

Public Document Pack



OVERVIEW & SCRUTINY COMMITTEE

Thursday, 10 November 2016 at 7.30 pm
Venue: Conference Room 1, Dugdale Centre,
Thomas Hardy House, 39 London Road,
Enfield, Middlesex, EN2 6DS

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PLEASE NOTE VENUE ABOVE

Councillors : Derek Levy (Chair), Abdul Abdullahi, Katherine Chibah, Joanne Laban,
Edward Smith and Nneka Keazor

Education Statutory Co-optees: 1 vacancy (Church of England diocese representative), Simon Goulden (other faiths/denominations representative), Tony Murphy (Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor Representative).

Enfield Youth Parliament Co-optees (2)

Support Officer – Andy Ellis (Lead Scrutiny Officer)
Elaine Huckell (Scrutiny Officer)

AGENDA – PART 1

1. **WELCOME & APOLOGIES**
2. **DECLARATIONS OF INTEREST**

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

3. **CALL IN OF REPORT: GREEN BIN SERVICE CHANGE (7:35 PM TO 8:05PM)** (Pages 1 - 58)

To receive a report from the Director of Finance, Resources & Customer Services outlining a Call-In received for consideration by Overview & Scrutiny on the following reason: (Report No: 104)

Decision by Cabinet (19 October 2016): Green Bin Service Change.

Cabinet Decision included on Publication of Decision List No: 34/16-17 Key Decision KD4376 (List Ref: 10/34/16-17) issued on Friday 21 October 2016.

It is proposed that consideration of the Call-In be structured as follows:

- Brief outline of reasons for the Call-In by representative(s) of the Members who have called in the decision.
- Response to the reasons provided for the Call-In by the Cabinet Members responsible for taking the decision.
- Debate by Overview & Scrutiny Committee and agreement on action to be taken.

4. CALL IN OF REPORT: THE DEVELOPMENT OF EDMONTON CEMETERY (8:05PM TO 8:35PM) (Pages 59 - 104)

To receive a report from the Director of Finance, Resources & Customer Services outlining a Call-In received for consideration by Overview & Scrutiny on the following reason: (Report No 102).

Decision by Cabinet (19 October 2016) in respect of The Development of Edmonton Cemetery.

Cabinet Decision included on Publication of Decision List No: 34/16-17 Key Decision KD4234 (List Ref: 8/34/16-17) issued on Friday 21 October 2016.

It is proposed that consideration of the Call-In be structured as follows:

- Brief outline of reasons for the Call-In by representative(s) of the Members who have called in the decision.
- Response to the reasons provided for the Call-In by the Cabinet Members responsible for taking the decision.
- Debate by Overview & Scrutiny Committee and agreement on action to be taken.

5. CALL IN OF REPORT: REFURBISHMENT & REPROVISION WORK OF ENFIELD HIGHWAY LIBRARY BUILDING (8:35PM TO 9:05PM) (Pages 105 - 134)

To receive a report from the Director of Finance, Resources & Customer Services outlining a Call-In received for consideration by Overview & Scrutiny on the following reason: (Report No:110)

Decision by Cabinet (19 October 2016): Refurbishment & Reprovision Work of Enfield Highway Library Building

Cabinet Decision included on Publication of Decision List No: 34/16-17 Key Decision KD4335 (List Ref:12/34/16-17) issued on Friday 21 October 2016.

It is proposed that consideration of the Call-In be structured as follows:

- Brief outline of reasons for the Call-In by representative(s) of the Members who have called in the decision.
- Response to the reasons provided for the Call-In by the Cabinet

Members responsible for taking the decision.

- Debate by Overview & Scrutiny Committee and agreement on action to be taken.

PLEASE NOTE THAT THERE IS ALSO A PART 2 REPORT RELATING TO THIS ITEM.

6. CALL IN OF REPORT: QUARTERLY CORPORATE PERFORMANCE REPORT (WITHDRAWN) (Pages 135 - 156)

PLEASE NOTE THAT THIS AGENDA ITEM HAS NOW BEEN WITHDRAWN

To receive a report from the Director of Finance, Resources & Customer Services outlining a Call-In received for consideration by Overview & Scrutiny on the following reason: (Report No:97)

Decision by Cabinet (19 October 2016): Quarterly Corporate Performance Report

Cabinet Decision included on Publication of Decision List No: 34/16-17 Key Decision KD4330 (List Ref:3/34/16-17) issued on Friday 21 October 2016.

It is proposed that consideration of the Call-In be structured as follows:

- Brief outline of reasons for the Call-In by representative(s) of the Members who have called in the decision.
- Response to the reasons provided for the Call-In by the Cabinet Members responsible for taking the decision.
- Debate by Overview & Scrutiny Committee and agreement on action to be taken.

7. MINUTES OF THE MEETING HELD ON 11 OCTOBER 2016. (Pages 157 - 160)

To agree the Minutes of the meeting held on 11 October 2016.

8. DATES OF FUTURE MEETINGS

To note the dates of future meetings as follows:

The date of the next business meeting of the Overview & Scrutiny Committee is to be confirmed

Provisional Call-Ins

Tuesday 22 November 2016

Tuesday 13 December 2016

Tuesday 17 January 2017

Business meetings of the Overview & Scrutiny Committee will be held on -

Thursday 19 January 2017
Thursday 23 February 2017

9. EXCLUSION OF THE PRESS & PUBLIC

To consider, if necessary, passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting for the item of business listed in Part 2 of the agenda on the grounds that it will involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006), as are listed on the agenda (Please note there is not a Part 2 agenda).

PART 2 AGENDA

MUNICIPAL YEAR 2016/2017 REPORT NO. 143**MEETING TITLE AND DATE:**

**Overview & Scrutiny
Committee,
10 November 2016**

REPORT OF:

Director of Finance, Resources
and Customer Services

Contact officers and telephone
numbers:

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Agenda – Part: 1	Item: 4
Subject: Green Bin Service Change	
Wards: All	
Key Decision No: 4376	
Cabinet Member consulted: N/A	

1. EXECUTIVE SUMMARY

1.1 This report details a call-in submitted in relation to the following decision:

Cabinet Decision (19 October 2016): Green Bin Service Change

1.2 Details of this decision were included on Publication of Decision List No. 34/16-17 (Ref. 10/34/16-17 – issued on 21 October 2016).

1.3 In accordance with the Council's Constitution, Overview and Scrutiny Committee is asked to consider the decision that has been called-in for review.

1.4 The members who have called-in this decision do not believe it falls outside of the Council's Policy Framework.

2. RECOMMENDATIONS

2.1 That Overview and Scrutiny Committee considers the called-in decision and

either:

- (a) Refers the decision back to the decision making person or body for reconsideration setting out in writing the nature of its concerns. The decision making body then has 14 working days in which to reconsider the decision; or
- (b) Refer the matter to full Council; or
- (c) Confirm the original decision.

Once the Committee has considered the called-in decision and makes one of the recommendations listed at (a), (b) or (c) above, the call-in process is completed. A decision cannot be called in more than once.

If a decision is referred back to the decision making person or body; the implementation of that decision shall be suspended until such time as the decision making person or body reconsiders and either amends or confirms the decision, but the outcome on the decision should be reached within 14 working days of the reference back. The Committee will subsequently be informed of the outcome of any such decision.

3. BACKGROUND/ INTRODUCTION

- 3.1 Please refer to Section 3 of the Cabinet decision report.

4. ALTERNATIVE OPTIONS CONSIDERED

None – Under the terms of the call-in procedure within the Council's Constitution, Overview & Scrutiny Committee is required to consider any eligible decision called-in for review. The alternative options available to Overview & Scrutiny Committee under the Council's Constitution, when considering any call-in, have been detailed in section 2 above.

5. REASONS FOR RECOMMENDATIONS

To comply with the call-in procedure within the Council's Constitution.

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

6.1 Financial Implications

The financial implications relating to the called-in decision have been detailed in the Cabinet decision report.

6.2 Legal Implications

S 21, S 21A-21C Local Government Act 2000, s.19 Police and Justice Act 2006 and regulations made under s.21E Local Government Act 2000 define the functions of the Overview and Scrutiny committee. The functions of the committee include the ability to consider, under the call-in process, decisions of Cabinet, Cabinet Sub-Committees, individual Cabinet Members or of officers under delegated authority.

Part 4, Section 18 of the Council's Constitution sets out the procedure for call-in. Overview and Scrutiny Committee, having considered the decision may: refer it back to the decision making person or body for reconsideration; refer to full Council or confirm the original decision.

The Constitution also sets out at section 18.2, decisions that are exceptions to the call-in process.

6.3 Property Implications

There are no corporate property implications arising from the Cabinet decision Report.

7. KEY RISKS

The key risks identified relating to the called-in decision have been detailed in the Cabinet decision Report.

8. IMPACT ON COUNCIL PRIORITIES

The way in which the called-in decision impacts on the Council priorities relating to fairness for all, growth and sustainability and strong communities have been detailed in the Cabinet decision Report.

9. EQUALITIES IMPACT IMPLICATIONS

The equalities impact implications relating to the called-in decision have been detailed in the Cabinet decision Report.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The performance management implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

11. HEALTH AND SAFETY IMPLICATIONS

The health and safety implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

12. PUBLIC HEALTH IMPLICATIONS

The public health implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

Background Papers

None

APPENDIX 1

Call-In: Cabinet Decision: Green Bin Service Change

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MUNICIPAL YEAR 2016/2017 REPORT NO. **104**

MEETING TITLE AND DATE:

Cabinet, 19th October
2016

REPORT OF:

Director – Regeneration &
Environment

Agenda – Part: 1

Item: 15

Subject: Green Bin Service Change

Wards: All

Key Decision No: KD 4376

Cabinet Member consulted:

Councillor D Anderson

Contact officer and telephone number:

Jonathan Stephenson, Head of Commercial and Client Services, Public
Realm. Email: jonathan.stephenson@enfield.gov.uk

1. EXECUTIVE SUMMARY

1.1 Enfield Council has a challenging savings target of £56m by 2019/20.

1.2 In preparation to find further savings the Green Bin collection service has been considered in terms of alternative service provision, as it is a non-statutory service, unlike refuse and recycling.

1.3 Options around the different variations of the Green Bin collection service, currently a free weekly collection service, have been explored in terms of savings potential, impact on recycling performance and potential impact on resident satisfaction.

1.4 Two options have been taken forward to public consultation:

- **Free fortnightly** combined Green Bin and food collection service
- **Weekly charged (£60 per year)** Green Bin collection service with a separate free food collection service for all kerbside properties.

1.5 The consultation responses showed a clear preference for Free Fortnightly combined Green Bin and food collection service. For the reasons set out in this report officers also consider that the Free Fortnightly combined Green Bin and food collection service should be adopted.

1.6 A process and indicative timescale for implementation of free fortnightly green bin collections is outlined

2. RECOMMENDATIONS

- 2.1 That Cabinet approve the implementation of the recommended option, Free Fortnightly collection, whilst retaining weekly collections of refuse and recycling, as detailed in sections 3.27 – 3.31.
- 2.2 That Cabinet approves to delegate to the Assistant Director Public Realm (in consultation with the relevant Cabinet Member) the decision to procure, negotiate and award contracts (in accordance with the Council's Procurement Rules) for the works and services as appropriate associated with the implementation of a Free Fortnightly collection service.
- 2.3 That Cabinet approve the redirection of capital expenditure, funded through existing borrowing of up to £377k required to implement the service change.

3. BACKGROUND

- 3.1. Enfield Council has a challenging savings target of £56m by 2019/20. It is therefore imperative that the Council explores different ways of delivering services that are more efficient, but that also retain high standards of service for residents.
- 3.2. The savings relating to Regeneration and Environment are £3.2m over the same period.
- 3.3. Though balanced for 2016/17, there is a budget gap remaining in the Medium Term Financial Plan of £13.7m up until 2019/20. The proposals set out in this report would mean that the part year effect of the saving can contribute towards the Council's financial position in 2017/18 should this be agreed.
- 3.4. From 2011/12 to 2015/16, Public Realm has delivered savings of £4.25m and secured £2.4m DCLG funding to retain weekly waste collections and is committed to doing so, which has maintained the high standard of frontline services to residents in Public Realm.

Savings have been delivered through contract negotiations, income generation, staff optimisation and automation of services.

3.5. Further, during 2014/15 the parks, streets and waste services all underwent efficiency reviews to measure: cost, performance and public sector satisfaction. In summary the outcomes were:

- **Street cleansing:** Service offers excellent value for money (£13.0 per person compared to London average of £21.40 per person), with good performance and high customer satisfaction.
- **Parks and Open Spaces:** High productivity with higher satisfaction than the private sector comparators and lower unit costs.
- **Waste and recycling:** High service levels and performance compared to other London authorities. The recommendations included removal of one round and route optimisation of all three services. These recommendations have been delivered and there are no further opportunities for resource reductions without significant service change.

The review included benchmarking with private sector comparators and concluded that all services are effectively fully optimised.

3.6. In 2015 a range of savings were considered to meet the budget gaps predicted in 2016/17 and 2017/18. The savings that were agreed by Council were for frontline service provision in streets and parks from 2016/17. To assist the Council in meeting further future savings officers were asked to review further opportunities within the waste service area, specifically around recycling and the green bin service.

3.7. In order to gain further future savings modelling has been undertaken to reduce the recycling and green bin services.

3.8. Reducing or limiting kerbside comingled recycling services would significantly increase disposal costs and reduce customer satisfaction and recycling performance. Therefore this has not been taken forward and the Council is committed to retaining this service weekly.

3.9. The Green Bin collection service has therefore been considered because it is a non-statutory service and reductions here are

considered to have the least impact on customers and service performance.

Benchmarking - Green Bin Service offers

- 3.10. With the national, regional and local growth in the provision of kerbside recycling and green waste collection systems and the associated costs of these services, there has been a move in other areas over the last decade to alternate weekly, chargeable or fortnightly services.
- 3.11. Given the drive to increase recycling and reduce waste coupled with financial pressures, councils such as Salford City Council have introduced three weekly residual waste collections (black bins) and Fife Council has trialled monthly residual collections.
- 3.12. Analysis shows that nationally there is a wide range of collection types and frequencies which are continually changing. In England, of the 301 authorities that provide green bin services the breakdown of types is as follows:

Table 1 (Source – Waste Resources Action Programme 15/16)

Green Bin Service	% of English Authorities
Free Weekly	18%
Charged Weekly	24%
Free Fortnightly	32%
Charged Fortnightly	26%

3.13. London boroughs provide a variety of green bin configurations as set out in the table below.

Table 2 - Summary of Green Bin Collection Services (Delivered by London Boroughs; Source – Resource London September 2016)

Green Bin Service	Number of London Boroughs
Free Weekly	11 (including Enfield)
Charged Weekly	2
Free Fortnightly	4
Charged Fortnightly	12
No service	3
Total	32

Green Bin Options Appraisal

- 3.14. A full options appraisal was undertaken, with specialist technical support, to identify appropriate service provision options that could; provide savings, maintain or improve performance levels, was in line with accepted service provision elsewhere and minimised impact on customer satisfaction with waste and recycling services overall.
- 3.15. The service variables considered within the options appraisal included; collection frequency, seasonal frequency, collection methodology, charging and not operating a garden and food collection service.
- 3.16. The possible service configurations generated using these variables were then reduced down to 10 potentials by removing options that increased costs, did not meet statutory requirements, were a significant service reduction or were nonsensical.
- 3.17. The 10 options were then modelled to assess; likelihood of providing significant savings, impact on recycling performance and the impact on resident satisfaction. The two options that performed the most favourably against the criteria were:
- **Free fortnightly** combined Green Bin and food collection service
 - **Weekly charged** (£60 per year) Green Bin collection service with a separate free food collection service for all kerbside properties.

3.18. Appendix 1 contains full details of the options appraisal process.

Public Consultation

- 3.19. To measure attitudes towards the two service options, and understand the potential impact of each, an online questionnaire, and a hard copy version, was made available to residents across the borough. The questionnaire was available for 12 weeks, between 10th June and 2nd September 2016.
- 3.20. Residents were also offered the opportunity to contact the Consultation and Resident Engagement Services Team if they required assistance in participating in the consultation or required further information. Background information was provided with the questionnaire explaining why the Council wished to change the way in which it provided the Green Bin service, and setting out details of the two options which the Council had identified as preferred options. The questionnaire could be translated online, was clear and concise and wide ranging promotional activity was undertaken to raise awareness of it. The accessibility of the questionnaire was reflected in the proportion of responses submitted by older people and disabled residents
- 3.21. Residents were notified of the consultation exercise via; Our Enfield, Enfield Connected, Website homepage, Social Media, Local media (including ethnic publications) and advertisements in public buildings (civic centre, libraries). This resulted in the highest number of online responses (3,191) to a consultation hosted on the Council website.
- 3.22. The consultation responses showed a **clear preference for Free Fortnightly combined Green Bin and food collection service** with 87% of all respondents preferring this option to the charged weekly option.
- 3.23. Respondents aged over 55 and under 55 indicated the same level of preference (both 87%) and 88% of disabled respondents also preferred Free Fortnightly service.
- 3.24. The consultation enabled respondents to identify alternative suggestions. Seasonal services, such as stopping or reducing the green bin collections in the winter, was suggested by 6% of the respondents. The other options identified are detailed in Appendix 2.

- 3.25. The high participation in the consultation and consistent support for the Free Fortnightly service across different demographic areas demonstrates that the consultation outcomes are robust and that, if the Council chooses to reduce its current service, the introduction of the service would be equally preferred across all areas and groups of the Borough in preference to the charged weekly service.
- 3.26. Appendix 2 contains further details of the consultation outcomes.

Proposal

- 3.27. The proposal is to replace the current free weekly Green Bin and food collection service with one of two options designed to reduce costs. The key elements of the two options; Free fortnightly combined Green Bin and food collection service and Weekly charged (£60 per year) Green Bin collection service with a separate free food collection service for all kerbside properties are compared below:

Table 3 – Options Comparison

	Free Fortnightly	Charged Weekly
Service fee	Free	£60 (per year)
Saving	£350-400k	£700-800k
Implementation	4-6 Months	10-12 Months
Consultation resident support	87%	13%
Estimated Impact on Recycling	0%	-2%
Container replacement	Yes (for 140ltr bins)	Yes (food caddies)
Day Change	Limited	Yes

- 3.28. The Free Fortnightly service provides a smaller saving of the two options however it can be implemented to deliver a saving in a more timely way. The modelling shows it is unlikely to have a negative impact on the recycling performance of this service or on resident's collection days, and has significantly more support from the public (87%) than the Weekly Charged service (13%).
- 3.29. For the reasons outlined earlier (3.1 – 3.9) it is considered that there should be a reduction in the Green bin and food collection service. If the Council decides that it wishes to reduce the service, it is proposed to implement a Free Fortnightly combined green bin and food collection

service borough-wide from March/April 2017. This will apply to all properties with kerbside bins and any current or future communal green waste bins.

- 3.30. The green bins will be collected on the same day of the week, although fortnightly, as the continued existing weekly kerbside residual and recycling collections. Retaining the weekly blue bin recycling service will support increased recycling performance and maintain customer satisfaction with waste and recycling services.
- 3.31. Separate food waste collections at estates and in other communal areas will be unaffected and will continue at their existing collection frequency.

Implementation

- 3.32. The Free Fortnightly service delivers savings through reducing the number of collection rounds by 4; this provides direct vehicle and staff savings.
- 3.33. The replacement programme for the existing vehicle fleet has been delayed in lieu of the service review with replacements due in 2017/18 which will allow this saving to be realised. This will provide a saving from the fleet replacement programme and also reduced maintenance costs from a smaller fleet. Additionally, this will release space at the depot for other alternative uses.
- 3.34. The fortnightly round structure will require a lower number of staff to operate and so will provide staff savings. The proposal will enable permanent roles to be reduced by 12. Vacant permanent roles are currently backfilled with agency staff and so these roles can be deleted with no change to the number of permanently employed personnel and therefore no redundancy costs incurred.
- 3.35. To deliver the proposed service change it will require one-off implementation and ongoing revenue costs. These costs will enable additional resources to be provided to implement the change and also provide ongoing support for the continued service delivery. The costs provide implementation resources, communications prior to and post the change of service and the provision for ongoing waste enforcement. These costs will be met initially from within the service area in 2016/17, but thereafter are included within the overall financial model within Table 4.

