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THE CABINET

Wednesday, 17th October, 2018 at 8.15 pm in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA

Membership:

Councillors : Nesil Caliskan (Leader of the Council), Daniel Anderson (Deputy Leader of the Council), Yasemin Brett (Cabinet Member for Public Health), Alev Cazimoglu (Cabinet Member for Health & Social Care), Guney Dogan (Cabinet Member for Environment), Achilleas Georgiou (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety & Cohesion), Dino Lemonides (Cabinet Member for Housing), Mary Maguire (Cabinet Member for Finance & Procurement) and Ahmet Oykenner (Cabinet Member for Property and Assets)

Associate Cabinet Members

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

Dinah Barry (Associate Cabinet Member – Non Voting), George Savva MBE (Associate Cabinet Member – Non Voting) and Ahmet Hasan (Associate Cabinet Member – Non Voting)

NOTE: CONDUCT AT MEETINGS OF THE CABINET

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

Cabinet are advised that any recommendations included within the reports being considered by Cabinet as part of this agenda, that are for noting only, will not be subject to the Council's call-in procedures. Such recommendations are not deemed to be decisions of the Cabinet, but matters of information for the Executive.

AGENDA – PART 1

1. APOLOGIES FOR ABSENCE

2. DECLARATION OF INTERESTS

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

DECISION ITEMS

3. URGENT ITEMS

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

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

4. DEPUTATIONS

To note, that no requests for deputations have been received for presentation to this Cabinet meeting.

5. ITEMS TO BE REFERRED TO THE COUNCIL

To note that there are no items to be referred to full Council.

6. PHASE 2 SAVINGS AND INCOME GENERATION PROPOSALS (Pages 1 - 10)

A report from the Director of Finance is attached. **(Key decision – reference number 4746)**

(Report No.87)
(8.20 – 8.25 pm)

7. QUARTERLY CORPORATE PERFORMANCE REPORT (Pages 11 - 30)

A report from the Director of Finance is attached. (Non key)

(Report No.88)
(8.25 – 8.30 pm)

8. THE ENFIELD TRANSPORT PLAN INCORPORATING THIRD LOCAL IMPLEMENTATION PLAN (STATUTORY DOCUMENT) (Pages 31 - 260)

A report from the Executive Director Place is attached. **(Key decision – reference number 4707)**

(Report No.89)
(8.30 – 8.35 pm)

9. COMMERCIAL STRATEGY (Pages 261 - 290)

A report from the Commercial Director is attached. **(Key decision – reference number 4742)**

(Report No.91)
(8.35 – 8.40 pm)

10. ENERGETIK FUNDING OPTIONS (Pages 291 - 300)

A report from the Commercial Director is attached (Report No.95, agenda part two also refers). (Non key)

(Report No.92)
(8.40 – 8.45 pm)

11. THE APPROACH TO REDUCING HOMELESSNESS AND TEMPORARY ACCOMMODATION IN ENFIELD (Pages 301 - 316)

A report from the Executive Director Place is attached. (Non key)

(Report No.93)
(8.45 – 8.50 pm)

12. MOBILE TELEPHONE MASTS AND TRANSMITTERS ON CIVIC BUILDINGS: REVIEW OF COUNCIL POLICY DECISION (Pages 317 - 324)

A report from the Commercial Director is attached. **(Key decision – reference number 4685)**

(Report No.94)
(8.50 – 8.55 pm)

13. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

To note that there are currently no issues arising from the Overview and Scrutiny Committee for consideration at this meeting.

14. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 325 - 330)

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

15. MINUTES (Pages 331 - 344)

To confirm the minutes of the previous meeting of the Cabinet held on 12 September 2018.

INFORMATION ITEMS

16. ENFIELD STRATEGIC PARTNERSHIP UPDATE

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

17. DATE OF NEXT MEETING

To note that the next Cabinet meeting is scheduled to take place on Wednesday 14 November 2018.

CONFIDENTIAL ITEMS

18. EXCLUSION OF THE PRESS AND PUBLIC

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

MUNICIPAL YEAR 2018/2019 REPORT NO. 87**MEETING TITLE AND DATE:**

Cabinet
17 October 2018

Agenda – Part:1	Item: 6
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<p>Subject: Phase 2 Savings and Income Generation Proposals</p> <p>Wards: All</p> <p>Key Decision No: 4746</p>

REPORT OF:

Director of Finance

Contact officer and telephone number:

Fay Hammond, Director of Finance
0208 379 2662

<p>Cabinet Members consulted: Nesil Caliskan, Leader of the Council and Mary Maguire, Cabinet Member for Finance and Procurement</p>

E mail: fay.hammond@enfield.gov.uk

<p>1. EXECUTIVE SUMMARY</p> <p>1.1 This report sets out an update on the progress of budget development for 2019/20 to 2022/23 and puts forward Phase 2 proposals for savings and income generation.</p>

<p>2. RECOMMENDATIONS</p> <p>That Cabinet:</p> <p>2.1 Notes the progress made to date in the preparation of the 2019/20 budget.</p> <p>2.2 Agree that the savings proposals of £4.9m and income generation proposals of £2.9m set out in Appendix A to this report be progressed, and</p> <p>2.3 Agree that the 2019/20 Budget Consultation proceeds in consultation with the Cabinet Member for Finance and Procurement</p>

