluntary sector space at no extra cost
  - Increase the range of volunteering opportunities and the sharing of skills across a wider range of services
- 5.10 Bring to an end the mobile library service and replace with an expanded, volunteer led home delivery service for homebound with possible links to other community initiatives such as befriending services.
- 5.11 Increase recruitment of volunteers from 60 currently to 150 by 2016.

## Option 2

- 5.12 As above, the four flagship libraries will provide a comprehensive range of set out in Option 1 plus
- Oakwood and Ponders End Library will be retained offering traditional library facilities and will see an investment in digital access and support facilities to enhance access to council and other local services. (Ponders End library is due to be moved as part of the wider Ponders End regeneration scheme)
  - The four flagship libraries (Enfield Town, Edmonton Green, Palmers Green and Ordnance Unity) **to be open 6 days a week and will not have the extended opening hours as option 1** – these six libraries are currently open for 308 hours in total each week. These hours would be redistributed to give each library six day opening and a consistent pattern of hours so that times of access for the public are clear and easy to remember
  - Other libraries will move to be 'community libraries' as set out in Option 1
  - Increased use of volunteers from 60 to 200. There would be an increased need for the use of local volunteers to maintain service levels. Community libraries may be dependent upon the dedication and commitment of local people to volunteer to fully maintain opening hours and service delivery if the space is shared with a voluntary organisation.

### 5.13 Outreach Services

In future we will provide tailored support that best meets their need by:

- Continuing to develop and promote online library services.
- Develop a volunteer led home delivery service for housebound and residential care settings
- Explore the development of Ipad loans for socially excluded people
- Explore premium paid for library services
- Delivering a range of community events and 'pop-up libraries' in communities with high or specific need.

## 6. CONSULTATION

### 6.1 Public Consultation

Consultation on the options and vision ran for 13 weeks from 10 November 2014 to 6 February 2015. An independent research organisation was brought in to devise and analyse the questionnaire as well as undertake focus groups and on street interviews. The consultation documents can be viewed using the following link <http://www.enfield.gov.uk/librariesconsultation>.

6.2 Alongside 3,000 paper questionnaires distributed to libraries, the Civic Centre and community venues across the borough, the questionnaire was available on the Council's website and the link was emailed to the key representative groups such as Enfield Race Equality Council, community organisations and regular bookers of community rooms. A public consultation specific email address was also set up.

6.3 The research company moderated four group discussions to explore the options for the library service in some detail. These had their full quota of participants who broadly reflected the diversity of the local population, including those from smaller communities and those not currently using the service. The four focus groups included people from the following categories:

- Ethnic groups other than 'White British'
- People without internet access at home
- People with disabilities
- Parents of schoolchildren
- Unemployed people available for work
- Parents of pre-school children
- Adults aged 60+
- Adults aged 16-24

6.4 Street surveys were undertaken specifically to try and engage those who do not currently use libraries and customers were also asked for their views in a programme of Exit surveys of library users.



6.5 A series of Press releases and adverts were undertaken in local press including the local ethnic press and neighbouring boroughs. The consultation link was sent to neighbouring boroughs – Barnet, Waltham Forest and Haringey and the members of the London Libraries Consortium (LLC) - Barking & Dagenham, Bexley, Brent, Bromley, Ealing, Hackney, Harrow, Havering, Kingston, Lewisham, Merton, Newham, Redbridge, Tower Hamlets and Waltham Forest.

**6.6 Internal & Staff Consultation**

A letter was sent to all Library and Museum staff from Councillor Ayfer Orhan asking for their contributions to the process and members of the Library Service Senior Management Team undertook briefings for all staff on the options being presented as part of the consultation. A staff specific emails address was set up and the consultation was promoted to the wider Council staffing on the flat screens across various council sites and through staff matters e-newsletter.

**7. KEY OUTCOMES OF THE CONSULTATION**

- 7.1 In total, over 2000 people completed the questionnaire either by themselves or with an interviewer, whilst 64 took part in the focus groups. In addition to the formal consultation methods, the public made their views known more informally by talking with library staff during the period of the consultation. The full independent report is available online at <http://www.enfield.gov.uk/librariesconsultation..> All of the comments and suggestions expressed have been considered in developing the proposed Library Development Strategy.
- 7.2 There was a high level of agreement (80%) with the vision and objectives for the library service with participants putting particular emphasis on study space, addressing digital and social exclusion, availability of expert staff and offering high quality services for young children. 11% disagreed with the vision with most negative comments relating to those wanting a sole focus on books and reading and those who did not want the noise associated with children using libraries.
- 7.3 There was a greater recognition of the need for change and to deliver savings but people wanted to see an equal focus on revenue generating activities as well as service changes.
- 7.4 The proposed 'flagship' libraries were welcomed with the proposed 7 day a week opening generally seen as a positive
- 7.5 The 'community library' was more mixed with relief that the libraries would remain open but concerns about the reduction in space, access to staff and the ability to browse books that would come with co-location. Kiosks, out of hours lobby and pick up lockers were seen as good complementary library services but not a complete substitute for a full library.

- 7.6 However the principle of co-location was acceptable to most (62%) as long as the right partner was found with 18% disagreeing.
- 7.7 The expansion of the use of volunteers was also welcomed but concerns were raised about an over-reliance on them and their training, skills and commitment.
- 7.8 Of the two options presented, Option 1 was preferred by 59% of the respondents and 41% preferred Option 2. Frequent library users (used at least weekly) also preferred option 1 (58%) and 72% of non-library users preferred option 1. The key exceptions to this were users of Ponders End and Oakwood libraries where 66% and 71% respectively preferred option 2.
- 7.9 However respondents were also asked to score each option out of 10 (where 1 is very much against the proposal and 10 is very much in favour of the proposal) and the scores were more even with many people scoring both options highly. The mean score for option 1 was 6.69 and for Option 2 was 6.18. Among non-library users the distinction was greater with means of 7.65 and 6.47 respectively.
- 7.10 About two-thirds of the respondents (62%) agree with the proposal to extend the home delivery service through increasing volunteers to support vulnerable people who cannot attend a library and replace the need for the mobile library. 18% disagreed with the idea. Questions were raised about what this means for the schools who currently receive a visit and the practical aspects of managing volunteers (including criminal records checks). Of the 19 mobile library users who took part in the survey, 12 were generally against the proposal.
- 7.11 Among the focus groups some would prefer library closures in order to offer a fuller service at the remaining libraries. A lack of study space was a concern raised by the digitally excluded, parents, unemployed and 18-25. All would like to see greater focus on income generation including refreshments, especially the ethnic minority, parents, older people and 18-25 sectors. There was a view that the community libraries should be tailored to local need with some permanent staff overseeing them. Unemployed, parents, 18-25 and older people liked the extended opening hours and the 'one stop shop' approach for the flagships. The disability groups wanted to see cutting edge technology in place with trained staff available to support.
- 7.12 Enfield Library Service currently attracts 5% (3,725) of active users from neighbouring boroughs. Approximately 4% of responses to the consultation were from people living outside the borough.
- 7.13 In listening to the responses, the Council has made the following amendments to the original proposals:

<b>What the consultation told us</b>	<b>What we will do</b>
<p>Concern over the skills and commitment of volunteers and an over-reliance on them. Recommendation that a manager oversees them.</p>	<ul style="list-style-type: none"> <li>• We are seeking a range of partners to share facilities with and there will be a clear service level agreement setting out the expectations of the co-location partner.</li> <li>• All community libraries will be overseen and supported by a community library co-ordinator who will develop and implement a training plan to include equalities and the performance of the community libraries.</li> <li>• Volunteers working across the library service, including the home delivery service will be recruited, trained in line with the above training plan and supported by a dedicated volunteers co-ordinator within the service which will include appropriate checks.</li> </ul>
<p>There is concern about a loss of study space, recommendation that the council introduces a booking facility at busy times</p>	<ul style="list-style-type: none"> <li>• Current experience in libraries suggests that demand for study space is seasonal with high demand prior to examinations times. It is recommended that the flagship libraries operate study clubs with the opportunity to book space at peak times.</li> <li>• Our flagship libraries will provide a comprehensive range of standard library resources including quiet zones for study and online and traditional learning activities.</li> <li>• Edmonton Green Library will be redeveloped over two floors with the upper floor becoming a large space for browsing and increased study space</li> </ul>
<p>There is a view that community libraries should be tailored to local needs plus a concern that specific interest groups might 'run' a library and exclude others.</p>	<ul style="list-style-type: none"> <li>• Each community library will be tailored to local need with no 'one model fits all'. Each library building is different and offers different opportunities for co-location. The Council will explore a range of possibilities to ensure the co-</li> </ul>

	<p>location meets local needs and is appropriate.</p> <ul style="list-style-type: none"> <li>• The library space will not be run by the co-located partner. The Council will continue to be responsible for the library services delivered through community libraries and the process to select the partners to share the building will ensure that it continues to support universal access to library services.</li> </ul>
High quality services should be provided for young children with more Rhyme Time sessions, with a charge if applicable.	<ul style="list-style-type: none"> <li>• The Service will explore a range of free and paid for activities at the flagship libraries and will work with co-location partners and local children's centres to ensure a range of early years activities are available.</li> </ul>
There should be an equal focus on revenue generating activities, including offering refreshments	<ul style="list-style-type: none"> <li>• Reviewing fees and charges to improve our ability to generate income</li> <li>• Explore premium paid for library services</li> <li>• Explore other income streams including refreshments</li> </ul>
Concern over loss of books	<ul style="list-style-type: none"> <li>• Minimum service standards for community libraries</li> <li>• Resources budget to remain in excess of £500,000 a year</li> </ul>
We should provide cutting edge technology with trained staff available to support those with disabilities.	<ul style="list-style-type: none"> <li>• Increasing investment in and usage of online and digital resources</li> <li>• Roll out of self-service technology across all sites</li> <li>• Each community library will be supported by a community library co-ordinator, a permanent member of the library staff who will ensure training, advice and specialist support is offered to people working/volunteering in the co-located space</li> </ul>

## 8. Equality Impact Assessment

8.1 A predictive equality impact assessment (EQIA) has been undertaken on the proposed option based on detailed analysis by Experian of

evidence of local needs. A specific Equalities Impact Assessment has been undertaken of the mobile library decision. In undertaking the assessment, it recognises that the current library service does not provide the same level of service across the borough. Therefore comprehensive has been taken to mean a service that is accessible by all residents using reasonable means, including digital technologies.

- 8.2 The Equality Impact Assessments undertaken and the Experian report are available at [www.enfield.gov.uk/libraryconsultation](http://www.enfield.gov.uk/libraryconsultation)
- 8.3 The EQIA illustrates that 64% of the population would be within 1 mile of a flagship library and 97% would remain within a mile of a library access point (including the community libraries). With the Council retaining all libraries, and providing digital access to all library resources, there is not a significant impact on the community or to specific sub-sections of it to the levels of access currently in place.
- 8.4 The mobile library EQIA identifies that there are 83 adult active borrowers using the mobile library. Those that cannot access a flagship or community library will be offered the expanded home delivery service to ensure their continued access to the service. Schools that currently receive visits from the mobile library will be referred to the schools library service. As a result the changes to the mobile library service are not expected to have an adverse impact.

## **9. Library Development Strategy 2015-2018**

- 9.1 The full Library Development Strategy is set out in Appendix C. In summary it recommends Option 1 with some changes in response to the consultation.
- 9.2 Palmers Green, Enfield Town, Ordnance Unity and Edmonton Green designated as flagship libraries offering the following services:
- A comprehensive range of standard library resources and activities alongside using leading technologies to create digital hubs that will offer a far greater number of self-service kiosks, PCs and wifi
  - Homework clubs and quiet zones for online and traditional learning activities with the option to book space at busy times
  - Trained staff able to provide advice and support including self-scanning of evidence with video and web chat functionality to talk to officers directly and access video interpreting services
  - Joining up with voluntary sector and partner organisations to support employment advice and job clubs and facilities for appointment only advice sessions to provide advice and guidance to vulnerable customers
  - Training areas to support those requiring more intensive support around personal budgeting or digital access
  - Business innovation advice to support the self-employed and new starters with access to business online resources
  - Community space for hire

- Children's library services linked to children's centres to ensure support for families and early years learning
  - More opportunities for income generation including refreshments, paid for events and activities (including children's events), review of charges and fees
- 9.3 The four flagship libraries will be open 7 days a week for a year and then reviewed as to usage.
- 9.4 Edmonton Green is expanded onto the first floor of the Edmonton Centre providing a full access and digital suite, community room and children's library on the ground floor with refreshments. Upstairs will be a quiet zone for study and browsing with the option to book study space at busy times. This will increase both the availability of computers for digital inclusion and the amount of study space.
- 9.5 All other libraries will become community libraries where we will seek to find a co-location partner to share the space. As a result the space occupied by the library may be smaller than the current layout.
- 9.6 The library space will not be run by the co-located partner. The Council will continue to be responsible for the library services delivered through community libraries and the process to select the partners to share the building will ensure that it continues to support universal access to library services.
- 9.7 In response to the consultation, each community library will be tailored to local need with no 'one model fits all'. As such the Council anticipates a range of different organisations operating in community libraries. Each location is different and offers different opportunities for co-location. The Council will identify potential partners which may include:
- Other council services
  - Other public services including health or education sector
  - Voluntary/community sector
  - Café/coffee shops/leisure
  - Re-provision in a wider redevelopment or nearby shared space
- 9.8 At least two community libraries will be offered to the voluntary sector in order to meet the demand for space in the borough. Early discussions have indicated that there is interest from some local organisations in sharing the space. The opportunity to co-locate with a library will be formally advertised in August 2015 with formal expressions of interest and assessment against clear criteria to follow.
- 9.9 The criteria used to assess the suitability of a potential partner will be based on the following:

- best fit with library principles - universal access with no-one excluded directly or indirectly
  - contribution to library vision as set out in section 6.1
  - delivery of wider council/partnership priorities
  - delivering against unmet local need
  - maximise income
  - costs of implementation
  - delivery timescales
  - sustainable partnership
- 9.10 If a community partner cannot be found to share the library space the Council will need to consider alternative service delivery models.
- 9.11 It is noted that Ponders End library is due to be re-provided as part of the Ponders End regeneration scheme
- 9.12 Millfield and Angel Raynham libraries are already co-located. There are no changes proposed for Millfield House. It is proposed the Council advises the school that the Angel Raynham library will no longer be staffed. This is an early years library which has been superseded by a recent redevelopment of the school library.
- 9.13 A clear service level agreement will be set out for each co-location partner setting out the agreed opening hours of the building and the standards of operation expected to support universal access to library services. Each community library will be supported by a community library co-ordinator, a permanent member of the library staff who will ensure training, advice and specialist support is offered to people working/volunteering in the co-located space. It is anticipated that as a minimum the following will be available:
- Access to the library system and the ability to book/reserve/renew resources and pay (using cards only)
  - Pick up reserved items/return items
  - At least 2 public access PCs
  - Free wifi with space for study
  - A selection of quick choice resources
- 9.14 The mobile library will end with existing users (and newly identified users who cannot attend a physical library) offered an expanded Home Library Delivery Service (to include care homes) which will be supported by volunteers. Other outreach will be delivered through the following:
- Continuing to develop and promote online library services.
  - Explore the development of Ipad loans for socially excluded people
  - Explore premium paid for library services
  - Delivering a range of community events and 'pop-up libraries' in communities with high or specific need.
  - Greater partnership with children's centres

- Schools library service to support schools in accessing library services

## **10. ALTERNATIVE OPTIONS CONSIDERED**

The Council has considered four key alternatives:

- Retaining the service as it currently stands with no budget reduction. With the Council facing £80m in savings by 2018, the library service cannot be immune from finding savings. This was reflected in the Council's budget consultation which clearly identified libraries as an area where savings could and should be made.
- Increasing revenue and cutting costs without impacting on service delivery. Maintaining 17 staffed libraries requires significant resources and savings have already been found through using volunteers and better procurement. The service already brings in over £514k in income and whilst charges can be reviewed and income from refreshments and hire of rooms can be improved, it will not achieve the same level of savings required to maintain 17 libraries. Reducing opening hours in our smallest libraries would significantly restrict access as some are open less than 25 hours a week as it is.
- Closure of libraries. The Council sees the value in maintaining a physical presence in local communities and through co-location, can avoid closures and maintain access to the core library and other council services.
- Outsourcing libraries to a trust or other organisation – the council would not deliver the savings identified in this report as it would still require a council subsidy and the wider benefits of joining up local services would not be realised.

## **11. REASONS FOR RECOMMENDATIONS**

The recommendations contained in this report deliver significant savings towards the Council's £80m target whilst protecting libraries from closure and ensuring a viable future for libraries that remain at the heart of local communities. The proposed option was the preferred option of the majority of respondents in a comprehensive consultation with amendments to reflect the concerns raised. The Equalities Impact Assessments illustrate that no one group is adversely affected by the proposal with access remaining high.

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

### **a. Financial Implications**

The report seeks approval for the 2015-2018 library development strategy, which includes the re-configuration of the current library



service, elements of which are integral to the delivery of the agreed Enfield 2017 savings.

Edmonton Green Library expansion is estimated to cost in the region of £3-5m of capital. A full feasibility study will be undertaken to determine the final cost. A budget has already been agreed for the roll-out of self-service kiosks in libraries. Therefore the costs of creating community libraries would be dependent on the final design of each co-located site.

It is assumed that the technology and IT hardware required to support the Enfield 2017 programme will be funded through the separate IT budget for the programme.

#### **b. Legal Implications**

Under section 7 of the Public Libraries and Museums Act 1964, the London Borough of Enfield has a duty to provide a comprehensive and efficient public library service for all people wishing to use the facility.

When fulfilling its duty under section 7(2), a local authority must have regard to the desirability:

- (a) Of securing that facilities are available for the borrowing of or reference to books and other printed matter, pictures, gramophone records, films and other materials.
- (b) That these facilities are sufficient in number, range and quality to meet the general and special requirements of adults and children.
- (c) Of encouraging children and adults to make full use of the library service.

Due diligence must be afforded to section 149 of the Equality Act 2010 regarding the public sector equality duty.

Central government and other public bodies are required by law to consult before making certain decisions, including in relation to making changes to how they deliver statutory services. A failure to consult properly and adequately can lead to a policy or decision being overturned by the courts. The consultation forms part of a Local Authority's general duty to act fairly and the Council should take into consideration the responses to the consultation in approving the recommendations in this report. The proposals contained in this report meet the Council's statutory duties outlined in this section and the consultation undertaken is considered to be proper and adequate.

In conducting the procurement exercise described in this report the Council is required comply with its contract procedure rules (CPR); the

Public Procurement Regulations 2006; and the Public Procurement Regulations 2015 (which will come into force on 26 February 2015) as appropriate.

The Council must comply with its obligations with regards to obtaining best value under the Local Government (Best Value Principles) Act 1999.

To extent the value of any proposed contract is £250k or above the Council must comply with Key Decision procedure.

All legal agreements arising from the matters described in this report must be approved by the Assistant Director of Legal Services.

### **c. Property Implications**

Property Services (SPS) has been involved in this programme from its inception. The principles in this report support the core objectives of the evolving Estate Strategy – better utilisation of assets, the concentration of services into fewer buildings, working with other public partners to leverage our asset base and generating additional income where possible.

SPS have developed a draft plan for asset utilisation, in conjunction with the Library Services team, in line with the criteria set out in section 9.6

Detailed due diligence will need to be undertaken on the above plan to include financial and legal issues as set out in the Implementation Plan in Appendix C.

## **11. KEY RISKS**

The following risks have been identified:

- Inability to identify appropriate co-location partner – mitigated through the Asset Management Board looking at a range of options for each site
- Failure of co-location partner to deliver expected service and outcomes – mitigated through clear service level agreement linked to the lease and appropriate management oversight to monitor performance
- Inability to recruit and retain sufficient volunteers – mitigated through dedicated staff in the structure to recruit, train and support volunteers
- knowledge of non-library staff working/volunteering in community libraries – mitigated through effective training and support

- Failure of technology in community libraries – investment in new technology and appropriate management oversight to address issues
- Exclusion of vulnerable people – dedicated outreach staff to ensure access is enhanced through a range of activities set out in 9.11 above.

## **12. IMPACT ON COUNCIL PRIORITIES**

### **a. Fairness for All**

The Library Service supports this:

- By giving equality of access to information and learning opportunities for people of all ages
- By giving equality of access to Council services across the borough
- Through free public access to Internet and WiFi

### **b. Growth and Sustainability**

The Library Service Supports this:

- By providing high quality spaces, modern services and environments which support informal learning
- By providing free access to study space and learning resources, open in the evenings and at weekends
- By acting as an access point for Council information

### **c. Strong Communities**

The Library Service supports this:

- By working with local people to ensure that the service meets community requirements
- By developing partnerships with a wide network of agencies, including those of council and partner agencies, which all contribute to bringing about sustainable and active communities
- By delivering in a range of flexible ways through engagement with local communities and volunteers to help extend the range and reach of our existing core library service

## **13. PERFORMANCE MANAGEMENT IMPLICATIONS**

Adoption of the Library Development Plan will contribute to the achievement of a range of Council Priorities including educational attainment, resident engagement, Enfield 2017 transformation, narrowing the digital divide and increased customer satisfaction.

## **14. HEALTH AND SAFETY IMPLICATIONS**

There are no Health and Safety implications

**15. HR IMPLICATIONS**

Staffing changes will be managed through the Enfield 2017 process in line with council HR policies.

**16. PUBLIC HEALTH IMPLICATIONS**

Co-location of community libraries offers to the potential to join up services with health whilst the flagship libraries will be able to offer a range of activities to support public health outcomes.

**Background Papers**

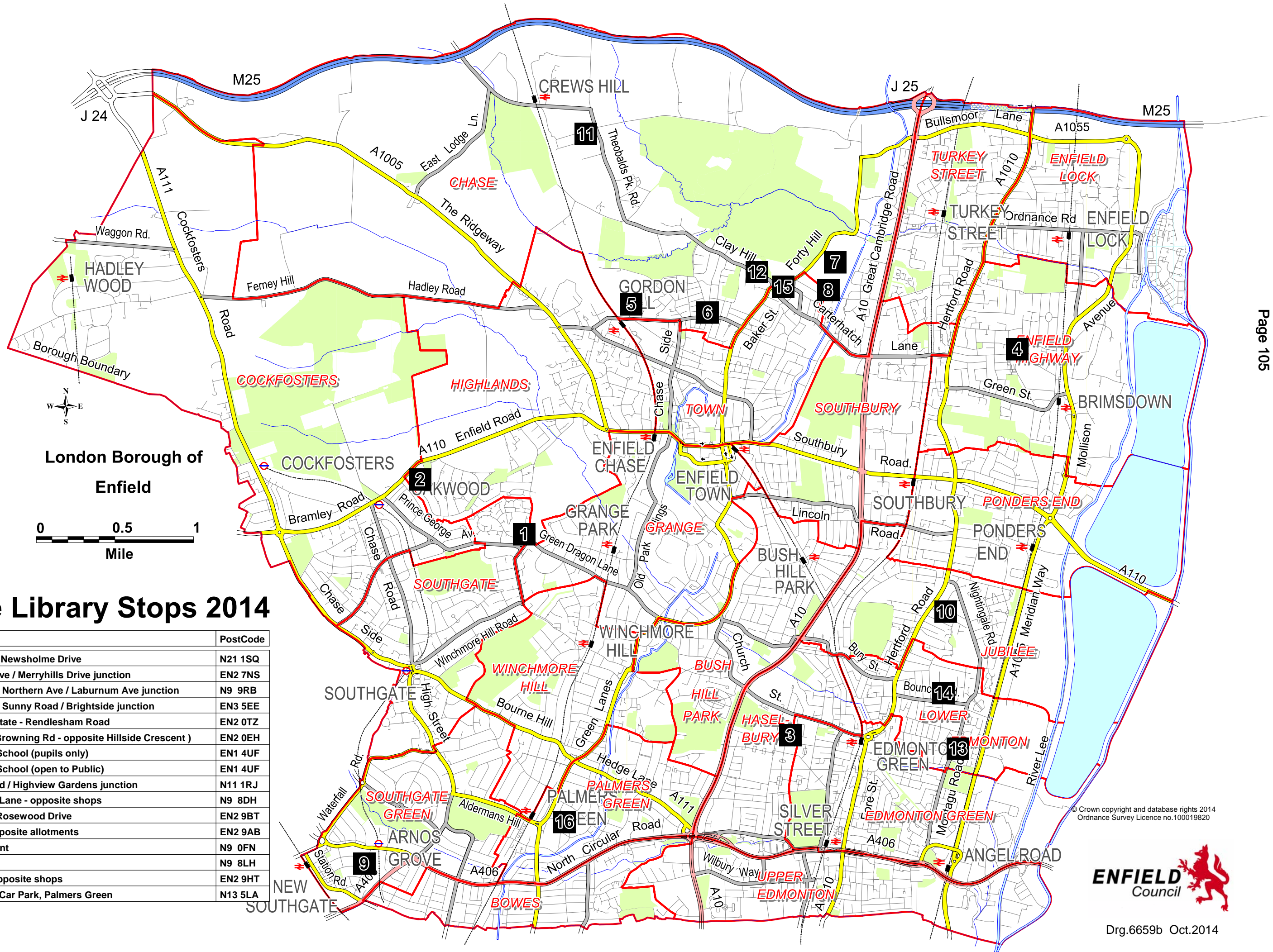
None

## APPENDIX A

<b>Library</b>	<b>Hours open per week</b>	<b>Visits 2014-2015</b>	<b>Items issued 2014-2015</b>
Angel Raynham	19	12,628	7,699
Bowes Road	18	15,151	18,267
Bullsmoor	23	25,994	26,246
John Jackson	36	40,256	32,210
Edmonton Green	56.5	353,138	181,057
Enfield Highway	36	70,023	74,449
Enfield Island Village	20	14,695	9,976
Enfield Town	62.5	306,288	220,200
Fore Street	38	104,786	47,241
Millfield House	73.5	12,408	1,710
Oakwood	53.5	70,515	93,285
Ordnance Road (closure and temporary provision until December 2014)	49.5	101,299	49,326
Palmers Green (closed for refurbishment from 26 <sup>th</sup> July 2014 until Autumn 2015)	49.5	36,745	26,248

## APPENDIX A

<b>Library</b>	<b>Hours open per week</b>	<b>Visits 2014-2015</b>	<b>Items issued 2014-2015</b>
Ponders End	36	89,100	53,820
Ridge Avenue	49.5	97,579	118,343
Southgate Circus	44.5	103,869	99,477
Winchmore Hill	36	96,931	81,293
Mobile Library	21.75	8,208	22,754
Internet@31	<b>N/A</b>	29,266	<b>N/A</b>
Web	<b>N/A</b>	122,3350	170,181
eBooks	<b>N/A</b>	<b>N/A</b>	10,880
<b>Total</b>	<b>722.75</b>	<b>1,588,878</b>	<b>1,344,662</b>



London Borough of  
**Enfield**

0 0.5 1  
 Mile

## Mobile Library Stops 2014

ID	Stop_2014	PostCode
1	Blake Court- Newsholme Drive	N21 1SQ
2	Lonsdale Drive / Merryhills Drive junction	EN2 7NS
3	Hyde Estate- Northern Ave / Laburnum Ave junction	N9 9RB
4	Brimsdown - Sunny Road / Brightside junction	EN3 5EE
5	Four Hills Estate - Rendlesham Road	EN2 0TZ
6	Hillyfields - Browning Rd - opposite Hillside Crescent )	EN2 0EH
7	Worcesters School (pupils only)	EN1 4UF
8	Worcesters School (open to Public)	EN1 4UF
9	Palmers Road / Highview Gardens junction	N11 1RJ
10	Cuckoo Hall Lane - opposite shops	N9 8DH
11	Crews Hill - Rosewood Drive	EN2 9BT
12	Clay Hill - opposite allotments	EN2 9AB
13	Chad Crescent	N9 0FN
14	Eldon Road	N9 8LH
15	Forty Hill - opposite shops	EN2 9HT
16	Lodge Drive Car Park, Palmers Green	N13 5LA

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Appendix C



# **Library Development Strategy 2015-2018**

## **Foreword by Councillor Ayfer Orhan, Cabinet Member for Education, Children's Services and Protection**

This Library Development Strategy sets out a clear vision for libraries over the next three years. We aim to make libraries the gateway to wider Council services, extend access by involving partner organisations and to use self service, digital resources and outreach to bring the service to a much wider community. At the same time, our libraries must continue to meet community requirements by providing high quality spaces, modern services and opening hours that suit all lifestyles.

We are one of the few councils in London who have kept all their libraries open in these tough economic times. Ours is a very successful, award winning service and we're continually improving and I am looking forward to working with other Council and partner services to build on the efficiencies already achieved and to make further changes to delivery in the future, building on the role libraries are already fulfilling in engaging with and empowering local communities.

Enfield Council is committed to a comprehensive library service that meets the needs of the community. We will continue to provide the services that are essential to any public library and have a clear vision for their future role.

With the Council needing to find £80m in savings by 2018, we know that ensuring a library service fit for the future means that change is needed to reinvigorate our libraries so they are better used within their communities and meet the demands of a new generation of library users.

This Development Strategy proposes an exciting future role for libraries which underlines their importance, the opportunities they create and ensures they remain a valued part of local life.

**Councillor Ayfer Orhan**  
**Cabinet Member for Education, Children's Services and Protection**

## 1. Introduction

Enfield Council regards libraries as a resource which should be at the heart of the community, linking with and improving access to other services across the Borough. This Strategy sets out the vision and ambitions for Enfield Library Service for the next three years, building on the service's current strong foundations.

Enfield's libraries have changed significantly in recent years as they have adapted to changes in local needs and expectations. People of all ages are using libraries as a place for fun and creativity for young children; quiet study; a social centre where they meet other people; finding out about local services and events; accessing the internet; and learning new skills.

In recent times there has been a significant increase in demand for digital services and access to digital facilities (wifi and PCs) with over 1.4million uses of the Council's 24 hour digital library services.

Whilst we have seen more people go online, we believe that libraries can continue to play a pivotal role in the success of local communities

## 2. Statutory and policy context

The library Service within Enfield borough is a statutory requirement under the Public Libraries and Museums Act, 1964 which sets out the following general duty of library authorities.

*'It shall be the duty of every library authority to provide a comprehensive and efficient library service for all persons desiring to make use thereof'.*

There are no national standards for library provision but the Act and 'comprehensive and efficient' are not defined, but an authority should pay regard to:

- Securing that facilities are available for borrowing, or reference to, books and other materials sufficient in number, range and quality to meet the general and any special requirements of both adults and children
- Encouraging both adults and children to make full use of the service

As a result, library services across the country are not all the same. Services are shaped by factors such as local policy and customer need. The core service as defined in the 1964 Public Libraries & Museums Act is now too limited. It needs to embrace the digital age. However, the principles in the Act remain relevant. The library service is needed as much as ever, but its purpose is changing.

Most recently, in December 2014, the Department for Culture, Media and Sport (DCMS) published their Independent Library Report for England which states that:

*The library does more than simply loan books. It underpins every community. It is not just a place for self-improvement, but the supplier of an infrastructure for life and learning, from babies to old age, offering support, help, education and encouraging a love of reading. Whether you wish to apply for a job, or seek housing benefit, or*

*understand your pension rights or the health solutions available to you, or learn to read, the library can assist.*

Libraries are more likely to be viable when they can demonstrate their value to the widest possible groups of users. The priorities within the report reflect our own vision calling for libraries to be considered as part of the overall council service offer to communities and in particular:

- A digital network offering Wifi and improved computer facilities along with a range of digital inclusion activities
- Greater involvement by local communities in the management of library services through a variety of different models
- Facilitated access to government services such as education, welfare reform, economic growth and well being

The DCMS also states that 'local authorities should continue to have the statutory duty to provide a comprehensive and efficient service for all persons desiring to make use thereof taking into account local needs and within available resources. It is a matter for each authority to decide on what is comprehensive and efficient for their own area, to determine how much they spend on libraries and how to manage and deliver their service at local level.'

### **3. Current Position**

Enfield Libraries deliver from 17 service points, the highest in London. They are currently categorised into 4 tiers, and the service aims, through a reasonable geographic spread, to meet customer needs in their own communities as follows:

- A1 Major libraries in the 3 main shopping centres/focal points in the borough, open a minimum of 49.5 hours per week
- A2 Large libraries at 3 further strategic locations, in shopping centres or at major intersections within the borough, open 44.5 to 49.5 hours per week
- B Medium-sized libraries (4) at minor shopping centres or intermediate locations open 36 hours per week, capable of catering for most everyday reading, homework and simple information requirements
- C Small libraries (7) to meet the needs of those who cannot travel to a large or medium-sized library, in locations poorly served by public transport or cut off by major roads/railways from larger libraries.

The Council also has a mobile library, a Home Library Service and a Schools Library Service. The Mobile Library has books and a range of other materials for customers of any age who cannot easily access our other libraries. It is also a customer service point where residents can ask for help with enquiries about Enfield Council services. It is also used widely for outreach activities including the promotion of the wider service, one of promotional events and attendance at community festivals.

The Home Library Service delivers a personalised service to customers who are unable to visit a library site or access the mobile library.

The Council also has a Schools Library Service which provides project loans to local schools. It is a Traded Service and its delivery depends upon buy-back by schools under the Fair Funding process.

Enfield libraries provide direct access not only to books, audio visual material, IT and information, but also to local community events and activities. Outreach including to housebound readers, and a wide range of events and activities including the Summer Reading Challenge, under five story times and reading groups widen our reach. All libraries have public access Wifi, public access computers are available in all libraries and our services are accessible electronically at any time from any computer with internet access, via our 24 hour online service. In addition, we offer an extensive digital library service which links up resources across London.

Since the 2012 Library Strategy was published, there have been some very exciting developments:

- In December 2014, Ordnance Unity Centre opened on the former Ordnance Road Library site. Delivered by Enfield Council in partnership with NHS North Central London, the centre includes a new library with modern up to date facilities, a GP and Dental practice as well as space for use by the local community.
- Palmers Green Library is currently closed for a year while an extensive refurbishment takes place on the existing site. Due to open in the summer of 2015, the new library will be on two floors and will offer a full range of modern, up to date services and including space for use by the local community.
- In October 2013, the Library and Museum Service achieved Customer Service Accreditation
- E4Libraries Accreditation
- New additional Museum space on first floor of the Dugdale Centre

#### **4. The challenges we face**

The Council currently has 17 libraries. This is the highest in London. Many are only open for limited times and are based in older buildings which limits access and flexibility. Many face substantial repair and maintenance costs.

Our customers have changed and they have an increasing expectation of services delivered to meet their changing needs. These significant social changes can be captured as follows;

- changing user demands and expectations, including greater sophistication in delivery of retail and the growth in the range of leisure and recreational activities available
- change in work patterns, working practices and career expectations
- a greater need to address the needs of those who are socially excluded for financial or other reasons

- change in the cultural mix of communities
- explosive growth of ICT and other technologies

This social shift has been set against the changing context in which local government operates in particular:

- broad shift from the traditional model of the local authority as a provider towards a role as a community leader procuring and enabling service provision in partnership with others
- requirement for efficiency savings
- much greater focus on performance and performance measurement

#### **4.1 The changing role of libraries**

In line with wider council priorities the Library Service sees the main focus of modernisation to be the recognition of local libraries as gateways to wider council services in line with the wider Enfield 2017 vision. Libraries already serve as key access points, gateways to services and avenues for participation in local democracy and the ambition is to achieve wider recognition by all sectors of the community and council officers of the significant role libraries have to play in bringing local communities together.

Libraries are at the heart of the community and are natural centres for learning and access to a wide range of resources. They provide both free Internet and introductory sessions to using computers and online information. The People's Network machines are a supporting mechanism for the Council's strategy to migrate customers to more cost effective online service delivery mechanisms. In doing so they provide a significant contribution to the Council's aim to reduce barriers to access.

The Library Service employs 118 full time equivalent employees representing a range of skilled and dedicated staff who are committed to their communities and customers. However, the staffing profiles of public libraries are currently undergoing much change. The role of library staff needs to be strengthened to ensure that we have a flexible workforce in the future to respond to changing demands and situations. This greater flexibility will need to be combined with an internal development programme which will improve staff skills, empower them to deliver across a range of services and ensure that our users receive the best possible standards of service from whomever they address a request for help. All staff need to have the training that allows them to give service to the best of their ability and makes best use of their knowledge and skills and experience. This should ensure that we have the skills mix required to deliver a 21st century library service

#### **4.2 Budget**

To date, the Library Service has both delivered on required savings and improved the quality of service by:

- Implementing a simplified and less costly staffing structure including a 50% reduction in the management team
- rolling out of self-service technology

- Reviewing budgets to ensure that monies are aligned to priority areas and ensure good budgetary management
- Seeking additional funding from external sources to enhance existing provision
- Developing offers to deliver services with and on behalf of other local authorities and partners
- Reviewing fees and charges to improve our ability to generate income
- Increasing investment in and usage for online resources
- The service currently brings in £514k of income each year

With the Council needing to find £80m in savings by 2018, we know that ensuring a library service fit for the future means that change is needed to reinvigorate our libraries so they are better used within their communities and meet the demands of a new generation of library users. A key priority for libraries will be to raise our profile so that we are able to work with other partners to improve local democracy, health and wellbeing, learning and public access to services.

#### **4.3 Stock and services**

Books and reading for inspiration, pleasure, knowledge, and personal growth remain important but with an increase in demand for digital services and access to digital facilities we need to ensure that the provision and access to a range of resources and services meets both the needs of the communities of Enfield and represents value for money. The Council currently spends in excess of £500k per annum on its library resources.

As a Council, we recognise the need to continue to support those who cannot physically access a library. We currently provide a mobile library by a large vehicle that stops at various locations around the borough and a delivery service for homebound/ residential care homes. The mobile library vehicle is too big to visit many roads where parking/access restrictions apply and the take up is relatively small with just over 5000 adult visits last year. There are 83 adult active borrowers of the mobile library service.

Value for money is a key driver for the Council and the Library Service is keen to support the delivery of best value for local residents. Reduced operating costs need to be supported by a more flexible and responsive workforce who are keen to deliver a quality service with a more streamlined approach.

## **5. Consultation and Engagement**

### **5.1 Public Consultation**

Consultation on the options and vision ran for 13 weeks from 10 November 2014 to 6 February 2015. An independent research organisation was brought in to devise and analyse the questionnaire as well as undertake focus groups and on street interviews. The consultation documents can be viewed using the following link <http://www.enfield.gov.uk/librariesconsultation>.

Alongside 3,000 paper questionnaires distributed to libraries, the Civic Centre and community venues across the borough, the questionnaire was available on the Council's website and the link was emailed to the key representative groups such as Enfield Race Equality Council, 37 community organisations and regular bookers of community rooms. A public consultation specific email address was also set up.

The research company moderated four group discussions to explore the options for the library service in some detail. These had their full quota of participants who broadly reflected the diversity of the local population, including those from smaller communities and those not currently using the service. The four focus groups included people from the following categories:

- Ethnic groups other than 'White British'
- People without internet access at home
- People with disabilities
- Parents of schoolchildren
- Unemployed people available for work
- Parents of pre-school children
- Adults aged 60+
- Adults aged 16-24

Street surveys were undertaken specifically to try and engage those who do not currently use libraries and customers were also asked for their views in a programme of Exit surveys of library users.

A series of Press releases and adverts were undertaken in local press including the local ethnic press and neighbouring boroughs. The consultation link was sent to neighbouring boroughs – Barnet, Waltham Forest and Haringey and the members of the London Libraries Consortium (LLC) - Barking & Dagenham, Bexley, Brent, Bromley, Ealing, Hackney, Harrow, Havering, Kingston, Lewisham, Merton, Newham, Redbridge, Tower Hamlets and Waltham Forest (as part of LLC).

## **5.6 Internal & Staff Consultation**

A letter was sent to all Library and Museum staff from Councillor Ayfer Orhan asking for their contributions to the process and members of the Library Service Senior Management Team undertook briefings for all staff on the options being presented as part of the consultation. A staff specific emails was set up and the consultation was promoted to the wider Council staffing on the flat screens across various council sites and through staff matters e-newsletter.

## **5.7 Consultation responses**

In total, over 2000 people completed the questionnaire either by themselves or with an interviewer, whilst 64 took part in the focus groups. In addition to the formal consultation methods, the public made their views known more informally by talking with library staff during the period of the consultation. The full independent report is available on <http://www.enfield.gov.uk/librariesconsultation>.



This strategy is based on the preferences clearly identified in the consultation with amendments to reflect the concerns raised.

## **6. The Future**

Services must be delivered in future that meet national and local needs and are designed around customers. Any change must be delivered within the constraints of current resources, which are reducing. In order to bring about an improvement in libraries it must be acknowledged that provision cannot be maintained at current levels across the existing network of libraries.

Ensuring a library service fit for the future means that change is needed to reinvigorate our libraries so they are better used within their communities and meet the demands of a new generation of library users

### **6.1 Our vision for libraries**

- Supporting learning and skills through a range of learning and literacy resources with space for quiet study for teenagers and adults and a fun and creative space for young children to improve their readiness for school
- Addressing digital exclusion so that all people can benefit from going online with improved and expanded IT facilities including assistive technology and support for people who want to learn digital skills
- Outreach to build strong communities and address social exclusion with community use of facilities, reaching out to communities and people in greatest need and increased use of volunteers who will receive a programme of training and support
- A co-ordinating centre for accessing information, advice and services for a range of organisations including the Council, with support for online forms, self-service kiosks, general advice and appointments and shared facilities with other services

In order to deliver this ambitious vision, Enfield's libraries need to be in fit for purpose buildings in the right locations.

Significant investment has already been made in Enfield Town, Palmers Green and Ordnance Road libraries and Edmonton Green Library will see significant investment and be expanded to two floors with a full community access services and a large digital access suite on the ground floor and quieter space for learning upstairs. Each is ideally located for transport links and reflects the four key areas of the borough.

Set out below are the proposals for our current libraries.

### **6.2 Flagship Libraries**

**Enfield Town, Edmonton Green (please see below), Palmers Green and Ordnance Unity Centre** libraries will become flagship libraries with extended opening hours, offering the full range of services including:

- A comprehensive range of standard library resources and activities alongside digital hubs that will offer a far greater number of self-service kiosks and PCs and greater capacity wifi
- Study clubs and quiet zones for online and traditional learning activities
- Trained staff able to provide advice and support including self-scanning of evidence with video and web chat functionality to talk to officers directly and access video interpreting services
- Joining up with voluntary sector and partner organisations to support employment advice and job clubs and facilities for appointment only advice sessions to provide advice and guidance to vulnerable customers
- Training areas to support those requiring more intensive support around personal budgeting or digital access
- Business innovation advice to support the self-employed and new starters with access to business online resources
- Community space for hire
- Children's library services linked to children's centres to ensure support for families and early years learning
- More opportunities for income generation including refreshments, paid for events and activities (including children's events), review of charges and fees

The Council will trial seven days a week opening for the four flagship libraries for the first year and then review usage.

### **6.3 Edmonton Green Library**

In order to realise the ambition for Edmonton Green, we are proposing investment in the library so that it takes over the ground and 1<sup>st</sup> floors of the Edmonton Centre, with the downstairs becoming a flagship digital and customer access hub for both the council and partner organisations and the upstairs floor a large space for browsing and quiet study with the potential to book study space at busy times.

### **6.4 Community Libraries**

**Bowes Road, Bullsmoor, John Jackson, Enfield Highway, Enfield Island Village, Fore Street, Oakwood, Ponders End, Ridge Avenue, Southgate Circus and Winchmore Hill** libraries will move to 'community libraries' where they will share the facility with other services, organisations or voluntary groups. **Angel Raynham** and **Millfield House** libraries are already part of a shared location model.

It is noted that Ponders End library is due to be re-provided as part of the Ponders End regeneration scheme

The library space will not be run by the co-located partner. The Council will continue to be responsible for the library services delivered through community libraries and the process to select the partners to share the building will ensure that it continues to support universal access to library services.

In line with the Council's Asset Management Strategy, the Library Service is committed to developing new models of provision based on partnership working to ensure that our resources are used as efficiently and effectively as possible. We recognise that each site is unique and that there is no one model which will suit each library or the needs of the local community.

In response to the consultation, each community library will be tailored to local need with no 'one model fits all'. Each site offers a range of opportunities to deliver added value to the local community. As such the Council anticipates a range of different organisations operating in community libraries.

At least two community libraries will be offered to the voluntary sector in order to meet the demand for space in the borough. Early discussions have indicated that there is interest from some local organisations in sharing the space. The opportunity to co-locate with a library will be formally advertised in August 2015 with formal expressions of interest and assessment against clear criteria to follow.

The criteria used to assess the suitability of a potential partner will be based on the following:

- best fit with library principles - universal access with no-one excluded directly or indirectly
- contribution to library vision as set out in section 6.1
- delivery of wider council/partnership priorities
- delivering against unmet local need
- maximise income
- costs of implementation
- delivery timescales
- sustainable partnership

If a community partner cannot be found to share the library space the Council will need to consider alternative service delivery models.

Millfield and Angel Raynham libraries are already co-located. There are no changes proposed for Millfield House. It is proposed the Council advises the school that the Angel Raynham library will no longer be staffed. This is an early years library which has been superseded by a recent redevelopment of the school library.

A clear service level agreement will be set out for each co-location partner setting out the agreed opening hours of the building and the standards of operation expected to support universal access to library services. Each community library will be supported by a community library co-ordinator, a permanent member of the library staff who will ensure training, advice and specialist support is offered to people working/volunteering in the co-located space. It is anticipated that as a minimum the following will be available:

- Access to the library system and the ability to book/reserve/renew resources and pay (using cards only)
- Pick up reserved items/return items

- At least 2 public access PCs
- Free wifi with space for study
- A selection of quick choice resources

In their **Independent Library Report for England**, the DCMS are clear that shared facilities and community supported libraries can present a creative way to manage resources and help support the professional library workforce. Greater involvement of the community in the management of their library service will enable the local authority to better reflect the particular needs of their local area and can have a positive influence on what services are delivered, opening hours and having a sense of ownership and engagement.

#### **5.4 Outreach Services**

We will continue to support those who cannot physically access a library.

The mobile library will end with existing users (and newly identified users who cannot attend a physical library) offered an expanded Home Library Delivery Service (to include care homes) which will be supported by volunteers. Other outreach will be delivered through the following:

- Continuing to develop and promote online library services.
- Explore the development of Ipad loans for socially excluded people
- Explore premium paid for library services
- Delivering a range of community events and 'pop-up libraries' in communities with high or specific need.
- Greater partnership with children's centres
- Schools library service to support schools in accessing library services

#### **5.5 Volunteers**

In the future, there will be an increased need for the use of local volunteers to maintain service levels.

The involvement of volunteers and communities in the public library service is not new; though their role and numbers have changed over time. We will extend our use of volunteers to give local people the opportunity to become involved, influence service development, enhance what we offer, and help us connect to the communities around us.

We will ensure that all libraries continue to deliver a high quality service. Sharing with community groups or alternative services would need to have a clear business case and a purpose and ethos that is sympathetic to the core library vision and the Council's aims of fairness for all, growth and sustainability and strong communities.

A dedicated volunteer co-ordinator will recruit, train and support volunteers working within the service. Any volunteering programme will encourage local community participation and involvement by a robust recruitment drive and the implementation of a quality assured programme of training and development for all volunteers to ensure both the range and quality of our services. A clear training plan will be in place for volunteers to include equalities.

## **5.6 Resources**

The resources budget will remain in excess of £500k to ensure excellent access to new books and other resources, plus licence costs for online access to e-books and magazines etc.

The Library Service currently achieve income of around £514k from fees and charges associated with their resources, the hire of community rooms and income from sharing senior staff with other London boroughs. This also includes income from the traded Schools Library Service.

There will be an even greater focus on income generation with a review of fees and charges, premium paid for services including events and activities and other income streams such as refreshments etc and hire of facilities.

The Service will continue to improve procurement of resources (through the Central Buying Consortium and the London Libraries Consortium).

## 6. Action/Implementation Plan

<b>Library Development Plan Actions</b>	<b>Timescale</b>	<b>Responsibility</b>
<b>Briefing sessions for library users at each of the library sites</b>	July/August 2015	Head of Libraries and Museums
<b>Agree assessment criteria and specification for each community library</b>	July 2015	Head of Libraries and Museums
<b>Identify community libraries to be offered to the voluntary sector and begin expression of interest process</b>	August 2015	Head of Libraries and Museums Head of Policy and Engagement
<b>Develop action plan for each community library site where a council, partner organisation or commercial organisation has been identified as a potential partner</b>	August 2015	Head of Libraries and Museums Property Services
<b>Agree leases and service level agreements and implement co-location</b>	August 2015 – December 2016	Head of Libraries and Museums Property Services
<b>Redevelopment of the Edmonton Green Library</b>	Summer 2016	Head of Libraries and Museums Property Services
<b>Volunteer co-ordinator in place with a recruitment and training plan in place (to include equalities)</b>	September 2015	Head of Libraries and Museums
<b>Review of staffing structure and working practices</b>	July/August 2015	Head of Libraries and Museums

<b>Library Development Plan Actions</b>	<b>Timescale</b>	<b>Responsibility</b>
<b>Restructure of opening hours for flagship libraries</b>	October 2015	Head of Libraries and Museums
<b>Implementation of study clubs and bookable study spaces</b>	Available at some libraries June 2015	Head of Libraries and Museums
<b>Replacement of Mobile Library Service with expansion of Home Library Service and use of volunteers</b>	December 2015	Head of Libraries and Museums
<b>Develop an income strategy to offer enhanced and new services and maximise income to the service</b>	September 2015	Head of Libraries and Museums
<b>Implement self-service technology and electronic payment facilities at all sites to include addressing disabled access to IT</b>	Aligned to community library timescales above	Head of Libraries and Museums
<b>Review the library resource strategy to ensure that the right materials are purchased in sufficient quantities</b>	August 2015	Head of Libraries and Museums
<b>Enhance information provision through the borough's libraries by developing online information provision via wifi, e-library and Council contact points in libraries</b>	December 2015	Head of Libraries and Museums
<b>Develop programmes and activities to promote and encourage increased use of library facilities by all members of the community to include early years.</b>	September 2015	Head of Libraries and Museums
<b>Develop new outreach programme</b>	October 2015	Head of Libraries and Museums

Library Development Plan Actions	Timescale	Responsibility



**11 MUNICIPAL YEAR 2015/2016 REPORT NO. 11****MEETING TITLE AND DATE:**

Cabinet – 17 June 2015  
Council – 24 June 2015

**REPORT OF:**

Director – Regeneration &  
Environment

Contact officer and telephone number:  
Jeff Laidler, Head of Sustainability  
0208 379 3410

<b>Agenda - Part: 1</b>	<b>Item: 11</b>
<b>Subject:</b> <b>Mobilisation &amp; Operation of Lee Valley Heat Network (LVHN)</b>	
<b>Wards: All</b>	
<b>Cabinet Member consulted: Councillor Sitkin</b>	

[jeff.laidler@enfield.gov.uk](mailto:jeff.laidler@enfield.gov.uk),

**1. EXECUTIVE SUMMARY**

- 1.1 The Lee Valley Heat Network (LVHN) is a major infrastructure project, underpinning the low carbon regeneration of Meridian Water, and estate renewals at Ladderswood, Alma Estate and New Avenue. It has been the subject of previous reports to, and approvals by, Cabinet and Council.
- 1.2 The LVHN Business Plan from July 2014 demonstrated the original project's viability, securing £1.285 million final stage development costs. The LVHN project team is now returning to Cabinet to seek approval for:
- a) The proposed HoldCo/OpCo business delivery structure.
  - b) £2.143 million to enable the company to operate for the 12 months from September 2015 to September 2016, including design of the Strategic Heat Network and District Heating Energy centre, ahead of planning application submission in June 2016.
  - c) To amend the existing Articles of Association for the company, which were originally set up as an "off the shelf" trading company (based on the Companies Act 2006), by Cabinet decision on 6 April 2011 (and made LVHN Ltd subsequent to a Cabinet decision in December 2012). The 2011 Report to Cabinet explained that the Articles would be amended as necessary, based on legal advice, as the company develops. Now that the LVHN project is fully developed, it is appropriate to update the Articles to reflect the matters dealt with in this report, and to generally ensure they are up to date and fit for purpose.
- 1.3 The project and LVHN Business Plan remain unchanged, so raise no new matters of significant community interest or impact.

- 1.4 A subsequent Cabinet Report will request approval for the Council's main investment decision in LVHN's Strategic Heat Network at Meridian Water, which is directly related to:
- a. The Heat Supply Agreement under negotiation between LVHN Ltd and North London Waste Authority.
  - b. The appointment of the master developer for Meridian Water, following an OJEU compliant procurement.
- 1.5 This will require an updated LVHN Business Plan that accounts for actual costs tendered in the market through the project's three procurement exercises, including detailed design work in relation to both the Strategic Heat Network and District Heating Energy Centre, which is now in a flagship location at the front of the Edmonton EcoPark. The updated Business Plan will include the additional properties planned for the Satellite Schemes, including the proposed extension of the Alma Estate Satellite Scheme to the Electric Quarter, as well as the increased number of properties to be built at Meridian Water.