3.36. The capital and revenue costs and savings are summarised as follows:

Table 4- Green Bin Service Change –Financial Model

Item	2017/18	2018/19	2019/20
Revenue Costs	156	80	80
Revenue Savings	-368	-491	-491
Net Total Saving	-212	-411	-411
Capital Financing (Borrowing)	52	51	49
Net Impact on Budget	-160	-360	-362

- 3.37. The required rerouting of rounds to optimise collection efficiency has already been undertaken to calculate potential savings. Final round details will be confirmed using existing route planning software which is already tested and operational.
- 3.38. A robust communication plan is key to ensuring that residents understand and engage with the new service and will address key issues raised by residents in the consultation.
- 3.39. The new arrangements for the service will be communicated to every affected resident through the delivery of a range of information and materials to all households utilising the service. These communications will include a calendar detailing collection dates and an overview of the new service in the Council magazine which will be delivered to all 120,000 households in Enfield. Information will also be displayed prominently on our website, adverts placed in the local press and press releases produced to generate editorial coverage. A social media campaign will be delivered through our Facebook and Twitter feeds supported by a borough-wide poster campaign and information displayed in our libraries and customer access centres. Additional communications will also be provided for the public, following implementation, to ensure all residents are made aware of the service provision and their collection days.

- 3.40. The consultation process flagged that some residents currently using smaller 140 litre green bins will require additional capacity with a move to a fortnightly service.
- 3.41. Analysis has shown that approximately 19,000 properties currently use the smaller 140 litre green bin for this service. Residents with the smaller 140 litre green bins will have the opportunity to swap these bins for a larger 240 litre bin free of charge as part of the implementation of the scheme. Only residents with the smaller bins will be eligible to swap them for free at this time.
- 3.42. Residents who are eligible for the bin-swap will be asked to request this swap in advance of the service change and this option will be made clear in the promotional material provided. Should requests be made after the service commencement, a further opportunity will be provided for these residents free of charge until 1st June 2017. Residents who request a larger bin after the 1st June 2017 will be required to pay for this in line with the Council's agreed fees and charges. For logistical reasons, bin swaps will be carried out in batches, with the first batch being delivered before the service change commences. Subsequent delivery batches will be scheduled in accordance with demand. Should a resident be awaiting delivery of a larger bin, officers enforcing the Council's side waste policy will be instructed to apply discretion.
- 3.43. Biffa Waste Services Ltd who compost the organic waste once collected, and Suez UK Ltd who operate the Refuse Recycling Site (RRS) at Barrowell Green are aware of the potential changes and have both confirmed they have capacity and resources to manage any impacts that may result from the service change.
- 3.44. Residents who require additional capacity (other than that in 3.41 above) will still be able to obtain a second green bin for an annual hire charge, or take their excess organic garden material to Barrowell Green RRS for free. Currently 40 residents have a second green bin. The council's existing side waste policy will continue to apply.
- 3.45. A detailed implementation programme will be developed if the proposed recommendations are approved, the key stages of the programme are as follows:
- **Stage 1**-Communications programme will commence from decision being made until service implementation is complete
 - **Stage 2**-Residents with smaller bins only will be able to request to swap for larger bins from November 2016 until January 2017

- **Stage 3**-Bin swaps will take place ahead of service commencement
- **Stage 4**-Service will begin March/April 2017

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Continuing with the existing weekly free service would not provide the required financial outcomes for the Council.
- 4.2 An options screening and appraisal exercise determined what changes to the Green Bin service would deliver the necessary savings whilst minimising impact on customer satisfaction and recycling performance. Any alternative options that did not meet this requirement were excluded, including seasonal variations.
- 4.3 A weekly charged for service was included in the public consultation process but was clearly, from the responses received, not the preferred option.
- 4.4 Separate food waste collections cannot be implemented and deliver savings unless a charged for green bin service is also implemented due to the cost of additional food waste collection vehicles required.

5. REASONS FOR RECOMMENDATIONS

- 5.1 Free fortnightly green bin collections will enable the Public Realm to deliver a saving of £160k in 2017/18 and a continued saving of £362k from 2018/19, with minimum impact on the Council's recycling performance as a result of this service change
- 5.2 This option showed a strong preference overall and across all demographic profiling (further details can be found within appendix 2) by residents during the consultation process and is the option that has the lowest one-off mobilisation costs and which poses the least deliverability risk to the Council.
- 5.3 The retention of a free Green Bin collection service will ensure all residents have access to a full range of recycling services.
- 5.4 Half of London authorities collect Green Bins on a fortnightly basis with only 18% of authorities in England still collecting weekly. Access to alternative facilities for recycling excess organic garden material such as Household Waste Recycling Sites coupled with appropriate enforcement action are mechanisms that other authorities have successfully used to deliver service changes with minimal impact.

- 5.5 Benchmarking data from other authorities has been used to inform the expected savings profiles for both options within this report. The modelling process took historical data from services and service changes from other local authorities over a ten year period. This data was combined with data specific to Enfield and was used to create predictions of the expected impact of the various possible service changes. This included the cost of staff and vehicles and the likely impact on recycling rates as well as enforcement costs to regulate side waste.
- 5.6 The costs incurred by the measures detailed in sections 3 and 5 above are proposed to be funded through existing borrowing of up to £377k to implement the service change and are included in the financial model of the changes.

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

Financial Implications

- 6.1 The proposed up to £0.377m, that may be, required for the purchase of 240l wheeled bins to assist the implementation of the proposed service change can be funded by redirecting existing previously agreed capital resources and will be reflected in the quarter 3 capital monitoring report. The borrowing costs of up to circa £0.083m will be covered from the revenue savings generated from the service change.
- 6.2 Table 4 in the main body of the report summarises the costs and savings for Free Fortnightly Collection. The one-off revenue costs will be accommodated using existing resources in 2016/17, prior to the service implementation.
- 6.3 There are no capital requirements for new vehicles as there is no requirement for new vehicles to achieve this service change.

Legal Implications

- 6.4 The Council has a duty under section 45 of the Environmental Protection Act 1990 to arrange for the collection of household waste. Generally no charge can be levied for such a collection but the Controlled Waste (England and Wales) Regulations 2012 (paragraph 4 of schedule 1) permit a charge for the Green Bin collection service.
- 6.5 The consultation exercise undertaken complies with the common law requirements for a fair and open consultation process and is unlikely to be successfully challenged. There is a requirement that the

consultation responses are properly taken into account in reaching a decision on the matter the subject of the consultation, and by this report, and consideration of it by Cabinet, that requirement is met.

- 6.6 The proposals within the report comply with the Council's powers and duties.
- 6.7 The bins required for implementation of the proposal will be procured through an Invitation To Further Competition under an existing framework contract in line with contract procedure rules.

Property Implications

There are no property implications outlined within this report

7 KEY RISKS

- 7.1 The key risks associated with implementing the recommendation are:
- **Financial:** Savings not realised. Officers have cautiously calculated the savings profiles and included a contingency sum to cover unforeseen impacts of the service change on the budget.
 - **Operational:** Lack of resources to deliver the service change: A project manager is in place to manage the service change. A full project team is in place to deliver each of the work streams
 - **Reputational:** Residents not aware of service changes. A full communications plan will be implemented that will take place over a 4-month period and will use a variety of mediums to ensure residents are aware of the service change. Each household, that uses the Green Bin collection service, will receive 2 specific leaflets through their door notifying them of the change.

8 IMPACT ON COUNCIL PRIORITIES

Fairness for All

- 8.1 The consultation was open to all residents. Responses were received from a cross-section of the borough.
- 8.2 The move from weekly to fortnightly is not a material change to the service. All residents will still have the ability to recycle food and garden products.

Growth and Sustainability

- 8.3 The recommended service change will help reduce the Council's financial pressures and assist the Council to become more sustainable moving forwards.

Strong Communities

- 8.4 The 12-week consultation exercise gave communities the opportunity to voice their views on the future of services. These views were taken into consideration in the recommendations.

9 EQUALITIES IMPACT IMPLICATIONS

A predictive EQIA has been undertaken and it has concluded that the proposed changes are not deemed to disproportionately impact residents from the protected characteristic groups. Details of this report are available to the public on request.

10 PERFORMANCE MANAGEMENT IMPLICATIONS

Independent modelling has concluded that there should be no significant change in the recycling performance of the service resulting from the service change.

11 HEALTH AND SAFETY IMPLICATIONS

A risk assessment and Safe System of Work is in place for the collection crews collecting Green Bins. The new service is no different operationally and so the existing RASSW remains appropriate. All operational risk assessments are reviewed and updated regularly.

12 HR IMPLICATIONS

The number of personnel required to deliver the new service is less than current personnel levels. The reduction will be realised through the reduced use of agency resources. There will be no change to the number of permanently employed personnel.

13 PUBLIC HEALTH IMPLICATIONS

No reports of how reducing the green bin service has been detrimental to public health have been received from other boroughs. This though should be monitored for any unforeseen consequences.

Background Papers

None

Appendices

Appendix 1 Options Appraisal Process
Appendix 2 Consultation Summary

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Overview of the Green Bin Options Appraisal

A three stage process was carried out to determine the options that would be consulted on. The primary considerations when carrying out the appraisal process for each option were:

- Will the option deliver the Council a financial saving?
- What impact will the service change have on customers?
- What impact will the service change have on the Council's recycling rate?

Stage 1 – Developing Long List of Options

A statistical analysis known as a Cartesian Product was used to generate service options based around the service variables set out in Figure 1. 14,400 service options were generated from this exercise.

Figure 1 - Service Variables

Food	Seasonality	Green
Separation of Food Food Separate No Food Food Commingled	Seasonality Seasonal service No seasonal service	Separation of Green Green Separate No Green Green Commingled
Food Collection Frequency (Summer) Food Weekly Summer Food Fortnightly Summer Food Three-Weekly Summer Food Four Weekly Summer		Green Collection Frequency (Summer) Green Weekly Summer Green Fortnightly Summer Green Three-Weekly Summer Green Four Weekly Summer
Food Collection Frequency (Winter) Food Weekly Winter Food Fortnightly Winter Food Three-Weekly Winter Food Four Weekly Winter No Food Service in Winter		Green Collection Frequency (Winter) Green Weekly Winter Green Fortnightly Winter Green Three-Weekly Winter Green Four Weekly Winter No Green Service in Winter
		Charging for Green Green Not Charged Green Charged

Stage 2 – Shortlisting of Options

The 14,400 options were reduced to 40 by removing variations of the same option and options that were illegal.

Table 1 (at page 4) summarises the 40 options. These options were reduced to 10 (highlighted in green) through the following sieving process.

Sieving exercise

1st sieve

The first sieve considered impact on the customer. It was not deemed acceptable for services to be removed completely.

Outcome

The following options were removed:

- options where there was no collection service for food; and
- options where there was no organic collection service (garden) .

2nd sieve

This sieving exercise considered which options would deliver savings. Operating a food waste service alongside a green waste service that is not charged will not deliver savings because more resources not less will be required.

Outcome

- All separate food waste options that were accompanied by a free garden waste service were removed.

3rd sieve

This sieving exercise considered the impact of collection frequency changes during the summer and winter for garden waste services.

Outcome

- Three-weekly service options removed due to scheduling difficulties and also a higher level of customer communications being required as the schedule would vary from month to month

Stage 3 Cost and Performance Modelling

Eunomia Research & Consulting Ltd carried out high level modelling of the 10 options resulting from stage 2 to determine anticipated savings and impact on recycling performance. Figure 2 provides a pictorial summary of the 10 options.

Figure 2 - Options Modelled

	Baseline	1	2	3	4	5	6	7	8	9	10
Food	Mixed With Garden	Mixed with Garden	Mixed with Garden	Weekly Separate						None	
Summer Garden	Weekly	Weekly	Fortnightly	Weekly £				Fortnightly £		None	
Winter Garden	Weekly	Fortnightly	Fortnightly	Weekly £	Fortnightly £	Four Weekly £	None	Fortnightly £	Four Weekly £	None	
Dry and Residual	Unchanged (weekly)										
	Baseline	1	2	3	4	5	6	7	8	9	10

Modelling outcomes

Option 1: Anticipated savings considerably lower than other options.

Outcome: Option 1 not progressed.

Options 2: This option anticipated to deliver savings of at least £400k and showed no impact on kerbside recycling performance. Benchmarking exercise found that over 50% of London council operate a fortnightly garden waste service. Level of impact deemed minimal.

Outcome: Option 2 put forward for detailed modelling and public consultation

Options 3: Option would deliver greater savings than option 2. Impact on kerbside recycling level approximately 6% reduction (overall 2% reduction on N195 recycling rate) which is less than options 4 – 10. 40% of London councils offer a charged garden waste service. Benchmarking shows that impact on satisfaction levels are highest in year 1 and reduce over time.

Outcome: Although potential for a certain amount of dissatisfaction the potential for significant savings warranted its inclusion in the consultation process.

Option 4- 6: These are variants of option 3 and delivered similar levels of savings. Recycling rate for option 4 is the same as option 3 and 1% less for option 5 and 6. These options included a charged garden waste service with reduced winter frequencies compared to option 3.

Outcome. These options were not put forward for consultation because they offered a reduced service compared to option 3.

Option 7- 9: These options although delivering the highest savings further reduced the Council's recycling rate and had a bigger impact on customers.

Outcome: These options were considered to have too negative an impact on customer and the Council's recycling rate so were not considered for consultation.

Option 10: This was included to understand what the cost savings would be for not operating either of the services. If implemented the Council's kerbside recycling rate would be reduced by approximately 18%.

The two options that delivered the required savings and had least impact on customers and the Council's recycling rate were determined as 2: **Free fortnightly combined green bin and food collection service** and 3: **Weekly charged (£60 per year) green bin collection service and free separate food collection service**. These two options were subject to detailed modelling and formed the basis of the public consultation process.

Table 1 - Green Bin Options

	Food Separation	Food Frequency Summer	Food Frequency Winter	Seasonal	Green Separation	Green Frequency Summer	Green Frequency Winter	Green Charged	Final Result for Sieving Exercise
1	Food Commingled	Food Fortnightly Summer	Food Fortnightly Winter	No seasonal service	Green Commingled	Green Fortnightly Summer	Green Fortnightly Winter	Green Not Charged	
2	Food Commingled	Food Weekly Summer	Food Weekly Winter	No seasonal service	Green Commingled	Green Weekly Summer	Green Weekly Winter	Green Not Charged	
3	Food Commingled	Food Weekly Summer	Food Fortnightly Winter	Seasonal service	Green Commingled	Green Weekly Summer	Green Fortnightly Winter	Green Not Charged	
4	Food Separate	Food Weekly Summer	Food Weekly Winter	No seasonal service	Green Separate	Green Fortnightly Summer	Green Fortnightly Winter	Green Charged	
5	Food Separate	Food Weekly Summer	Food Weekly Winter	No seasonal service	Green Separate	Green Fortnightly Summer	Green Fortnightly Winter	Green Not Charged	
6	Food Separate	Food Weekly Summer	Food Weekly Winter	No seasonal service	Green Separate	Green Weekly Summer	Green Weekly Winter	Green Charged	

	Food Separation	Food Frequency Summer	Food Frequency Winter	Seasonal	Green Separation	Green Frequency Summer	Green Frequency Winter	Green Charged	Final Result for Sieving Exercise
7	Food Separate	Food Weekly Summer	Food Weekly Winter	No seasonal service	Green Separate	Green Weekly Summer	Green Weekly Winter	Green Not Charged	
8	Food Separate	Food Weekly Summer	Food Weekly Winter	No seasonal service	No Green	N/A	N/A	N/A	
9	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Fortnightly Summer	Green Four Weekly Winter	Green Charged	
10	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Fortnightly Summer	Green Four Weekly Winter	Green Not Charged	
11	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Fortnightly Summer	Green Three-Weekly Winter	Green Charged	

	Food Separation	Food Frequency Summer	Food Frequency Winter	Seasonal	Green Separation	Green Frequency Summer	Green Frequency Winter	Green Charged	Final Result for Sieving Exercise
12	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Fortnightly Summer	Green Three-Weekly Winter	Green Not Charged	
13	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Fortnightly Summer	No Green Service in Winter	Green Charged	
14	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Fortnightly Summer	No Green Service in Winter	Green Not Charged	
15	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Weekly Summer	Green Fortnightly Winter	Green Charged	
16	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Weekly Summer	Green Fortnightly Winter	Green Not Charged	
17	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Weekly Summer	Green Four Weekly Winter	Green Charged	

	Food Separation	Food Frequency Summer	Food Frequency Winter	Seasonal	Green Separation	Green Frequency Summer	Green Frequency Winter	Green Charged	Final Result for Sieving Exercise
18	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Weekly Summer	Green Four Weekly Winter	Green Not Charged	
19	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Weekly Summer	Green Three-Weekly Winter	Green Charged	
20	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Weekly Summer	Green Three-Weekly Winter	Green Not Charged	
21	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Weekly Summer	No Green Service in Winter	Green Charged	
22	Food Separate	Food Weekly Summer	Food Weekly Winter	Seasonal Service	Green Separate	Green Weekly Summer	No Green Service in Winter	Green Not Charged	
23	No Food	N/A	N/A	No seasonal service	Green Separate	Green Fortnightly Summer	Green Fortnightly Winter	Green Charged	

	Food Separation	Food Frequency Summer	Food Frequency Winter	Seasonal	Green Separation	Green Frequency Summer	Green Frequency Winter	Green Charged	Final Result for Sieving Exercise
24	No Food	N/A	N/A	No seasonal service	Green Separate	Green Fortnightly Summer	Green Fortnightly Winter	Green Not Charged	
25	No Food	N/A	N/A	No seasonal service	Green Separate	Green Weekly Summer	Green Weekly Winter	Green Charged	
26	No Food	N/A	N/A	No seasonal service	Green Separate	Green Weekly Summer	Green Weekly Winter	Green Not Charged	
27	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Fortnightly Summer	Green Four Weekly Winter	Green Charged	
28	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Fortnightly Summer	Green Four Weekly Winter	Green Not Charged	
29	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Fortnightly Summer	Green Three-Weekly Winter	Green Charged	

	Food Separation	Food Frequency Summer	Food Frequency Winter	Seasonal Service	Green Separation	Green Frequency Summer	Green Frequency Winter	Green Charged	Final Result for Sieving Exercise
30	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Fortnightly Summer	Green Three-Weekly Winter	Green Not Charged	
31	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Fortnightly Summer	No Green Service in Winter	Green Charged	
32	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Fortnightly Summer	No Green Service in Winter	Green Not Charged	
33	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Weekly Summer	Green Fortnightly Winter	Green Charged	
34	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Weekly Summer	Green Fortnightly Winter	Green Not Charged	
35	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Weekly Summer	Green Four Weekly Winter	Green Charged	

	Food Separation	Food Frequency Summer	Food Frequency Winter	Seasonal Service	Green Separation	Green Frequency Summer	Green Frequency Winter	Green Charged	Final Result for Sieving Exercise
36	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Weekly Summer	Green Four Weekly Winter	Green Not Charged	
37	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Weekly Summer	Green Three-Weekly Winter	Green Charged	
38	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Weekly Summer	Green Three-Weekly Winter	Green Not Charged	
39	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Weekly Summer	No Green Service in Winter	Green Charged	
40	No Food	N/A	N/A	Seasonal Service	Green Separate	Green Weekly Summer	No Green Service in Winter	Green Not Charged	
41	No Food	N/A	N/A	No seasonal service	No Green	N/A	N/A	N/A	

Appendix 1

APPENDIX TWO -GREEN BIN CONSULTATION -:

Summary

Overall

There were 3,191 responses to the questionnaire.

Respondents

- Three-quarters of responses (75%) are from respondents who live in the west of the borough
- 16% are disabled – reflecting the borough population
- 65% are over 50

Key findings

- Almost 9 out of 10 (87%) prefer fortnightly to a charged collection service
- Around 1 out of 8 (13%) would prefer a weekly charged service
- 6 out of 10 (61%) of all respondents state that moving to a fortnightly collection would either impact them 'slightly' or 'not at all'
- A clear majority (71%) of residents stated that they would be impacted 'a lot' by having to pay a £60 charge

Size of green bin

Those who have a slimline bin (140l) are more likely to favour the fortnightly collection option than those households who have the standard sized bin (240l) – 89% and 86% respectively. Both are very similar to the borough average (87%). We cannot be confident there are significantly different opinions between those who have the slimline bins and those who have the standard size bins but it is clear that the majority of residents, regardless of the size of bin, have a preference for the fortnightly collection option.