3. THE FINANCIAL POSITION

- 3.1 On 25 July Cabinet received an update on budget development and agreed the first phase of savings proposals for 2019/20. The report highlighted the difficult financial position and the uncertainty over future government funding after the end of the current four-year settlement for 2019/20. There has been widespread coverage of the general pressures across the sector, and the difficulties all local authorities are now facing, and this was discussed in more detail in the July Budget report.
- 3.2 As noted in July, for the 2019/20 financial year the starting budget gap was £18m and workstreams were established to bring forward proposals for income generation and savings to balance this gap. First phase savings agreed to be progressed in July totalled £2.9m. Proposals to bridge the remaining gap will be presented for agreement in two more phases. Phase Two is included in this report and Phase Three will be presented in December with the aim of setting a near final balanced budget for 2019/20.
- 3.3 As set out in the revenue monitoring report to Cabinet in September, the forecast budget overspend for the current financial year is £9.2m after the application of £2.3m capital receipts. Starting with the most significant overspends, a robust review is being undertaken of the reasons for the in-year overspends and the short and longer term management actions that are needed to address these. Through this process it is anticipated that cost pressures will be identified that will need to be considered as part of the budget report to Cabinet in December. In the interim the November monitoring report will include an update of this scrutiny and challenge process. The forecast variance at the year-end will need to be met from a contribution from the council's general balances, though it is intended to keep this as low as possible. As set out in the July cabinet report, robust reserves would help us manage pressures in the short to medium term. It will be critical to ensure an adequate level of reserves going forward, in the light of in-year pressures on budgets and the uncertainty of future funding.

4. SECOND PHASE OF SAVINGS PROPOSALS

- 4.1 An update on the second phase of proposals for savings and income generation that have been identified is set out in Appendix A, and Cabinet is recommended to agree that these savings be progressed. Cabinet are asked to note that one of the income generation proposals, to raise £2,673k over a four-year period from selling additional cemetery plots, is based on new capital investment of £1,136k, and if the proposal is agreed, the capital expenditure will be reflected in a revised capital programme. The saving in the July 2018 Budget Report, based on reducing CCTV revenue spending of £400k a year by charging it to the capital programme, will also be reflected in a revised programme.
- 4.2 A summary of the savings and income generation proposals by workstream is set out in Table 2 below, with progress against 4-year targets in Table 3.

Table 2: Savings and Income Generation Proposals by Workstream	2019/20		
	Phase 1	Phase 2	Total
	£000	£000	£000
Workstreams:			
Corporate Services and Access	(460)	(3,483)	(3,943)
Children's Services	(66)	(95)	(161)
Adult Social Care	(337)	(655)	(992)
Housing, Property and Regeneration	(1,132)	(1,254)	(2,386)
Environment	(904)	(493)	(1,397)
Public Health	0	(1,850)	(1,850)
Total	(2,899)	(7,830)	(10,729)

Table 3 Savings and Income Generation Proposals against Target	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Target	(18,000)	(8,500)	(5,000)	(5,000)
Phase 1 (July Budget Report)	(2,899)	(206)	(319)	(358)
Phase 2 (October Budget Report)	(7,830)	497	(290)	(41)
Total Savings & Income Phases 1 & 2	(10,729)	291	(609)	(399)
Further Savings Needed	(7,271)	(8,791)	(4,391)	(4,601)

5. BUDGET CONSULTATION

- 5.1 It is proposed to conduct a budget consultation with Enfield residents to inform decision making on the 2019/20 budget. This would be achieved by including information about Enfield's financial challenges in Our Enfield, with an invitation for residents to take part in an online consultation, including a budget simulator, where residents can model the impact of funding reductions on different services. This consultation will be complemented by presentations to the Health and Wellbeing Board and the Voluntary Sector Strategy Group Meeting. It is intended to launch the consultation shortly, with the aim of allowing the maximum consultation period before it is reported to Overview and Scrutiny Committee Budget Meeting on 15th January. OSC's comments and a summary of the consultation findings will be reported on to February Cabinet.

6. BUDGET CHALLENGE

- 6.1 Additional scrutiny is being applied to the budget process this year through a councillor and officer budget challenge panel chaired by the Cabinet Member for Finance and Procurement during November. This will include consideration of areas such as, what services have not been subject to savings in 2019-20, review of the deliverability of the savings or income generation proposed and information on the equalities impact.

7. NEXT STEPS AND TIMETABLE

- 7.1 Work streams will continue to identify savings options for the 2019/20 budget and beyond, and there will be a further progress report to Cabinet in December. The planned timetable is set out in Table 3 below.

Table 3: Budget Timetable	Date
Budget Challenge Panel	November 2018
Overview and Scrutiny Committee	07 November 2018
Cabinet report – Phase 3 Savings and Income Generation Proposals	12 December 2018
Draft Local Government Finance Settlement	December 2018
Budget Consultation	Autumn 2018
Overview and Scrutiny Committee Budget Meeting	15 January 2019
Final Local Government Finance Settlement	January/February
Cabinet and Council – Final Budget and Council Tax for 2019/20	13 February 2019 and 27 February 2019

8. ALTERNATIVE OPTIONS CONSIDERED

- 8.1 The Council operates a budget planning and consultation process during which a wide range of options are considered in detail.

9 REASONS FOR RECOMMENDATIONS

- 9.1 The Cabinet needs to manage the 2019/20 financial planning process having regard to constraints in public spending.

10. COMMENTS OF THE DIRECTOR OF FINANCE AND OTHER DEPARTMENTS

10.1 Financial Implications

Financial implications are implicit in the body of the report. By planning an effective budget round and considering financial resources in the light of the Council's strategic priorities and other resources, the framework for the development of the budget is robust and in line with service delivery requirements. By considering risk as part of this process, council reserves and balances will be appropriately set to ensure the continued financial stability of the Council.

10.2 Legal Implications

The Council has various legal and fiduciary duties to arrange for the proper administration of its financial affairs. This report sets out the lawful basis upon which recommendations will be made to note progress made in preparation of the 2019/20 budget and agree savings proposals for 2019/20 and beyond. The Council's budget-setting process is set out in the Constitution.

