

## MUNICIPAL YEAR 2019/2020 REPORT NO.

### ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY

14 June 2019

### OPERATIONAL DECISION OF:

Executive Director Place

Director of Housing &  
Regeneration

<b>Agenda – Part: 1</b>	<b>KD Num: 4917</b>
<b>Subject: Alma Estate Regeneration – Variation of Development Agreement to include fit out of youth centre</b>	
<b>Wards:</b>	<b>Ponders End</b>

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## 1. EXECUTIVE SUMMARY

- 1.1 The Alma Estate is located in the Ponders End ward of the Borough. Ponders End is one of the Council's priority regeneration areas and the estate is located within the South Street area. The Council signed a Development Agreement (DA) with Countryside Properties (CPUK) on 13 November 2014 to regenerate the estate as per the objectives set out in the adopted North East Enfield Area Action Plan.
- 1.2 The DA included provision of a new "shell and core" youth centre.
- 1.3 The Cabinet Report of 13 July 2017 allocated a budget of £3m for the fit out of the youth centre.
- 1.4 This DAR seeks authority to vary the DA so that CPUK can carry out the fit out works in addition to the shell and core work they are already contracted to deliver.

## 2. RECOMMENDATIONS

- 2.1 The Executive Director Place approves the variation of the Alma regeneration development agreement to include the fit out of the youth centre within the scope of work carried out by CPUK, in accordance with the budget approved by Cabinet in July 2017 and section 23 of the development agreement.

### **3. BACKGROUND**

- 3.1 The Alma regeneration programme was approved by Cabinet on 18 July 2012. The July 2012 Cabinet Report explained that the Alma Estate was identified as a regeneration priority following an objective analysis of the Council's housing estates.
- 3.2 Countryside Properties UK (CPUK) were appointed as the Council's development Partner following an OJEU compliant tender bidding process approved by Cabinet in September 2013 and the Development Agreement (DA) was signed 13 November 2014.
- 3.3 The DA includes a requirement for CPUK to deliver the shell and core of a new, replacement youth centre.
- 3.4 Section 23 of the DA refers to additional works and states that under the date of practical completion for the final phase:
- “the Council (by written notice served on the Developer no later than the submission of the Planning Application in relation each phase) may from time to time require the Developer to undertake works to Council owned property within the Ponders End Ward of the London Borough of Enfield provided that such works shall be of a scale and type that may typically be carried out as part of or ancillary or incidental to an estate renewal scheme similar to the Developer; and
- The developer shall undertake such required works at such cost as shall be agreed with the Council, both parties acting reasonably”
- 3.5 At the July 2017 Cabinet approval was granted for a number of additional budget lines, including provision for the fit out of the community centre.
- 3.6 The Executive Director of Place has delegated authority to approve work within the scope and budget agreed at the July 2017 Cabinet.
- 3.7 The Council's Youth Development team have provided a comprehensive specification of facilities required to continue and improve on the high quality and well utilised offer provided by the Alma youth centre.
- 3.8 CPUK costed against this specification and an independent value for money report commissioned by the Council has confirmed that the price offered by CPUK is competitive.
- 3.9 The key benefits of varying the DA to enable CPUK to carry out the fit out works are:

- CPUK have detailed knowledge of the construction of the youth centre shell and core which allows a seamless transition into the internal fit out works.
- The youth centre fit out specification was produced by the scheme architect who has conducted several consultation workshops with the youth centre team and therefore has a good understanding of their requirements.
- With CPUK being on site constructing the youth centre it keeps the prelims and overheads to a minimum.
- There is a programme advantage to CPUK carrying out the works which will enable the Youth Centre team to move into their new building sooner.
- The Council does not need to expend time and resource undertaking a procurement exercise which would most likely result in no cost saving to the contract price and result in delay to the delivery date of the fit out work.

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

- 4.1 The alternative option would be to go to the market for the fit out work.
- 4.2 This would require the Council to develop a tender pack, issue it, process clarifications and assess final tenders. This would have a cost implication to the Council given the level of resource that can be involved in such processes.
- 4.3 As an independent value for money assessment has confirmed that the prices quoted by CPUK are acceptable, it is reasonable to assume that going to the market does not guarantee any cost saving on the tender price submitted.
- 4.4 Were a different contractor appointed to carry out the fit out work there would be inevitable delay coordinating the delivery of the work.
- 4.5 For these reasons it is proposed that the alternative option is discounted and the recommendation to proceed with CPUK for the provision of the fit out work is approved.

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

- 5.1 The primary reason for the recommendation contained within this report is to expedite the delivery of a new, state of the art, fully spec'd youth centre at a cost verified to be reasonable and within the delegated budget for the works.

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

### 6.1 Financial Implications

The budget for the fit-out costs of the youth centre were agreed in the Cabinet report in July 2017.

These costs are built into the HRA 30-year business plan.

### 6.2 Legal Implications

6.2.1 Section 111 of the Local Government Act 1972 gives a local authority power to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions. The Council also has a general power of competence in Section 1(1) Localism Act 2011. This states that a local authority has the power to do anything that individuals generally may do, provided it is not prohibited by legislation. The contract variation and increased scope of works as envisaged by this report are in accordance with these powers.

6.2.2 Any variation to the contract must comply with the Public Contracts Regulations 2015 (the **Regulations**): Regulation 72 of the Regulations permit variations to contracts where the modifications, have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses. The DA permits the Council to instruct additional works and therefore the proposed variation is compliant with the Regulations.

6.2.3 The variation must also comply with the Council's Constitution, including the Contract Procedure Rules. It is noted that budget has been allocated for the expenditure. In addition, the variation must be reported to the Procurement and Commissioning Review Board.

6.2.4 Throughout the engagement of the developer, the Council must comply with its obligations of obtaining best value under the Local Government Act 1999.

6.2.5 Any legal agreements arising out of the recommendations of this report must be approved in advance of completion by Legal Services on behalf of the Director of Law and Governance.

### **6.3 Property Implications**

- 6.3.1 Corporate Construction technical support is required to review the quality of the proposals, verify value for money, undertake site inspections and ensure that all health & safety Client duties under the CDM Regulations have been met.
- 6.3.2 All new or revised asset data arising out of the proposed works must be sent by the Project Manager to Strategic Property Services for input onto the Asset Management Data System, ATRIUM, including revised site plans, floor plans, asset information and maintenance regimes.

### **7. KEY RISKS**

- 7.1 The perceived level of risk for the recommendation contained within this report is minimal.
- 7.2 The key risk would be failing to get the best price for the fit out work. This is countered by an independent report confirming that the pricing is reasonable and the likelihood that any potential savings realised through testing the market would be absorbed by the corresponding cost of administering an open procurement process.

### **8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

#### **8.1 Good homes in well-connected neighbourhoods**

- 8.1.1 The Alma regeneration project contributes to this aim by tackling inequality and access to social housing by providing new homes.
- 8.1.2 The existing youth centre is well used and provides an invaluable service to young people from all backgrounds and helps contribute to social cohesion and provide opportunities for young people from deprived backgrounds.

#### **8.2 Sustain strong and healthy communities**

- 8.2.1 The Alma regeneration project contributes to this priority by building strong and sustainable futures for our residents through the provision of a high quality youth centre.

### **8.3 Build our local economy to create a thriving place**

- 8.3.1 The community plays a central role in driving forward change and regeneration in the local area to create a stronger community in the area.
- 8.3.2 The new Alma youth centre will provide a high quality community facility that will encourage the development of a cohesive, healthy community where young people can aspire to realise their potential.

## **9. EQUALITY IMPACT IMPLICATIONS**

- 9.1 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. However it should be noted that the any contracts awarded should include a duty on the successful applicant to assist us with meeting our obligations under the Equalities Act 2010.