Whether residents have a 240l or 140l green bin, similar numbers said they will be affected 'a lot' (Q6) if the service was to be fortnightly.

Postal district

The base sizes at postal district level can be small, and thus caution should be exercised when analysing the data. It appears that an overwhelming number of respondents from each postal district, including those who live in areas where the base size is small, favour fortnightly collection. The proportion of those in favour of a fortnightly collection range from between 77% in EN4 (out of a total of 69 respondents) to 93% in N18 (out of a total of 91 respondents).

The preference for fortnightly collection is higher in the less affluent areas of the borough than it is in the more affluent west of the borough – 93% compared to 85%. A minority prefer the charged service option, with more of those in the more affluent areas preferring this than those in the south and east of the borough – 15% compared to 7%.

With income levels being higher in the west, this may explain the higher proportion of residents in the south and east who prefer the fortnightly collection option. This is reflected in the analysis of the responses of those who receive Council Tax Support and/or Housing

Benefit. Respondents were asked if they received these benefits as it is felt that whether or not someone receives benefits is a better indicator of high or low income than responses to the standard questions on employment status and social classification/stratification.

Council tax support and housing benefit

Only 6% of the 125 respondents who receive Council Tax Support and/or Housing Benefit stated that they preferred a charged service, while more than nine out of 10 said they would rather have a fortnightly collection service. Of those who do not receive either benefit, around nine out of 10 (87%) are in favour of the fortnightly collection. This, of course, is similar to the average for the borough as whole as the majority of respondents do not receive either benefit.

Disability

In total 16% of all respondents said they have a disability, reflecting the proportion of disabled residents in the borough – 15.4% according to the 2011 Census. This suggests the consultation was accessible to those who have a disability. Of those who have a disability, around nine out of 10 (89%) prefer fortnightly collection.

Age groups

The number of responses from the younger age groups was low, particularly among those aged 29 or under. Of those age groups with at least 100 responses, views are similar with the preference for fortnightly collection varying from 83% (35 to 39 year olds) to 89% (45 to 49 year olds). We cannot be confident that there are significant differences in the views of the various age groups. If there were differences, these would probably be best explained by looking at other factors, such as income, that may influence choice.

Composting

With regards to opportunities for composting, the following question was included and the responses below received:

Given the options proposed, would you be interested in a free/subsidised home composting bin?

826 (25.9%) *Yes*

1513 (47.4%) *No*

852 (26.7%) *Don't know / maybe*

Analysis of Literal Responses to Q8 (“*if you have any suggestions or further comments on our proposals, let us know*”).

1,433 residents responded to this question. Not all responses were suggestions. A number of respondents simply stated a preference for free fortnightly collection or responded with ‘N/A’ and ‘no other comments to make’

Some respondents to this question made more than one comment/suggestion. It was clear from the analysis that two suggestions stood out: retain the current approach (that is, free weekly collection) and a form of seasonal collection (for example, fortnightly collection in the Autumn and Winter, weekly collection in the Spring and Summer)

Around a fifth (18%) of those who responded to Q8, said they would like to retain the current weekly collection. This is 6% of the total number of respondents who completed the questionnaire

Around one in eight (13%) of those who responded to Q8, suggest the Council should consider using a form of collection whereby frequency is higher in the warmer months but less frequent during the rest of the year. This represents 6% of all respondents

It should be noted that many different variations of seasonal collection were suggested. They varied by frequency and when the higher/lower frequency collections should take place. From reading these responses, it would be difficult to establish common ground on what would be considered acceptable frequencies of collection at the various times of the year

Around one in five (18%) made other suggestions. A selection are listed below:

- Fortnightly collection for the other bins (that is, blue lid and black lid bins) – it should be noted that several other respondents made it clear that they would rather see the green bin collected fortnightly and the other bins collected weekly
- Collect food weekly but garden materials should be collected fortnightly
- The Council should make savings elsewhere (for example, reduce staff salaries, tackle benefit fraud effectively and abandon the plans for Cycle Enfield) and cut other services – such suggestions were often accompanied by a clear preference for retaining the current weekly and free collection
- The Council increase revenues by charging more for other Council services
- For free green bin collection to be available only on request (for example, residents call the Council to order a collection)
- Green bin to be collected twice a week
- Charge residents who do not recycle

It should not be assumed that those residents who submitted suggestions were opposed to the proposals. In fact, a number of residents suggested they were satisfied with the proposal for fortnightly collection as long as at least one of the following were included/in place/available:

An extra green bin is made available to households

Larger green bins (that is, 240l rather 140l)

Changes to the service are clearly communicated

Skips are made available in parks and at the end of streets to enable residents to dispose of their kitchen and garden materials

Opening hours of Barrowell Green are extended

Summary Conclusion

Analysis of the data indicates that not only do the majority of respondents prefer the fortnightly collection option, but so do disadvantaged groups, such as disabled residents and those on low incomes in the borough – a key consideration for the Council. Even when given the option of identifying a different option (in question 8), most people did not do so, suggesting that the fortnightly collection option is generally preferred. The data suggests that the size of the green bin currently used by a household does not impact on preference.

Green bin consultation Report - Detail

Methodology

Residents were engaged using both online and paper questionnaires, with the questions being the same in both versions. The online questionnaire was hosted on the Council website, with paper copies made available in the Hub libraries and in the Council's main customer access centres.

The information provided with the online and paper questionnaires informed residents how they could contact the Consultation and Resident Engagement Services Team if they had any queries or required assistance with participation.

The online questionnaire could be translated, using Google translate, and the text could be increased in size.

The consultation was launched on 10 June and closed on 5 September 2016. During that time, a total of 3,191 residents completed either the online or paper questionnaire.

Marketing and promotion

Due to the potential impact of the proposals and the fact that green bin collection is a universal service, it was important to ensure that coverage was widespread. The wide ranging marketing and promotional campaign included:

- A full page article in Our Enfield (the Council magazine that is delivered to all households in the borough)
- Adverts in the local press
- Adverts in non-English, local press (for example, Londra)
- 'Six sheet' posters across the borough, in areas of high footfall (through JC Decaux)
- Digital marketing
- Tweeting from the Enfield Council Twitter account
- Posting on Facebook from the Council account

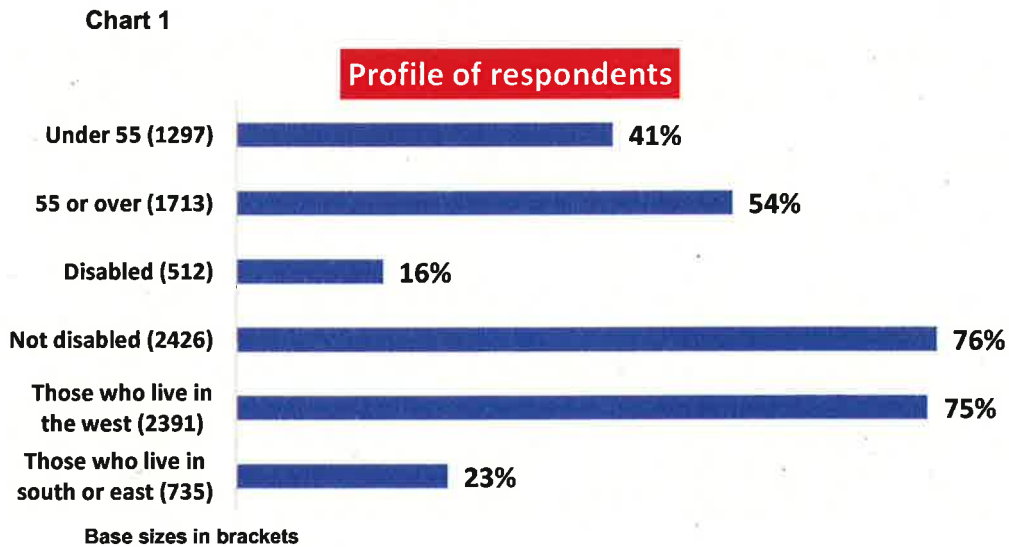
Respondents

To help further understand the data a number of questions were asked to establish the age, disability/non-disability status, where respondents lived (by postal district) and whether or not they claimed housing benefit and/or Council Tax Support.

Ability to establish the views of residents with low incomes was of importance as one of the proposals of the consultation was to charge for collection of the green bin. Asking whether or not respondents receive Housing Benefit and/or Council Tax Support is more effective than using social stratification definitions and work status. It would be seen as intrusive to request information relating to household income. Even establishing household income is limited as it does not include outgoings, size of household and other factors.

Please note: for each of these questions, respondents were given the opportunity to respond with 'Prefer not to say'. As a result, the figures showing, for example, the age groups of respondents, do not necessarily add to 100%.

The chart below (see Chart 1) shows the totals and proportions of respondents.



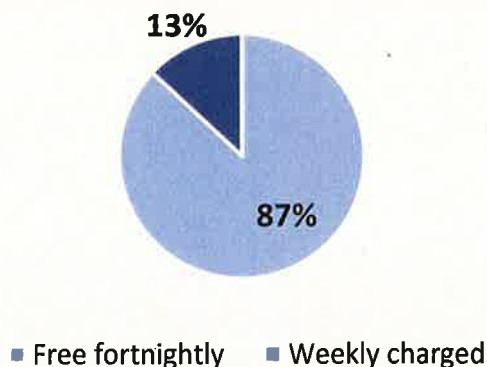
Key findings

Preference for 'fortnightly free' over 'weekly charged' (Q5)

Residents were asked whether they would prefer a 'free fortnightly' or a 'weekly charged' collection (£60). Almost nine out of 10 (87%) prefer the free fortnightly option, with around one in eight (13%), preferring a weekly charged collection (see Chart 2).

Chart 2

Q5. From the following two options, please indicate which option most suits your needs? All respondents



Base size: 3,191 residents

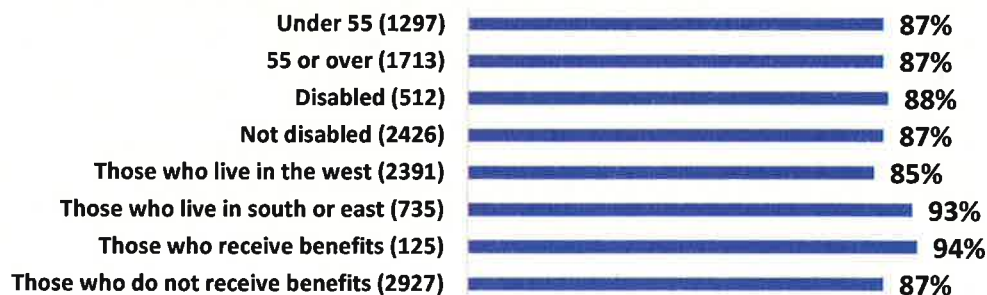
Around seven times as many respondents prefer the free fortnightly collection. The free fortnightly option is the preferred option among all the various groups of respondents.

Although the majority of each group of respondents prefer the free fortnightly option, there appears to be some differences between some comparative groups. For example, free fortnightly appears to be preferred by those who live in the less affluent areas (93%) and those who receive either Housing Benefit and/or Council Tax Support (94%). See Chart 3.

Chart 3

Q5. From the following two options, please indicate which option most suits your needs (free fortnightly)?

Comparison by group



Base sizes are in brackets

The contrast in perceptions between those who live in the more affluent part of the borough (that is, the west) and the south and east, represents the biggest difference between the comparative groups – 85% of those in west, compared to 93% in the south and east. A similar contrast in opinions is evident when comparing the views of those who receive benefits and those who do not – 94% compared to 87%.

The free fortnightly option is preferred to the weekly charged option among respondents regardless of the type of property they live in. However, there are clear differences by housing type, with respondents living in what are, usually, smaller properties, preferring the free fortnightly proposal, with around nine out of ten of those living in either flats/maisonettes (91%) or terraced houses (90%) expressing a preference for the fortnightly option (see Chart 4).

Chart 4

Q5. From the following two options, please indicate which option most suits your needs (free fortnightly)? Comparison by type of property



Base sizes in brackets

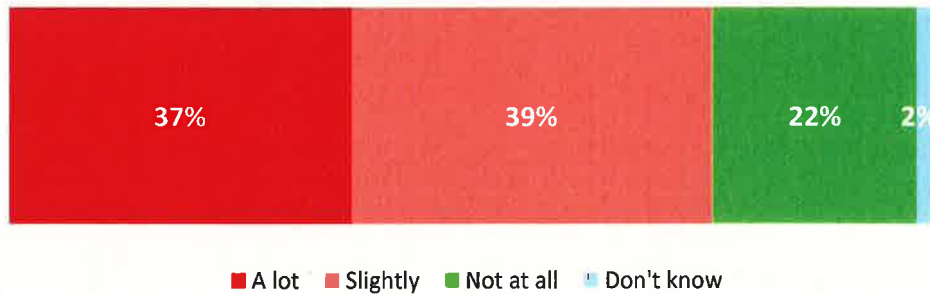
Those who live in flats/maisonettes or terraced houses appear to prefer the fortnightly free collection proposal than those who live in either semi-detached (86%) or detached properties (78%). This may, in part, be explained by the larger homes traditionally having larger gardens and thus, more likely to want to dispose of garden materials, or have more materials that they wish to put in the green bins.

Potential impact of the free fortnightly proposal (Q6a and Q6c)

When asked to what extent the free fortnightly option would impact them, around a third (37%) stated 'a lot' (see Chart 5).

Chart 5

Q6a. How would the two options impact upon you...free fortnightly? All respondents



Base size: 3,191

Although over a third said the impact would be 'a lot', the majority felt that it would have only slight impact or not at all (61%).

However, there are some differences among the various groups. For example, it appears that those who live in what are traditionally regarded as larger properties, are more likely to feel that the fortnightly free proposal will impact on them more than others (see Chart 6).

Chart 6

Q6a. How would the two options impact upon you....free fortnightly ('a lot')? Comparison by type of property



Base sizes are in brackets

The findings indicate the larger the property, the bigger the impact on that household. Those who live in detached properties are more likely to feel that it impacts them 'a lot' (53%), followed by those who live in semi-detached properties (42%), then those who live in terraced houses (31%) and finally those residents who live in flats/maisonettes (25%).

Just over two-fifths (43%) of disabled residents feel that the free fortnightly proposal will impact them 'a lot'. A number of disabled residents (in response to Q6c, an open-ended question where respondents are asked how the proposals will affect them), stated that they are concerned about not being able to move the green bins as they will be heavier. In view of this, it is suggested, if the free fortnightly proposal is implemented, the Council further promotes the assisted collection scheme, making it clear to residents how they can receive assistance.

Analysis of the literal responses to Q6c suggests that those respondents who feel that free fortnightly will impact on them 'a lot' believe that they will be affected by three main issues (based on 1,047 responses):

- Smell of food, that has not been eaten, being in the receptacle for a longer period of time (20%)
- Food deposited in the receptacle attracting insects and vermin (16%)
- 'We already pay Council Tax' / 'Collection was listed as an item on Council Tax bills so we should receive a rebate' / 'Council Tax was recently increased' (14%)

It should be noted that a number of respondents identified more than one issue.

A number of other issues were raised:

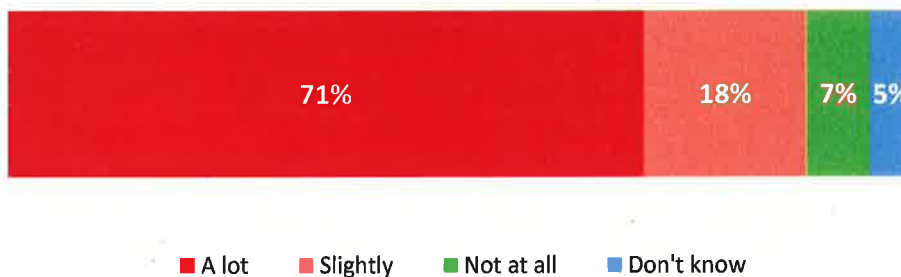
- The bins are too small (this issue was referred to respondents who either a standard size or slimline bin)
- Potential increase in fly-tipping
- Neighbours using bins other peoples' without consent
- The need to make additional trips to Barrowell Green

Potential impact of the weekly charged proposal (Q6b and Q6c)

When asked to what extent a charged weekly collection would impact them, almost three-quarters (71%) said 'a lot', while around a fifth (18%) said it would impact them 'slightly' (see Chart 6).

Chart 7

Q6b. How would the two options impact upon you....weekly charged? All respondents



Base: 3,191 respondents

The proportion of those who said the impact would be 'a lot' (71%) is ten times higher than the amount of those who said 'not at all' (7%).

The majority of each group of respondents feel that the weekly charged proposal will impact them 'a lot'. However, there are differences among some of the comparative groups. For example, disabled residents are more likely to say 'a lot' compared to those who are not disabled – 78% compared to 68% (see Chart 8).

Chart 8

Q6b. How would the two options impact upon you....weekly charged ('a lot')? Comparison by group



Base sizes in brackets

In addition to disabled residents feeling that a weekly charged collection will impact them more than those who are not disabled, there also appear to be differences between those who receive benefits and those who don't (77% compared to 70%) and residents in the south and east compared to those who live in the west (75% compared to 69%). Due to the main implication for residents of the weekly charged proposal being the cost, this may, in part, explain why those traditionally associated with lower incomes being more likely to state that it will impact on them 'a lot'.

Interest in having a free or subsidised composting bin (Q7 and Q8)

Residents were asked, given the options proposed, if they would be interested in a free or subsidised composting bin. Around a quarter (26%) expressed an interest (see Chart 9).

Chart 9

Q. Given the options proposed, would you be interested in a free or subsidised home composting bin? All respondents



Base: 3,191 residents

More respondents state that they would not want a compost bin than those who would (26% compared to 47%) while around a quarter (27%) said they were not sure.

Some residents suggested that there should have been an option of 'we already have one'. However, this option was not provided as the question was aimed at establishing, among other things, if composting bins would help to deal with potential excess waste if the free fortnightly option was implemented.

The responses to Q8 (*If you have any suggestions or further comments on our proposals, let us know*) contained a number of references to the question asking about whether or not residents would be interested in a free or subsidised compost bin. A number of respondents stated that they see the value of the compost bins. However, a number of issues were raised, including:

- The bins attracting vermin and insects
- Some garden materials cannot be composted (for example, thick branches and diseased plants)

- Reluctance to put food, that has not been eaten, into compost bins due to the potential smell
- Not enough space for a compost bin
- Accepting a compost bin would give the impression of acceptance of the proposals
- Compost bins will not make up for less frequent collections

Suggestions for alternative approaches (Q8)

More than two out of five (1,433) residents responded to this question. Not all responses were suggestions. A number of respondents simply stated a preference for free fortnightly collection or responded with 'N/A' and 'no other comments to make' It should be noted that some respondents to this question made more than one comment and/or suggestion.

It was clear from the analysis that two suggestions stood out: retain the current approach (that is, free weekly collection) and a form of seasonal collection (for example, fortnightly collection in the Autumn and Winter, weekly collection in the Spring and Summer). Around a fifth (18%) of those who responded, said they would like to retain the current weekly collection. This is 6% of the total number of respondents who completed the questionnaire.

Approximately one in eight (13%) of those who completed the questionnaire, suggest the Council should consider using a form of collection whereby frequency is higher in the warmer months but less frequent during the rest of the year. This represents 6% of all respondents. It should be noted that many different variations of seasonal collection were suggested. They varied by frequency and when the higher/lower frequency collections should take place. From reading these responses, it would be difficult to establish common ground on what would be considered acceptable frequencies of collection at the various times of the year.