## 2. RECOMMENDATIONS

Cabinet is being asked

### **Governance**

- 2.1 To confirm LVHN Ltd as the Holding Company (HoldCo) (and of which Enfield is the sole shareholder) and approve the setting up of a wholly owned subsidiary company (OpCo) to undertake project delivery, as the method of governance and delivery for the LVHN business.
- 2.2 To approve the amended Articles of Association (including establishment of an Audit Committee) for HoldCo (Appendix 3), and to authorise that these be adopted as the revised Articles for the existing Council owned company (LVHN Ltd).
- 2.3 To approve the delegation arrangements described in Section 3.7.15 of this Report
- 2.4 To approve the procurement of insurance to indemnify Council officers and members acting as directors under the Local Authorities (Indemnities for Members and Officers) Order 2004

### **Finance**

- 2.5 Approve the drawdown of a total of £2.143 million from the Council's indicative Capital programme, consisting of:
- £1.096 million forecast costs for the six months from September 2015 to March 2016.

- £1.047 million forecast operational costs for the six months from April 2016 to September 2016, the drawdown of which will need to be specifically authorised by both the Director of Regeneration and Environment, and the Director of Finance, Resources and Customer Services.

This will increase the Council's project investment to £4.256 million to September 2016, as detailed in Table 1 (Part 2 report).

- 2.6 Approve the estimated £170k revenue cost related to borrowing an additional £2.143m, to cover interest payments and repayment of principal, with the remaining investment coming from existing budgets.
- 2.7 **Recommend to full Council that the £2.143m project development costs be added to the Council's approved capital programme.**
- 2.8 Approve the principle of the On-Lending Agreement, to enable LVHN Ltd to operate at the level envisaged in the Business Plan, and a working capital facility of up to £0.5 million to cover operating expenditure within the Business Plan but not covered by the On-Lending Agreement.

#### **Procurement**

- 2.9 Following evaluation of the tenders and appointment of preferred bidders, the Council authorises HoldCo to enter into contract with:
- The Design, Build and Operate contractor to commence necessary design work for the Strategic Heat Network and District Heating Energy Centre, to enable submission of the associated planning application by June 2016.
  - The Operations and Maintenance contractors for the Satellite Schemes, including an interim arrangement for the satellite scheme at Ladderswood until build out is complete.
  - The Customer Services contractor, initially for Ladderswood and as required for further stages of the project.
- 2.10 Authorise the Director of Regeneration and Environment to agree the entering into by the Council of any necessary ancillary agreements required to give effect to these contracts.

### **3. BACKGROUND**

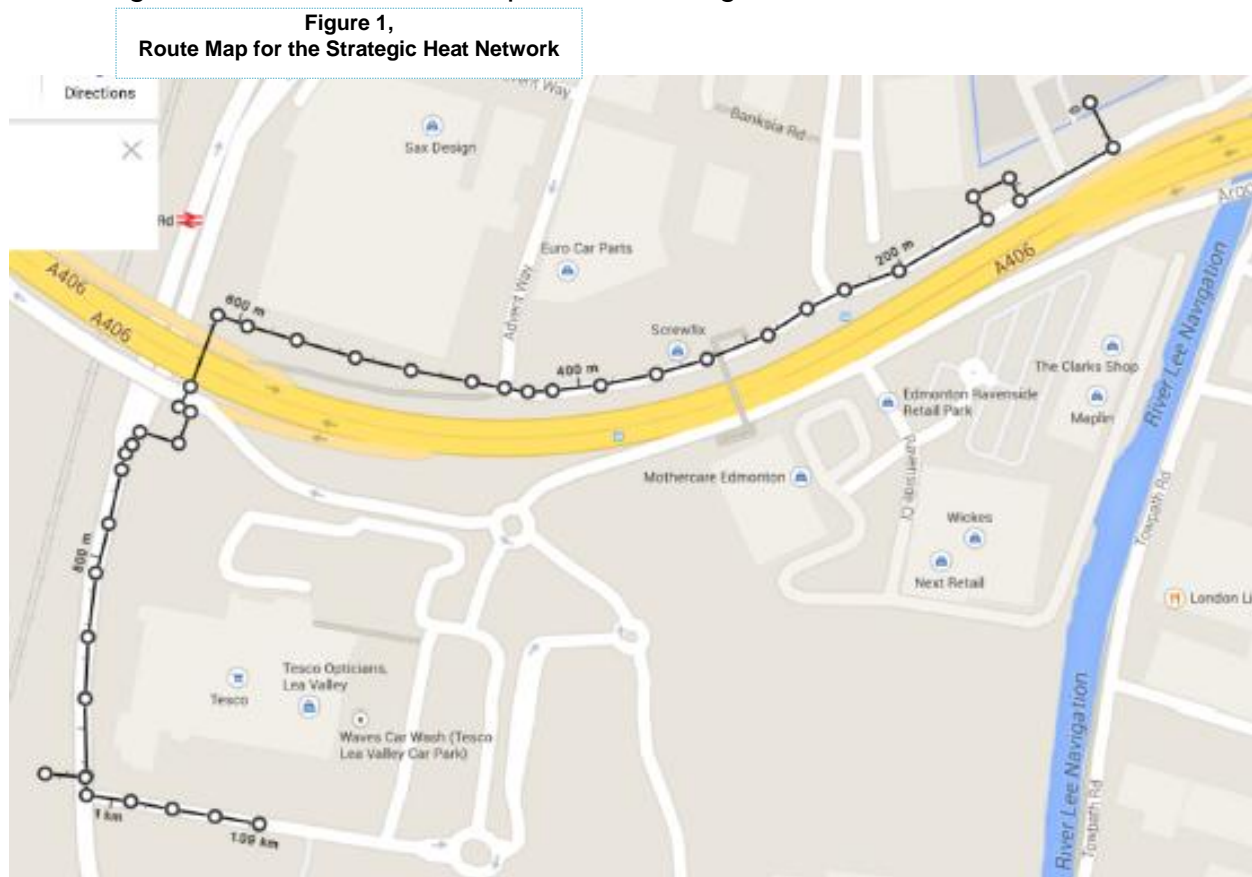
#### **3.1 What is a Heat Network?**

- 3.1.1 A heat network is a system of highly insulated pipes that move energy in the form of hot water from low carbon, low cost heat sources where it is produced, to where it is needed, much like an electricity network.

### 3.2 What is the Lee Valley Heat Network?

- 3.2.1 The Lee Valley Heat Network (LVHN) is a major infrastructure project, underpinning the low carbon regeneration of Meridian Water, and estate renewals at Ladderswood, Alma Estate and New Avenue. These developments are all new builds. Over time there is the opportunity for LVHN to expand to connect to existing residential, commercial and industrial buildings.
- 3.2.2 The Meridian Water development is being enabled by more than £80 million investment in a four-train per hour service into Central London and the new Meridian Water train station. The OJEU compliant procurement exercise to select the Master Developer for Meridian Water commenced in March 2015. The Council also completed its purchase of the Willoughby Lane site, securing an initial development site for 850 homes.
- 3.2.3 LVHN will initially use heat from the Energy from Waste facility at the Edmonton EcoPark, which already generates enough heat to kick-start the Strategic Heat Network at Meridian Water to supply heat to the 8,000 new homes at Meridian Water.

Figure 1 shows the route map for the Strategic Heat Network.



LVHN will also connect additional heat sources elsewhere in the Lee Valley.

3.2.4 Located too far away to physically connect to take waste heat from the Edmonton EcoPark, an additional 2,000 new homes will benefit from 3 stand-alone Satellite Schemes. These strategically located schemes will allow for future expansion to the wider borough(s):

- a. **Ladderswood Satellite Scheme:** initially providing heat to 513 homes, a hotel and a number of commercial premises. There is the opportunity for the Ladderswood scheme to expand and become a Strategic Heat Network in its own right.

Construction work is already underway to build the first phase of Ladderswood and the energy centre that will include a Combined Heat and Power engine, together with a highly insulated local heat network, which it is proposed that LVHN will adopt. The first 40 households are due to move in and receive heat in September 2015. Accordingly, the decisions being recommended in this report will enable the necessary operational steps to allow LVHN to adopt these assets.

- b. **Alma Estate Satellite Scheme:** initially providing heat to around 1,000 homes, a health centre, a number of commercial premises, and a community centre, ultimately connecting to the Strategic Heat Network, provided enough demand can be found from homes and industry. This scheme can also be extended to serve customers in the Electric Quarter and Ponders End High Street area.
- c. **New Avenue Satellite Scheme:** initially providing heat to around 450 homes, a nursery and a community centre.

### 3.3 Why are we building a heat network?

- a) **Community Energy:** for the first time we will provide local communities with low carbon energy from local heat sources.
- b) **Lower Cost of Heat:** our ambition is to provide a lower cost heat for residential customers, as compared to heat from traditional fossil fuels.
- c) **Security of Supply for residents and businesses:** the heat network reduces dependency on imported fuel & the erratically fluctuating prices of the international energy markets.
- d) **LVHN supports inward investment, new jobs, training for community energy champions & wider regeneration:**
  - o Enfield has an ambition to create 40,000 new jobs in the borough over the next 20 years, including large-scale inward investment. The heat network will add an extra string to the bow in terms of our inward investment offer.
  - o It helps deliver the GLA's & Council's planning aspirations for district energy.

- It makes land more attractive to developers and may increase land values.

e) Carbon Reduction:

- The carbon footprint of a home due to heating will be reduced by around 50% compared to conventional fuel
- LVHN is hugely important for meeting London's carbon reduction targets.

### 3.4 What is it that makes LVHN different?

#### 3.4.1 'Which?' magazine has recently highlighted a number of issues with existing UK district heating schemes:

a. They tend to be built to current British Standards, rather than Scandinavian & German standards:

- Design and Build contractors and Developers often don't work together to build heat networks that last the course.
- UK heat networks can be poorly installed and value engineered, with little concern for the long-term cost for consumers. They tend to use data from BREEAM and SAP ratings that is based on theory, rather than historical operating data.

b. There is poor consumer engagement and education, as developers and engineers focus on the physical build. Much of the poor reputation in the industry is down to late or never undertaken consumer engagement, so residents do not understand the system or the cost build-up of charges before they move in.

c. The conventional Energy Service Company (ESCo) model generally doesn't create sufficient incentive for the ESCo to expand the heat network that it operates.

#### 3.4.2 The same isn't true on the continent, where large-scale and efficient district heating is business as usual. For example, district heating meets 98% of Copenhagen's heat needs. Energy from Waste also powers 20% of Sweden's district heating.

#### 3.4.3 LVHN's team of experts have many years' experience in heat networks. We're putting this to good use. This is why we're setting up LVHN to stand apart from its competitors:

- LVHN is committed to being an ethical operator in a currently unregulated heat market, helping protect consumers by ensuring a fair price for their heat. The inclusion of a Customer Interface Unit (CIU) in all properties will enable both pay as you go technology and In Home Display Units, enabling consumers to view their consumption and payment history, helping them

save money by saving energy. It will also reduce debt to the LVHN business.

- The new “Heat Trust” supported by DECC has utilised the experience and expertise of the Council’s LVHN team to enable them to deliver a Customer Charter designed to be the pre-runner to heat regulation.
- As the public sector, this local authority controlled company is able to obtain a lower cost of finance to bring benefits to Enfield residents and businesses.
- LVHN will be efficient, as demonstrated at Ladderswood, where we’ve pushed the technical specification to Scandinavian levels. This ensures a well-insulated system and a better heat price for residents.
- LVHN will be reliable, using back-up gas boilers in case the Energy from Waste plant and/or CHP systems need to be taken down for maintenance.
- LVHN Ltd is aiming to take consumers with it from the start, employing consumer engagement specialists, with years’ of experience in district energy and consumer behaviour.
- The Council sees the benefits of controlling LVHN Ltd, as a local authority controlled Energy Service Company (ESCo), so it can continue to expand the Lee Valley Heat Network for local benefit.

### **3.5 Who is Involved?**

3.5.1 We have European, regional and local partners, namely Enfield Council, the Greater London Authority and European Investment Bank (EIB).

3.5.2 The EIB has contracted with the Council to provide a low interest loan to the Council for large infrastructure projects, including LVHN, which is on better terms than the traditional route of borrowing through the Public Works Loan Board. This demonstrates external investor confidence in Enfield and LVHN, with the associated media event at the Gherkin on 14 May 2015.

## 3.6 When will it happen?

Key Actions Already Completed	Date
London Heat Map	Pre-2011
Pre-feasibility & feasibility studies	2011 & 2012
The wholly owned trading company established in 2011 was made 'LVHN Ltd', the local authority controlled company to deliver LVHN, subsequent to a Cabinet Decision in December 2012.	December 2012
LVHN Business Case unlocked development costs for the financial model, initial legal advice and LVHN Business Plan.	March 2013
Cabinet used the LVHN Business Plan to unlock £1.285 million final stage development costs.	23 July 2014
Launch event at City Hall's Living Room, with coverage on ITV London News.	21 July 2014
Recruited team of expert consultants from across the decentralised energy spectrum, including Jayne Clare as LVHN's Project Delivery Director. The majority of the consultants work on a part-time basis.	August to October 2014
Appointed Temple Bright as LVHN's external legal advisors.	October 2014
Commenced three large procurement exercises: <ul style="list-style-type: none"> <li>• Lot 1: to Design, Build and Operate the Strategic Heat Network to Meridian Water</li> <li>• Lot 2: to Operate and Maintain the three Satellite Schemes at Ladderswood, Alma Road and New Avenue</li> <li>• Lot 3: to provide a Customer Services contract for the entire heat network</li> </ul>	Autumn 2014
Agreed the improved technical specification for the district energy system with Ladderswood LLP.	January 2015



	<b>Next Steps</b>	<b>Date</b>
1	The LVHN project team is concluding its final stage development, which puts the project in an excellent position to mobilise ready for its first 40 households at Ladderswood in September 2015	March 2015
3	Enfield Council's investment decision and approval of LVHN's internal governance arrangements	June & July 2015
4	Finalise NLWA commercial negotiations for supply of heat	Summer 2015
5	First HoldCo & OpCo Board meetings	August 2015
6	Customer Services contract awarded	August 2015
7	Short-term Operations and Maintenance contract awarded for first 40 homes at Ladderswood	August 2015
8	Ensure LVHN Ltd is fully operational. Work is already underway to make this happen, with monthly Transition Plan meetings for key staff from the LVHN project team and across the Council	January to September 2015
9	Operations & Maintenance contract awarded for three Satellite Schemes	September 2015
10	Design, Build & Operate contract awarded for Strategic Heat Network to Meridian Water	October 2015

### 3.7 How will it happen?

#### 3.7.1 *Governance and Structure*

3.7.2 Cabinet approved the establishment of a local authority controlled special purpose company to deliver LVHN in December 2012 (at that time also anticipating participation by Haringey).

3.7.3 The Council's Sustainability Service has subsequently fulfilled the local authority client role, working to transition the project across to LVHN Ltd. This has included:

- Recruiting a team of experts, including a secondment from the Council's Procurement team and the appointment of LVHN's Project Delivery Director in September 2014.
- Coordinating the Council's input from its sustainability, finance, procurement, planning, communications and housing teams.
- Managing LVHN's development budget.

- Managing the transition across to a fully operational company, ensuring appropriate structure, resource, systems, processes and policies.
- Producing Council reports, briefings and presentations for the project.
- Business development and marketing, including national events such as EcoBuild 2015 and the London Keynote speech in April 2015.

3.7.4 Detailed work has now been completed to provide the appropriate legal structure to ensure effective governance of LVHN Ltd, once it becomes operational. This has resulted in a number of documents and recommendations.

3.7.5 A standard two-tier Holding Company (HoldCo) and Operating Company (OpCo) model is recommended as the company structure for LVHN Ltd, with 'LVHN Ltd' as the HoldCo and 'LVHN Operating Company Ltd' as the OpCo. This is based on legal advice from LVHN's legal team at Temple Bright (Appendix 1, Temple Bright's Governance Summary).

3.7.6 Detailed tax advice from PWC has confirmed no obstacles to the HoldCo/OpCo operating structure. There are a number of further detailed points around VAT that still require investigation once OpCo is established.

3.7.7 The Member-led HoldCo Board will represent the interests of the Council and the Borough, providing strategic oversight of LVHN Ltd.'s operational activities. At its inaugural meeting in August 2015, the HoldCo Board will be asked to establish the subsidiary Operating Company (OpCo), which will be responsible for project delivery. The law firm Browne Jacobson LLP has been formally appointed to act as LVHN Ltd.'s Company Secretary.

3.7.8 Cabinet approval is required to formally constitute the HoldCo Board, the membership of which is shown in Appendix 2 (as agreed by Full Council in October 2014 and March 2015). The interim Managing Director's position on the HoldCo Board is subject to HoldCo approval, which is scheduled for its first meeting in August 2015.

3.7.9 An Annual Report will be provided by HoldCo to Cabinet, to ensure the Council is kept updated on progress. All LVHN policy matters will be determined by HoldCo. The OpCo Board will oversee operational matters, subject to important decisions going to HoldCo, as detailed in the Delegations Matrix that will be presented for approval by HoldCo at its inaugural meeting in August 2015.

3.7.10 Cabinet is asked to approve the Articles of Association (including establishment of an Audit Committee) for HoldCo (Appendix 3), and to authorise that these be adopted as revised Articles for the existing Council owned company (LVHN Ltd).

3.7.11 The changes to the Articles are being made as the Company was originally set up as an "off the shelf" trading company (based on the Companies Act 2006), by Cabinet decision on 6 April 2011. The 2011 Cabinet Report explained that

the Articles would be amended as necessary, based on legal advice, as the company develops. Now that the LVHN project is fully developed, it is appropriate to update the Articles to reflect the matters dealt with in this report, and to generally ensure they are up to date and fit for purpose.

3.7.12 To achieve this, the HoldCo Articles of Association are based on the appropriate standard Articles recommended by the external legal advisers working on LVHN, and incorporate the establishment of the Company's Audit Committee, as well as the adoption of the Delegations Matrix.

3.7.13 In relation to the OpCo and its Articles of Association, the intention is for these matters to be presented to the first meeting of the HoldCo Board in August 2015.

3.7.14 For the purposes of good governance, and having regard to the nature of the LVHN project, appropriate delegations will need to be in place.

3.7.15 First, there will be reserved matters requiring shareholder approval from the Council (i.e. Shareholder Reserved Matters), namely:

- Amendments to the shareholder reserved matters.
- Approval and adoption of the LVHN Business Plan and material amendments thereto.
- Material alteration of the nature/scope of the business, closing down/commencing any new business, which is not ancillary or otherwise incidental to the Business Plan and/or Articles.
- Formation of a subsidiary not within the contemplation of the Business Plan.
- Acquiring shares in any other company (subscription or transfer) or any other similar interest in another entity including a limited liability partnership or limited partnership, entering into joint ventures or partnerships or profit sharing.
- Alteration of authorised or issued share capital, or classification thereof, allotment of share capital or securities, granting options or rights to subscribe to the issuing of share capital, of HoldCo.
- Making any petition or passing any resolution to wind up Holdco or making any application for an administration or winding up order or any order having similar effect in relation to Holdco or giving notice of intention to appoint an administrator or file a notice of appointment of an administrator.
- Entering into of material contracts not contemplated by the Business Plan or "Investment Decision(s)" taken by the Cabinet/Council in respect of LVHN.
- Termination by LVHN companies of any of their material contracts, where this will have a material impact on the delivery of LVHN or the Council.

- Amendments to contracts where material and in excess of £100,000.
- Commencing any claim, proceedings or other litigation brought by or settling or defending any claim, proceedings or other litigation brought against Holdco (or OpCo), except in relation to debt collection in the ordinary course of business (where the claim, proceedings or other litigation has a potentially material impact on the reputation of LBE/HoldCo/OpCo or has a potential material cost implication for LBE/HoldCo/OpCo).
- Disposing of a substantial part of the Business and/or assets outside of the scope of Business Plan.
- Approving the repayment of the external loans (other than in accordance with the terms of the agreement signed by LBE).
- Entering into (or agreeing to enter into) any borrowing arrangement in relation to working capital on behalf of Holdco and giving any security in respect of any such borrowing (including creating any encumbrance over the whole or any part of the undertaking or assets of Holdco or over any capital of Holdco) - above £300,000 (Cabinet and Full Council where above £500,000 and not already in Capital Programme).
- Giving a guarantee, surety ship, bond or indemnity to secure the liabilities of any person or assume the obligations of any person, where above a cumulative value of £500,000.
- Write down of HoldCo asset value, or writing off debts (above £25,000 per event).

3.7.16 Second, LVHN will adopt delegations between itself and the subsidiary company (OpCo). The purpose of these delegations will be to ensure the right balance between operational efficiency and suitable governance controls. They have been designed to maximise operational efficiency, by ensuring that operational decisions can be made swiftly, whilst ensuring that key decisions that may involve financial or reputational risk, or which may touch on Council policies, are referred back to the Council. These delegations arrangements can be adjusted at any time in light of experience.

3.7.17 It is recommended that Cabinet approve these delegation arrangements as a 'Key Decision.' HoldCo will then be asked to adopt the Delegations Matrix, after which only the Cabinet decisions relating to LVHN will be published in the Council's 'Key Decision List.'

### 3.8 **Finance**

3.8.1 The LVHN Business Plan from July 2014 demonstrated the project's viability, securing £1.285 million final stage development costs.

3.8.2 It is recommended that Council approve the drawdown of a total of £2.143 million from the Council's indicative Capital programme.

3.8.3 Further details can be found in the Part 2 report.

### 3.9 ***Procurement***

3.9.1 Following evaluation of the tenders and appointment of preferred bidders, it is recommended that the Council authorises HoldCo to enter into contract with:

- The Design, Build and Operate (DBO) contractor to commence necessary design work for the Strategic Heat Network and District Heating Energy Centre, to enable submission of the associated planning application by June 2016.

The tender price of the winning bid and subsequent design will enable the actual investment required to be determined. The main investment decision will be sought from Cabinet based on a firm level of capital costs. The HoldCo Board will then determine the drawdown of the approved level of investment and monitor implementation.

- The Operations and Maintenance contractors for the Satellite Schemes, including an interim arrangement for the satellite scheme at Ladderswood until build out is complete.
- The Customer Services contractor, initially for Ladderswood and as required for further stages of the project the entire project. This contract will ensure that Customers receive the very best expertise and energy advice including metering, billing, pay-as-you-go payment options, responsive and preventative maintenance.

### 3.10 ***Consumer Engagement***

3.10.1 It is vital to ensure that communities in Enfield are adequately informed and engaged to realise the numerous economic, environmental and social benefits that are expected from the LVHN project. Helping people to understand these impacts is crucial to building trust and developing a positive reputation as an equitable local energy provider.

3.10.2 To achieve this, transparent and effective communication must reach residents across the borough, not only those directly connected to the district heating scheme. This includes stakeholders and officers in the local authority, the business community and the community/voluntary sector. They must all know what district heating is, how it will affect them, and ultimately feel that a city-scale district heating system will be a benefit.

## 4. **ALTERNATIVE OPTIONS CONSIDERED**

- a. Do nothing: this would lose the significant economic, environmental and social benefits forecast to be delivered by LVHN.

- b. Not to change the Articles of Association for HoldCo: now that the LVHN project is fully developed, it is appropriate to update the Articles to reflect the matters dealt with in this report, and to generally ensure they are up to date and fit for purpose.
- c. Not to provide the funding to mobilise LVHN Ltd and to enable it to operate for the first year.
- d. Options A, B and C: options A and B were discounted for the reasons explained in Appendix 1.

## **5. REASONS FOR RECOMMENDATIONS**

- 5.1 Enfield Council and the GLA have already invested significant resource and revenue funding to develop the LVHN Business Plan. The European Investment Bank has since demonstrated external investor confidence in the scheme.
- 5.2 Without Enfield Council's continued investment to mobilise LVHN Ltd and make it operational for its first full year, it will not be possible to develop the Strategic Heat Network and Satellite Schemes in Phase 1. They are critical to catalysing the heat network and subsequently delivering the significant economic, environmental and social benefits forecast for the city-scale heat network.

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

### **6.1 Financial Implications**

- 6.1.1 Further details of the financial implications can be found in the Part 2 report.

### **6.2 Legal Implications**

- 6.2.1 As previously reported to Cabinet, the Council has power under section 1(1) of the Localism Act 2011 to do anything which individuals generally may do provided it is not prohibited by legislation and subject to public law principles. There is no express prohibition, restriction or limitation contained in a statute against use of the power to undertake the LVHN scheme in the manner envisaged by the recommendations in this Report. In addition, section 111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions (such functions including its housing and related economic development functions). In addition to the Localism Act 2011, the Council has power under section 95 of the Local Government Act 2003 to trade in function related activities through a company. Section 1 of the Local Government Act 2003 permits the Council to borrow and to comply with the Prudential Code for Finance in Local Authorities. The recommendations detailed in this report are in accordance with these powers.

6.2.2 See Part 2 Report for further details

### **6.3 Property Implications**

6.3.1 LVHN proposes to operate mainly on land that is not owned or leased by the Council.

6.3.2 The LVHN Business Plan must consider negotiating access rights, easements and network use rights, which will require an internal resource allocation. The timescale for completing these negotiations must be factored into project delivery through the Summary Programme.

6.3.3 Where land has to be acquired, the site specific property implications must be considered at that time.

## **7. KEY RISKS**

The LVHN project team has developed a detailed Risk Assessment to enable it to mitigate the inherent risks associated with a high-risk construction project, a summary of which is included in Appendix 4 (attached to the part two report).

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

### **8.1 Fairness for All**

LVHN aims to charge all of its customers a fair price for heat. LVHN Ltd is being set up as an 'ethical operator' to help protect local consumers by ensuring fair price and customer service terms.

### **8.2 Growth and Sustainability**

8.2.1 LVHN is one of over 50 key large-scale sustainability projects in the Enfield 2020 Action Plan, helping to deliver the Sustainability programme's 'Managing your Energy' and 'Regenerating the Borough' themes. It will also deliver significant carbon reduction, helping to meet Enfield 2020's 40% carbon reduction target for the Borough by 2020, as compared to a 2005 baseline.

8.2.3 To find out more and how this project is part of something bigger please visit [www.enfield.gov.uk/enfield2020](http://www.enfield.gov.uk/enfield2020).

### **8.3 Strong Communities**

Based on its ambition to expand to include existing buildings, LVHN has the opportunity to help reduce fuel poverty and improve public health. It is also being used to support local jobs and businesses.

## **9. EQUALITIES IMPACT IMPLICATIONS**

An EQIA Assessment has been undertaken and it has identified that the recommendations for the LVHN set out in this report are unlikely to have a significant impact on the protected characteristic groups or the way that

individuals access information or services. An EQIA Action Plan has been created and will be regularly reviewed and updated.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 10.1 LVHN is being managed by a Steering Group, together with a number of cross-departmental Sub-Groups. There is also a monthly briefing for the Cabinet Member for Economic Development and 6 weekly Member briefings for the current administration. A collective briefing was also provided for both the Labour and Conservative Groups on 23 March 2015.
- 10.2 This is a transitional arrangement to take the project to the point at which the new internal Governance arrangements for LVHN Ltd take over via this report, with the new HoldCo and OpCo Boards scheduled to formally meet for the first time in August 2015. Individual and wider Member briefings will continue in parallel.

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

- 11.1 The corporate Pre-Qualification Questionnaire addresses issues of Health and Safety management by any provider being considered for invitation to tender for a qualifying council contract.
- 11.2 Originally intended to meet the requirements of Regulation 4 of the Construction (Design and Management) Regulations 2007 (CDM), which requires those appointing contractors to ensure their competence to undertake the works they are being contracted to perform; and Appendix 4 of the accompanying Approved Code of Practice to the CDM Regulations which introduced the Stage 1 Core Criteria for assessing health and safety competence of contractors and consultants working in the construction industry. This section has been extended to cover all tendered contracts. The project shall adhere with all new and up to date CDM regulations.
- 11.3 The section requires the contractor to present relevant information and examples of their health and safety management system, mandatory reporting and notification systems and systems for ensuring competence of staff and any sub-contractors that may be employed.
- 11.4 Exemption from this requirement is given to contractors who can prove accreditation with a Health and Safety Accreditation scheme or organisation which has membership of the Safety Schemes in Procurement scheme.
- 11.5 In recent times the Council has made use of the web based London Tenders Procurement Portal to facilitate this process and adhere to the council's policy on the reduction of paper based documentation.
- 11.6 The questionnaire is evaluated by a member of the Corporate Health and Safety Unit.
- 11.7 To aid this process, the LVHN project team has appointed Frankhams as its specialist CDM Co-ordinator.



## **12. HR IMPLICATIONS**

The recruitment and retention of the LVHN team is being fully assessed as part of LVHN's Transition Plan Sub-Group. This work will continue, with a view to taking a Board Paper to the newly established HoldCo Board.

## **13. PUBLIC HEALTH IMPLICATIONS**

13.1 LVHN will deliver significant economic, environmental and social benefits.

13.2 Climate change is a major threat to public health. LVHN will help to reduce its impact:

- The carbon footprint of a home due to heating will be reduced at least 50% compared to conventional fuel.
- LVHN is hugely important for meeting London's carbon reduction targets.

13.3 LVHN will deliver competitively priced heat to new homes, and possibly, at a later stage of development to existing homes. Well heated homes help to promote the general health of the people that live in them.

### **Background Papers**

None

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## LVHN Governance Summary: 6.5.15

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This note is addressed to the London Borough of Enfield (the Council) and summarises earlier advice given in reports and discussions with the Council in respect of the structuring of the business of the Lea Valley Heat Network as a limited company, wholly owned by the Council. This note should only be relied on by the Council, in accordance with the retainer in place with Temple Bright LLP.

### Structure

The 23<sup>rd</sup> July 2014 Cabinet Decision approved two alternative company structures: (A) a single-tier structure, with LVHN Limited (LVHN), a 100% Council owned, limited company, as integrated heat producer, distributor and supplier; and (B) a two-tier structure in which (i) the heat network running from the energy centre to be constructed on the NLWA site (the Strategic Heat Network) is owned and operated by LVHN and (ii) LVHN subsidiaries own and operate district heating schemes not initially connected to the Strategic Heat Network (Satellite Schemes). The rationale for this was to ring-fence liability and facilitate separate accounting. We have advised against pursuing structure (B) because: (i) guarantees would likely be sought by contract counterparties, undermining the objective of ring-fencing liabilities and (ii) separate accounting can be achieved without this structure.

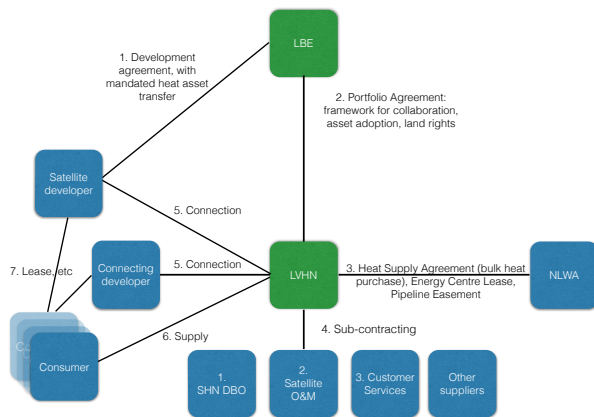
We have also considered and can recommend another structuring option (C), illustrated at a high-level overleaf. This involves an alternative, two-tier structure. Under this approach, the Council owns 100% of the shares in a holding company (HoldCo), which in turn owns 100% of the shares in an operating company (OpCo). This structure adds negligible additional cost but recognizes, amongst other things, that setting the strategy for the Lee Valley Heat Network requires striking a balance between Council policy objectives and OpCo's commercial and operational requirements, which will require much faster decision-making for day-to-day matters. Consequently, this structure allows a separation between the strategic decision-making at HoldCo level and the operational decision-making at OpCo level. We recommend this approach over option (A) but supplementing the structure with a delegations matrix which sets clear parameters for decision-making discretion at each level (shareholder, board and officer) within the structure.

When previously considered and approved, a single tier company structure was proposed. In light of the further detailed work undertaken, and for the reasons given in our report, a two-tier structure is now recommended for decision by Cabinet.

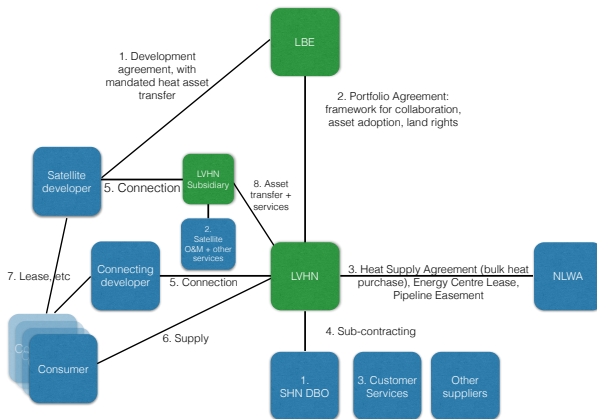
### No legal impediments

Structure (C) is well recognised and we confirm that we have not identified any legal impediment inherent in the structure to delivering a heat business that is wholly owned by the Council. This approach is within the powers of the Council.

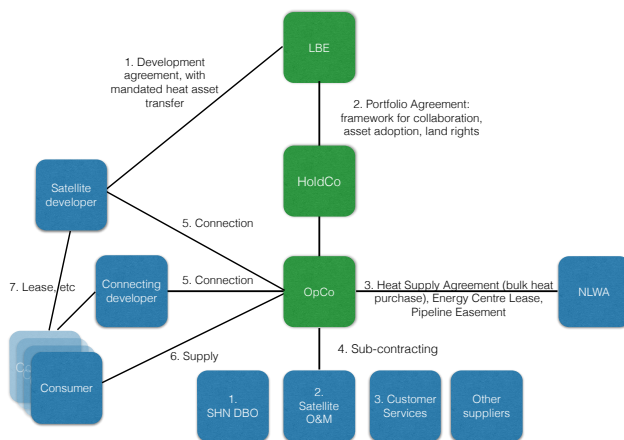
### Illustration of structure (A)\*



### Illustration of structure (B)\*



### Illustration of preferred structure (C)\*



(\*Not all contracts or relationships are shown)

**Appendix 2 – LVHN HoldCo Board**

<b>Name</b>	<b>Role</b>
Councillor Alan Sitkin	Elected Councillor
Councillor Doug Taylor	Elected Councillor
Councillor Ahmet Oykenar	Elected Councillor
Rob Leak	Council Officer
Ian Davis	Council Officer
Jayne Clare	Acting Managing Director (Operating Company)
James Rolfe	Finance Director (Operating Company)
TBC	Non-executive advisor*
TBC	Non-executive advisor*

\* Non-executive advisors to be appointed by Autumn 2015

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THE COMPANIES ACT 2006

PRIVATE COMPANY LIMITED BY SHARES

ARTICLES OF ASSOCIATION OF LEE VALLEY HEAT NETWORK LIMITED

PART 1

INTERPRETATION AND LIMITATION OF LIABILITY

1 Model articles not to apply

The model articles for private companies limited by shares contained in Schedule 1 of The Companies (Model Articles) Regulations 2008 (SI 2009/3229) as amended prior to the date of adoption of these Articles shall not apply to the company. References to the “Articles” shall be to the following articles of association as amended from time to time.

2 Defined terms

2.1 In these Articles, unless the context requires otherwise—

“Act” means the Companies Act 2006;

“bankruptcy” includes individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;

“business day” means any day (other than a Saturday, Sunday or public holiday in the United Kingdom) on which clearing banks in the City of London are generally open for business;

“chairman” has the meaning given in article 14;

“chairman of the meeting” has the meaning given in article 40;

“Companies Acts” means the Companies Acts (as defined in section 2 of the Act), in so far as they apply to the company;

“Conflict” has the meaning given in article 17.1;

“council” means the Mayor and Burgesses of the London Borough of Enfield or any successor body thereto;

“councillor director” means a director who is appointed under article 21.2;

“delegation matrix” the delegation matrix document adopted and approved by the council at the date of adoption of these Articles as amended from time to time by the company (and if required with the consent of the council in accordance with article 5.2);

“director” means a director of the company, and includes any person occupying the position of director, by whatever name called;

“document” includes, unless otherwise specified, any document sent or supplied in electronic form;

“electronic form” has the meaning given in section 1168 of the Act;



“**eligible director**” means a director who would be entitled to vote on the matter at a meeting of directors (but excluding any director whose vote is not to be counted in respect of the particular matter);

“**fully paid**” in relation to a share, means that the nominal value and any premium to be paid to the company in respect of that share have been paid to the company;

“**hard copy form**” has the meaning given in section 1168 of the Act;

“**holder**” in relation to shares means the person whose name is entered in the register of members as the holder of the shares;

“**independent director**” means a director (who is not a local authority person) appointed pursuant to article 21.3;

“**instrument**” means a document in hard copy form;

“**local authority person**” means any person:

- a) who is a member of the council;
- b) who is an officer of the council (which for these purposes shall not include employees with non-managerial posts);

“**officer director**” means a director who is appointed under article 21.2;

“**ordinary resolution**” has the meaning given in section 282 of the Act;

“**paid**” means paid or credited as paid;

“**participate**”, in relation to a directors’ meeting, has the meaning given in article 12;

“**proxy notice**” has the meaning given in article 46;

“**shareholder**” means a person who is the holder of a share;

“**shares**” means shares in the company;

“**special resolution**” has the meaning given in section 283 of the Act;

“**subsidiary**” has the meaning given in section 1159 of the Act;

“**transmittee**” means a person entitled to a share by reason of the death or bankruptcy of a shareholder or otherwise by operation of law; and

“**writing**” means the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in electronic form or otherwise.

- 2.2 Unless the context otherwise requires, words and expressions which have particular meanings in the Act shall have the same meanings in these Articles.

- 2.3 Headings in these Articles are used for convenience only and shall not affect the construction or interpretation of these Articles.
- 2.4 A reference in these Articles to an "article" is a reference to the relevant article of these Articles unless expressly provided otherwise.
- 2.5 Unless expressly provided otherwise, a reference to a statute, statutory provision or subordinate legislation is a reference to it as it is in force from time to time, taking account of—
- 2.5.1 any subordinate legislation from time to time made under it, and
  - 2.5.2 any amendment or re-enactment and includes any statute, statutory provision or subordinate legislation which it amends or re-enacts.
- 2.6 Any phrase introduced by the terms "including", "include", "in particular" or any similar expression shall be construed as illustrative and shall not limit the sense of the words preceding those terms.

### **3 Liability of members**

The liability of the members is limited to the amount, if any, unpaid on the shares held by them.

### **4 Objects clause**

- 4.1 The objects of the company are to develop, finance and direct the operation of business activities that provide or promote the provision of low-cost, low-carbon energy for the benefit of industry, public sector organisations and residents, and to that end, to develop, finance and direct subsidiary and associated companies to undertake:
- 4.1.1 the delivery of heat by means of a strategic heat network;
  - 4.1.2 other distributed energy systems with the potential to connect to a strategic heat network;
  - 4.1.3 the supply of electricity; and
  - 4.1.4 any other business activities which seem to the company to further these objects or to enhance the value of the company's assets, property, rights or services.
- 4.2 In pursuance of the object set out in article 4.1, the company has the power to:
- 4.2.1 buy, lease or otherwise acquire and deal with any property real or personal and any rights or privileges of any kind over or in respect of any property real or personal and to improve, manage, develop, construct, repair, sell, lease, mortgage, charge, surrender or dispose of or otherwise deal with all or any part of such property and any and all rights of the company;

- 4.2.2 borrow and raise money in such manner as the directors shall think fit and secure the repayment of any money borrowed, raised or owing by mortgage, charge, lien or other security on the company's property and assets;
- 4.2.3 invest and deal with the funds of the company not immediately required for its operations in or upon such investments, securities or property as may be thought fit;
- 4.2.4 subscribe for, take, buy or otherwise acquire, hold, sell, deal with and dispose of, place and underwrite shares, stocks, debentures, debenture stocks, bonds, obligations or securities issued or guaranteed by any government or authority in any part of the world;
- 4.2.5 lend and advance money or give credit on such terms as may seem expedient and with or without security to customers and others, to enter into guarantees, contracts of indemnity and suretyships of all kinds to receive money on deposit or loan upon such terms as the company may approve and to secure or guarantee the payment of any sums of money or the performance of any obligation by any company, firm or person including any holding company or subsidiary;
- 4.2.6 lobby, advertise, publish, educate, examine, research and survey in respect of all matters of law, regulation, economics, accounting, governance, politics and/or other issues and to hold meetings, events and other procedures and co-operate with or assist any other body or organisation in each case in such way or by such means as may, in the opinion of the directors, affect or advance the principal object in any way;
- 4.2.7 pay all or any expenses incurred in connection with the promotion, formation and incorporation of the company and to contract with any person, firm or company to pay the same;
- 4.2.8 enter into contracts to provide services to or on behalf of other bodies;
- 4.2.9 provide and assist in the provision of money, materials or other help;
- 4.2.10 open and operate bank accounts and other facilities for banking and draw, accept, endorse, issue or execute promissory notes, bills of exchange, cheques and other instruments;
- 4.2.11 incorporate subsidiary companies to carry on any trade; and
- 4.2.12 do all such other lawful things as are incidental or conducive to the pursuit or to the attainment of any of the object set out in article 4.1.

## **PART 2**

### **DIRECTORS**

## **DIRECTORS' POWERS AND RESPONSIBILITIES**

### **5 Directors' general authority**

- 5.1 Subject to any provision of these Articles to the contrary (including but not limited to article 5.2), the directors are responsible for the management of the company's business, for which purpose they may exercise all the powers of the company.
- 5.2 Any matters which require the consent of council pursuant to the delegation matrix from time to time shall not be carried out without the prior written consent of the council and each of the directors shall use their respective rights and powers to procure, so far as they are each able, that no such matter is carried out unless the required consent has been given. In particular no amendment or variation to the delegation matrix which would reduce or limit those matters which require the consent of the council shall be approved by the company without the prior written consent of the council.

### **6 Shareholders' reserve power**

- 6.1 The shareholders may, by special resolution, direct the directors to take, or refrain from taking, specified action.
- 6.2 No such special resolution invalidates anything which the directors have done before the passing of the resolution.

### **7 Directors may delegate**

- 7.1 Subject to the Articles, the directors may delegate any of the powers which are conferred on them under the Articles—
- 7.1.1 to such person (including but not limited to any subsidiary of the company) or committee;
  - 7.1.2 by such means (including by power of attorney);
  - 7.1.3 to such an extent;
  - 7.1.4 in relation to such matters or territories; and
  - 7.1.5 on such terms and conditions,
- as they think fit, and the directors may make any rule which they think fit about how any such delegation should operate.
- 7.2 If the directors so specify, any such delegation may authorise further delegation of the directors' powers by any person to whom they are delegated.
- 7.3 The directors may revoke any delegation in whole or part, or alter its terms and conditions.

### **8 Committees**

- 8.1 Committees to which the directors delegate any of their powers must follow procedures which are based as far as they are applicable on those provisions of the Articles which govern the taking of decisions by directors.
- 8.2 The directors may make rules of procedure for all or any committees, which prevail over rules derived from the Articles if they are not consistent with them.
- 8.3 Notwithstanding the generality of the above provisions of this article 8, the directors of the company shall set up a standing Audit Committee to carry out for the company and for any subsidiary of the company the functions of monitoring financial processes and reporting, supervising internal audit and recommending any external auditor.

## **DECISION-MAKING BY DIRECTORS**

### **9 Directors to take decisions collectively**

- 9.1 The general rule about decision-making by directors is that any decision of the directors must be either a majority decision at a meeting or a decision taken in accordance with article 10.
- 9.2 If—
  - 9.2.1 the company only has one director for the time being, and
  - 9.2.2 no provision of the Articles requires it to have more than one director,the general rule does not apply, and the director may (for so long as he remains the sole director) take decisions without regard to any of the provisions of the Articles relating to directors' decision-making.

### **10 Unanimous decisions**

- 10.1 A decision of the directors is taken in accordance with this article when all eligible directors indicate to each other by any means that they share a common view on a matter.
- 10.2 Such a decision may take the form of a resolution in writing, where each eligible director has signed one or more copies of it, or to which each eligible director has otherwise indicated agreement in writing.
- 10.3 A decision may not be taken in accordance with this article if the eligible directors would not have formed a quorum at such a meeting.

### **11 Calling a directors' meeting**

- 11.1 Any director may call a directors' meeting by giving notice of the meeting to the directors or by authorising the company secretary (if any) to give such notice.
- 11.2 Notice of any directors' meeting must indicate—
  - 11.2.1 its proposed date and time;

11.2.2 where it is to take place; and

11.2.3 if it is anticipated that directors participating in the meeting will not be in the same place, how it is proposed that they should communicate with each other during the meeting.

11.3 Notice of a directors' meeting must be given to each director, but need not be in writing.

11.4 Notice of a directors' meeting need not be given to directors who waive their entitlement to notice of that meeting, by giving notice to that effect to the company at any time before or after the date on which the meeting is held. Where such notice is given after the meeting has been held, that does not affect the validity of the meeting, or of any business conducted at it.

## **12 Participation in directors' meetings**

12.1 Subject to the Articles, directors participate in a directors' meeting, or part of a directors' meeting, when—

12.1.1 the meeting has been called and takes place in accordance with the Articles; and

12.1.2 they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.

12.2 In determining whether directors are participating in a directors' meeting, it is irrelevant where any director is or how they communicate with each other.

12.3 If all the directors participating in a meeting are not in the same place, they may decide that the meeting is to be treated as taking place wherever any of them is.

## **13 Quorum for directors' meetings**

13.1 At a directors' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.

13.2 Subject to article 13.3, the quorum for the transaction of business at a meeting of directors shall be 3 eligible directors, which must include at least 1 councillor director and 1 officer director.

13.3 For the purposes of any meeting (or part of a meeting) held pursuant to article 17 to authorise a director's conflict, if there are fewer directors in office of any class other than the conflicted director(s) who would constitute a quorum, the quorum for such meeting (or part of a meeting) shall be the remaining eligible directors.

13.4 If the total number of directors in office for the time being is less than the quorum required, the directors must not take any decision other than a decision—

13.4.1 to request that the council appoint further directors in accordance with the Articles, or

13.4.2 to call a general meeting so as to enable the shareholders to appoint further directors.

#### **14 Chairing of directors' meetings**

14.1 The directors may appoint a director to chair their meetings. The first chairman shall be the councillor director holding the position of Cabinet Member for Economic Development.

14.2 The person so appointed for the time being is known as the chairman.

14.3 The directors may terminate the chairman's appointment at any time and appoint a replacement.

14.4 If the chairman is not participating in a directors' meeting within ten minutes of the time at which it was to start, the participating directors must appoint one of themselves to chair it.

#### **15 Casting vote**

15.1 If the numbers of votes for and against a proposal at a meeting of directors are equal, the chairman or other director chairing the meeting has a casting vote.

15.2 Article 15.1 shall not apply in respect of a particular meeting (or part of a meeting) if, in accordance with the Articles, the chairman or other director is not an eligible director for the purposes of that meeting (or part of a meeting).

#### **16 Transactions or other arrangements with the company**

16.1 Subject to sections 177(5) and 177(6) and sections 182(5) and 182(6) of the Act and provided he has declared the nature and extent of his interest in accordance with the requirements of the Companies Acts, a director who is in any way, whether directly or indirectly, interested in an existing or proposed transaction or arrangement with the company—

16.1.1 may be a party to, or otherwise interested in, any transaction or arrangement with the company or in which the company is otherwise (directly or indirectly) interested;

16.1.2 shall be an eligible director for the purposes of any proposed decision of the directors (or committee of directors) in respect of such existing or proposed transaction or arrangement in which he is interested;

16.1.3 shall be entitled to vote at a meeting of directors or of a committee of the directors, or participate in any unanimous decision, in respect of such existing or proposed transaction or arrangement in which he is interested;

- 16.1.4 may act by himself or his firm in a professional capacity for the company (otherwise than as auditor) and he or his firm shall be entitled to remuneration for professional services as if he were not a director;
  - 16.1.5 may be a director or other officer of, or employed by, or a party to a transaction or arrangement with, or otherwise interested in, any body corporate in which the company is otherwise (directly or indirectly) interested; and
  - 16.1.6 shall not, save as he may otherwise agree, be accountable to the company for any benefit which he (or a person connected with him (as defined in section 252 of the Act)) derives from any such contract, transaction or arrangement or from any such office or employment or from any interest in any such body corporate and no such contract, transaction or arrangement shall be liable to be avoided on the grounds of any such interest or benefit nor shall the receipt of any such remuneration or other benefit constitute a breach of his duty under section 176 of the Act.
- 16.2 For the purposes of this article, references to proposed decisions and decision-making processes include any directors' meeting or part of a directors' meeting.
- 16.3 Subject to article 16.4, if a question arises at a meeting of directors or of a committee of directors as to the right of a director to participate in the meeting (or part of the meeting) for voting or quorum purposes, the question may, before the conclusion of the meeting, be referred to the chairman whose ruling in relation to any director other than the chairman is to be final and conclusive.
- 16.4 If any question as to the right to participate in the meeting (or part of the meeting) should arise in respect of the chairman, the question is to be decided by a decision of the directors at that meeting, for which purpose the chairman is not to be counted as participating in the meeting (or that part of the meeting) for voting or quorum purposes.

## 17 Directors' conflicts of interest

- 17.1 The directors may, in accordance with the requirements set out in this article, authorise any matter or situation proposed to them by any director which would, if not authorised, involve a director (an "**Interested Director**") breaching his duty under section 175 of the Act to avoid conflicts of interest (a "**Conflict**").
- 17.2 Any authorisation under this article will be effective only if—
- 17.2.1 the matter in question shall have been proposed by any director for consideration in the same way that any other matter may be proposed to the directors under the provisions of these Articles or in such other manner as the directors may determine;
  - 17.2.2 any requirement as to the quorum for consideration of the relevant matter is met without counting the Interested Director; and



- 17.2.3 the matter was agreed to without the Interested Director voting or would have been agreed to if the Interested Director's vote had not been counted.
- 17.3 Any authorisation of a Conflict under this article 17 may (whether at the time of giving the authorisation or subsequently)—
  - 17.3.1 extend to any actual or potential conflict of interest which may reasonably be expected to arise out of the matter or situation so authorised;
  - 17.3.2 provide that the Interested Director be excluded from the receipt of documents and information and the participation in discussions (whether at meetings of the directors or otherwise) related to the Conflict;
  - 17.3.3 provide that the Interested Director shall or shall not be an eligible director in respect of any future decision of the directors in relation to any resolution related to the Conflict;
  - 17.3.4 impose upon the Interested Director such other terms for the purposes of dealing with the Conflict as the directors think fit;
  - 17.3.5 provide that, where the Interested Director obtains, or has obtained (through his involvement in the Conflict and otherwise than through his position as a director of the company) information that is confidential to a third party, he will not be obliged to disclose that information to the company, or to use it in relation to the company's affairs where to do so would amount to a breach of that confidence; and
  - 17.3.6 permit the Interested Director to absent himself from the discussion of matters relating to the Conflict at any meeting of the directors and be excused from reviewing papers prepared by, or for, the directors to the extent to which they relate to such matters.
- 17.4 Where the directors authorise a Conflict the Interested Director will be obliged to conduct himself in accordance with any terms and conditions imposed by the directors in relation to the Conflict.
- 17.5 The directors may revoke or vary such authorisation at any time, but this will not affect anything done by the Interested Director, prior to such revocation of variation, in accordance with the terms of such authorisation.
- 17.6 A director is not required, by reason of being a director (or because of the fiduciary relationship established by reason of being a director), to account to the company for any remuneration, profit or other benefit which he derives from or in connection with a relationship involving a Conflict which has been authorised by the directors or by the company in general meeting (subject in each case to any terms, limits or conditions attaching to that authorisation) and no contract shall be liable to be avoided on such grounds.
- 17.7 For the purposes of sections 175 and 180(4) of the Act and for all other purposes, it is acknowledged that a director may be or become subject to a

Conflict as a result of his also being or having been (or being party to an agreement or arrangement or understanding or circumstances under which he may become) an employee, director, trustee, member, partner, officer or representative of, or a consultant to, or a direct or indirect investor in and/or otherwise involved with or interested in, any of the council, the company, its subsidiaries, any of its holding companies or any subsidiary of any of its holding companies (as such terms are defined in section 1159 of the Act) or any of its shareholders.

17.8 No director shall be in breach of the duty to avoid conflicts of interest in section 175 of the Act as a result of, and no authorisation is required in respect of, any Conflict envisaged by article 17.7 having arisen or existing in relation to him.