As part of these recommendations, officers will undertake equality impact assessments to help secure compliance with the Council's ongoing duties under the Equality Act to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; and advance equality of opportunity between people who share a protected characteristic and those who do not and foster good relations between those who share a protected characteristic and those who do not. Members must consider how their decisions will contribute towards meeting these duties in the light of other relevant circumstances such as economic and practical considerations.

Members should note that some of the actions to deliver proposed savings for future years have not yet taken place and may require specific statutory and/or legal procedures to be followed.

10.3 Property Implications

There are savings proposals in this report which will impact on Property. The Director of Property, Regeneration and Environment has been fully involved in the development of these proposals and will make appropriate arrangements to manage their impact.

11. KEY RISKS

The budget risks during 2018/19 are being managed through detailed revenue monitoring reports. Departments are acting to minimise budget pressures and to align departmental spend to budget.

12. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

12.1 The savings proposals in this report are part of the budget development process for the 2019/20 budget and for future years. The budget will be developed in support of the Council's priorities:

- Good homes in well-connected neighbourhoods
- Sustain strong and healthy communities
- Build our local economy to create a thriving place

13 EQUALITIES IMPACT IMPLICATIONS

13.1 As part of the development of the 2019/20 budget, Heads of Service are undertaking equality impact assessments of savings proposals requiring change or new services and policies and evaluating how the proposals will impact on all parts of the community. Heads of Service will identify what actions will be taken to mitigate against the worst adverse impacts at the end of their EQIA.

14 PERFORMANCE MANAGEMENT IMPLICATIONS

14.1 This report provides clear evidence of sound financial management and efficient use of resources.

15 HR IMPLICATIONS

- 15.1 To date the Council has implemented a robust redeployment programme and worked closely with the trade unions to identify initiatives which have minimised the number of compulsory redundancies over the past three years. Given the financial pressures identified in this report, the Council will be exploring a range of options to ensure that its human resources are appropriately used and allocated in the future with a view to delivering efficient services with reduced budgets.

16 PUBLIC HEALTH IMPLICATIONS

- 16.1 Heads of Service will consider whether the savings proposals could have an adverse impact on Public Health and will take action to mitigate any impact.

Background Papers

None.

Savings and Income Generation Proposals, October 2018	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Savings				
Workstream: Environment				
Traffic and Transportation This proposal relates to a restructuring in Traffic and Transportation, which could impact on time to progress applications and capacity to bid for external funding although mitigating measures will be put in place.	(45)	0	0	0
Planning Policy This is a reduction in the Local Plan Consultancy budget.	(50)	0	0	0
Total for Environment	(95)	0	0	0
Workstream: Adult Social Care				
Contract management This is the management of annual contract uplift arrangements to service providers.	(450)	0	0	0
Physical Disability Clients This involves the provision of appropriately adapted accommodation with support for younger disabled clients in residential care to reduce more expensive less appropriate placements.	(105)	0	0	0
Voluntary and Community Sector This saving will come from a reduction in funding provided to the voluntary and community sector.	(100)	0	0	0
Total for Adult Social Care	(655)	0	0	0
Workstream: Children's Services				
Looked After Children This is based on reducing expenditure in the core budget but increasing the provision via grant funding streams.	(75)	0	0	0
Youth Offending Unit This is a proposal to reduce the use of sessional workers and running costs in the Youth Offending Unit.	(20)	(20)	0	0
Total Children's Services	(95)	(20)	0	0
Workstream: Public Health				
Public Health Savings realised from contract renegotiation and redesign of preventative services will be used as substitute funding in areas and activities of the Council that support the improved achievement of public health outcomes across the wider determinants of health.	(1,850)	937	0	0
Total Public Health	(1,850)	937	0	0

Savings and Income Generation Proposals, October 2018	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Workstream: Corporate Services and Access				
Operational Support Team This saving follows a restructure and decentralisation of the operational support team.	(120)	0	0	0
Energy this saving will be achieved through various energy saving initiatives.	(150)	150	0	0
Internal Audit This saving will be achieved by replacing a bought in service with in-house provision.	(42)	0	0	0
Corporate Budgets This is based on reducing the budget for interest charges. The budget may need to increase in future years.	(1,200)	0	0	0
Legal Team This saving is based on recharges made for internal legal support to the Housing Revenue Account and capital projects.	(200)	0	0	0
Communications This saving is based on changing the Council newsletter (Our Enfield) to a digital newsletter and increasing the frequency and the reach of the e-newsletters as well as stepping up our social media activity.	(100)	0	0	0
Communications This saving is based on stopping producing and distributing two editions of the Enjoy Enfield place marketing publication and changing two editions of the Enjoy Enfield marketing publication to a digital newsletter.	(100)	0	0	0
Communications: Meridian Water media and marketing support This saving is based on additional communications support for Meridian Water in line with the project aim to reduce costs spent on external agencies, with a recharge to the project.	(84)	0	0	0
Customer Services/Access Centres This reflects the increased level of support in recharges to the HRA.	(162)			
Total Corporate Services and Access	(2,158)	150	0	0
Workstream: Housing, Property and Regeneration,				
Capital Charges This saving is based on capitalisation of the Urban Design Team's staff time on the Meridian Water project.	(24)	0	0	0
Total Housing, Property and Regeneration	(24)	0	0	0
Total Savings Proposals	(4,877)	1,067	0	0