Around one in five (18%) made other suggestions. A selection is listed below:

- Fortnightly collection for the other bins (it should be noted that several other respondents made it clear that they would rather see the green bin collected fortnightly and the other bins collected weekly)
- Collect food weekly but garden materials should be collected fortnightly
- The Council should make savings elsewhere (for example, reduce staff salaries, tackle benefit fraud effectively and abandon the plans for Cycle Enfield) and cut other services – such suggestions were often accompanied by a clear preference for retaining the current weekly and free collection
- The Council increase revenues by charging more for other Council services
- For free green bin collection to be available only on request (for example, residents call the Council to order a collection)
- Green bin to be collected twice a week
- Charge residents who do not recycle

It should not be assumed that those residents who submitted suggestions were opposed to the proposals. In fact, a number of residents suggested they were

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APPENDIX 2

**Call-in request form submitted by 8 Members of
the Council**

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CALL-IN OF DECISION

(please ensure you complete all sections fully)

Please return the completed original signed copy to:
James Kinsella, Democratic Services Team, 3rd Floor, Civic Centre

TITLE OF DECISION: *Green Bin Service change*

DECISION OF: *Cabinet*

DATE OF DECISION LIST PUBLICATION: *21/10/16*

LIST NO: *KD4376 (10/34/16-17)*

(* N.B. Remember you must call-in a decision and notify Democratic Services Team within 5 working days of its publication).

A decision can be called in if it is a corporate or portfolio decision made by either Cabinet or one of its sub-committees, or a key decision made by an officer with delegated authority from the Executive.

(a) COUNCILLORS CALLING-IN (The Council's constitution requires seven signatures or more from Councillors to call a decision in).

(1) Signature: *J. L. Lohan* Print Name: *J. LOHAN*

(2) Signature: *Amy Pearce* Print Name: *AMY PEARCE*

(3) Signature: *G. Vine* Print Name: *GWINIS VINE*

(4) Signature: *N. Dines* Print Name: *N. DINES*

(5) Signature: *N. Dines* Print Name: *N. DINES*

(6) Signature: *A. Georgiou* Print Name: *A. GEORGIU*

(7) Signature: *P. Fallart* Print Name: *PETER FALLART*

(8) Signature: *L. David Sanders* Print Name: *L. DAVID SANDERS*

(b) SCRUTINY PANEL RESOLUTION (copy of minute detailing formal resolution to request call-in to be attached).

NAME OF PANEL: *Overview & Scrutiny atee.*

DATE OF PANEL:

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APPENDIX 3

**Reasons for Call-in by Councillor calling in the
decision**

&

**Briefing Note in response to called in decision
TO FOLLOW**

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1) Reason why decision is being called in:

See Attached.

2) Outline of proposed alternative action:

See Attached.

3) Do you believe the decision is outside the policy framework?

See Attached

(3) If Yes, give reasons: n/a

For DST USE ONLY:

Checked by Monitoring Officer for validation –

Name of Monitoring Officer:

Date:

31/10/2016


Asmat Hussain

DST – Ref No:

- a. **SCRUTINY PANEL RESOLUTION (copy of minute detailing formal resolution to request call-in to be attached).**

NAME OF PANEL: *Overview & Scrutiny Cttee*

DATE OF PANEL:

(1) Reason why decision is being called in:

- 1.0 **Reduction in service.** The decision will result in a reduction in service for residents.
- 2.0 **Consultation.** Fewer than 1% of the residents of Enfield responded.
- 3.0 **Swapping of bins.** The first period of time that residents can swap is too far away from the proposed change over from weekly to fortnightly. The second period needs to be a month longer because it will only be when summer hits that you will really notice how much green waste you actually create.
- 4.0 **Savings.** The decision does not make consideration for introducing a seasonal service with the additional savings being found from reducing contamination.
- 5.0 **Background Research.** The report gives very little information about what work had been done regarding the costings of the IT for example if it were to stay weekly at a charge also how it would have been implemented.
- 6.0 **Consultation document.** Not all people understood the comment section. The section did not ask for other service alternatives, it was up to people to work that bit out.

1. **Outline of proposed alternative action:**
The decision to be referred back to Cabinet for reconsideration of the available options in view of the concerns raised relating to the reduction in service, option appraisal and consultation process.

(3) Do you believe the decision is outside the policy framework?

No

(4) If Yes, give reasons:

OVERVIEW & SCRUTINY COMMITTEE

10th November 2016

RESPONSE TO

REASONS FOR CALL IN

Part 1

Relating to the Following Decision:

Decision: The Green Bin Service Change

Decision Date: 19th October 2016

Decision of: Cabinet

Key Decision No: KD4376

1. Introduction

Since 2010 Enfield Council has had to find savings of £118m and now faces finding additional savings of £56m by 2019/20.

The green bin collection service was put forward as a viable means to find significant savings through alternative service provision, particularly as it is non-statutory, unlike refuse and recycling.

Options around the different variations of the green bin collection service, which is currently a free weekly collection, were explored in terms of their savings potential, impact on recycling performance and potential impact on resident satisfaction.

After extensive evaluation, two options were taken forward to public consultation:

- **Free fortnightly** combined green bin and food collection service
- **Weekly charged (£60 per year)** green bin collection service with a separate free food collection service for all kerb-side properties.

The consultation responses showed a clear preference for Free Fortnightly combined green bin and food collection service (87% supportive). For this and other reasons set out by officers in the Cabinet report of the 19th October it was decided to adopt a Free fortnightly combined green bin and food collection service starting in March/April 2017.

2. Reasons for Call In

The reasons why the decision was called in are as follows: -

1. **Reduction in service.** The decision will result in a reduction in service for residents.
2. **Consultation.** Fewer than 1% of the residents of Enfield responded.
3. **Swapping of bins.** The first period of time that residents can swap is too far away from the proposed change over from weekly to fortnightly. The second period needs to be a month longer because it will only be when summer hits that you will really notice how much green waste you actually create.
4. **Savings.** The decision does not make consideration for introducing a seasonal service with the additional savings being found from reducing contamination.
5. **Background research.** The report gives little information about what work has been done regarding the costings of the IT for example if it were to stay weekly at a charge also how it would have been implemented.
6. **Consultation document.** Not all people understand the comment section. The section did not ask for other service alternatives, it was up to people to work that bit out.

3. Response to Reasons for Call In

1. Reduction in service

The Council is faced with making savings of £56m, which means we have to deliver services differently. The green bin service is non-statutory and as stated in Section 3 of the Cabinet report, 58% of English local authorities and 50% London boroughs already operate a fortnightly service, with only 18% of English local authorities still operating a free weekly service. It is likely that this number will reduce still further.

2. Consultation

The green bin service is a household service, not a service for individuals. The Council received 3,191 responses from approximately 90,000 households representing a 3.5% response rate. This is one of the Council's highest ever response rates received to a public consultation and the largest ever online response, using the Council's website.

3. Swapping of bins

The extended time period for a free bin swap has been set as the 1st June to allow residents up to the end of May, the busiest month for use of green bins based on previous years, to review the use of their bin following the transition from weekly to fortnightly collections. Furthermore, there will be an extensive

communication campaign to advise residents of their options and so enable them to make informed decisions in advance of the change.

4. Savings

A seasonal option was considered and referred to in the report (Section 4.2). However, it did not meet the criteria of providing a significant and ongoing saving.

With regards to contamination, we are already taking action to reduce this through borough-wide resident communication, together with an extensive targeted campaign against persistent offenders .

5. Background research

Detailed modelling was undertaken and validated for both options that were considered for consultation. This included all implementation costs and was based on waste industry knowledge and by benchmarking with other councils that have delivered comparable service changes.

As part of this process a high-level implementation programme was also produced for both options that included the cost and delivery of, for example, IT solutions that would be required to support the service change to a charged service.

The Cabinet report in section 3.27 (Table 3) provides a comparison and the net position of the two options. This comparison, for example, takes into account a longer implementation period for a weekly charged service due to the complexity of this option. However, once again, it should be noted that 87% of those who responded to the consultation rejected a charged for service.

6. Consultation document

The survey explicitly requested respondents provide suggestions or further comments on what was proposed to which many responses were received.

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MUNICIPAL YEAR 2016/2017 REPORT NO. 142**MEETING TITLE AND DATE:**

**Overview & Scrutiny
Committee,
10 November 2016**

REPORT OF:

Director of Finance, Resources
and Customer Services

Contact officers and telephone
numbers:

Asmat Hussain, Assistant Director Legal and Governance

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Agenda – Part: 1	Item: 3
Subject: The Development of Edmonton Cemetery	
Wards: Bush Hill Park	
Key Decision No: 4234	
Cabinet Member consulted: N/A	

1. EXECUTIVE SUMMARY

1.1 This report details a call-in submitted in relation to the following decision:

Cabinet Decision (19 October 2016): The Development of Edmonton Cemetery

1.2 Details of this decision were included on Publication of Decision List No. 34/16-17 (Ref. 8/34/16-17 – issued on 21 October 2016).

1.3 In accordance with the Council's Constitution, Overview and Scrutiny Committee is asked to consider the decision that has been called-in for review.

1.4 The members who have called-in this decision do not believe it falls outside of the Council's Policy Framework.

2. RECOMMENDATIONS

2.1 That Overview and Scrutiny Committee considers the called-in decision and

either:

- (a) Refers the decision back to the decision making person or body for reconsideration setting out in writing the nature of its concerns. The decision making body then has 14 working days in which to reconsider the decision; or
- (b) Refer the matter to full Council; or
- (c) Confirm the original decision.

Once the Committee has considered the called-in decision and makes one of the recommendations listed at (a), (b) or (c) above, the call-in process is completed. A decision cannot be called in more than once.

If a decision is referred back to the decision making person or body; the implementation of that decision shall be suspended until such time as the decision making person or body reconsiders and either amends or confirms the decision, but the outcome on the decision should be reached within 14 working days of the reference back. The Committee will subsequently be informed of the outcome of any such decision.

3. BACKGROUND/ INTRODUCTION

- 3.1 Please refer to Section 3 of the Cabinet decision report.

4. ALTERNATIVE OPTIONS CONSIDERED

None – Under the terms of the call-in procedure within the Council's Constitution, Overview & Scrutiny Committee is required to consider any eligible decision called-in for review. The alternative options available to Overview & Scrutiny Committee under the Council's Constitution, when considering any call-in, have been detailed in section 2 above.

5. REASONS FOR RECOMMENDATIONS

To comply with the call-in procedure within the Council's Constitution.

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

6.1 Financial Implications

The financial implications relating to the called-in decision have been detailed in the Cabinet decision report.

6.2 Legal Implications

S 21, S 21A-21C Local Government Act 2000, s.19 Police and Justice Act 2006 and regulations made under s.21E Local Government Act 2000 define the functions of the Overview and Scrutiny committee. The functions of the committee include the ability to consider, under the call-in process, decisions of Cabinet, Cabinet Sub-Committees, individual Cabinet Members or of officers under delegated authority.

Part 4, Section 18 of the Council's Constitution sets out the procedure for call-in. Overview and Scrutiny Committee, having considered the decision may: refer it back to the decision making person or body for reconsideration; refer to full Council or confirm the original decision.

The Constitution also sets out at section 18.2, decisions that are exceptions to the call-in process.

6.3 Property Implications

There are no corporate property implications arising from the Cabinet decision Report.

7. KEY RISKS

The key risks identified relating to the called-in decision have been detailed in the Cabinet decision Report.

8. IMPACT ON COUNCIL PRIORITIES

The way in which the called-in decision impacts on the Council priorities relating to fairness for all, growth and sustainability and strong communities have been detailed in the Cabinet decision Report.

9. EQUALITIES IMPACT IMPLICATIONS

The equalities impact implications relating to the called-in decision have been detailed in the Cabinet decision Report.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The performance management implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

11. HEALTH AND SAFETY IMPLICATIONS

The health and safety implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

12. PUBLIC HEALTH IMPLICATIONS

The public health implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

Background Papers

None

APPENDIX 1

**Call-In: Cabinet Decision: The Development of
Edmonton Cemetery**

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MUNICIPAL YEAR 2016/2017 REPORT NO. 102

MEETING TITLE AND DATE:

Cabinet, 19th October 2016

REPORT OF:

Director–
Regeneration & Environment

Contact officer and telephone number:

Jonathan Stephenson, Head of
Commercial & Client Services
jonathan.stephenson@enfield.gov.uk
(02083 795249)

Agenda - Part: 1	Item: 13
Subject: The Development of Edmonton Cemetery	
Wards: Bush Hill Park Key Decision No: KD 4234	
Cabinet Member consulted: Councillor D Anderson Councillor K Fonyonga	

1. EXECUTIVE SUMMARY

- 1.1 The report outlines the Council's proposal to extend Edmonton Cemetery, onto part of the land owned by the Council adjacent to the A10 (currently occupied by 14 tennis courts), to meet the growing demand for burial space within the Edmonton area and for the Borough as a whole.
- 1.2 The Council also needs to adapt to meet the demands of the diverse communities within Enfield by extending the range and choices of burial options and locations.
- 1.3 Addressing these areas will also assist the Council in achieving a medium-term sustainable income stream for the cemeteries service.
- 1.4 As a result of the development, and to mitigate the proposed reduction in tennis courts (from 14 down to 4) the report also proposes the approach, supported by Sports England and the Lawn Tennis Association (LTA), subject to planning approval and consultation, to invest £250K into tennis facilities and the development of the sport across the borough.

2. RECOMMENDATION

- 2.1 That Cabinet approve, Option 2, the redirection of capital expenditure, funded through borrowing, of £1.8million to extend Edmonton Cemetery onto part of the land owned by the Council adjacent to the A10. This will enable the provision of 1718 new burial plots to assist in meeting the future burial demand, subject to planning approval.
- 2.2 That Cabinet approves, to assist the development, the reduction of 10 tennis courts (of the 14 currently provided) on the proposed site and to ring-fence a

dedicated capital sum (also redirected from within the existing capital programme) of £250K, as part of the overall £2.05Million budget, to assist the development of tennis within the borough.

- 2.3 That Cabinet approves, subject to 2.1 and 2.2, and consultation with stakeholders, to appropriate the land for planning purposes and to delegate to the Director Regeneration & Environment (in consultation with the relevant Cabinet Member) the decision to procure, negotiate and award contracts (in accordance with the Council's Procurement Rules) for the works as appropriate.

3. BACKGROUND

- 3.1 The Council's cemetery service is facing a number of challenges over the next few years with the priority of addressing the issue of growing demand and limited supply for burial space within the borough, in particular within the Edmonton area. The Council needs to adapt to meet the demands of its diverse communities within Enfield by providing a range of burial options and locations in the borough. Addressing these issues will assist the cemetery service in securing a medium-term solution that is financially sustainable moving forward.
- 3.2 Enfield Council operate five cemetery sites within the borough, and until 2012 when limited reuse burial provision was made available and in 2013 the new burial chambers provision introduced at Edmonton Cemetery, the cemeteries service has only been able to offer new Lawn Graves for burials at Strayfield Road. However, capacity at Strayfield Road is estimated to be no more than 10-15 years (short-term) at the current rates of burials.
- 3.3 An independent review was completed in 2015 with regards to Market Analysis and Projected Demand within the borough. The review highlighted the need for additional burial provision and an increased range of burial types, to meet the demand of the communities within and outside Enfield, over the next 20years (medium-term).
- 3.4 The conclusions with regards to projected demand referenced the most recent work carried out by the Cemetery Research Group's 2011-Audit of London Burial Provision. This calculated the likely demand for burial space in London using a combination of factors including mortality rates, cremation rates and the preferences of different religious and ethnic groupings. This analysis projected that Enfield would require a potential 13,540 burial spaces over the 20 year period from 2010/11.
- 3.5 The review investigated options (detailed in section 5) to meet the future demand with the conclusion that the extension of Edmonton Cemetery, rather than other options, such as the creation of a new cemetery, is the only feasible and financially viable option available to the Council.

- 3.6 Before arriving at the recommended option there were a range of other options, as set out within section 5 of this report, explored around the exact location of the proposed extension. This entailed a review of all adjacent land being discounted, if not appropriate, through an assessment of suitability and financial viability. For example the land adjacent to the cemetery at the southern boundary, Firs Farm, was investigated originally as one of the options and discounted due to the inability to develop the land owing to major drainage issues. This has consequently been developed into a sustainable urban drainage scheme that prohibits development further.
- 3.7 The other options available for the development of the Edmonton site are limited with the only viable option, the recommended option, to investigate the area currently used for 14 tennis courts. This site is underutilised, predominately due to its location adjacent to the A10, and is also not seen by the Lawn Tennis Association (LTA) as a priority site for investment within the borough.
- 3.8 With this in mind the Council decided to undertake an independent survey, during May 2016, using the LTA's assessment methodology, (a full summary of results can be found within appendix 3) to understand the actual usage of this site if used for development. The survey demonstrated that the site has very little use and the reduction of 10 courts (from 14 to 4 courts) would have no impact on the public's use. A similar survey was also undertaken during the summer holidays (August) and the usage of the courts was also confirmed.
- 3.9 It is therefore also recommended that investment, as part of the overall package of funding for tennis within this proposal, will be made available to ensure the remaining 4 courts are provided to the required recognised (LTA) recreational standards and will be maintained using the 2016/18 capital improvements budget and future approved capital programmes. The proposed development of the site will have no impact on the skateboard park adjacent to the tennis courts.
- 3.10 Based on these conclusions this report proposes part of the land adjacent to the Edmonton Cemetery (detailed in Appendix 1) has limited use for recreational purposes and that it be appropriated for planning purposes (subject to consultation) and developed, subject to planning approval, to provide burial space for an additional 1,718 burial plots based on an appropriate mix of earth graves, engineered vaulted graves and mausoleum chambers, depending on demand.
- 3.11 The four main strategic reasons why the development of Edmonton Cemetery should be considered and approved are:-
1. Meeting the Needs of the Community;
 2. Improved Customer Choice;
 3. Sustainable Revenue;
 4. Enable Investment in Tennis.

3.12 Meeting the Needs of the Community

There is currently limited scope to meet the faith and cultural needs of all sections of the community as Strayfield Road Cemetery is limited to lawn grave burials (headstone only) and the grave reuse project at Edmonton Cemetery does not allow for areas to be allocated to particular traditions, due to lack of available space. This proposed development will enable Edmonton Cemetery greater burial choice for residents. .

3.13 Improved Customer Choice

The Council has offered little choice other than a Lawn Grave burial service at Strayfield Road for the last 10 years and residents must go elsewhere for other options. The re-use of common grave space to offer traditional graves, prefabricated vaulted graves and mausoleum chambers at Edmonton Cemetery has proved popular and demonstrates that there is a demand for a greater choice of burial options and locations. Currently the people of Edmonton, and other residents east of the borough, have limited options when it comes to burial provision and without this development, it is predicted, that there will be no options available within two years.

Sustainable Revenue

- 3.14 A sustainable supply of new burial space is essential to meet burial demand in the medium-term and ensure a continuous revenue stream into the service and the Council to support the proposed and existing cemeteries provision.
- 3.15 Edmonton Cemetery, based on current demand, has only enough reusable capacity for approximately 3 more years. With no further capacity available the cemeteries budget, and the Council, will have a net loss of income (profit) of £178K, if the new provision is not provided within this timeframe.
- 3.16 The success of the pilot grave reuse scheme and the provision of new burial options at Edmonton have achieved a gross income of £1.35million over the last 3 years, to meet increased income targets, through the sales of 192 traditional earth graves, all of the new 48 vaulted grave options and 31 of the 66 new mausoleum chambers.
- 3.17 This is a clear indication that there is demand for burials within Enfield cemeteries if suitable provision can be made and a range of burial options are offered. These new provisions proposed coupled with the expected demand for burials enables the business case to be financially viable.

Enable Investment in Tennis across the borough

- 3.18 The proposed recommendation to develop the site will provide improvements to be made to the remaining 4 courts that will enable residents an enhanced experience when using the tennis courts. This will include exploring the feasibility of enhancements to the court surfaces, the inclusion of a coaching offer (to help those users keen on developing their tennis skills) and, similarly, an outreach programme, as part of Enfield's Move More campaign, to increase

sports participation and encourage healthy lifestyles in the borough. This opportunity, resulting from the development, will also provide investment to be made, prior to the cemetery extension being completed and a condition of the development taking place, to other sites within the borough and would not be possible without the financial benefit from the development of the site. With the investment gained from the development a detailed funded plan will be provided to support the planning application required to extend the cemetery. This plan will highlight investment that will be made on the remaining tennis courts and some of the initial sites identified in Appendix 4.