## **10. PERFORMANCE MANAGEMENT IMPLICATIONS**

- 10.1 The contract with the developers includes robust performance management arrangements to ensure that the regeneration is delivered according to the agreed standards and timescales

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

- 11.1 The Council through its development partner CPUK will ensure that the demolition of the estate is carried out in compliance with the relevant Health and Safety regulations

## **12. PUBLIC HEALTH IMPLICATIONS**

- 12.1 The provision of high-quality youth services within high quality settings are essential to improving the health and wellbeing of young people within Enfield and specifically Ponders End. This part of the borough is an area of high deprivation and thus youth services play a particularly important role in building the capacity of young people, supporting young people to achieve their potential, keeping them safe and reducing crime and violence.

Provision of a well-maintained and appropriate setting for youth services will enhance the experience of young people using the youth centre positively. Therefore, this proposal is likely to contribute to

enhancing the wellbeing of young people using the facility in Ponders End.

## **Background Papers**

The value for money assessment is contained within part 2 of this report.





## MUNICIPAL YEAR 2019/2020 REPORT NO.

### ACTION TO BE TAKEN UNDER DELEGATED AUTHORITY

**PORTFOLIO DECISION OF:**  
Cabinet Member for Environment & Sustainability

**REPORT OF:**  
Director – Environment & Operational Services

Agenda – Part: 1

KD Num: 4902

**Subject: Approval of Cycle Enfield Proposals for the A1010 North**

**Wards: Enfield Highway, Enfield Lock, Ponders End, Southbury and Turkey Street**

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### 1. EXECUTIVE SUMMARY

- 1.1 This report sets out the results of the A1010 North statutory consultation and seeks approval to implement the scheme, including making the necessary traffic management orders. These proposals form part of the Mayor of London's Transport Strategy to increase active travel in London and will be fully funded by Transport for London (TfL). Forming part of the wider network, the proposals contained in this report are expected to deliver health and transport benefits for both local residents and visitors to Enfield.

### 2. RECOMMENDATIONS

- 2.1 To approve the final design of the proposals for the A1010 North shown on the plans in Appendix A and take all necessary steps to implement the scheme including:
- Making the traffic management orders specified in Schedule 1 of Appendix C.
  - The design is amended to include an additional loading bay on the A1010, close to the junction with St Stephens Road and the zebra crossing by Freezy Water St George's school be upgraded to a Pelican Crossing.
  - Implementing the raised entry treatments, flat top speed tables and raised junctions specified in Schedule 2 & 3 of Appendix C.
  - Implementing the Zebra crossings and associated zig-zag markings specified in Schedule 4 of Appendix C.

- Implementing the 'Parallel crossings' and associated zig-zag markings specified in Schedule 5 of Appendix C.
- Introducing designated disabled persons parking places and all waiting and loading restrictions using the experimental powers provided by S9 of the Road Traffic Regulation Act 1984.

2.2 To note that Transport for London will be providing funding for the delivery of this project and approve the spend allocation.

### **3. BACKGROUND**

- 3.1 The A1010 North project represents a significant investment in the borough that can help improve our high streets and town centres; deliver long-term health benefits; and enable people to walk and cycle in safety. This project forms part of a series of work which includes not just cycle lanes on several of the Borough's main roads, but also an extensive network of connecting routes, 'Quieter Neighbourhoods', cycle hubs and a wide range of supporting measures to encourage more people to choose active forms of travel.
- 3.2 On 14th December 2016 Cabinet granted approval to undertake detailed design and statutory consultation for lightly segregated cycling facilities and public realm improvements along the A1010 North between Southbury Road/Nags Head Road and Bullsmoor Lane/Mollison Avenue. Cabinet also delegated authority to the lead Cabinet Member to approve and implement the final design of the scheme subject to consultation and completion of all necessary statutory procedures.

### **4. THE PROPOSAL**

- 4.1 The proposal involves the introduction of segregated cycle lanes between Glyn Road and the junction with Holly / Mandeville Road. In addition, the scheme provides the opportunity for public realm improvements at Green Street and elsewhere along the corridor. Details of the proposed route are set out in the drawings attached as Appendix A.
- 4.2 The main works will be delivered by Ringway Jacobs via the London Highways Alliance Contract.

## 5.0 STATUTORY CONSULTATION

5.1 In addition to the statutory notification required prior to implementation of pedestrian crossings, speed tables and entry treatments etc. Traffic Management Orders (TMOs) are required to implement several elements of the scheme, including:

- Cycle lanes with exemptions to allow picking up and setting down by blue badge holders and maintenance vehicles
- Revocation and introduction of pay and display and free parking places
- Goods vehicle loading bays
- Introduction of prescribed routes, such as one-way working in some service roads

5.2 The procedure for making TMOs is set out in the Local Authorities' Traffic Order (Procedure) (England and Wales) Regulations 1996. As a minimum, the regulations require the council to publish notice of its intentions in the London Gazette and a local newspaper, as well as notify the following bodies:

- The Freight Transport Association
- The Road Haulage Association
- Metropolitan Police
- London Ambulance Service
- London Fire Brigade
- TfL (Buses) & relevant bus operators

5.3 A copy of the traffic order is provided in Appendix B.

5.4 In addition, the Council must take appropriate steps to inform those likely to be affected by the orders. This requirement was met by:

- Erecting site notices along the corridor.
- Promoting the consultation in local newspapers.
- Publishing information on the project website.
- Distributing 18,000 consultation leaflets to properties along the corridor and the surrounding area.

5.5 The A1010 North statutory consultation leaflet was a non-technical document that sets out what has happened so far and included a plan of the route. This document also promoted a public event which was held on 10<sup>th</sup> April 2019 (from 3pm – 8pm) at Albany Leisure Centre (directly on the route) where Council Officers and scheme designers were available to discuss the proposals. The document also provided details on how to object to any aspect of the draft traffic management orders. A facility was provided on the project website to make it easy for objections and representations to be made.

- 5.6 The statutory consultation period commenced on 3<sup>rd</sup> April 2019 November and continued until 28<sup>th</sup> April 2019.
- 5.7 The Council received approximately 30 objections, most of which were made online. All of the issues raised have been considered and responses to the themes and issues raised are provided in the table below:

Item	Issue Raised	Council Response
1	Impact on businesses and lack of loading.	<p>Loading bays are provided at various locations along the route. In response to the statutory consultation, a further loading bay has been incorporated into the designs on the A1010 just south of St Stephens Road. In addition, the waiting and loading restrictions will be introduced on an experimental basis so that they can be quickly adjusted to allow loading and unloading to take place at appropriate locations in side roads, if required. To support local shopping parades short stay bays are provided, allowing parking for up to two hours. The operation of these bays will be monitored post-implementation and adjustments made to either the number of bays and/or the method of control if necessary.</p> <p>It is acknowledgeged that the construction phase of these schemes can create some short-term disruption. The Council will liaise with the Valuation Office Agency to notify them of the works which on previous schemes has led to businesses receiving a 10% discount on business rates for the construction period. Enfield Council will communicate directly with businesses to encourage them to make an application to the Valuation Office Agency.</p> <p>Enfield Council will also ensure that a Public Liasion Officer is available for the duration of the project. This person can provide a direct link between local business and the construction contractor to help assist with deliveries throughout the construction period. Enfield Council will ensure that all businesses receive directly details of the Public Liasion Officer which will include their name and contact details (with a mobile number to ensure they remain accessible).</p>
2	Removal of trees.	Any tree removal will be minimised but the scheme will ensure that there is a net gain in trees along the corridor.
3	Insuffient demand.	These proposals are intended to increase the cycling levels along this route. The provision of safe