Savings and Income Generation Proposals, October 2018	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
Income Generation				
Workstream: Environment				
Cemeteries Mausoleum and Vaulted graves sales This is additional income from Southgate Cemetery. This proposal requires additional capital investment of £1,136k, which it is proposed to add to the capital programme.	(338)	(390)	(60)	(31)
Parks Assets Income This proposal relates to marketing of empty and end of lease assets within the Boroughs parks portfolio to generate income, reduce the maintenance burden and improve social benefits derived from the properties.	(60)	0	0	0
Total Environment	(398)	(390)	(60)	(31)
Workstream: Corporate Access and Services				
Council Tax Base Review This relates to budgeting for higher levels of council tax payments. The figure will be kept under review as tax base information for the current year is updated.	(1,250)	0	0	0
Library Service This is based on increasing the income target.	(75)	0	0	0
Total Corporate Services and Access	(1,325)	0	0	0
Workstream: Housing, Property and Regeneration				
Meridian Water Meanwhile Use This involves using income generated by Meridian Water meanwhile use to support the General Fund.	(1,190)	(180)	(230)	(10)
Filming This is based on achieving additional income from filming on council sites.	(40)	0	0	0
Total Housing, Property and Regeneration	(1,230)	(180)	(230)	(10)
Total Income Generation Proposals	(2,953)	(570)	(290)	(41)
Total Savings and Income Generation Proposals	(7,830)	497	(290)	(41)

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MUNICIPAL YEAR 2018/2019 REPORT NO. 88

MEETING TITLE AND DATE:Cabinet – 17th October 2018**REPORT OF:**

Director of Finance

Contact officer and telephone number:

Sam Buckley 020 8379 3362

E mail: Sam.Buckley@enfield.gov.uk

Agenda – Part: 1	Item: 7
Subject: Quarterly Corporate Performance Report	
Wards: All Non Key	
Cabinet Member consulted: Cllr Daniel Anderson	

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 challenging financial environment, 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 quarterly report on the new Corporate Performance Scorecard that reflects the Council priorities as outlined in the new Council Business Plan and local resources, demand etc. The report attached at Appendix 1 shows the Quarter 1 performance for 2018/19 and compares it to the Council's performance in Q1 17/18.
- 1.4 Appendix 2 focuses on a selection of priority measures where performance is currently off target and or direction of travel is negative. For each measure an action plan with delivery timeframes has been provided to demonstrate what is being done in each service area to address underperformance. This is a live document, which will be updated as progress is made.

2. RECOMMENDATIONS

That Cabinet notes, for information only, the progress being made towards achieving the identified key priorities 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 The Corporate Performance Scorecard has been developed to demonstrate progress towards achieving the Council's aims and key priorities as set out in the Council Business Plan. The performance measures are grouped under the Council's new strategic aims of the People and the place and Our Guiding principles. 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 quarterly to the Executive Management Team and Cabinet. Following the Cabinet meeting the performance tables are published on the Council's website.

4. PERFORMANCE

- 4.1 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 quarter 1 performance for 2018/19 and compares it to the Council's performance at the end of Q1 2017/18. The report includes performance data relating to a number of statutory data returns that are supplied to central government. Where appropriate, explanatory comments are provided in the column next to the performance information.
- 4.2 Appendix 2 focuses in more detail on areas that have been highlighted as being areas of concern given longer term trends. This report analyses closer the performance and trend data and sets out actions being taken to address underperformance in those areas.
- 4.3 **Financial Indicators**
This section provides an overview of the Council's financial health.
- 4.4 **Priority Indicators**
The scorecard groups performance indicators under the Council's strategic aims as set out in the new corporate plan. Where a target has been set, performance is rated as green if it is on or exceeding the target; amber where the target has been narrowly missed, but is still on track; and red where performance is below the target set for the year.

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

5. ALTERNATIVE OPTIONS CONSIDERED

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

6. REASONS FOR RECOMMENDATIONS

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

7. COMMENTS OF 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 – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD

a. Good Homes in well-connected neighbourhoods

The scorecard includes indicators that measure the Council's progress in providing good homes and reducing temporary accommodation across the Borough.

b. Sustain strong and healthy communities

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

c. Build our local economy to create a thriving place

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.

10. EQUALITIES IMPACT IMPLICATIONS

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.

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

Cabinet Review: 2018-19 Performance Review

Report Author: Joanne Stacey
Generated on: 11th September 2018



1. Resource Management: Budget Monitor		
Category	Notes	Status
FR&CS 100 Income & Expenditure Position – Year end forecast variances	Year-end variances of £9.2m overspend have been forecast to date in relation to General Fund net controllable expenditure. Departments are developing actions to mitigate the pressure to offset identified pressures.	
FR&CS 101 Capital Position – Year end forecast variances	The total revised 2018/19 capital budget, including the HRA was £318.1M. As at Q1, following reprofiling and other adjustments, the forecast year end position is £282.7m. We do not report variances on the Capital programme during the year as they are dealt with through reprofiling into future years.	
FR&CS 102 Income & Expenditure Position – HRA	The HRA is projecting a £0.045m overspend at year-end outturn against budget.	
FR&CS 103 Income & Expenditure Position – DSG	The DSG is forecasting a £0.138m overspend at year-end outturn against budget.	
FR&CS 104 Cash Investments: Borrowing & Cash Flow	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.	
FR&CS 105 Balance Sheet – General Fund balances year end projections	The outturn projection for General Fund balances will meet the Council's Medium Term Financial Strategy target based on the use of uncommitted reserves to meet one-off overspends in 2018/19.	
FR&CS 106 Progress to Achieving Savings MTFP (Current Year)	Savings monitoring has identified a total of £10.5m that have been risk rated as undeliverable and a further £8.0m that are at risk of delivery. These are reflected in the reported overspend for July 2018.	