4. PROPOSAL

- 4.1 The proposal is to develop part of the Council owned land adjacent to the A10 that currently occupies 10 of a total 14 underutilised public tennis courts (independent usage survey attached in Appendix 3). This will require a total of £2.05Million of funding to extend the Cemetery onto this land and will enable the provision of 1718 new burial plots, with the potential to achieve £7.9Million of gross income over a 20yr period, subject to planning approval. The breakdown of the proposed burial types and the indicative quantities is detailed within table 1.

Table 1-Edmonton Extension Burial Capacity

	Total Numbers of Burials
Mausoleum	372
Traditional	1049
Vaults	297
Total	1718 (average of 86 per year)

- 4.2 The plan to invest £2.05Million into the cemetery extension that will provide the Council with a medium-term sustainable source for burial plots and income; to support the operational costs of running the Council's 5 cemetery sites over this same period of time.

Financial Summary & Justification

- 4.3 The sales at Edmonton Cemetery, over the last 3 years, currently average 60 burials per year, and with the predicted burial forecasts and increased interest in Mausoleum and Vault burials this will meet the required average number of annual burials (86) that enable the business case to be viable over the 20yr period.
- 4.4 Table 2 below shows the estimated investment and net income over the life of the extension, based on an average 86 sales per year from year 3 for 20 years. As it can be seen in the table below income is estimated to exceed total investment costs, over the life of the project, by £1.805m.

Table 2-Financial summary over the 20yr period

Total Capital Financing Cost (Borrowing)	£2.911m
Total Net Income (New Burial Provision)	-£4.716m
Net potential profit (-)	£-1.805m

The full financial appraisal, with details of all assumptions made, can be found within Appendix 1.

- 4.5 The Council acknowledges that the development of the site will reduce the tennis court provision by 10 courts, but based on the current usage and through negotiations with the Lawn Tennis Association (LTA) and Sports England a proposal has been reached to support a wider development of tennis within the borough. This report seeks agreement to provide a dedicated sum of £250K, as part of the requested £2.05M of capital, to invest into the development of the remaining courts and other tennis sites in Enfield, and to work in partnership with the LTA to deliver, over the next 15yrs, a sustainable plan to assist the growth of tennis participation, within the borough.
- 4.6 The Council has identified an initial 8 sites (appendix 4), working with the LTA, to invest the funding provided from this development. The recommendation is firstly to prioritise, working with other stakeholders, the opportunity of gaining additional match funding that can support a wider more extensive investment into these sites and tennis, within the borough. This process will allow engagement with other stakeholders to understand further the local demand for tennis and ensure the investment provided is sustainable and supported moving forward.
- 4.7 The final decision around the investment plan will also be informed following the completion of the Councils Playing Pitch Strategy in late 2016. The final proposals will be formalised to coincide with the proposed planning application and consultation for the sites development as an extension to the cemetery.

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 The options that have been considered are:-

- **Option 1** - Develop all the land next to the A10, replacing all the tennis courts (14) and the skate park.
- **Option 2** - Develop part of the land next to the A10 (excluding the skate park), removing 10 of the existing 14 tennis courts and investing in the remaining 4 tennis courts and other tennis facilities within the borough.
(Recommended option)

- **Option 3** - Develop other land adjacent to the cemetery
- **Option 4**- Create a new cemetery at a different location
- **Option 5**- Do nothing

- 5.2 **Option 1** has been considered as unviable, at this point in time, due to the capital (£3.485million) and revenue costs against the return on investment.
- 5.3 There is a requirement for additional burial spaces within Enfield but extending the cemetery over such a large area and the implications on other sports re-provision (Skate Park) and maintenance costs of the site, prior to it being used fully for burials is not efficient use of space and resource. This option may need to be investigated at a later date if demand increases at a faster rate than expected.
- 5.4 **Option 2** is the recommended option as it is financially viable and has minimal impact on the existing environment of the overall site and secures ongoing recreational opportunities (tennis) and improvements, at the site, and across the borough.
- 5.5 **Option 3** has been considered but due to drainage issues and the sustainable drainage scheme implemented at Firs Farm this option is not physically or financially viable.
- 5.6 **Option 4** was considered, though a new cemetery in isolation to any other cemetery would require additional infrastructure, welfare and operational (Chapel) facilities. The capital costs of these facilities and the additional revenue costs to operate them makes this option not financially viable.
- 5.7 **Option 5** of doing nothing will mean the priorities for Enfield with regards to burials will not be met. The borough has only a few options available to meet the current and expected demand for numbers and types of burials. With no long-term options available to meet these demands the Council will find it difficult to sustain the level of service provision provided with limited and reducing revenue streams and choices available to its residents. This option will also create also a £178K net pressure on the Council due to no income being gained through burials at Edmonton.

6. Stakeholder Market Analysis and Engagement

- 6.1 Local funeral directors have been consulted as part of the market engagement exercise of the review. The survey clearly indicates that the single most important factor in choosing a preferred burial location was the family connection to the local area or specific cemetery and there was strong support for increasing the range of burial options to additional sites. Cost was the second most important factor in the decision making process, but in only 3 cases was it considered to be equal or more important to the local/family connection. The ability to pre-purchase graves was generally considered the third most important factor, usually in the context of demand for pre-paid funeral plans to include the guarantee of a reserved plot.

- 6.2 In terms of choice, in most cases, lawn or traditional earth graves were considered to be the most important offer for what is seen to be a relatively conservative clientele.

Consultation

- 6.3 Subject to the recommended decision being taken consultation will be undertaken, in addition to the communications highlighted within this report with Sports England and the LTA, as part of the appropriation, planning and implementation process advertisements and site notices will be displayed so that all stakeholders holding or having an interest in the site and its future use will have an opportunity to comment on the proposals.

7. REASONS FOR RECOMMENDATIONS

- 7.1 The recommended option is option 2 this option retains the skateboard park and 4 tennis courts on the site meeting the public's demand and usage.
- 7.2 To summarise the reasons to recommend this option over other options is that it will:-

- **Meet the Needs of the Community**-by extending the range of burial options and locations;
- **Improve Customer Choice**- through increasing, much needed, numbers (1781) of burial spaces and providing choice of burial options, 372 Mausoleum, 1049 Traditional Graves and 297 Vaults, available to residents;
- **Sustain Revenue**-by providing additional income of a total of – £1.805M, meeting and sustaining the annual revenue cost of the service;
- **Enable Investment in Tennis**-through providing a dedicated strategic fund for development of tennis facilities, on the site and within the borough, which would not be available without the development of the site.

Without this recommended development proposed the Council will not meet the burial demands of the borough's residents (numbers and choice), sustain income required to maintain the service and provide investment into tennis facilities within the borough.

- 7.3 The report is seeking recommendation by Cabinet to gain the necessary approvals to commit the Council to the capital investment of £2.05million, redirected from the existing capital programme, required to extend the Edmonton Cemetery site and provide funding of £250K, for the development of the remaining tennis courts and other tennis sites within the borough, subject to the necessary planning approvals. This decision will increase the capacity for burials within the borough, meet the future demand and increased choice of burial options and provide important investment into tennis facilities within the borough. The estimated completion of the proposed extension and

the investment provided into tennis would be, subject to planning, by the autumn of 2018.

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

8.1 Financial Implications

8.1.1 The proposed £2.05m required for the extension of Edmonton Cemetery can be funded by redirecting existing capital resources and will be reflected in the quarter 1 capital monitoring report. The borrowing costs, detailed in Table 2, of circa £800k will be covered from the existing and new revenue income streams and from the use of an earmarked reserve to support additional burial provision at Edmonton Cemetery in the first two years.

8.1.2 The cost of borrowing and the additional revenue costs associated with the increased grave space have been estimated over the next 20 years. Analysis undertaken by a specialist consultant has forecasted the estimated income levels from the increased grave space at minimum, median and maximum levels. The average forecast of 86 burials per year is within the minimum to median bracket.

Table 3- Capital Costs of New Provision

Capital Borrowing	£2.050m
Total Interest	£0.861m
Total Capital Financing	£2.911m

8.1.3 The income generated from the additional burial provision will sustain the current income levels whilst also supporting the achievement of the Medium Term Financial Plan (MTFP) expectations for an additional £100k in 2017/18 and a further £100k in 2018/19.

8.2 Legal Implications

8.2.1 London Environment Directors' Network (LEDNET) guidance highlights that London Local Authorities must plan ahead regarding future burial capacity within or adjacent to its existing cemeteries and reference is made to developing a cemetery strategy to ensure the future delivery and funding of the service.

8.2.2 The Council has power under section 214 of the Local Government Act 1972 (LGA 1972) to provide land for use as a cemetery. The Council's existing site alongside the A10 can be formally appropriated for that purpose in accordance with section 122 of the LGA 1972. As part of this process it is necessary to place an advertisement in a local paper circulating in the area

for two consecutive weeks and to consider any representations received. Given that this is designated as Metropolitan Open Land it will be necessary to seek the views of Development Control early on in respect of the proposed change of use. This is tracked as a risk with regards to the project although informal indications are that there is a low risk of the change of use being refused.

- 8.2.3 An up to date due diligence exercise of the legal title to the A10 Land would also be necessary to ascertain the nature of subsisting restrictive covenants that may affect the proposals and to discover who may now have the benefit of such covenants and, if necessary, undertake negotiations with the beneficiary to try and lift or vary them. This again is a risk to the delivery of this project although in most instances the risk of anyone attempting to enforce covenants in this kind of scenario is fairly low.
- 8.2.4 The procurement of works and services must be undertaken in accordance with the Council's Contract Procurement Rules and all contracts entered in to must be in a form approved by the Assistant Director of Law and Governance.

8.3 Property Implications

- 8.3.1 Various options for extending the burial area, including the provision of vaulted graves and mausoleum chambers, have been explored in recent years. This proposal creates a logical extension to the cemetery and achieves a substantial increase in burial plots, whilst retaining the skate board park, and four of the tennis courts, as well as a dedicated sum for the improvement of tennis facilities generally.
- 8.3.2 In addition to the development, Property Services are tasked with the sale of Cemetery House, which is self-contained and is intended to be separated off from the rest of the cemetery site, with a new provision provided for the cemetery services on the existing site as a replacement, following disposal. The disposal does not include the former toilet block, adjacent to the car park, which is also excluded from the extension proposals.

9. KEY RISKS

The major risks that face the successful delivery of the cemetery project are:-

- Capital infrastructure costs exceed estimates £2.05Million;

Mitigation

Provisional sums have been supplied to meet all known costs for this project and a contingency provided.

- Income projections do not meet predictions and Demand for burial space is lower than forecast;

Mitigation

Detailed, external verified, analytic data has been reviewed to enable accurate projections to be made.

Income and sales targets will be monitored regularly.

The sites full development will be phased to enable the ability to sustain annual costs, at a relative rate to burials and income raised.

- Not doing anything will create a £178K financial pressure in 2019/20 due to Edmonton cemetery being at capacity with no burial space available and will also inhibit the ability to increase income to meet the additional income target of £200k per annum from 17/18-18/19 within the Councils MTFP. This option will also prohibit investment into tennis facilities within the borough;

Mitigation

Agree to the extension of Edmonton Cemetery to meet the financial pressure and provide additional income to support the ongoing maintenance required to sustain the standard of the Council's cemeteries.

10. IMPACT ON COUNCIL PRIORITIES

10.1 Fairness for All

The proposed extension to Edmonton Cemetery will provide additional burial sites allocated to residents and non-residents through a fair and consistent process. The proposal will also provide additional choice to meet the increasing needs of the communities living within the borough or in its surrounding areas.

10.2 Growth and Sustainability

The proposed development of Edmonton Cemetery will support the needs of the growing communities and provide increased choice for burials within the borough.

10.3 Strong Communities

The proposed scheme is focused on the future demands of residents within the borough and allows for provision for non-residents with links to Enfield. The proposal with its implementation can also adapt to future priorities of the borough and its community's needs.

11. EQUALITIES IMPACT IMPLICATIONS

- 11.1 The development of Edmonton Cemetery aims to reduce any inequalities by providing accessible and affordable burial provision and choice for communities within or with links to the borough.

- 11.2 Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report

12. PERFORMANCE MANAGEMENT IMPLICATIONS

- 12.1 Performance management arrangements to ascertain the effectiveness of the development of Edmonton Cemetery will be agreed as part of the marketing and performance plan to deliver the required outcomes of the project. This plan will measure the success of meeting the strategic aims of the project through Increased and Sustainable Revenue, Improved Customer Choice and Meeting the Needs of the Community.

13. HEALTH AND SAFETY IMPLICATIONS

- 13.1 There are no identifiable health and safety implications arising directly from this proposal. There will be a requirement for Risk assessments, Method statements and Safe Systems of Work to be gained prior to a contract awarded for the development work to extend the cemetery and the contract will be subject to periodic formal Health and Safety audits

14. HR IMPLICATIONS

- 14.1 There are no identifiable HR implications arising from this proposal.

15. PUBLIC HEALTH IMPLICATIONS

- 15.1 Safe burial of bodies is an essential service provided by the Council, the World Health Organisation (WHO) has detailed the safe disposal of dead bodies for both physical and mental health reasons. The ability to do this cost-effectively will enable the service to continue for the foreseeable future. In addition extra capacity will provide further borough resilience in the event of a major public health incident.
- 15.2 The Lawn Tennis Association (LTA) has been consulted and are happy that the current courts are not ideally situated and that investment in other parts of the borough is more likely to improve uptake and thereby participation in physical activity. Meeting physical activity guidelines is associated with a reduction in long-term conditions of between 20 – 40% (depending on the condition). If further investment is also targeted towards community development through supporting the social aspects of tennis a second advantage of the investment elsewhere will be to increase community resilience.

Background Papers

None.

Appendices

- Appendix 1 –** 20year financial appraisal and business case
- Appendix 2-** Outline plan of the proposed extension
- Appendix 3 –** Independent usage survey report (A10 Tennis Courts)
- Appendix 4-** LTA proposed investment opportunities
- Appendix 5-** LTA proposed Joint Strategic Partnership

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Firs Farm
Playing Fields

Scale:- Not to Scale
Paper Size:- A4
Date:- 27 October 2015
Map Produced By Asset Information Team/DE

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Enfield Tennis Courts

FIELD REPORT



Cassie Fulton June 9, 2016

Introduction

Acumen Fieldwork were commissioned by Enfield Council's, Regeneration & Environment Department to conduct an independent review on how the Enfield Tennis Courts are used prior to a proposed future development on the site.

The proposed development will see the tennis courts reduced from 14 courts to 4 to allow for the expansion of Edmonton Cemetery.

The Tennis Courts in question are located adjacent to the A10 carriageway and Edmonton Cemetery in Enfield (see outlined area on Figure 1).

What follows is an outline of the Methodology used in the field to collect the data and a summary of the data findings.

Figure 1: Enfield Tennis Courts Location
(Image: Google Maps)



Methodology

The review of the tennis courts was done by conducting an observational study with the data being recorded using pen and paper.

For ease of recording this information, a recording sheet was devised by Acumen so the information could be recorded using a tick box method.

The information to be captured was as follows:

- ✓ Date
- ✓ Time
- ✓ Location
- ✓ Length of game
- ✓ Weather conditions
- ✓ Purpose of use (if anything other than Tennis)
- ✓ Age
- ✓ Gender
- ✓ Type of Tennis
- ✓ Whether it is a competitive game
- ✓ Whether it is a coached game
- ✓ Ethnicity of the players.

The court users were also asked if they would mind being contacted via email for further research purposes but this was not mandatory nor collected for anyone under the age of 16 without a parent present.

A copy of the record sheet used can be found in **Appendix 1**.

As this was an observational study only, the age, gender and ethnicity of the players was judged by the observer, the players were not asked for this information. To ensure consistency, the same observer was used on all shifts across the observational period.

Acumen sent an observer to the Tennis Courts over a 4 week period (Monday 9th May – Sunday 5th June) in order to record when the courts were being used and to gain a snapshot of who they were being used by and for what purpose.

The division of the shift pattern was left entirely up to Acumen in order for Enfield Council to remain independent of the study.

In order to capture a representative snap shot of the usage of the courts it was decided that the shifts should cover daytime and evenings so two shift timeslots were devised; 09:00am – 03:00pm and 03:00pm – 09:00pm.

Acumen allocated the shifts randomly across the four weeks ensuring a spread of days visited by allocating two visits for each day of the week (so there were 2 visits conducted on a Monday, 2 on a Tuesday etc.).

Acumen also visited the site during half term week (w/c 30th May) as this presented a good opportunity to collect some data on how the courts are used on none standard days (e.g. School holidays).

A copy of the schedule of when observers were present at the courts can be found in **Appendix 2**.

For any time periods that the courts were not in use, the observer was instructed to record the date, time and weather conditions hourly so that usage can be fully tracked for the times the courts were being observed.

Findings

Across the entire 4 week period, 18 games of tennis were observed being played.

A total of 84 hours were spent observing the courts and of this 29.25 hours of tennis was observed.

There was one incidence of the courts being used for something other than tennis, this was a member of the public who spent 1 hour walking his dog.

The observations also took place under a variety of weather conditions. It was noted that no tennis games were played when it was raining.

It was never observed that there were more than 3 games being played at any one time.

The presence of the observer did catch the interest of some of those using the courts. Some feedback from the observer is that most of those using the courts liked them and were pleased with their current condition.

APPENDIX 2 – OBSERVER SCHEDULE

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
	9 th May	10 th May	11 th May	12 th May	13 th May	14 th May	15 th May
Week 1		9am – 3pm	9am – 3pm	9am – 3pm	9am – 3pm		
	16 th May	17 th May	18 th May	19 th May	20 th May	21 st May	22 nd May
Week 2 w/c 16 th		3pm – 9pm		3pm – 9pm	3pm – 9pm	9am – 3pm	
	23 rd May	24 th May	25 th May	26 th May	27 th May	28 th May	29 th May
Week 3 w/c 23 rd	9am – 3pm					9am – 3pm	9am – 3pm
	30 th May	31 st May	1 st June	2 nd June	3 rd June	4 th June	5 th June
Week 4 (Half Term) w/c 30 th	3pm – 9pm		3pm – 9pm				3pm – 9pm

Broomfield Park



Broomfield Park 6 floodlit courts

Amnos Park



Amnos Park (4 courts)

London Borough of Enfield

Oakwood Park



Oakwood Park (6 courts)

Town Park



Albany Park



Craig Park



Durrants Park



Bush Hill Park



APPENDIX 2

**Call-in request form submitted by 8 Members of
the Council**

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CALL-IN OF DECISION

(please ensure you complete all sections fully)

Please return the completed original signed copy to:
James Kinsella, Democratic Services Team, 3rd Floor, Civic Centre

TITLE OF DECISION: *The Development of Edmorton Cemetery*

DECISION OF: *Cabinet*

DATE OF DECISION LIST PUBLICATION: *KO4 234 211016*

LIST NO: *(8/34/16-17)*

(* N.B. Remember you must call-in a decision and notify Democratic Services Team within 5 working days of its publication).

A decision can be called in if it is a corporate or portfolio decision made by either Cabinet or one of its sub-committees, or a key decision made by an officer with delegated authority from the Executive.

(a) COUNCILLORS CALLING-IN (The Council's constitution requires seven signatures or more from Councillors to call a decision in).

(1) Signature: *J. Lubbock*

Print Name: *J. LUBBOCK*

(2) Signature: *A.M. Pearce*

Print Name: *A.M. PEARCE*

(3) Signature: *G. Vince*

Print Name: *GLYNIS VINCE*

(4) Signature: *M. Dine*

Print Name: *M. DINE*

(5) Signature: *N. Dines*

Print Name: *N. DINES*

(6) Signature: *A. Georgian*

Print Name: *A. GEORGIAN*

(7) Signature: *P. Fallart*

Print Name: *PETER FALLART*

(8) Signature: *L. David-Swales*

Print Name: *L. DAVID-SWALES*

(b) SCRUTINY PANEL RESOLUTION (copy of minute detailing formal resolution to request call-in to be attached).

NAME OF PANEL:

DATE OF PANEL:

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APPENDIX 3

**Reasons for Call-in by Councillor calling in the
decision**

&

**Briefing Note in response to called in decision
TO FOLLOW**

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DST – Ref No:

- a. **SCRUTINY PANEL RESOLUTION** (copy of minute detailing formal resolution to request call-in to be attached).