		<p>infrastructure will enable more people to make the choice to cycle some of their local journeys. Evidence from other schemes indicates that the number of cycling journeys in the Borough are increasing where good quality infrastructure has been installed.</p>
4	Reducing on street parking.	<p>It is acknowledged that the loss of uncontrolled on-street parking may cause inconvenience to some residents in terms of parking and receipt of deliveries. Where possible, residential parking bays have been introduced and surveys indicate that through the use of side roads there is sufficient capacity in the general area to meet the overall parking demand. The number of existing spaces compared to proposed spaces are outlined on each page of the drawings at Appendix A.</p> <p>It is accepted that these proposals will necessitate changes in the way deliveries are made to some residential properties along the route. Delivery vehicles may need to park in side roads with goods delivered via trolley for the last part of the journey.</p> <p>In addition, the design ensures that those residents with a dropped kerb will continue to be able to access their properties.</p>
5	Bus stop design.	<p>As part of the implementation of continuous cycle lanes in the Borough, Enfield Council have adopted the use of bus stop boarders. These create an area shared by people cycling and people getting on and off buses, with the existing separate footway area retained where passengers are able to wait for buses.</p> <p>This is not a new approach and bus stop boarders are in use in other areas across London (and Europe). Enfield Council have carefully considered the design and introduced a number of elements to reinforce the fact that people cycling do not have priority through this space. For example, ramps are provided to slow people cycling as they enter this space, and a shared use sign is in place. The surface materials change completely from those used on the cycle lane as a further visual reminder that people cycling are now in a different type of space.</p> <p>Enfield Council are currently participating in a London wide review, lead by Transport for London, to gather more research into how bus stop boarders are operating. Insights generated from this work can then help inform designs for both existing bus stop boarders</p>

		and for future ones that the Borough install.
6	Shared space.	<p>The Department for Transport (DfT) have previously requested local authorities pause the introduction of new shared space schemes that feature a level surface and which are at design stage. The DfT have issued clarification which defines a shared surface as a design feature in which the level difference between the footway and carriageway is removed. The clarification goes further to emphasize that the focus of the pause is on level surface schemes in areas with relatively large amounts of pedestrian and vehicular movements, such as high streets and town centres. The DfT are clear that the pause does not apply to other types of features including raised entry treatments, continuous footways, table junctions and shared routes for pedestrians and cyclists. Whilst this scheme includes some of these latter features not included in the pause, there are no elements in the design of this scheme where there is a shared level surface between the footway and carriageway.</p>
7	Increase in pollution.	<p>There is the potential for an increase of emissions at some junctions due to additional delays. Further increases could occur where traffic is being held behind buses or right turning vehicles. Whilst there is some basis for this concern, as set out below, it should be noted that many essential highway features, including pedestrian crossings, necessarily interrupt traffic flow and therefore impact on vehicle emissions.</p> <p>Small improvements in air quality along the rest of the corridor are expected with an overall increase in cycling mode share and have the potential to increase if a greater mode shift from private car to cycling is achieved in the future.</p> <p>Increasing cycling infrastructure and encouraging more people to cycle is a key element of the Council's Air Quality Action Plan, which is produced in recognition of the legal requirement on the Council to work towards air quality objectives within the Borough; this is as required under Part IV of the Environment Act 1995 and the relevant air quality regulations. The Action Plan contains a wide range of local measures but significant improvements in air quality also depend on both national and London-wide initiatives, such as the proposed Ultra-Low Emission Zone.</p>

8	Increases in congestion	Increase in journey times for buses are addressed at para 5.14 – 5.18. Re-designs to junctions (the location of the majority of accidents involving cyclists) to improve safety for cyclists will also create delays for general traffic. The degree of saturation (DofS) of a junction is a measure of how much demand it is experiencing compared to its total capacity. These designs are likely to increase the DofS at junctions which will lead to increased queue lengths and increased time to move through the junctions. However, without works to increase the level of protection at junctions for people cycling, less people are likely to choose active travel as an alternative form of transport and therefore a reduced mode shift could be expected.
9	Funds should be invested in other council services	The cost of the scheme is funded by Transport for London and is ringfenced for this project. This funding covers not only the infrastructure but also an extensive education programme, road safety improvements, access to cycling initiatives (e.g. inclusive cycling sessions), liaising with public health bodies and school engagement amongst other things. No contribution is made to this scheme by Enfield Council tax receipts.
10	The route doesn't connect with anything.	The A1010 North will connect into the Ponders End and A1010 South scheme via the junction improvement works at the Nags Head junction. There are then further connections from the A1010 South section to the west of the Borough via Salmons Brook. Enfield Council are continuing to develop the walking and cycling network across the Borough.

### **Additional Considerations**

5.8 In addition to the above, the following issues should also be considered:

#### **Emergency services**

5.9 The Metropolitan Police, London Fire Brigade and the London Ambulance Service have all previously commented on the proposals at the design stage. Although provided with a further opportunity to comment during the statutory consultation process, none of the emergency services did so.

5.10 At the design stage the Metropolitan Police stated that they had reviewed the proposals and had no objections.

- 5.11 At the design stage the London Fire Brigade emphasised their support for increasing cycling and that they recognised the benefits that the proposed changes can bring and indicated their support for measures that will provide safer cycling conditions.
- 5.12 The London Ambulance Service (LAS) has not objected to the proposals but at the design stage listed a number of factors that they wished to be considered which are listed below:
- *That the LAS needs unhindered access 24/7 across the capital network.*
  - *That cycleways enable ambulances to pull into the cycleway to help reduce congestion if an ambulance is required to stop for a period of time.*
  - *Loading bays and bus stops are in locations which will not bottleneck the roads.*
  - *Any bus lanes/turning points are easily accessible to ambulances*
  - *Any areas of high congestion which link to traffic phasing can be managed/changed if the phasing is an issue for the LAS and the flow of the LAS fleet when engaged on 999 duties*
  - *Rat runs are managed to allow vehicles pass each other.*
- 5.13 In respect to the the London Ambulance Service, the issues above have been considered in the development of the final design.

### **Bus Journeys**

- 5.14 Regular discussion takes place between the Council and all relevant TfL stakeholders, including representatives from London Buses. In particular with the Area Manager responsible for bus operations in Enfield and Haringey, whose role includes liaison with the relevant bus operators.
- 5.15 This scheme does create impacts on bus journey times. The table below shows the existing delays (created by traffic signals) to bus journey times along the length of the scheme along with the proposed delays and the extent of the change. This modelling is focussed on peak times and only considers junctions (therefore impact of new pedestrian crossings, removal of right turn pockets are not included). This modelling assumes there is no mode shift and no wider re-assignment of traffic. Times are expressed in minutes, minus figures indicate where delays are reduced.



Route	AM Peak			PM Peak			
	Existing	Proposed	Change	Existing	Proposed	Change	
121	Northbound	1.7	2.6	0.9	5.5	7.0	1.4
	Southbound	4.0	5.2	1.2	2.9	6.5	3.6
191	Northbound	2.5	2.4	-0.1	7.2	5.8	-1.4
	Southbound	1.8	2.1	0.3	1.9	2.6	0.7
279	Northbound	2.1	2.4	0.3	5.3	6.0	0.7
	Southbound	3.4	3.5	0.1	2.0	2.6	0.7
307	Northbound	0.9	1.7	0.8	1.5	2.8	1.2
	Southbound	1.3	3.7	2.5	1.5	5.0	3.4
313	Westbound	1.8	1.7	-0.1	2.3	1.1	-1.2
	Eastbound	0.8	1.2	0.4	1.3	2.1	0.8
327	Northbound	0.5	0.6	0.1	1.0	0.6	-0.5
	Southbound	-	-	-	-	-	-
349	Northbound	1.3	1.0	-0.2	1.1	1.1	0.0
	Southbound	0.9	1.0	0.0	1.0	0.9	-0.1
377	Northbound	1.3	1.0	-0.2	1.1	1.1	0.0
	Southbound	0.9	1.0	0.0	1.0	0.9	-0.1
491	Northbound	2.5	2.4	-0.1	2.3	2.3	0.0
	Southbound	1.8	1.7	-0.1	2.3	1.1	-1.2

5.16 In addition to the impact of junctions, the removal of the northbound bus lane was also considered. The results of this assessment are that a further 27 second delay, in addition to the above, could be seen for northbound journeys for the the 121, 279 and 307.