2. Good Homes in Well Connected Neighbourhoods

(a) Planning								
Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
NI157a BV109a % MAJOR applications determined within target	100%	100%	100%	75%	87.5%	88%	88%	Apr - 1/1, May 3/3, Jun - 3/4 Q1 / YTD - 7/8 (87.5%) Due to the small number of major applications, monthly performance can be disproportionately influenced by single decisions. Regular monitoring is undertaken to ensure performance on major applications is maximised. Note: The target for 2017/18 was 85% this was increased to 88% for 2018/19 following EMT decision to aim for the London average.
NI157b BV109b % MINOR applications determined within target	85.9%	74.1%	53%	50%	59.8%	85%	85%	Apr - 43/58, May - 35/66, Jun - 20/40 Q1 / YTD - 98/164 (59.8%) Performance has been affected by the current workloads within the team and the recent turnover of staff. There have also been difficulties in recruiting replacement suitably qualified planning officers. A recruitment process is underway and a strategy for improving performance in the next Quarter is to be deployed. Note: The target for 2017/18 was 80% this was increased to 85% for 2018/19 following EMT decision to aim for the London average.
NI157c BV109c % OTHER applications determined within target	90.2%	76.1%	74.4%	71%	73.9%	89%	89%	Apr - 89/117, May - 90/121, Jun - 76/107 Q1 / YTD - 255/345 (73.9%) Performance has been affected by the current workloads within the team and the recent turnover of staff. There have also been difficulties in recruiting replacement suitably qualified planning officers. A recruitment process is underway and a strategy for improving performance in the next Quarter is to be deployed. Note: The target for 2017/18 was 85% this was increased to 89% for 2018/19 following EMT decision to aim for the London average.
ENV247 % 2 year rolling MAJOR applications determined within target	77.2%	85.7%	87.7%	86.6%	86.6%	86%	86%	58 of the 67 major planning applications determined within the last 24 months were processed within 13 weeks. Note: Target increased from 75% in 2017/18 to 86% 2018/19 following EMT decision to aim for the London average. Government threshold for special measures' is currently 60%.
ENV247a % 2 year rolling MINOR applications determined within target		82%	81.2%	80.5%	80.5%	85%	85%	1,327 of the 1,648 minor applications determined within the last 24 months were processed within 8 weeks. Note: Target increased from 70% in 2017/18 to 85% 2018/19 following EMT decision to aim for the London average.
ENV247b % 2 year rolling MINOR & OTHER applications determined within target		84%	83.5%	83.2%	83.2%	85%	85%	3,736 of the 4,492 minor and other applications determined within the last 24 months were processed within 8 weeks. Note: Target increased from 70% in 2017/18 to 85% 2018/19 following EMT decision to aim for the London average. Government threshold for special measures' is currently 70%.
ENV319 Number of undetermined Planning applications validated over 6 months ago				270	270			New point in time measure. Value reflects the position on the last day of the quarter.

(b) Housing

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
NI156i Number of households living in temporary accommodation	3292	3114	3187	3320	3320	3049	3049	New target to reduce numbers in TA by 200 by the end of 2018/19. At the end of 2017/18 Enfield had the 2 nd highest number of households nationally living in TA. There continues to be an increasing demand being placed on this service.
AUD FC003 Recovery of council properties fraudulently obtained, sublet or abandoned (Includes Council properties and TA properties)	22			27	27	25	100	Comprising of 17 Council Housing and 10 Temporary Accommodation properties. 23 up on Q1 in 2017/18 and 18 up on Q1 in 2016/17.
SGB144b Families with children in Bed and Breakfast accommodation for more than 6 weeks, excluding those pending review	14						0	Local data for Q4 shows 0 families in B&B. Published data for the same period shows 10 families with children in B&B over 6 weeks. There is a data cleansing exercise ongoing to ensure that local data is quality assured and used in the P1E return.

(c) Council Homes

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
HO002b Council Homes - Current Tenants: Total Arrears	£2,242,344	£2,417,350	£2,372,900	£2,435,143	£2,435,143	£2,450,000	£2,600,000	Target to restrict arrears increase to below £2.6m by March 2019 (increase due to universal credit roll out). Target set for arrears to increase by no more than £16,660 per month
TP150 Contractor monitoring by Council Homes of responsive repairs completed by agreed target date - (YTD)	94.7%	98.4%	97.1%	95.7%	95.7%	98%	98%	Data outturns are inclusive of all term contractor repairs that were raised in April 2018 (and completed by the end of June 2018). A total of 4,895 responsive repairs were completed in time from a total of 5,115 repairs completed.
TP123 Overall satisfaction with repairs service provided by Council Homes	97.7%	99.6%	99.3%	99.4%	99.4%	90%	90%	Percentages displayed in months represent cumulative year to date (YTD): 763 out of 773 (98.71%) surveys returned in respect of works orders issued (period April 2018 to July 2018 inc) indicated their satisfaction with the responsive repair service. Consideration is being given to outsourcing the surveys in future Monthly Snapshot for July 2018: 95.97% JOHN KNIGHTS TO UPDATE DATA

3. Build our Local Economy to Create a Thriving Place

(a) Education & Training

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
SCS117 % of 16-17 year olds not in education, employment or training (NEET) or not known (NK) (new Sept 2016)	9.1%	6.8%	6.8%	6.9%	6.9%	7		Target set at 7% for 2018/19 and will be reviewed once comparative data is published. We will analyse other LA's data to help set a correct target for Enfield. Our local target last year was 7%. This was a marked improvement but still had us below the anticipated London and England average. Enfield has moved positively out of the bottom 20% nationally. Q1 data shows our Neet's is 0.4% better than June last year along with also our Unknowns are 1.8% better than last year June 2017 and our participation is also up by 2.2%.