NAME OF PANEL: *Overview & Scrutiny cttee*

DATE OF PANEL:

(1) Reason why decision is being called in:

The Development of Edmonton Cemetery

Borrowing. This project will have to be funded through the redirection of capital expenditure. The Council's borrowing is already at unprecedented levels.

General Fund. The Council is predicting a £7.9 million overspend for 16/17 whilst this decision includes capital investment the interest charges are revenue creating an additional pressure:

Tennis Courts. The development of Edmonton Cemetery will mean the reduction of 10 tennis courts.

Mitigation funding. The £250,000 investment into tennis courts does not change the fact that 10 tennis courts will be got rid of. £250,000 is not a vast sum in terms of council funding it will not create show courts in our parks.

Current state of A10 tennis courts. The arguments for the removal of the tennis courts include the fact that the current ones are not in the best of condition, however that is down to the Environment Department so it is Enfield Council's own fault. It is extraordinary that the other tennis courts in the borough are not in a bad condition but these ones have been left so they are not of the same standard.

Improved choice: The department knew that by offering more burial options capacity would run out probably sooner. I understand that a lot of the custom comes from outside of the borough rather than from existing residents.

Decision of convenience: The expansion on to the tennis courts is just a decision of convenience because they are located next to the cemetery.

Not a decision for the long term. The expansion of Edmonton Cemetery is a short term option; Enfield needs to find appropriate capacity for the next 30 years.

Only option. This decision does not explore in detail why using an existing site in Enfield is so uneconomical nor buying land outside of the borough.

Demand. What if demand changes and people's choices differ due to changing demographics and cheaper options become available. Brexit may make difference as well to this.

Public Health. OSC has recently heard how bad our obesity levels are in the borough and our Public Health strategy talks about promoting exercise and better lifestyle choices yet we are removing tennis courts where people can exercise. We have not also promoted use of our facilities in particular these tennis courts so that more people would be attracted to play there.

Booking. The draft agreement between the LTA and Enfield Council talks about measuring activity through bookings. At present there is no need to book at any of our tennis courts in the borough making them reasonably available.

DST – Ref No:

Location. The decision states that one of the reasons that the tennis courts are not used more is their location by the A10. This did not of course matter to Power League just a few minutes up the road. The Environment Department did not feel the same way when recently it had a planning application granted for an artificial pitch located at Enfield Playing Fields adjacent to the A10.

Consultation. There was not consultation with residents regarding the removal of 10 tennis courts.

Measuring usage exercise. This time period was selectively chosen and it conveniently missed the busiest time in the year when the tennis courts are used to capacity.

Outline of proposed alternative action:

The decision to be referred back to Cabinet for reconsideration of the available options in view of the concerns raised under the call-in relating to the funding, level of mitigation action proposed given the loss of facilities, lack of detail on alternative options and justification for the decision in relation to the location of the existing facility and public health implications.

Do you believe the decision is outside the policy framework?


No

(4) If Yes, give reasons:

FOR S. & O. USE ONLY:

Checked by Proper Officer for validation –

Name of Proper Officer:


Asmat Hussain

Date: 31/10/2016.

OVERVIEW & SCRUTINY COMMITTEE

10th November 2016

RESPONSE TO **REASONS FOR CALL IN**

Part 1

Relating to the Following Decision:

Decision: The Development of Edmonton Cemetery

Decision Date: 19th October 2016

Decision of: Cabinet

Key Decision No: KD4234

1. introduction

At its meeting of the 19th October the Council's Cabinet made the decision to extend Edmonton Cemetery, onto part of the land owned by the Council adjacent to the A10, which is currently occupied by 10 of the existing 14 tennis courts.

The main purpose being to extend the range and choice of burial options and locations within the Borough in order to meet the growing demand for burial space from an ever more diverse community

The proposals will assist the Council in achieving a medium-term sustainable income stream for the cemeteries service.

In addition, and as a result of the development, in order to mitigate the proposed reduction in tennis courts it is intended to invest £250k into existing tennis facilities elsewhere and support the development of the sport across the borough. This is a proposal supported by Sports England and the Lawn Tennis Association (LTA).

2. Reasons for Call In

The reasons why the decision was called in are as follows: -

1. **Borrowing.** This project will have to be funded from the redirection of capital expenditure. The Council's borrowing is already at unprecedented levels
2. **General Fund.** The Council is predicting a £7.9million overspend for 16/17 whilst this decision includes capital investment the interest charges are revenue creating additional pressure.
3. **Tennis Courts.** The development of Edmonton Cemetery will mean the reduction of 10 tennis courts.
4. **Mitigation funding.** The £250,000 investment into tennis courts does not change the fact that 10 tennis courts will be got rid of. £250,000 is not a vast sum in terms of council funding it will not create show courts in our parks.
5. **Current state of A10 tennis courts.** The arguments for removal of the tennis courts include the fact the current ones are not in the best of conditions, however that is down to the Environment Department so it is Enfield Council's own fault. It is extraordinary that the other tennis courts in the borough are not in a bad condition but these ones have been left so they are not of the same standard.
6. **Improved choice:** The department knew that by offering more burial options capacity would run out probably sooner. I understand that a lot of custom comes from outside of the borough rather than from existing residents.
7. **Decision of convenience:** The expansion on the tennis courts is just a decision of convenience because they are located next to the cemetery.
8. **Not a decision for the long term.** The expansion of Edmonton Cemetery is a short term option; Enfield needs to find appropriate capacity for the next 30years.
9. **Only option.** This decision does not explore in detail why using an existing site in Enfield is so uneconomical nor buying land outside the borough.
10. **Demand.** What if demand changes and people's choices differ due to changing demographics and cheaper options become available. Brexit may make a difference as well to this.
11. **Public Health.** OSC has recently heard how bad our obesity levels are in the borough and our Public Health strategy talks about promoting exercise and better lifestyle choices yet we are removing tennis courts where people can exercise. We have not also promoted use of our facilities in particular these tennis courts so that more people would be attracted to play there.
12. **Booking.** The draft agreement between the LTA and Enfield Council talks about bookings. At present there is no need to book at any of our tennis courts in the borough making them reasonably available.
13. **Location.** The decision states that one of the reasons that the tennis courts are not used more is their location by the A10. This did not of course matter to Power League just a few minutes up the road. The Environment Department

did not feel the same way recently it had a planning application granted for an artificial pitch located at Enfield Playing Fields adjacent to the A10.

14. **Consultation.** There was not consultation with residents regarding the removal of the 10 tennis courts.
15. **Measuring usage exercise.** This time period was selectively chosen and it conveniently missed the busiest time in the year when the tennis courts are used to capacity.

3. Response to Reasons for Call In

1. Borrowing.

The capital investment is not new or additional borrowing and is being redirected from existing approved resources.

2. General Fund.

The interests payments have been included in the financial model and will be covered from the income generated from the additional burial capacity and therefore will not create any additional pressure on the revenue budget.

3. Tennis Courts.

The tennis courts in question are underused in a poor location. The proposals will seek to invest £250k into more effective facilities elsewhere and support the development of the sport across the borough. The approach is fully supported by the Lawn Tennis Association (LTA) and Sports England.

4. Mitigation funding.

This funding has been agreed in partnership with the LTA and Sports England. Further match funding will also be explored to maximise this opportunity.

5. Current state of A10 tennis courts.

In 2013 and 2015 the Council agreed a proactive capital programme, of just under £4m, that has provided resources to assist priority repairs and maintenance across all parks and open spaces. Prior to this there was no capital programme in place.

The tennis courts on the A10 site are clearly underutilised but sufficient courts have always been provided and maintained to meet the demand and usage of the site.

Independent surveying during May and August 2016, which included school holidays, has demonstrated that only 4 courts are actively used on the A10 site. Furthermore, the Lawn Tennis Association share our view that the site is inadequate and inappropriate for priority investment.

6. Improved choice:

Proportions of earth-grave burials for residents to non-residents have remained generally constant over the last 5 years at around 90% residents to 10% non-residents. New burial choices such as Mausoleums and Burial Chambers have to date been sold at a ratio of 98% residents and 2% non-residents.

7. Decision of convenience:

The location was determined after a thorough review of the options across the Borough, see Section 5 of the Cabinet Report. The creation of an extension and the provision of 1,718 new burial plots will allow people, mainly residents, with an association with the area the opportunity to be buried in the Borough at the same location as their relatives, rather than outside the Borough.

8. Not a decision for the long term.

This decision will assist in providing provision for burials within the borough over the next 20 plus years. The Council will also explore and develop other opportunities in order to meet the long-term burial demands predicted for Enfield.

9. Only option.

Other options were explored. Indeed, as noted in Section 5, paragraph 5.6 of the Cabinet report, the option of creating a new cemetery at a different location was rejected due to the additional infrastructure costs which would be required.

10. Demand.

Any long-term strategy involves planning for a number of possible scenarios. Independent advice was sought concerning best and worst case scenarios for sales and this confirmed that even on a worst-case scenario, the business case for the extension was viable. The burial spaces can also be created and sold in phases which will make it possible to adjust supply to meet demand.

11. Public Health.

The reduction of 10 courts down to 4 courts will have no adverse impact on public health as the demand and usage is met by the 4 remaining courts.

12. Booking.

The LTA agreement mentions bookings as this is the LTA approach to gaining data to understand the use of tennis courts generally moving forward. The Council have not agreed this booking approach for tennis within the borough.

13. Location.

The decision to place a 3G pitch on Enfield Playing Fields was following a recommendation from the FA, due to a deficiency in all-weather pitches within the borough. With the A10 tennis courts, the Lawn Tennis association, which is the national governing body for tennis support the proposals made within the Cabinet report to improve the 4 remaining courts and reinvest the £250k in order to develop and improve other sites within the borough.

14. Consultation.

Residents have not been part of a consultation on the decision to develop Edmonton cemetery, but will be engaged with the development process and will also have the chance to provide representations or comments at the planning application stage.

15. Measuring usage exercise.

The survey was undertaken during May and August and included school holiday periods.

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MUNICIPAL YEAR 2016/2017 REPORT NO. 144**MEETING TITLE AND DATE:**

**Overview & Scrutiny
Committee,
10 November 2016**

REPORT OF:

Director of Finance, Resources
and Customer Services

Contact officers and telephone
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Agenda – Parts 1&2	Item: 5
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<p>Subject: Refurbishment & Reprovision Work of Enfield Highway Library Building</p>

<p>Wards: All</p>

<p>Key Decision No: 4335</p>

<p>Cabinet Member consulted: N/A</p>

1. EXECUTIVE SUMMARY

1.1 This report details a call-in submitted in relation to the following decision:

**Cabinet Decision (19 October 2016): Refurbishment & Reprovision Work
of Enfield Highway Library Building**

1.2 Details of this decision were included on Publication of Decision List No. 34/16-17 (Ref. 12/34/16-17 – issued on 21 October 2016).

1.3 In accordance with the Council's Constitution, Overview and Scrutiny Committee is asked to consider the decision that has been called-in for review.

1.4 The members who have called-in this decision do not believe it falls outside of the Council's Policy Framework.

2. RECOMMENDATIONS

2.1 That Overview and Scrutiny Committee considers the called-in decision and

either:

- (a) Refers the decision back to the decision making person or body for reconsideration setting out in writing the nature of its concerns. The decision making body then has 14 working days in which to reconsider the decision; or
- (b) Refer the matter to full Council; or
- (c) Confirm the original decision.

Once the Committee has considered the called-in decision and makes one of the recommendations listed at (a), (b) or (c) above, the call-in process is completed. A decision cannot be called in more than once.

If a decision is referred back to the decision making person or body; the implementation of that decision shall be suspended until such time as the decision making person or body reconsiders and either amends or confirms the decision, but the outcome on the decision should be reached within 14 working days of the reference back. The Committee will subsequently be informed of the outcome of any such decision.

3. BACKGROUND/ INTRODUCTION

- 3.1 Please refer to Section 3 of the Cabinet decision report.

4. ALTERNATIVE OPTIONS CONSIDERED

None – Under the terms of the call-in procedure within the Council's Constitution, Overview & Scrutiny Committee is required to consider any eligible decision called-in for review. The alternative options available to Overview & Scrutiny Committee under the Council's Constitution, when considering any call-in, have been detailed in section 2 above.

5. REASONS FOR RECOMMENDATIONS

To comply with the call-in procedure within the Council's Constitution.

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

6.1 Financial Implications

The financial implications relating to the called-in decision have been detailed in the Cabinet decision report.

6.2 Legal Implications

S 21, S 21A-21C Local Government Act 2000, s.19 Police and Justice Act 2006 and regulations made under s.21E Local Government Act 2000 define the functions of the Overview and Scrutiny committee. The functions of the committee include the ability to consider, under the call-in process, decisions of Cabinet, Cabinet Sub-Committees, individual Cabinet Members or of officers under delegated authority.

Part 4, Section 18 of the Council's Constitution sets out the procedure for call-in. Overview and Scrutiny Committee, having considered the decision may: refer it back to the decision making person or body for reconsideration; refer to full Council or confirm the original decision.

The Constitution also sets out at section 18.2, decisions that are exceptions to the call-in process.

6.3 Property Implications

There are no corporate property implications arising from the Cabinet decision Report.

7. KEY RISKS

The key risks identified relating to the called-in decision have been detailed in the Cabinet decision Report.

8. IMPACT ON COUNCIL PRIORITIES

The way in which the called-in decision impacts on the Council priorities relating to fairness for all, growth and sustainability and strong communities have been detailed in the Cabinet decision Report.

9. EQUALITIES IMPACT IMPLICATIONS

The equalities impact implications relating to the called-in decision have been detailed in the Cabinet decision Report.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The performance management implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

11. HEALTH AND SAFETY IMPLICATIONS

The health and safety implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

12. PUBLIC HEALTH IMPLICATIONS

The public health implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

Background Papers

None

APPENDIX 1

Call-In: Cabinet Decision: Refurbishment & Re-provision Work of Enfield Highway Library Building.

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MUNICIPAL YEAR 2016/2017 REPORT NO. 110**MEETING TITLE AND DATE:**

Cabinet
19th October 2016

REPORT OF:

Director of Housing,
Health & Adult Social
Services

Director of Finance,
Resources & Customer
Services

Contact officer and telephone number:

Christine Williams: 020 8379 5559

Agenda – Part: 1	Item: 17
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<p>Subject: Refurbishment and Reprovision work of Enfield Highway Library building Wards: All Key Decision No: KD 4335</p>

Cabinet Members consulted:

Cllr Ayfer Orhan
Education, Children's Services & Protection

Cllr Krystle Fonyonga
Community Safety & Public Health

Email: christine.williams@enfield.gov.uk

1. EXECUTIVE SUMMARY

- 1.1 In accord with the Councils Library Strategy 2015-18, a procurement process has been completed for the renovation of the Enfield Highway Community Library building to create (i) a modified library service consistent with the Library Strategy, (ii) the Hub clinic for Enfield Integrated Sexual Health Community Services [Cabinet Report No. 30] for which previous Cabinet decisions have been made and (iii) the Young Person's Drug & Alcohol Treatment Service, which is currently being delivered from Folkestone Road.
- 1.2 This innovative project will bring these community based services into a community hub, operating from a refurbished landmark site.
- 1.3 The Tendering Procedure was undertaken in accordance with the principles of: 'JCT Practice Note 6 (Series 2) Main Contract Tendering Arithmetical errors; Alternative 1 is to apply' and was managed by the Council's Procurement and Commissioning Hub.
- 1.4 The financial envelope for this programme is fixed and will be covered by Capital allocations supported by revenue from the Public Health Grant.
- 1.5 The contract is for approximately eight (8) weeks with the handover to service providers over an agreed phased timeline:
 - Phase 1: Library Service (ground floor)
 - Phase 2: Integrated Sexual Health Hub Clinic (ground floor)
 - Phase 3: Young Person's Drug & Alcohol Treatment Service (first floor)

2. RECOMMENDATIONS

That Cabinet:

- 2.1 note the tender process has adhered to Corporate Procurement Procedures, EU Procurement Regulations; and
- 2.2 approve the award of the contract to the preferred Bidder as detailed in Part 2 of this Report.
- 2.3 approve the re-directing of resources and addition to the existing capital programme to be met from new borrowing noting the repayments of principle and interest will be met from the existing Public Health budgets over 7 years (as detailed in the Part 2 report).

3. BACKGROUND

3.1 Library Services:

3.1.1 The Library Development Strategy (2015 – 2018) reflects the Council's vision for libraries and places them at the heart of local communities offering in particular:

- A digital network offering Wi-Fi 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 and innovative models and partnerships
- Facilitated access to government services such as education, welfare reform, economic growth and well being

3.1.2 Enfield Council has considered the Department for Culture, Media and Sport (DCMS) Independent Library Report for England (2014), which 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.

3.1.3 Enfield is one of the few London councils to have made the commitment to maintain a full library service in these tough economic times and designed a strategy that will continue to deliver this service while addressing financial constraints through innovation and partnership working.

3.1.4 With its community library status, Enfield Highway Library will continue on, sharing the facility with other services to meet the needs of the community.

This report sets out the plan to remodel the building to become a multi-service site, working with other Council and partner services to provide a cluster of services aimed at the youth and young adult communities.

3.2 **Integrated Sexual Health Services:**

3.2.1 Cabinet Report No. 30 – Award of Contract for Enfield Integrated Sexual Health Community Services – presented a multi-site service provision to:

- address the demands of the population
- ensure access across the Borough
- reduce the out-of-borough spend on GUM

3.2.2 The Cabinet Report outlined the multi-site service design offering a Hub and Spoke framework which included the following identified sites and locations for sexual health services:

- Enfield Highway (Hub clinic)
- Enfield Town (Spoke clinic)
- North Middlesex University Hospital Trust site (part-time Spoke clinic)
- Bowes/Palmers Green/Arnos Grove area (part-time Spoke clinic)
- Outreach mobile clinic

3.2.3 The Hub clinic had been temporarily based at Evergreen Surgery in Edmonton from the commencement of the new contract (November 2015) to July 2016 to address service continuity and contain the out-of-borough activity for GUM. The licence agreement to occupy the Evergreen Surgery building expired 31 July 2016 with no possibility of extension. The cost of renting this facility was financially prohibitive, as detailed in Part 2 of this report.

3.2.4 The temporary service delivery programme is to redirect service users to the Town Clinic (Burleigh Way) with some appointments being redirected to the Alexander Pringle HIV Clinic on the North Middlesex University Hospital site.

This is an unsustainable solution as access to the service has been reduced by 35% with appointment only service available one day per week in the eastern part of the Borough

Integrated Sexual Health Services is a mandated service.

3.3 **Young Person's Drug & Alcohol Treatment Service:**

3.3.1 This is a service for young people identified as misusing drugs or alcohol. The target group is Enfield's young people at risk (i.e. not in

education, employment or training - NEET) and other community members.

This service also delivers psychosocial support and other health improvement services for young people affected by parental and/or other family members' substance misuse.

3.3.2 It is currently delivered from 29 Folkestone Road, London N18 2ER, which is a Council property included on the 2016/17 Capital Disposal Programme to support Enfield's 2017 efficiency targets.

The property is not fit for purpose for seeing young people due to the limitations of its size and poor location. It was therefore primarily utilised for office purposes and offered a limited site to deliver a young people's substance misuse service.

3.3.3 The inclusion of the young people's substance misuse service at Enfield Highway Library affords excellent access to young people due to its anonymity and proximity to the largest college, whom remain the second largest young people's substance misuse referral services, and other educational establishments in the Borough as well as being co-located with a library and sexual health service.

The delivery of Drug and Alcohol Services has strategic relevance as part of the Government's National Drug and Alcohol strategies¹.

- 3.4 Enfield Highway Library was identified as the site for the Integrated Sexual Health Hub Clinic and Young Person's Drug & Alcohol Treatment Service as it is located in the middle of the highly populated eastern part of the Borough, close to a large education college that serves Enfield students and easily accessible via public transport and being a stand-alone building, the opening hours will not affect residents. It is also recognised as neutral territory with regards to gang culture in Enfield.
- 3.5 The initial plan, in December 2015, to commence the tender programme for the renovation works to be carried out at the site in time for an April 2016 completion was not possible due to a number of accommodation moves which needed to be resolved by the Council and the need to establish that the building could be converted to clinical use which included undertaking detailed asbestos and electrical surveys.
- 3.6 The renovation work must now move to a swift completion to enable effective service delivery to Enfield's residents.
- 3.7 **The Tender Process**
 - 3.7.1 The priorities for this tender are :

(i) Effective time management – with the re-opening of the Library service and Integrated Sexual Health clinic to take place as close to late summer 2016 as possible.