## **18 Records of decisions to be kept**

18.1 The directors must ensure that the company keeps a record, in writing, for at least 10 years from the date of the decision recorded, of every unanimous or majority decision taken by the directors.

18.2 Where decisions of the directors are taken by electronic means, such decisions shall be recorded by the directors in permanent form, so that they may be read with the naked eye.

## **19 Directors' discretion to make further rules**

Subject to the Articles, the directors may make any rule which they think fit about how they take decisions and hold meetings, and about how such rules are to be recorded or communicated to directors.

## **APPOINTMENT OF DIRECTORS**

### **20 Number of directors**

20.1 Unless otherwise determined by ordinary resolution, the number of directors shall not exceed nine but shall not be less than three.

20.2 The board of directors shall comprise:

20.2.1 three councillor directors;

20.2.2 three officer directors; and

20.2.3 up to three independent directors.

### **21 Methods of appointing directors**

21.1 Any person who is willing to act as a director, and is permitted by law and these Articles to do so, may be appointed to be a director—

21.1.1 by ordinary resolution, or

21.1.2 by a decision of the directors.

21.2 The council shall from time to time have the right to appoint, by notice in writing addressed to the company, and to maintain in office:

21.2.1 three elected members of the council as councillor directors; and

21.2.2 three officers of the council as officer directors;

and to remove any such person as a councillor director or officer director (as relevant) and to appoint a replacement. The first officer directors shall be those persons employed by the council in the roles of Chief Executive, Director of Finance and Corporate Resources and Customer Services and Director of Environment and Regeneration. The first councillor directors shall be those persons elected as members of the council holding the positions of Leader of the Council, Cabinet Member for Economic Development and Cabinet Member for Housing and Estate Regeneration.

21.3 The council shall also have the right to appoint, by notice in writing addressed to the company, the first two independent directors. Thereafter, where at any time there are fewer than three independent directors in office, and subject to articles 20.1 and 20.2, the board shall be entitled to appoint up to a total of three persons to be independent directors. Such persons shall be selected by the board based on their skills and experiences. Otherwise, the board may determine the selection process (and any other criteria) for candidates as it deems appropriate from time to time.

21.4 Subject to article 22.1 each director shall be appointed for a fixed term of three years, save where a shorter term is set prior to appointment (the “**fixed term**”). Directors shall retire from the board at the end of the fixed term but shall be eligible for reappointment unless the provisions of article 22.1 apply.

21.5 Any appointment or removal of a director in accordance with articles 21.1 or 21.3 shall take immediate effect upon receipt (or deemed receipt) by the company of such notice in writing, or the production of such notice in writing at a meeting of the directors or, if later, the date (if any) specified in such notice.

21.6 In any case where, as a result of death or bankruptcy, the company has no shareholders and no directors, the transmittee(s) of the last shareholder to have died or to have a bankruptcy order made against him (as the case may be) have the right, by notice in writing, to appoint a natural person (including a transmittee who is a natural person), who is willing to act and is permitted to do so, to be a director.

21.7 For the purposes of article 21.6, where 2 or more shareholders die in circumstances rendering it uncertain who was the last to die, a younger shareholder is deemed to have survived an older shareholder.

## 22 Termination of director’s appointment

22.1 A person shall be ineligible for appointment to the board and if already appointed shall cease to be a director as soon as—

22.1.1 that person ceases to be a director by virtue of any provision of the Act or is prohibited from being a director by law;

- 22.1.2 that person has for more than six consecutive months been absent without permission of the directors from meetings of directors held during that period and the directors resolve that person's office be vacated;
- 22.1.3 a bankruptcy order is made against that person;
- 22.1.4 a composition is made with that person's creditors generally in satisfaction of that person's debts;
- 22.1.5 a registered medical practitioner who is treating that person gives a written opinion to the company stating that that person has become physically or mentally incapable of acting as a director and may remain so for more than three months;
- 22.1.6 notification is received by the company from the director that the director is resigning from office, and such resignation has taken effect in accordance with its terms;
- 22.1.7 that person is an employee of any shareholder in the company and ceases to be employed as such for any reason;
- 22.1.8 that person is removed by the council by a notice in writing to the company;
- 22.1.9 that person is or becomes a person disqualified from elected membership of a local authority; and
- 22.1.10 that person is removed from office by a resolution of or written notice signed by not less than three quarters of all the other directors from time to time.

## **23 Directors' remuneration**

- 23.1 Directors may undertake any services for the company that the directors decide.
- 23.2 Independent directors (but not councillor directors or officer directors) are entitled to such remuneration as the directors determine—
  - 23.2.1 for their services to the company as directors, and
  - 23.2.2 for any other service which they undertake for the company.
- 23.3 Subject to the Articles, remuneration of an independent director may—
  - 23.3.1 take any form, and
  - 23.3.2 include any arrangements in connection with the payment of a pension, allowance or gratuity, or any death, sickness or disability benefits, to or in respect of that director.
- 23.4 Unless the directors decide otherwise, such remuneration accrues from day to day.

23.5 Unless the directors decide otherwise, directors are not accountable to the company for any remuneration which they receive as directors or other officers or employees of the company's subsidiaries or of any other body corporate in which the company is interested.

**24 Directors' expenses**

The company may pay any reasonable expenses which the directors and the secretary properly incur in connection with their attendance at—

24.1 meetings of directors or committees of directors,

24.2 general meetings, or

24.3 separate meetings of the holders of any class of shares or of debentures of the company,

or otherwise in connection with the exercise of their powers and the discharge of their responsibilities in relation to the company.

**25 Secretary**

The directors may appoint any person who is willing to act as the secretary for such term, at such remuneration and upon such conditions as they may think fit and from time to time remove such person and, if the directors so decide, appoint a replacement, in each case by a decision of the directors.

**PART 3**

**SHARES AND DISTRIBUTIONS**

**SHARES**

**26 All shares to be fully paid up**

26.1 No share is to be issued for less than the aggregate of its nominal value and any premium to be paid to the company in consideration for its issue.

26.2 This does not apply to shares taken on the formation of the company by the subscribers to the company's memorandum.

**27 Allotment of shares**

27.1 Save to the extent authorised by these Articles, or authorised from time to time by an ordinary resolution of the shareholders, the directors shall not exercise any power to allot shares or to grant rights to subscribe for, or to convert any security into, any shares in the company.

27.2 In accordance with section 567(1) of the Act, sections 561 and 562 of the Act shall not apply to an allotment of equity securities (as defined in section 560(1) of the Act) made by the company.

**28 Powers to issue different classes of share**

- 28.1 Subject to the Articles, but without prejudice to the rights attached to any existing share, the company may issue shares with such rights or restrictions as may be determined by ordinary resolution.
- 28.2 The company may issue shares which are to be redeemed, or are liable to be redeemed at the option of the company or the holder, and the directors may determine the terms, conditions and manner of redemption of any such shares.

**29 Company not bound by less than absolute interests**

Except as required by law, no person is to be recognised by the company as holding any share upon any trust, and except as otherwise required by law or the Articles, the company is not in any way to be bound by or recognise any interest in a share other than the holder's absolute ownership of it and all the rights attaching to it.

**30 Share certificates**

- 30.1 The company must issue each shareholder, free of charge, with one or more certificates in respect of the shares which that shareholder holds.
- 30.2 Every certificate must specify—
  - 30.2.1 in respect of how many shares, of what class, it is issued;
  - 30.2.2 the nominal value of those shares;
  - 30.2.3 that the shares are fully paid; and
  - 30.2.4 any distinguishing numbers assigned to them.
- 30.3 No certificate may be issued in respect of shares of more than one class.
- 30.4 If more than one person holds a share, only one certificate may be issued in respect of it.
- 30.5 Certificates must—
  - 30.5.1 have affixed to them the company's common seal, or
  - 30.5.2 be otherwise executed in accordance with the Companies Acts.

**31 Replacement share certificates**

- 31.1 If a certificate issued in respect of a shareholder's shares is—
  - 31.1.1 damaged or defaced, or
  - 31.1.2 said to be lost, stolen or destroyed,that shareholder is entitled to be issued with a replacement certificate in respect of the same shares.
- 31.2 A shareholder exercising the right to be issued with such a replacement certificate—

- 31.2.1 may at the same time exercise the right to be issued with a single certificate or separate certificates;
- 31.2.2 must return the certificate which is to be replaced to the company if it is damaged or defaced; and
- 31.2.3 must comply with such conditions as to evidence, and indemnity and the payment of a reasonable fee as the directors decide.

## **32 Share transfers**

- 32.1 Shares may be transferred by means of an instrument of transfer in any usual form or any other form approved by the directors, which is executed by or on behalf of the transferor.
- 32.2 No fee may be charged for registering any instrument of transfer or other document relating to or affecting the title to any share.
- 32.3 The company may retain any instrument of transfer which is registered.
- 32.4 The transferor remains the holder of a share until the transferee's name is entered in the register of members as holder of it.
- 32.5 The directors may refuse to register the transfer of a share, and if they do so, the instrument of transfer must be returned to the transferee with the notice of refusal unless they suspect that the proposed transfer may be fraudulent.

## **33 Transmission of shares**

- 33.1 If title to a share passes to a transmittee, the company may only recognise the transmittee as having any title to that share.
- 33.2 A transmittee who produces such evidence of entitlement to shares as the directors may properly require—
  - 33.2.1 may, subject to the Articles, choose either to become the holder of those shares or to have them transferred to another person, and
  - 33.2.2 subject to the Articles, and pending any transfer of the shares to another person, has the same rights as the holder had.
- 33.3 But, subject to article 21.6, transmittees do not have the right to attend or vote at a general meeting, or agree to a proposed written resolution, in respect of shares to which they are entitled, by reason of the holder's death or bankruptcy or otherwise, unless they become the holders of those shares.

## **34 Exercise of transmittees' rights**

- 34.1 Transmittees who wish to become the holders of shares to which they have become entitled must notify the company in writing of that wish.
- 34.2 If the transmittee wishes to have a share transferred to another person, the transmittee must execute an instrument of transfer in respect of it.

34.3 Any transfer made or executed under this article is to be treated as if it were made or executed by the person from whom the transmittee has derived rights in respect of the share, and as if the event which gave rise to the transmission had not occurred.

### **35 Transmittees bound by prior notices**

If a notice is given to a shareholder in respect of shares and a transmittee is entitled to those shares, the transmittee is bound by the notice if it was given to the shareholder before the transmittee's name, or the name of any person(s) named as the transferee(s) in an instrument of transfer executed under article 34.2, has been entered in the register of members.

## **DIVIDENDS AND OTHER DISTRIBUTIONS**

### **36 Income**

Subject to article 37:

36.1 the income and property of the company shall be applied solely in promoting the objects of the company as set out in article 4.1; and

36.2 no dividends or bonus may be paid to any shareholder in the company, provided that nothing in these Articles shall prevent any payment in good faith by the company of:

36.2.1 reasonable and proper remuneration or payment to any shareholder, officer or servant of the company for any services rendered to the company;

36.2.2 any interest on money lent by any shareholder or any director;

36.2.3 rent for premises demised or let by any shareholder or director; or

36.2.4 reasonable out-of-pocket expenses properly incurred by any director.

### **37 Winding Up**

Notwithstanding the provisions of article 36, on the winding-up or dissolution of the company, any assets or property that remains available to be distributed or paid, shall be paid or distributed to the shareholders at the time of such winding-up or dissolution, pro rata to the number of shares held by them in the capital of the company.

## **PART 4**

### **DECISION-MAKING BY SHAREHOLDERS**

#### **ORGANISATION OF GENERAL MEETINGS**

### **38 Attendance and speaking at general meetings**

38.1 A person is able to exercise the right to speak at a general meeting when that person is in a position to communicate to all those attending the



meeting, during the meeting, any information or opinions which that person has on the business of the meeting.

- 38.2 A person is able to exercise the right to vote at a general meeting when—
- 38.2.1 that person is able to vote, during the meeting, on resolutions put to the vote at the meeting, and
- 38.2.2 that person's vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the other persons attending the meeting.
- 38.3 The directors may make whatever arrangements they consider appropriate to enable those attending a general meeting to exercise their rights to speak or vote at it.
- 38.4 In determining attendance at a general meeting, it is immaterial whether any two or more members attending it are in the same place as each other.
- 38.5 Two or more persons who are not in the same place as each other attend a general meeting if their circumstances are such that if they have (or were to have) rights to speak and vote at that meeting, they are (or would be) able to exercise them.

### **39 Quorum for general meetings**

No business other than the appointment of the chairman of the meeting is to be transacted at a general meeting if the persons attending it do not constitute a quorum. The presence of a duly authorised representative of the council shall constitute a quorum.

### **40 Chairing general meetings**

- 40.1 If the directors have appointed a chairman, the chairman shall chair general meetings if present and willing to do so.
- 40.2 If the directors have not appointed a chairman, or if the chairman is unwilling to chair the meeting or is not present within ten minutes of the time at which a meeting was due to start—
- 40.2.1 the directors present, or
- 40.2.2 (if no directors are present), the meeting,
- must appoint a director or shareholder to chair the meeting, and the appointment of the chairman of the meeting must be the first business of the meeting.
- 40.3 The person chairing a meeting in accordance with this article is referred to as **“the chairman of the meeting”**.

### **41 Attendance and speaking by directors and non-shareholders**

- 41.1 Directors may attend and speak at general meetings, whether or not they are shareholders.

- 41.2 The chairman of the meeting may permit other persons who are not—
- 41.2.1 shareholders of the company, or
  - 41.2.2 otherwise entitled to exercise the rights of shareholders in relation to general meetings,
- to attend and speak at a general meeting.

## 42 Adjournment

- 42.1 If the persons attending a general meeting within half an hour of the time at which the meeting was due to start do not constitute a quorum, or if during a meeting a quorum ceases to be present, the chairman of the meeting must adjourn it.
- 42.2 The chairman of the meeting may adjourn a general meeting at which a quorum is present if—
- 42.2.1 the meeting consents to an adjournment, or
  - 42.2.2 it appears to the chairman of the meeting that an adjournment is necessary to protect the safety of any person attending the meeting or ensure that the business of the meeting is conducted in an orderly manner.
- 42.3 The chairman of the meeting must adjourn a general meeting if directed to do so by the meeting.
- 42.4 When adjourning a general meeting, the chairman of the meeting must—
- 42.4.1 either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the directors, and
  - 42.4.2 have regard to any directions as to the time and place of any adjournment which have been given by the meeting.
- 42.5 If a general meeting is adjourned, the company must give notice of the time and place to which it is adjourned:
- 42.5.1 to the same persons to whom notice of the company's general meetings is required to be given, and
  - 42.5.2 containing the same information which such notice is required to contain.
- 42.6 No business may be transacted at an adjourned general meeting which could not properly have been transacted at the meeting if the adjournment had not taken place.

## VOTING AT GENERAL MEETINGS

### 43 Voting: general

A resolution put to the vote of a general meeting must be decided on a show of hands unless a poll is duly demanded in accordance with the Articles.

**44 Errors and disputes**

44.1 No objection may be raised to the qualification of any person voting at a general meeting except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting is valid.

44.2 Any such objection must be referred to the chairman of the meeting, whose decision is final.

**45 Poll votes**

45.1 A poll on a resolution may be demanded—

45.1.1 in advance of the general meeting where it is to be put to the vote, or

45.1.2 at a general meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.

45.2 A poll may be demanded at any general meeting by any qualifying person (as defined in section 318 of the Act) present and entitled to vote at the meeting.

45.3 A demand for a poll may be withdrawn if—

45.3.1 the poll has not yet been taken, and

45.3.2 the chairman of the meeting consents to the withdrawal.

A demand so withdrawn shall not invalidate the result of a show of hands declared before the demand was made.

45.4 Polls must be taken immediately and in such manner as the chairman of the meeting directs.

**46 Content of proxy notices**

46.1 Proxies may only validly be appointed by a notice in writing (a “**proxy notice**”) which—

46.1.1 states the name and address of the shareholder appointing the proxy;

46.1.2 identifies the person appointed to be that shareholder’s proxy and the general meeting in relation to which that person is appointed;

46.1.3 is signed by or on behalf of the shareholder appointing the proxy, or is authenticated in such manner as the directors may determine; and

46.1.4 is delivered to the company in accordance with the Articles and any instructions contained in the notice of the general meeting (or adjourned meeting) to which they relate

and a proxy notice which is not delivered in such manner shall be invalid, unless the directors, in their discretion, accept the notice at any time before the meeting.

46.2 The company may require proxy notices to be delivered in a particular form, and may specify different forms for different purposes.

46.3 Proxy notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.

46.4 Unless a proxy notice indicates otherwise, it must be treated as—

46.4.1 allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting, and

46.4.2 appointing that person as a proxy in relation to any adjournment of the general meeting to which it relates as well as the meeting itself.

#### **47 Delivery of proxy notices**

47.1 A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at a general meeting remains so entitled in respect of that meeting or any adjournment of it, even though a valid proxy notice has been delivered to the company by or on behalf of that person.

47.2 An appointment under a proxy notice may be revoked by delivering to the company a notice in writing given by or on behalf of the person by whom or on whose behalf the proxy notice was given.

47.3 A notice revoking a proxy appointment only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.

47.4 If a proxy notice is not executed by the person appointing the proxy, it must be accompanied by written evidence of the authority of the person who executed it to execute it on the appointor's behalf.

#### **48 Amendments to resolutions**

48.1 An ordinary resolution to be proposed at a general meeting may be amended by ordinary resolution if—

48.1.1 notice of the proposed amendment is given to the company in writing by a person entitled to vote at the general meeting at which it is to be proposed not less than 48 hours before the meeting is to take place (or such later time as the chairman of the meeting may determine), and

- 48.1.2 the proposed amendment does not, in the reasonable opinion of the chairman of the meeting, materially alter the scope of the resolution.
- 48.2 A special resolution to be proposed at a general meeting may be amended by ordinary resolution, if—
  - 48.2.1 the chairman of the meeting proposes the amendment at the general meeting at which the resolution is to be proposed, and
  - 48.2.2 the amendment does not go beyond what is necessary to correct a grammatical or other non-substantive error in the resolution.
- 48.3 If the chairman of the meeting, acting in good faith, wrongly decides that an amendment to a resolution is out of order, the chairman's error does not invalidate the vote on that resolution.

## **PART 5**

### **ADMINISTRATIVE ARRANGEMENTS**

#### **49 Means of communication to be used**

- 49.1 Subject to the Articles, anything sent or supplied by or to the company under the Articles may be sent or supplied in any way in which the Act provides for documents or information which are authorised or required by any provision of the Act to be sent or supplied by or to the company.
- 49.2 Any notice, document or other information shall be deemed served on or delivered to the intended recipient—
  - 49.2.1 if properly addressed and sent by prepaid United Kingdom first class post to an address in the United Kingdom, 48 hours after it was posted (or five business days after posting either to an address outside the United Kingdom or from outside the United Kingdom to an address within the United Kingdom if (in each case) sent by reputable international overnight courier addressed to the intended recipient, provided that delivery in at least five business days was guaranteed at the time of sending and the sending party receives a confirmation of delivery from the courier service provider);
  - 49.2.2 if properly addressed and delivered by hand, when it was given or left at the appropriate address;
  - 49.2.3 if properly addressed and sent or supplied by electronic means, one hour after the document or information was sent or supplied; and
  - 49.2.4 if sent or supplied by means of a website, when the material is first made available on the website or (if later) when the recipient receives (or is deemed to have received) notice of the fact that the material is available on the website.

For the purposes of this article, no account shall be taken of any part of a day that is not a business day.

- 49.3 In proving that any notice, document or other information was properly addressed, it shall be sufficient to show that the notice, document or other information was delivered to an address permitted for the purpose by the Act.
- 49.4 Subject to the Articles, any notice or document to be sent or supplied to a director in connection with the taking of decisions by directors may also be sent or supplied by the means by which that director has asked to be sent or supplied with such notices or documents for the time being.
- 49.5 A director may agree with the company that notices or documents sent to that director in a particular way are to be deemed to have been received within a specified time of their being sent, and for the specified time to be less than 48 hours.

**50 No right to inspect accounts and other records**

Except as provided by law or authorised by the directors or an ordinary resolution of the company, no person is entitled to inspect any of the company's accounting or other records or documents merely by virtue of being a shareholder.

**51 Provision for employees on cessation of business**

The directors may decide to make provision for the benefit of persons employed or formerly employed by the company or any of its subsidiaries (other than a director or former director or shadow director) in connection with the cessation or transfer to any person of the whole or part of the undertaking of the company or that subsidiary.

**DIRECTORS' INDEMNITY AND INSURANCE**

**52 Indemnity**

52.1 Subject to article 52.1, but without prejudice to any indemnity to which a relevant officer is otherwise entitled—

52.1.1 each relevant officer shall be indemnified out of the company's assets against all costs, charges, losses, expenses and liabilities incurred by him as a relevant officer—

- (a) in the actual or purported execution and/or discharge of his duties, or in relation to them; and
- (b) in relation to the company's (or any associated company's) activities as trustee of an occupational pension scheme (as defined in section 235(6) of the Act),

including (in each case) any liability incurred by him in defending any civil or criminal proceedings, in which judgment is given in his favour or in which he is acquitted or the proceedings are otherwise disposed of without any finding or admission of any material breach of duty on his part or in connection with any application in which the court grants him, in his capacity as a relevant officer, relief from liability for negligence, default, breach of duty or breach of trust in relation to the company's (or any associated company's) affairs; and

- 52.1.2 the company may provide any relevant officer with funds to meet expenditure incurred or to be incurred by him in connection with any proceedings or application referred to in article 52.1.1 and otherwise may take any action to enable any such relevant officer to avoid incurring such expenditure.
- 52.2 This article does not authorise any indemnity which would be prohibited or rendered void by any provision of the Companies Acts or by any other provision of law.
- 52.3 In this article—
  - 52.3.1 companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate, and
  - 52.3.2 a “**relevant officer**” means any director or other officer or former director or other officer of the company or an associated company (including any company which is a trustee of an occupational pension scheme (as defined by section 235(6) of the Act, but excluding in each case any person engaged by the company (or associated company) as auditor (whether or not he is also a director or other officer), to the extent he acts in his capacity as auditor).

## 53 Insurance

- 53.1 The directors may decide to purchase and maintain insurance, at the expense of the company, for the benefit of any relevant officer in respect of any relevant loss.
- 53.2 In this article—
  - 53.2.1 a “**relevant officer**” means any director or other officer or former director or other officer of the company or an associated company (including any such company which is a trustee of an occupational pension scheme (as defined by section 235(6) of the Act, but excluding in each case any person engaged by the company (or associated company) as auditor (whether or not he is also a director or other officer), to the extent he acts in his capacity as auditor),
  - 53.2.2 a “**relevant loss**” means any loss or liability which has been or may be incurred by a relevant officer in connection with that relevant officer’s duties or powers in relation to the company, any associated company or any pension fund or employees’ share scheme of the company or associated company, and
  - 53.2.3 companies are “**associated**” if one is a subsidiary of the other or both are subsidiaries of the same body corporate.

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**MUNICIPAL YEAR 2015/2016 – REPORT NO. 12****MEETING TITLE AND DATE:**

Cabinet - 17th June 2015

Council – 24<sup>th</sup> June 2015**REPORT OF:** Ray JamesDirector of Health, Housing and  
Adult Social Care**Agenda - Part:1****Item: 12****Subject: Re provision Project –  
Construction Contract****Wards: All      KD 4089**Contact officer and telephone number:  
Peter Child T: 07710 327 884**Cabinet Member consulted:**  
Cllr Cazimoglu**1. EXECUTIVE SUMMARY**

- 1.1 The Cabinet and full Council in July 2013 agreed to commission the design and construction of a dual registered care home and then procure the service delivery aspect of the project separately via a contract of an appropriate length as the proposed preferred option.
- 1.2 Following this Atkins Global Ltd were appointed via SCAPE framework to; undertake a feasibility study on the proposed project and site, prepare scheme designs and associated documentation.
- 1.3 In August 2014 appointment of Morgan Sindall was approved by Cabinet to provide Pre-Construction Services they were selected via a competitive procurement exercise undertaken through the iESE framework. They have now completed preconstruction stages including the procurement of subcontractor packages and we are now in position to enter into stage 2 building contract
- 1.4 The new facility will provide 70 bedspaces of care and accommodation for older people initially catering for the resident population transferring from the two care homes Bridge House and Coppice Wood Lodge and following this through time to become a high need residential and nursing care facility.
- 1.5 A Planning Application was submitted to the Planning Committee meeting on 16<sup>th</sup> December 2014 and planning permission was granted subject to a range of conditions which will be complied with as part of build programme.

**2. RECOMMENDATIONS**

- 2.1 This report seeks authority to enter into Stage 2 building contract for the construction of the building consistent with the previous Cabinet decision.
- 2.2 To note that detailed recommendations are included in the Part 2 report.
- 2.3 To note that further financial information is contained in Part 2 report.

### **3. BACKGROUND**

- 3.1 The Reprovision Project remit has been to re-organise and improve care provision to older people through the reprovision of two Local Authority run Care Homes (Coppice Wood Lodge and Bridge House) that in the future will not be suitable to be registered by CQC and to re-provide a high quality service within a single new purpose built building.
- 3.2 It is planned that the new facility, which is sited on the former Elizabeth House site, 1 Old Road, EN3, will provide care and accommodation for 70 bedspaces for older people initially catering for the transferring resident population from the two care homes, Bridge House and Coppice Wood. The home will be registered by CQC as a Care Home with Nursing.
- 3.3 It should be noted that unless a viable alternative to Coppice Wood Lodge and Bridge House is developed, e.g. build a new Care Home, we will be unable to re-provide the two facilities and consequently will not adequately meet needs of the client group going forward. There have been clear commitments made to relatives of service users and others to re-provide these services, and also the former Elizabeth House service, into a single new facility. Investment into the two existing homes has been curtailed over recent years in view of this proposal.
- 3.4 Even with substantial investment Bridge House and Coppice Wood Lodge buildings would still not meet the current required space standards, most notably the requirements for bedrooms to be a minimum of 12 square metres, and the provision of ensuite bathrooms, which are now considered mandatory.
- 3.5 In designing and constructing the building the Council is able to ensure the finished product is of good quality and meets the needs of our local population. The care provision will be subject to a separate tender process.
- 3.6 It is understood there are currently a number of Councils who have or are proposing to build new care homes, similar to the proposed Enfield facility including; Camden who have recently completed the construction of a new care home of similar size and linked extra care facilities, Waltham Forest and Hackney who have care home development projects underway.

### **4 Project Development and Cost**

- 4.1 Subsequent to the appointment of Morgan Sindall in August 2014 to provide Pre-Construction Services under the iESE framework agreement, the initial scheme design has been developed in conjunction with Atkins (the Council's appointed multi-disciplinary design team), Morgan Sindall, and E.C.Harris (the Council's appointed project manager and quantity surveyor). This process has been led by an internal project team, reporting on a regular basis to a Project Steering Group, and Executive Board.

- 4.2 As part of a Pre-Application Planning process, a partial redesign of the building was undertaken following consultation and to address Conservation issues raised as part of the consultation process.
- 4.3 As stipulated under the iESE framework agreement, the contractor, Morgan Sindall, obtained competitive quotations for all the elements of work, using an open book process which was scrutinised by E.C.Harris. The iESE framework manager was also engaged in this, with the required Gateway meetings being held at appropriate stages of the project.
- 4.4 It had been recognised during the scheme development that construction costs had taken a significant rise, as evidenced particularly in the Council's school expansion schemes.
- 4.5 Further financial information is contained in Part 2 of this report.
- 4.6 The following factors have contributed to the cost increase:
- The most significant factor is inflation within the building industry. When the original outline estimate was prepared in May 2013, the extent of growth had not been foreseen by those who prepare national indices (the Building Cost Information Service). There has also been a particular increase in the London area due to significant construction activity. Applying current cost indices would represent an increase of 14.6% to the construction cost over the original estimate.
  - Statutory services – requirement to re-route a sewer on site which had not been identified in early searches or surveys, and relocation of a BT cable.
  - Replanning of the building due to planning requirements (primarily an increase in design cost) to account for conservation requirements linked to the adjacent Alms Houses.
  - The inclusion of sprinklers strongly recommended by the Borough's Fire Officer as part of the fire strategy.
  - Upgrading both lifts to evacuation standard (in lieu of one alone).
  - The floor area has increased by 15.4%. Virtually all of this is due to the relocation of plant room within the roof space, and access to that space, including the need to incorporate a tank for the sprinklers.
  - Inclusion of eight garages into the site from the adjacent council housing estate – this has increased the site area, and consequently the cost of the scheme, but has made a considerable improvement to the layout of the car park, drop-off point and resident garden. There has been a transfer of £80,000, from the HRA to the General Fund to account for this re-allocation.

## 5 Finance Capital

Further financial information is contained in Part 2 report

## 6 Finance - Operational

Further financial information is contained in Part 2 report

## 7 Construction Programme

The following summary schedule for construction is envisaged:

Work Begins on Site	July 2015
Building Completed	September 2016
Building occupied and operational	September 2016

## 8 Environmental

- 8.1 The proposed building will be environmentally sensitive in a number of ways. Current proposals include installation of photo voltaic solar panels and considerate landscaping and planting and achieve a BREEAM “very good” rating.

## 9 Consultation

- 9.1 Consultation has been on-going and continues. This includes regular briefings with relatives, residents and staff of Coppice Wood Lodge and Bridge House on proposals, also Enfield Old Charitable Trust (owners of the Alms Houses adjacent to the site), partner agencies in health and voluntary sector, and the two neighbouring schools. Feedback from these discussions has been extremely positive towards the new development.

## 10 Care Service Tender

- 10.1 In terms of scheduling for the tender process for the care service provision contract, we would expect this to be launched directly following the Council signing the construction contract.

## 11 Need for Services - Brief Summary of Demand over the next 3 – 5 Years

- 11.1 There are potentially three groups of older people who may present with the complex needs described above in terms of the eventual future service user population and therefore maybe at risk of admission to residential/nursing care. Some individuals fall into more than one category:
- Those with dementia (organic mental illness), some of whom may have challenging behaviours.

- Those with significant (and often multiple) physical impairments that prevent them from undertaking activities of daily living because of frailty, disease and/or long-term conditions. It is estimated there are 4,050 older people aged 65+ years with higher levels of such dependencies in Enfield;
- Those with substantial nursing care needs including those with continuing health care needs, plus there is evidence that the health-related characteristics of individuals in nursing care are increasingly overlapping with those in residential care (Lievesley, Crosby & Bowman, 2011).

11.2 There is likely to be an increase in the number of the first two groups over the next 3–5 years (e.g. the number of those with dementia increasing by 10% between 2015 and 2030), driven by an increase in the number of older people and improvements in overall life expectancy, it is expected that this population will increase significantly over the next 20 years.

11.3 There is also clear evidence within the third group that there has been an increase in the number of people with these complex conditions over the last 5 years in Enfield. However, it should be recognised that the Re-provision Project is geared to respond the needs of those with the higher levels and complex need who require a specialist nursing/residential care facility.

11.4 Current experience of the Council in seeking to place service users into nursing care shows increasing service cost. For example, a home used by the Council has recently increased by 25% and also at times there has been a shortage of available accommodation within the borough and neighbouring areas and evidence shows that this shortage is likely to continue due to increasing demand.

## **12 Summary**

12.1 The approach proposed in building a new care home is innovative, advantageous and cost effective to the Council, benefits include: the balance of social care and nursing care provides the potential to match the care delivered to service user need, and as need increases so the level of care can be tailored accordingly; a key purpose of the facility has been to re-provide and improve on the care previously delivered through Bridge House and Coppice Wood Lodge (both to close due to being outdated in terms of provision and standards required); the projection of medium and longer term requirement is for increasing bedspaces due to increases in Dementia incidences amongst an ageing local population.

12.2 Significant shortage of affordable nursing care bed has been experienced over the last two years with vacant bed numbers in nursing homes dropping to as low as one bedspace vacancy available across the borough on several occasions.

- 12.3 Cost of care will be recouped through lower care costs, due to the Council owning the building.

### **13. ALTERNATIVE OPTIONS CONSIDERED**

- 13.1 Prior to the Council decision in July 2013 to make funding available for construction of the new care home a number of options were identified:

- The Council to commission the construction of building of the dual registered facility and then procure the service delivery aspect of the project separately
- Provide site ownership to a provider chosen via tender competition for them then to develop and operate a dual registered care home on the site for the benefit of Enfield residents in need.
- Close Current Homes and re-provide with Dementia Bed spaces from the market
- Abandon the Reprovision Project completely and continue as current

- 13.2 Following discussion Option 1 – i.e. The Council to commission the construction of building of the dual registered facility and then procure the service delivery aspect of the project separately via a contract of an appropriate length is the proposed preferred option this was decision was informed by:

- The Council's capacity to raise funds through using its borrowing facility;
- It has always been envisaged that the building should be future proof to meet changing needs.
- The potential for shifting the balance of type of accommodation as needs change.

### **14. REASONS FOR RECOMMENDATION**

- 14.1 The recommendation will facilitate the continuation of the programme to construct a new care facility through providing authorisation to provide additional capital required due to increased construction cost.

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

#### **15.1 Financial Implications**

Further financial information is contained in Part 2 report.

## **15.2 Legal Implications**

- 15.2.1 The Authority is the Social Services authority for the London Borough of Enfield, within the meaning of the Local Authority Social Services Act 1970
- 15.2.2 Pursuant to the National Assistance Act Section 21. There is a duty of local authorities to provide accommodation.(1) [Subject to and in accordance with the provisions of this Part of this Act, a local authority may with the approval of the Secretary of State, and to such extent as he may direct shall, make arrangements for providing] 1—
- (a) residential accommodation for persons [ aged eighteen or over] 2 who by reason of age, [illness, disability] 3 or any other circumstances are in need of care and attention which is not otherwise available to them;
- 15.2.3 The Authority is empowered to procure the provision of building works and care services pursuant to Section 1 of the Local Government (Contracts) Act 1997, Section 29 of the National Assistance Act 1948, Section 45 of the Health Service and Public Health Act 1968 and the Localism Act 2011.
- 15.2.4 The Council must comply with the Public Procurement Regulations 2015 in conducting the procurement exercise described in this report. The Council is permitted to use a compliant framework. When calling-off from a framework the Council must ensure that it complies with the terms of the framework.
- 15.2.5 The Council must comply with its obligations with regards to obtaining best value under the Local Government (Best Value Principles) Act 1999.
- 15.2.6 As the value of the proposed contract is £250k the Council must comply with Key Decision procedure.
- 15.2.7 All legal agreements arising from the matters described in this report must be approved by the Assistant Director of Legal Services.

## **15.3 Property Implications**

- 15.3.1 The rationale for the Reprovision Project is referred to in the background section of this report, and has been set out in previous reports. This report specifically seeks authority to accept the supplier's offer for pre-construction and construction stages, following a due competitive process.
- 15.3.2 The new building would be an additional property asset added to the Council's portfolio, while Coppice Wood Lodge and Bridge House Care Homes will potentially become surplus to requirements, unless alternative uses are identified

## 15.4 Maintenance and Construction Services Implications

- 15.4.1 Maintenance and Construction services are providing services to HHASC in terms of the construction of the building and their views are contained in the main body of this report.

## 16 KEY RISKS

<b>Key Risks and countermeasures</b>	
Relevant risks for each objective and the potential impact	Existing processes / mitigations that are in place to manage the risk
The building fails to meet changes to regulations.	Future proofing to be built into.
Building costs could come in over budget.	Feasibility study has been undertaken, cost plan has been developed, fixed price contract
Local community dissatisfaction with construction of care home	Council has undertaken consultation with local community and services as part planning no concerns were identified. Building contractor is member of Considerate Contractor scheme plus will be available to positively respond to local concern.
Provider (Works) contractor unable to fulfil their commitment due financial difficulties.	The selected building contractor's financial viability has positively evaluated as component of it selection onto the iESE framework. We will also require the contractor provider to take out a bond for the construction period.
Failure to build to a suitable standard may result in some residents staying longer in existing care home services that are below the CQC minimum standards in terms of physical environment.	A design brief has been created that outlines high level standards for the care home service and common living standards. The facility will be regulated by Care Quality Commission and its National minimum standards contained within legislation.

## 17 IMPACT ON COUNCIL PRIORITIES

### 17.1 Fairness for All

- 17.1.1 The procurement processes have been conducted in accordance with both the Council's Contract Procedure Rules and EU procurement rules. Therefore the procurement processes are transparent and fair and have encouraged healthy competition.



## **17.2 Growth and Sustainability**

- 17.2.1 The new Reprovision Project facility will offer potential work opportunities in an area of employment need in the Borough. It will contribute to the regeneration of the physical environment by the development of an attractive, quality building on a currently empty site. The facility and its operations will be developed in line with best environmental practice. The building will be required to meet BREEAM (Building Research Energy Assessment Method) "Very Good" rating, and generate 40% of its energy via renewable sources.
- 17.2.2 Public sector procurement in the UK is governed by the Public Contracts Regulations 2006 (as amended). These permit the inclusion of social considerations where they are relevant and proportionate to the subject matter of the contract (see below) and they do not disadvantage non-local bidders. Officers involved in procurement have utilised the LBE Community Benefit toolkit to incorporate social and community benefit considerations into the process, as far as this dovetails with iESE's own similar provisions, as referred to previously.
- 17.2.3 The iESE framework includes a specific scheme for supply chains, called "SAVE" (Strategic Alliance for Value and Efficiency). This is an integral part of the iESE major works construction framework providing an integrated supply chain offering. This scheme covers the eighteen most common packages of works procured by the eight iESE framework contractors. Fifty six key suppliers have agreed additional discounts for iESE projects. Suppliers not in this scheme are also able to bid in competition (the discount of those in the SAVE scheme is not factored into the evaluation of their bids), so there is the potential for the local supply chain to compete and win business with the selected main contractor.
- 17.2.4 Once in contract, the performance of the contractor will be monitored against sustainability / employment criteria, and sub-contracting to local SME's will be encouraged.

## **17.3 Strong Communities**

- 17.3.1 The iESE framework which is being utilised in terms of the delivery of the construction contract includes well developed mechanisms for engaging apprentices during the construction contract. The Council's Community Benefit Toolkit will be applied to further strengthen benefits from local labour and supply chains.
- 17.3.2 The new service will contribute to the community by providing a quality service to vulnerable older people in the borough, and support maintenance of family relationships, provide employment opportunity to borough residents and potentially be of benefit to other local businesses.

- 17.3.3 Carer, Resident and Local Community Advocacy Group representatives will be pivotal to working in partnership with the Authority to ensure that the service meets the diverse needs of the Enfield community.
- 17.3.4 As part of the procurement process, there will be emphasis on the need for the selected care service provider to demonstrate commitment to developing strong working relationships with local advocacy and community groups and access resources within the Enfield Community.
- 17.3.5 This will also provide a care home facility in an area where they are scarce, so giving access to those who may live in this area to remain in their community and close to family and local connections and improving the equality of access to services in the local area.

## **18. EQUALITIES IMPACT IMPLICATIONS**

- 18.1 An Equalities Impact Assessment has been undertaken to inform and support the procurement of the service, the findings and recommendations from this are regularly reviewed and the document is updated as appropriate.

## **19. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 19.1 The iESE framework has defined processes and gateways, and utilises KPI's and benchmarking, which are overseen by the iESE Framework Manager to ensure that contractor performance meets or exceeds contract requirements.

## **20. HEALTH AND SAFETY IMPLICATIONS**

Not applicable.

## **21. HR IMPLICATIONS**

Not applicable.

## **22. PUBLIC HEALTH IMPLICATIONS**

- 22.1 The development of the Reprovision Project on the former Elizabeth House site will create a major new nursing and social care residential facility which will provide enhanced benefit to the target service user group within Enfield and the wider population, specifically to the East of the borough which is presently under resourced in terms of older people's care and support facilities.

## **Background Papers**

None.

# London Borough of Enfield

## Councillor Conduct Committee

### Annual Report 2014/15

## **1. INTRODUCTION**

This is the third Annual Report of the London Borough of Enfield's Councillor Conduct Committee. It sets out the key issues we have dealt with during the past year and looks ahead to our priorities for 2015/16.

## **2. MEMBERSHIP**

The Councillor Conduct Committee is made up of four councillors (two from each party, including each of the party whips), supported by two independent persons.

### **Councillors**

Councillors: Claire Stewart (Chair), Elaine Hayward (Vice Chair), Joanne Laban, Yasemin Brett

### **Independent Persons**

Christine Chamberlain (appointed 30 January 2013 for a term of office ending on 30 June 2015)

Sarah Jewell (appointed 8 October 2014 for a term of office ending on 8 October 2016).

### **Officers**

The Committee's lead officers were Asmat Hussain (from October 2014 Monitoring Officer and Assistant Director Legal and Governance) previously Deputy Monitoring Officer and Assistant Director Legal Services, John Austin (Monitoring Officer and Assistant Director Corporate Governance until October 2014) Assistant Director Governance Projects from October 2014), and Penelope Williams (Committee Secretary).

## **3. TERMS OF REFERENCE**

The terms of reference of the Councillor Conduct Committee, as set out in the Council's Constitution (see Part 2 – Section 2.7), are

- To deal with policy, complaints against councillors and issues concerning the members' Code of Conduct.
- To promote and maintain high standards of conduct by councillors and all co-opted members.
- To deal with policy, complaints against councillors and issues concerning the members' Code of Conduct.
- To assist councillors and co-opted members to observe their Code of Conduct and all other Codes within the Constitution.
- To monitor the operation of the Councillors' Code of Conduct and report when appropriate to the full Council on the adoption or revision of the Code and all other codes within the Constitution.

- To consider requests for dispensations by councillors, and co-opted members relating to interests set out in the Code of Conduct.
- To discharge such other functions either general or specific as the Council may from time to time allocate to the Committee.

The Committee is ultimately responsible for the promotion and monitoring of high standards of conduct among Enfield councillors.

The Committee reviewed the terms of reference at their meeting on 16 September 2015 and agreed that no changes were necessary at that time.

#### **4. MEETINGS**

The Committee held five meetings during the year: on 1 July 2014, 16 September 2014, 3 December 2014, 20 January 2015 and 24 March 2015.

#### **5. INDEPENDENT PERSONS**

The Localism Act 2011 provided that all local authorities had to appoint an Independent Person(s) to assist the Council in promoting and maintaining high standards of conduct amongst its members. Enfield agreed to appoint two Independent Persons.

The main role of an Independent Person is to be available to be consulted on complaints against councillors and ethical governance issues. They provide an independent viewpoint, looking at issues from the point of view of an ordinary member of the public. Our Independent Persons work closely with the Monitoring and Deputy Monitoring Officers, considering whether or not complaints against councillors meet the criteria for investigation, and they are also consulted before a decision is made, on the outcomes of any investigated complaint. On top of this they can offer advice on other standards' matters, including to the member who is subject to an allegation.

Through their work they have developed a sound understanding of the ethical framework, as it operates within the Council and are able to act as advocate and ambassador for the Council in promoting ethical behaviour.

This year we recruited a new independent person to fill the post vacated by Lawrence Greenberg in June 2013. Following an extensive recruitment exercise, held earlier in the year, Sarah Jewell's appointment was confirmed by Council (8 October 2014).

Advertisements were placed on the Council website and in Our Enfield, the Council's magazine, with information on the position also sent to local voluntary groups. In the past we had had difficulty attracting

people to apply, so this time to encourage applicants we produced an article for Our Enfield with information about the role and quotes from Christine Chamberlain, our existing Independent Person at the time. This was successful as we had over ten applicants, interviewed five suitable people, and were able to appoint Sarah Jewell.

In this report we would like to acknowledge the invaluable support provided by Christine Chamberlain and Sarah Jewell. The independent view and expertise they bring on conduct issues has been much appreciated. Although not members of the Councillor Conduct Committee, they have regularly attended meetings and play an important role in the proceedings. The Monitoring Officer consults one or other of them on all complaints received and they are able to provide considered advice and guidance on complaints and other issues that arise. .

Both independent persons attended a special training session for independent persons, organised by Hoey Ainsclough Associates at Southwark Council in December 2014.

## **6. THE COMMITTEE'S WORK PROGRAMME - 2014/15**

Following the local government elections in May 2014, a new committee was appointed with three councillors, who had not served on the committee before.

We adopted a work programme, which enabled us to consolidate the work carried out last year, to train up new committee members on standards processes and procedures and to ensure that all newly elected councillors were fully briefed on their responsibilities, under the councillors' code of conduct.

The main items considered this year are listed below:

### **6.1 Procedure for dealing with Complaints against Councillors and Co-opted Members**

At the first meeting the Committee received a briefing from John Austin (Former Monitoring Officer and Assistant Director of Corporate Governance) on the procedure for dealing with complaints against councillors and co-opted members, setting out the complaints processes including complaints' hearings and the different roles of the committee and the monitoring officer.

### **6.2 Bribery Act 2012**

The committee received a presentation from Jayne Middleton Albooye (Head of Legal) on the recently introduced Bribery Act 2012, which consolidates existing criminal law on making and accepting bribes, and had created a new corporate offence of failing to prevent bribery.

Members were informed that Enfield's Councillor's Code of Conduct had been revised to incorporate the terms of the act with added sections on the declaration of gifts and hospitality. Planning Committee members and others, who could be exposed to situations where bribery might occur, have received training on the importance of avoiding exposing themselves to risk.

As a result of the presentation, members asked officers to look again at the training provided to members of the planning committee, the Cabinet Member for Housing and Estate Regeneration and other members and officers involved in housing and regeneration projects to ensure that they were fully aware of the new bribery act requirements.

### **6.3 Member Training Programme 2014/15**

The Committee has kept an overview on the whole training programme for new members. They will be receiving a report at their March meeting setting out the training that has been delivered this year and proposals for additional training in the future.

### **6.4 Training on Council's Complaint's Hearing Procedure**

A separate training session on the complaints hearing procedure was organised for the committee members, substitute committee members and Independent Persons. Alex Oram, a member of ch@i associates, gave a two hour session, running through the procedure, with reference to case studies and examples from other organisations. Another session which will enable councillors to take part in an actual dummy hearing is to be arranged.

## **7. MEMBER CODE OF CONDUCT - COMPLAINTS**

During 2014/15 one complaint against a councillor was referred to the committee for their consideration, after attempts had been made to resolve the matter informally.

The committee heard the case presented by the Monitoring Officer, considered all the issues, including the advice of the Independent Person and then agreed that no further action should be taken.

As an outcome members proposed that, in future, councillors should be reminded wherever possible about behaviour in the Council Chamber and that the whips should encourage members to reconcile similar issues informally after council meetings.

During the year, the Monitoring Officers also received a number of other complaints, but these have been resolved without the need for referral to the committee but with guidance and support from the independent persons.

## **8. MEMBER TRAINING ON THE NEW CODE OF CONDUCT AND COMPLAINTS PROCESS**

The committee continues to oversee training for members around the code of conduct.

A session for newly elected members on the Councillor Code of Conduct and other ethical governance issues was held on 5 June 2014.

John Austin (former Monitoring Officer and Assistant Director of Corporate Governance) also provided supplementary sessions at both the Labour and Conservative group meetings, for those who had missed the original briefing.

## **9. WEBPAGES**

Our webpages are regularly reviewed and provide information about the Councillor Conduct Committee, its role and purpose, as well as information about making a complaint against councillors and co-opted members. It includes links to the forms which need to be completed when making a complaint or appealing a monitoring officer decision as well as the code of conduct. The pages are within the 'Councillors, Elections and Decisions' section of the Council's website.

## **10. FUTURE WORK PROGRAMME 2015/16**

We will agree a work programme for 2015/16, at the first meeting of the new Municipal Year. Areas of work for next year will include:

- Gifts and Hospitality

## **11. CONCLUSION**

As Chair, I would like to take this opportunity to thank the Monitoring Officer, Independent Persons and my fellow committee members for their sound and thoughtful contributions towards the encouragement and maintenance of the local standards regime during the year.

On behalf of the Councillor Conduct Committee, I would also like to thank the officers of the Council who have supported the work of this Committee.

Councillor Claire Stewart



## MUNICIPAL YEAR 2015/2016 REPORT NO. **21**

**MEETING TITLE AND DATE:**

Council - 24 June 2015

**REPORT OF:**

Assistant Director Human Resources

Contact officer and telephone number:

Tony Gilling – 020 8379 4141

Email: [tony.gilling@enfield.gov.uk](mailto:tony.gilling@enfield.gov.uk)

<b>Agenda - Part:</b> 1	<b>Item:</b> 14
<b>Subject:</b> Amendments to the Constitution: Standing Orders Regulations 2015 – Changes to the statutory dismissal procedures for Heads of Paid Service, Monitoring Officers and Section 151 Finance Officers	
<b>Cabinet Member Consulted:</b> Cllr A Stafford	

### 1. EXECUTIVE SUMMARY

- 1.1 This report proposes changes to the Council's Constitution to incorporate the Local Authorities (Standing Orders) (England) Amendment Regulations 2015 (the 2015 Regulations) which came into force on 11 May 2015.
- 1.2 The 2015 Regulations require that new provisions in respect of taking disciplinary action against the Head of Paid Service, the Monitoring Officer and Section 151 Finance Officer are incorporated into the Council's standing orders with the proposed amendment to the Constitution set out in Appendix 1.

### 2. RECOMMENDATIONS

- 2.1 To approve the amendments to the Constitution set out in Appendix 1.
- 2.2 The Council delegates to the Remuneration Committee the decision to agree the introduction of a new model dismissal procedure for the Head of Paid Service, Monitoring Officer and Section 151 Finance Officer

### 3. BACKGROUND

- 3.1 The Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 came into force on 11 May 2015. The 2015 Regulations require that no later than the first ordinary meeting of the authority falling after 11 May 2015, the authority incorporates new provisions in its standing orders in respect of disciplinary action against

the Head of Paid Service, the Monitoring Officer and the Chief Finance Officer.

- 3.2 The current provisions covering disciplinary action were introduced under the Local Authorities (Standing Order) (England) Regulations 1993 as amended by the Local Authorities (Standing Order) (England) Regulations 2001. A key provision in these procedures is statutory protection for the three officers when facing disciplinary action. Before any disciplinary action is taken there is a requirement for an external investigation and a recommendation from a Designated Independent Person (DIP).

This process has been challenged on the grounds of the time taken to conduct the process and the cost. As such, the 2015 Regulations remove this requirement.

- 3.3 The 2015 Regulations require the Council to appoint two independent persons to sit on a panel which will consider potential disciplinary action against any of the three officers. The panel must be appointed at least 20 working days before a meeting where it considers such issues. Before taking a vote on whether or not to approve a dismissal, Full Council must then take into account any advice, views or recommendations of the panel, the conclusions of any investigations and any representations from the relevant officers. The 2015 Regulations also seek to limit the amount paid to the independent persons appointed.
- 3.4 At present, the Council has two appointed independent persons who support the Member Conduct Framework. Discussions are currently ongoing to agree whether it is appropriate that these two individuals sit on potential future dismissal panels.
- 3.5 The Local Government Association (LGA) has challenged the 2015 Regulations on the basis that they leave some questions unanswered. The 2015 Regulations suggest that the disciplinary panel need only be made up of two independent persons. However, a wider consideration of the statutory governance framework suggests that this might not be the case. This is because the panel falls into the category of a committee appointed by the authority under section 102 (4) of the Local Government Act 1972. The normal proportionality rules apply to such committees, meaning that subject to any waiver, in addition to more 'neutral' independent persons, the panel will need to include at least five additional local authority elected members. The LGA is currently seeking clarification on whether it is possible for the panel to consist of only two independent persons.
- 3.6 The 2015 Regulations require Full Council to approve a dismissal for the relevant officers. In theory this leaves no one in the Council with the power to overturn a dismissal decision. It is a central principle of employment legislation that there should be an appeal process for such

decisions. Given these circumstances, one option could be that Full Council considers the outcomes and considerations at the panel stage as the meeting where the original decision to dismiss is taken leaving the Full Council meeting to be classified as the appeal stage. This will need to be considered by the Remuneration Committee, once the situation in paragraph 3.5 has been clarified.

- 3.7 The current statutory procedures are recognised in the nationally negotiated JNC employment conditions of service. This means that although the Council's standing orders will be amended to delete the requirement for a DIP, the contract of employment will still require the Council to invoke the process if taking action against the relevant officers. The eight stage procedure includes the DIP requirement and does not dovetail with the new statutory procedures. The national employers are currently seeking to amend the model procedures through a collective agreement which will then be automatically incorporated into existing contracts.
- 3.8 Given the unanswered questions detailed above, it is recommended that the Council awaits the completion of these negotiations and that the Remuneration Committee is given delegated authority to consider and agree a new procedure. In the interim, the standing orders in respect of disciplinary action should be amended as detailed in Appendix 1.

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

None – Adoption of the Regulations is mandatory and requires the Council after the first ordinary meeting of the authority falling after 11 May 2015, to amend its Constitution to include the relevant provision.

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

To comply with the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015.