(b) Safeguarding Children

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
LAC18 (PAFCH39) Children looked after (CLA) per 10000 population age under 18	41.9	41.5	41.2	40.6	40.6	60	60	There has been a slight drop in Looked after Children over Q1. Latest Statistical Neighbours comparisons show Enfield having the lowest number of CLA per 10000 population under 18 with Wolverhampton (108*), Nottingham (92*) and Croydon (83*) being the 3 highest (*SN figures published for 2017) .
NI060A Percentage of C&F Assessments for children's social care that were authorised within 45 working days of their commencement	72.7%	71.6%	77.7%	79.7%	79.7%	80.0%	80.0%	Performance has been steadily improving over the past 12 months by 15%p from October last year. Since the 1st April 2018, 821 out of 1030 completed assessments have been authorised within 45 working days of the assessment start date. Performance has significantly increased over April, May and June and current figures indicate we are meeting our targets variance.
NI065 Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time - in the past two years	7.8%	8.1%	8.3%	8.6%	8.6%	8.0%	8.0%	This indicator counts children who had a previous child protection plan in the past two years. Of the 360 children who became subject to a Child Protection plan during the past 12 months, 31 had been on a previous Child protection plan in the past two years and 51 (14.2%) have had a previous CPP at some point.
SG11 (CS20) No of children on the CP Plan per 10000 children	26.9	28.9	30.7	33.4	33.4	43	43	281 children with a CP plan as at the end of July 2018. The number of children on CP plans per 10000 has increased since the same period last year but is still better than target figure of 43. July has seen 28 new CPP and 34 cessations. The current rate compares to 27 (225) as at July 2017.

(c) Libraries, Arts & Culture

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
LM04 Enfield Library Visits	289,411				370,301	300,000	1,200,000	Library visit are up 80,890 on Q1 2017/18
LM07.021 Enfield Town Library and Community Libraries (Issues & Renewals)	58281				56701	56500	226000	2018/19: Overall target for all libraries - 758,000. Target Enfield Town and community libraries): 226,000 (56,500 per quarter)
LM07.022 Edmonton Green Library and Community (Issues & Renewals)	17810				28594	28500	114000	2018/19: Overall target for all libraries - 758,000. Target for Edmonton Green and community libraries): 114,000 (28,500 per quarter)
LM07.023 Palmers Green Library and Community Libraries (Issues & Renewals)	48805				45351	45000	180000	2018/19: Overall target for all libraries - 758,000. Target for Palmers Green and community libraries): 180,000 (45,000 per quarter)
LM07.024 Ordnance Unity Centre Library and Community Libraries (Issues & Renewals)	16669				16532	16875	67500	2018/19: Overall target for all libraries - 758,000. Target for OUC and community libraries): 67,500 (16,875 per quarter)
ENV317 Participation in Council Led Arts Activities					65,540	66,404		Millfield Arts Centre, 32,340 Dugdale Centre 13,300 Forty Hall 17,300 Salisbury House 2600 TOTAL 65,540

(d) Physical Activity

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
ENV318 Satisfaction with Leisure Centre Users				75.9%	75.9%	75.9%	77%	Satisfaction measured over 9 key areas; Staff 86.08% Range of Activities 88.46% Building Condition 70.73% Cleanliness 63.41% Value for Money 77.50% Equipment 71.43% Ease of Booking 84.21% Ease of Gaining Information 66.67% Website 74.68%
LC001 Sports Development Sessions - Young People Attendances	8,510			8,521	6,000		60,533	Partner Figures from Tottenham Hotspur figures will be received at year end
LC002 Sports Development Sessions - Adult Attendances	11,436			10,970	10,000		47,862	Partner Figures from Tottenham Hotspur figures will be received at year end

4. Sustain Strong and Healthy Communities

(a) Adult Social Care								
Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
PAF-AO/D40s Number of clients reviewed in the year (of clients receiving any long term service)	20.95%	6.70%	13.42%	21.10%	21.10%	20.00%	80.00%	1107 Reviews completed out of 3969 LT Service Users. Over the last 2 years, we have seen an increase of 291 extra service users. Despite the additional pressure, the service has still been able to maintain performance and remain on target.
NI130(LTS-DP%) Percentage of current clients with LTS receiving a Direct Payment	59.74%	57.73%	57.78%	58.43%	58.43%	61.00%	61.00%	As at 2016/17 (the latest national data available), Enfield had the second highest percentage of clients using direct payments within the country. We are looking at ways to improve this further.
NI130s(%LTSs) Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support	100%	100%	100%	100%	100%	99.5%	99.5%	100% of clients (2708/2708) were in receipt of a Personal Budget or Direct Payment. Please note that this is taken as a snapshot in time.
NI131 (F10) Delayed transfers of care (days): Profile within Each Quarter	1562	488	838	1317	1317	1389	5570	The annual target of 5,570 represents a 3.75% reduction on last years performance of 5,787
NI131 (F11) Delayed Transfer of Care - Days Delayed (SOCIAL CARE Delays): Profile within Each Quarter	395	152	262	429	429	353	1,416	The Split of 429 days is 238 Non Acute and 191 Acute. Although slightly higher than at the same point last year, we remain confident of meeting the annual target
NI132 BV195 Timeliness of social care assessment (all adults)	93.5%	76.9%	86.7%	84.3%	84.3%	90.0%	90.0%	This measure now includes screening assessments (From April 2018). Performance around this measure is being reviewed to ensure we meet our 2018-19 target
NI135 Carers receiving needs assessment or review and a specific carer's service, or advice and information (Including Carers Centre)	9.86%	4.50%	9.35%	11.76%	11.76%	12.00%	48.00%	Although just off target, 11.76% (June 2018) actually represents an increase on the same period last year, when we were at 9.86% (June 2017). The numbers for the MH Trust have not been included this month. This is due to a change in systems within the MH Trust
NI145 Adults with learning disabilities in settled accommodation		83.9%	84.2%	83.5%	83.5%	81.0%	81.0%	This represents 592 out of 709 in settled accommodation
NI146(A) Number of adult learning disabled clients receiving LTS in paid employment	62	133	133	136	136	142	150	There is a target to increase this to 150 by March 2019 from a 2017/18 target of 140. From Q2 2017/18 this measure includes professional Support Clients
NI149 No. of adults receiving secondary mental health services in settled accommodation (percentage)	78.7%	85.8%	86.1%	86.9%	86.9%	85.0%	85.0%	Adults receiving secondary mental health services in settled accommodation -793; Those who have received secondary mental health services: 913 (86.86%)
NI150 No of Adults receiving secondary mental health services in employment	5.8%	5.8%	6.3%	6.3%	6.3%	6.0%	6.0%	Total number of adults who have received secondary mental health services in paid employment (i.e. those recorded as 'employed') at the time of their most recent assessment/formal review:58 Total adults who have received secondary mental health services at this point of the financial year: 913 (6.35%)
PAF-AO/C72 New Admissions to supported permanent Residential and Nursing Care (65+) per 100,000 population over 65	137.1	45.7	96.0	137.1	137.1	125.7	502.6	The represents 60 admissions as at the end of Q1. Further analysis of this is being undertaken with the service to understand and manage demand.
PAF-AO/C73 New Admissions to Residential and Nursing Care 18-64 (per 100,000 population).	0.98	1.46	2.44	2.92	2.92	1.44	5.85	This represents 6 admissions. 5 of the 6 admissions were for individuals over the age of 62 years.