5.17 These impacts were considered at a TfL's Road Space Performance Group meeting in March 2019 and after consideration of the impacts versus the benefits, the TfL network impact team approved the implementation of the A1010 North scheme from a TfL perspective.

5.18 In line with the requirements of the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996, each of the bus operators that run services on behalf of TfL along the A1010 North (Arriva London, London General and Metroliner) were notified about the proposals. No comments were received from any of the operators.

### Road Safety

5.19 A Stage 1 and Stage 2 Road Safety Audit has now been completed on this scheme. Each of the points raised in the safety audits have been considered during the development of the design.

5.20 Further safety audits are planned post-implementation and the scheme will remain under review, with adjustments made as appropriate.

### Impact on Blue Badge Holders

5.21 The Local Authorities Traffic Orders (Exemptions for Disabled Persons) (England) Regulations 2000 require that certain traffic orders made by local authorities under the Road Traffic Regulation Act 1984 that prohibit or restrict the waiting of vehicles in roads and street parking places must include a

provision exempting any disabled person's vehicle displaying a disabled person's badge. This exempts the holder from waiting conditions in certain circumstances, and from charges and time limits at places where vehicles may park or wait. The proposed traffic orders comply with these requirements. However, several consultees have raised concerns about the impact of the scheme on blue badge holders, mainly because the introduction of a mandatory cycle lane reduces the opportunity for casual parking.

5.22 The proposals for disabled parking are summarised below:

- Although reduced in number, blue badge holders will be able to park free of charge in on-street Pay and Display bays for up to three hours;
- Designated bays for blue badge holders will be provided on an experimental basis so that they can be reviewed and amended in the light of demand, feedback and operational experience.
- Blue badge holders will be able to park for up to three hours on both double and single yellow lines in side roads, providing there are no loading restrictions in operation at the time. These restrictions are also to be introduced experimentally so that they can be quickly modified in the light of feedback and operational experience.
- The traffic order enabling the introduction of the mandatory cycle lane varies the national position so that vehicles with a blue badge can enter the lane to pick up and set down.

### Conclusions

5.23 All of the comments, representations and objections received following the statutory consultation have been considered and detailed responses provided above.

5.24 On balance, it is recommended that the detailed design be implemented as proposed and that all of the associated traffic orders be made. One modification to the design should be made to include an additional loading bay on the A1010, close to the junction with St Stephens Road. In addition, the zebra crossing by Freezy Water St George's school will be upgraded to a Pelican Crossing.

## 7. ALTERNATIVE OPTONS CONSIDERED

The following alternative options have been considered:

Option	Comment
Do nothing.	This is not recommended as this project is a key part of the strategy to promote more walking & cycling in the Borough.
Deliver a less transformative scheme.	Funding from Transport for London is dependent upon schemes delivering on a certain quality

	standard that in turn will encourage mode shift. A lesser scheme would not be funded by TfL and would not be in the interest of the Borough as is less likely to generate the change that this scheme seeks – enabling more active forms of transport.
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## **8. REASONS FOR RECOMMENDATIONS**

8.1 The recommendations have been made to enable the scheme to be implemented so that a number of benefits can be realised, including:

- To create healthy streets that enable more active forms of travel, leading to healthier communities.
- To provide more travel choices for the 34% of Enfield households who have no access to a car and an alternative travel choice for the 66% that do.
- To deliver public realm benefits.
- To deliver improvements to highway infrastructure.
- To contribute towards the ongoing development of a Borough-wide active travel network.

## **9. COMMENTS FROM OTHER DEPARTMENTS**

9.1 Financial Implications

9.1.1 The total estimated cost of construction for the scheme is up-to £7.5m. Transport for London (TfL) will fund the delivery of this project (with some S106 contributions) as a key project to contribute towards delivering the Mayor's Transport Strategy. TfL are responsible for approving any variation in cost.

9.1.2 The funding arrangements are governed through the TfL Borough Portal and no costs will fall on the Council. The release of funds by TfL is based on a process that records the progress of the works against approved spending profiles. TfL makes payments against certified claims as soon as costs are incurred, ensuring the Council benefits from prompt reimbursement.

9.1.3 Use of the funding for purposes other than those for which it is provided may result in TfL requiring repayment of any funding already provided and/or withholding provision of further funding. TfL also retains the right to carry out random or specific audits in respect of the financial assistance provided.

9.1.4 Future maintenance costs from this scheme will be contained within existing revenue budgets.

## 9.2 Legal Implications

9.2.1 Under the Greater London Authority (GLA) Act 1999, the Mayor is empowered, through TfL, to provide grants to London Boroughs to assist with the implementation of the Transport Strategy. TfL is charged with responsibility of ensuring that the key rationale for allocating grants is the delivery of the Mayor's Transport Strategy.

9.2.2 Section 62 of the Highways Act 1980 provides a general power for the Council to improve highways. A number of shared pedestrian/cycle spaces are created as part of the scheme. The relevant part of the footway is 'removed' under the powers in section 66(4) of the Highways Act 1980, and a cycle track is 'constructed' under section 65(1).

9.2.3 The Road Traffic Regulation Act 1984 provides powers to regulate use of the highway. In exercising powers under the Road Traffic Regulation Act 1984, section 122 of the Act imposes a duty on the Council to have regard (so far as practicable) to securing the 'expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians and cyclists) and the provision of suitable and adequate parking facilities on and off the highway'. The Council must also have regard to such matters as the desirability of securing and maintaining reasonable access to premises and the effect on the amenities of any locality affected.

9.2.4 The recommendations within this report are within the Council's powers and duties.

## 9.3 Property Implications

9.3.1 There are no corporate property implications arising from this report.

## 10. KEY RISKS

10.1 The key risks relating to the scheme are summarised below together, where relevant, with steps taken to mitigate the level of risk:

<b>Risk Category</b>	<b>Comments/Mitigation</b>
<b>Strategic</b>	<b>Risk:</b> Not delivering health and other benefits associated with an increase in levels of cycling. <b>Mitigation:</b> Corporate support for the Cycle Enfield programme and funding from TfL.
<b>Operational</b>	<b>Risk:</b> Disruption during construction. <b>Mitigation:</b> Traffic management arrangements will be designed to minimise disruption for local residents.

	Roadworks will also be co-ordinated to take account of other work in the area.
<b>Financial</b>	<b>Risk:</b> Insufficient funds/cost escalation. <b>Mitigation:</b> Funding from TfL has been allocated to the scheme and the estimated implementation cost falls within the available budget.
<b>Reputational</b>	<b>Risk:</b> Opposition to the scheme from some local residents/ organisations. <b>Mitigation:</b> There is an on-going communication exercise to explain the case for change and wider benefits that are generated from this scheme.
<b>Regulatory</b>	<b>Risk:</b> Failure to comply with statutory requirements. <b>Mitigation:</b> The scheme is being delivered by experienced designers.

## 11. IMPACT ON COUNCIL PRIORITIES - CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

### 11.1 Good homes in well-connected neighbourhoods

The scheme directly supports the Council's commitment to reduce congestion, improve air quality and encourage people to walk and cycle.

### 11.2 Sustain strong and healthy communities

The scheme also helps to deliver the Council commitment to improve health by promoting active travel.

### 11.3 Build our local economy to create a thriving place

Wider investment in the walking & cycling network forms part of the Council's strategy to support our high streets and town centres by providing safe and easy access to local shops and services.

## 12. EQUALITIES IMPACT IMPLICATIONS

12.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. We need to consider the needs of these diverse groups when designing and changing services or budgets so that our decisions do not unduly or disproportionately affect access by some groups more than others. The Public Sector Duty Act 2010 requires Local Authorities, in the performance of their functions, to:

- Eliminate discrimination, harassment, victimisation and other prohibited conduct
- Advance equality of opportunity

- Foster good relations

12.2 In recommending this proposal we have considered the needs of all highway users including those from the protected characteristic groups. All members of the community have full access to the highways however it is recognised that some protected groups may have practical problems in using the service. We are confident that these proposals will ensure that everyone will continue to benefit from this service. An Equalities Impact Assessment is at Annex D.