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

##### **6.1 Financial Implications**

No financial implications. Any payment to independent persons can be met from existing budgets.

##### **6.2 Legal Implications**

The legal implications are set out in the body of this report.

#### **7. KEY RISKS**

The proposed changes to the Constitution reflect the requirements within the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015. These are mandatory and not complying could open the decision making process to potential future challenge.

**8. IMPACT ON COUNCIL PRIORITIES**

**Fairness for All & Strong Communities**

The proposed change has been designed to ensure the Council's decision making in respect of disciplinary action for key senior officers is streamlined.

**9. EQUALITIES IMPACT IMPLICATIONS**

It has not been necessary to carry out an Equalities Impact Assessment in relation to this proposal.

**10. PERFORMANCE MANAGEMENT IMPLICATIONS**

The proposed change has been designed to assist the Council in managing its business in a more effective manner.

**Background Papers**

None

## 2. Statutory Officers (Disciplinary Action)

To amend section 2 (Statutory Officers – Disciplinary Action), 3 (Dismissal) and 9 of Chapter 4.12 – Officer Employment Procedure Rules, as follows:

### 2. Statutory Officers (Disciplinary Action)

- 2.1 No disciplinary action in respect of the Council's Head of Paid Service, Monitoring Officer or Chief Finance Officer ("Statutory Officers") except action described in paragraph ~~2.3~~ **2.2** below, may be taken by the Council, or any person acting on behalf of the Council, other than in accordance with ~~a recommendation in a report made by a designated independent person under Regulation 3 of the Local Authorities (Standing Orders) Regulations 1993 (as amended)~~ **Schedule 3 of the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015.**
- 2.2 The action mentioned in paragraph 2.1 above is suspension of the officer for the purpose of investigating the alleged misconduct occasioning the action; any such suspension shall be on full pay and terminate not later than the expiry of two months beginning on the day on which the suspension takes effect unless notice is given to extend the period of suspension. ~~by the designated independent person.~~
- 2.3 In this Standing Order "disciplinary action" in relation to a Statutory Officer means any action occasioned by alleged misconduct which, if proved, would according to the usual practice of the Council, be recorded in that officer's personal file, and includes any proposal for dismissal of the officer for any reason other than redundancy or permanent ill-health or infirmity of mind or body, but does not include failure to renew a contract of employment for a fixed term unless the Council has undertaken to renew such a contract.

### 3. Dismissal

- 3.1 Subject to paragraphs 2 and 10, the body responsible for the dismissal of the Head of Paid Service, Chief Officer or Deputy Chief Officer shall be the ~~appointing body for the purposes of paragraph 1.7 above~~ **panel convened under the provisions of Schedule 3 of the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015.**
- 3.2 Councillors will not be involved in the dismissal of any Officer below Deputy Chief Officer except where such involvement is necessary for any investigation or inquiry into alleged misconduct, though the Council's disciplinary, capability and related procedures, as adopted from time to time may allow a right of appeal to Members in respect of dismissals.

9. Notice of dismissal of the Head of Paid Service, Chief Officer or Deputy Chief Officer must not be given by the person or body responsible for discharging the function of dismissal on behalf of the Council (“the dismissor”) until ***the provisions outlined in Schedule 3 of the Local Authorities (Standing Orders) (England) (Amendment) Regulations 2015 have been adhered to.***
- ~~(a) — the dismissor has notified the proper officer of the name of the person who the dismissor wishes to dismiss and any other particulars which the dismissor considers are relevant to the dismissal;~~
  - ~~(b) — the Assistant Director, Corporate Governance or Solicitor has notified every member of the Executive of the authority of:
    - ~~(i) — the name of the person who the dismissor wishes to dismiss;~~
    - ~~(ii) — any other particulars relevant to the dismissal which the dismissor has notified to the Assistant Director, Corporate Governance or Solicitor; and~~
    - ~~(iii) — the period within which any objection to the dismissal is to be made by the Leader of the Council on behalf of the Executive to the Assistant Director, Corporate Governance or Solicitor; and~~~~
  - ~~(c) — either:
    - ~~(i) — the Leader has, within the period specified in the notice under sub-paragraph 10(b)(iii) notified the dismissor that neither he nor any other member of the Executive has any objection to the dismissal;~~
    - ~~(ii) — the Assistant Director, Corporate Governance or Solicitor has notified the dismissor that no objection was received by him within that period from the Leader of the Council; or~~
    - ~~(iii) — the dismissor is satisfied that any objection received from the Leader within that period is not material or is not well-founded.~~~~

## MUNICIPAL YEAR 2015/2016 REPORT NO. 5

**MEETING TITLE AND DATE:**

Cabinet 17.06.2015

Council 24.06.2015

**REPORT OF:** Andrew

Fraser

Director of Schools and

Children's Services

<b>Agenda – Part: 1</b>	<b>Item - 16</b>
<b>Subject:</b> Enfield Ofsted Improvement Plan	
<b>Wards:</b> All <b>Non Key</b>	
<b>Cabinet Member consulted:</b> Cllr Ayfer Orhan	

Contact officer and telephone number:

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### 1. EXECUTIVE SUMMARY

- 1.1 The Office for Standards in Education, Children's Services and Skills (Ofsted) carried out an inspection in Enfield from **20 January 2015 to 11 February 2015**. They inspected services for children in need of help and protection, children looked after and care leavers and reviewed of the effectiveness of the Local Safeguarding Children Board (LSCB). The report was published **27 March 2015**
- 1.2 The Inspectors found that the local authority leads effective services which resulted in an overall judgment that children's services in Enfield are **GOOD**.
- 1.3 The Inspectors found that the arrangements in place to evaluate the effectiveness of what is done by the authority and LSCB partners to safeguard and promote the welfare of children also resulted in the judgment that the Local Safeguarding Children Board is **GOOD**.
- 1.4 Ofsted made 15 recommendations to further improve services to vulnerable children, which form the basis of Enfield Improvement plan. Each recommendation has specific actions with tight timescales and named responsible officers leading on implementation.
- 1.5 Progress against the action plan will be overseen by the Enfield Safeguarding Children Board (ESCB), monitored and reviewed regularly by the ESCB, Director of Schools and Children's Services and Lead Cabinet Member, Assistant Director of Children's Services, Head of Safeguarding and the Children's Services Operational Management Group (OMG). The plan will also be regularly monitored by every overview and scrutiny committee.

## 2. RECOMMENDATIONS

- 2.1 Cabinet to note the reports attached as appendices:
- Enfield Improvement Plan
  - Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the Local Safeguarding Children Board
  - Annual Report of the Independent Reviewing Officer – 2014/15.
- 2.2 Cabinet to support the Schools and Children’s Services Department and the Enfield Safeguarding Board to implement and achieve the actions relating to the 15 recommendations outlined in the Improvement Plan.
- 2.3 Cabinet to note the specific recommendations within the plan to improve the oversight and scrutiny functions of Senior Managers, the Enfield Safeguarding Children Board and elected members. The events in Rotherham and related published reports highlight the level and nature of risks faced should oversight and scrutiny be unsystematic or lack effective challenge.
- 2.4 Cabinet agree to refer this report to Council for information.

## 3. BACKGROUND

- 3.1 The Office for Standards in Education, Children's Services and Skills (Ofsted) carried out an inspection in Enfield from **20 January 2015 to 11 February 2015** the report was published **27 March 2015**.
- 3.2 The team of seven Inspectors were on site for a significant amount of time looking closely at the experiences of children and young people who have needed or still need help and/or protection. This included children and young people who are looked after and young people who are leaving care and starting their lives as young adults. They considered the quality of work and the difference Officers and Council Members make to the lives of Enfield children, young people and families. They also reviewed the effectiveness of the Enfield Safeguarding Children Board (ESCB).



3.3 They examined in excess of 300 case files, observed professional practice with families and judged the effectiveness of help and care given to local children and young people. Wherever possible, they sought feedback from children, young people and their families. In addition the inspectors assessed how well the local authority understands how well it is performing and what difference it is making for the people who it is trying to help, protect and look after.

3.4 The Inspectors found that Children's services in Enfield are **GOOD** because:

- Enfield's senior managers and leaders have a strong track record of making significant improvements to the lives of vulnerable children and young people.
- Strong partner agency support and political commitment are making a positive difference to children's outcomes.
- The workforce strategy is highly effective, ensuring well-trained and motivated staff teams. A determination to achieve manageable caseloads means that social workers have time to get to know children and protect them more effectively.
- Partnership arrangements to safeguard children and young people from child sexual exploitation ensure that individual children and young people who are considered at high risk of sexual exploitation are effectively safeguarded.
- Elected members demonstrate strong political commitment to children's services.
- The voice of children and young people is given a high priority
- Social workers really care about the children and young people they work with. Young people told inspectors that they have good relationships with social workers, who visit them regularly and listen to their views and concerns.
- Enfield is an innovative local authority, developing and promoting effective approaches to practice in collaboration with its partners,

3.5 The Inspectors found that the ESCB is **GOOD** because:

- Strong and effective partnerships mean that partners are holding each other to account for the delivery of good multi-agency services to children and families in need of help and protection.
- Thresholds are understood, embedded and applied well by partner agencies. They are supported by an escalation policy that is well understood.
- The Board is pro-active in seeking to work with neighbouring safeguarding boards to protect vulnerable children and young people most effectively.
- The multi-agency training plan is comprehensive and well evaluated. Training is responsive to emerging need, including learning from Serious Case Reviews
- Annual Section 11 audits are conducted well. They feature peer review and challenge to identify gaps in agency safeguarding practice, policies or procedures. Gaps are addressed effectively.
- The ESCB ensures that the views of children and young people play a pivotal role in the work of the Board and have influence over service developments.
- There are clear lines of communication between the Enfield Council Chief Executive, the Director of Schools and Children's Services, other senior managers and the Board Chair. This ensures that safeguarding activity remains core business and is effectively managed.
- Child sexual exploitation is a priority for the Board and the local authority. The Board and its partner agencies have a strong grip on these issues and make a clear link between child sexual exploitation, children missing from home and care, and gang activity.

3.6 The Inspectors found that the local authority leads effective services which resulted in the overall judgment that children's services in Enfield are **GOOD**. This judgment was based on the examination of the following areas

1. Children who need help and protection:

2. Children looked after and achieving permanence:

2.1 Adoption performance:

2.2 Experiences and progress of care leavers:

3. Leadership, management and governance:

- 3.7 The Inspectors found that the arrangements in place to evaluate the effectiveness of what is done by the authority and board partners to safeguard and promote the welfare of children led to the judgment that the Enfield Safeguarding Children Board (ESCB) is **GOOD**.
- 3.8 Nationally less than 25% of authorities have received an overall judgment of good, the majority, over 75% are judged as either inadequate or requiring improvement. To date Enfield remains the only London Local Authority to have achieved an overall judgment of good.
- 3.9 The published Ofsted report has made 15 recommendations, which form the Enfield Ofsted Improvement plan. The approved Enfield Ofsted Improvement Plan is attached as a background paper. The first 11 recommendations are from Inspection of Children's Services the final 4 recommendations are from the review of the effectiveness of the Enfield Safeguarding Children Board.
- 3.10 All 15 recommendations have identified actions that will be required to be in place in order to evidence the outcomes and effectiveness of the plan. The actions all have named lead officers that will be responsible for following through on the actions in order to ensure the plan is successful and delivered within timescales.
- 3.11 The Ofsted Improvement Plan will be overseen by the Enfield Safeguarding Children Board (ESCB), monitored and reviewed by the ESCB, the Director of Children's Services and the Overview and Scrutiny Committee.

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

Not applicable.

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

- 5.1 Enfield's Children's Services and the Enfield Safeguarding Children Board will require the commitment and support from multiple partners and from colleagues across the Council in order to deliver on this plan within the allotted timescales.

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

##### **6.1 Financial Implications**

- 6.1.1 The report recommendations require no specific additional resources as they can be met from existing SCS budgets or in the case of the Liquid Logic / SPOE & MASH requirements from the Corporate IT Work Plan Fund.

- 6.1.2 The 2015/16 SCS budget included growth of £201k to part fund a Child Sexual Exploitation Team, however it should be noted that additional funding of £45k for this team is from the one-off Innovation Grant. This means that additional resources would be required in 2016/17 in order to maintain the CSE Team at this level.
- 6.1.3 General demographic pressures and increases in the numbers of Looked After Children led to budget pressures in 2014/15, which are forecast to continue into 2015/16. As a result £936k was built into the 2015/16 budget to partially offset these pressures, with a further £2m set aside in the Corporate Risk Reserve. The budget pressures will be kept under continual review over the coming year to minimise the call on the Risk Reserve, whilst enabling a good Ofsted rating to be maintained.

## **6.2 Legal Implications**

- 6.2.1 The inspection of the local authority's children's services functions was carried out under section 136 of the Education and Inspections Act 2006.
- 6.2.2 The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004 and Regulation 2 of the Local Safeguarding Children Boards (Review) Regulations 2013.
- 6.2.3 The combined report was published under section 152 of the Education and Inspections Act 2006.

## **6.3 Property Implications**

Not applicable.

## **7. KEY RISKS**

- 7.1 There are specific recommendations within the plan to improve the oversight and scrutiny functions of Senior Managers, the Enfield Safeguarding Children Board and elected members. The events in Rotherham and related published reports highlight the level and nature of risks faced should oversight and scrutiny be unsystematic or lack effective challenge.
- 7.2 Failure to demonstrate progress against Ofsted's recommendations will have a highly detrimental impact on the Council's reputation.

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

### **8.1 Fairness for All, Growth and Sustainability and Strong Communities**

- 8.1.1 This improvement plan will strengthen service delivery and partnership working to increase life opportunities and sustainable positive outcomes for children young people and their families.
- 8.1.2 The plan meets all 3 of the council's key aims and the 9 objectives within the Children and Young People's Plan. With particular emphasis and more weighting upon improving services to those children, young people and families that require prevention and intervention from safeguarding services across a broad spectrum from early help to statutory interventions.

## **9. EQUALITIES IMPACT IMPLICATIONS**

- 9.1 There has been no equalities impact assessment to date however a full equalities impact assessment will be carried out through the ESCB as required.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 10.1 This plan supports the continuous drive for improvement by the Council and its partners in relation to improved outcomes for children. There are specific recommendations within the plan relating to improving data collection and performance management that rely upon IT solutions being put into practice.

## **11. PUBLIC HEALTH IMPLICATIONS**

- 11.1 This improvement plan addresses measures to improve the health and wellbeing of children young people and families. For example the plan will strengthen measures in the Borough to prevent the sexual exploitation of children and reduce associated risk factors. The plan seeks to improve the engagement of health in initial strategy discussions about those children at risk of significant harm and will improve the quality of care planning and pathway plans for those looked after children.

## **Appendices**

1. Enfield Ofsted Improvement Plan
2. Enfield Inspection of services for children in need of help and protection, children looked after and care leavers and Review of the effectiveness of the Local Safeguarding Children Board
3. Enfield 2015 Annual IRO report

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## Ofsted Improvement Plan




**Inspection Date: 20 January 2015 to 11 February 2015**

Author	Anne Stoker Head of Safeguarding	Classification	OFFICIAL	Date of First Issue	20.04.15
Owner	Andrew Fraser Director of Schools and Children's Services	Issue Status	Approved ESCB* 20.4.15 Awaiting Cabinet 17.06.2015	Date of Latest Re-Issue	
Version	0.1	Page	1-14	Date of next review	Reviewed every 6 weeks by the ESCB

This action plan will be overseen by the Enfield Safeguarding Children Board (ESCB), monitored and reviewed regularly by the ESCB, Director of Schools and Children's Services and Lead Cabinet Member, Assistant Director of Children's Services, Head of Safeguarding and the Children's Services Operational Management Group (OMG). The plan will also be regularly monitored by every overview and scrutiny committee.




Classification: Official





\* See Appendix 1 for explanation of all acronyms contained within this report.





Recommendation	Actions	Lead for implementing the action	Timescale	Date of completion	RAG status	Outcome
<p>1. Ensure that the profile and data of children at risk of sexual and gang exploitation, and/or missing from home, care or education are cross-referenced on a regular basis, analysed by senior managers and the learning disseminated to social workers and partner agencies.</p>	<p>1. Process for monthly cross referencing of new Child Sexual Exploitation (CSE) cases in place with:</p> <ul style="list-style-type: none"> <li>• Admissions/Education welfare Service (<b>missing education</b>)</li> <li>• Safeguarding and Quality Service (SQS) performance team (<b>missing from home/care</b>)</li> <li>• Community Safety Unit (<b>gangs</b>)</li> </ul>	<p>Anne Stoker Head of Safeguarding</p>	<p>Immediate</p>	<p>20.03.2015</p>		<p>Outcome: All data cross checked and individual safeguarding plans consider fully the associated risks resulting in better holistic view of the young person addressing all areas of concern.</p>
	<p>2. CSE profile list updated monthly and disseminated every 6 months to a range of partners (including social workers) attending safeguarding board subgroup Trafficking Sexual Exploitation and Missing (TSEM). Profile presented annually to the ESCB members.</p>	<p>Anne Stoker Head of Safeguarding</p>		<p>Process in place before end of the inspection</p>		<p>Outcome: Partnership fully aware of the scale of the CSE issue with Enfield and the links with other associated risk factors. Profile will be used to influence needs analysis and service delivery.</p>
	<p>3. Current and up to date CSE profile to be embedded in ESCB CSE rolling training programme and within the CSE module of the designated teacher training thus disseminated to operational staff on a regular basis.</p>	<p>Grant Landon ESCB Business Manager Jan Ashby-Keay SQS education lead</p>		<p>20.03.2015</p>		<p>Outcome: Ongoing ESCB CSE training and designated teacher training continue to keep CSE as a high priority ensuring this issue is seen and acted upon.</p>




Classification: Official












	<p>4. CSE training days have been incorporated into the social workers annual training programme for 2015. The CSE profile will be shared with the attendees to inform their learning about the Enfield context.</p>	<p>Ingrid Perkins Development and Training Manager</p>		<p>Process in place before end of the inspection</p>		<p>Outcome: CSE remains high priority for Social Workers, ensuring they understand the associated risk and continue to assess, implement action plans and reduce risk factors.</p> <p>Overall Outcome: CSE concerns identified early and services provided to reduce risks.</p>
<p>2. Prioritise the planned integration of the Single Point of Entry (SPOE) with the Referral and Assessment (R&amp;A) Team, so that referral pathways for children in need and those in need of protection are rationalised and better understood alongside the planned review of early help.</p>	<p>1. Appoint a Service Manager to integrate Referral and Assessment and the SPOE.</p> <p>2. Testing of step-up/step-down between Early Help Module (EHM) and LCS to take place and be implemented</p>	<p>Julian Edwards Head of Children in Need (CiN) Service Manager (CiN)</p> <p>Julian Edwards Head of CiN and Mike Weston Corporate IT</p>	<p>April 2015</p> <p>May/June 2015</p>	<p>August 2015</p> <p>December 2015</p>	          	<p>Update: An interim manager has been appointed until the permanent manager takes up their position.</p> <p>Update: Step up/step down between EHM and LCS cannot be tested until they are on a single platform. Pending the single database implementation testing and implementing the limited step-up functionality within EHM to LCS of the Multi-Agency Safeguarding Hub (MASH) data will begin.</p>





	<p>3. Appropriate IT system for the SPOE to be tested and implemented to meet MASH functionality as a minimum requirement and early intervention thereafter</p> <p>4. Continue with the plans to review the effectiveness of the early help services across the Council and partner agencies</p>	<p>Corporate IT Mike Weston</p> <p>Eve Stickler, Assistant Director Schools and Children's Services, Commissioning and Community Engagement</p>	<p>May/June 2015</p> <p>1 year</p>	<p>December 2015</p> <p>March 2016</p>	<p></p> <p></p>	<p>Update: Testing of the MASH template functionality will be taking place in June. Pending any issues there will be a plan to implement and go live with the partners Health, Education Welfare Service (EWS) and Parent Support Service (PSS) in July</p> <p>Update: On track</p>
<p>3. Improve the electronic social care record system so that it delivers accurate and timely data and performance information and combine this with auditing activity outcomes to enable senior and frontline managers to improve the quality of service.</p>	<p>1. Implement specific Liquid logic health check recommendations</p> <p>2. Implement the Councils' 2017 transformation agenda relating to data, performance and policy</p>	<p>Corporate IT Mike Weston Head of IT 2017 Tony Theodoulou, Assistant Director of Children's Service Social Care Heads of Service Marc Thompson SQS Performance Manager</p>	<p>2015/2016</p> <p>April - July 2015</p>	<p>2016</p> <p>July 2015</p>	<p></p> <p></p>	<p>Update: Recent reporting direct from Liquid Logic has shown that there is still work to be done around timely and accurate recording of data, which will impact on the ability to automate reports under 2017. However, efforts continue to improve the use of the system and Corporate targets are being introduced to reinforce this.</p>







<p>4. Ensure that the annual reports of the Local Authority Designated Officer (LADO) and the independent reviewing officer (IRO) meet the requirements of the relevant statutory guidance, provide a critical analysis of their respective services and identify specific areas for improvement.</p>	<ol style="list-style-type: none"> <li>1. Re-write the IRO/LADO report to include critical analysis and specific areas for improvement/development</li> <li>2. Present the report to OMG and the departmental management team for sign off and to the ESCB for information</li> <li>3. Publish the reports on the ESCB website</li> </ol>	<p>Anne Stoker Head of Safeguarding and Maria Anastasi Deputy Head of Safeguarding</p>	<p>1.04.2015  April 2015  30.04.2015</p>	<p>13. 04.2015  April 2015  01.05.2015</p>	<p>    </p>	<p>Outcome: IRO and LADO reports complete, approved and available on the ESCB website. Areas for improvement have been identified and targets set within the service and within individual performance, appraisal and reviews.</p> <p>Overall outcome: improved IRO/LADO performance and practice and compliance with statutory guidance.</p>
<p>5. Improve local placement choice so that more young people can be looked after close to their homes, unless this is not in their best interest.</p>	<ol style="list-style-type: none"> <li>1. In line with the 2017 transformation agenda the current contract management framework will be reviewed to enhance outcomes based commissioning to improve local placement choice.</li> </ol>	<p>Linda Hughes Head of LAC Sharon Scott Head of Commissioning Sue Nosowicz Manager Access to Resources Team.</p>	<p>April – June 2015</p>	<p>July 2015</p>	<p></p>	<p>Update: Work is underway on retendering the semi independent provision. A providers day is planned in advance of the retendering to raise awareness of what will be expected from providers. The retendering will take place in March/April 2016 when the current contract comes to an end</p>

	<p>2. The market will be proactively managed with commissioning being based upon outcomes and different incentives.</p>		April – June 2015	July 2015		<p>Update: Work is taking place to consider new foster carer recruitment strategies. The NLAFC, (North London Adoption and Fostering Consortium) chaired by Enfield, is prioritising increasing capacity in local foster placements in 2015/16. Links with both North and West London Efficiency programmes are in place which includes more residential provision.</p>
<p>6. Ensure that return interviews for looked after children are carried out in accordance with the policy and procedures, and that findings from all return interviews are analysed and aggregated and also shared with social workers to assist with risk assessment and care planning.</p>	<p>1. Action plan already in place from 6.02.2015 and return interviews are carried out in accordance with the policy and procedures.</p> <p>2. Commissioned provider completing all debriefing interviews and sharing relevant information with social workers</p>	<p>Anne Stoker Head of Safeguarding</p>	<p>Process in place before end of the inspection</p> <p>Process in place before end of the inspection</p>	<p>6.02.2015</p> <p>25.02.2015</p>	<p></p> <p></p>	<p>Outcome: Ensuring compliance with protocol debriefing offered within 72 hours.</p> <p>Outcome: All LAC that go missing are offered independent debriefing. Individual issues will be considered and addressed through direct work and looked after reviews</p>






	3. OMG to carry our specific audit of children open to social care that go missing from home or care to assure all processes and policies are embedded across the workforce.		May/June 2015	30.06.2015		Update: On track cases for audit currently being identified
7. Improve management oversight of children in need cases and those at potential risk of sexual exploitation, so that they consistently receive the appropriate level of protection and support.	1. Review the child in need processes and test through audit in light of the new Pan London threshold document that has been recently issued.	Service managers from CPFST (Child Protection and Family Support Team) and JSDC (Joint Service for Disabled Children)	3months	July 2015		Update: On track
	2. CSE lead identified at team manager level across: <ul style="list-style-type: none"> <li>• LAC</li> <li>• LCT</li> <li>• R&amp;A</li> <li>• CFST</li> <li>• JSDC</li> <li>• SQS (IRO)</li> <li>• YFSS</li> </ul>	All Heads of Children's Services	Completed	Complete		Outcome: All leads attending MASE, ensure relevant information is shared and that assessments are carried out using the CSE screening tool improving risk analysis.
	3. CSE leads from across the partnerships (including School Improvement Service SIS)) attend MASE every month to improve information sharing and management oversight of cases	Head of safeguarding and Enfield CSE lead and Chair of the MASE	Process in place before end of inspection	Complete		Outcome: Attendance at MASE is strong with key leads from all agencies taking an active role. Sharing information and supporting individual action plans to reduce CSE risks.




	<p>4. Develop a local multi-agency CSE team</p> <p>5. Develop operational protocol which includes advise about use of screening tools</p> <p>6. Team managers review all current CSE cases in supervision with individual social workers, ensuring CSE screening tool has been used where appropriate to inform decision making and levels of risk and evidence of use is visible within liquid logic case recordings</p> <p>7. ESCB to carry out themed audit focussing upon CSE and associated risks.</p> <p>8. Member led task group has been set up to increase direct scrutiny of child sexual exploitation and other associated risk factors with terms of reference agreed.</p>	<p>Paul Sutton Head of Youth and family Support YFSS)</p> <p>Head of Safeguarding Board and ESCB Business Manager</p> <p>All Children's services team managers</p> <p>Geraldine Gavin Chair of ESCB and Quality Assurance sub group</p> <p>Tony Theodoulou, Assistant Director, Children's Services</p>	<p>April/May 2015</p> <p>April/May 2015</p> <p>3 months</p> <p>September 2015</p> <p>March – April 2015</p>	<p>June/July 2015</p> <p>June 2015</p> <p>30.06.2015</p> <p>31.10.2015</p> <p>June 2015</p>	<p></p> <p></p> <p></p> <p></p> <p></p>	<p>Update: Recruitment underway and plans are in place for the team to be operational at the end of June.</p> <p>Update: Signed off by TSEM and Children's Services operational management group (OMG). Awaiting ratification by ESCB on 1.6.15</p> <p>Update: Underway in LAC/LCT and other social work teams</p> <p>Update: On track date set for September 2015</p> <p>Outcome: First meeting set for 4.06.2015 increased overview and scrutiny regarding CSE from members.</p>
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<p>8. Ensure that initial strategy discussions include relevant professionals to inform decision making during child protection investigations.</p>	<ol style="list-style-type: none"> <li>1. All OMG audits to monitor compliance and relevant findings disseminated to staff.</li> <li>2. ESCB health partners to ensure representation at all initial strategy discussions/meetings for all children under 5</li> <li>3. Compliance to point 2 above to be overseen by ESCB</li> </ol>	<p>Anne Stoker Head of Safeguarding</p> <p>ESCB nominated health leads</p> <p>Geraldine Gavin Chair of ESCB</p>	<p>Process in place</p> <p>April 2015</p> <p>April-May 2015</p>	<p>Completed</p> <p>1.05.2015</p> <p>June 2015</p>	<p></p> <p></p> <p></p>	<p>Outcome: Audit process in place with monthly deep dive into cases (approximately 20 per month) thus compliance will be tested.</p> <p>Outcome: Children's Social Care are proactively including health colleagues in initial strategy discussions and meetings for those children under 5.</p> <p>Update: Audit to be carried out in June 2015 by the Head of Safeguarding and findings presented to ESCB in August 2015</p>
<p>9. Improve the quality of care and pathway plans so that they are consistently of a good standard and meaningful for children, young people and their families. Improve the quality of chronologies and ensure they are used to inform assessments and decision making.</p>	<ol style="list-style-type: none"> <li>1. Service Manager (LAC) to develop an improvement and implementation plan for care plans, pathways plans and chronologies. External validation of quality improvement required.</li> </ol>	<p>Karen Alderton Service Manager Looked after Children's Service</p>	<p>May - July 2015</p>	<p>30.09.2015</p>	<p></p>	<p>Update: External training on improving Pathway Plans took place in April 15 and plans are in place to identify external auditor.</p>

<p>10. Ensure that all supervision takes place in accordance with the stated policy and that records are of a consistently good standard.</p>	<ol style="list-style-type: none"> <li>1. All team managers to participate in a peer audit review of supervision records</li> <li>2. OMG to repeat supervision audit</li> <li>3. Individual performance appraisal and reviews (PARs) for team managers to include expectations around supervision</li> </ol>	<p>Children's Services managers</p> <p>Head of Safeguarding</p> <p>Children's Service Managers</p>	<p>May/June 2015</p> <p>October 2015</p> <p>April/May 2015</p>	<p>30.06.2015</p> <p>30.11.2015</p> <p>June 2015</p>	<p></p> <p></p> <p></p>	<p>Update; On track</p> <p>Update: Audit to be carried out in October 2015</p> <p>Outcome: Corporate PAR objective agreed at OMG and reviewed regularly through the annual; PAR process thus evidencing compliance or individual none compliance.</p>
<p>11. Ensure that children who are privately fostered are visited in accordance with statutory timescales, and that the assessments of carers are of high quality.</p>	<ol style="list-style-type: none"> <li>1. Performance data re visits for privately fostered children within statutory timescales to be presented monthly within OMG performance</li> <li>2. Team managers dip sample and review selection of assessments</li> <li>3. An OMG themed audit of private fostering to be carried out</li> </ol>	<p>Julian Edwards Head of CiN Nicole Gibson Service Manager CPFST, Marc Thompson Performance Manager</p> <p>Service Manager CPFST and respective team managers</p> <p>Head of Safeguarding</p>	<p>April 2015</p> <p>June 2015</p> <p>July 2015</p>	<p>April 2015</p> <p>July 2015</p> <p>August 2015</p>	<p></p> <p></p> <p></p>	<p>Outcome: Compliance monitored by senior managers ensuring children are assessed and seen regularly.</p> <p>Update: On track</p> <p>Update: Audit planned to take place in July 2015</p>



<p>12. Ensure that the ESCB robustly monitors, evaluates and influences the effectiveness of early help services.</p>	<ol style="list-style-type: none"> <li>1. All ESCB members agreed to pledge and commit to embedding early help processes within their organisations</li> <li>2. ESCB to coordinate agency self-evaluation audit in order to review partner agencies effectiveness of early help service</li> <li>3. ESCB to complete audit of SPOE decision making to ensure robust decision making regarding early help offer as opposed to social care intervention.</li> <li>4. ESCB to complete themed audit of early help referrals, Team Around Family (TAF), action plans, reviews and closure process.</li> </ol>	<p>Chair of Safeguarding Board Geraldine Gavin</p> <p>Geraldine Gavin ESCB Chair and ESCB Quality Assurance sub-committee</p> <p>Geraldine Gavin Chair of ESCB and Quality Assurance sub-committee</p> <p>Geraldine Gavin Chair of ESCB and ESCB quality assurance sub group</p>	<p>Completed prior to Ofsted</p> <p>May 2015</p> <p>March/April 2015</p> <p>June/July 2015</p>	<p>January 2015</p> <p>30.06.15</p> <p>31.05.2015</p> <p>31.08.2015</p>	<p></p> <p></p> <p></p> <p></p>	<p>Outcome: Families are supported and offered coordinated early help services</p> <p>Update: Process to be agreed at the Board on 1.06.2015</p> <p>Update: On track recommendations to be presented to Children's Services Senior leadership team on 28.05.15 and to QA subgroup thereafter.</p> <p>Update: On track to be carried out during July 2015</p>
<p>13. Improve the scrutiny of multi-agency audit activity to evidence effective oversight of the Board's priorities.</p>	<ol style="list-style-type: none"> <li>1. ESCB to develop an annual programme of themed multi-agency audits linked directly to the priorities of the business plan to include mystery shopping and service user involvement.</li> </ol>	<p>ESCB Business Manager Grant Landon and Quality Assurance sub-committee</p>	<p>May/June 2015</p>	<p>30.06.15</p>	<p></p>	<p>Update; Draft annual audit programme devised.</p>

<p>14. Ensure that the current data set is refined to provide analytical commentary from contributing agencies and the quality assurance sub-group, so that the Board will be better able to identify themes and trends and take necessary actions as required.</p>	<ol style="list-style-type: none"> <li>1. Quality Assurance subgroup membership to be reviewed to ensure relevant strategic partners contribute to the dataset analyse the information and inform the Board of trends and themes as appropriate</li> <li>2. ESCB data set to include up to date commentary from all contributing agencies.</li> </ol>	<p>Head of Safeguarding Anne Stoker and ESCB Business Manager Grant Landon and Quality Assurance sub- committee</p> <p>Marc Thompson Performance Manager Children's Services</p>	<p>April/May 2015</p> <p>April/May 2015</p>	<p>31.05.2015</p> <p>31.05.2015</p>	<p></p> <p></p>	<p>Outcome: Membership and performance data reviewed April 2015 but further review will be required as Enfield Council performance functions are moved from services into corporate teams in line with 2017 transformation.</p> <p>Outcome: Data set has commentary and is analysed and reviewed. Relevant trends/themes will be brought to the Board influence the business planning.</p>
<p>15. Ensure that the Board demonstrates influence with Enfield Council to use its powers under the Licensing Act 2003 so that taxi companies and taxi drivers are subject to appropriate scrutiny.</p>	<ol style="list-style-type: none"> <li>1. ESCB Business Manager to liaise with Transport for London (TfL) who have responsibility for licensing of all taxi and private hire companies /drivers across London to clarify roles and responsibilities in relation to the licensing of local companies.</li> </ol>	<p>ESCB Business Manager</p>	<p>April 2015</p>	<p>May 2015</p>	<p></p>	<p>Outcome: Outcome: TfL contacted regarding licensing of taxi firms and drivers. Confirmation received from TfL Taxi and Private Hire Division that they manage licencing of all taxi and private hire drivers in London.</p>

	<p>2. Appropriate actions identified from above to be included in the ESCB business plan (2015-2016)</p> <p>3. During Operation Makesafe (March 2015) the Met Police visited local taxi firms. Impact to be reported to the ESCB.</p>	<p>Geraldine Gavin ESCB Chair and Grant Landon ESCB Business Manager</p> <p>ECSB Business Manager and met police</p>	<p>May 2015</p> <p>20.04.2015</p>	<p>June 2015</p> <p>1.06.2015</p>	<p></p> <p></p>	<p>Enhanced Disclosure and Barring Service (DBS) is used and must be reapplied every three years. Monitoring of this arrangement added to ESCB Business Plan.</p> <p>23 venues visited, including hotels and licensed premises. The police Safer Transport Police Command continue their work with cab offices</p>
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Action complete



Action taken but as yet not complete



Action requiring urgent attention/implementation

See attached appendix 1 for an explanation of all acronyms

## APPENDIX 1

Acronym	Explanation
1. CiN	Children in Need
2. CPFST	Child Protection and Family Support Team
3. CSE	Child Sexual Exploitation
4. EHM	Early Help Module
5. ESCB	Enfield Safeguarding Children Board
6. EWS	Education Welfare Service
7. IRO	Independent Reviewing officer
8. IT	Information Technology
9. JSDC	Joint Service for Disabled Children
10. LAC	Looked After Children
11. LADO	Local Authority Designated Officer
12. LCS	Liquid Logic Children's System
13. LCT	Leaving Care Team
14. MASE	Multi-Agency Sexual Exploitation
15. MASH	Multi-Agency Safeguarding Hub
16. NLAFC	North London Adoption and Fostering Consortium
17. OMG	Children's Services operational Management Group
18. PAR	Performance Appraisal and Review
19. PSS	Parent Support Service
20. R&A	Referral and Assessment
21. SIS	School Improvement Service
22. SPOE	Single Point of Entry
23. SQS	Safeguarding and Quality Service
24. TAF	Team Around Family
25. TFL	Transport for London
26. TSEM	Trafficking, Sexual Exploitation and Missing
27. YFSS	Youth and Family Support Service

# London Borough of Enfield

## Inspection of services for children in need of help and protection, children looked after and care leavers

and

## Review of the effectiveness of the Local Safeguarding Children Board<sup>1</sup>

Inspection date: 20 January 2015 to 11 February 2015

Report published: 27 March 2015

### The overall judgement is that children's services are good

The local authority leads effective services that meet the requirements for good. It is Ofsted's expectation that, as a minimum, all children and young people receive good help, care and protection.

The judgements on areas of the service that contribute to overall effectiveness are:

<b>1. Children who need help and protection</b>	Requires improvement
<b>2. Children looked after and achieving permanence</b>	Good
2.1 Adoption performance	Good
2.2 Experiences and progress of care leavers	Good
<b>3. Leadership, management and governance</b>	Good

<sup>1</sup> Ofsted produces this report under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006. This report includes the report of the inspection of local authority functions carried out under section 136 of the Education and Inspections Act 2006 and the report of the review of the Local Safeguarding Children Board carried out under the Local Safeguarding Children Boards (Review) Regulations 2013.

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## The local authority

### Summary of findings

#### **Children's services in Enfield are good because:**

##### *Leadership, management and governance*

- Enfield's senior managers and leaders have a strong track record of making significant improvements to the lives of vulnerable children and young people. This is in the context of a rapidly changing environment characterised by high levels of child poverty, a transitory population due to relatively low housing costs, gang violence and increased prevalence of female genital mutilation.
- Strong partner agency support and political commitment are making a positive difference to children's outcomes.
- The workforce strategy is highly effective, ensuring well-trained and motivated staff teams. A determination to achieve manageable caseloads means that social workers have time to get to know children and protect them more effectively.
- Partnership arrangements to safeguard children and young people from child sexual exploitation ensure that individual children and young people who are considered at high risk of sexual exploitation are effectively safeguarded.
- Corporate parenting is well embedded across the local authority. Members of the award-winning children in care council (known as KRATOS, meaning power) told inspectors that staff listen to them and take action, which is making a positive difference to the lives of children in care.

##### *Social work practice*

- Most children and families receive the right support at the right time. However, during the inspection, the local authority was asked to consider a small number of children's cases as inspectors found that their needs were not being met effectively.
- Child protection arrangements are effective. Families and children are clear about the concerns for their family and know what needs to change.
- Looked after children and care leavers receive good care and are supported by staff who are determined that they achieve good outcomes.
- The local authority and partners have well-developed knowledge and understanding of the diverse needs of local groups and communities.
- Adoption performance is good. High priority is given to children achieving timely permanence through adoption, and timeliness is improving.

## What does the local authority need to improve?

### Priority and immediate action

#### *Leadership, management and governance*

1. Ensure that the profile and data of children at risk of sexual and gang exploitation, and/or missing from home, care or education are cross-referenced on a regular basis, analysed by senior managers and the learning disseminated to social workers and partner agencies.

### Areas for improvement

#### *Leadership, management and governance*

2. Prioritise the planned integration of the Single Point of Entry (SPOE) with the Referral and Assessment Team, so that referral pathways for children in need and those in need of protection are rationalised and better understood alongside the planned review of early help.
3. Improve the electronic social care record system so that it delivers accurate and timely data and performance information and combine this with auditing activity outcomes to enable senior and frontline managers to improve the quality of service.
4. Ensure that the annual reports of the Local Authority Designated Officer (LADO) and the independent reviewing officer (IRO) meet the requirements of the relevant statutory guidance, provide a critical analysis of their respective services and identify specific areas for improvement.
5. Improve local placement choice so that more young people can be looked after close to their homes, unless this is not in their best interest.

#### *Quality of social work practice*

6. Ensure that return interviews for looked after children are carried out in accordance with the policy and procedures, and that findings from all return interviews are analysed and aggregated and also shared with social workers to assist with risk assessment and care planning.
7. Improve management oversight of children in need cases and those at potential risk of sexual exploitation, so that they consistently receive the appropriate level of protection and support.
8. Ensure that initial strategy discussions include relevant professionals to inform decision making during child protection investigations.



9. Improve the quality of care and pathway plans so that they are consistently of a good standard and meaningful for children, young people and their families. Improve the quality of chronologies and ensure they are used to inform assessments and decision making.
10. Ensure that all supervision takes place in accordance with the stated policy and that records are of a consistently good standard.
11. Ensure that children who are privately fostered are visited in accordance with statutory timescales, and that the assessments of carers are of high quality.

### **The local authority's strengths**

12. The local authority benefits from consistent and stable leadership and strong partnership arrangements. Senior managers are very experienced; they provide clear strategic direction and are highly visible. Safeguarding is a key priority for the local authority and is underpinned by effective governance and strong partnerships.
13. Complex or serious cases are referred by children's services practitioners to a risk management panel, chaired by the Director of Schools and Children's Services (the DCS), providing effective management oversight and ownership in high risk safeguarding matters.
14. Elected members demonstrate strong political commitment to children's services. Although savings are required by the local authority, increased resources have been secured for schools and children's services. Additional funding has been agreed to establish a dedicated child sexual exploitation team. In response to national concerns about sexual exploitation, a member-led task group has been established to improve scrutiny.
15. Enfield is one of 30 local authorities identified as being at higher risk from radicalisation. There are effective partnership arrangements to raise awareness across schools, colleges, governing bodies and faith groups. Effective joint work takes place between the Community Safety Partnership, the Metropolitan Police Prevent team and the local police. Monthly meetings focusing on individual young people have identified 12 people at risk of radicalisation in the last 18 months, four of them less than 18 years old. The local authority has appointed a 'faith officer', who successfully engages with local community leaders.
16. The borough's challenging demographic profile has prompted the authority and its partners to plan a holistic, multi-disciplinary preventative service called the Family and Accommodation Support Hub – FASH. The intention is that social workers will carry out intensive work with families using the team around the child/family approach, and act as lead professionals. Funding has been agreed for this new service and has a focus on diverting young people and their families away from negative choices.

17. Social work practice is clearly child centred, and this is demonstrated in casework and planning. Managers and staff are passionate about improving outcomes for children and young people. Continued investment in high quality training and support to staff has resulted in excellent workforce retention that has been sustained over many years. Low staff turnover, combined with manageable caseloads, means that social workers have time to get to know their children well, and delays are minimised.
18. Direct work with children is supported by the online Social Work Resource website, which contains a range of age-specific direct work tools and video vignettes of professionals using the tools with children. Inspectors saw evidence of improved analysis as a direct result of the use of online information.
19. Managers actively lead and participate in a number of inter-borough and regional work programmes that are making a positive difference. For example, the North London Adoption and Fostering Consortium is successfully increasing the number of carers for children with complex needs. Innovation is evident in effective partnership work to tackle gang involvement, de-radicalisation and the accelerated response to child sexual exploitation child and female genital mutilation.
20. The Joint Service for Disabled Children provides a comprehensive range of universal and specialist services, which means that disabled children and their families receive integrated support at the point of need.
21. The voice of children and young people is given a high priority. This is demonstrated by a highly effective and award-winning children in care council, known as KRATOS, and children's views are clearly recorded in social work visits, assessments and surveys.

### **Progress since the last inspection**

22. The last Ofsted inspection of Enfield's safeguarding arrangements and looked after children services was in May 2010, when the local authority was judged to be good for overall effectiveness. All recommendations have been addressed, although the quality of chronologies remains variable.
23. The current DCS has been in post since 2009, and has worked tirelessly with his staff and partners to ensure that children and young people continue to be provided with good services in a climate of rapid change, despite additional demand on resources. The success of the SPOE in bringing partner agencies together at the 'front door' is ensuring that most children requiring help to prevent concerns escalating are identified and provided with services that meet their needs. The number of re-referrals to social care has reduced over the past two years. Improving assessments, earlier and better intervention and good knowledge of pathways, both within the authority and with other agencies, help to ensure that outcomes for most children are improving.

24. Enfield is an ambitious and innovative local authority that actively forges joint initiatives. For example, the Tri-Borough Care Proceedings Project with Barnet and Haringey, led by Enfield, is successfully reducing the duration of care proceedings.
25. A longstanding and highly effective workforce strategy is in place, ensuring a stable staff group who are supported and trained to improve outcomes for children and young people. This means that children benefit from having the same worker over a considerable period of time. Managers are permanent and provide good oversight of case progress. Staff morale is high and staff told inspectors that they are proud to work in Enfield.
26. The participation and engagement of children and young people have increased dramatically since 2013; examples include the Youth Parliament, the Young Inspectors programme and Young Carers. KRATOS has engaged with 102 looked after children and care leavers in the past 12 months and has led the development of the safeguarding champions programme on behalf of the Enfield Safeguarding Children Board.
27. Enfield's Parenting Strategy helped 248 parents to complete the Strengthening Families, Strengthening Communities parenting course between April and December 2014. Parents reported that the course had increased their confidence in their ability to manage their anger, and that they were more likely to ask their children for their opinions about a range of topics, including gangs.
28. Partnership work is well embedded; the local authority has a track record of delivering good services to some key groups of vulnerable children. It has been increasingly proactive in developing awareness of, and services for, children and young people in gangs and those children at risk of child sexual exploitation and female genital mutilation.
29. The local authority and its partners commissioned an external evaluation of their effectiveness in protecting children and young people at risk from sexual exploitation in October 2014. An action plan and task and finish group are driving the improvements. This work is aligned to the Trafficked, Sexually Exploited and Missing (TSEM) work stream and its impact is monitored by the safeguarding sub-group.
30. A number of joint initiatives aimed at raising awareness of child sexual exploitation in primary and secondary schools include, 'Making Safer Choices' which is delivered by the police, safer school officers, social care and youth engagement officers. Designated teachers have a specific training module which focuses on children at risk of sexual exploitation and missing.

31. The learning from recent serious case reviews has been good, with significant improvements being made by all agencies to divert young people away from gang related activity and to support parents and siblings of gang members. Gang workshops are delivered to targeted schools by the police and social care. '2Risky', an Enfield resource targeted for young people engaging in risk taking behaviour, includes workshops for girls involved in gangs. This training has been rolled out to all Enfield secondary schools.

## Summary for children and young people

- Senior managers have a strong and well established track record of making improvements in services for children and young people. They are aware of the strengths and the areas for development in these services, which provide good support for children and young people at times of their lives when they experience trauma and great change.
- Most children and young people get the right sort of help from the right people when they need it. In most cases their circumstances improve as a result of the support they get from social workers and other professionals. Those most at risk are protected by different agencies working well together. However, some information on children who go missing from home, care or education is not shared between agencies. This limits the effectiveness of the work to help these children and young people to keep safe.
- Children and young people have a strong voice in developing services. KRATOS, the children in care council, is very successful in involving looked after children and care leavers in a wide range of activities. Managers take the views of children and young people seriously and act on them to improve services.
- Social workers really care about the children and young people they work with. Young people told inspectors that they have good relationships with social workers, who visit them regularly and listen to their views and concerns.
- The adoption team works well to find permanent families for those children who cannot stay at home. They act in the best interests of children and ensure that they move to families who can meet their needs well.
- Social workers and personal advisers provide good support to young people who are leaving care. They contact them regularly and help them prepare to live independently and to move successfully into education, employment and training.
- Social workers and other professionals keep in close contact with looked after children and young people and know them well. Wherever they live, children and young people receive good support and as a result their health, education and welfare needs are met.

## Information about the local authority area<sup>2</sup>

### Children living in this area

- Approximately 80,400 children and young people under the age of 18 years live in Enfield. This is 26% of the total population in the area.
- Approximately 37% of the local authority's children are living in poverty.
- The proportion of children entitled to free school meals:
  - in primary schools is 22% (the national average is 18%)
  - in secondary schools is 22% (the national average is 16%).
- Children and young people from minority ethnic groups account for 77% of all school children living in the area, compared with 28% in the country as a whole.
- The largest minority ethnic groups of children and young people in the area are Turkish, Black African, Caribbean, White Eastern European, Greek Cypriot, Nigerian and Bangladeshi.
- The proportion of children and young people with English as an additional language:
  - in primary schools is 48% (the national average is 19%)
  - in secondary schools is 43% (the national average is 14%).
- The borough has the seventh highest number of households in temporary accommodation in England (December 2013), unemployment levels consistently above both London and national averages, and the 17th highest notifiable crime rate in London (2012–13).

### Child protection in this area

- At 31 March 2014, 2,012 children had been identified through assessment as being formally in need of a specialist children's service. This is an increase from 1,929 at 31 March 2013.
- At 31 January 2015, 234 children and young people were the subject of a child protection plan. This is an increase from 182 at 31 January 2014.
- At 3 February 2015, 14 children lived in a privately arranged fostering placement. This is the same number as at February 2014.
- Since the last inspection, six serious incident notifications have been submitted to Ofsted and two serious case reviews were in progress at the time of the inspection.

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<sup>2</sup> The local authority was given the opportunity to review this section of the report and has updated it with local unvalidated data where this was available.

### Children looked after in this area

- At 31 January 2015, 340 children were being looked after by the local authority (a rate of 41.8 per 10,000 children). This is an increase from 291 (36.2 per 10,000 children) at 31 January 2014. (Please note that the DfE population estimate of 81,400 is used for 2015 and 80,400 for 2014.) Of this number:
  - 166 (or 49%) live outside the local authority area
  - 16 live in residential children’s homes, of whom 100% live out of the authority area
  - 10 live in residential special schools<sup>3</sup>, of whom 100% live out of the authority area
  - 219 live with foster families, of whom 43% live out of the authority area
  - five live with parents or another person with parental responsibility, of whom 60% live out of the authority area
  - 41 are unaccompanied asylum-seeking children.
- In the last 12 months:
  - there have been 19 adoptions
  - five children became the subjects of special guardianship orders
  - 181 children ceased to be looked after, of whom 11% subsequently returned to be looked after
  - 39 children and young people ceased to be looked after and moved on to independent living
  - no children and young people ceased to be looked after and are now living in houses of multiple occupation.

### Other Ofsted inspections

- The local authority operates no children’s homes.

### Other information about this area

- The Director of Schools and Children’s Services has been in post since January 2009.
- The Chair of the Enfield Safeguarding Children Board has been in post since September 2010.

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<sup>3</sup> These are residential special schools that look after children for 295 days or less per year.

## Inspection judgements about the local authority

Key judgement	Judgement grade
The experiences and progress of children who need help and protection	Requires improvement
<p><b>Summary</b></p> <p>Enfield's Single Point of Entry (SPOE) co-locates professionals from across the multi-agency partnership to manage referrals and identify services for children who would benefit from early help. Early help and social work assessments are robust and help is provided quickly through the Team Around the Family (TAF) arrangements. Management oversight and quality assurance of the SPOE require improvement to ensure that thresholds are applied consistently.</p> <p>Children and young people referred to children's social care receive a good service. This includes timely response to referrals, holistic assessments which take children's views into account, and effective multi-agency child protection investigations for those identified as potentially being at risk of significant harm. Planning to improve outcomes and reduce risk for children receiving a social work service is robust, and regular reviews ensure that progress is measured and risks are reduced for the majority of children. For some children, including those privately fostered, monitoring of their progress requires improvement to ensure that intervention is escalated to the correct level if their needs and risks increase.</p> <p>Social workers and managers demonstrate good analysis and sensitivity to ethnicity and racial, language and cultural needs. Interpreters are used when required, and translation of key documentation for families within legal processes is undertaken. Children with disabilities and their brothers and sisters receive good specialist services, co-ordinated through the Children with Disabilities Team.</p> <p>Children at risk of sexual and gang exploitation are identified early, and those most at risk receive a good multi-agency service that seeks to reduce their vulnerability. Those at lower levels of risk require improved co-ordinated services to prevent escalation and ensure that risk is managed at the appropriate level.</p> <p>Most children who have been missing from home are provided with the opportunity to discuss their reasons for going missing on their return, with an independent person. The information from these missing episodes is not routinely shared with their social worker, so co-ordination of intervention and support to them is not fully informed by their experiences. Information about children missing from home and education, and those at risk of sexual and gang exploitation is collated but not systematically cross-referenced within social care, so emerging issues for individual children and wider issues and trends within the local authority area are not fully identified and analysed.</p>	



32. For the majority of children, the co-location of professionals within the SPOE enables good information sharing between agencies and robust decision making for children when needs and concerns are first identified; this leads to support for children and families at the earliest opportunity. The use of the early help form for referral into the SPOE has been successfully implemented across the partnership, with the majority of referrals being detailed and clear.
33. Effective, focused multi-agency meetings on set days consider all referrals for different cohorts of children and young people. For example for adolescents, under-fives or children living in households with domestic abuse, parental mental ill-health and/or substance misuse. This ensures that a wide group of relevant professionals are successfully engaged in sharing information and reaching timely decisions for children. However, inspectors saw a small number of cases where thresholds were not effectively applied and needed to be escalated for social care intervention. While performance information is utilised by managers to monitor quality, planned improvements to the electronic recording system are intended to improve efficacy.
34. The referral pathway for those children and young people in need of protection is well established within the local authority's guidance and protocols. Timely referrals into the Referral and Assessment Team and swift triage by a team manager ensure a prompt response for children. A very small number of contacts are subject to 'duty visits', to establish whether an assessment is required. The local authority accepted inspectors' views that this led to unnecessary duplication in the assessment process and has ceased this practice.
35. The majority of the early help cases considered during this inspection are being held appropriately with early help professionals. In most cases there is evidence of children's outcomes improving. When early help is not making a positive difference to children, processes to escalate the level of intervention are followed in almost all cases, including step-up to children's social care and escalation to legal action.
36. The Parenting Support Unit (PSU) works with the more complex cases; the local authority acknowledges that within this service some plans for these families are more focused on the parents than on outcomes for children. The PSU currently operates a waiting list; while step-downs and self-referrals are prioritised, the waiting list is not kept under regular review. The local authority is currently recruiting a social work-qualified deputy manager to increase capacity and ensure sufficient and robust management oversight of this work.
37. The local authority and its partners have introduced a vulnerability measure to evaluate outcomes for children receiving early help services, although this tool is not yet fully embedded. Their audit of early help services, conducted during the third quarter of 2014–2015, to which 37% of lead agencies responded, highlighted a need to ensure that TAF meetings were being held on all cases.