(b) Public Health

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
DAAT-001 NDTMS Partnership Successful Completion Rate (%) for all Drug users in treatment (aged 18+), exc alcohol-only users:	16.2%	17.6%	19.0%		19.0%	20.0%	20.0%	Performance as at May 2019 is 19% against a target of 20%. May's performance is the highest recorded figure since the beginning of 2017-18.
PH002c New Baby Reviews completed (10-14 days after birth)	98%	N/A			98%	92%	92%	
PH002o Proportion of Young People exiting treatment in a planned way of all treatment exits	65%	N/A						
PH002r Number of children receiving Fluoride Varnish	2,233	N/A			1,674	1,375	5,500	
PH003h % of Enfield residents' attendance which were at Enfield Sexual Health Clinics		N/A					75%	Baseline figures for 2018/19 have been set above the end of year target for 2017/18 with an ambition of 75%.

(c) Waste, Recycling and Cleanliness

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
NI191 Residual Waste Per Household (kg)	153.9 kg per h/h					145 kg per h/h	580 kg per h/h	Measured quarterly, one month in arrears. Q1 data to follow not available process lag due to validation from North London Waste Authority. Q4 DATA PROVISIONAL - VALIDATION AWAITED Last 3 years data below. 2017/18: 604 kg (+3) 2016/17: 601 kg (-35) 2015/16: 636 kg (+19)
NI192 % of household waste sent for reuse, recycling and composting	39.1%						40%	There has been a reduction seen in the recycling rate over the last year. In 2016/17 when the fortnightly garden waste service was introduced there was a heavy communications strategy put in place to advise residents of the change, this resulted in increased participation. In 2017/18 as the service imbedded itself and the communications and engagement with residents reduced we have seen that the tonnages begin to decline to a similar rate seen in 2015/16. 2017/18: 35.9% (-1.3%) 2016/17: 37.2% (+1.3%) 2015/16: 35.9% (+2.6%)
PR002 # of customer reported street scene issues (inc. litter issues, bins, dog fouling, graffiti, leaves/weeds, fly posting, road sweeping)	209	57	78	103	238			238 issues reported as at Q1 2018/19, this is a decrease of 36 compared to Q4 2017/18 which was 274. Data for the last 5 quarters: Q1 2018/19 - 238 Q4 2017/18 - 274 Q3 2017/18 - 303 Q2 2017/18 - 177 Q1 2017/18 - 209

5. Communicate with You

(a) Customer Experience

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
CE 007 Customer Satisfaction: Webchat		83%	83%	82%	82%	85%	85%	Work continues to develop the Customer Experience Dashboard, measures will be reviewed and updated through 2018/19
GWH 002 Gateway Telephones - Answer Rate		74.5%	89.8%	89.9%	84.73%	88%	88%	
GWH 003 Gateway Telephones - Average Wait Time		0h 06m 09s	0h 02m 34s	0h 02m 36s	0h 03m 46s	0h 03m 00s		
GWH 014b Customer Services: % of Calls Answered Within 5 Minutes		45.7%	97.5%	97.7%	80.3%	97%	97%	

(b) Corporate Measures

(a) Complaints, MEQs, FOIs

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
COMP 01a All Departments - Complaints closed within 10 days (exc ASC & CSC Complaints that have individually negotiated Timescales)	58.1%		N/A		58.44%	92%		Quarter 1: 45 of 77 complaints (58.4%) closed within 10 days. Work continues to review data and performance.
FOI 01a All Departments - FOIs answered within 20 days	69.4%		N/A		68.24%	100%	100%	Q1: 232 of 340 (68.24%) answered within 20 days.
MEQ 01a All Departments - MEQs closed within 8 days	70.4%		N/A		75.3.44%	95%	95%	Quarter 1: 1094 of 1553 (70.4%) closed within 8 days

(b) Sickness Absence

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
BV012a Average Sick Days - Council Staff (rolling 4 quarters)	9.09				9.10	7.96	7.96	Target has been reduced from 8.50 in 2017/18 to 7.96 in 2018/19 to align with the average for London councils. Analysis being undertaken to support development of future strategies to reduce sickness absence.
BV012b Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)	3.20				3.46	2.80	2.80	Target has been reduced from 3.00 in 2017/18 to 2.80 in 2018/19 to align with the average for London councils. Analysis being undertaken to support development of future strategies to reduce sickness absence.
BV012c Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)	5.89				5.67	5.16	5.16	Target has been reduced from 5.50 in 2017/18 to 5.16 in 2018/19 to align with the average for London councils. Analysis being undertaken to support development of future strategies to reduce sickness absence.