Age	Slight positive impact – Modernisation of signals infrastructure introduces countdown signals, providing users of all ages with information on the time available to cross.
Disability	Slight negative impact – Possible conflict for visually impaired users by shared pedestrian/cycle areas and footway level cycle tracks. This will be mitigated by the use of tactile paving and the introduction of appropriate signage to indicate to cyclists that they do not have priority in this space. Crossing facilities across the junction are marked out to provide separate walking and cycling provision.
Gender reassignment	Neutral impact - No specific impacts identified.
Marriage or civil partnership	Neutral impact - No specific impacts identified.
Pregnancy and maternity	Neutral impact - No specific impacts identified.
Race	Neutral impact - No specific impacts identified.
Religion or belief	Neutral impact - No specific impacts identified.
Sex	Neutral impact - No specific impacts identified.
Social economic	Slight positive impact – Any impact on social economic inequality is likely to be low, as those on low incomes are less likely to own cars, meaning they are more likely to walk or cycle and this proposal promotes active health and provides a safer area for this to occur.

### **13. PERFORMANCE AND DATA IMPLICATIONS**

- 13.1 This scheme will have limited impact on performance when considered in isolation. However, when considered as part of a wider active travel network, the scheme will contribute to a number of key targets, including those relating to improving the health of adults and children in the Borough, reducing the number of vulnerable road users injured on our roads, and increasing the use of sustainable means of travel.

### **14. PUBLIC HEALTH IMPLICATIONS**

- 14.1 The scheme is part of the Council's plans to improve the Borough's walking & cycling infrastructure, which provides a unique opportunity to improve the health of the Borough's residents and address health inequality.
- 14.2 Compared to those who are least active, sufficient physical activity reduces all-cause mortality and the risk of heart disease, cancer, mental health issues and musculo-skeletal disease by approximately 20 to 40%. These conditions account for 70% of the NHS budget.
- 14.3 25.4% of Year 6 pupils in Enfield (aged 10-11) are obese, higher than in London or England as a whole (22.6% and 19.1% respectively). 41% are either overweight or obese compared to 37.2% in London and 33.5% in England. This is the 6th highest in London.
- 14.4 Cycling can be a very effective means of integrating physical activity into everyday life. Improving cycling facilities in the Borough also has the potential to significantly increase the disposable income all residents in the Borough. Other benefits to the individual could include greater access to employment, education, shops, recreation, health facilities and the countryside.

#### **Background papers**

None.

#### **List of Appendices:**

Appendix A: Scheme drawings

Appendix B: Traffic Order Notice

Appendix C: Orders to be made & other features

Appendix D: Equality Impact Assessment

PL 19/036 P



# Enfield Council Predictive Equality Impact Assessment/Analysis

NB if there is likely to be an impact on different groups of staff as a result of this proposal, please restructure predictive EQIA form

<b>Department:</b>	<b>Environment &amp; Operational Services</b>	<b>Service:</b>	<b>Healthy Street:</b>
<b>Title of decision:</b>	<b>Approval of Cycle Enfield Proposals for the A1010 North</b>	<b>Date completed:</b>	
<b>Author:</b>	Richard Eason	<b>Contact details:</b>	X0698

**1 Type of change being proposed:** (please tick)

New Project	<input checked="" type="checkbox"/>	Policy change or new policy	<input type="checkbox"/>	Grants and commissioning	<input type="checkbox"/>
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**2 Describe the change, why it is needed, what is the objective of the change of the change:**

With a growing population, poor health and a declared climate emergency, Enfield enable an increase in the levels of active travel across the Borough. This project i corridor and looks to implement segregated cycling lanes, as well as deliver a ran

**3 Do you carry out equalities monitoring of your service? If No please state**

The 'service' in this instance relates to users of the A1010 North corridor, inclu community uses located along the route. However, there is limited specific info the range of service users, which includes private vehicles users; taxis/minicab and cyclists. This is partly due to the range of organisations involved in providir difficulty in collecting relevant monitoring data. Equalities monitoring was carri North engagement. This highlighted that older people are less likely to be supp

who have a disability. To help address this, continued engagement with all affected groups and post implementation to help address issues that are identified.

<b>4. Equalities Impact</b> Indicate Yes, No or Not Known for each group	Disability	Gender	Age	Race
1. Does equalities monitoring of your service show people from the following groups benefit from your service? (recipients of the service, policy or budget, and the proposed change)	Yes	Yes	Yes	Yes
2. Does the service or policy contribute to eliminating discrimination, promote equality of opportunity, and foster good relations between different groups in the community?	N/A	N/A	N/A	N/A
3. Could the proposal discriminate, directly or indirectly these groups?	No	No	No	No
4. Could this proposal affect access to your service by different groups in the community?	Yes	No	Yes	No
5. Could this proposal affect access <u>to information</u> about your service by different groups in the community?	No	No	No	No
6. Could the proposal have an adverse impact on relations between different groups?	No	No	No	No

If Yes answered to questions 3-6 above – please describe the impact of the change (including : the service will be doing to reduce the negative impact it will have.

Although not supported by data, it is likely that all of the protected groups are users of the A101

The two protected groups impacted by the A1010 North proposals are Age and Disability.

### **Protected characteristic: Age**

There are positive impacts in that segregated cycling facilities will enable a wide age range of p able to choose to cycle safely. This can contribute towards better health and remaining physical

There is potential for negative impacts which are captured below, along with mitigating actions:

- Possible conflict at bus boarders – this has been mitigated by careful design of these features, including b clear they are entering into a shared space area.
- Possible conflict if pedestrians drift into cycle lane where level tracks are provided – this is mitigated by i lane, as well consistently using a buff colour as a contrasting surface from the footway materials.
- Loss of pedestrian refuges and right turn pockets – the speed of general traffic is expected to be reduced making it safer to cross away from formal crossing points. There is an increase in formal crossing facilities
- Change in road layout can create uncertainties whilst users adapt to the new road layout – a series of cor an effort to raise the profile of the programme. There is also engagement activity with local community g

### **Protected characteristic: Disability**

There are positive impacts through the provision of side road treatments and other junction imp should assist wheelchair users and people with restricted mobility.

There is potential for negative impacts which are captured below, along with mitigating actions:

- Possible conflict at bus boarders – this has been mitigated by careful design of these features, including b clear they are entering into a shared space area.
- Possible conflict in areas where cyclists and pedestrians are sharing space – in addition to the bus stop b does occur, signage will be included and different materials used to provide a contrast, including the use shared areas.

- Loss of parking for blue badge holders – blue badge holders will continue to be able to park in marked bays introduced experimentally in a number of locations along the corridor as part of the scheme. Blue badge down and pick-up.
- Reduced opportunity for dial-a-ride to pick up and set down – the traffic order has been drafted to enable this within the lightly segregated cycle lanes.
- Change in road layout can create uncertainties whilst users adapt to the new road layout – a series of consultation events will be held as an effort to raise the profile of the programme. There is also engagement activity with local community groups through the Enfield Disability Action with a view to arranging events to help communicate new designs and listen to user feedback and design adjustments.

\*If you have ticked yes to discrimination, please state how this is justifiable under legislation.

## 5. Tackling Socio-economic inequality

Indicate Yes, No or Not Known for each group

	Communities living in deprived wards/areas	People not in employment, education or training	People with low academic qualifications
Will the proposal specifically impact on communities disadvantaged through the following socio-economic factors?	Yes	Yes	Yes
Does the service or policy contribute to eliminating discrimination, promote equality of opportunity, and foster good relations between different groups in the community?	Yes	Yes	Yes
Could this proposal affect access to your service by different groups in the community?	Yes	Yes	Yes

If Yes answered above – please describe the impact (including any positive impact on social ecor applicable.