(ii) Ensuring that the strict NHS governance for clinical and infection control for the clinic was adhered to as the clinic would not open without passing inspection from Clinical Quality Commission (CQC).

3.7.2 Procurement timeline:

November 2015	Approval received from the Strategic Procurement Board
Dec 2015 – Jan 2016	Full asbestos and electrical surveys carried out on the building by CMCT to ensure that it was fit for purpose.
Feb – April 2016	<p>CMCT drafts: Floor plans Preliminaries Service specification Schedule of Works Pricing document Occupation of building reviewed <i>1st floor renovations (DAAT service) removed from tender</i> CMCT amend documents to accommodate the ground floor refurbishment only, due to the urgency of required location for the Library and Integrated Sexual Health Clinical Hub services</p>
Published: 22 nd April 2016	<p>Corporate Maintenance & Construction Team (CMCT) leading on tender process:</p> <p>Tender goes live on a fixed price basis</p> <p>Five (5) Tenderers were selected from Constructionline as per PCR Rules and procedures</p>
Submission Return: 6 th May 2016 @ 12pm noon	<p>Three (3) completed submissions received</p> <p>One (1) Incomplete submission, therefore declined</p> <p>One (1) submission not received</p>
	<p>Stakeholders meeting to discuss Report</p> <p>Procurement process reviewed by Corporate Procurement Hub who highlighted potential anomalies with regards to conversations that took place on LTP between CMCT and one of the Bidders</p>

<p>6th - 13th June 2016</p>	<p>CPR and EU procurement rules state that all communications should be sent publicly on LTP ensuring that all Bidders are aware and none are given any advantage.</p> <p>The review also highlighted that the criteria did not include Quality, which was a requirement due to the clinic being subject to Care Quality Commission (CQC) inspection.</p>
<p>20th - 27th June 2016</p>	<p>Subject to the review carried out, it was agreed that the clarification questions needed to be circulated to all Bidders publicly and a Quality criteria was to be added.</p> <p>As there would be a delay in the process, it was agreed to include the 1st floor renovations for the Young Person's DAAT service in the process</p> <p>In line with the Council's new way of working, Corporate Procurement Hub was given the lead on completing the process and CMCT would provide the expertise.</p> <p>CMCT amended all documents to include the renovations to the 1st floor, which included the installation of a lift to ensure the building is DDA compliant.</p> <p>Bidders informed that an Addendum will be going live on London Tenders Portal (LTP) on the 3rd July</p>
<p>Note: Option to choose Addendum to Invitation To Quote (ITQ) option based on:</p> <ul style="list-style-type: none"> ▪ There were no changes to the Terms & Conditions ▪ There was no change to the procedure ▪ There was no change to the pricing structure ▪ Adding the Quality criteria for evaluation previously omitted was not changing the process or T&Cs: <ul style="list-style-type: none"> • Price 60% • Quality 40% ▪ Minor changes to the Specification was not changing the process or T&Cs ▪ It was concluded that this was not a re- tender ▪ This option was discussed with and agreed by all the bidders. 	
<p>Published</p>	<p>Corporate Procurement Hub leading on tender process:</p>

3 rd July 2016	Addendum to ITQ with Quality criteria + clarification questions + changes to specification and additional works on LTP sent to the four (4) Bidders that had submitted and returned their tenders.
Submission Return: 11 th July 2016 @ 12am midnight	Two Submissions received Two Submission not received both companies sighting work commitments as the explanation
13 th July 2016	Evaluation panel meet to discuss individual scoring Panel agree that further clarifications are required in regard to specific clinical and mechanical items
Published 22 nd July 2016	Clinical clarifications published and confirmation of fixed price requested
29 th July 2016	Clinical submissions scored
3 rd August 2016	Submissions reviewed with CMCT, who will be project managing the work. Agreed to contact Bidders requesting them to submit documentation to evidence some quotes for final clarification plus One (1) Bidder needed to confirm fixed price
Published: 12 th August 2016	Evidence of prices quoted in submission and confirmation of Fixed price requested
Submission Return: 18 th August 2016 @ 4pm	Both companies submitted a response <ul style="list-style-type: none"> • Both reported issue with LTP, which resulted in one (1) Submission not received until 4.48pm • Advised by Corporate Procurement Hub to accept late submission due to issue with LTP experienced by both Bidders
Note: The Tender was based on JCT Minor Works Building Contract with Contractor's Design (MWD) 2001 Edition	

3.7.3 Further details in Part 2

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 There was no alternative to tendering externally as Enfield Council was unable to directly provide a building renovation service that is NHS compliant in-house

4.2 Services:

4.2.1 The Council is committed to providing a first rate Library Service and has designed an innovative and effective way to

retain more libraries than any other London borough by working in partnership with reputable and credible partners to bring vital community services that people rely on into library buildings while retaining libraries in all of our neighbourhoods.

Following the restructure of the Borough's library service Enfield Council designed a Flagship and Community infrastructure.

Enfield Highway Library will reopen as a community library aimed at the youth and young adult community.

The Council will continue to run these community libraries and library card holders will be able to use their account to access a wide range of library services. However the community library structure requires the sharing of the premises with other services and organisations to bring in income, share costs and provide added benefits to the local community.

4.2.2 It was not possible for the Sexual Health Clinic to remain at the Evergreen site (Edmonton) without the Council facing significant cost pressures (see Part 2 report).

The Evergreen clinic was open 25 hours per week, attending to circa 210 patients per week, which included a clinic for under 19s, with limited accommodation and poor IT support. This includes patients who required clinical interventions to avoid long term medical and psychological consequents from sexually transmitted disease and pregnancies.

The Enfield Highway Library site offers 60% more treatment rooms and is also consistent with the strategy previously agreed at Cabinet for delivering improved and effective Sexual Health Services to local residents.

4.2.3 The Young Person's Drug and Alcohol Treatment service is currently delivered from 29 Folkestone Road, London N18 2ER, which is a Council property included on the 2016/17 Capital Disposal Programme to support Enfield's 2017 efficiency targets.

Folkestone Road does not offer an environment to encourage young people to attend the service, which is currently being offered on a peripatetic basis. There are minimal suitable buildings in the Borough that allows for a D1 service to operate from and this new location will afford excellent access to young people due to its anonymity and proximity to the largest college and other educational establishments in the Borough.

5. REASONS FOR RECOMMENDATIONS

5.1 Tenderers have submitted responses as part of a thorough, transparent and fair procurement process.

- All responses have been evaluated against a specification, written by the Council's Corporate Maintenance & Construction Team (CMCT), detailing quality requirements (40%) and price (60%).
- The procurement process was managed by the Corporate Procurement Hub.
- The Evaluation Panel consisted of representation from:
 - Corporate Maintenance & Construction Team (CMCT)
Planning, Highways & Transportation
Regeneration and Environment Department
 - North Middlesex University Hospitals NHS Trust
(Contracted Sexual Health Provider)
Design and Commissioning
BEH Clinical Strategy
Estates and Facilities Department
 - Drug & Alcohol Services
Health, Housing & Adult Social Care
 - Public Health (Sexual Health)
Health, Housing & Adult Social Care

Note: representation for Assisted Services Delivery – Customer Gateway (Finance, Resources and Customer Services, being the Library Service) was not available due to annual leave and capacity.

5.2 The Bidders were asked to evidence delivering a comparable clinical environment to ensure that the premises would pass CQC inspection.

5.3 The timeline for delivery of the building works is eight (8) weeks for the library and clinic in order to reduce the gap re the continuation of the library and clinical services in the Eastern part of the Borough. In particular it is essential that any break in provision of clinical sexual health services to patients is minimised.

The timeline for the Young Person's Drug and Alcohol Treatment service will be longer than eight weeks, as the delivery for the lift is dependent on the stockist.

- 5.4 Bidders have submitted applications, provided evidence to confirm their experience in delivering the renovation works as per specification and clarification on the fixed price criteria.

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

6.1 Financial Implications

6.1.1 Please refer to the accompanying Part 2 Report

6.2 Legal Implications

6.2.1 Section 1 of the Localism Act 2011 permits the Council to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles.

6.2.2 Furthermore, section 111 of the Local Government Act 1972 gives a local authority power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The works/services proposed within this Report are incidental to the functions of the Council's departments and will ensure effective support to the Council.

6.2.3 The Council must comply with its Constitution, Contract Procedure Rules ("CPRs") and (where contract values exceed the OJEU Threshold) the Public Contracts Regulations 2015. The Council must also be mindful and adhere to the EU Treaty Principles regarding equality, fairness and transparency during procurement processes. The Council has conducted a restricted procedure and invited 5 bidders to partake in the procurement process.

6.2.4 As the contract value exceeds £250,000 this is a Key Decision and the Council must comply with its Key Decision Procedure.

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

6.2.6 All legal agreements arising from the matters described in this Report must be approved in advance of contract

commencement by the Assistant Director of Legal and Governance Services. Contracts whose value exceeds £250,000 are required to be executed under seal and performance security should be obtained unless the Relevant Service Director and the Director of Finance Resources and Customer Services considers this to be unnecessary (in accordance with CPR 21).

6.3 Property Implications

6.3.1 Pursuant to Cabinet Report KD4160, which authorised the lease arrangements and properties for consideration for the Reproductive and Sexual Health (RaSH) integrated sexual health contract, this report sets out the fit out and procurement / award of contract for the refurbishment of the EHL building.

6.3.2 The lease agreement for the Enfield Highway Building will be granted for a minimum term of 7 (seven) years.

6.3.3 Property Services are to be sent the floor plans with room data for the purposes of the Asset Management System, Atrium.

6.3.4 Planning permission has been gained for the new build, Building Regulations will be adhered to as part of the infrastructure enabling and construction works. The oversight of this will fall under the Council's Contract Administrators (CA's).

6.3.5 Once the development is completed, Building Control will need to sign off on the completed development. All warranties and guarantees will be available in the event that building failure occurs. These guarantees will be assigned after practical completion occurs and held on behalf of the Council by Legal Services.

6.3.6 There should be a requirement upon the contractor at certain set dates for snagging inspections. These inspections will be organised by the Council's CA's.

7. KEY RISKS

7.1 The management of quality and performance during the renovation works process, ensuring that the clinic is CQC compliant.

- This has been managed by requesting evidence of the Bidders' portfolio to ensure that the work will be to NHS standards

7.2 The work needs to be carried out within a tight timeframe

- This has been managed by asking the Bidders for Work Plans

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The tender process has been conducted in accordance with both the Council's Contract Procedure Rules and EU Procurement Regulations. Therefore the tender process has adhered to the principles of transparency and fairness to encourage healthy competition within this specialist sector and bidders have accordingly been appropriately supported throughout the process.

8.2 Growth and Sustainability

The redesign of the library will open the service to more users whilst improving health opportunities in more appropriate and cost effective community settings.

As a result of the refurbishment, the service provider for Integrated Sexual Health services – North Middlesex University Hospital Trust – will carry out a big advertising campaign for the service announcing both Enfield Highway Library and the Town Clinic in Burleigh Way and the extended hours. This campaign will inform the residents and encourage usage, thereby reducing activity and the high costs we are currently paying to out-of-borough providers.

8.3 Strong Communities

Both the library service and Enfield's Integrated Sexual Health Community service will be community services working with the voluntary sector and other community services.

The Young Person's Drug and Alcohol Treatment service sharing location with the library and sexual health services will address one of the Borough's identified hard to reach population for testing for STIs. Substance misusers are recognised to carry out risky behaviours one of which is unprotected sexual practices. This location will provide a safe, confidential and convenient environment for young people to receive a holistic service addressing their emotional and physical needs.

The clinic sharing location with the library service will assist in removing the stigma of attending a sexual health clinic but will also enable the Library Services to continue to be provided as the Sexual Health Services provider will be responsible for opening and closing the building etc.

9. EQUALITIES IMPACT IMPLICATIONS

Equalities Impact Assessment has undertaken by both services
The findings and recommendations are still current to this process.
The renovations work will improve the equality of access to services in the local area for all Enfield Residents.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

10.1 Project and contract monitoring will be carried out by the Principal Building Surveyor/Project Manager from CMCT.

10.2 Weekly updates will be reported to the stakeholders

11. HEALTH AND SAFETY IMPLICATIONS

The Contractor is responsible for executing H&S guidelines

12. HR IMPLICATIONS

The Contractor is responsible for executing HR guidelines

13. PUBLIC HEALTH IMPLICATIONS

The **Library** will provide a co-ordinating centre for accessing information, advice and services. It will be better used within the community and meet the demands of a new generation of library users in the right location in a fit for purpose building

The **Sexual Health** Strategy addresses the need to reduce teenage pregnancy and late detection of STIs and HIV in Enfield.

Since the transfer from NHS to LAs, the activity for GUM in Enfield has been growing year on year, mainly through patients attending expensive out-of-borough providers which have seen activity increasing by up to 18% year on year.

The new model, which commenced 01 November 2015, extends hours and increases locations, thereby increasing access to address the needs of the residents with the expected outcome of increasing in-borough and reducing out-of-borough activity.

The **Drug and Alcohol** Strategy (HM Government 2010) focusses on reducing demand, restricting supply and building recovery to support people in living drug free lives. There is a strong steer towards increasing support for young people, especially those that are vulnerable through early interventions, education, treatment and family focussed support packages.

The National Alcohol Strategy (HM Government 2012) sets out one of its key aims as 'A sustained reduction in both the numbers of 11-15 year olds drinking alcohol and the amounts consumed.'

Working Together to Safeguard Children (HM Government 2015) emphasises the impact parental substance misuse and young people's substance misuse has on the outcomes experienced by families. This is also reflected in Every Child Matters where the Government made a clear commitment to 'reduce frequent use of any illicit drug amongst all young people under the age of 25'.

The delivery of drug and alcohol services supports Enfield Council in achieving the above. It contributes to the Council's Business Plan (2016/14) across all three priorities, in particular thorough early, targeted support for children, adults and families who need it and helping residents make healthier choices and having access to quality local healthcare. This is also reflected in Enfield's Children's Plan (2016 -2019) with regards to helping families to deal with challenges, embrace opportunities and stay together whenever possible and Enfield's Health and Well-Being Strategy (2014-19) through prevention and early intervention, addressing health inequalities and ensuring good quality services.

14. Background Papers

None.

APPENDIX 2

**Call-in request form submitted by 8 Members of
the Council**

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CALL-IN OF DECISION

(please ensure you complete all sections fully)

Please return the completed original signed copy to:
Claire Johnson, Scrutiny Team, 1st Floor, Civic Centre

TITLE OF DECISION: Refurbishment and Reprovision work of
Enfield Highway Library building KD4335
DECISION OF: CABINET

DATE OF DECISION LIST PUBLICATION: FRIDAY 21 OCTOBER 2016

LIST NO: 13 (12/34/16-17)

(* N.B. Remember you must call-in a decision and notify Scrutiny Team within 5 working days of its publication).

A decision can be called in if it is a corporate or portfolio decision made by either Cabinet or one of its sub-committees, or a key decision made by an officer with delegated authority from the Executive.

(a) COUNCILLORS CALLING-IN (The Council's constitution requires seven signatures or more from Councillors to call a decision in).

(1) Signature: 

Print Name: ALESSANDRA GERBETO

(2) Signature: 

Print Name: STEVEN

(3) Signature: 


Print Name: P. FALLART

(4) Signature: 


Print Name: Menna Lynder

(5) Signature: 

Print Name: Andy McAl

(6) Signature: 

Print Name: Mr. J. R. J. J.

(7) Signature: 

Print Name: Logan Selman

(8) Signature: 

Print Name: G. VINCE

(b) SCRUTINY PANEL RESOLUTION (copy of minute detailing formal resolution to request call-in to be attached).

NAME OF PANEL: Overview & Scrutiny Cttee

DATE OF PANEL:

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APPENDIX 3

**Reasons for Call-in by Councillor calling in the
decision**

&

**Briefing Note in response to called in decision
TO FOLLOW**

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1) Reason why decision is being called in:

See Attached.

2) Outline of proposed alternative action:

See Attached

3) Do you believe the decision is outside the policy framework?

See Attached

(3) If Yes, give reasons: n/a

For DST USE ONLY:

Checked by Monitoring Officer for validation –

Name of Monitoring Officer:

Date:



31/10/2016

Asmat Hussain

(1) Reason why decision is being called in:

a) Contract Procedure Rules of the Council stipulate that for contracts over £500,000 at least five quotations must be obtained. Also at least two of these quotations must be from local firms. The report did not clarify whether two of the bidders were local firms or not. If there were no local bidders the report should have given reasons why this was the case to conform with the Contract Procedure Rules of the council.

On this occasion five contractors were invited to submit tenders. However two pulled out and one was declined due to incorrect submission. That left just two bidders, one bidder scored significantly higher on price and lower on quality and the other, higher on quality but lower on price.

Also it has been highlighted that there were potential anomalies with regards to conversations taking place on London Tenders Portal between Corporate Maintenance and Construction Team and one of the bidders.

In light of the above, it is highly likely that Enfield council tax payers will take the view that the tendering process did not achieve value for money, as competitive tendering is supposed to do.

b) Enfield Council has a statutory duty to provide comprehensive and efficient library services for all persons desiring to make use of Enfield's Libraries. This proposal reduces the floor space available for the library service by 75%. The report did not demonstrate that with this level of reduction the council will continue to provide a comprehensive library service from these premises.

c) The proposed inclusion of a Sexual Health Clinic alongside a Children's Library does not take into account any sensitivity toward the users of both services.

(2) Outline of proposed alternative action

The decision to be referred back to Cabinet for reconsideration with a request that:

- due to an insufficient response from invited bidders and the potential anomalies highlighted during the tendering process, a new tendering process is initiated; and
- the new configuration proposed for the library be backed up with more detailed information in order to demonstrate that the new lay out is not going to be detrimental to the library and a comprehensive library service will be provided for residents from these premises.

(3) Do you believe the decision is outside the policy framework?

No

(4) If yes give reasons: N/A

FOR DST USE ONLY:

Checked by Proper Officer for validation –

Name of Proper Officer:

Date:

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MUNICIPAL YEAR 2016/2017 REPORT NO. 145**MEETING TITLE AND DATE:**

**Overview & Scrutiny
Committee,
10 November 2016**

REPORT OF:

Director of Finance, Resources
and Customer Services

Contact officers and telephone
numbers:

Asmat Hussain, Assistant Director Legal and Governance

Tel: 020 8379 6438

Email: asmat.hussain@enfield.gov.uk

Claire Johnson, Scrutiny and Member Services Manager

Tel: 020 8379 4239

E mail: claire.johnson@enfield.gov.uk

Agenda – Part: 1	Item: 6
Subject: Quarterly Corporate Performance Report	
Wards: All	
Key Decision No: 4330	
Cabinet Member consulted: N/A	

1. EXECUTIVE SUMMARY

1.1 This report details a call-in submitted in relation to the following decision:

Cabinet Decision (19 October 2016): Quarterly Corporate Performance Report

1.2 Details of this decision were included on Publication of Decision List No. 34/16-17 (Ref. 3/34/16-17 – issued on 21 October 2016).

1.3 In accordance with the Council's Constitution, Overview and Scrutiny Committee is asked to consider the decision that has been called-in for review.

1.4 The members who have called-in this decision do not believe it falls outside of the Council's Policy Framework.

2. RECOMMENDATIONS

2.1 That Overview and Scrutiny Committee considers the called-in decision and

either:

- (a) Refers the decision back to the decision making person or body for reconsideration setting out in writing the nature of its concerns. The decision making body then has 14 working days in which to reconsider the decision; or
- (b) Refer the matter to full Council; or
- (c) Confirm the original decision.

Once the Committee has considered the called-in decision and makes one of the recommendations listed at (a), (b) or (c) above, the call-in process is completed. A decision cannot be called in more than once.

If a decision is referred back to the decision making person or body; the implementation of that decision shall be suspended until such time as the decision making person or body reconsiders and either amends or confirms the decision, but the outcome on the decision should be reached within 14 working days of the reference back. The Committee will subsequently be informed of the outcome of any such decision.