38. Multi-agency meetings – such as team around the family (TAF) meetings, network meetings to review children in need, and child protection conferences – are a particular strength in the borough. Meetings are well attended by all relevant professionals and, when unable to attend, professionals submit a report to the meeting. Children are also supported to attend and participate within their meetings. Meetings observed during this inspection were chaired well and ensured that all attendees contributed relevant information and views.
39. Timely strategy discussions are routinely held by team managers and the police. Almost all initial strategy discussions do not include other professionals and, while this did not adversely affect the outcomes on cases sampled, this practice does not comply with '*Working Together 2013*' nor fully consider background information held by partners. Subsequent strategy meetings do include information from other agencies.
40. In the majority of cases where children are considered to be at risk of significant harm, including harm from neglect, section 47 child protection enquiries are undertaken in a timely way. Good joint working with the police was seen by inspectors and, in cases sampled, police accompanied social workers on the majority of child protection enquiries. The decisions to progress to section 47 enquiries are proportionate and children are not subjected to formal child protection investigations unnecessarily. However, in a small number of cases, there are delays in escalating concerns to formal child protection processes which impede the implementation of multi-agency plans to reduce risk. During this inspection, six cases were formally referred to the local authority; five of these were as a result of delay in progressing from children in need to child protection processes.
41. The majority of children and families assessments seen by inspectors were comprehensive and included information from relevant professionals and key factors affecting children's lives. The consideration of history and use of effective analysis, including specific tools used by social workers in assessing neglect, lead to appropriate outcomes and decisions for children and their families. The voice of the child and their experiences within their family are fully considered within assessments, and this is used to inform outcomes and recommendations.
42. Child in need plans and child protection plans are clear and robust. They are reviewed regularly and contain a range of appropriate, outcome-focused actions for children, parents and professionals to achieve, although timescales are not consistently included. At the time of inspection, there were 230 children subject to child protection plans: 103 under the category of emotional abuse, 102 for neglect, 13 for physical abuse and four under the category of sexual abuse, with eight children under multiple categories. Families spoken with during the inspection understood the concerns and plans for their family, and knew what needed to change to reduce risk. The rate of children on child protection plans is 34.5 per 10,000, which is lower than the England average of 47.4 per 10,000.

43. Almost all child protection plans cease appropriately when risks have reduced for children. In 2013–14, only 4% of children had become subject to a child protection plan for a second or subsequent time within the previous two years. Where a decision is reached to either step-up or step-down a case between early help and children's social care, this is effectively undertaken through a meeting between professionals and the family; this ensures that plans and contingencies are clear.
44. Children are supported to develop meaningful relationships with their social workers, and changes in worker are kept to a minimum. Staff spoken to all know their children well, regular visits are undertaken and workers ensure that children's views, wishes and feelings inform decision making and planning.
45. Direct work with children is supported by the online Social Work Resource website, which contains a range of age-specific direct work tools and video vignettes of professionals using the tools with children. Children spoken with during this inspection said they have good relationships with their current social workers.
46. In December 2014, 77% of children subject to child protection plans were living in households where parental mental ill-health, substance misuse, alcohol misuse, domestic abuse or a combination of these factors were present. The partnership provides a comprehensive range of services to support families experiencing these issues and these services effectively engage with parents and children to ensure that risks are minimised.
47. Child and Adolescent Mental Health Services (CAMHS) provide a prompt and effective service that promotes the mental and emotional health needs of children. A monthly forum ensures that children with higher level mental health needs are prioritised. There is also a specialist arm of CAMHS – SAFE, which undertakes work with adolescents. The local authority has been successful in protecting the resource for SAFE.
48. Good evidence was observed within the SPOE of intake workers being diligent in identifying issues of child sexual exploitation. Those children considered to be at the highest levels of risk are protected through the effective multi-agency sexual exploitation (MASE) arrangements. These arrangements are well embedded and are a key strength for the local authority. At the time of the inspection, 29 young people were deemed to be actively at risk. Action is taken to disrupt known perpetrators. This includes the use of abduction notices, and there is also good cross-borough information sharing, and sharing of disruption activities by the police. Analysis from the local authority's own evaluation found that practice is more variable where the evidence of sexual exploitation is less obvious. As a result, a specific identification and assessment tool was introduced in December 2014, but it is too soon to evaluate its impact.

49. Strong, innovative, multi-agency partnerships identify, intervene with and support young people who are associating with gangs, for example, through the use of Gang Courts (specific courts for considering gang-related activity) to secure collective responsibility within gangs for criminal acts. Gang workshops being run for parents of young people involved in gangs are highly valued. Parents told inspectors that 'It's great to know that others are going through the same and you are not alone'. The Gangs and Providers Meeting ensures that there is effective multi-agency mapping of hot-spots, and partners hold each other to account for the safety of young people, including those living away from their home local authority. Work at these meetings is also cross-referenced with the multi-agency sexual exploitation (MASE) group, ensuring effective communication and a joint approach to child sexual exploitation and gangs.
50. An independently commissioned service, based in the SPOE, conducts interviews with children who go missing from home. This service undertakes ongoing work with children who frequently go missing and/or who are at risk of child sexual exploitation. The service does not routinely share records of their interventions with allocated social workers. This means that for some children, their social workers are not able to respond promptly to missing episodes. Information is not well collated or aggregated to inform the identification of trends.
51. The local authority maintains an up-to-date list of children missing education (CME), as well as those whose parents choose to educate them at home. At the time of the inspection there were 147 children missing education and 148 being educated at home. The Education Welfare Service has a daily presence in the SPOE. All vulnerable children of school age, referred through the SPOE, are automatically cross-referenced by the education welfare officer to the CME list. Thorough checks are carried out, for example of council tax and benefit records and GP registrations, to establish the whereabouts of children.
52. In 2014, just over half of all children missing returned to school; around a fifth of cases were closed by the CME forum after checks had been exhausted, a further fifth of children moved to or were referred to other boroughs and a small number moved abroad. In the cases sampled, oversight, tracking and monitoring were mostly good. Data on children missing from home and education and those at risk of sexual and gang exploitation is collated but not systematically cross-referenced within social care.

53. Effective work is undertaken by the behaviour support team and education welfare service to support children at risk of exclusion. The 'fast track to attendance' programme helps improve children's attendance at school. When children miss education, appropriate checks are undertaken to ascertain their whereabouts. All children who do not attend a mainstream school attend registered alternative provision and receive 25 hours or more education per week; most attend regularly. Last year, only three CME forum meetings took place, with a gap of seven months between the first and second meeting. Not all agencies were present and the police representative failed to attend any meeting. Reporting to the Enfield Safeguarding Children Board is in place, but it does not provide robust challenge to the effectiveness of the work.
54. There is good oversight of children whose families choose to educate them at home, and the vast majority engage well with the local authority. All families receive an initial visit and are visited annually by the elective home education officer. Reports on the progress of children and the suitability of their education are good.
55. Assessments for 16- and 17-year-old homeless young people cover a wide range of issues including health, offending and substance misuse. The Family Accommodation and Support Team (FAST) is increasingly effective in identifying young people's welfare needs, and this is reflected in the increase in the number of referrals to social care, from six in 2013 to 21 between June and December 2014. The FAST team has responded well to the increasing number of homeless 16- and 17-year-olds (160 in 2013–2014), and provides effective mediation to support these young people to return home. This means that fewer young people (40 in 2012–2013, dropping to 20 in 2013–2014) have needed supported accommodation. Accommodation for young people in an emergency is available through Nightstop. Bed and breakfast accommodation is only used as a last resort (once in the last 12 months) and in such circumstances 'floating support' is put in place.
56. The Multi-Agency Risk Assessment Conference (MARAC) considers cases of children living in households where there is domestic abuse. It is well established and attended by partner agencies. From July 2013 to July 2014 the MARAC received an average of 38 referrals per conference; conferences are held on a three-weekly basis. The number of referrals fluctuates month by month. There has been an increase in referrals as a result of the police revising their processes to ensure the referral to the MARAC of repeat victims (three police calls or more in a 12-month period). This positive change enables the MARAC to identify and support more repeat victims.

57. The work of the Emergency Duty Team (EDT) is effective in safeguarding children and young people out of normal office hours. If a missing young person returns out of hours then EDT is informed and this is noted on the electronic recording system and copied to the relevant team manager. Legal advice is available to the team and there are clear criteria for authorisations, for example regarding independent fostering association placements for children needing accommodation. EDT staff have access to social work records but not those in the early help service, which means that they may not always have the full information that they need when making decisions out of hours.
58. Children and young people subject to child protection plans have access to advocacy services. Since September 2014 a total of 43 children have received independent advocacy: 24 children subject to a child protection plan, 16 looked after children or care leavers, and three unaccompanied minors.
59. Where there are concerns that a professional or carer may present a risk to a child, the Local Authority Designated Officer (LADO) ensures that allegations are investigated thoroughly. Risk is understood and appropriate action is taken. While the annual report lacks analysis of service effectiveness, there is evidence of the service being responsive. Targeted training has resulted in an increase in the number of referrals, for example in relation to in-house foster carers.
60. There are currently 14 children who are privately fostered within the borough, with 22 new fostering arrangements beginning in the reporting period 1 April 2014 to 3 February 2015. Children who are privately fostered have their needs assessed and receive visits from their social workers. However, a significant number of visits are completed out of timescales. Assessments of carers, and exploration of how they manage without parental responsibility, are less well developed and the local authority accepts that this is an area for improvement.
61. Case files in children's social care services demonstrate good analysis and sensitivity to ethnicity, racial, language and cultural needs. Interpreters are consistently used when required and translation of key documentation for families within legal processes is undertaken. Children with disabilities and their brothers and sisters receive effective specialist services, coordinated through the Joint Service for Disabled Children. The local authority's offer for families with disabled children is well developed and ensures that a wide range of services is available to them.

Key judgement	Judgement grade
The experiences and progress of children looked after and achieving permanence	Good
<p><b>Summary</b></p> <p>Children in care achieve good outcomes from their starting points. Children are only looked after when it is in their best interests. The progress of children throughout their time in care is tracked by the placements panel, providing a good strategic overview that prevents delay and ensures that children who cannot return to their families find suitable permanent homes. High priority is given to children achieving timely permanence through adoption.</p> <p>The quality of practice with children looked after is good. Social workers know their children well and this is reflected in their assessments. The quality of assessments and reports for court in care proceedings is good and the Parental Capacity Assessments (PCAs) are particularly thorough.</p> <p>The looked after children health team ensures that children's health needs are promptly assessed and met, including for children who live at distance from the borough and cannot access local services. Child and adolescent mental health services (CAMHS) are highly responsive, and can commence treatment within five days of the referral if needed. The vast majority of children looked after attend good or outstanding schools. Educational outcomes are good, with most children making good progress. The virtual school monitors the progress and achievement of young people well.</p> <p>The independent reviewing officers (IROs) bring rigour and challenge to care planning. Recommendations arising from the regular reviews provide a good overview of progress made and action needed, which ensures that drift is avoided in most cases. A very high proportion of children take part in their reviews.</p> <p>When children go missing from care a 'need to know' alert is sent to senior managers and tracked by the Head of Service. Children and young people are spoken to on their return to identify any concerns. The performance team compile a monthly report on missing episodes that is shared with senior officers and council members, but formal independent return interviews are not consistently offered, therefore trends are not fully analysed.</p> <p>Care leavers have a strong voice in Enfield, being the driving force behind the vibrant Children in Care Council (KRATOS), and effectively influencing service development. The proportion of care leavers in education, employment or training has been consistently high and almost all (94%) are in suitable accommodation. The majority of pathway plans seen require improvement.</p>	

62. Decisions to look after children are timely and are made only when it is in their best interests. All requests for admissions to care are considered by the weekly placements panel and the few emergency admissions are approved by a senior officer. The placements panel continues to track the progress of looked after children throughout their time in care, providing effective case tracking and monitoring, and preventing drift in finding permanent homes for children and young people. The panel is chaired by the Assistant Director for children's services and comprises the relevant senior managers, resulting in timely decisions made at the appropriate level.
63. The placements panel decides whether cases should be managed under the Public Law Outline (PLO) and oversees the progress of this activity, ensuring that PLO cases are kept on track. PLO meetings observed by inspectors were well run. Parents understood what they needed to do and agreed that the proposed written agreement was reasonable and achievable. Good practical support is offered by the Fresh Steps service to help parents to achieve improvements. Family Group Conferences, involving the wider family group, are used to help explore options for support in a timely way.
64. Planning is thorough when children return home under the placement with parent regulations or by court direction. However, in a small number of cases seen during the inspection, children placed in an emergency were too quickly returned home to parents without a robust assessment or clear plan of support. This left children without their needs being met and at potential risk. The local authority is taking part in a pilot project with the NSPCC of a model designed to improve risk assessment, promote transparent decision-making and consider all aspects of support for those returning home.
65. The authority closely tracks the progress of cases in care proceedings and has a good understanding of the reasons for delay, some of which are unavoidable. The latest data (April to September 2014) show the duration of care applications by the local authority is 37 weeks, which is above the 26-week target and seven weeks longer than the national average. The local authority is improving year on year, and has significantly improved from 60 weeks in 2011–12; its current performance is in line with the average for all applications in the West London Family Court.
66. The quality of assessments and reports for court in care proceedings is good. One local authority solicitor said: '[The looked after children team] has really excellent report writers – it's a joy sometimes. They remind you what good professionals are'. Manageable caseloads of 10 to 15 children in the looked after children team enable social workers to see children regularly, get to know them well and understand their wishes, feelings and needs. This enables them to report confidently on children's views within their assessments.



67. The looked after children health team provides a good service to children and young people, with good performance on the completion of annual health assessments, dental checks and immunisations. Robust systems ensure that children placed at distance from Enfield receive regular health assessments. For children looked after with emotional health needs, CAMHS assess and can commence treatment within five days of the referral.
68. In 2013–14, for five to seven-year-olds at Key Stage 1, most children achieved well in mathematics, reading and writing. For seven to 11-year-olds at Key Stage 2, achievement for this small cohort varied between subjects, but most achieved well in reading and writing. At Key Stage 4, achievement of five good GCSEs with English and maths has been consistently good over time, and better than looked after children elsewhere. In 2013–14 performance dipped, but still remains above the national average for looked after children. Over a three-year period, 26% of looked after children gained five good GCSEs including English and mathematics and 42% gained five good GCSEs.
69. Between Key Stages 1 and 2, the majority of looked after children make the progress expected of all children. In 2013–14 most looked after children made the progress expected of them between Key Stages 2 and 4 in English. Their progress compares well to that of looked after children nationally and is comparable to that of all children. They attend well and develop their personal interests and social skills, and benefit from additional support.
70. The vast majority of children have an up-to-date personal education plan (PEP). Target setting is always specific enough to reflect the individual needs of pupils, and the views of children and young people are often well represented in plans. In most cases sampled, pupils were achieving either improved or good outcomes. Attendance, for example, was almost universally good.
71. The virtual school ensures that the pupil premium is closely linked to supporting the educational and personal targets of children as identified in the PEP. Staff monitor the use of the pupil premium effectively and withhold funding where there is not a clear link between a child's learning and development and the purpose of the funding. Good examples were seen where funding was used well to develop children's personal interests, social skills and academic abilities.
72. The virtual school monitors the progress and achievement of young people well. Staff know the children and young people's circumstances and understand their needs. There is an increased and improved focus on 16 to 18-year-olds, with careful tracking and monitoring arrangements of their progress. Most young people continue in education and training beyond 16. The virtual school knows the whereabouts of all young people, including the small number in registered alternative provision. The virtual school takes effective action to support children back into school when they miss education. Most return to education within 10 days, and 70% within 20 days.

73. Attendance of looked after children has been good, but dipped a little on the previous year's performance to 86% in 2013–14. The virtual school is swiftly alerted where there are attendance concerns. Careful monitoring of all young people is in place and the virtual school operates an 'attendance risk register' for all pupils up to 18 years old where there are concerns. Fixed term exclusions of looked after children are reducing steadily, and there have been no permanent exclusions of looked after children since 2008.
74. The vast majority of looked after children attend a good or better school. All those who started secondary school at the start of the 2014–15 academic year started at a good school. A close eye is kept on the progress of all children, whatever school they attend.
75. IROs routinely check that PEPs are up to date, discuss and record the educational progress and record this at reviews. They challenge social workers and managers when care planning is not effective and seek additional support from the virtual school when needed.
76. The local authority has an anti-bullying strategy, and encourages children to report bullying or other forms of discrimination to their social workers and carers; this issue is routinely explored in the annual health assessment. Enfield has introduced 'Viewpoint', an online survey tool, and is beginning to capture the views of looked after children and other groups about bullying in this way.
77. Young people misusing drugs and alcohol have access to commissioned services to help them reduce risks. Effective action is taken to identify and tackle risks associated with offending. Senior managers have a good overview of all those in care who are known to the youth offending service, and have ensured that suitable support and diversionary activities are in place for each individual young person. During 2013–2014 only five young people who had been in care for a year or more were convicted or subject to a final warning or reprimand during the year.
78. Children looked after who are at risk of child sexual exploitation or gang exploitation are protected through the robust arrangements within the MASE and gangs meetings. This includes children who go missing from care and are considered at risk of sexual exploitation. In one case, a sexually exploited young person with numerous missing episodes was purposefully placed outside London. When interviewed by an inspector, they reported that their life was turned around and they felt safe.
79. When a child goes missing from care a 'need to know' alert is sent to senior managers. Missing episodes are then tracked by the Head of Service. At the time of inspection, one 17-year-old young person was missing. Enquiries were made which established the reason for going missing.

80. The performance team compiles a monthly return on missing episodes that is shared with senior officers and council members. While the local authority has not ensured that formal return interviews are routinely offered to children who go missing from care, inspectors sampled six cases of children who had frequent missing episodes. All of the children had had regular visits from their social workers, who recorded the reasons for their absence. For those children at high risk, a strategy meeting was convened. The authority accepts that, in addition to acquiring information on a case-by-case basis, the collation and analysis of information from missing episodes would enable them to gain a broader overview of trends in the area.
81. An analysis of placement stability for Enfield looked after children completed in 2014 identified that young people who enter the care system as adolescents, are already exhibiting the most disruptive behaviour. Of particular concern is the area of sexual vulnerability in relation to girls in the older age group. Of the 45 children and young people who experienced three or more placement moves, 29 were female and 16 were male. These young people came from chaotic backgrounds, were beyond parental control and all had behavioural problems. As a result, published data for 2013–14 showed a decline on placement stability compared with other local authorities nationally. As at 31 March 2014, all the Enfield children in residential care were over 11 years old.
82. The authority has taken robust action to improve placement stability, such as introducing a new CAMHS 'In Step' programme and improved training for in-house foster carers to help them manage complex and challenging placements more effectively. Analysis of unplanned placement changes has enabled better targeted support to those who are more at risk of placement breakdown. There has been a substantial increase in support available to 16- and 17-year-olds in semi-independent living provision. Local data for the year to date shows that action has been effective, resulting in a considerable improvement in placement stability.
83. A high proportion (17%) of children looked after live more than 20 miles outside the borough. This is in line with the average for all London boroughs. The authority cites increasing numbers with complex needs, the need for residential school placements, remands to care, and the need to move children to break links with gang activity and protect them against child sexual exploitation, as reasons for making placements away from Enfield. Nevertheless, senior managers recognise that there is a need for more local placements, particularly for teenagers and sibling groups. The placements panel, which is attended by representatives from health and education, ensures that any child in care moving to live outside the borough boundary will have arrangements made for immediate access to health and education services.

84. In April 2014, Enfield had 153 fostering households, including 22 family and friends and short break foster carers. In 2013–14 the service approved 14 new foster carer households and de-registered 15, resulting in a net loss of one household. This pattern has been maintained in the year to date: 13 new households being approved and 16 being de-registered. Exit interviews with foster carers are not routinely included in de-registration reports, although DfE categories are being applied and recorded, allowing for some analysis as to why carers cease to foster for Enfield.
85. At the time of the inspection there were 11 vacancies in fostering households, all limited to babies or younger children, meaning a lack of local availability or choice for children and young people over the age of 11. The service has been targeting recruitment, and 16 assessments are in progress and listed for the fostering panel over the next three months, 11 of which are for teenagers.
86. Foster carers feel supported by their supervising social workers and managers, although some carers report several changes of workers during a recent restructuring. Despite this, training, reviewing and development programmes have been maintained, with the fostering panel impressive in its oversight and execution. Recently recruited carers report excellent experiences, from initial contact through to presentation at panel, and ongoing support.
87. In case files seen by inspectors, appropriate foster care agreements, checks and references are in place and arrangements for delegated authority are clear. Records demonstrate regular and meaningful supervisory visits. Children and young people are invited to express their views in preparation for foster carer reviews, and report being well supported in their foster homes. Reviews have all been completed within the last 12 months.
88. Permanency planning is good, with permanency planning meetings routinely held before the second looked after reviews. In all cases seen, permanency planning was timely and effective. Good practical and financial support is available to families when a special guardianship order is made.
89. IROs bring rigour and challenge to care planning. Recommendations arising from the regular reviews provide a good overview of progress made and action needed, which ensures that drift is avoided in most cases. A review for a looked after young person observed during the inspection was skilfully chaired by the IRO, who made sure that the young person was fully involved throughout. All relevant areas were considered, including health, educational progress, contact and Staying Put arrangements. However, the quality of the written care plans is not consistently good. Some plans have insufficient information, are not up to date or do not contain specific, measurable and time-bound actions.

90. Almost all reviews are carried out on time and the participation rate by children and young people in their review is very high. IROs sometimes use a series of meetings to form a review, so the young person can participate without feeling uncomfortable about having to share their private feelings in a wider meeting of involved professionals. IROs prioritise their monitoring of cases in accordance with the needs of the child.
91. The annual IRO report is of poor quality. It provides no information or analysis on the progress of children looked after and offers no recommendations for improvement that the authority could make as corporate parents. It offers no information on the impact that the IRO service has made, and it does not meet the requirements set out in the IRO Handbook.
92. Case summaries at the beginning of each child's record are almost all up to date, and provide a valuable overview of the history, current issues and plans. Case recording in the looked after children team is good and was up-to-date in the vast majority of cases seen, although the quality of chronologies was variable.
93. The participation and engagement of looked after children and care leavers, both strategically and in individual care planning, have increased dramatically since 2013, when the youth service was commissioned to: increase engagement, ensure that children and young people have a voice and make sure that this drives improvement in practice and outcomes. KRATOS has engaged with 102 looked after children and care leavers in the past 12 months. Approximately 25% of these were White British, with the others from a wide variety of ethnic backgrounds. KRATOS has led the development of the safeguarding champions programme on behalf of the Enfield Safeguarding Children Board.

**The graded judgement for adoption performance is that it is good**

94. For most children, adoption is considered at the earliest stage where a return to their family would be unsafe or would not meet their needs. Permanency Planning meetings are consistently convened prior to the second Looked After Children's Review, and are attended by a representative from the adoption team, so that delay in family finding is reduced.

95. Permanency Planning and Family Finding Meetings effectively ensure that information is updated, and cases are tracked. Meetings are chaired by a manager, take place frequently and are clearly recorded. Difficult decisions about separating brothers and sisters are only made after appropriate consultation and assessments have been undertaken, and when in the best interests of the children. The adoption cases seen by inspectors had benefited from having consistent and experienced workers.
96. Child Permanence Reports, which are essential documents to ensure matching and to give prospective adopters information about the child, are of a variable quality. A small number seen by inspectors lacked analysis and were not up to date, although this did not lead to unnecessary delays for these children. Good quality life story work is being undertaken pre-adoption within the Looked After Children teams and by the adoption workers following the making of the order.
97. Work to find adoptive families for all children, including those with complex needs, is undertaken with persistence and creativity. In addition to possible in-house carers, the local authority will explore consortium options through the monthly Family Finding Working Group. It also uses the Adoption Register and Adoption Link, sends out profiles, creates DVDs, and attends exchange and activity events.
98. The progress of children being matched to carers is carefully tracked. The most recent Family Finding Briefing (January 2015) produced for senior managers confirms that adopters were being considered for most of the children whose plans for adoption had been agreed by the Agency Decision Maker. In one case a match had not been identified, though every effort had been, and was continuing to be, made to find a placement.
99. The adoption scorecard information for 2011–14 confirms that, while matching is an area of strength for the local authority, overall timescales for achieving adoption were significantly higher than the England average. The average time between receiving court authority to place a child and deciding on a match for 2011–14 was 166 days, only 14 days above the national threshold and impressively 51 days less than the England average. However, the average time between children entering care and moving in with their adoptive family was 672 days, 125 days longer than the national performance threshold and 44 days longer than the England average. Significantly, only 43% of the children waited less than 18 months from entering care to moving in with an adoptive family compared to 51% nationally. Importantly, the local authority is reporting an improvement in the overall time taken from entry to care to a child being placed, which, for the first 13 adoptions in the current year, is averaging 546 days.

100. Good use has been made of the Adoption Reform Grant to increase family finding capacity, improve oversight of cases that are in proceedings and to develop thinking in relation to concurrency. Effective collaboration established through the North London Adoption Consortium is leading to improved recruitment and assessment of prospective adopters, ongoing training and an increase in adoption support.
101. The Adoption Team is made up of experienced, skilled workers. Managers from the team provide strong leadership and individual workers have been encouraged to develop areas of expertise such as life story work, concurrency and fostering to adopt. There are good working relationships between the Adoption Team and the Looked After Children Team workers, which directly contribute to the timeliness and the quality of the work carried out.
102. The local authority is currently piloting new adopter recruitment arrangements in order to generate a sufficient number and range of carers so that their strong matching performance is maintained. Improved marketing strategies are in place, aimed at recruiting more carers from Black and minority ethnic heritage. It is too early to assess the success of this piece of work. On the 30 January 2015 there were 24 children with plans for adoption agreed by the Agency Decision Maker and there were 20 adopters waiting to be matched to children.
103. In 2012–13, 19 children were adopted, the current target is 20. The authority is reporting a smaller percentage of children adopted than average for statistical neighbours and England. In 2013–14 the authority reported that 11% of the children who ceased to be looked after were adopted – a figure below both that of its statistical neighbours (14%) and the average for England (17%).
104. Adopter case files are of a good standard. Adopters spoke positively about their experiences. They told inspectors that the assessment process is extremely informative, proceeding at a pace that is helpful and appropriate. The adopters spoken to felt that their individual workers were open and approachable, and they viewed the support offered as genuine.
105. Matches are effectively scrutinised by an experienced adoption panel and agency decision maker. There is good challenge by the adoption panel, which is appropriately constituted. A Panel Business Meeting takes place every six months, the minutes of which show that the panel takes account of departmental priorities.

106. Adoption support plans are clear and tailored to the individual needs of the child and their adoptive parent. There is a good range of effective pre- and post-adoption support provided by the in-house workers, the North London Adoption Consortium and through commissioned services. The two workers in the adoption support team have between 35 and 40 open cases at any one time and do not operate a waiting system. The local authority reports low levels of adoptive placements which breakdown and adopters spoke highly of the support being provided. Letter box and face to face contact is comprehensively overseen within the adoption team and this service is provided to all children living away from their parents.

**The graded judgement about the experience and progress of care leavers is that it is good**

107. Workers make considerable and successful efforts to maintain contact with care leavers, sometimes using creative means such as a trusted professional. Consequently they are able to provide ongoing help and support. Currently there are only four young people (1.5%) not in touch with workers.
108. Young people receive regular visits from their workers, who know them well. Support is being provided to engage them in education, employment and training. Most young people are being assisted by their personal adviser, foster carer or key worker to develop independent living skills such as cooking and budgeting, which are aimed at assisting them to make the transition to adulthood. Young people informed inspectors that they felt safe in their accommodation and that being in care had provided them with opportunities to develop their lives. There is good engagement with young people to support future arrangements, including housing and jobs, and work in these areas is contributing to improved outcomes for young people. While care leavers are being well-supported and pathway planning reviews take place regularly, some recording is not up-to-date and some plans are not sufficiently detailed.
109. Care leavers receive good support to take up education, employment and training (EET) opportunities. The average proportion of care leavers in EET was 72% in 2012, rising to 78% in 2013. The figure for 2014 was adjusted to include 20 and 21 year olds, and has dropped to 59%; comparisons with other local authorities are currently not available.
110. An EET action plan is reviewed quarterly by the virtual school and senior managers for looked after children. In addition, termly reports by the head of the virtual school and the head of behaviour support are presented to the DCS and his departmental management team for scrutiny and challenge. This ensures that the educational attainment and engagement of the local authority's care leavers receive the highest priority and that all possible opportunities to improve outcomes are identified and utilised.



111. Well-conceived and effective programmes such as Care2Work and the 18 Programme deliver good outcomes for young people. For example, from the last Care2Work programme, almost all candidates progressed well and achieved positive next steps, including gaining an apprenticeship place within the local authority or employment elsewhere. There are currently eight care leavers undertaking apprenticeships; one young person told inspectors that it had 'turned their life around'. Access to higher education is promoted and 20 care leavers are attending university. Young people spoken with confirmed that they had been supported by the local authority with their education.
112. Since April 2014, 84% of care leavers turning 18 had a final health assessment. The level of information depends on the length of time the young person has been in care. It is not always possible to retrieve a full health history on unaccompanied asylum seeking children as their early lives were spent overseas. Young people have been involved in developing a health passport, and these have been issued to all children in care.
113. Care leavers' accommodation needs are appropriately prioritised. A very large majority were in suitable accommodation as at 30 September 2014. There is a range of accommodation options available to young people, and good partnership working is taking place with commissioners and community safety to ensure that young people are not placed in areas where they will be unsafe.
114. Care leavers are supported to remain living with their foster carers, with 17 young people currently in Staying Put arrangements. The local authority is looking to increase this number and has recently signed off a newly developed Staying Put policy and pathway, both of which have had input from young people. Seventy-eight young people are in semi-independent accommodation, comprising both small units with key worker support and individual arrangements for young people with higher levels of need.
115. Young people are being supported to obtain their own tenancies, with clear protocols in place with the Housing Department which prioritise the needs of care leavers; 58 young people have their own flats. Workers recommend them to a panel when they can demonstrate key independence skills. There has been a significant increase in these arrangements over the last year (34), after the application forms for the panel were changed to better represent the independence skills of the young people.
116. There are currently no young people in bed and breakfast accommodation, though this type of accommodation was used in an emergency once in the last year. There are currently no young people in multi-occupancy accommodation, and none are deemed to be homeless.

117. There are nine care leavers in custody, four sentenced and five on remand. The care leaver service continues to be provided throughout the period of incarceration, and supports their discharge. In one case a placement was kept open for a young person throughout the time that they were in prison, on the basis that it had been providing for their complex needs previously.
118. Young people spoken with were either aware of their entitlements or clear that attempts had been made by their workers to raise awareness. Care leavers are familiar with the Pledge, but not with the details contained within it. Passports and other significant documents are not being provided on a systematic basis, but all the young people spoken with had the documents they required at the current time.
119. Care leavers are actively involved in service development; they undertake interviews of prospective employees, deliver training to staff and Members, and design booklets/materials for children in care. They have a strong voice in Enfield, being the driving force behind the vibrant Children in Care Council, KRATOS. One young person told inspectors that her request to retain the same social worker was agreed when she left care, and she has kept the same worker for six years.
120. The young people spoken with talked positively about their workers. In most cases they were able to describe tangible ways their workers had assisted them in their lives, typically in relation to education and accommodation. Similarly, there was enthusiasm amongst staff to do the best for their young people.

Key judgement	Judgement grade
Leadership, management and governance	Good
<p><b>Summary</b></p> <p>Leaders and managers are highly ambitious and have a clear and enduring determination to provide high quality services for children and young people in Enfield. They have a good understanding of the main challenges for children and their families and of the strengths and areas for development in the services they provide. The Director of Schools and Children’s Services and his senior team provide strong and stable leadership. Partnership work is well embedded and demonstrable in casework and planning. The local authority has a track record of delivering good services to key groups of vulnerable children. It has been increasingly proactive in developing awareness of, and improving services for, children and young people in gangs and those children at risk of sexual exploitation and female genital mutilation.</p> <p>Enfield is an innovative local authority, developing and promoting effective approaches to practice in collaboration with its partners, for example through its successful gangs strategy and its external tri-borough review of the effectiveness of arrangements to protect sexually exploited children. The authority continually demonstrates its commitment to children, young people and families through its investment in staff to ensure that caseloads are manageable. A highly effective workforce strategy is in place, ensuring the stable staff group are supported and trained to improve outcomes for children and young people. Staff morale is high and staff are proud to work in the borough.</p> <p>Systems to monitor performance are in place, and provide a range of performance data to front line and senior managers. Analysis of the quality of practice carried out through audits is used to drive improvement. However, this is not routinely brought together with performance data to create a more rounded analysis of the effectiveness of services to inform improvement.</p> <p>The Overview and Scrutiny Committee has recently reviewed its priorities on key areas of performance. Inspection findings and national events have led to immediate steps being taken to ensure that the quality of the work of children’s services is properly understood. There is a dedicated, member-led task force set up to monitor all strands of child protection in the borough.</p> <p>Corporate parenting responsibilities are well-understood across the service. Regular management reports to the Corporate Parenting Board enable members to have an effective oversight of services to looked after children and young people and care leavers. Services to looked after children are of good quality. The local authority work hard with care leavers to ensure good outcomes. Further improvements are needed to increase the number of suitable foster placements for older children.</p>	

121. Sound governance arrangements ensure that senior managers and independent board chairs work together to achieve improvements across children's services. Local authority senior managers, leaders and elected members discharge their individual and collective statutory responsibilities effectively. There are well-established lines of communication, which include regular meetings between key personnel. Senior managers are visible to staff, respected and take an active role in quality assurance and practice issues when required. Senior managers have good awareness of the strengths and areas for development of children's services within the borough.
122. The DCS and several of the senior leaders have been in post for several years and have been effective in driving sustained improvement in children's services. Thresholds, agreed with partners, have been established to ensure that services can respond to the needs of the sustained influx of families to the borough. Early intervention is well-embedded, with the effective use of TAFs making a positive difference to children at the earliest opportunity. Innovation is evident in work with gangs, de-radicalisation and the accelerated response to child sexual exploitation and female genital mutilation, and a wide range of early help services has been developed.
123. There is strong political commitment to children's services and, despite budget pressures, increased financial commitment has been secured for schools and children's services. This is to be used to address demand, including placement choice for looked after children. The Overview and Scrutiny Committee has recently reviewed its priorities on key areas of performance. Inspection findings and recent national events have resulted in immediate steps being taken to increase the breadth and depth of the scrutiny function. Core safeguarding activity now features routinely in the forward plan.
124. Effective governance arrangements are in place. The local authority has established links between the Health and Wellbeing Board, the Children's Trust and the Enfield Safeguarding Children Board (ESCB). Both the DCS and the Independent Chair of the ESCB attend all three of these meetings, ensuring that work streams are aligned though not duplicated. The children's plan is at the end of its cycle; the plan is currently under revision and new priorities are being identified, based on the Joint Strategic Needs Assessment. These include vulnerable children in care, those who are at risk of sexual exploitation, involved in gangs, and who are neglected.

125. Children, young people and their families are well supported by the Special Educational Needs and Disability (SEND) 'Local Offer' which is articulated clearly in a booklet produced in partnership between the local authority, the NHS and parents and young people. This promotes service users' and associated professionals' awareness of resources and entitlements for families of children with special educational needs and/or a disability. Partner agencies work well together and achieve improved outcomes for children and young people, as demonstrated by the highly effective work of the Joint Service for Disabled Children.
126. Private and voluntary sector representatives are also actively engaged in a range of strategic and working groups that enable them to contribute richly to the development of children's services. The sector provides an extensive tapestry of services that support children and families.
127. Partnership work has been proactive in developing awareness of, and services for, children and young people at risk of child sexual exploitation. The local authority and its partners commissioned an external evaluation with two other London Boroughs of the quality and effectiveness of their services in identifying and protecting children missing and those at risk of sexual exploitation, and preventing such incidents. A robust task and finish group to take forward the recommendations provides details of leadership oversight of frontline practice, and actions to improve communication, standards and a consistent response to sexually exploited and missing children.
128. The monthly Multi-agency Sexual Exploitation (MASE) group observed during the inspection, and attended by senior managers from children social care, provided evidence of effective multi-agency engagement, and inspectors also read the previous six months' meeting minutes. There is a robust tracking system, with details on all young people known to be at risk. This ensures that an effective audit trail is in place, records are updated and matters brought forward. Cases are escalated if risk increases, and stepped down following intervention to reduce risk. There is evidence of cross-borough communication and mapping of hotspots and perpetrator activity. For example, three young women at risk of sexual exploitation (two in care to neighbouring local authorities) were effectively linked, with joint work in place between the police, local authorities, parents and carers to protect the girls. These arrangements are well embedded and demonstrate effective joint working for young people at risk of sexual exploitation and gang related activity.
129. Early intervention services are being developed, drawing on the effective use of TAFs. Further work is required to ensure compliance with policies and procedures on missing looked after children. Inspectors found that these were not uniformly followed to include return interviews. Once aware of this, the local authority took immediate action to reinforce policy and procedures in this area. The deficit in this process was mitigated by purposeful casework practice, and inspectors saw no cases of missing looked after children where young people were at risk of immediate harm.

130. There is an established performance management, information and scrutiny cycle to provide information to senior leaders. A health check on the current ICS system was recently undertaken that has resulted in a corporate action plan of improvement and investment, with activity scheduled for completion by July 2017. Key data, agreed by senior managers and strategic boards, is routinely collated and reported to departmental management groups, the ESCB and the Lead Member. Some analysis of data, including trends and issues arising, is provided to senior managers, though this lacks robust analytical commentary.
131. Management oversight of practice is established, including scrutiny by senior managers. Managers at all levels routinely undertake audits of work for which they are directly responsible. Most social workers receive effective and timely supervision, although records do not always demonstrate that sufficient time is given for reflection. Decisions within casework are recorded on the child's record, ensuring that children's progress is effectively monitored. Social workers told inspectors that they feel supported by permanent managers who know their cases well. Audit findings are not yet being used effectively to drive improvements in practice, but thematic audits occur regularly and these are considered routinely by the ESCB.
132. The complaints resolution process is highly effective, and findings contribute to organisational learning. This learning is powerfully enriched by the impressive and valued engagement with children, young people and their families. Examples include the Youth Parliament, the Young Inspectors programme and Young Carers. Six parental engagement panels are used effectively across the borough to inform service planning and promote engagement with hard to reach communities. There is good recognition of equality and diversity issues within the borough, and the workforce broadly reflects the diversity of service users.
133. The local authority has a broad range of commissioned and in-house services for young people and families. Strategic commissioning is informed by a well-developed Joint Strategic Needs Assessment, which includes key information on safeguarding issues and vulnerability. There is a focus on strategic planning for children's services, and the authority has established aligned budgets with the Clinical Commissioning Group, for example to provide multi-systemic therapy and a bespoke adolescent service through CAMHS. Contract arrangements demonstrate a link between commissioned and statutory services, for example by including an expectation regarding FGM reporting within contract specifications. Commissioned services are required to report quarterly on progress and more frequently if there are concerns or if targets are not met. The local authority has developed links with consortia, and leads the North London Children's Efficiency Programme which is also involved in an ambitious project to build a residential facility for those hard to place, in order to increase sufficiency of local placements.

134. Corporate parenting is very well embedded across the local authority, with a strong commitment to the needs of looked after children, led with vigour by the Lead Member with other elected members and senior leaders. The established Children in Care Council (KRATOS), is well supported and visibly active. Young people in care and care leavers are well represented on the corporate parenting panel. The panel has been influential in challenging performance, leading to improved outcomes, for example, improving looked after children documentation and the Viewpoint consultation tool. There is a meaningful pledge for young people in care as well as for care leavers, and the authority is in touch with almost all of its care leavers. Educational achievement for looked after children is overseen effectively by the virtual school, and attainment is consistently above that of statistical and national averages.
135. There has been considerable investment within the Borough to ensure that caseloads are manageable and all work is allocated. This work has been successful in ensuring that the average caseload in most teams is about 15 cases. This supports the delivery of good social work practice, characterised by sound assessments, appropriate analysis and child-centred work that is both planned and purposeful. There remains some variability in practice, and it is not yet uniformly good. A small minority of cases seen were poor, with the common factor being too great a delay in escalating cases to child protection from child in need cases.
136. The workforce strategy is highly effective, and appropriately focused on developing and retaining strong frontline services. For this reason, the workforce is skilled and well supported at all levels. Social workers and managers, through a 'Grow your own' scheme, have an established career structure and increasing opportunities for group and reflective supervision. Learning and training opportunities are identified through annual appraisals, and are very well met through comprehensive and flexible training that is assessed to measure impact over time. Social workers report that they feel well supported by managers who are knowledgeable and accessible. These factors contribute to a workforce that is highly motivated, evidencing high morale. The local authority reports that vacancy levels at the time of the inspection were 7%, which compares well with the 2013 national average of 14%. At 2%, the local authority's figure for turnover of staff was also markedly lower than the national average of 15% in 2013.
137. A clear professional development framework is in place for newly qualified social workers' assessed and supported year in employment (ASYE). This includes a range of mandatory training, and opportunities to gain advanced qualifications. Arrangements for additional support include mentoring and reflection time. Newly qualified staff interviewed during this inspection confirmed that they had reduced and manageable caseloads and reported feeling very well supported in their work. The proportion of newly qualified social workers across all teams is 16%.

138. The local authority reports serious incidents appropriately. Two serious incident notifications were received by Ofsted between 31 March 2013 and 1 April 2014; one has resulted in a serious case review (SCR) being commissioned by the ESCB.



## The Local Safeguarding Children Board (LSCB)

### The Local Safeguarding Children Board is good

The arrangements in place to evaluate the effectiveness of what is done by the authority and board partners to safeguard and promote the welfare of children are good.

### Summary of findings

#### The LSCB is good because:

##### *Partnership arrangements*

- Strong and effective partnerships mean that partners are holding each other to account for the delivery of good multi-agency services to children and families in need of help and protection.
- Thresholds are understood, embedded and applied well by partner agencies. They are supported by an escalation policy that is well understood.
- The Board is pro-active in seeking to work with neighbouring safeguarding boards to protect vulnerable children and young people most effectively. The two most recent serious case reviews (SCRs) have been undertaken in partnership with neighbouring LSCBs.
- The multi-agency training plan is comprehensive and well evaluated. Training is responsive to emerging need, including learning from SCRs.

##### *Scrutiny and challenge*

- Annual Section 11 audits are conducted well. They feature peer review and challenge to identify gaps in agency safeguarding practice, policies or procedures. Gaps are addressed effectively.

##### *Policies and procedures*

- ESCB policies and procedures are routinely updated and responsive to local and national developments. A recent focus on child sexual exploitation and female genital mutilation has accelerated and improved practice in these domains.

##### *Children's views*

- The ESCB ensures that the views of children and young people play a pivotal role in the work of the Board and have influence over service developments.

## **What does the LSCB need to improve?**

### **Priority and immediate action**

There are no priority actions.

### **Areas for improvement**

139. Ensure that the ESCB robustly monitors, evaluates and influences the effectiveness of early help services.
140. Improve the scrutiny of multi-agency audit activity to evidence effective oversight of the Board's priorities.
141. Ensure that the current data set is refined to provide analytical commentary from contributing agencies and the quality assurance sub-group, so that the Board will be better able to identify themes and trends and take necessary actions as required.
142. Ensure that the Board demonstrates influence with Enfield Council to use its powers under the Licensing Act 2003 so that taxi companies and taxi drivers are subject to appropriate scrutiny.

### **Inspection judgement about the LSCB**

143. The governance arrangements of the Board are good, and effective in ensuring that the Board complies with its statutory and regulatory responsibilities. The Board is well attended by partner agencies, including representatives from the third sector. The Board has two lay members who demonstrate both commitment and independent challenge to the Board on behalf of children and young people. Board members are of sufficient seniority to be able to commit resources to support the work of the Board. All sub-group chairs are members of the main board. The Board is well managed financially and contributions are proportionate.
144. The Board benefits from having a respected and dynamic chair who has effective links with the Health and Wellbeing Board and Enfield Adults' Safeguarding Board, and with neighbouring Local Safeguarding Children Boards. As such, concerns are shared on issues such as child sexual exploitation and gang activity that cross local authority boundaries.
145. There are clear lines of communication between the Enfield Council Chief Executive, the Director of Schools and Children's Services, other senior managers and the Board Chair. This ensures that safeguarding activity remains core business and is effectively managed. The Chief Executive undertakes a formal appraisal of the Board Chair each year.

146. The Board and the Chair demonstrate effective challenge to agencies. For example, a Board-level concern was raised about the lack of FGM referrals from health; health partners were asked to consider the matter, and the subsequent action plan has led to a direct increase in FGM referrals. Board members are actively involved in visiting partner agencies and meeting frontline workers to assure themselves that safeguarding practice is well understood and part of their everyday thinking.
147. Child sexual exploitation is a priority for the Board and the local authority. The Board and its partner agencies have a strong grip on these issues and make a clear link between child sexual exploitation, children missing from home and care, and gang activity. The Trafficking, Sexual Exploitation and Missing (TSEM) subgroup of the Board was set up in February 2012. It is a multi-agency group which coordinates and oversees Enfield's operational and strategic response to child sexual exploitation including the implementation and monitoring of the child sexual exploitation strategy, the action plan and MASE. Meetings provide a forum for agencies to evaluate progress, share operational issues and highlight any specific areas of risk.
148. The Board ensures that Section 11 audits are undertaken and, to ensure additional oversight and scrutiny, the Board convenes a Section 11 challenge panel. The panel is chaired by the ESCB Chair and is attended by other Board members, including the Designated Nurse for Safeguarding, Enfield's Head of Safeguarding and a lay member. An action plan is drawn up for the agency identifying where improvement and/or clarification are required. This process has been used effectively to improve safeguarding practice by Board member agencies.
149. The Board has an agreed data set, though it lacks analytical commentary both from contributing partner agencies and the quality assurance sub-group. This undermines the Board's capacity to identify if there are any emerging themes or trends in the data.
150. The Board oversees peer audits and case audits through the work of the quality assurance sub-group. This has resulted in improvements to practice, such as ensuring that the probation service was firmly linked to the SPOE. Similarly, when it became apparent that health visitors employed by the Mental Health Trust could not access information about parents with mental health difficulties, an information protocol was established. This now enables more effective discussions about thresholds for services and sign posting to the most appropriate service for children in need.
151. The Board uses a tracker report to examine the impact of auditing activity, with a colour coded system to easily demonstrate impact on practice. For example, an audit of child sexual exploitation referrals identified that thresholds for accessing a statutory service were high. Practice has now developed to ensure that all referrals where risk of child sexual exploitation is identified are allocated to a lead professional or a social worker.

152. The Board's oversight of early help provision is less well developed. The Board has plans to undertake a 'deep dive' audit of TAF processes to reassure itself of partner understanding and compliance of work in this area.
153. The Board's business plan 2014–16 is comprehensive and sufficiently detailed. It effectively identifies improvement priorities, such as work on female genital mutilation and child sexual exploitation, children and young people's further participation, and joint working with other boroughs.
154. A comprehensive range of free training is free to all partner agencies including the voluntary sector. Serious case reviews, both local and national, influence learning, as well as being driven by key local issues such as FGM. Training is well attended by partners and the Board monitors attendance. Evaluation returns indicate training is highly valued. Social workers who spoke with inspectors during the inspection reinforced this. Training is evaluated over time, and this is a strength in ensuring that it has impact and is cost effective. Two learning events are scheduled for the near future, a conference on female genital mutilation in March 2015 and learning from local SCRs in April 2015.
155. Policies, procedures and protocols are overseen by the quality assurance sub-group, which ensures that procedures are up to date and fully compliant with legislation. Currently the Board operates on an 18-month cycle of reviewing and, if necessary, updating procedures which, once ratified, are disseminated to partner agencies. The policies are then published on the Board website, which has recently been revamped.
156. The annual report of the Board is thorough, and comprehensively covers all board and sub-group activity. It provides information on audit activity and makes reference to engagement with young people and how it has responded to Enfield young people's concerns.
157. Enfield has a shadow board of trained young people (who are known as Safeguarding Champions), who make an active contribution to board activity and ensure that the voice of young people is heard in the Board. They bring challenge to the Board and have been commissioned to complete a piece of work, including a DVD and posters, on the dangers of young people becoming involved in drug dealing.
158. Safeguarding Champions have been trained to act as peer trainers to other young people. They have also been trained to take part in interviewing staff, and were involved of the interview process that appointed the current ESCB Business Manager.

159. The Board liaises effectively with Enfield's Child Death Overview Panel (CDOP). It is well attended by appropriate professionals. Reports to the main Board have led to local health campaigns, for example, a safe infant sleeping campaign on the risks of parents sleeping with an infant. The CDOP chair also attends the SCR sub-group to ensure that cases and concerns are not discussed in isolation. The lessons from the serious incident notifications have been disseminated. When the two current SCRs are published, learning events will be arranged for all staff groups.
160. As part of the approach to tackling child sexual exploitation, the Board has reviewed local authority licensing activity. However, it cannot currently assure itself that taxi companies and taxi drivers have meaningful and effective scrutiny. The Board is aware of this and is taking steps to monitor this activity.

## What the inspection judgements mean

### The local authority

An **outstanding** local authority leads highly effective services that contribute to significantly improved outcomes for children and young people who need help and protection and care. Their progress exceeds expectations and is sustained over time.

A **good** local authority leads effective services that help, protect and care for children and young people and those who are looked after and care leavers have their welfare safeguarded and promoted.

In a local authority that **requires improvement**, there are no widespread or serious failures that create or leave children being harmed or at risk of harm. The welfare of looked after children is safeguarded and promoted. Minimum requirements are in place, however, the authority is not yet delivering good protection, help and care for children, young people and families.

A local authority that is **inadequate** is providing services where there are widespread or serious failures that create or leave children being harmed or at risk of harm or result in children looked after or care leavers not having their welfare safeguarded and promoted.

### The LSCB

An **outstanding** LSCB is highly influential in improving the care and protection of children. Their evaluation of performance is exceptional and helps the local authority and its partners to understand the difference that services make and where they need to improve. The LSCB creates and fosters an effective learning culture.

An LSCB that is **good** coordinates the activity of statutory partners and monitors the effectiveness of local arrangements. Multi-agency training in the protection and care of children is effective and evaluated regularly for impact. The LSCB provides robust and rigorous evaluation and analysis of local performance that identifies areas for improvement and influences the planning and delivery of high-quality services.

An LSCB **requires improvement** if it does not yet demonstrate the characteristics of good.

An LSCB that is **inadequate** does not demonstrate that it has effective arrangements in place and the required skills to discharge its statutory functions. It does not understand the experiences of children and young people locally and fails to identify where improvements can be made.

## Information about this inspection

Inspectors have looked closely at the experiences of children and young people who have needed or still need help and/or protection. This also includes children and young people who are looked after and young people who are leaving care and starting their lives as young adults.

Inspectors considered the quality of work and the difference adults make to the lives of children, young people and families. They read case files, watched how professional staff work with families and each other and discussed the effectiveness of help and care given to children and young people. Wherever possible, they talked to children, young people and their families. In addition the inspectors have tried to understand what the local authority knows about how well it is performing, how well it is doing and what difference it is making for the people who it is trying to help, protect and look after.

The inspection of the local authority was carried out under section 136 of the Education and Inspections Act 2006.

The review of the Local Safeguarding Children Board was carried out under section 15A of the Children Act 2004.

Ofsted produces this report of the inspection of local authority functions and the review of the local safeguarding children board under its power to combine reports in accordance with section 152 of the Education and Inspections Act 2006.

The inspection team consisted of six of Her Majesty's Inspectors (HMI) from Ofsted, and two additional inspectors.