The A1010 North project will have a positive impact on people living in deprived wards / areas by shift from car use to more active forms of travel has the potential to increase financial resilience b The project could also have a positive impact on people who are currently unemployed by making courses and job interviews. There is the potential for a positive impact on people with low income: alternative then travelling by car or public transport. There is also potential to have a positive impact opportunities for physical activity and helping to tackle obesity. Physical activity has been shown t disease, diabetes, musculo-skeletal problems, mental illness by 20 – 40% depending on the conc

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## **6. Review**

How and when will you monitor and review the effects of this proposal?

Monitoring and evaluation will take place throughout the delivery of the scheme and during a post opportunity for design adjustments, as well as for example the implementation of additional blue k

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# Enfield Council Predictive Equality Impact Assessment/Analysis

NB if there is likely to be an impact on different groups of staff as a result of this proposal, please complete predictive EQIA form

## Action plan template for proposed changes to service, policy or budget

Title of decision: **Approval of Cycle Enfield Proposals for the A1010 North**

Team: Healthy Streets Programme      Department: Environment & Operational Services

Service manager: Richard Eason

Identified Issue	Action Required	Lead Officer	Timescale/ By When	Funder
Stakeholder Engagement	Improve / maintain dialogue with disability groups before, throughout construction period and post implementation.	Richard Eason	Ongoing	Funder
Continue to minimise equalities barriers throughout implementation phase	Ensure contractor considers needs of vulnerable users throughout construction phase.	Richard Eason	Throughout Construction	Funder
Scheme publicity	Continue to promote changes to the community through information and events.	Richard Eason	Throughout construction and during the period post completion	Funder
Monitoring	Conducting of project monitoring, including the provision of a reporting mechanism to capture ongoing issues	Richard Eason	Ongoing	Funder

Please insert additional rows if needed

**Date to be Reviewed:**

**APPROVAL BY THE RELEVANT DIRECTOR - NAME: Doug Wilkinson SIGNATURE.....**

**This form should be emailed to [joanne.stacey@enfield.gov.uk](mailto:joanne.stacey@enfield.gov.uk) and be appended to any deci**





## MUNICIPAL YEAR 2017/2018 REPORT NO. 2019/20

Action taken under delegated authority

### REPORT OF:

Kari Manovitch, Director of Customer Experience & Change (Acting)

<b>Agenda – Part:1</b>	<b>Item:</b>
<b>Subject: Transformation Restructure</b>	
<b>Wards: All Wards</b> <b>Key Decision No: KD3258</b>	
<b>Cabinet Member consulted:</b>	

Contact officer and telephone number: Helen Finnemore: 020 8379 3162,  
email: [helen.finnemore@enfield.gov.uk](mailto:helen.finnemore@enfield.gov.uk)

### 1. EXECUTIVE SUMMARY

- 1.1 The restructure of the Council's Transformation Service is part of a Council wide restructuring of Services, to reduce posts wherever possible in order to deliver savings, as part of the Council's Medium-Term Financial Plan.
- 1.2 This report outlines the new Transformation Service structure and associated staffing costs for this structure, as per the structure in Appendix A. There is also a summary of the benefits identified for each in-flight Programme, attached in Appendix B.
- 1.3 The new Service structure, provides the expertise and capacity to enable Transformation to complete its existing Programmes and Projects, and subsequently deliver business priority Programmes and Projects that are in the pipeline, and any other emerging Council priorities.
- 1.4 The structure which includes moving staff from Fixed Term to Permanent contracts, was approved by EMT on the 23/04/19.

### 2. RECOMMENDATIONS

- 2.1 To approve a total budget of £1.644m for Transformation staffing salary costs for the new structure. This consists of the following funding sources: £0.317m revenue budget, £0.713m recharges to capital projects, £0.375m recharged to the HRA, and £0.239m Flexible Use of Capital Receipts. It should be noted however, that the HRA Transformation staffing salary costs presented within this DAR have already been approved as part of the Better Council Homes Workplan Cabinet Report, on the 13<sup>th</sup> February 2019.
- 2.2 To approve moving Transformation staff from Fixed Term to Permanent contracts. This budget will be required to increase annually as per annual staff salary uplift and staffing increment increases.

### **3. BACKGROUND**

- 3.1 For a number of years, the Council has invested in a centralised Business Transformation Service with a portfolio of Programmes which has supported change across the Council.
- 3.2 A department restructure at the end of 2016 saw the closure of Enfield 2017 and the creation of the Transformation Service. At this point, the majority of staff in the department were appointed to roles on a Fixed Term contracts basis, with the assumption that these posts would be funded through the ICT Capital Programmes budget, which Cabinet approved to fund IT Capital Programmes and Projects.
- 3.3 Whilst the assumption was that Transformation posts would be funded through the ICT Capital Programmes budget, it was not possible to fund all posts in this way, as some of the Programmes / Projects did not include the delivery of IT.
- 3.4 The Transformation Service manages a diverse Portfolio of Programmes, current and pipeline are outlined below, designing, planning and managing activity on behalf of Directors across the council, hiring and managing specialist IT and other resources, as required for each individual project:

#### **Programmes / Projects currently in-flight**

- **Better Council Homes Programme**
  - Service improvements (Includes Contact Centre improvements and Insourcing of Council Repairs Service)
  - Design / Delivery of new 'Target Operating Model'
  - Civica Housing System (Various aspects which includes Workflow 360 EDRMS, Hope Integration Project, Repairs Diagnostic Tool – (There are IT Project resources to deliver technological aspects))
- **Build the Change Programme**
  - Intranet Project
  - Collaboration (Sharepoint)
  - New Device roll out
  - Asset Management System replacement
  - Flexible Working Project
  - Operational Buildings Review
  - Property Strategy and Development Project
- **Payments Programme**
  - Payments Methods and Modes – Direct Debit Upfront, Paperless DD, E-billing, Messaging, Counter Service offering, VAT reconciliation
  - Capita Aim - Replacement of Autopay Kiosks and Replacement of Worldpay with Capita SCP

- Commercial Microsite
- Customer Experience Programme
  - Customer Journey Project – Recruitment and onboarding
  - Customer Journey Project – Planning Applications
  - Learning & Development, Workforce and Culture Change
  - Digital Access Centres
  - Customer Insight and Performance Monitoring
  - Digital offer:
    - Telephony contract re-procurement
    - Enterprise telephony project
    - Website and Enfield Connected software upgrades (Evolve)
    - Bartec Integration for the waste service and its customers
    - Digital customer platform & CRM
- Children's Services (including Schools) Transformation Programme
  - LiquidLogic – Children's Portal
  - LiquidLogic – Delegation Portal
  - LiquidLogic – Finance Integration Project (ContrOCC implementation)
  - SEN Finance Service Improvements – Synergy implementation
  - Educational and Health Care Plans Needs Assessment Process Improvements (Synergy implementation)
  - Educational Psychologists / Health and Emotional Well Being Team Service Improvements (Synergy implementation)
  - Children's Centre Improvements – Synergy implementation
- Health and Adult Social Care Transformation Programme
  - New Case Management System - Eclipse implementation
  - Customer Portal (My Life)
  - Safeguarding Eclipse Development
  - Adult Social Care Localities

### **3.6 Projects/ Programmes in the pipeline for 2019 and beyond**

Additionally, Transformation resources will be required to deliver business priority Programmes and Projects that are in the pipeline, and any other emerging Council priorities.

### **3.7 Benefits of a centralised Transformation Service Team**

The benefits of a centralised Transformation Service are summarised below:

- Enables the delivery of major Transformation Programmes led by the vision and the strategy of the Directors leading them. This includes the delivery of new operating models, structures, processes, and culture, driven by user needs and enabled by technology

- Provides a hub which is a centre of excellence for innovation, which helps Directors develop new transformation strategies to meet the challenges of increased demand and reduced funding
- Staff are qualified experts in Programme and Project Management, and Practitioners' of change who successfully lead and manage change
- Provide a robust approach to benefits mapping, profiling, measurement and realisation
- Encourages the cross-fertilisation of ideas, knowledge and skills
- Offers good value to the organisation because of the economies of scale

### **3.8 Funding the Transformation Service**

There has been no increase to the Service's revenue budget in this restructure. Future transformation Programmes / Projects will seek full funding approval through business cases and DARs and include the full cost of the Programme / Project.