3. BACKGROUND/ INTRODUCTION

- 3.1 Please refer to Section 3 of the Cabinet decision report.

4. ALTERNATIVE OPTIONS CONSIDERED

None – Under the terms of the call-in procedure within the Council's Constitution, Overview & Scrutiny Committee is required to consider any eligible decision called-in for review. The alternative options available to Overview & Scrutiny Committee under the Council's Constitution, when considering any call-in, have been detailed in section 2 above.

5. REASONS FOR RECOMMENDATIONS

To comply with the call-in procedure within the Council's Constitution.

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

6.1 Financial Implications

The financial implications relating to the called-in decision have been detailed in the Cabinet decision report.

6.2 Legal Implications

S 21, S 21A-21C Local Government Act 2000, s.19 Police and Justice Act 2006 and regulations made under s.21E Local Government Act 2000 define the functions of the Overview and Scrutiny committee. The functions of the committee include the ability to consider, under the call-in process, decisions of Cabinet, Cabinet Sub-Committees, individual Cabinet Members or of officers under delegated authority.

Part 4, Section 18 of the Council's Constitution sets out the procedure for call-in. Overview and Scrutiny Committee, having considered the decision may: refer it back to the decision making person or body for reconsideration; refer to full Council or confirm the original decision.

The Constitution also sets out at section 18.2, decisions that are exceptions to the call-in process.

6.3 Property Implications

There are no corporate property implications arising from the Cabinet decision Report.

7. KEY RISKS

The key risks identified relating to the called-in decision have been detailed in the Cabinet decision Report.

8. IMPACT ON COUNCIL PRIORITIES

The way in which the called-in decision impacts on the Council priorities relating to fairness for all, growth and sustainability and strong communities have been detailed in the Cabinet decision Report.

9. EQUALITIES IMPACT IMPLICATIONS

The equalities impact implications relating to the called-in decision have been detailed in the Cabinet decision Report.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

The performance management implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

11. HEALTH AND SAFETY IMPLICATIONS

The health and safety implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

12. PUBLIC HEALTH IMPLICATIONS

The public health implications identified relating to the called-in decision have been detailed in the Cabinet decision Report.

Background Papers

None

APPENDIX 1

Call-In: Cabinet Decision: Quarterly Performance Report

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MUNICIPAL YEAR 2016/2017 REPORT NO. 97**MEETING TITLE AND DATE:**Cabinet – 19th October 2016**REPORT OF:**

Chief Executive

Contact officer and telephone number:

Alison Trew 020 8379 3186

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

Agenda – Part: 1	Item: 8
Subject: Quarterly Corporate Performance Report	
Wards: All	
Key Decision No: 4330	
Cabinet Member consulted:	
Cllr A. Georgiou	

1. EXECUTIVE SUMMARY

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

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

1.3 This is the latest quarterly report on the Corporate Performance Scorecard that reflects Council priorities and local resources, demand etc. The report attached at Appendix 1 shows the latest available performance at the end of June 2016 and compares it to the Council's performance at the 2015/16 year end.

2. RECOMMENDATIONS

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

3. BACKGROUND

3.1 In the continuing challenging local government financial environment, it is important that the Council continues to monitor its performance to ensure that the level and quality of service and value for money is maintained and where possible improved. It is also essential to understand and take appropriate action in areas where performance is deteriorating. This may include

delivering alternative interventions to address underperformance, or making a case to central government and other public bodies if the situation is beyond the control of the Council.

- 3.2 Following the abolition of the National Indicator Set in 2010, the Corporate Performance Scorecard was developed containing performance measures that demonstrate progress towards achieving the Council's aims and key priorities. The measures are grouped under the Council's three strategic aims, Freedom for All, Growth and Sustainability and Strong Communities. A number of financial health measures are also included. The scorecard is reviewed annually and targets are set based on local demand and available resources.
- 3.3 Performance is reported to the Corporate Management Board and Cabinet quarterly. Following the Cabinet meeting the performance tables are published on the Council's website.
- 3.4 The report attached at Appendix 1 shows the latest available performance at the end of June 2016 and compares it to the Council's performance at the 2015/16 year end.

4. PERFORMANCE

- 4.1 Appendix 1 shows the latest available performance at the end of June 2016 and compares it to the Council's performance at the 2015/16 year end. Where appropriate, explanatory comments are provided in the column next to the performance information.

4.2 Financial Indicators

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

4.3 Priority Indicators

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

Where a target has been set, performance is rated at green if it is on or exceeding the target; amber where the target has been narrowly missed; and red where performance was significantly below the target set for the year.

3 of the indicators being reported do not have targets. Reasons for this include new indicators for which targets have yet to be established and indicators that have no national targets set (e.g. Domestic Violence). Performance data for Q1 is not yet available for 6 waste and recycling indicators.

66 performance indicators are being reported, of which 57 have targets. Of these, 33 (57.9%) are at green; 13 (22.8%) are at amber; and 11 (19.3%) are at red.

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

As part of the Enfield 2017 programme, a number of key areas in the Council have been restructured. Staffing changes and the introduction of new IT systems have resulted in a temporary drop in performance in some services. Action is being taken to bring performance back on target.

For a few indicators, questions have been raised as to whether the processes for collecting and reporting data are capturing all the activity covered by the indicators. The Data and Management Information Reporting Hub and Performance Analysis Team are working closely with departments to review and, where necessary, amend procedures.

5. ALTERNATIVE OPTIONS CONSIDERED

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

6. REASONS FOR RECOMMENDATIONS

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

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

7.1 Financial Implications

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

7.2 Legal Implications

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

7.3 Property Implications

None.

8. KEY RISKS

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

9. IMPACT ON COUNCIL PRIORITIES

a. Fairness for All

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

b. Growth and Sustainability

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

c. Strong Communities

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

10. EQUALITIES IMPACT IMPLICATIONS

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

11. PERFORMANCE MANAGEMENT IMPLICATIONS

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

12. PUBLIC HEALTH IMPLICATIONS

The scorecard includes a number of health and wellbeing indicators that aim to address the key health inequalities in Enfield.

Background Papers

None

CMB Review - Financial Indicators 2016/17 (protect)










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Area of Review
Income & Expenditure Position - Year end forecast variances
Income & Expenditure Position - Budget Profiling
Income & Expenditure Position - HRA
Balance Sheet - Cash Investment
Balance Sheet - General Fund balances year end projections
Cash Flow - Cash balances and Cashflow Forecast
Cash Flow - Interest Receipts Forecasts













Key Highlights
Year-end forecast variances of £7.9m overspend have been identified to date in relation to General Fund net controllable expenditure. Budget variances identified to date will need to be managed closely to ensure timely appropriate action can be taken.
Budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year. Budget holders now profile individual budgets based on anticipated spend across the year.
The HRA is projecting a level spend position for year-end outturn against budget.
The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return.
The year-end outturn projection for the General Fund balances will meet the Council's Medium Term Financial Strategy target levels based on the use of uncommitted reserves to meet the one-off overspends in 2016/17.
The Council's cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due.
Interest receipts forecast for the year are on target with budget.

Risk Rating - Jul'16

Key to Status	2015/16 (end of March 16) – Number of Indicators	Quarter 1 2016/17 (end of June 2016) – Number of Indicators
	 10	 11
	 11	 13
	 41	 33
Alert		
Warning		
OK		

(1) Fairness for All

(a) Housing and Homelessness						
Indicator	2015/16	April 2016	May 2016	June 2016	Q1 2016/17	Latest Note
Number of households living in temporary accommodation	3002 	3028 	3033 	3086 	Measured Monthly	<p>Monthly target profile for this year to be added shortly, until then, last year's totals being used as a benchmark</p> <p>The increase in households living in temporary accommodation is due to:</p> <ol style="list-style-type: none"> 1) Massive demand requiring emergency accommodation 2) Both the loss of leased units and conversion of leased units to Emergency Accommodation due to escalating prices 3) Housing Association Leasing Scheme (HALS) – housing associations are coming up against increased competition in the market and either withdrawing from the TA market or letting on a PRS basis. <p>Leased Properties: 1 230 – reduction from 1 347 on same period last year. Emergency Accommodation: 1 746 – increase of 332 (23%) on same period last year. HALS: 1 21 – reduction from 1 44 on same period last year. Voids/Private Sector Leased & Privately Leased Annexes): 24</p>
		Current Target				2851

Indicator	2015/16	April 2016	May 2016	June 2016	Q1 2016/17	Current Target	Latest Note
Overall satisfaction with repairs service provided by Council Homes	91% 	87% 	88% 	89% 	Measured Monthly	92%	1,401 out of 1,569 surveys returned in respect of works orders issued (period April to June inc.) indicated their satisfaction with the responsive repair service. Performance is shown as year to date, however monthly performance has increased to 94.16% for June alone. Following a year of mobilisation the decision was made to implement the financial penalties within the contracts from May 2016. In addition one off contract meetings were held with the AD Housing and the senior contractor representatives and action plans to address the issues are being completed. These will be monitored monthly with the aim of reaching target performance within the year. Satisfaction continues to improve slowly towards target.
Contractor monitoring by Council Homes of responsive repairs completed by agreed target date – (YTD)	89.52% 	97.43% 	95.11% 	95.39% 	Measured Monthly	96.00%	Data outturns are inclusive of all term contractor repairs that were raised in April (and completed by the end of June). A total of 3,538 responsive repairs were completed in time from a total of 3,709 repairs completed. This has increased slightly since May 2016 but is still below target. Following a year of mobilisation the decision was made to implement the financial penalties within the contracts from May 2016. In addition one off contract meetings were held with the AD Housing and the senior contractor representatives and action plans to address the issues are being completed. These will be monitored monthly with the aim of reaching target performance within the year. Both M and E contractors are now performing well, issues remain with the repairs contractors and these are being raised regularly in contractor meetings and are addressed as part of the action plans
Rent collected by Council Homes as a proportion of rent due (excluding rent arrears)	100.16% 	107.42% 	104.34% 	102.62% 	Measured Monthly	100.20%	A total of £16,099,708.30 of income was collected against a total of £15,688,452.05 in charges. Monthly performance of 102.19% which is slightly down on May 2016. Reported Monthly.

APPENDIX 2

**Call-in request form submitted by 8 Members of
the Council**

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CALL-IN OF DECISION

(please ensure you complete all sections fully)

Please return the completed original signed copy to:
James Kinsella, Democratic Services Team, 3rd Floor, Civic Centre

TITLE OF DECISION: Quarterly Performance Report

DECISION OF: Cabinet

DATE OF DECISION LIST PUBLICATION: 21/11/16

LIST NO: KD4330 (3/34/16-17)

(* N.B. Remember you must call-in a decision and notify Democratic Services Team within 5 working days of its publication).

A decision can be called in if it is a corporate or portfolio decision made by either Cabinet or one of its sub-committees, or a key decision made by an officer with delegated authority from the Executive.

(a) COUNCILLORS CALLING-IN (The Council's constitution requires seven signatures or more from Councillors to call a decision in).

(1) Signature: J. Lahan Print Name: J. LAHAN

(2) Signature: A.M. Pearce Print Name: A.M. PEARCE

(3) Signature: Terence Neville Print Name: Terence Neville

(4) Signature: Glynis Vince Print Name: GLYNIS VINCE

(5) Signature: M. R. F. Print Name: M. R. F.

(6) Signature: N. Dines Print Name: N. DINES

(7) Signature: A. Georgian Print Name: A. GEORGIAN

(8) Signature: P. Fallart Print Name: P. FALLART

(b) SCRUTINY PANEL RESOLUTION (copy of minute detailing formal resolution to request call-in to be attached).

NAME OF PANEL: Overview & Scrutiny Cttee

DATE OF PANEL:

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APPENDIX 3

**Reasons for Call-in by Councillor calling in the
decision**

&

**Briefing Note in response to called in decision
TO FOLLOW**

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DST – Ref No:

a. **SCRUTINY PANEL RESOLUTION (copy of minute detailing formal resolution to request call-in to be attached).**

(1) Reason why decision is being called in:

The statistics and information shown in this report warrant further scrutiny by the Overview and Scrutiny Committee. The reasons why are as follows:

- 1.0 **Income and expenditure position – year end forecast variances.** The risk rating is red because the yearend forecasts variances of £7.9million overspend have been identified to date in relation to General Fund net controllable expenditure. This is of great concern to the Council and needs further exploration and plus extra information is needed in terms of an action plan to reduce it.
- 2.0 **Recovery of council properties fraudulently obtained sublet or abandonment.** This is marked with a red cross and is below target.
- 3.0 **Processing new claims – Housing Benefit/Council tax Support.** This is also marked with a red cross indicating that it is below target. This is a failure to turn applications round which are effecting residents.
- 4.0 **Complaints answered in 10 days.** This is marked with a red cross. The target is 92%, we only achieved 68.97%. This is well below target and unacceptable.
- 5.0 **All departments – FOIs answered within 20 days.** This is also marked with a red cross as for Q1 only answered 74.69% of FOIs within 20 days which is the code's statutory time frame. The current target is 95%
- 6.0 **All departments – MEQs answered within 8 days.** This is also marked with a red cross for Q1 as only 82.5% were answered within the service level agreement out of a target of 95%.
- 7.0 **Delayed transfers of care patients.** This is marked with a red cross. There were 28 patient delays the current target is 5 and in reality we don't want any.
- 8.0 **Average Sick Days.** This is also marked as red and below target. The average number of days off sick is 9.4 per full time employee.

1. Outline of proposed alternative action

The decision to be referred back to Cabinet for reconsideration with a request that a further review of performance against each of the areas highlighted is undertaken.

(3) Do you believe the decision is outside the policy framework?

No (4) If Yes, give reasons:

FOR S. & O. USE ONLY:

Checked by Proper Officer for validation –

Name of Proper Officer:

Date:

31/10/2016

Asmat Hussain

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OVERVIEW & SCRUTINY COMMITTEE - 11.10.2016

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
HELD ON TUESDAY, 11 OCTOBER 2016**

COUNCILLORS

PRESENT Derek Levy, Abdul Abdullahi, Joanne Laban, Edward Smith and Nneka Keazor

ABSENT Katherine Chibah

STATUTORY CO-OPTTEES: *1 vacancy (Church of England diocese representative), Mr Simon Goulden (other faiths/denominations representative), Mr Tony Murphy (Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor representative) - Italics Denotes absence*

OFFICERS: Andrea Clemons (Head of Community Safety) and Ray James (Director of Health, Housing and Adult Social Care) Andy Ellis (Scrutiny Officer) and Jane Creer (Secretary)

Also Attending: Councillor Krystle Fonyonga (Cabinet Member for Community Safety and Public Health)

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WELCOME & APOLOGIES

The Chair welcomed everyone to the meeting. Apologies for absence were received from Councillor Chibah and apologies for lateness from Councillor Keazor.

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DECLARATIONS OF INTEREST

NOTED there were no declarations of interest.

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THE CABINET MEMBER FOR COMMUNITY SAFETY AND PUBLIC HEALTH

NOTED

1. Introduction by the Chair.
 - a. Cabinet Members were invited by Overview & Scrutiny Committee to present areas of their remit for information and to gather opinion, and

OVERVIEW & SCRUTINY COMMITTEE - 11.10.2016

this evening Councillor Fonyonga was attending as Cabinet Member for Community Safety and Public Health.

- b. Two papers were received: on Community Safety (sent to follow) and on Public Health (tabled).
 - c. It was noted that Councillor Fonyonga had previously chaired the Crime Scrutiny Standing Workstream, before becoming a Cabinet Member.
 - d. The remit of the Cabinet Member for Community Safety and Public Health overlapped three Council directorates.
2. Councillor Fonyonga's introduction, including:
 - a. The role had given her a new appreciation of the hard work of officers.
 - b. One immediate action had been the recent promotion of organ donation. Other ideas included healthier choices in the staff canteen.
 - c. She acknowledged recent changes within Public Health personnel, but all staff were genuinely motivated to improve the health of the public.
 - d. In Sport and Leisure, there was a focus on people who were inactive and getting people moving more.
 3. Councillor Fonyonga responded to general questions, including:
 - a. Confirmation that this Cabinet portfolio had been realigned. It also involved engagement with external agencies, particularly the NHS and the Police Service.
 - b. In response to questions about the Fire Service, she confirmed she had met the new Fire Brigade Borough Commander and aimed to build a good working relationship.
 - c. In response to queries regarding knowledge gained via previous scrutiny workstream work, she confirmed that ability to scrutinise papers had been critical, and that she was able to challenge draft reports.
 - d. In response to queries about Public Health, she considered that having a new Director of Public Health at LB Enfield two days per week would give the Council valuable input and guidance into the North Central London Sustainability and Transformation Plan. Ray James also clarified the emerging plan and advised that a range of options would be explored going forward, including potential for shared services and consolidation.
 4. **Community Safety**
 - a. The report submitted to the committee provided an overview of performance and highlighted the three key areas for further note: (1) Domestic abuse and violence against women and girls; (2) Tackling gangs and serious youth violence; and (3) Extra policing resources.
 - b. Performance was shown against the MOPAC seven crime categories. Burglary, robbery, theft from motor vehicle and theft of motor vehicle had all fallen by more than 20% in Enfield. A big challenge for reduction was violence with injury. Higher reporting

OVERVIEW & SCRUTINY COMMITTEE - 11.10.2016

figures for domestic violence largely reflected greater awareness. That gang and youth violence was increasing slower in Enfield than nationally was a reflection of work in the borough.

- c. Current and new targeted initiatives would be used to keep improving performance. Violence against women and girls would be a priority for reduction, with better intervention at an earlier stage.
- d. Andrea Clemons (Head of Community Safety) highlighted a recent campaign in relation to domestic abuse, with victims being encouraged to come forward, and funding for GP training.
- e. Councillor Laban confirmed that the data was also presented to the Crime Scrutiny Standing Workstream, who were also looking into domestic abuse this year.
- f. In response to Councillor Smith's queries regarding female genital mutilation and its prosecution, Andrea Clemons would investigate the figures and report back.

ACTION: Andrea Clemons

- g. In response to Councillor Laban's queries, the contracts for additional police community support officers were clarified.
- h. In response to Councillor Keazor's queries, details were provided about the Council's support and protection for victims of domestic abuse and gangs.

5. Public Health

a. The report submitted to the committee provided an overview of current work and highlighted issues for further note. Ray James (Director of Health, Housing and Adult Social Care) would also provide an electronic version of the report to Members.

ACTION: Ray James

- b. There were concerns regarding general health of the public in the borough. Enfield had the seventh highest rate of diabetes in London, high numbers with hypertension, and high obesity rates in adults and children. Latest measures relating to Year 6 children would be available in December.
- c. In recent years there had been focus on heart disease and improvements had been seen.
- d. Members raised the promotion of healthy eating in schools, and discussed the issues around overweight children and adults. Councillor Fonyonga also emphasised the importance of physical activity and the Move More Enfield campaign, and smoking cessation.
- e. Healthy lifestyle promotion was one facet of Public Health, but most money was spent on commissioned services, some of which were mandatory such as sexual health services and drug treatment services. The Council also commissioned health visitors and school nurses. Developments at Town Clinic and Enfield Highway Library were highlighted, which would improve the local sexual health service offer.
- f. In response to Members' queries, it was advised that a lot of work, particularly around diabetes, was GP practice based and the better performers tended to be larger practices with support and challenge coming from groups of professionals working together.

OVERVIEW & SCRUTINY COMMITTEE - 11.10.2016

- g. In response to Councillor Laban's queries, Councillor Fonyonga would check recent statistics relating to swimming pool attendances by children.
 - h. Councillor Fonyonga welcomed the appointment of the new Director of Public Health who would drive the department forward and make it more effective.
6. The Chair asked for Members' suggestions for additions to the work programme. Potential issues included: suicide audit; local mental health trust; detection and management of hypertension; examination of the North Central London Sustainability and Transformation Plan; and London Fire Brigade.
7. The Chair thanked Councillor Fonyonga for attending and for being open and honest with the committee.

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MINUTES OF THE MEETING HELD ON 15 SEPTEMBER 2016

AGREED the minutes of the meeting held on 15 September 2016 as a correct record.

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WORK PROGRAMME 2016/17

NOTED the work programme for 2016/17.

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DATES OF FUTURE MEETINGS

NOTED the dates of future meetings and provisional call-in dates.