### The inspection team

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**Safeguarding and Quality Assurance Service**  
**IRO Annual Report 2014/2015**

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## **1. Purpose of Service and Legal Context**

- 1.1 The Annual Independent Reviewing Officer (IRO) report is produced by the Children's Safeguarding and Quality Service which sits within the Schools and Children's Services division of Enfield Council. The report was approved for publication by Director of Schools and Children's Services management team (DMT) on 15.04.2015. The report provides quantitative and qualitative evidence relating to the IRO Service within the Local Authority as required by statutory guidance. This report should be read in conjunction with the Enfield Local Authority Designated Officer (LADO) annual report.
- 1.2 Independent Reviewing Officers (IROs) were nationally introduced to represent the interests of looked after children. Their role was strengthened through the introduction of statutory guidance in April 2011. The Independent Review Officers (IRO) service is set within the framework of the updated IRO Handbook, Department for Children, Schools and Families (2010) and linked to revised Care Planning Regulations and Guidance which were introduced in April 2011.
- 1.3 This report identifies good practice as well as highlighting areas for development in relation to the IRO function. The responsibility of the IRO is to offer overview, scrutiny and challenge with regard to case management and regularly monitoring and following up between Reviews as appropriate. The IRO has a key role in relation to the improvement of Care Planning for Looked After Children (LAC) with particular emphasis upon challenging drift and delay.
- 1.4 In Enfield the IRO's are also responsible for Chairing Child Protection Case conferences and complex Child Sexual Exploitation MAP (multi-agency planning) meetings. In addition the report provides an overview of the other activities and functions of the Children's Safeguarding Quality Service including information on the performance of the unit in a range of responsibilities.
- 1.5 The service has additional responsibilities which are not reported on within this document this includes the role of the Principal Social Worker and coordinating the functions of the Enfield Safeguarding Children Board (ESCB)
- 1.5 This report includes some historical analysis and the most current up to date information from 2014-2015.

## **2. Role and Function of the Service**

- 2.1 The Service promotes continuous improvement in safeguarding performance and service delivery and is committed to achieving the best outcomes for all children and young people in Enfield, particularly the most vulnerable, such as those children who are looked after and those subject to Child Protection Plans.

2.2 The Service has an independent role to ensure that all children, whatever their background, receive the same care and safeguards with regard to abuse and neglect.

2.3 The Safeguarding Service is responsible for the following statutory functions:

- Convening and chairing of child protection conferences
- Convening and chairing of reviews for looked after children
- Convening and chairing of reviews for children placed for adoption
- Convening and chairing of complex abuse meetings
- Convening and Chairing the final review for supervision orders
- Carrying out the LADO (Local Authority Designated Officer) functions in respect to allegations against staff and volunteers
- Chairing disruption meetings

2.4 In addition to the above the Service has responsibility for participation of children and young people including promoting Viewpoint

The Service has representation in the following meetings:

- MAPPA (multi-agency public protection arrangements)
- Placement Panel
- CDOP (child death overview panel)
- MASE (multi-agency sexual exploitation) police led meeting
- Risk Management Panel
- Viewpoint Steering Group
- Participation and Kratos (Children in Care Council) meetings
- Corporate Parenting Panel

2.5 The statutory Independent Reviewing function of the Service is core business, meeting the Government's requirements and performance indicators, but the scope of service is far wider than this. The IRO's chair child protection conferences which strengthens continuity of care planning and promotes sustained professional relationships for children and young people. The IRO child protection conference chair becomes the LAC reviewing officer should a young person need to come into the care system.

The service has additional responsibilities which include the role of the Principal Social Worker and coordinating the functions of the Enfield Safeguarding Children Board (ESCB) that are not reported on in this document.

The Service has a key role in ensuring effectiveness of safeguarding arrangements on behalf of Children's Services through the Operational Management Group (OMG) which is chaired by the Assistant Director of Children's Services.

The Head of Service is also the named Child Sexual Exploitation lead in the Local Authority and the Principal Social Worker.

### **3. Professional Profile of the IRO Service**

3.1 Responsibility for the activity and development of the Service lies with the Head of Safeguarding, Quality and Principal Social Worker who reports directly to the Assistant Director of Children's Services.

3.2 The direct link to the ESCB presents the Service with a key role in the analysis of inter-agency performance monitoring and quality assurance activity.

3.3 The current staffing structure includes:

- Head of Service, Quality and Principal Social Worker
- Deputy Head of Service and LADO
- 6.5 Independent Reviewing Officers (no vacancies)
- 0.5 IRO agency worker
- 0.4 IRO sessional officer
- 1 Education Safeguarding Lead Officer (term time only)
- 1 Business officer term time only leading on project management (LADO, CSE, Participation)
- 1 Performance Manager with 6 support staff (5 fulltime equivalent)
- 1 ESCB Business Manager with 3 support staff (2 fulltime equivalent)

3.4 Whilst the above represents the current staffing structure, as part of the Enfield 2017 transformation agenda, the performance team will become corporately managed while core functions continue to be delivered.

The conference minute takers may be line managed within the service from 2016 if they do not join the Enfield 2017 corporate business unit.

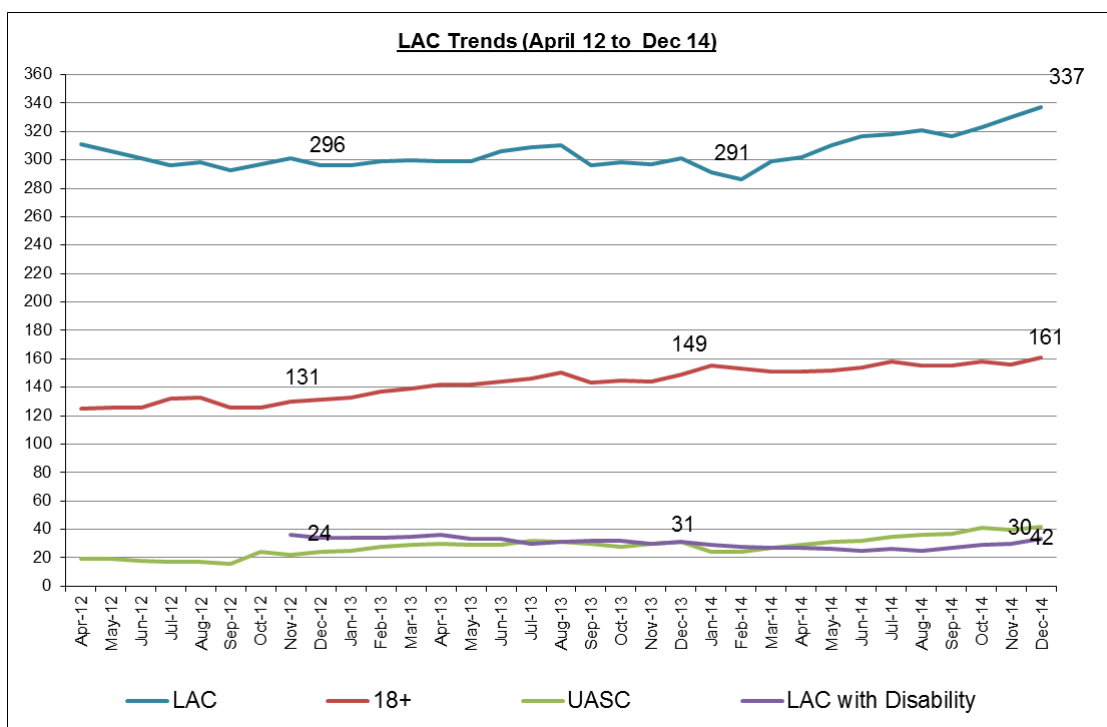
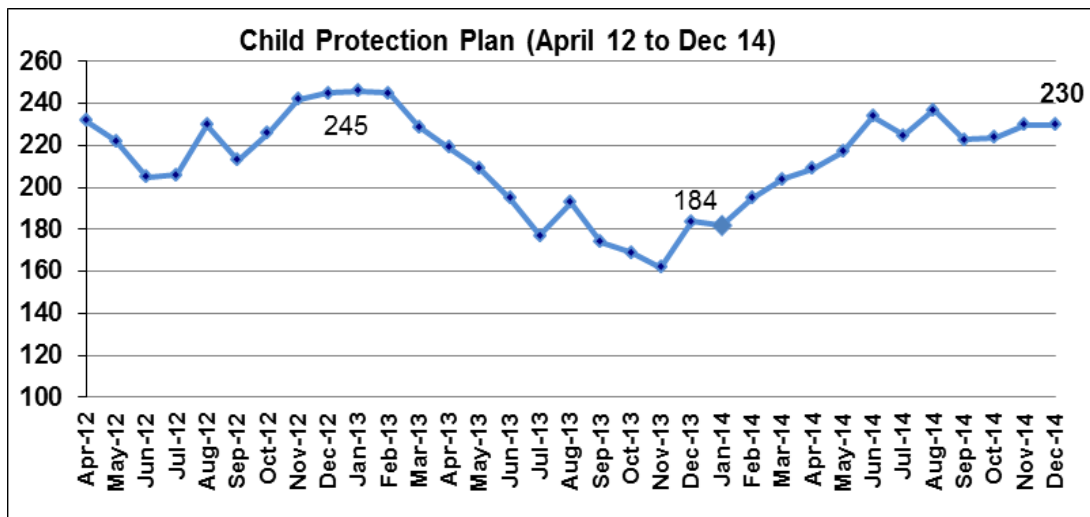
3.5 The IRO guidance makes it clear that an effective IRO service requires IROs who have the right skills and experience, working within a supportive context. The Enfield IROs have many years of relevant social work and management experience, and professional expertise.

The IROs are all at an equivalent level to Children's Social Care Team Managers in Enfield. In terms of diversity there is a mix of male and female and a mix of BME (Black, Minority Ethnic) backgrounds. We have:

- 1 IRO with specialist MASE link
- 1 IRO with a specialist CDOP link
- 3 IRO's leading on participation
- 1 IRO leading on the reunification project

### **4. Activity and Key Performance Indicators**

## 4.1 Child Protection and Looked After Numbers



4.1.1 The charts above provide the numbers of children subject to a Child Protection Plan (CPP) and Looked After (LAC) at the end of each month since April 2012. At the end of December 2014 both the numbers of CPP and LAC have risen from the same month of the previous year.

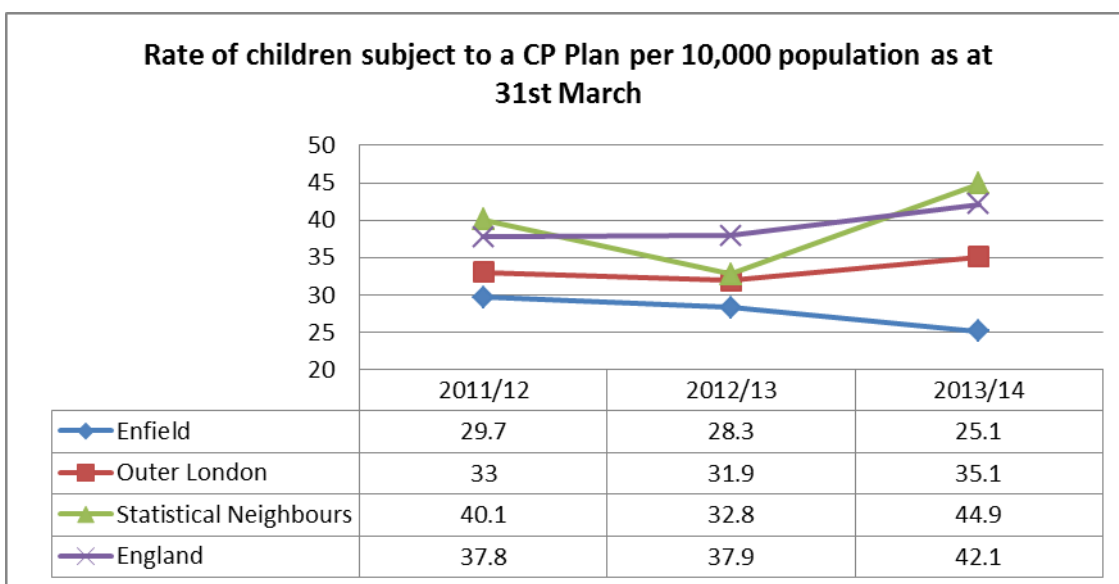
230 children were subject to a CPP an increase of 25% (46 in actual numbers) from December 2013. On 31<sup>st</sup> March 2015 the number of children subject to CP Plans was 260.

337 children were LAC at the end of December 2014 an increase of 13% (39 actual numbers) from December 2013 and 15% (44 actual numbers) from December 2012. On 31<sup>st</sup> March 2015 the number of LAC was 355.

4.1.2 The chart also shows while end of year figures for December 2014 are higher than those of the previous year, during the year both populations have noted some significant swings at certain points. In the case of LAC, figures fell to 286 at the end of February 2014, 13% lower than the end of December 2014. However the reduction was more significant in the case of CPP where figures fell to 182 at the end of January 2014, 21% lower than the end of December 2014. This is the lowest monthly figure of children subject to a CPP since November 2013, when the figure stood at 162.

**Child Protection and Looked After rates per 10,000**

4.1.3 Rates per 10,000 are used as a method of benchmarking local authorities CPP LAC numbers against each other, using a more comparable method than simply comparing actual numbers. Figures are expressed as a ratio and are calculated by dividing the local authorities' actual numbers by its total 0-17 child population estimate sourced from the Office of National Statistics (ONS). The 2 charts which follow benchmark Enfield's rates per 10,000 of Children subject to a CPP and rates per 100,000 of LAC against average rates for its 3 comparator groups of Outer London, Statistical Neighbours and England as a whole.



4.1.4 The chart above shows Enfield has historically had lower than average rates (and therefore numbers) of children subject to Child Protection Plans (CPP) compared to various local authority comparator groups, and continues to do so. Between 2011/12 and 2013/14, our rate had dropped by 15%, going against the trend of all our comparator groups.

4.1.5 Enfield's figures to date for the year 2013/14 have shown a marked increase in the rate of children subject to a CPP. As at the end of February 2015, our rate stood at 30.3 per 10,000, an increase of 20% over the March 2014 rate.

4.1.6 At the end of February 2015, mapping has shown that the 237 children subject to a Child Protection Plan lived in the following wards:

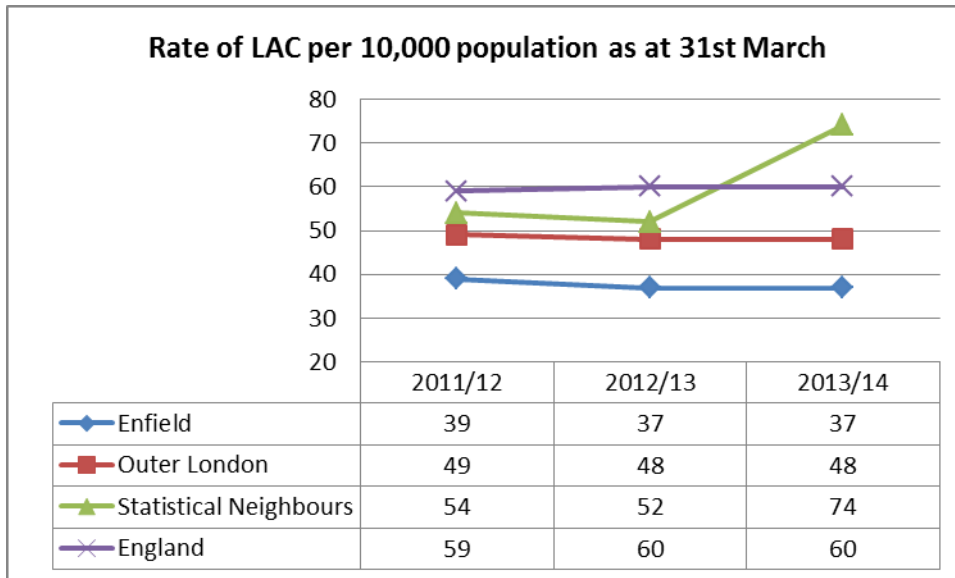
Ward	Total
Bush Hill Park	5
Chase	11
Cockfosters	1
Edmonton Green	39
Enfield Highway	20
Enfield Lock	24
Grange	1
Haselbury	10
Highlands	1
Jubilee	8
Lower Edmonton	16
Out of area	14
Palmers Green	8
Ponders End	6
Southbury	18
Southgate	7
Southgate Green	2
Town	1
Turkey Street	24
Upper Edmonton	18
Winchmore Hill	3
Grand Total	237

67% of all young people subject to child protection plans live in 7 wards which are east of the A10 and are some of our most deprived parts of the Local Authority.

4.1.7 At the end February 2015, of the 247 children subject to a CPP:

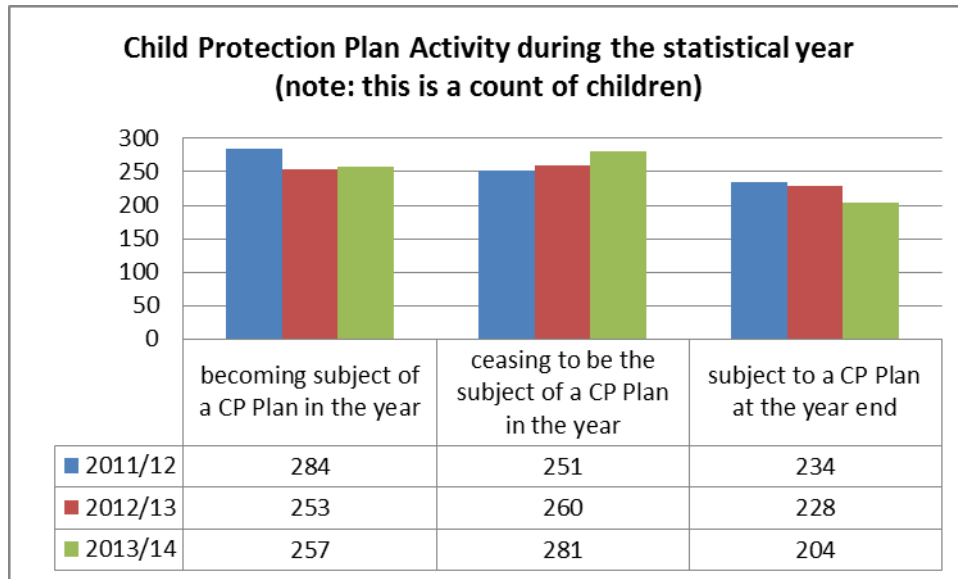
- 53% were male, 55.3% female and 1.6% unborn
- 11.3% aged less than 1yr old, 26.3% aged 1-4 yrs., 30.4% aged 5-9 yrs., 29.6% aged 10-15yrs and 2.4% aged 16yrs+
- 89.5% had a category of either Neglect or Emotional Abuse (45.7% and 43.7% respectively)
- 6.9% had a category of physical abuse, 1.2% sexual and 2.4% multiple categories
- 4.5% (11 children) were recorded as being a Child with a Disability (CWD)





- 4.1.8 The chart above shows Enfield has historically (as with rates of CPPs) had lower than average rates (and therefore numbers) of looked after children compared to the various local authority comparator groups, and continues to do so. At the end of 2013/14, 300 children were looked after by Enfield a rate of 37 per 10,000, equal to the figures from the previous year.
- 4.1.9 While always lower, our rates for 2011/12 and 2012/13 remained roughly parallel with all our comparator groups. Enfield's statistical neighbours changed in 2013/14 which has led to a bigger difference in rates with this group.
- 4.1.10 In line with our CP rates, figures to date for 2014/15 are showing a marked increase in our LAC population. As at the end of February 2015, our LAC figure had risen to 343, a rate of 42.1 per 10,000
- 4.1.11 Analysis of cases shown as currently looked after as at 28<sup>th</sup> February 2015 has shown that 45% of the children had previously been the subject of a Child Protection Plan.

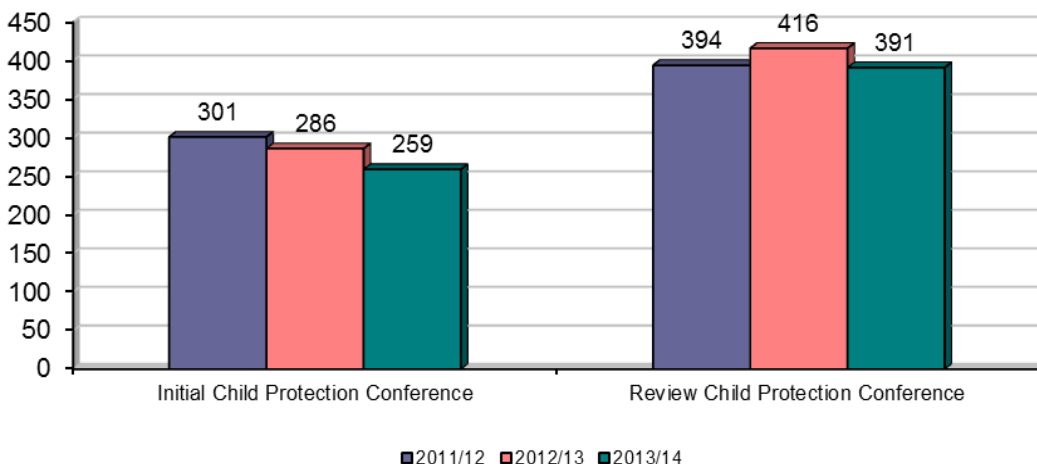
## 4.2 Child Protection Conferences and Key Performance Indicators



4.2.1 The chart above shows overall activity in relation to CPPs (numbers starting and ending) in each of the last 3 statistical years, up to and including the latest year of 2013/14.

In total 538 CPPs were either started or were discontinued in 2013/14, this represents a 4.9% increase in overall numbers compared with the previous year 2012/13 when the total number stood at 513. The chart shows that over the period, while the number of CPPs starting each year have fluctuated slightly, the number children whose CP plan ceased has increased steadily each year, until the latest year 2013/14.

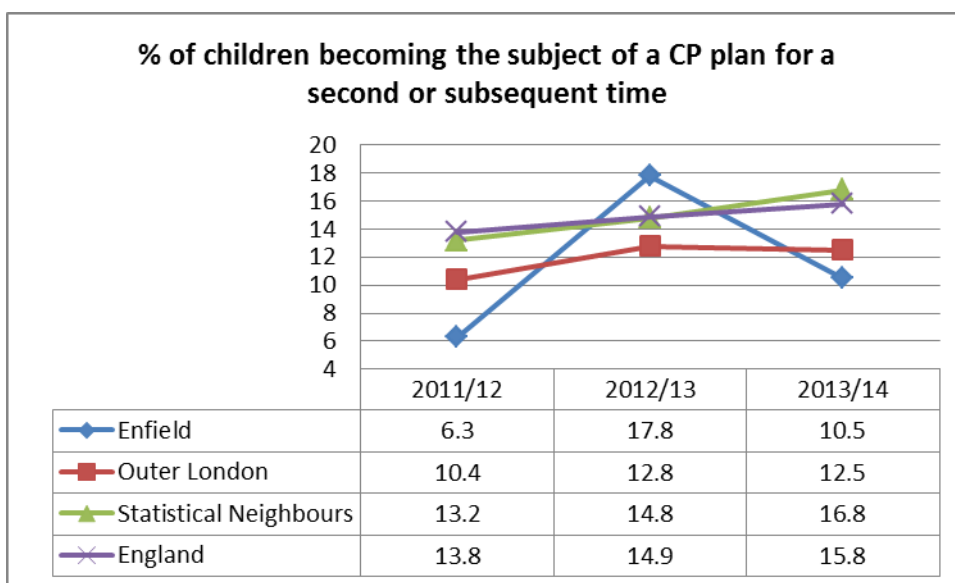
4.2.2 A total of 257 children became the subject of a CPP in 2013/14, a 1.6% increase from the previous year, when the figure stood at 253. 257 is still significantly lower than the 284 CPPs starting in 2011/12, but we are forecasting that the 2014/15 figures will exceed the 2011/12 totals. 281 children had their CPP discontinued in the latest year 2013/14, an 8.1% increase from 260 in the previous year.



	2011/12	2012/13	2013/14
Initial Child Protection Conference	301	286	259
Review Child Protection Conference	394	416	391
<b>Total</b>	<b>695</b>	<b>702</b>	<b>650</b>

4.2.3 The chart and table above shows overall Child Protection conference activity over the last 3 statistical years. The total number of children subject to a Child Protection Conference in 2013/14 was 650, a decrease of 7.4% from 702 in the previous year. A decrease in numbers was reflected across both of the types of conference represented in the chart however, the number of children subject to conferences for the year 2014/15 already stood at 709 at the end of February. This represents a 9.1% increase on 2013/14, with a month of the year still to go.

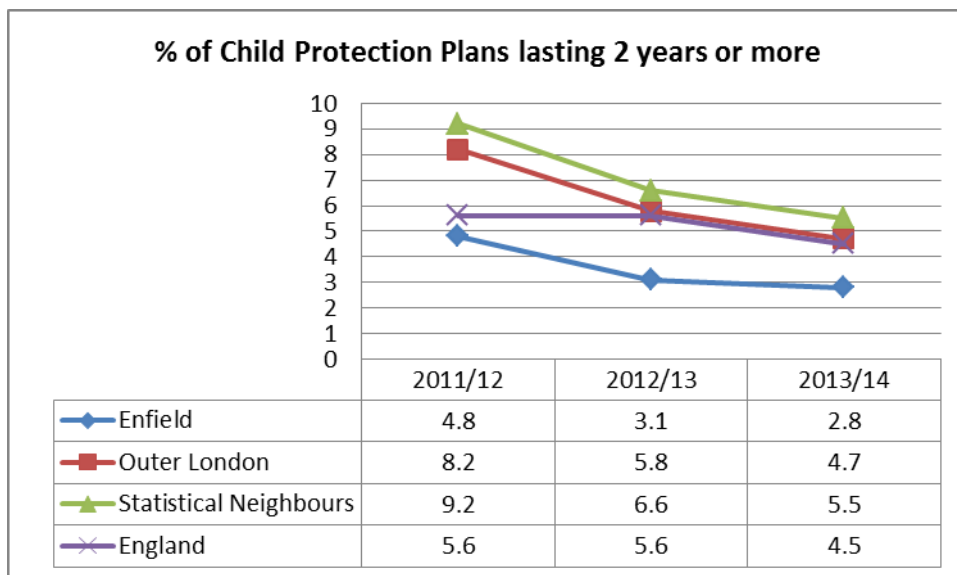
### Key Child Protection Performance Indicators



4.2.4 The chart above monitors the proportion of CPPs that are second or subsequent CPPs. This indicator is calculated by dividing the number of children who became the subject of a second or subsequent CPP by the total number who became subject to a CPP in the period. Good performance for this indicator is typified by a lower figure. However, it is acknowledged that a second or subsequent child protection plan will sometimes be necessary to deal with adverse changes to the child’s circumstances. The chart shows when benchmarked against comparator authority averages, Enfield’s performance has been quite volatile.

4.2.5 In 2012/13 the rate of second CPPs increased to 17.8%. While performance was better than all 3 comparator groups in the latest year 2013/14 performance as at the end of February 2015 was 20.8%. 27 individual children became subject to a second CPP in 2013/14.

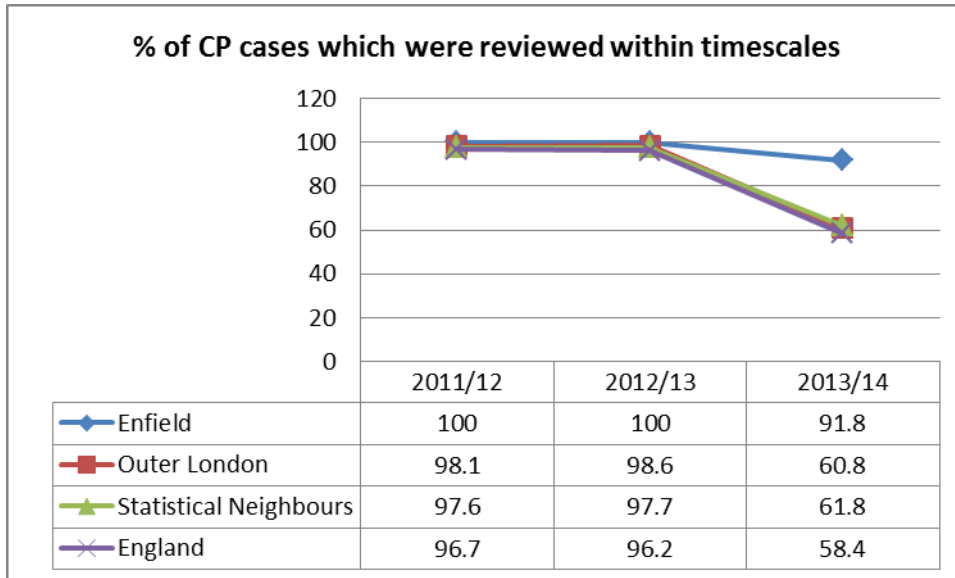
4.2.6 Traditionally this indicator has included any second CPP occurring throughout a child’s life. The ‘Munro’ indicator focuses on any second CPP within a two year period. If this is applied to the Enfield cohort the percentage was 3.5% at the end of 2013/14, a reduction from 6% at the end of 2012/13 (comparator figures are currently unavailable).



4.2.7 The above chart tracks the percentage of CPPs that were discontinued during the year, having been open for 2 years or more. Good performance is typified by a lower percentage, however it is recognised that some children will need CPPs for longer than 2 years. Due to the low numbers involved, not all authorities within comparator groups had figures published by the Department for Education in each year.

4.2.8 Performance for this indicator has been consistency good across the last 3 years. In the latest year ending 2013/14, 2.8% of CPPs ending did so after 2 years or more (8 in actual numbers). 2.8% remains below all comparator groups for 2013/14. Performance as at the end of February 2015 was 2.3%.

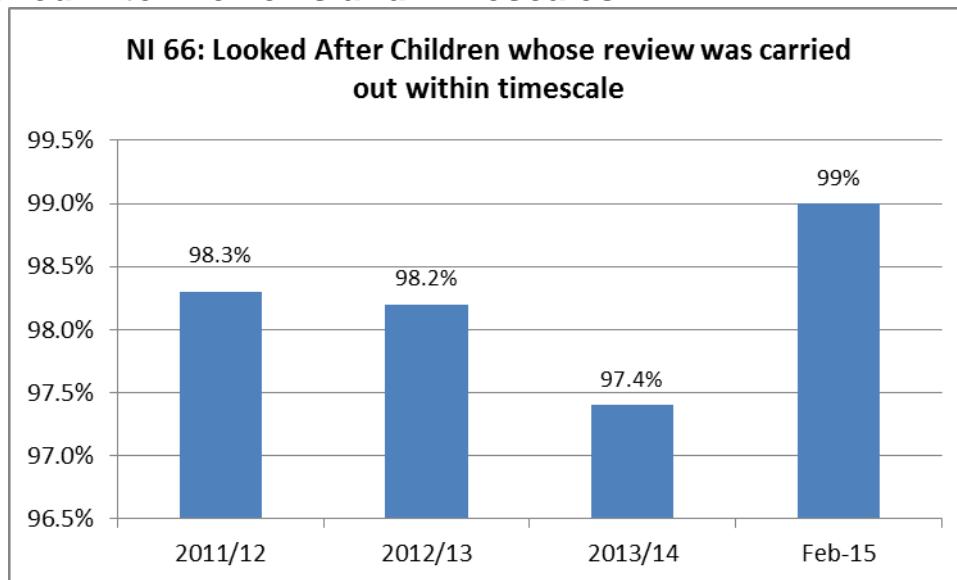
4.2.9 As at the 31<sup>st</sup> March 2014, 2 children with an open plan had been the subject of their CPP for 2 years or more, 2 less than the number as at the 31<sup>st</sup> March 2013. Both of the children were subject to Child Protection Plans because of neglect.



4.2.10 The above chart tracks the percentage of Child Protection cases which were reviewed within statutory timescales in the year. Good performance for this indicator is typified by a higher percentage, ideally 100%. Over the last 3 years robust administration and monitoring systems have ensured that Enfield continues to perform well on this measure. In each of the years reflected in the chart, up to and including the latest year 2013/14 Enfield's percentage has been higher than each of the 3 comparator group averages. In the latest year

2013/14, 91.8% of cases were reviewed within timescales which, although a decrease on the previous 2 years, performance has not dropped off at the same rate as has been seen in our comparator groups.

### 4.3 Looked After Reviews and Timescales



The percentage of Looked After Children reviews completed within timescale continues to be high, as shown in the table above.

### 4.4 IRO case loads

- 4.4.1 The IRO Handbook recommends that case loads for IROs need to be between 50 and 70 LAC children. The size of caseload alone does not indicate the overall workload for each individual IRO as individual roles and responsibilities vary within the team.
- 4.4.2 During the last three years, there has been a high turnover of both permanent and agency staff within the IRO service. IRO Caseloads for LAC are at the lower end of the recommended range outlined in the IRO Handbook, however in addition to the duties Enfield's IROs fulfil with LAC they also chair case conferences and develop child protection plans. .
- 4.4.3 The IRO guidance puts an emphasis on ensuring that the size of the case load enables IROs to have sufficient time to provide a quality service to each LAC including, amongst a number of responsibilities, monitoring drift, undertaking follow up work after the review, consulting with the social worker following a significant change and meeting with the child before the review. At the end of February 2015, 247 children were subject to CPPs and 343 children were looked after. The recent increase in the LAC population (due to unaccompanied minors and young people being remanded into care) and the number of children subject to CPPs is stretching the capacity of the IRO service and this is being closely monitored to ensure timeliness targets and high practice standards are maintained.

## 4.6 Participation (including Viewpoint)

- 4.6.1 A key role of the Service is to seek regular feedback from children, young people, families and carers about their experience in care and also the difference the IRO has made to the lives of the children with whom they work. This information is collated and used to drive improvement.
- 4.6.2 Ensuring LAC are able to participate as fully as possible in planning and reviews is a key priority for the Service and as a result there has been a significant improvement in this area. This has included more children being supported to attend their reviews, and more ways children can participate, especially for those who have additional communication needs. There is still room for improvement in this area which continues to be a priority. Data as at the end of January 2015 suggests around 96% of LAC who were reviewed during the year participated in all their reviews held during the year. This figure has been fairly consistent over the last 3 years. IROs have a key role to actively seek the views for children who do not wish to attend their reviews and to see what would assist in getting them there. Participation of young people who are subject to a child protection conference continues to increase 2013-14 = 74.4% (406/545)
- 4.6.3 The IRO Handbook makes it an expectation that the IRO will meet with the child prior to the Review meeting or as part of the process. IROs are to record on ICS where they have met and spoken to the child.
- 4.6.4 The Safeguarding & Quality Service continues to gain the views of LAC using the Viewpoint programme. Viewpoint is a computer assisted interviewing process. It allows the child, if they wish to present their views both positive and negative, in respect of their full time or respite care. The Viewpoint programme is undertaken with all looked after children. The system is also currently used for children on CP Plans and we are looking to roll this out further to Children with Disabilities and Privately Fostered children
- 4.6.5 Take up of the system is now being driven by a steering group which meets quarterly. This is attended by social workers, care co-ordinators and managers from across Children's Services as well as the Safeguarding & Quality Assurance Service.
- 4.6.6 Reports are now being set up to provide quarterly information on take up of the service as well as demographic information.

## **5 Local Authority Designed Officer (LADO)**

5.1 The Enfield LADO is the Deputy Head of the Safeguarding and Quality Service. The role of the LADO is to provide management and overview of cases where there are allegations against staff and volunteers who work with children from all agencies.

The LADO ensures that advice and information is given to Senior Managers within organisations and monitors the progress and timescales of these cases. The LADO ensures that there is a consistent approach to the application of policy and procedures, when managing allegations, and maintains a secure information database for all allegations.

All referrals are considered in line with Pan London Child Protection procedures and follow the local Enfield protocol.

5.2 The total number of allegations referred to the Local Authority Designated Officer (LADO) for period 1st April 2014 to 31st December 2014 is 35. From 1<sup>st</sup> April 2013 until 31<sup>st</sup> March 2014 there have been 69 referrals.

5.3 Secondary and primary schools remain the primary referrers with physical abuse being the main reason for concerns

5.4 The outcomes of the 35 cases are:

- 11 substantiated
- 17 unsubstantiated
- 4 unfounded
- continue to be investigated.

5.5 In addition to these referrals, the LADO has been consulted on a regular basis where advice was provided, when threshold for a referral was not warranted. There has been appropriate liaison with OFSTED and the Barring Service when this has been warranted.

5.6 Workshops and training around managing allegations has been provided to several services/agencies, to ensure compliance with national and local procedures and guidance and to increase confidence in dealing with these allegations. The LADO has attended London LADO network meetings.

5.7 Further areas of development for 2015/16 are updating the ESCB Managing Allegations Protocol and reviewing and embedding LADO processes.



## **6 Management Oversight, Quality Assurance and Dispute Resolution Process**

- 6.1 All children looked after and children subject to child protection plans are allocated a designated IRO from the moment they enter the system with the key aim that the allocated IRO will remain consistent, until the child is no-longer looked after or subject to a Child Protection Plan.
- 6.2 The quality and effectiveness of the IRO service is closely monitored through supervision, case file audits, together with performance reporting which highlights good practice as well as any areas of concern, therefore enabling prompt action to rectify any poor IRO performance.
- 6.3 Audits undertaken by the Safeguarding Service include both children looked after and children subject to child protection plans. There is continuous scrutiny of the role of the IRO under key themes, including the evidence of the child's voice within reviews and also evidence of challenge by the IRO. There is evidence of good practice whereby IRO's have supported some young people to chair their own reviews. This is an area for further development in 2015-2016.
- 6.4 One of the key functions of the IRO is to resolve problems arising out of the care planning process. IROs within Enfield continue to have positive working relationships with social workers and team managers of the children for whom they are responsible. Where problems are identified in relation to a child's case for example in relation to care planning, resources or poor practice, the IRO will, in the first instance, seek to resolve the issue informally with the social worker or the social workers manager. If the matter is not resolved in a timescale that is appropriate to the child's needs, the IRO will escalate the matter accordingly following the local dispute resolution process.
- 6.5 Staff together with IROs recognises that any problems or concerns regarding care plans need to be addressed initially through negotiation before instigating the escalation resolution process.
- 6.7 The escalation process gives weight and strength to the role of the IRO and emphasises the need for the IRO to be accountable for the recommendations that are made at reviews. IROs will refer to the process when actions or recommendations have not been followed up on behalf of a child/young person or where care plans have been delayed and whilst in the main the majority are dealt with at Social Worker/Team Manager level, there are some examples of where there has been escalation to Heads of Service.
- 6.8 As part of the monitoring function IROs have a duty to monitor the performance of the local authority's function as a corporate parent and identify any areas of poor practice. This includes identifying patterns of concern emerging not just around individual children but also more generally in relation to the collective experience of looked after children and the services they receive. Equally

important, the IROs recognise and report on good practice.

- 6.9 The expectations within the IRO Handbook have mostly been implemented the area which continues to be a challenge is caseloads. The annual reports of the Local Authority Designated Officer (LADO) and the independent reviewing officer (IRO) have been rewritten to meet the requirements of the relevant statutory guidance, provide a critical analysis of their respective services and identify specific areas for improvement.
- 6.10 See case examples of IRO intervention and the impact of their role by reading the 4 case studies in Appendix 1

## **7. Planned developments and key priorities for 2014/15**

7.1 The Service continues to make significant steps in implementing improvements in practice. The next 12 months will be a challenging time for the Service, the areas of development identified include:

- Implementation of the Ofsted 2015 improvement plan. Ensuring that the annual reports of the Local Authority Designated Officer (LADO) and the independent reviewing officer (IRO) meet the requirements of the relevant statutory guidance, provide a critical analysis of their respective services and identify specific areas for improvement.
- Developing a plan to implement strengthening family's model creating a more constructive culture around child protection organisation and practice – particularly through the implementation of Signs of Safety.
- Maintaining high LAC participation and improving CP conference participation by further embedding the use of viewpoint and increasing the support to young people to enable them to chair their own looked after reviews as appropriate.
- Embracing the Enfield 2017 transformation agenda while fulfilling the statutory requirements of the service.
- Implement findings from the many audits that review children subject to child protection plans and those looked after and continue to have a key role in the work of the ESCB and specifically the work of the OMG. The audits provide ongoing scrutiny of the role of the IRO in the care planning process.
- All IRO's will attend social work knowledge and skills workshops over the forthcoming year in order to identify learning and development needs specific to the role. This ensures that the Service is in the strongest position possible to deliver on its priorities and objectives with Independent

Reviewing Officers increasing their relevant skills, knowledge and understanding.

- Head of Service to review the budget and trade services through schools particularly with regard to training activity.
- Develop the role of Kratos (children in care council) during 2015-2016 in reviewing the effectiveness of the IRO service
- Updating the ESCB Managing Allegations Protocol, reviewing and embedding LADO processes.
- Embed the process from the new Child Sexual Exploitation multi-agency protocol

The specific detail for all areas of development including actions, activity and timescales are reflected in the work plan for 2015/16 and can be found in Appendix 2.

## **8. Overview and Summary**

- 8.1 Overall, it has been a positive year for the Service this was reflected in the recent (2015) Ofsted inspection which judged the Local Authority as overall good. Whilst there have been challenges due to increased numbers of LAC and CP conferences the team has focused on strengths and opportunities and the team are currently fully staffed.
- 8.2 “The independent reviewing officers (IROs) bring rigour and challenge to care planning. Recommendations arising from the regular reviews provide a good overview of progress made and actions needed which ensures that drift is avoided in most cases. A very high proportion of children take part in their reviews”. London Borough of Enfield Ofsted (2015) inspection of services for children in need of help and protection, children looked after and care leavers.
- 8.2 IRO caseloads remain a challenge but continue to be closely monitored through a robust management information process.
- 8.3 Participation remains strong. For the LAC population there are strong links between the Service and Kratos (children in care council) which provides the opportunity for their views to inform the development of services for looked after children.

## **APPENDIX 1**

All case studies below are provided in very broad, slightly changed terms to preserve anonymity.

### **CASE STUDY 1: Importance of Continuity of Professionals to improve outcomes for children**

#### **Background**

The older children had been subjected to emotionally erratic and sometimes physically abusive parenting that had been recognised in Child Protection and court arenas. The harm to the older children had been done over a long period and the eventual intervention and separation for those children had come about from the determined and skilful work of their then Social Worker. That work had penetrated the sometimes reasonable presentation of the parents and revealed the harm the children had suffered.

#### **Main areas of concern/risk:**

The Child Protection and then legal proceedings regarding the younger children came after a change of Social Worker and management of work with the family. Those new to the case could see the need to prevent history repeating for these children but the continuity of involvement was not there.

The evidence was available and the history of the case was crucial, signposting the inevitable experience for the children and the intervention that would be needed in the future.

#### **Intervention**

The current Reviewing Officer had been previously involved as a Child Protection chair for the older children and had worked closely with their Social Worker at that time. That Reviewing Officer also had a working relationship with the children's parents and was familiar with their variable presentation associated with fluctuating mental health and resistance to necessary treatment. They could present as compliant but were definitely not.

Once Child Protection and legal proceedings started on the younger children the Reviewing Officer continued as the Child Protection chair and also the Independent Reviewing Officer when the children became Looked After.

The Reviewing Officer linked the previous work, assessments and outcome with the current work, continuing discussions with the previous Social Worker, the new one and on to subsequent workers when further changes of personnel took place. There were also discussions with the managers involved in the case, representations to higher managers and perhaps most importantly liaison with the child's Guardian when reappointed by the court. He had been the Guardian for the older children so had the same sense of continuity albeit from a different, external perspective.

## **Outcome**

By forming a link between the work and experience of workers involved with a family over a long period and connecting this with the thinking and assessment of the child's Guardian a more appropriate plan was established.

The strength of the evidence was recognised anew, the need for continuity of thinking regarding the Child Protection planning was re-established and the local authority Care Plan reverted to removal of the children. Connecting with the Guardian allayed the fears about the court's reaction to the Care Plan.

Separation of the children from their parents has been achieved and there is the prospect of a less harmful outcome for these children.

## **CASE STUDY 2: Importance of the work of the IRO with parents to protect children**

### **Background**

The child was referred to the London Borough of Enfield's Children's Services by another London Borough who were in the process of carrying out a Core Assessment on the family when they moved.

The original referral came from the Health Visitor who was concerned that the child's parents were not engaging with health professionals to promote the child's health.

The child became a subject of a Child Protection Plan in January 2014 due to high levels of neglect.

### **Main areas of concern/risk:**

- Domestic Violence
- Mother's parental ability was lacking and the local authority were concerned that she was unable to appropriately look after the child.
- Professionals raised concerns that Mother would often leave the home late at night and not return home until the early hours of the morning. There were unknown males in the home and it was unclear what the child had been exposed to.
- Missed professional appointments had significantly heightened professional concern for the child.
- Concerns raised as to whether the child was being fed appropriately.
- Lack of stimulation for the child, which may or may not be the reason for under development.
- The child's developmental needs were not being met and the child has not been taken for medicals or other appointments.
- The home is observed to inappropriately darkened, during the day and toys packed away.

### **Intervention**

The Child Protection Chair spoke to both parents before the initial conference to explain the purpose of the conference, confirm the agenda and confirm that the cultural and racial aspects of the child would be a consideration in the decision making.

By the three monthly CP review the Child Protection Chair met with both parents individually about their responsibility to their child and the fact that they were putting their own needs above their child.

The child was accommodated under section 20 of Children Act 1989 and the Child Protection Chair became the Independent Reviewing Officer (IRO). The synergy between the two roles highlighted the continuity between the two roles in the best interest of the child.

The Independent Reviewing Officer (IRO) was able to explain the history of the case to the newly allocated social worker and give an insightful overview.

The Independent Reviewing Officer (IRO) gave advice on the child's history of abuse and what future placement would be in the child's best interest regarding the global delay, contact with parents and intervention of disability services.

The Independent Reviewing Officer (IRO) had contact with the court Guardian in terms of the child's permanency planning.

### **Outcomes**

The child is currently living with a family who are able to meet the child's medium term care. Disability services are in place on a weekly basis.

The child is communicating much better, engaging and beginning to recognise words.

Parental contact has been reduced and supervised when it does take place. A family member is currently being assessed for an SGO (Special Guardianship Order).

### **CASE STUDY 3: Participation: Importance of creativity to enable young children participate and express their views**

#### **Background**

Both children are young and are now subject to a CP plan. The children are too young to attend conference.

#### **Main areas concern/risk**

- Domestic abuse
- Perpetrator of violence continuing to visit family home despite a legal order in place to prevent this.
- Drug abuse
- Multiple visitors to the family home late at night and during the early hours of the morning

#### **Intervention**

The social worker used a creative, gentle and non-threatening approach to ascertain the wishes and feelings of these young children.

Using farm animals the social worker began talking to the children and then the concepts of 3 islands was used to hear about the children's wishes and feelings. One island was their dreams, one island they sometimes visited the 3rd island they never wanted to go to.

### **Outcomes**

The IRO felt it was an exceptional example of how to get younger children to participate in conference.

This Three Islands view was not only helpful to bring the children's views and concerns into the conference but also useful for the children's mother to hear what the children feel about some of the things they are witnessing in the home.

### **CASE STUDY 4: Importance of legal planning and contingency planning in child protection plans**

#### **Background**

Three children were subjects of a child protection plans. The concerns were around mother's drinking and inability to be emotionally available for the children. The children's father lived in another part of the country following the separation.

#### **Main areas of concern/risk:**

- Alcohol abuse
- Poor parenting and inability to prioritise needs of the children
- Physical violence between siblings
- None of the children reaching their education potential

#### **Intervention**

The Independent Reviewing Officer who chaired the Child Protection Conferences set a timescale by which the family would either agree where the children would live or for the local authority to take legal action.

The local authority initiated the Public Law Outline which prompted father to apply for a Child Arrangement Order. A Family Group Conference was convened to consider who else within the extended family network could be an appropriate carer.

Direct work was undertaken by the allocated social worker with all three children and as a result the two eldest expressed a wish to attend the Child Protection Conferences.

The independent reviewing officer met with the oldest two children and agreed that they could attend part of the conference, to express their views, hear about what the professionals say about them, and then return to hear the chair's summary and child protection plan.

#### **Outcomes**

Mother wanted the children to be cared for by the maternal side of the family. The independent reviewing officer expressed concerns at the child protection reviews about mother's ability to prioritise the emotional needs of children in the long term. The local

authority supported the father's application for Child Arrangement Order by way of a Section 7 report to the court.

**Child young person's views re outcomes**

All three children are now living with their father and their local authority report that they are doing well and are happy living with their father.



## Appendix 2

### IRO Annual Work plan 2015/2016

<b>Green</b>	Action on track and progressing to plan, no problems that will impact on schedule.	<b>Red</b>	Major problems and issues threatening the action, behind schedule and not expected to recover.
<b>Amber</b>	Some problems and or delays with the action but expected to recover.	<b>Complete</b>	Action fully completed

Area for development	Action	Lead officer	Timescale	RAG Status
Implementation of the Ofsted 2015 improvement plan. Ensuring that the annual reports of the Local Authority Designated Officer (LADO) and the independent reviewing officer (IRO) meet the requirements of the relevant statutory guidance, provide a critical analysis of their respective services and identify specific areas for improvement.	Re write and publish 2014/15 IRO report	Anne Stoker Head of Safeguarding	April 2015	
	Write and publish 2014/15 LADO report	Maria Anastasi LADO	April 2015	
Implement strengthening family's model creating a more constructive culture around child protection organisation and practice – particularly through the implementation of Signs of Safety.	Develop an implementation plan to be presented and agreed at OMG	Anne Stoker Head of Safeguarding	June 2015	
	Present to ESCB and begin to plan into place with full cooperation of partners		September 2015	
Maintaining the high levels of participation in LAC reviews and improving where possible the numbers of children and young people that participate in Child Protection conferences.	Further embed the use of viewpoint by IROs championing its use	Maria Anastasi Deputy Head of Service and IROs	April 2015 onwards	
	Increase the number of young people supported to chair their own LAC reviews			
	Include the above as stretch targets within IROs individual PARs			
Embracing the Enfield 2017 transformation agenda while fulfilling the statutory requirements of the service.	Identify key areas that will require specific specialist support and ensure all statutory functions are met	2017 Leadership Team Tony Theodoulou Assistant Director Children's Services	April 2015 and ongoing throughout the year	

		Anne Stoker Head of Safeguarding		
Implement findings from the many audits that review children subject to child protection plans and those looked after and continue to have a key role in the work of the ESCB and specifically the work of the OMG.	Review sections of audits relating to the service	Anne Stoker Head of Safeguarding Maria Anastasi LADO IROs	October 2015	
Ensure IROs leadership and competencies remains strong and they meet the standards of the new knowledge and skills framework.	IROs to attend training and development workshops New knowledge and skills set to be used when setting PARs			
Increase income generation where possible through traded services and charging for training	Review the budget monitor IROs case loads as income generated may be offset against service pressures			
Include Kratos in the review of the effectiveness of the IROs	Develop a framework to include Kratos in the scrutiny of the IRO service			
Update the ESCB Managing Allegations Protocol, reviewing and embedding LADO processes.	Update the protocol Launch and embed use of the LADO referral form Explore use of liquid logic to case manage LADO records Continue to deliver multi-agency training re the management of allegations	Maria Anastasi Deputy Head of Safeguarding		
Embed the process from the new Child Sexual Exploitation multi-agency protocol	Review processes and clarify the roles and responsibilities of the IRO			

**MUNICIPAL YEAR 2015/2016 REPORT NO. 10****MEETING TITLE AND DATE:**Cabinet 17<sup>th</sup> June 2015Council 24<sup>th</sup> June 2015**REPORT OF:**

Director of Finance, Resources and Customer Services

Agenda – part 1

Item: 17

**Subject: Housing Gateway Limited Annual Report****Wards: All****Cabinet Members consulted: Cllr Oykenner, Cllr Stafford and Cllr Georgiou**

Contact officer and telephone number: Hayley Coates – 020 8379 3087

E mail: [Hayley.coates@enfield.gov.uk](mailto:Hayley.coates@enfield.gov.uk)**1. EXECUTIVE SUMMARY**

- 1.1 In February 2014 Enfield Council's Cabinet agreed to establish a wholly owned local authority company to acquire and manage properties in the private rented sector, to be used by the Council to discharge its statutory homeless duties. This was in response to the £3.3m budget pressure facing temporary accommodation in 2014/15, which was predicted to rise to up to £7.8 million if no action was taken.
- 1.2 The local authority company – Housing Gateway Limited – was established in March 2014 and is responsible for: the identification of properties; property acquisition; undertaking any necessary renovation to bring the properties up to the required lettings standard and; ongoing property management.
- 1.3 Since the creation of the company in March 2014 it has become fully established as an independent legal entity and has robust processes and procedures in place for day to day operation, and a unique brand. A Board of Directors has been formed, which includes two independent directors, and meets on a monthly basis to provide strategic direction to the company and oversee performance.
- 1.4 As of 31<sup>st</sup> March 2015 the company was on track to meet the indicative targets in the business case for the first year by 30<sup>th</sup> June 2015, with 72 completions and 34 properties tenanted. An independent six month review was undertaken by Social Finance and concluded that significant measurable progress had been made across all areas of company operation and *“the business case underpinning the formation of HGL remains undiminished, with the pressure on Council spending on temporary accommodation intensifying”*.