The total annual staffing cost of the new service structure is £1.644m. This will be funded from the following sources in the short term:

- £0.317m Revenue Budget
- £0.713m recharges to Capital Projects
- £0.375m recharges to the Housing Revenue Account (HRA)
- £0.239m Flexible Use of Capital Receipts

As project resource needs, scope and timings are often subject to change, so is the amount of activity that can be funded from the IT capital programme. The £0.713m of Transformation resource funded by capital projects could go up or down.

### **3.9 Summary of Transformation Service restructure timelines**

The service restructure proposal including indicative salary costs, and moving staff from Fixed Term to Permanent contracts, was approved by EMT on the 23/04/19. A staff consultation process ran from 23/05/19 – 22/06/19, preceded by consultation with the Trade Unions. The intention is to assimilate staff to roles and commence recruitment in August 2019.

Whilst posts are being deleted, due to a high number of vacancies there are still more posts than employees, so no redundancies are expected.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

### **Do Nothing**

4.1 This is not a viable option, for the following reasons:

- The council needs to conclude its large portfolio of Transformation projects but staff contracts were too short to enable this
- Fixed term contracts have created a 50% staff turnover within the Service, which in turn has led to a high number of vacancies, challenges with recruitment, and reliance on costly interims, increasing the running costs of the service
- The council will not be able to redesign its services and introduce significant changes to meet new demands, achieve efficiencies and reduce costs, without dedicated capacity to do this.

## **5. REASONS FOR RECOMMENDATIONS**

5.1 The new Service structure outlined, provides the expertise and capacity to enable Transformation to complete its existing Programmes and Projects, and subsequently deliver business priority Programmes and Projects that are in the pipeline, and any other emerging Council priorities.

5.2 Moving staff from Fixed Term to Permanent Contracts will help attract and retain staff, reducing reliance on expensive interims.

5.3 The total annual staff cost for Transformation in 2018/19 was £1,736,000. The annual costs for the new staff structure for 2019 /20 are £1,644,400.

## **6. COMMENTS FROM OTHER DEPARTMENTS**

### **6.1 Financial Implications**

The total cost and funding sources for this staffing structure are detailed in section 3.8 of the report. This represents a reduction in overall cost of the structure from 2018/19 however this will not result in budget savings.

It should be noted that £0.239m from the flexible use of capital receipts is required to fund the proposed staffing structure. This is in addition to the items that were agreed to be funded from capital receipts in the Council Budget Report 2019/20. Therefore, this decision will need to be agreed at Council, where the schedule of projects supported will be required to ensure full compliance with the government's requirements. It will also depend on the amount of capital receipts that can be generated in any financial year but this is currently forecast to be sufficient for 2019/20.

The Council's Strategy is to reduce the reliance on capital receipts to fund transformational activity and therefore this is only proposed to be a short-term solution and this approach is in line with the Council Strategic Asset Management Plan. The long-term funding will need to be addressed through

the budget setting process for 2020/21 onwards as part of the Council's Medium-Term Financial Strategy.

However, the £0.239m may vary dependent on project resource needs, scope and timings and where services are delivering transformation and change that attracts specific government funding, this funding will be used.

The amount generated through capital recharges will be dependent on the requirements of each capital project and the availability of capital funding and therefore will need to be reviewed on an annual basis and this may also have an impact on the amount required from the flexible use of capital receipts.

There are potentially redundancy implications related to the restructure, but opportunities created within the restructure will mitigate this risk and as stated in paragraph 3.9 no redundancies are currently expected.

## **6.2 Legal Implications**

The restructure has been carried out in accordance with employment law, steered by HR advisors.

## **6.3 Property Implications**

None

## **6.4 Procurement Implications**

None

## **6.5 ICT Implications**

None

## **7.0 KEY RISKS**

Recruitment – that we are unable to attract appropriate candidates to vacancies. We will seek to address this through working with HR to sell the benefits of working for Enfield Council in an exciting service area.

## **8 IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

### **8.1 Good homes in well-connected neighbourhoods**

The Transformation service supports this objective through managing the Better Homes Programme on behalf of the Director of Housing.

### **8.2 Sustain strong and healthy communities**

The Transformation service supports this objective through managing the Programmes on behalf of the Director of Housing, Director of Children & Families, the Director of Education and the Director of Adult Social Care and Health.

### **8.3 Build our local economy to create a thriving place**

The Transformation service supports this objective through managing the Build the Change Programme on behalf of the Director of Property & Economy.

## **9 EQUALITIES IMPACT IMPLICATIONS**

Whilst posts are being deleted, due to a high number of vacancies there are still more posts than employees, so no redundancies are expected.

## **10 PERFORMANCE AND DATA IMPLICATIONS**

N/A

## **11 HEALTH AND SAFETY IMPLICATIONS**

N/A

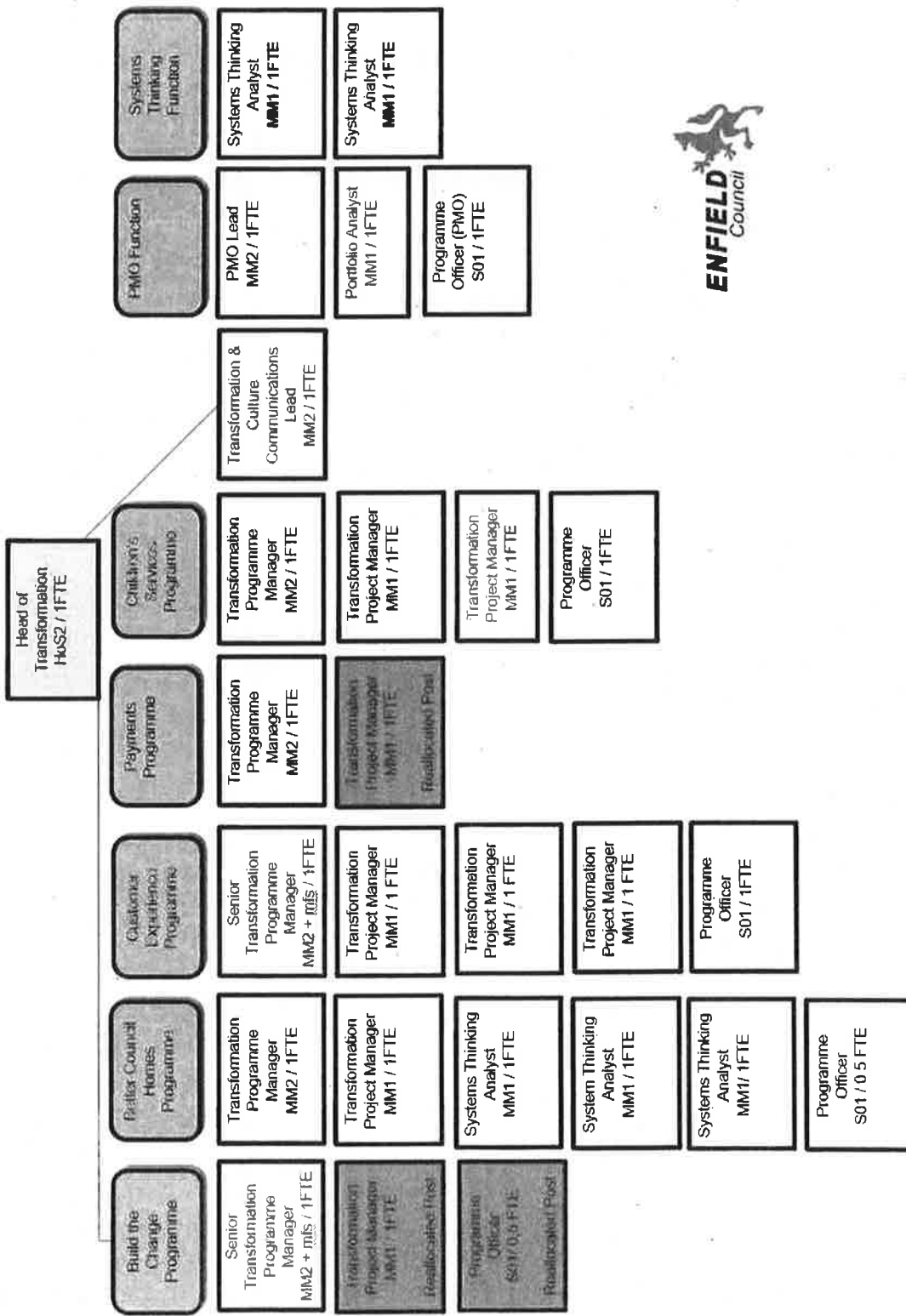
## **12 PUBLIC HEALTH IMPLICATIONS**

N/A

### **Background Papers**

Please refer to Appendices A and B

# Appendix A





## Appendix B

Programme	Financial Benefits	Non-Financial Benefits
<p><b>Payments Programme</b></p>	<ul style="list-style-type: none"> <li>• Payment Methods &amp; Modes - £400k (£200k in 19/20 and 20/21 respectively).</li> <li>• Please nb: a savings of £176k has already been delivered through the Capita AIM Project. These savings were enabled through a reduction of manual processing, and were delivered as part 2016 Exchequer Hub restructure.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce demand on Council through channel shift, which includes reducing FTE effort to take and process payments, and reduction of cash / cheque payments</li> <li>• Increase in the number of payments being made by Direct Debit</li> <li>• Improved customer experience</li> <li>• Elimination of ICT resource to remediate Interface Post Office issues</li> <li>• Payment Card Industry Compliance - ensuring regulatory /statutory compliance and avoiding the risks and costs of non – compliance</li> <li>• Increase in Payments being made prior to service delivery: "Pay Up Front"</li> </ul>
<p><b>Health and Adult Social Care Transformation Programme</b> (Eclipse, MyLife Portal, Adult Social Care Localities Project)</p>	<ul style="list-style-type: none"> <li>• It is expected that the programme will contribute to the savings targets for Adults Social Care in the Medium-Term Financial Plan of £250k</li> </ul>	<ul style="list-style-type: none"> <li>• More efficient and effective services by streamlining processes and making more effective use of supporting IT systems resulting in improved productivity.</li> <li>• More empowered ASC staff and increased staff satisfaction</li> <li>• Improved response to demand and demographic pressures</li> <li>• Improved communication and information sharing across the care pathway</li> <li>• More accurate performance reporting</li> <li>• Improved customer and staff experience when interacting with Health and Adult Social Care and other council services</li> </ul>
<p><b>Children's Services Transformation Programme</b></p>	<ul style="list-style-type: none"> <li>• Early Years (3-4) Service Improvements - Synergy Implementation - Cost avoidance of £52k per annum, without these changes, in order to manage the increase in demand, staff headcount would have needed to increase by an additional 1.57 FTE. Additionally, reduction of 1FTE Brokerage Manager position</li> </ul>	<ul style="list-style-type: none"> <li>• Streamlining, automating and improving business processes thereby improving staff efficiency and effectiveness</li> <li>• Streamlining, automating and improving customer and supplier facing processes and experiences</li> <li>• 'Single view of the child' - improve quality and efficiency of information sharing, enabling collaborative working between partners, parents / carers and providers, leading to improved outcomes for children and their families</li> <li>• Ensure that the right data / information is available to people at the right time</li> </ul>

	<ul style="list-style-type: none"> <li>• Children's and Delegation Portal – Reduction of 1FTE Admin position from Pathway – post removed / saving already made</li> <li>• Eliminate paper records and therefore reduction in cost of off-site storage in future</li> <li>• Implementation of Provider Portal – payments administration to be managed via a portal, therefore reduction of payments administration costs, which includes no longer scanning Children's Services Provider invoices by Restore Scan.</li> <li>• Reduction in printing, photocopying and postage costs as a result of new streamlined and automated processes EHCP process.</li> <li>• Decommission - MoMo IT system – Saving of £6.9K per annum from April 2020</li> <li>• LiquidLogic – Finance Integration – reduction of admin for Social Workers, which will increase each Social Worker's capacity by 10% (Equivalent of 5TEs across all Social Workers)</li> </ul>	<ul style="list-style-type: none"> <li>• Easier and quicker to collate information and respond to statutory timeframes</li> <li>• Deliver accurate and timely data for financial reporting, which will enable effective budget scrutiny and management, and support the commissioning of services</li> <li>• Manage demand for services</li> <li>• Reduce service delivery costs</li> <li>• Systems being developed / implemented are fully compatible with the Council's digital platform and allows application and infrastructure integration, making it easier to share information between systems, providing a single view of the child</li> </ul>
<p><b>Better Council Homes Programme</b> (Civica Housing System, Insourcing of Repairs, Development of New Target Operating Model)</p>	<ul style="list-style-type: none"> <li>• Decommission Northgate Housing System annual licences costs of circa 90k.</li> </ul>	<ul style="list-style-type: none"> <li>• Streamlining, automating and improving business processes thereby improving staff efficiency and effectiveness.</li> <li>• Enabled workforce – staff have the systems / tools / training to do their job effectively</li> <li>• Measured reduction in contact demand</li> <li>• Measured reduction in failure demand – right first time</li> <li>• A more positive customer experience. Fewer complaints from customers</li> <li>• Improved customer experience</li> <li>• Measured increase in customer satisfaction</li> <li>• Improved collaborative working with other teams and partners</li> <li>• Support the local community and local supply chain</li> </ul>

<p><b>Build the Change</b> (Device Roll Out, Sharepoint, Intranet, Asset Management Systems Replacement, New Ways of Working / Cultural Project, Capital Buildings Programme including Hubs implementation)</p>	<ul style="list-style-type: none"> <li>• Reduce the number of buildings that Council operates from and thereby reduce cost.</li> <li>• Opportunity to create income by selling and / or leasing LBE owned assets</li> <li>• Decommission R Drive and associated data storage costs by implementing Sharepoint</li> <li>• Decommission old intranet and support costs</li> <li>• Reducing paper records, and any costs associated with storing of paper files / records.</li> </ul>	<p>Improve the condition of Council properties</p> <ul style="list-style-type: none"> <li>• Staff productivity - employees are enabled to be more efficient and effective, because they have the appropriate equipment, and new ways of working best practice is imbedded.</li> <li>• Quicker, more accurate Internet and Intranet content, increasing productivity and reducing query generation</li> <li>• Quicker, more accurate search results on Intranet and file sites</li> <li>• Saved user time in locating and working on single, up-to-date, cloud-hosted documents</li> <li>• Better information management practices enabling faster retrieval of information by staff</li> <li>• Enable collaborative working internally and with external partners</li> <li>• Increased staff satisfaction due to a better working environment.</li> <li>• Council is an attractive place to work recruiting high quality staff, with improved staff retention</li> <li>• Creation of Community Hubs - deliver conveniently located multi-purpose hubs in town centres, offering single access points for service provision (including partners), delivery of community activities and events, creating community office space. These Hubs will grow and improve Enfield's Town Centres, making Enfield a great place to work and live.</li> </ul>
<p><b>Customer Experience Programme</b></p>	<p>Staff savings will be achievable from customers using self-service channels such as the website, automated telephone and kiosks</p> <p>Staff savings will be achievable from making processes more efficient, reducing customers having to chase or complain, getting things right first time</p>	<ul style="list-style-type: none"> <li>• Fewer customers requesting staff support via all communication channels (face to face, phone, email support).</li> <li>• Less failure demand</li> <li>• A more positive customer experience. Fewer complaints from internal &amp; external customers</li> <li>• Staff are more empowered when talking to Customers</li> <li>• More efficient and effective Service processes</li> </ul>