- 1.5 This is illustrated by the fact that the number of households in temporary accommodation has risen from 2188 in December 2013 to 2764 on 31<sup>st</sup> March 2015; an increase of 26% resulting in Enfield being ranked 5<sup>th</sup> highest nationally for the number of households in temporary accommodation.
- 1.6 In addition, the number of households in expensive nightly paid accommodation has more than doubled to 1,150 (compared with 480 in February 2015) with a further 78 in B & B accommodation.
- 1.7 Housing Gateway Limited is successfully enabling the Council to discharge its statutory homeless duties into the private sector whilst reducing the temporary accommodation budget pressures. In addition the model has enabled the Council, via the company, to secure local properties for local people and should in time help to drive up standards by being an exemplar landlord and ensuring that all properties are let at an appropriate standard and are well managed.
- 1.8 The company has exceeded the target yield in the baseline financial model, whilst reducing General Fund budget pressures and enabling the Council to acquire a portfolio of assets, via the company. Financial viability was further enhanced as Housing Gateway Limited successfully secured £1.8 million of GLA grant funding for the renovation of 56 properties. An independent review of the financial position of the company after one year concluded that the financial standing is positive and the financial viability is better than expected when compared to the original business case.
- 1.9 The Council and Housing Gateway Limited have received national recognition for the innovative business model and contact has been made by a number of other local authorities seeking to replicate Enfield's model. The company has also featured in the Guardian and both national TV and radio broadcasts.

## **2. RECOMMENDATIONS**

- 2.1 Note the contents of the Housing Gateway Limited First Annual Report, outlined in the body of this report and in Appendix 1.
- 2.2 Cabinet agree to refer this report to Council for information.

## **3. BACKGROUND**

- 3.1 Over recent years there have been increasing pressures on the temporary accommodation budget, arising from an increase in the number of homeless households (for whom the Council has a statutory duty) as a result of a

complex range of socio-economic factors including market conditions in the Private Rented Sector, the Government's welfare reforms and a greater number of placements in Enfield by other boroughs. As a result, this has increased the Council's reliance on expensive Nightly Paid Accommodation and the Council faced an estimated budget pressure of £3.3 million in 2014/15 that was predicted to rise to up to £7.8 million if no action was taken.

- 3.2 Management action was therefore required to increase the supply of more cost effective accommodation and reduce demand for the service. In February 2014 Enfield Council's Cabinet agreed to establish a wholly owned local authority company to acquire and manage properties in the private rented sector that the Council could use to discharge its statutory homeless duties. It was agreed that the properties purchased by the company would be made available to those residents primarily with housing need or at risk of homelessness. The creation of a local authority company to purchase properties that the Council can use to discharge its statutory homeless duties was part of a wider strategy to reduce temporary accommodation budget pressures and secure local properties for local people.
- 3.3 Cabinet agreed that the company should initially focus on acquiring existing properties due to the immediate budget pressures but did permit the use of funding for new build developments over time if deemed to be financially viable. Cabinet also agreed a loan between the Council and the company to enable the acquisition of properties to be repaid by the company on an annual basis. It was accepted that the number of properties purchased would be determined by the local housing market but it was agreed that a phased approach to the acquisition of properties over a number of years would be adopted, to manage the risk and enable the Council to test the effectiveness of the model.

### **Year 1 Progress**

- 3.4 The local authority company – Housing Gateway Limited – was established in March 2014. Housing Gateway Limited's remit is to identify suitable properties, complete the acquisition process, undertake any necessary renovation to bring the properties up to the required lettings standard and then provide ongoing property management.
- 3.5 Since the creation of the company in March 2014 it has become fully established as an independent legal entity and has robust processes and procedures in place for day to day operation, and a unique brand. A Board of Directors has been formed and meets on a monthly basis to provide strategic direction to the company and oversee performance. Two independent directors have been recruited to the Board of Directors and provide a wealth of experience in the housing and property field and independent challenge to the company's operation, paying particular regard to the performance data.
- 3.6 The Board of Directors has set guiding principles for property acquisition based on the financial model and suitability. The Board recognises that a placement that is not in the vicinity of Enfield is not always suitable for local

residents with housing needs, who may need to remain within, or near to, the borough to continue their education, maintain close proximity to family members or for proximity to their place of work. The Board has therefore agreed to purchase properties in Enfield and within a five mile radius.

- 3.7 The performance of the company during its first year of operation is outlined in the Chairman's Report in Appendix 1.
- 3.8 The Council and Housing Gateway Limited have received national recognition for the innovative business model and contact has been made by a number of other local authorities seeking to replicate Enfield's model. The company has also featured in the Guardian and both national TV and radio broadcasts.
- 3.9 Housing Gateway Limited successfully secured £1.8 million of GLA grant funding for the renovation of 56 properties, which has further enhanced the financial viability of the company.
- 3.10 During the first year of operation, Housing Gateway Limited has focused on the purchase of existing properties and conversion opportunities, to respond to the budget pressures in the fastest timescales possible. Consideration may be given to new build developments over the coming year but a second local authority company – Enfield Innovations Ltd – may be utilised for that purpose.

### **Review of the Business Case**

- 3.11 Prior to the creation of Housing Gateway a robust financial model was prepared and an extensive amount of research was undertaken on the local housing market. Housing Gateway therefore commissioned an independent six month review from Social Finance, to assess progress against the original business case. The review concluded that *"HGL has made significant progress in its first six months of operations, with measureable progress in each area"*. In addition the review found that *"the business case underpinning the formation of HGL remains undiminished, with the pressure on Council spending on temporary accommodation intensifying"*. This is illustrated by the fact that the number of households in temporary accommodation has risen from 2188 in December 2013 to 2764 households (9670 people) on 31st March 2015. This reflects an increase of 576 households and over 26%. Enfield Council is currently ranked 5<sup>th</sup> highest nationally for the number of households in temporary accommodation.
- 3.12 In addition the number of households in expensive nightly paid accommodation has more than doubled to 1,150 (compared to 480 in February 2015) with a further 78 in B & B accommodation at 31<sup>st</sup> March 2015.
- 3.13 Both the independent six month review and the subsequent end of year review demonstrate that the business case for Housing Gateway Limited remains strong and provides a mechanism to secure local properties, whilst also delivering a saving to the Council per property and acquiring an asset.

- 3.14 In addition to a review on the business case, Social Finance conducted an analysis on all properties which came onto the market between 1<sup>st</sup> May 2014 and 13<sup>th</sup> November 2014 listed on primelocation.co.uk within the Enfield geographic boundaries. This was to review whether the development of the property portfolio was having a perverse impact on the market. This concluded that the percentage of properties purchased of the available stock at the target yield was in line with the approved business model and therefore that there was not any evidence of a perverse impact on the local market.
- 3.15 Housing Gateway Limited is successfully enabling the Council to discharge its statutory homeless duties into the private sector and reducing the temporary accommodation budget pressures. In addition the model has enabled the Council, via the company, to secure local properties for local people and should in time drive up standards by being an exemplar landlord and ensuring that all properties are let at an appropriate standard and are well managed, as outlined in the Chairman's Report in Appendix 1.
- 3.16 The company is now fully established and aims to continue the acquisition of properties during its second year of operation. The rents remain at a sub market level equivalent to Local Housing Allowance. From 6<sup>th</sup> April 2015 the Local Housing Allowance increased by up to 4% for some bedroom sizes, so the company is currently reviewing the acquisition price for individual properties. As the company has grown significantly during the first year of operation, a full time Housing Gateway Development Manager was appointed in April 2015 to ensure the company can continue with the scale and pace of acquisition during its second year of operation.

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

- 4.1 The alternative options were considered by Cabinet as part of KD 3782. Cabinet is asked to note the contents of the first Annual Report, as the sole shareholder of Housing Gateway Limited.

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

- The Council is the sole shareholder of Housing Gateway Limited and it was agreed at Cabinet that an annual report would be prepared to update the Council on the progress made by the company.

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

##### **6.1 Financial Implications**

- 6.1.1 Properties have been purchased and are now owned by Housing Gateway Limited, a separate local authority company, in accordance with the Cabinet decision. The Council is providing a loan to cover the initial capital investment of properties and the renovation works, plus a start-up loan to cover the working capital requirements.

- 6.1.2 The ongoing financial monitoring demonstrates that the company remains financially viable and the business case is undiminished, as the demand for, and cost of, temporary accommodation in Enfield continues to increase.
- 6.1.3 Monthly Profit and Loss and Cashflow statements are being prepared for the Housing Gateway Limited Board of Directors to ensure that appropriate scrutiny can be given to the company.
- 6.1.4 Social Finance has undertaken a review of the financial model following a year of operation. This concluded that the overall financial standing of the company is positive and it has performance better than expected when compared to the original business case.
- 6.1.5 By utilising Housing Gateway Limited properties to discharge statutory homeless duties into the private rented sector the Council has successfully prevented a greater increase in the temporary accommodation budget.
- 6.1.6 Social Finance has updated the financial model based on year one costs and this will inform the Profit and Loss statements and rolling 12 month forecast.

## **6.2 Legal Implications**

- 6.6.1 The establishment of Housing Gateway Limited has been undertaken in accordance with Section 95 of the Local Government Act 2003 and Section 1 of the Localism Act 2011 (the general power of competence).
- 6.6.2 The Board of Directors has the necessary company legal documentation including:
- Articles of Association
  - Entrustment Document - to set out the State Aid exemption
  - Facility Letter - to outline the terms of the loan agreement)
  - Nominations Agreement – to confirm that the Council has 100% nominations rights for the properties
  - Service Level Agreements – to set out the terms of the agreement between the Council and the company regarding services provided
  - Tenancy Agreement
  - Maintenance and Management Agreement – to set out the obligations for both parties with regards to property management.

## **6.3 Property Implications**

- 6.3.1 Housing Gateway Limited is reviewing properties advertised by local estate agents, investigating direct referrals via the website or other contacts and paying consideration to properties being sold at auction.



6.3.2 An Investment Committee has been established to review the toolkits of all properties viewed. There is input from Housing, Property and Finance so this provides a check and balance process and provides a forum to review the individual property business cases against the financial model and guiding principles for acquisitions.

6.3.3 Independent valuations are undertaken for one in three properties purchased to ensure that properties are not purchased at more than market value.

6.3.4 All properties are viewed prior to purchase and this includes an estimate of the renovation work required so all costs can be factored into the individual property business case.

## 7. KEY RISKS

- **Legislation changes impact on the business model.** This remains a significant risk however mitigating actions have been deployed as far as possible. This has included building flexibility into the company structure to enable a joint venture or partnership in the future and to provide control of rents and the target population, so this can be adapted if required.
- **There is insufficient housing stock available in the borough that offers the target gross yield, thus reducing the potential to secure the intended portfolio size.** This is being mitigated by considering larger properties that offer the potential to refurbish and sub divide into smaller units and also considering properties in neighbouring boroughs, if they can meet the housing needs of Enfield residents.
- **Housing needs change and the demand for properties of this nature change.** This has been addressed by devising a flexible approach within the company so that the target population and thus the rental income can be altered over time, as well as the option to sell an asset if required.
- **Purchasing a significant number of properties could destabilise the local housing market and result in an increase in property prices and reduce the number of properties on the market for first time buyers.** This was mitigated by undertaking detailed market analysis of the trends and the purchase of properties in neighbouring boroughs in the development of the business case. Further mitigating steps have included instructing an independent six month review and implementing the screening process to target the searches.

## 8. IMPACT ON COUNCIL PRIORITIES

### 8.1 Fairness for All

The business model of Housing Gateway Limited enables the Council to access finance to increase the supply of good quality, value for

money housing in the borough, to meet the objectives set out in Enfield's Housing Strategy (2012-2027). By increasing the supply of quality accommodation within the Council's control, this is enabling the Council to discharge its statutory duties and prevent homelessness, and is increasing access to more secure accommodation for some of the most vulnerable residents in the borough.

## **8.2 Growth and Sustainability**

Access to good quality, stable housing is a key aspect of a person's health and wellbeing. By using long term finance Housing Gateway Limited reduces the risk of the need to refinance or sell properties after a few years. Furthermore by ensuring properties are maintained to a good standard, Housing Gateway Limited is increasing the supply of quality accommodation and in turn improving health and wellbeing and prospects of securing employment. All properties are renovated by the Repairs and Maintenance contractors appointed by Council Housing, so are therefore require to comply with the Council's standard contract clauses regarding the promotion of local employment and supporting apprentices.

## **8.3 Strong Communities**

By increasing the supply of quality homes that the Council can access within the borough and the surrounding area, this is increasing opportunities for local residents to access employment and training and thus reducing the likelihood of them requiring additional services from the Council.

## **9. EQUALITIES IMPACT IMPLICATIONS**

An Equalities Impact Assessment was drafted and attached to the Cabinet decision that approved the creation of Housing Gateway Limited. Allocations to individual properties are being made in line with existing Council policies, which have been equality impact assessed.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

Through Housing Gateway Limited, the Council has the opportunity to reduce the number of households in temporary accommodation and provide quality accommodation for some of the most vulnerable residents. This in turn, provides the opportunity for the Council to make a positive impact for wider objectives, such as reducing employment and improving health and wellbeing.

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

Housing Gateway Limited has devised a Lettings Standard and all properties are renovated to comply with this. Health and safety checks are carried out prior to occupation and the ongoing maintenance and management of the properties includes a review of essential checks, for example gas safety

checks. The Council's approach to asbestos management is being applied and tenants are notified of any known asbestos.

## **12. HR IMPLICATIONS**

Housing Gateway Limited does not have any directly employed staff. Professional services are accessed from the Council and the obligations of each party and fee structure are defined in Service Level Agreements and a Housing Maintenance and Management Agreement.

## **13. PUBLIC HEALTH IMPLICATIONS**

By increasing the supply of good quality housing in the borough across tenures, health and wellbeing of individuals will be improved. All properties purchased are fit for purpose or refurbished so that they fall in line with the company Lettings Standard. Where investment is used to provide quality housing to enable the Council to discharge its statutory homelessness duties, residents selected for these properties will be most at need and therefore most affected by the Government's housing benefit cap.

Through the other support mechanisms in place around the Council (e.g. the Welfare Reform Task Force), people will be actively encouraged and enabled to return to work, with all the positive outcomes associated with being economically active i.e. improved general well-being, self-esteem and longer term employability.

### **Background Papers**

None.

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# CHAIRPERSON'S REPORT

2014-15





34 FAMILIES MOVED OUT OF TEMPORARY ACCOMMODATION INTO MORE STABLE ACCOMMODATION IN THE PRIVATE RENTED SECTOR



SECURED £1.8M OF EXTERNAL FUNDING TO BRING EMPTY HOMES BACK INTO USE

72 PROPERTIES PURCHASED BY 31ST MARCH 2015



“ THROUGH REGULAR PROPERTY INSPECTIONS WE’VE BEEN ABLE TO MAINTAIN THE QUALITY OF THE PROPERTIES THROUGHOUT THE TENANCIES AND PRESERVE THE STANDARD.

”  
PROPERTY MANAGER  
ENFIELD COUNCIL

“ HGL HAS MADE SIGNIFICANT PROGRESS IN ITS FIRST SIX MONTHS OF OPERATIONS, WITH MEASUREABLE PROGRESS IN EACH AREA.

”  
SOCIAL FINANCE

“ THE PROPERTY WAS NEWLY REFURBISHED AND VERY CLEAN WHEN WE MOVED IN AND IT SOON FELT LIKE HOME. IT WAS A REAL HELP TO RECEIVE WHITE GOODS AS WE COULDN’T HAVE AFFORDED THESE.

”  
HOUSING GATEWAY TENANT

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# FOREWORD

Dear Shareholder,

Since Enfield Council agreed to establish a wholly owned company in February 2014, as an innovative response to local housing pressures, significant progress has been made in developing the company and this first annual report sets out our key achievements.

In a context of increasing demand for housing and rising rental prices in the private rental sector, there was a pressing need to increase the supply of more cost effective accommodation and reduce the demand for temporary accommodation. Too many of our local residents were struggling to find accommodation they could afford in our borough and so we aimed to take forward a new, innovative business model to secure local properties for local people.

Housing Gateway Limited was established in March 2014 and I'm proud to have led the Board of Directors in making the concept a reality. We have developed a successful business that is reducing Enfield Council's budget pressures whilst also providing good quality and more cost effective accommodation to some of the borough's most vulnerable residents.

In the past year we have successfully established a Board of Directors with a wide range of expertise and knowledge to lead the company. Despite a number of challenges posed by the buoyancy of the local housing market, the company has performed well and exceeded expectations with regards to financial viability.

By 31st March 2015 we had purchased 72 properties and had a further 53 offers accepted and progressing. We are committed to providing quality accommodation and driving up standards in the private rented sector, so all our properties are renovated in line with our lettings standard before we place a tenant. In our first year of operation we successfully enabled the Council to move 34 families out of temporary accommodation into good quality, more stable accommodation. The remaining 38 properties were under renovation on 31st March.

By bringing empty properties back into use we secured £1.8m of GLA funding to improve the quality of these units. Housing Gateway has been regarded as an example of best practice for our approach to housing provision and we have received national recognition for our work, featuring in the Guardian and both national TV and radio broadcasts. We have also provided support and advice to a number of other local authorities seeking to replicate Enfield's model.

After a successful first year I am looking forward to working with my colleagues over the course of the next year to develop the company further and build on our portfolio of properties for local people.

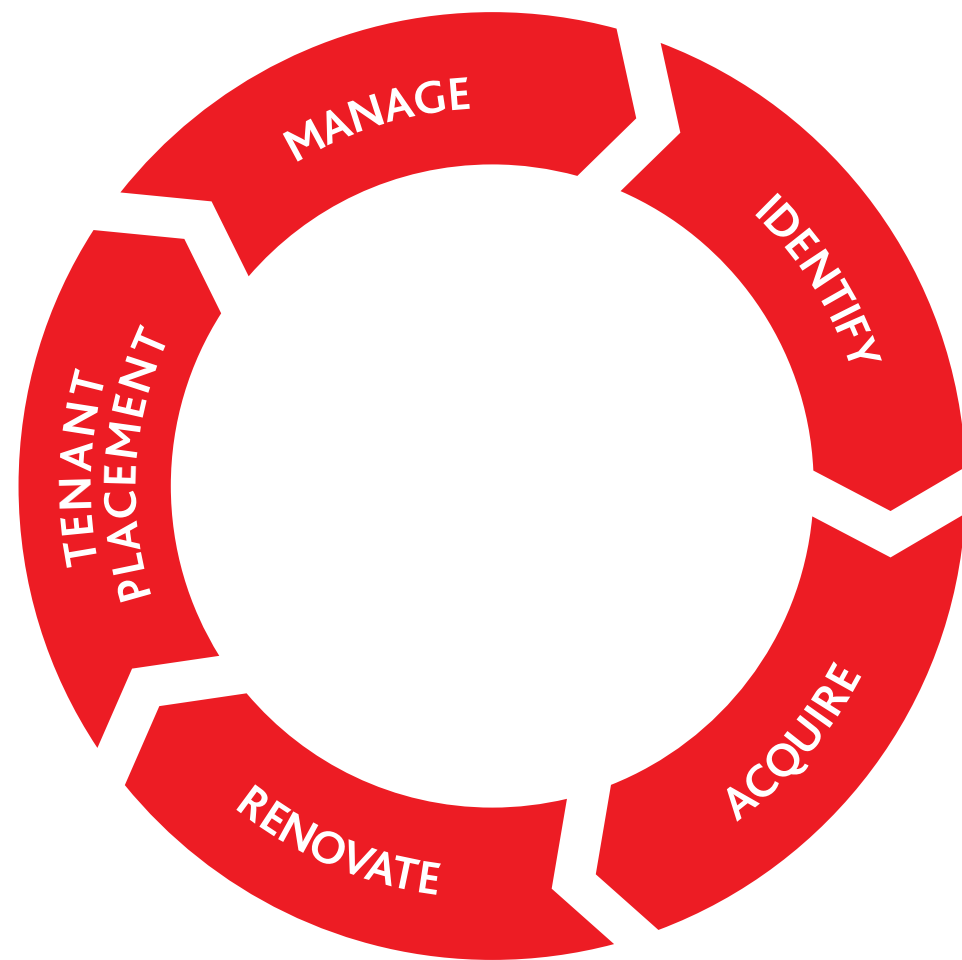
**Andrew Stafford**  
Chairperson

# CONTEXT

Over recent years, demand for housing in Enfield has significantly increased, whilst at the same time there is more competition for supply from other London boroughs and variable standards of accommodation across the private rented sector.

Established in March 2014, Housing Gateway Limited aims to improve the quality, availability and security of private rented sector accommodation for homeless households or those at risk of homelessness and to improve value for money to Enfield Council by reducing reliance on expensive Nightly Paid Accommodation.

The company's remit is to identify suitable properties, complete the acquisition process, undertake any necessary renovation to bring the properties up to the required standard and then provide ongoing property management.



## HOUSING CONTEXT IN ENFIELD

- ▲ The number of households in temporary accommodation has risen from 2,188 in December 2013 to 2,764 households (9,670 people) on 31st March 2015. This reflects an increase of 576 households and over 26%.
- ▲ In March 2015 Enfield was ranked 5th highest nationally for the number of households in temporary accommodation.
- ▲ The number of households in expensive Nightly Paid Accommodation has more than doubled to 1,150 (compared to 480 in February 2014) with a further 78 in B & B accommodation at 31st March 2015.





# THE BOARD OF DIRECTORS

We have established a Board of Directors with a wealth of experience across housing, finance and property sectors to provide strategic direction to the company and oversee performance. The Board meets monthly and, alongside providing scrutiny to the performance and financial position, sets guiding principles for property acquisition and company operation.



**ANDREW STAFFORD – CHAIR**

Andrew has been an active local Councillor for 20 years representing Edmonton; the poorest ward in the borough. He has also held the position of Cabinet Member for Finance for a total of 12 years. Andrew has extensive experience on committees, such as the Edmonton Partnership Initiative, which brought massive inward investment into the regeneration of Edmonton including the rebuilding of Edmonton Green. Prior to being a Councillor, Andrew worked in the shipping industry for 20 years and was Finance Director at an international container company for 10 years.



**AHMET OYKENER – CABINET MEMBER FOR HOUSING AND HOUSING REGENERATION**

Ahmet has extensive knowledge of housing issues through former roles as a local authority officer and more recently from his role as Cabinet Member for Housing and Housing Regeneration at Enfield Council since 2010. Through his day job as a company director he has developed expertise of running a successful company. Ahmet is passionate about improving housing, particularly for the most vulnerable, and is proud to be involved in developing innovative responses to tackle the housing issues faced in Enfield.



**ACHILLEAS GEORGIU – BOARD DIRECTOR**

Achilleas has been the Deputy Leader of Enfield Council since 2010. Previously, he has held positions in education, young people, environment and housing – he was chair of the Housing Scrutiny Panel for a number of years. He has previous company experience as a Director of Enfield Norse. Achilleas brings a wealth of experience from the private, public and non-governmental sectors to Housing Gateway Limited.



**JAMES ROLFE – MANAGING DIRECTOR**

As Director of Finance, Resources and Customer Services at Enfield Council, James holds responsibility for the Council's financial and resource management, the transformation agenda, corporate support services (e.g. legal, scrutiny), customer services and strategic property management. He is a Board Director for Enfield Norse, leads on the Council's commercial agenda, is the principal commercial adviser on the Council's regeneration programme, and is the Council's lead on the Government's Welfare Reform programme. James is also the lead officer for the Council's equalities work, in which Housing Gateway plays a major part.



**KERRY KYRIACOU – BOARD DIRECTOR**

Kerry brings with him extensive experience in both commercial and residential development. His background as a qualified architect and member of the Royal Institute of British Architects has been paramount to the creation of well-designed homes and communities. Kerry is an Executive Board member at Affinity Sutton, and is responsible for the Group's development and estate renewal programmes with a pipeline of over 10,000 homes, and the Group's market sale and shared ownership operations. Kerry brings a fresh perspective to Housing Gateway Limited.



**JACQUI PORRITT – BOARD DIRECTOR**

Jacqui has an excellent understanding of financial services and commercial development. Developed from senior roles in a number of organisations, Jacqui brings specific expertise in business planning, forecasting and budgeting to Housing Gateway Limited. She has previous experience as a former Board Director of the social enterprise arm of a large UK charity.



**SALLY MCTERNAN – BOARD DIRECTOR**

With thirty years' experience in the public sector, Sally started in the civil service and moved to local government in the mid 80's. A varied work history has enabled her to build up extensive knowledge of both the challenges and the joy of serving the diverse communities that live in North London. Senior management experience across a varied portfolio led Sally to her passion for housing and the promotion of good quality housing solutions for all. Fourteen years later and with extensive experience in both the strategic development and operational management of housing services, Sally works hard with her team to promote fairness, independence and housing choice as core values. As Assistant Director of Community Housing at Enfield Council, Sally brings a strong understanding of the needs of local people to the Board, particularly in the context of welfare reform and the pressures of the volatile London housing market.



**ASMAT HUSSAIN – COMPANY SECRETARY**

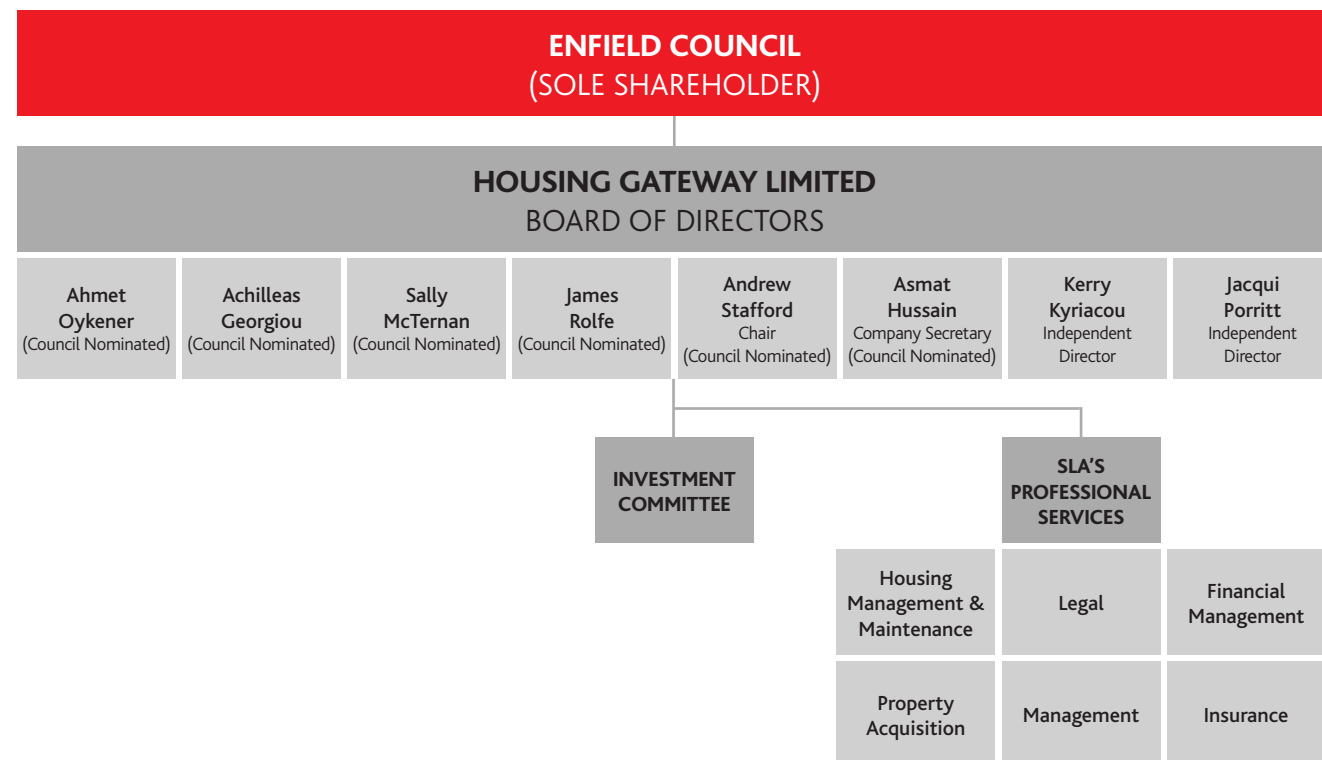
Asmat is a highly skilled local government officer and has held the post of Assistant Director of Legal and Governance at Enfield Council since 2010. Asmat is a trained solicitor and her role includes responsibility for the legal team and a focus on increasing transparency and public engagement on decision making processes at Enfield Council, whilst maintaining effective controls and assurance. Asmat is currently the Council's Monitoring Officer.

# HOW ARE WE STRUCTURED?

The Board of Directors provides strategic direction and leadership to the company and scrutinises its performance. To enable the company to operate effectively the Board of Directors has delegated decisions on the acquisition of individual properties to an Investment Committee, with input from Property, Finance and Housing.

The Investment Committee considers properties that have been viewed by a surveyor and makes a decision about whether to proceed to make an offer on the basis of the individual property business case. If the properties are deemed to be suitable and financially viable, the Investment Committee will agree a target and maximum price, to provide scope for negotiation by the officers in liaison with the agents. The Investment Committee is responsible for governing decisions on individual property purchases to manage the financial interests of Housing Gateway Limited and the Council as sole shareholder.

Housing Gateway Limited does not have any directly employed staff and accesses professional services from the Council via a series of Service Level Agreements and a Housing Maintenance and Management Agreement. This includes: Property acquisition; financial management; allocations and property management; legal; management and; insurance.



# OPERATIONAL PERFORMANCE

We recognise that good operational performance is integral to the success of the company.

We have devised a performance framework to report progress on acquisitions, financial viability and costs, timescales for tenant placement, rent collection and housing management. The performance report is reviewed by the Board of Directors on a monthly basis, to monitor performance against the targets and agree corrective action where required, providing appropriate scrutiny to day to day operations. The Board also holds responsibility for governance and risk management and review the risks and appropriate mitigations on a monthly basis.

Over the course of the year, processes and procedures have been developed and refined to ensure these are fit for purpose. We have made tangible progress in developing operational effectiveness as a result. This has included a decision to amend the purchasing strategy from the Council purchasing properties and then transferring properties to the company following completion of the renovation work, to direct purchase by the company, following an analysis of costs and operational handoffs. This has reduced the number of steps in the process, eliminated duplication and improved timescales for placing a tenant.

All professional services are provided by Enfield Council, governed by a series of Service Level Agreements which clearly set out the standard of service required. A quarterly review meeting has been held with the lead officer to review performance and make any adjustments required throughout the year.

We are committed to be a high performing company, so commissioned an external six month review, undertaken by Social Finance, to assess progress and identify opportunities to improve further. This concluded that "HGL has made significant progress in its first six months of operations, with measurable progress in each area". Following the review we developed an action plan to address the recommendations and we implemented these during the second part of the year, which have had a positive impact on our ways of working.



# OVERVIEW OF PERFORMANCE

## WHAT WE AIMED TO DO

## WHAT WE'VE DONE

## OUR PRIORITIES GOING FORWARD



**Secure local properties for local people**

- ▲ Developed relationships with local estate agents
- ▲ Viewed 323 properties and considered these against the agreed financial and suitability criteria
- ▲ Purchased 72 units
- ▲ Offers accepted on a further 53 properties
- ▲ Offered 34 refurbished properties to local people at sub market rates that are affordable and comparable to Local Housing Allowance

- ▲ Continue to acquire properties, focusing predominantly on 2, 3 and 4 beds



**Set exemplary landlord standards with well managed and maintained accommodation**

- ▲ Developed a Letting Standard to guide renovations
- ▲ Renovated 34 properties
- ▲ Further 38 properties under renovation
- ▲ Invested £300,000 to improve the quality of accommodation and committed a further £450,000
- ▲ Management arrangements in place for all tenanted properties

- ▲ Continue to invest in improving the quality of our portfolio, ensuring the lettings standard is met prior to tenant placement
- ▲ Review the condition of the stock to ensure necessary maintenance is undertaken



**Improve value for money to Enfield Council by reducing the reliance on Nightly Paid Accommodation**

- ▲ 34 families supported to move out of expensive Nightly Paid Accommodation into a high quality property
- ▲ Provided an alternative source of accommodation for the Council whilst demand for temporary accommodation is growing

- ▲ Continue to acquire properties that are available for local residents and offer value for money and greater security for the tenants



**Deliver a financially viable business model**

- ▲ Secured a more competitive interest rate than targeted
- ▲ Secured £1.8m of GLA funding to bring empty properties back into use
- ▲ Exceeded the target yield across the portfolio
- ▲ Sustained a positive cash flow and reduced the level of initial working capital required

- ▲ Review company finances on a monthly basis
- ▲ Explore opportunities to obtain external funding
- ▲ Manage the purchasing strategy to ensure that the target yield continues to be met



# PROPERTY ACQUISITION

## SECURE LOCAL PROPERTIES FOR LOCAL PEOPLE

Due to an increasing demand for housing across London, more boroughs are placing tenants in Enfield, reducing the number of properties available for local residents. We aimed to directly acquire local properties that can provide a home for local people that they can afford.

Over the course of the year we have made contact with local estate agents and developed good working relationships with a large number of these. In addition, we launched an online form so anyone interested in selling their property can contact us directly.

Following an initial screening process we have viewed 323 properties and these have been considered by the Investment Committee against the agreed financial and suitability criteria. Of these, 238 properties were approved by the Investment Committee and offers were made. By 31st March 2015 we had purchased 72 units and had offers accepted and proceeding on a further 53 properties.

We are committed to providing quality accommodation, so all our properties are renovated to meet our lettings standard after acquisition. In Year 1 we enabled the Council to move 34 families out of unstable temporary accommodation into a suitable property with a greater level of stability. The remaining 38 properties were under renovation and due to be available for tenants from April onwards.

All our properties have been leased at sub market rent, comparable to Local Housing Allowance, to ensure the rent is at a level the tenants can afford; reducing the risk of eviction, which is continuing to rise in the private rented sector.



## CASE STUDY 1

- ▲ A 24 year old female with two children under the age of two was made homeless after being evicted from her property.
- ▲ She approached the Council for help finding another property and was placed in temporary nightly paid accommodation for six months before offered a Housing Gateway property.
- ▲ The tenant has settled well and was very pleased that the kitchen had a fitted cooker and that a fridge and washing machine was supplied.



I was really pleased to be offered the property and it has given me the chance to settle in a house with my children where we are all very happy.



## CASE STUDY 2

- ▲ A 46 year old female and her 12 year old daughter became homeless in May 2014. They spent nine months in temporary nightly paid accommodation before moving into a Housing Gateway property.
- ▲ The tenants were supplied with a new cooker and fridge at the start of their tenancy which they found very helpful.



I am really pleased with this property. It is newly decorated and it is very close to my work, which has been really useful.



## CASE STUDY 3

- ▲ A mother with three children was made homeless after being evicted.
- ▲ The family approached the Council for support and was placed in temporary nightly paid accommodation in April 2013 for 19 months before moving into a Housing Gateway property.



It was a real help to receive white goods as we couldn't have afforded these. The property was newly refurbished and very clean when we moved in and it soon felt like home.



# QUALITY OF ACCOMMODATION

## SET EXEMPLARY LANDLORD STANDARDS WITH WELL MANAGED AND MAINTAINED ACCOMMODATION

The quality of accommodation and the standard of management are variable across the private rented sector. We aimed to set exemplary landlord standards to improve the quality of private rented accommodation in the borough, ensuring consistency across our portfolio.

We have devised a Letting Standard which all our properties must meet before we place a tenant. This ensures that all properties meet the safety standards for housing, are in a reasonable state of repair, have reasonably modern facilities and services and have efficient heating and effective insulation. The renovation requirements for individual properties are assessed prior to purchase, so preliminary costs can be factored into the financial viability case for the acquisition.

By March 2015 we had invested approximately £300,000 to renovate 34 properties, improving the quality of housing stock and ensuring residents could live in a safe environment. We committed a further £450,000 to renovate an additional 38 properties. At the start of each tenancy we make provision for white goods to ensure that tenants have the facilities they need and the support to set up home and maintain this to a good standard in the private rented sector.

We have appointed Enfield Council as managing agents of the properties and set out our expectations and required standards in a Housing Maintenance and Management Agreement, which is reviewed on a quarterly basis. This includes property management, customer services, rent assistance, maintenance and caretaking. As part of this we will actively seek tenant feedback, undertake routine inspections and ensure that all necessary health and safety checks are carried out.



BEFORE



AFTER



We've found it much easier to rent Housing Gateway properties. They are of good quality and the provision of white goods makes them appealing to tenants. Through regular property inspections we've been able to maintain the quality of the properties throughout the tenancies and preserve the standard.



PROPERTY MANAGER, ENFIELD COUNCIL

# VALUE FOR MONEY

## IMPROVE VALUE FOR MONEY TO ENFIELD COUNCIL BY REDUCING THE RELIANCE ON NIGHTLY PAID ACCOMMODATION

At the same time as demand for housing is increasing, there has been a shift by landlords to expensive Nightly Paid Accommodation. This has contributed to significant pressures on the temporary accommodation budget and reduced the supply of value for money accommodation for local residents. Our aim was to provide an alternative to Nightly Paid Accommodation in the private rented sector and therefore reduce temporary accommodation budget pressures.

By 31st March 2015 we had enabled the Council to move 34 families out of expensive and unstable Nightly Paid Accommodation into a suitable property that met their needs and provided a greater level of stability with a 12 month tenancy.

This has helped to manage the temporary accommodation budget pressures, as the Council does not need to provide an additional subsidy, as the rent is sub market and comparable to Local Housing Allowance, so is affordable to the tenant group.

With a further 38 properties under renovation at the end of Year 1 and 53 additional properties due to be purchased, we are successfully providing an alternative source of well-managed, quality accommodation for the Council, which is proving valuable in the context of increasing demand and rising costs.





# FINANCIAL VIABILITY

## DELIVER A FINANCIALLY VIABLE BUSINESS MODEL

At the outset we developed a robust financial model capturing all expected income and expenditure over a 35 year period. We secured a loan from Enfield Council to be accessed in a phased way over a five year period, with agreement for initial working capital to cover the early years where costs were expected to be greater than the rental income.

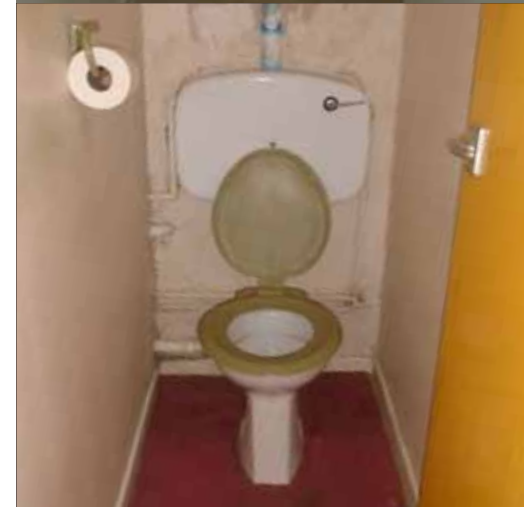
The Board of Directors has scrutinised the financial standing of the company on a monthly basis throughout Year 1 and sought an independent review and comparison to the original business case. Notwithstanding a requirement to establish the company and create the necessary infrastructure, coupled with challenging market conditions during the first year, the company has performed well.

We have reviewed all available loans and secured a more competitive interest rate than targeted, which has had a positive effect on the cashflow. We continue to review the most advantageous terms for each instalment of the loan, to maximise value for money.

In March 2015 we secured £1.8 million of GLA empty homes funding to bring empty properties back into use and renovate these in line with our Letting Standard, which has had a positive effect on our financial model. In addition, on 6th April the Local Housing Allowance increased by 4% for one and two bedroom properties and 1% for 3 bedroom properties, which has delivered further benefit to the company through a higher level of rental income than the original financial model assumed.

In Year 1 we exceeded the target yield across the portfolio. The company performed better than expected in relation to controlled costs, arising mainly from the lower financing costs, changes to Stamp Duty Land Tax calculations and grant funding, which has resulted in a positive cash flow and our working capital requirements have been less than anticipated. Given the progress made we are expecting to generate a surplus earlier than expected if the pace of acquisition continues, that can be reinvested back into local services. The financial model does not take into account capital appreciation, which is also increasing and providing further longer term benefits to the company that are not currently factored in.

Overall, we have secured a steady income stream and will have acquired a significant number of assets at the end of the loan term, whilst at the same time, contributed to a reduction in temporary accommodation budget pressures and established a financially viable company performing better than anticipated when compared to the baseline financial model.



“ WE HAVE CONTRIBUTED TO A REDUCTION IN TEMPORARY ACCOMMODATION BUDGET PRESSURES AND ESTABLISHED A FINANCIALLY VIABLE COMPANY, PERFORMING BETTER THAN ANTICIPATED WHEN COMPARED TO THE BASELINE FINANCIAL MODEL. ”





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Questions 24 June 2015

## **Section 1: Questions for Cabinet Members**

### **Question 1 from Councillor Neville to Councillor Anderson, Cabinet Member for Environment**

The Salmons Brook Flood Alleviation is a scheme that has rightly attracted much local criticism in its implementation. The Environment Agency is certainly not seen by residents as having been effective in its handling of the project, and neither has the Council in pursuing countless allegations of planning breaches throughout the project, of varying degrees of seriousness.

Can he tell the Council:

- Does he agree that like any other public body, the Environment Agency should be leading by example in complying with the law, and in particular in following to the letter, planning conditions imposed to secure safety and reduction in noise and other nuisance likely to arise from the implementation of the planning permission for the flood relief works?

### **Reply from Councillor Anderson**

Yes

- Does he accept that the public expectation is that public bodies will be treated no differently to private individuals or companies where planning breaches occur?

### **Reply from Councillor Anderson**

Yes

- How many complaints has the Environment Department received from residents over the course of the works, divided as between alleged breaches of planning conditions and general nuisance?

### **Reply from Councillor Anderson**

Only three residents complained to the Council during the construction phase and they made approximately 150 enquiries. Given the scale of the project, complaints by 3 residents should not be considered in any way excessive.

- How many formal actions have been taken by the Council in response to the complaints referred to above or otherwise arising from the Flood alleviation works?

### **Reply from Councillor Anderson**

None of the complaints warranted formal action to be taken by the Council.

- How many prosecutions have been brought against the Environment Agency arising from these works?

**Reply from Councillor Anderson**

None.

- How many breach of condition notices were issued by the Council in respect of other planning permissions during the past two years?

**Reply from Councillor Anderson**

In the past two years, 13 breach of condition notices have been served. In addition, 12 temporary stop notices have been served in respect of failure to comply with/or discharge pre-commencement conditions in the past two years.

- How many prosecutions for planning breaches (excluding the Flood alleviation works) were commenced during the past two years?

**Reply from Councillor Anderson**

13

**Question 2 from Councillor Savva to Councillor Orhan, Cabinet Member for Education, Children's Service and Protection**

The pan London Admissions service this year revealed that 85% of Enfield pupils got their first choice of primary school this year, one of the best results in London. Furthermore, whilst many authorities were described as being in crisis because so few pupils got the secondary school of their choice, Enfield was in the top three boroughs in London with 98% of pupils getting one of their choices and nearly 90% getting one of their first two choices. An unrivalled position matched by only a handful of other London boroughs.

How does the Cabinet Member for Education, Children's Services and Protection explain this and how does she intend to maintain this position in the years to come, especially in Edmonton?

**Reply from Councillor Orhan**

We regularly review information about the demand for school places. The recently released Greater London Authority (GLA) school roll projections confirm the need to continue with our existing plans for provision up to 2018 and firm up plans for 2019 and 2020. We will continue to need a mix of our own delivery and Education Funding Agency delivery to maintain our position of one of the best boroughs in London at ensuring sufficient capacity is in place in our schools. For the schools that serve the Edmonton area it is important that the Education Funding Agency delivers the permanent extra capacity at Heron Hall Academy and at Ark John Keats in line with their plans between 2016 and 2018.

**Question 3 from Councillor Neville to Councillor Taylor, Leader of the Council**

Following the election of a Conservative government at the general election and the Conservative successes in the local government elections held on the same day which have resulted in the Conservative Party re-taking control of the Local Government Association, does he accept that his local administration will now have to accept the decision of the wider electorate effectively to approve the Conservatives' Manifesto commitment to continue the policy of reducing the deficit and putting public finances on a sound footing?

Will he confirm that there will now be a more rigorous appraisal of all major expenditure by the Council to avoid the examples of poor value indicated in other questions on the agenda, so to secure the best return on investment of scarce public money, and will he specifically commit to introducing a scrutiny work stream dedicated to that end?

**Reply from Councillor Taylor**

It will not surprise Councillor Neville that I do not accept the premise of his argument. Can I remind him that the Conservative Party received only 36.9% of the popular vote which is hardly consistent with the statement in this question. Indeed I am sure that he will join me in congratulating Joan Ryan's victory in Enfield North. The swing for Labour throughout Enfield shows a rejection of Tory philosophy, and of course, reflects Labour's increased representation in the 2014 local election.

For the record Labour increased its share of the vote to 43.7% in Enfield North, 61.4% in Edmonton and to 39% in Southgate with a 6.8% increase in the vote share in that constituency.

I can assure Councillor Neville that all major expenditure should be, and is, evaluated against good value. The Audit Committee already exists however to consider such matters if it is so minded. However I do accept the warning that we can expect unprecedented levels of cuts exceeding even my estimation in 2014.

**Question 4 from Councillor Hasan to Councillor Anderson, Cabinet Member for Environment**

Can the Cabinet Member for Environment please update the Council on the progress with the Firs Farm Wetland Scheme?

**Reply from Councillor Anderson**

On Monday 8th June 2015, I approved a report for the creation of the wetlands in Firs Farm Playing Fields and the associated expenditure from a combination of funding allocations from Department for Environment, Food and Rural Affairs (DEFRA), Greater London Authority (GLA), Environment Agency, Thames Water and the Council's own capital.

Tenders have now been received from suitable contractors to construct the wetlands

and associated civil engineering works, which are due to start this Summer. The Council will continue to liaise with the 'Friends of Firs Farm'.

**Question 5 from Councillor Neville to Councillor Taylor, Leader of the Council**

Will he state clearly and succinctly his administration's policy on protecting the Green Belt?

**Suggested reply from Councillor Taylor**

The Council's policy on the Green Belt is set out in the Core Strategy adopted in 2010 and the Development Management Document adopted in 2014.

**Question 6 from Councillor Dogan to Councillor Keazor, Cabinet Member for Public Health and Sport**

The Annual Public Health Report described very clearly what needs to be done to reduce the life expectancy gap. Can the Cabinet Member for Public Health and Sport tell us what has been done to reduce high blood pressure in Enfield?

**Reply from Councillor Keazor**

National Audit Office identifies that controlling high blood pressure is one of the most cost effective measures to reduce health inequalities. The risk associated with increasing blood pressure is continuous, with each 2mmHg rise in systolic blood pressure associated with a 7% increased risk of mortality from ischaemic heart disease and a 10% increased risk of mortality from stroke. Increased blood pressure in mid-life raises the risk of dementia later on.

In Enfield, the Director of Public Health and his team voluntarily took a system leadership role to implement prevention, identification and effective treatment for high blood pressure. Enfield CCG takes hypertension seriously and works closely with public health. Around 3,500 more people have their blood pressure controlled than was the case in 2008/2009.

For prevention, Public Health held frequent campaigns around the effects of salt, hypertension and stroke with voluntary sector. Health Kiosks measuring height, weight and blood pressure have been put in GP Practices across Enfield by Enfield CCG. In partnership, Enfield Council, Enfield CCG and UCL partners have been working on a pilot called Hilo Project in two surgeries, Eagle House and Evergreen. 2008 patients with uncontrolled hypertension or uncontrolled cholesterol are included in the pilot. The preliminary results at 9 months are promising. Systolic blood pressure is reduced by 10.1 mmHg in those with hypertension and 9.7 mmHg in those with both hypertension and high cholesterol.

To succeed further, national and local partners need to take action together. Again I would like to highlight that prevention and knowing one has hypertension is important first step. Therefore we need to reduce salt intake, maintain healthy lifestyle, know our blood pressure by testing at health kiosks, participate in NHS Healthcheck and work with our GPs if we have hypertension.

**Question 7 from Councillor Neville to Councillor Taylor, Leader of the Council**

Did he really think it could possibly be appropriate for head teachers of secondary schools to send the politically charged letter to parents and carers that they proposed to send one week before the General Election, in obvious and flagrant breach both of the Local Government Act and its publicity code, and the special rules relating to Purdah. With the benefit of hindsight does he not consider it to have been a waste of public money to seek Leading Counsel's opinion on a matter which most right thinking people would recognize to be wrong both as matters of common sense and public sector ethics?

**Reply from Councillor Taylor**

The Council gave advice to our head teachers on publicity during the election period and I see no problem with that having the input and imprint of legal counsel. Providing greater clarification must be a good thing and save the cost for each school and academy to take its own legal advice.

**Question 8 from Councillor Fonyonga to Councillor A Cazimoglu, Cabinet Member for Health and Social Care**

Following the government's decision to abolish the Independent Living Fund (ILF) by June 2015 and the movement of the responsibility to the Council, can the Cabinet Member for Health and Social Care tell us what is the Council doing to ensure that the very vulnerable people supported by the ILF experience a smooth transition?

**Reply from Councillor Cazimoglu**

The Council has put into place a plan to ensure the smooth transition of current Independent Living Fund (ILF) recipients. Key things within the transition plan are:

- All people have been reviewed by Council and ILF reviewing officers to ensure their support plans are up to date, meet their eligible needs and have a named contact officer within each service area should they have any queries or concerns they need to raise with the Council.
- Communication has taken place with ILF users in partnership with the ILF itself and Enfield Disability Action, the voluntary sector organisation providing independent advocacy services. ILF users and their representatives have been communicated with by letter, phone and through an event held at Park Avenue Resource Centre in early May 2015, which was very well attended. There is also a web page with all the information which people need about the transition process.
- The Council has agreed as part of the transition process that for 2015/16, ILF budgets and support plans will continue to be maintained separately from Council budgets and support to ensure continuity of arrangements.
- All ILF users will receive a review before Christmas 2015 with a view to joining budgets and support plans up in the New Year, 2016/17.

The response from ILF users has been positive and they feel engaged and reassured. There is obvious concern that given cuts to Council funding, this will impact on ILF users. However, the Council has been clear that it will continue to discharge its statutory duty to meet eligible needs.

**Question 9 from Councillor Vince to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

I first wrote to you in February regarding an oversized door at Carterhatch Juniors which was approved by Asset Management. You agreed to look into the concerns raised by governors, but to date I have not received a reply. The Governing Board are now extremely concerned as this is a fire door and the health and safety of both the children and staff are at risk. Would you please update the Council on what actions are being taken?

**Reply from Councillor Orhan**

The door in question was designed as a fire escape door for the prefabricated classroom, which was originally provided for the Infant school in December 2009 at short notice to cope with a bulge class. The door was sized to be wheelchair accessible, and the ironmongery was specified for an escape door (e.g. push bar). The classroom was supplied by an external contractor, the contract managed by Architectural Services (now the Corporate Maintenance & Construction Team (CMCT)). Handover was accepted on behalf of the authority and the classroom used by the Infants School for three years. After two years the door required adjustment. This was undertaken by the original contractor, albeit that it was out of their warranty period.

The Junior School occupied this classroom three years later as the bulge class moved through the school. The external steps to the door were turned round and fencing adjusted accordingly, giving direct access into the Junior site. It appears that at that time the door, which was designed as a fire escape door became regularly used for access by children. The ironmongery was not changed to reflect this different use.

In late 2014, the door required further adjustment. CMCT referred this to the original contractor who declined to make the repair given that the classroom was now almost 5 years old and well out of the warranty period. They did make a without prejudice goodwill gesture to the school of £250, towards adjusting the door which the school declined.

CMCT consider that the door was correctly specified for the original use by the Infants School. The ironmongery could have been changed when the classroom reverted to Junior use, along with the other adjustments made.

Schools and Children's Services (CCS) Asset Management have advised that the school receives additional maintenance funding for the building, and that SCS cannot fund this from the maintenance fund, so the school should therefore take responsibility for what is a relatively minor repair.

**Question 10 from Councillor During to Councillor Taylor, Leader of the Council**

It is reported that Lord Kerslake (ex Permanent Secretary at the Department for Communities and Local Government) has 'serious concerns' over extending right to buy and sees it as 'wrong in principle and practice'. Does the Leader think that such a significant and well respected figure has a point and will an extension have an effect in Enfield?

**Suggested reply from Councillor Taylor**

The current Right To Buy Scheme for council housing is already having a significant impact on the Council's ability to house local people in need. Since the discount was raised in 2012 (currently a maximum of £103k) we have sold 356 council homes at a cost to the Housing Revenue Account of over £25m, which could have been spent on the management and maintenance of the stock.

The extension of the Right To Buy is likely to affect 40 housing associations operating in Enfield who, between them, manage nearly 10,000 properties. We do not yet know whether wide uptake of the offer will affect the financial viability of these housing associations.

The Government's proposal for Councils to sell their more valuable council homes to compensate housing associations for the loss of the discount will only exacerbate the problems in Enfield of increasing use of temporary accommodation and overcrowding which we will be less able to assist.

**Question 11 from Councillor Neville to Councillor Anderson, Cabinet Member for Environment,**

Can he tell the Council how much was spent by North London Waste Authority (NLWA) in 2014/15 on implementing its Food Waste Prevention Plan?

**Reply from Councillor Anderson**

The NLWA food waste prevention programme costs for 2014-15 were £150,526 in total for the 7 boroughs.

**Question 12 from Councillor Pite to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

The pan London Admissions service this year revealed that 85% of Enfield pupils got their first choice of primary school this year, one of the best results in London. Furthermore, whilst many authorities were described as being in crisis because so few pupils got the secondary school of their choice, Enfield was in the top three boroughs in London with 8% of pupils getting one of their choices and nearly 90% getting one of their first two choices. An unrivalled position matched by only a handful of other London boroughs.

How does the Cabinet member for Education, Children's Services and Protection explain this and how does she intend to maintain this position in the years to come,

especially in Enfield North?

**Reply from Councillor Orhan**

We regularly review information about the demand for school places. The recently released GLA school roll projections confirm the need to continue with our existing plans for provision up to 2018 and firm up plans for 2019 and 2020.

We will continue to need a mix of our own delivery and Education Funding Agency delivery to maintain our position of one of the best boroughs in London at ensuring sufficient capacity is in place in our schools.

For the schools that serve the Enfield North area we have plans for permanent primary provision at the preferred location at Chase Farm.

**Question 13 from Councillor Laban to Councillor Anderson, Cabinet Member for Environment**

Would the Cabinet Member for Environment consent to allow the Enfield Town Residents Association to sit on the Enfield North, Cycle Enfield Partnership Board as their members live in the Cecil Road area so will be impacted if certain proposals go through?

**Reply from Councillor Anderson**

They have already accepted our invitation.

**Question 14 from Councillor Jemal to Councillor Keazor, Cabinet Member for Public Health and Sport**

Can the Cabinet Member for Public Health and Sport update the Council on progress with the latest round of investment in our leisure centres?

**Reply from Councillor Keazor**

The new £1.2 million injection from the previous year's operating profit funded by both the Council and Fusion has been used in our leisure centres. The refurbishment programme includes an enlargement of the gym areas at Southbury and Edmonton Leisure Centre to incorporate new warm up and free weights areas and upgraded gym equipment which is now complete and open for residents to use.

Southgate Leisure Centre will have an extended Studio space by the end of the Summer (works due to start at the end of June). We are also creating a new basement gym area as part of this project. This will extend the gym and studio space with the view to increasing participation and helping to make our residents healthier.

**Question 15 from Councillor Laban to Councillor Anderson, Cabinet Member for Environment**



Would the Cabinet Member for Environment confirm that David Burrowes MP will be invited to both the Enfield North and Enfield West Cycle Enfield Partnership Boards meetings so he is able to represent all his constituents?

**Reply from Councillor Anderson**

Yes. In addition, Joan Ryan MP will be invited to the Enfield West Cycle Enfield Partnership Board, and Kate Osamor MP will be invited to the Enfield North Cycle Enfield Partnership Board.

**Question 16 from Councillor Hamilton to Councillor Oyken, Cabinet Member for Housing and Housing Regeneration**

Councils cannot consider their own financial pressures when deciding whether to accept an applicant on a vulnerable homeless person the Supreme Court has ruled. As a result has the Department for Communities and Local Government (DCLG) issued guidance and made more money available to reflect legal change?

**Reply from Councillor Oyken**

The private sector housing market conditions remain challenging, with evictions from the private rented sector remaining high and the demand for temporary accommodation keeping prices at an inflated level.

In the recent Supreme Court case referred to and in other cases in this area of law, the Courts have been clear that local authorities are not entitled to take into account their resources when deciding whether a duty is owed to house the homeless. Once the authority owes a duty the authority has to carry it out and cannot rely upon lack of resources.

Steps will be taken to ensure that all relevant factors are considered and recorded when making difficult placement decisions.

However, you are quite right to point out that the Council's financial position when making placements was not a matter considered by this judgement. The DCLG has issued no further guidance and the subsidy arrangement to reimburse the Council for the costs associated with temporary accommodation remain pegged to 2011 rental prices.

The Council's financial exposure remains acute and with further welfare reforms planned, my concerns about the pressures facing Enfield remain grave.

**Question 17 from Councillor Laban to Councillor Anderson, Cabinet Member for Environment**

Would the Cabinet Member for Environment inform the chamber of the following:

- How many incidents of fly tipping have occurred in the past 12 months?
- How many convictions for fly tipping his department has achieved in the past 12 months

### Reply from Councillor Anderson

	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15
Reactive	576	686	441	613	513	488	575	515	509	571	618	495
Proactive	3555	3562	3397	3600	3931	3412	3659	3331	3825	4958	4270	4601

9 prosecutions commenced.

### Question 18 from Councillor N Cazimoglu to Councillor Anderson, Cabinet Member for Environment

Gating of rear alleyways is an initiative that reduces the risk of burglary and fly tipping. Can the Cabinet Member for Environment please update the Council on the progress of alley gating of private alleyways?

### Reply from Councillor Anderson

As you say, the alley gating project provides for the gating of private alleyways to increase security for residents whose properties are adjacent to them. The scheme has been running since 2005 and up to 31 March 2015 we have gated in excess of 436 alleys borough wide. They have proven successful in reducing incidents of burglary, fly tipping, drug misuse and other types of anti-social behaviour.

The schemes are resident led. Applications are received from residents who act as coordinators gathering the necessary consents from neighbours to gate the alley. Any missing consents, landowner consents and objections are dealt with by the project officer. The gates are installed and maintained free of charge to residents and the schemes are fully funded by the Council.

### Question 19 from Councillor Laban to Councillor Anderson, Cabinet Member for Environment

The Communications Team has publicly advertised that 84% of fly tipping incidents are picked up before being reported. What are you doing about the other 16%?

### Reply from Councillor Anderson

We aim to clear all reported fly tips on the public highway within 4 hours.

### Question 20 from Councillor Hamilton to Councillor Anderson, Cabinet Member for Environment

Can the Cabinet Member for Environment please set out the number of Fixed Penalty Notices (FPN) that have been issued to people caught littering in Enfield, and how this stacks up in relation to other London boroughs?

### Reply from Councillor Anderson

Robust enforcement of littering contributes towards keeping the borough's streets clear of litter and rubbish. We issued the following numbers of fixed penalty notices

to individuals caught littering in the last 3 years:

2012/13 – 4406

2013/14 – 5579

2014/15 - 6252

Our issuing of FPNs for litter is amongst the highest of all Councils.

**Question 21 from Councillor Laban to Councillor Anderson, Cabinet Member for Environment**

When visiting College Gardens, Edmonton, I saw four fly-tipped areas and an overflowing bin. Does he agree with me that it is not acceptable to have this amount of litter and fly tips in one road? And what is his department doing to combat situations like this which in my opinion are totally unacceptable?

**Reply from Councillor Anderson**

Firstly, I hope that Councillor Laban was given a warm welcome on her recent visit to the eastern side of the borough.

Fly-tipping is unacceptable anywhere, however fly tippers are notoriously difficult to track down and in an attempt to increase the number of successful prosecutions in the borough, Enfield Council is continuing to offer a £200 reward to anyone who provides information leading to the successful prosecution of a fly tipper.

Regarding College Gardens this is on the early morning street cleansing fly-tip patrol (daily Monday to Friday). The road is also litter picked every Monday with a full cleanse every Friday. The local tidy team also clean the road headers as part of the main Fore Street cleanse 7 days a week. In comparison, when the Tories left power in May 2010 this street was scheduled for cleansing just once in a week with ad hoc fly tip clearance. We have a collective responsibility as a community to keep our borough clean and we all need to play our part in making sure it stays tidy.

**Question 22 from Councillor Lemonides to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

Is the Cabinet Member for Education, Children's Services and Protection aware of any other Council in London who has received the 'Good' Ofsted judgement so far? And will she update us on Enfield's position nationally?

**Reply from Councillor Orhan**

Ofsted started inspecting Councils under its revised framework in November 2013 and have completed over 60 inspections to date. This framework is considered by all to be a much harder test than any of the previous inspection frameworks. I welcome the increased expectations on councils to improve support to children, young people and families - this is the only way that we can ensure that our most vulnerable citizens improve their life chances. However, many councils have yet to meet these high standards with only 20% of the councils inspected so far achieving an overall

effectiveness judgement of “Good”.

To date, Enfield is the only London borough to have achieved this high standard and everyone involved in delivering and managing services to vulnerable children, young people and families in Enfield should be proud of this extraordinary achievement given the challenges many of our residents face. I am certain that the Council’s commitment to supporting the retention of high calibre staff was the critical factor in demonstrating to Ofsted how thousands of children and families benefit from improved outcomes with the support of a highly skilled, motivated and well supported Children’s Services workforce.

**Question 23 from Councillor Laban to Councillor Anderson, Cabinet Member for Environment**

Would the Cabinet Member for Environment please confirm that he will end the rather dictatorial approach his department has taken with the friends of the parks groups in recent years and adopt a relationship of improved engagement and respect for the work these volunteers do?

**Reply from Councillor Anderson**

I do not accept the basis of this question. We very much value the commitment and resolve of all volunteers, particularly the friends of parks and we are committed to consulting all stakeholders in the continuing improvement of our parks. Indeed, I would hope that Councillor Laban publicly acknowledges the additional investment that has been poured into parks since Labour came to power in 2010.

**Question 24 from Councillor Stewart to Councillor Keazor, Cabinet Member for Public Health and Sport**

Can the Cabinet Member for Public Health and Sport update the Council on the forthcoming London Youth Games?

**Response from Councillor Keazor**

Over 500 young people have trialled, trained and competed in the qualifying rounds of the London Youth Games so far this year. The finals weekend is on Saturday 4th and Sunday 5th July 2015. However from the qualifying activities that have been taking place since February we are on target for a top 10 result. Qualifiers in basketball, volleyball, fencing, table tennis, tennis and badminton have already taken place. Our schools, clubs and volunteers all work with the Council to ensure participation in the Games annually. I would like to wish the team good luck at the finals.

**Question 25 from Councillor Vince to Councillor Orhan, Cabinet Member for Education, Children’s Services and Protection**

A number of schools are experiencing difficulty in obtaining Speech and Language Therapists as there are insufficient therapists for more children on the SEN register. Would Councillor Orhan inform the Council what arrangements are being made to

increase the number of Speech and Language Therapists as it is evident more are needed?

**Reply from Councillor Orhan**

There has been no additional funding from the government for additional needs or therapies for schools, either within the schools high needs funding block, or any other part of the education budgets. The programme of government cuts to council budgets also means that no additional funding is available. In order to ensure that all schools have an appropriate allocation of therapeutic access and input, we are working in close partnership with our colleagues in both the Clinical Commissioning Group and the health providers, and with our headteacher colleagues, to review the current provision and re-allocate resources targeted to need. We also continue to work on an early intervention models with schools and settings delivering language rich programmes and offering early identification and support through the delivery of an enhanced curriculum.

**Question 26 from Councillor Uzoanya to Councillor A Cazimoglu, Cabinet Member for Health and Social Care**

Given the continued government cuts to Adult Social Care Budgets and pressure on our hospitals to reduce emergency admissions and discharge people home safely, can the Cabinet Member for Health and Social Care tell the Council how health and social care are working together to manage these pressures?

**Reply from Councillor Cazimoglu**

The resilience of our partnership arrangements continue to be tested by reductions in government funding and the increasing number of people with complex needs in the borough. However, the partnership work across health and social care in Enfield continues to deliver support and services seven days a week which help people to avoid hospital and which support safe and timely discharge where hospital care is needed. Having said that, attendances at Accident and Emergency (A&E) and emergency admissions have increased both nationally and locally and although there are services in place to deal with people appropriately outside of a A&E setting (like our assessment units), there is work to do to ensure that these are better publicised both with the public and with professionals and of course, better used.

The Council is also working with health partners to ensure that, when people are well enough for discharge from hospital, there is appropriate and safe support in place which promotes independence and choice for people. The number of people whose discharge from hospital is delayed continues to be too high, however. For the most part these delays relate to people where there are significant choices to make around moving into residential or nursing accommodation or complex equipment and adaptations needed to help people stay at home. We are working with health colleagues to provide more step-down accommodation in cases such as these where people can be rehabilitated and properly assessed for the next stage in their care and support.

Nevertheless, it needs to be said here that continued government reductions in budget funding pose a significant risk to the effective working of the partnership.

**Question 27 from Councillor R Hayward to Councillor Oykenor, Cabinet Member for Housing and Housing Regeneration**

It is vital that you crack on with the remediation work at the former National Grid site at Meridian Water in preparation for the master developer to take over and start to build our much needed homes. As a check on your progress, how many loads of contaminated waste so far have been removed and where have they been disposed of?

**Reply from Councillor Okyener**

I am glad that Councillor Hayward supports this administration's effective approach to Meridian Water. A remediation strategy has been completed for the National Grid site, a planning application is being prepared and an Official Journal of the European Union (OJEU) Contract Notice will be issued shortly to appoint a small framework of remediation contractors. It is anticipated that remediation work will start on site in early 2016.

**Question 28 from Councillor Kepez to Councillor Keazor, Cabinet Member for Public Health and Sport**

Breastfeeding is an important measure to help reduce infant mortality. What has the Council done to promote breastfeeding?

**Reply from Councillor Keazor**

Breastfeeding is the healthiest way for mothers to feed their baby and exclusive breastfeeding (giving baby only breast milk) is recommended for around the first six months of a baby's life.

Enfield Council has a number of initiatives to help parents to start and continue breastfeeding their baby. These include the "Breastfeeding Welcome" Scheme which has participation from over 200 businesses. Businesses that sign up to the scheme display a sticker to let customers know that they are welcome to breastfeed whilst on the premises and the businesses are entered onto a database. To complement this scheme, the development of a mobile phone application (App) has been commissioned. This will supply useful information for breastfeeding mothers and will allow them to locate the nearest premises that are 'breastfeeding welcome'.

There is good evidence that breastfeeding peer support helps women to initiate and continue breastfeeding. Public Health commissioned the National Childbirth Trust (NCT) to train a cohort of 12 breastfeeding peer supporters. These graduated earlier this year and have been given one year volunteer placements supporting new mothers in children's centres across Enfield. In addition, 12 members of the Parent Engagement Panel have been trained and have volunteered to work as Community Health workers to engage parents and families at a number of different sites,

including a local maternity unit. They will provide targeted support for mothers who are least likely to breastfeed and who are at risk of poor health outcomes.

**Question 29 from Councillor R Hayward to Councillor Oykenner, Cabinet Member for Housing and Housing Regeneration**

Your colleague Councillor Sitkin stated that the building of the Boulevard at Meridian Water would start this spring. What works have been undertaken so far?

**Reply from Councillor Oykenner**

The Boulevard will have been progressed to a detailed design stage by the end of June 2015 so that it could be implemented by a contractor, subject to property matters being completed. Discussions are progressing with local businesses concerning the land take and boundary treatment, although this is sensitive and part of the land acquisitions and transportation changes associated with the store operations.

**Question 30 from Councillor Chibah to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

Can the Cabinet Member for Education, Children's Services and Protection update us on the status of the plans for the new school on the Chase Farm site?

**Reply from Councillor Orhan**

At this time the Council has not yet completed the negotiations on the purchase of the site, however, in preparation for the completion, we have an agreed procurement strategy for the build and a programme for the delivery of the school has been completed.

**Question 31 from Councillor R Hayward to Councillor Sitkin, Cabinet Member for Economic Regeneration and Business Development**

When can we expect the long awaited reports regarding inward investment and apprenticeship training?

**Reply from Councillor Sitkin**

The document regarding Inward Investment has been drafted and is undergoing a final review and will become available in the near future. Of course, I trust that Councillor Hayward has learnt the difference between preparing reports and going out and contacting people. Even as he waits passively for paper reports, we have been proactively marketing Enfield to investors nationwide and beyond.

There is no specific document for the apprenticeships and never has been, however the Employment and Skills Strategy has been adopted for some time and is readily available and this covers issues surrounding apprenticeships.

**Question 32 from Councillor Abdullahi to Councillor Taylor, Leader of the**

## **Council**

Ogden Nash, the US humourist and poet wrote, 'Discretion is the better part of virtue; Commitments the voters don't know about can't hurt you'. However the Government has been clear it will cut public services and defences of the UK – one of its known commitments. What will this mean for Enfield residents?

### **Reply from Councillor Taylor**

The impact of cuts is likely to mean the UK is less well protected and public provision of services and the environment will decline:

- police numbers will decline
- anti-terrorist work may be compromised
- education will suffer and immediately in the Further Education Sector
- welfare reform will exacerbate vulnerabilities
- culture and the arts will suffer
- funding for the street scene will be potentially compromised.

These are just some of the impacts of the Government policies. Members of the Conservative Group support their Government policies so must, by implication, support the consequences of these policies. I anticipate they will voice no objection to the difficult decisions that will need to be made in the coming years perhaps avoiding the whiff of hypocrisy which may be levelled against them if they voice opposition to the consequences of policies they campaigned to get implemented.

### **Question 33 from Councillor R Hayward to Councillor Sitkin, Cabinet Member for Economic Regeneration and Business Development**

I have been converted to the importance of producing local food for local people. Now that we have the possibility of building an anaerobic digestion plant running on kitchen waste from North London producing electricity and large quantities of hot water to be used in heating greenhouses the possibilities are even more exciting. What timescale do you envisage for its implementation?

### **Reply from Councillor Sitkin**

I am glad that at long last Councillor Hayward has been “converted” to a policy that this administration has been pursuing for quite some time. Better late than never. Otherwise, anaerobic digestion is one of many energy sources being investigated at the moment. It is felt that a mixed economy of alternative and renewable energy sources is best rather than the reliance on any one technology. Once evaluated, the best model(s) will be put forward for full consideration.

### **Question 34 from Councillor B Charalambous to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

The pan London Admissions service this year revealed that 85% of Enfield pupils got their first choice of primary school this year, one of the best results in London. Furthermore, whilst many authorities were described as being in crisis because so



few pupils got the secondary school of their choice, Enfield was in the top three boroughs in London with 98% of pupils getting one of their choices and nearly 90% getting one of their first two choices. An unrivalled position matched by only a handful of other London boroughs.

How does the Cabinet member for Education, Children's Services and Protection explain this and how does she intend to maintain this position in the years to come, especially in Enfield Southgate?

**Reply from Councillor Orhan**

We regularly review information about the demand for school places. The recently released GLA school roll projections confirm the need to continue with our existing plans for provision up to 2018 and firm up plans for 2019 and 2020.

We will continue to need a mix of our own delivery and Education Funding Agency (EFA) delivery to maintain our position of one of the best boroughs in London at ensuring sufficient capacity is in place in our schools.

For the schools that serve the South West area we need to focus on the current proposals for Grovelands and, as demand is expected to increase in the future, start feasibility work and discussions with the school about permanent primary provision at Broomfield Secondary.

Additionally we expect there to be a proposal for a new secondary academy in the west of the borough but will have to see if there is a formal application to the EFA for a new school.

**Question 35 from Councillor R Hayward to Councillor Oyken, Cabinet Member for Housing and Housing Regeneration**

I am told you have an exciting new team heading the Meridian Water development. What are their names and their individual responsibilities?

**Reply from Councillor Oyken**

The Council has assembled a strong team of leading consultants to advise on delivery of the Meridian Water development. The core consultant delivery team consists of:

Jones Lang LaSalle - Property Consultants

PWC Tax and Finance - Advisors

Trowers & Hamblins - Legal Advisors

ARUP - Planning consultants

Karakusevic Carson - Architects

OKRA - Landscape Architects

**Question 36 from Councillor Barry to Councillor A Cazimoglu, Cabinet Member for Health and Social Care**

Can the Cabinet Member for Health and Social Care give an update on the Council's response to the new and wider powers and duties within the Care Act and what the impact on the Council has been so far?

**Reply from Councillor Cazimoglu**

The Council has implemented the key requirements of the April 2015 reforms. The following lists a number of the key areas and how the council has responded:

We have new processes and arrangements in place to respond to new duties for prevention and wellbeing, which comprise a range of information and advice including universal services, signposting to financial advice and an on-line support tool AskSara. Additional capacity has been built into the Adult Social Care front line services to manage the new assessments requirements including new duties to assess and provide support to carers. The new national eligibility criteria based on 'significant impact' on wellbeing and outcomes is being applied.

Although it is early days, since 1st April 2015, the council has seen an increase in activity as a result of the new duties including assessments and support planning, provision of information and advice, support to carers.

We have a new deferred payment arrangement in place, processes for undertaking serious case reviews have been reviewed and a number of serious case reviews are taking place.

As with all local authority areas, the 2015 reforms require embedding in practice. We are preparing for the 2016 funding reforms (final guidance due in October) and responded to the government consultation.

**Question 37 from Councillor R Hayward to Councillor Stafford, Cabinet Member for Finance and Efficiency**

How does he justify the decision to borrow several million pounds to buy a small farm when there are so many other pressing demands on the Council's limited capital resource?

**Reply from Councillor Stafford**

This farm has been bought as a long term investment. We have discussions going on with a number of agricultural and associated users. The property has been financed through normal capital sources for the Council and the expected income covers the interest on borrowing costs. We are already the biggest owners of green belt land in the Borough and this is a natural addition to the portfolio. We would expect the land to remain in similar use for the foreseeable future. We can offer to the public, as a result, greater control of this land use than if it was in the hands of a developer.

**Question 38 from Councillor Dines to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

At the recent Chase Ward Forum you said that you would be able to update those present in 'the summer' about which schools will bulge to meet the shortfall in secondary school places, an issue that particularly impacts upon central Enfield/Chase Ward. However in your written answer to me at the last full Council you say that you will not be confirming the schools that will be bulging until 2017.

What has caused you to change your mind and now say that you will be making a decision a year and a half after you said that you would at the public meeting?

**Reply from Councillor Orhan**

At the Chase Ward Forum I said that I will update those present in the summer on the Council's plans for school expansions. That update is part of a report due to go to the July 2015 Cabinet meeting then Full Council in September 2015. Permanent expansion is different to temporary "bulge" arrangements where short term provision is required whilst permanent provision is delivered. We can only assess the need for temporary, or "bulge" arrangements once the timescales and funding for delivery of permanent provision is assessed.

**Question 39 from Councillor Dines to Councillor Anderson, Cabinet Member for Environment**

Given we are in a new financial year, will the Council now consider releasing funds for the extension of the double yellow lines at the corner of Rosewood Drive and Wroxham Gardens?

**Reply from Councillor Anderson**

Numerous requests for yellow lines are received each year and the Council has therefore developed a standard method of assessing requests to ensure that the most serious cases are treated first. At this stage I cannot, therefore, confirm whether the junction will be taken forward this year.

**Question 40 from Councillor Dines to Councillor Anderson, Cabinet Member for Environment**

In conversation with officers it has previously been said that a review of loading and unloading on Lancaster Road will be undertaken by the Council. Can he confirm that this is either being undertaken or is soon to begin? Whilst I appreciate it is a difficult balance, between keeping traffic flowing and shops stocked, delivery vans and the articulated lorries supplying local shops in the rush hour are causing problems that hopefully a review can begin to resolve.

**Reply from Councillor Anderson**

We are in the process of reviewing the current loading and unloading activities along Lancaster Road with the aim of identifying options for reducing delays during peak periods. However, the Council is equally mindful of supporting local businesses and any decision will have to balance the needs of all road users.

**Question 41 from Councillor Dines to Councillor Anderson, Cabinet Member for Environment**

Could I please be informed how many speed bumps there are in each Ward in Enfield?

**Reply from Councillor Anderson**

No, because we do not keep a tally of speed bumps. However, if Councillor Dines wishes to conduct his own survey I would be very interested to hear the results.

**Question 42 from Councillor Dines to Councillor Anderson, Cabinet Member for Environment**

Can Councillor Anderson please confirm (or not) that CCTV can be used to enforce against drivers who park on the zig-zag lines around schools? I understand that on double yellow lines it is not possible but it appears to me from reading the legislation that it can be used around schools?

**Reply from Councillor Anderson**

Enforcement by CCTV can still take place on school keep clear (zig zag) markings, bus lanes and bus stops. All other parking contraventions have been banned by the Government under the Deregulation Act 2015. This is extremely unhelpful for residents living in close proximity to schools. However, given that Councillor Dines is rightly concerned about this, can I suggest that he writes to the Government and ask that they change the ill thought out law to help us tackle this problem.

**Question 43 from Councillor Dines to Councillor Anderson, Cabinet Member for Environment**

Has anyone from the Council had a conversation within the last two months with Macdonalds and Krispy Kreme, on the A10 retail park, about trying to stop young boys and girl racers using the restaurant car parks to meet up?

**Reply from Councillor Anderson**

No. I refer the councillor to the response provided to question 15 at the previous Council meeting on the same issue.

**Question 44 from Councillor R Hayward to Councillor Sitkin, Cabinet Member for Economic Regeneration and Business Development**

The Market Garden initiative has cost £600,000 and created three jobs. Does he think that this is a good return on investment? Would not a better use of that £600,000 have been working with young entrepreneurs in Enfield and seed funding the start of an 'Enfield Tech City' equivalent?

**Reply from Councillor Sitkin**

The GLA grant funding has been running for just under two years, with this financial year still remaining. It is correct that 3 jobs have been created directly through the project but I would hope that Councillor Hayward understands all the other strands to this initiative. Certainly he has been informed of the following many times but we are happy to repeat if that enhances his understanding.

As importantly to future job creation and employability for residents are the facts that over 100 volunteers engaged in local growing projects and market gardening, and 12 new growing schemes have been created by local residents.

More than 23 primary schools have received equipment and horticultural training, reaching over 600 children and 23 students have had work experience placements, all supported by the project.

Plans in the current year will increase the number of community growing projects and enable more schools to grow food. In addition, secondary school children will have the opportunity to train with professional growers and see the potential for growing as a career.

All of these actions are aimed at instilling an appreciation of good, fresh food directly grown by children, young adults and residents of all ages. Garden Enfield is creating a pathway into work leading to work as larger scale growing requires a skilled local workforce, as well as encouraging new growers to see business opportunities and a livelihood through food.

**Question 45 from Councillor Dines to Councillor Sitkin, Cabinet Member for Economic Regeneration and Business Development**

The recently published book "The Flat White Economy" has some interesting observations about the importance of the tech industry to job creation in London. For instance, in the EC1V postcode, more businesses have been created over the last three years than in Manchester and Newcastle put together. Whilst the Central/East London job market is clearly not comparable to Enfield, one thing the book identifies in my opinion is: creativity caused by the mixing of different young people with different backgrounds. Can he honestly say that the Council and the career service in Enfield's schools is doing all that it can to harness the creativity, passion and tech skills of our school leavers (or the 16-24 age range) and is encouraging them to set up businesses that can exploit the opportunities that there so clearly are in our city?

**Reply from Councillor Sitkin**

Councillor Dines raised almost the same question previously on this matter (Tech Hub and Tech City) and is clearly not advancing as quickly in his understanding of the situation as this Administration has been in getting down to business. So I refer him to the answers provided to the last Council meeting when he asked the same question.

In addition to that, we are currently in discussion with a Young Entrepreneur of the Year about using one of the Council's buildings for a Tech Hub in Enfield. This project is one of many new strands we are pursuing.

As far as the Careers Service is concerned we are about to re-structure this element of the Council to place this area of service delivery into the Economic Development division to ensure a more immediate and direct link from the Employment and Skills for Work areas and into the Business functions which will then promote an improved transition from school to employment.

Lastly, I am proud of Councillor Dines for realising that the job market in Central / East London is not the same as in Enfield. It means he has finally digested the answer we gave him to this question a month ago, which is a positive development.

**Question 46 from Councillor Dines to Councillor Taylor, Leader of the Council**

Does Councillor Taylor agree with me that it is correct that Enfield Council employees, if they choose to join a Union, opt-in to pay an annual amount to the Labour Party rather than opt-out as has previously been the case?

**Reply from Councillor Taylor**

I do not believe that this is an appropriate question for Councillors Questions. It is not for me to pontificate on the views of Enfield's employees.

**Question 47 from Councillor Dines to Councillor Sitkin, Cabinet Member for Economic Regeneration and Business Development**

The owners of the retail park on the A10 have done a superb job in attracting tenants. With Next/Next at Home and Aldi joining Nike, Sports Direct, Nando's and Carphone Warehouse we have a very attractive retail destination in the Borough.

However, there can be no doubt that these stores, coupled with free parking, will inevitably have an impact on Enfield Town but also more broadly on areas such as Lancaster Road and the Hertford Road given the wide retail choice there and also with McDonald's/Krispy Kreme and Kentucky Fried Chicken next door. Has a retail impact assessment been drawn up within the Council and what is the Council doing to ensure our town centres and major retail roads thrive alongside the retail park?

**Reply from Councillor Sitkin**

We are in the process of gathering data to gauge the impact of such sites in relation to town centres such as Enfield. We are also setting up Town Teams with town centre businesses which places them at the heart of the town centre and any improvement process. It is also a way to improve the relationship between the Council and the retail business community and to determine a longer term future plan. Initial findings are that town centres may have to position themselves differently in the future and attract a different kind of consumer not least of which driven by the massive change in habits to internet shopping.

**Question 48 from Councillor Chamberlain to Councillor Anderson, Cabinet Member for Environment**

What was the income for the last three financial years, broken down by ward of each Controlled Parking Zone (CPZ) in the London Borough of Enfield and the cost of running the CPZ, including the cost of enforcement and income in enforcement fines?

**Reply from Councillor Anderson**

Please see appendix – CPZ Enforcement Costs 2015.

**Question 49 from Councillor Chamberlain to Councillor Anderson, Cabinet Member for Environment**

How many items for disposal have been collected by waste services in direct collections from resident's homes over each of the past five years?

**Reply from Councillor Anderson**

This question is nigh on impossible to answer and one that even Albert Einstein would have difficulty trying to determine.

**Question 50 from Councillor Dines to Councillor Sitkin, Cabinet Member for Economic Regeneration and Business Development**

Croydon Council has proclaimed that it is London's fastest growing tech cluster, achieving 23% growth in new tech and media businesses since 2011, higher than London as a whole (17.1%) and the UK (11.3%). Croydon has over 1,000 digital, creative and software businesses. Why, given Croydon is as far away (if not further away) from the Old Street area as Enfield nowhere near as good a track record in attracting tech start-ups to the Borough?

**Reply from Councillor Sitkin**

The main reason for this is one of connectivity to Central London. Although further in distance terms Croydon is 15 minutes away on the mainline rail from London Bridge. One of the main attractions for this type of business is being close to Central London. As you are aware we are actively lobbying for improved rail links to Central London with more tracks and higher frequencies and faster services.

Another element of this answer is of course all the harm done to Enfield's good name by the old Conservative Administration. We are of course doing all we can to repair the damage done over the years.

**Question 51 from Councillor Dines to Councillor Sitkin, Cabinet Member for Economic Regeneration and Business Development**

What is the Council's vision for making Enfield an attractive place for the private sector to grow?

**Reply from Councillor Sitkin**

The overarching vision is one of a balanced economy that is set well for the future in terms of trends on social demographic growth and the employment situation facing the UK. As London runs out of space and the prices become debilitating Enfield will be well placed to receive investors and sustained growth in the private sector. It is worth pointing out that the trading estates in the borough all operate at over 90% occupancy ratios so our issue is now one of available land and space.

**Question 52 from Councillor Dines to Councillor Sitkin, Cabinet Member for Economic Regeneration and Business Development**

Does he agree with me that Uber has been a great addition to the taxi/hire car scene in Enfield, offering residents who need to use a taxi/hire car additional choice?

**Reply from Councillor Sitkin**

While we have no specific data on the impact of schemes such as Uber this council is fully supportive of fair competition in an open market that will, in turn, provide and improved consumer offer and greater competitive choice.

**Question 53 from Councillor Dines to Councillor Oyken, Cabinet Member for Housing and Housing Regeneration**

Why did Enfield fail to meet its housing delivery targets in 2010-2013?

**Reply from Councillor Oyken**

Housing delivery in the borough over this period reflects the cyclical trends experienced in London as a whole and are the result of the wider economic factors, this also includes Change in Government policy in delivering affordable Housing. The London Plan Annual Monitoring Report (March 2015) shows that across London there was a dip in delivery in the years to 2010/11 followed by a fluctuating recovery.

Enfield's recovery has been stronger due to the proactive work underway at Meridian Water and other Council housing schemes being brought forward, this was also helped by our innovative approach to increase supply, which is now being adopted by other Local authorities. These will contribute to making up the shortfall from earlier years and the Council is now on course to exceed the borough's new housing targets published by the London Mayor earlier this year.

**Question 54 from Councillor Alessandro Georgiou to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

Given that the Education secretary has announced the further rolling out of 500 free schools, will the Cabinet Member for Education support any applications for free schools in Enfield?

**Reply from Councillor Orhan**

I am sure Councillor Georgiou will be pleased to hear that the provision of sufficient high quality places for all children and young people Enfield remains a priority for this



administration. Our schools expansion programme has been extremely successful so far and has included expanding existing schools and working with a number of free school and academy sponsors. We have no intentions of changing our strategy but I can assure you that our focus remains on providing schools that all can be proud of.

**Question 55 from Councillor Alessandro Georgiou to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

Does Councillor Orhan agree that a renewed impetus has to be found in building more schools in the borough?

**Reply from Councillor Orhan**

As I have already stated to Councillor Georgiou our schools expansion programme continues and will continue to ensure that we have sufficient high quality places in primary, secondary and special schools. We are just about to publish our next school expansion report and Councillor Georgiou can be reassured to see that the impetus has always been there and will be maintained.

**Question 56 from Councillor Alessandro Georgiou to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

Will Councillor Orhan accept that not enough schools in demanding catchment areas in the borough have expanded to meet the additional demand?

**Reply from Councillor Orhan**

There will always be challenges in urban areas where there are popular schools. We expanded schools that were suitable in terms of space and willing to work with us to increase capacity. The areas of pressure remain the central and south western areas of the borough and our existing proposals to provide additional primary places at Grovelands and Chase Farm will enable us to continue to meet demand.

In the longer term we will be investigating permanent primary provision at Broomfield. For secondary places, the simple fact is that the government has not given us the funding to deliver any additional places. We are pleased that there is likely to be a proposal for a new secondary school in the west of the borough but will have to see if there is a formal application to the Education Funding Agency for a new school.

**Question 57 from Councillor Alessandro Georgiou to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

Will Councillor Orhan stand with the Conservative Party in making sure that if there are an failing schools in our borough they should seriously consider turning into academies?

**Reply from Councillor Orhan:**

Councillors will, I am sure, join me to congratulate our schools on their drive to ensure that outcomes are improved for all our children and on the improvement in their results over time. They should also be aware that no school in Enfield is currently judged to be failing and that the percentage of good and outstanding schools continues to rise. My officers in Schools & Children's Services have a clear and comprehensive School Intervention and Support Strategy and their support and challenge to schools which are underperforming is regularly praised by Ofsted. As part of that strategy we work with all headteachers and governing bodies to develop agreed action plans to bring about the improvement needed. Actions discussed with every school in that position include organisational change and changes to leadership and management. I am happy to ensure that copies of the strategy are available to councillors and they will see that no solution is ruled out and that the one that is most appropriate to the school is chosen to drive the required improvement. We have one free school and one academy that are identified as Requires Improvement to be Good (RIG). Just becoming an academy does not mean that they will become better.

**Question 58 from Councillor Alessandro Georgiou to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

Can Councillor Orhan give specific details to full Council on a ward by ward basis of the number of primary and secondary school place shortages? Furthermore, will she work with the councillors in each ward to alleviate this problem?

**Reply from Councillor Orhan**

We regularly review information about the demand for school places. Whilst elected members will inevitably be interested in their wards, the Greater London Authority (GLA) do not provide their school roll projections by ward geography. They are provided by larger pupil place planning areas. As part of delivering our expansion schemes we always keep ward councillors updated on plans once officers are sure they are feasible and can move to delivery.

**Question 59 from Councillor Alessandro Georgiou to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

Will Councillor Orhan express shared delight with the Conservative group about the government's new policy of 30 hours of free childcare, saving £5,000 for each of our boroughs hardworking families with young children?

**Reply from Councillor Orhan**

I am of course pleased that the government has recognised the need to invest in early years provision but would be interested to see how that £5,000 saving mentioned in the question will be achieved. I am concerned that it will be at local authorities expense and will mean that other funds will have to be diverted from other much needed developments to provide the large number of additional places. I would have much preferred a more strategic and measured approach to early intervention and prevention so that it can be implemented as part of a planned response to the local needs of our children and sustained as they move into full time

schooling. I am very concerned that we avoid knee jerk responses and are able to increase provision that is of the highest quality and brings about the most impact to our increasingly needy population.

**Question 60 from Councillor Alessandro Georgiou to Councillor Orhan, Cabinet Member for Education, Children's Services and Protection**

Now we have a majority Conservative government that has expressed its desire to extend the number of free schools and academies, will Councillor Orhan change her mind and support the measures taken by this government in education as they relate to provision within the borough?

**Reply from Councillor Orhan**

I want all Enfield Education provision, whatever its organisational structure, whether it is a children's centre, a private nursery or a school to be good and outstanding. I already work with and encourage all the providers in Enfield to do that. I would of course support any measure that is proven to provide the number of high quality, cost effective places where they are needed and that demonstrate that they deliver the best outcomes for our children and young people. I am not at all convinced that the new government's measures are supported by any evidence that they will meet the needs of Enfield children and young people.

**Question 61 from Councillor Rye to Councillor A Cazimoglu, Cabinet Member Health and Social Care**

May I congratulate Councillor Cazimoglu on her appointment to the Cabinet and can she inform the Council of her objectives for her portfolio over the next 12 months?

**Reply from Councillor Cazimoglu**

The Council is undergoing a significant period of transformation as we all know and Adult Social Care has more than its fair share of challenges, including the most significant changes in legislation for 60 years and large budget reductions as a result of government funding cuts. Therefore, it is more important than ever that we continue to make sure that:

- We work to help keep people safe from harm and abuse. Our new multi-agency safeguarding hub (MASH) is now in place which brings together professionals across a range of organisations, including health and the police, and we continue to monitor how well we continue to respond to this critical area of activity.
- Where we can work more efficiently to deliver savings or do things differently to meet people's needs we will do this but we will also be clear and up front about the risks involved. Ensuring that we are able to meet growing demand within the reduced resources available will remain a key priority in this and future years.

- Our duty to improve the health and wellbeing of vulnerable people in the borough will place a particular focus on how well we provide information and advice as well as other key services which help to reduce or prevent the need for access to health and social care services. We want to ensure that people have true equality when it comes to health and wellbeing, irrespective of background, socio-economic circumstances or where they live in our borough.
- With all the change that is taking place we must not forget the staff and wider social care workforce who are being asked to deliver this change. It is an absolute priority that we support and develop our people to face the changes and challenges, and that we prioritise the delivery of front line services to our most vulnerable people. We want to develop and retain well trained people to provide the services we really need to ensure that Enfield is a borough which not only attracts but retains the brightest and best.
- The personalisation of adult social care services, providing more choice and control for people over their lives and making sure that the services which people need and want are of a high quality, the kind of quality we would want for ourselves or our own nearest and dearest is really important. We also need to make sure that, when we plan for and develop these services we do so, in partnership with the people involved, to make sure we get it right.
- The successful implementation of our new duties under the Care Act, in particular ensuring Carers receive the advice and support they need to continue their invaluable contribution, will also remain a priority.

**Question 62 from Councillor Rye to Councillor A Cazimoglu, Cabinet Member Health and Social Care**

What future does she expect for Care Homes directly owned by the London Borough of Enfield?

**Reply from Councillor Cazimoglu**

The Councillor will be aware that the Council intends to close two of its current three residential care homes, Coppice Wood Lodge and Bridge House and to build a new dual registered nursing/residential care home on the site previously occupied by Elizabeth House on the Hertford Road. The Council will continue to review its portfolio of provided services to make sure they provide the highest possible quality at a sustainable price which represents best value for money and, where it is appropriate, to develop new provision.

**Question 63 from Councillor Fallart to Councillor Anderson, Cabinet Member for Environment**

There is an ongoing problem of fly tipping on the section of Turkey Street between the New River Bridge and the junction with Bulls Cross. Could Councillor Anderson please commit to keeping this area clean and clear of dumped rubbish and would he consider installing CCTV and attempt to catch the culprits?

### **Reply from Councillor Anderson**

If our records indicate that this area is a flytipping hotspot, then we will investigate the issue.

### **Question 64 from Councillor J Charalambous to Councillor Anderson, Cabinet Member for Environment**

In the autumn of 2014 I began discussions with the Highways and Transportation team about the introduction of cycle racks close to the Hadley Wood shopping parade and train station. I feel that their introduction would increase the number of rail and shop users arriving by bike rather than car, and I have been contacted by a large number of local residents expressing their support for this initiative. Whilst the highways team seems supportive of the idea, I am disappointed by the delays for this relatively simple addition to the street scene which would have considerable public benefits. Will the Cabinet Member therefore support their introduction as soon as practically possible and do everything possible to ensure this?

### **Reply from Councillor Anderson**

Yes.

### **Question 65 from Councillor J Charalambous to Councillor Anderson, Cabinet Member for Environment**

I welcome the decision by the former Cabinet Member for the Environment on 28 April to introduce yellow lines waiting restrictions on Duchy Road. This came after nearly two years of considerable public demands to introduce restrictions to prevent dangerously parked vehicles from blocking the very well-used junction with Lancaster Avenue. Of 106 respondents to a consultation in October 2014, 96.2% responded in favour of restrictions, however it took 6 months for the decision to be made following a 20 page report. Furthermore I note that £2,000 has been budgeted for this entire exercise – according to the Highways Team - this consists of a couple hundred pounds for the actual painting of less than 100 meters of yellow lines with the remainder spent on the writing of the report and council bureaucracy. At the time of writing the restrictions have still not been introduced.

Does the new Cabinet Member for the Environment think it is right that:

- 1) Such a long delay to introduce a low cost measure of considerable and widespread public support in the interest of public safety is justified?
- 2) That it is right that so much money is spent on council bureaucracy rather than the actual painting of the lines?

### **Reply from Councillor Anderson**

The restrictions in Duchy Road have now been implemented. Whilst there was strong support from residents for some form of parking restriction, Councillor Charalambous omits to mention that there were significantly different views about the extent of the restrictions required. All of these views had to be carefully

considered before a final design could be taken forward.

The cost of this and similar schemes is largely determined by the consultation and traffic order making process, which is a statutory requirement.

## **Section 2: Questions to Associate Cabinet Members**

### **Question 66 from Councillor Chamberlain to Councillor Savva, Associate Cabinet Member for Enfield South East**

Could the Associate Cabinet Member please tell the Council what meetings he has attended and with whom since last Council meeting?

#### **Reply from Councillor Savva**

Thank you to Councillor Chamberlain for his question.

As Councillor Chamberlain knows my attendance record at council meetings is second to none and as an Associate Cabinet Member (ACM) I have again attended all the relevant meetings an ACM is to attend.

My commitment to the affairs of and loyalty to, the community is again 100%, be it as a councillor or ACM or even just a normal resident or family person.

I am proud of my record as a committed councillor having served for 29 years, and am looking forward to many more years serving as councillor the lovely people of this wonderful borough of ours that is called Enfield.

Of the many important meetings I have had I will mention one: that of the meeting with the Cabinet member Alan Sitkin and the Millfield Theatre Manager Paul Everitt in trying to build once again the community life and spirit that was lost by your Tory side, for example with the closure of the library that turned people away from an area that needs help.

### **Question 67 from Councillor Neville to Councillor B Charalambous, Associate Cabinet Member for Enfield West**

Could the Associate Cabinet Member please tell the Council what meetings he has attended and with whom since last Council meeting?

#### **Reply from Councillor B Charalambous**

Since the last Council meeting I have attended the following meetings:

27 May 2015 – Trent Park Working Group Meeting

2 June 2015 – Conservation Advisory Group

15 June 2015 – Cycle Enfield (West Enfield Partnership Board)\*

17 June 2015 – Cabinet \*

I have also had a number of informal briefings on a range of matters concerning issues relevant to Enfield West from senior officers of the Council.

\* meetings anticipated to attend at time answer was submitted

**Question 68 from Councillor Dines to Councillor Pite, Associate Cabinet Member for Enfield North**

Does the Associate Cabinet Member for Enfield North agree with me that if an excellent performing Free School or Academy School provider expresses an interest in solving the shortfall of secondary school place provision in central Enfield then the Cabinet Member for Education should do all that she can to ensure they come to the Borough?

**Reply from Councillor Pite**

I hope that it goes without saying that I would do everything I can to support the provision of good and outstanding schools in Enfield. Our administration has worked hard to ensure that all our existing providers in Enfield do exactly that. I am not sure that this government is doing all it can to ensure that these providers are then held to account for the education they deliver and I have concerns that Enfield children and young people who attend these schools get the same deal as children who attend maintained schools in Enfield. I am also a little surprised at Councillor Dines question as I am sure he is aware that the Council has little involvement or influence with the selection process for academies and free schools. He will also be aware that they have been agreed in some cases where there is no need for increased places causing real problems for local authorities to plan effectively for schools places in a measured and cost effective way.

**Question 69 from Councillor Dines to Councillor Pite, Associate Cabinet Member for Enfield North**

Does Councillor Pite agree with me that people's own ideological views on school provision should not stand in the way of ensuring that children in Enfield receive a great education?

**Reply from Councillor Pite**

I can say without hesitation that nothing should stand in the way of children receiving the education that they need, that gives them the best chance of developing into healthy, happy and successful members of society.

This is why I have serious reservations about the ideological positions of the former and current secretaries of state for education, as well as the member opposite, in supporting the expenditure of millions of pounds on the educational experiment that is the Free Schools Programme. Nothing is proven about free schools, the project is wholly ideologically based. Indeed free schools are now discredited in Sweden, the source of the previous Secretary of State's inspiration. There is no evidence that they are "great". If the member opposite is keen to know how great schools come about I suggest he refers to the research into the London Challenge and its success

in turning round London schools, now amongst the best performing in the country. Alternatively I suggest he visits some of Enfield's great maintained schools to see how it's done.

**Question 70 from Councillor J Charalambous to Councillor B Charalambous, Associate Cabinet Member for Enfield West**

I welcome the establishment of the Trent Park Working Group which first met on 27 May 2015 following the decision taken at full Council on 25 March 2015. I am pleased to be sitting on this committee with Councillors Neville, Laban, B Charalambous, Anderson and Sitkin.

With Jones Lang LaSalle, the receivers, actively marketing the site for sale, the commercial reality is that a new owner will likely emerge soon. As the Chair of the working group, will he ensure that we meet regularly and continue to be provided with up-to-date information and resources from Council officers to ensure the group is well equipped to exert influence of the future of the site in fulfilment of the group's terms of reference? Also for the benefit of Council colleagues and the public will he outline the group's terms of reference?

**Reply from Councillor Charalambous**

At the 27 May 2015 meeting of the working group at which the councillor was present it was unanimously agreed that the group would meet as and when required. I fully expect the working group will abide by its terms of reference which will be made available online for all to see. I have every confidence that the working group is properly funded and will exert the appropriate level of influence subject to all members of the working group agreeing to work together and speak with one voice and act in unison.



**Appendix to Question 48 - CPZ Enforcement Costs 2015**

CPZ	Enforcement Costs 12/13	Enforcement costs 13/14	Enforcement Costs 14/15	Permit Costs 12/13	Permit Costs 13/14	Permit Costs 14/15	Penalty Charge Receipts from CPZ roads 12/13	Penalty Charge Receipts from CPZ roads 13/14	Penalty Charge Receipts from CPZ roads 14/15
Arnos Grove 11.00 -12noon	£ 8,619.49	£ 8,922.86	£ 9,198.80	£ 12,112.00	£ 11,522.50	£ 12,332.50	£ 36,401.00	£ 38,645.00	£ 33,556.00
Bush Hill 1300hrs -1400hrs	£ 8,619.49	£ 8,922.86	£ 9,198.80	£ 12,322.00	£ 11,482.50	£ 11,804.50	£ 41,454.00	£ 33,059.00	£ 42,735.00
Chase Farm 9am to 6.30pm	£ 21,548.65	£ 22,307.09	£ 22,997.00	£ 6,490.00	£ 6,780.00	£ 6,120.00	£ 7,549.00	£ 8,457.00	£ 8,767.00
Enfield College 9am to 6.30pm	£ 17,238.93	£ 17,845.68	£ 18,397.60	£ 5,250.00	£ 4,430.00	£ 4,760.00	£ 107,851.59	£113,439.38	£ 179,014.35
Enfield College 10am to 12pm and 2pm to 4pm	(costs included in all day Enfield College enforcement)	(costs included in all day Enfield College enforcement)	(costs included in all day Enfield College enforcement)	£ 2,835.00	£ 2,617.50	£ 2,297.00	£ 112,705.59	£120,919.38	£ 187,544.35
Enfield Town 8am to 6.30pm	£ 103,433.51	£ 107,074.03	£ 110,385.60	£ 133,417.00	£ 139,460.00	£ 147,006.00	£ 325,117.00	£391,114.41	£ 502,320.63
Enfield Town sub-zone A 8am to 6.30pm (introduced April 2015)	-	-	-	-	-	£ 8,942.00			
Gordon Hill 1200-1300hrs	£ 4,309.73	£ 4,461.42	£ 4,599.40	£ 3,997.50	£ 3,975.00	£ 3,995.00	£ 21,818.00	£ 16,392.72	£ 21,484.00
Grange Park 1000-1100 hrs	£ 4,309.73	£ 4,461.42	£ 4,599.40	£ 5,843.50	£ 7,405.00	£ 9,382.50	£ 9,463.00	£ 9,832.00	£ 11,010.00
North Middlesex Hospital 9am to 6.30pm	£ 60,336.21	£ 62,459.85	£ 64,391.60	£ 48,300.00	£ 48,465.00	£ 48,800.00	£ 67,270.56	£ 58,401.00	£ 56,784.96
Oakwood 1400-1500hrs	£ 23,703.51	£ 24,537.80	£ 25,296.70	£ 86,420.07	£ 90,456.33	£ 40,806.73	£ 90,182.70	£ 96,596.73	£ 122,147.76
Palmers Green 8am to 6.30pm	£ 27,582.26	£ 28,553.06	£ 29,436.16	£ 102,900.75	£ 107,906.12	£ 43,581.78	£ 91,790.83	£ 98,147.92	£ 123,248.03
Queens Avenue 9am to 6.30pm	£ 31,461.01	£ 32,568.33	£ 33,575.62	£ 119,381.44	£ 125,355.90	£ 46,356.84	£ 93,398.96	£ 99,699.11	£ 124,348.30
Southgate 11am to 12pm	£ 35,339.75	£ 36,583.60	£ 37,715.08	£ 135,862.12	£ 142,805.69	£ 49,131.89	£ 95,007.09	£101,250.30	£ 125,448.56
Southgate 9am to 6.30pm	(costs included in all day Enfield College enforcement)	(costs included in all day Enfield College enforcement)	(costs included in all day Enfield College enforcement)	£ 152,342.81	£ 160,255.48	£ 51,906.94	£ 96,615.22	£102,801.49	£ 126,548.83
Wilson Street 9am to 6.30pm	£ 103,433.51	£ 107,074.03	£ 110,385.60	£ 168,823.50	£ 177,705.26	£ 54,681.99	£ 98,223.34	£104,352.68	£ 127,649.10
Winchmore Hill 1030-1130am	-	-	-	-	-	£ 57,457.04	£ 99,831.47	£105,903.88	£ 128,749.36
Cost of issue including stationery, postage, administration, IT and annual overheads for all zones	£ 87,146.00	£ 90,310.00	£ 93,103.00						

## Appendix to Question 48 - CPZ Enforcement Costs 2015

	2012/13	2013/14	2014/15
Total administration and Enforcement Costs for enforcement of CPZs	£ 537,081.78	£ 556,082.03	£ 573,280.36
Permit revenue	£ 996,297.69	£ 1,040,622.29	£ 599,362.72