(c) Payment of Council Invoices

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
INV004 Council Overall: Invoices Paid within 30 days	96.04%	96.79%	96.51%	95.3%	96.22%	95%	95%	
INV004 CEX Group: Invoices Paid within 30 days	97.38%	95.17%	93.89%	94.66%	94.59%	95%	95%	
INV004 PEOPLE Group: Invoices Paid within 30 days		96.95%	96.86%	94.87%	96.3%	95%	95%	
INV004 PLACE Group: Invoices Paid within 30 days		95.4%	95.1%	92.5%	94.4%	95%	95%	Quarter 1 Environment & Operations 1931 of 2057 inside target (93.9%); Housing & Regeneration 147/150 (98%); Director's Office 16/16 (100%); Property 406/426 (95.3%); Meridian Water 0/0
INV004 RESOURCES Group: Invoices Paid within 30 days		97.4%	96.65%	98.33%	97.56%	95%	95%	

6. Work Smartly For You

[a] Council Tax and Business Rates

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
BV009 % of Council Tax collected (in year collection) Combined	29.06%	11.55%	20.46%	30.15%	30.15%	29.06%	95.00%	End of June 2018 collection rate 30.15% (£46,308,569 collected / £153,608,772 net debit). Current target of 29.06% represents actual collection rate at June 2017
BV010 % of Business Rates collected (in year collection)	30.84%	9.37%	18.51%	27.23%	27.23%	30.84%	98.9%	End of June 2018 collection rate 27.23% (£33,709,481 collected / £123,802,244 net debit). Current target of 30.84% represents actual collection rate at June 2017. Internal debts are due to be settled in August which accounts for 3% of collection

[b] Benefits Processing & Support

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
BV079b(i) % of Housing Benefit Overpayments recovered.	80.61%	89.43%	103.06%	102.08%	102.08%	80.00%	80.00%	June 2018: £1,727,110 recovered of £1,691,842 overpayments identified (102.1%)
FCRCP32 Processing New claims - Housing Benefit (average calendar days - cumulative)	24.74	25.38	25.6	27.04	27.04	23	23	Q1; 1124 new claims/ 30,389 days - average 27.04 days. Universal Credit has reduced the number of straight forward HB new claims, leaving more complex still to be administered. The more notifications received that affect HB & CTS, the more resources are needed elsewhere to deal with the increasing manual processes. Priorities are being juggled and more attention is currently being given to new claims to bring performance within target.
FCRCP33 Processing Times for Benefit Change in Circumstances (average nos of calendar days) Cumulative YTD	4.69	5.4	5.84	6.42	6.42	7	7	01.04.18 - 30.06.18: 30,271 change of circumstances, 194,388 days (average 6.42 days)

7. Borough Information

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
PH003v A&E Attendance: % where less than 4 hours from arrival to admission, transfer or discharge		N/A			86%			Quarter 4 2017/18 : 78% (35,282 attendance seen within 4 hours; 45,235 attendances)
RLCPI 0012 Employment rate in Enfield - working age Population	70.1%						73.0%	Covers the period Apr-17 to Mar-18 for those aged 16-64. Employment rate for London - 74.2%. The unemployment rate for Enfield is 5.3% compared to 5.0% for London.
Adult Social Care Number of Service Users	6074			6453	6453			An increase of 379 service users in the year

Performance Indicator	2015/16		2016/17		2017/18		Latest Note
	Value	Target	Value	Target	Value	Target	
VE 001 Vibrant Economy Index	197	188	200	197	217	200	The Vibrant Economy index is compiled by Grant Thornton each year - Enfield is ranked 217th (of 324 LA areas), and is in the bottom 20% of LAs for "inclusion and equality" and "health, wellbeing and happiness" but in the top 20% for "resilience and sustainability" - no formal target but "red" if worse than the previous year (rank 200 of 324 in 2016)

(b) Community Safety

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
CS-SSCB009 Burglary - Residential Offences	421	201	197	186	584	421	2,209	New set of Community Safety measures from April 2018 - Actual number of offences shown for 2017/18 to provide benchmark for 2018/19 targets. Residential Burglary has increased in Quarter 1 by 38.7%, compared to the same time last year.
CS-SSCB010 Domestic Abuse Incidents	1,540	475	475	471	1,421	1,540	5,840	Domestic Abuse Incidents have decreased by 7.7% in Quarter 1, compared to the same time last year. There has been very little change in the incidents recorded per month in this Quarter, compared to last year.
CS-SSCB011 Domestic Abuse Violence With Injury Offences	235	58	86	74	218	235	937	
CS-SSCB012 Serious Youth Violence	111	42	36	32	110	111	392	
CS-SSCB013 Anti Social Behaviour Calls	2,373	801	733	758	2,292	2,373	9,086	
CS-SSCB014 Hate Crime Overall Total	145	41	47	45	133	145	471	
CS-SSCB015 Non Domestic Abuse Violence with Injury Offences	417	104	137	156	397	417	1,661	Non Domestic Abuse Violence With Injury offences have decreased by 4.8% in Quarter 1, compared to the same time last year. Although there has been a decrease in offences, they have continued to rise month by month since April 2018, but still remain lower than offences recorded by month the same time last year.

Indicator	Q1 2017/18	Apr 2018	May 2018	Jun 2018	Q1 2018/19		Annual Target 2018/19	Notes
	Value	Value	Value	Value	Value	Target		
CS-SSCB016 Violence against the Person Offences	1,969	660	776	768	2,204	1,969	7,798	Violence Against the Person Offences (includes non violent injury offences, such as Harassment) have increased by 11.9% in Quarter 1, compared to the same time last year. Offences have continued to increase in both Enfield and London in the same period.
SGB500 Number of knife crime offences YTD		54	59	60	173			173 knife crimes offences in Q1 2018/19 compared to 147 in same quarter in 2017/18 - Increase of 17.7%
SGB501 Number of knife possession offences YTD	59	8	27	14	49			49 knife possession offences in Q1 2018/19 compared to 59 in same quarter in 2017/18 - decrease of 16.9%
YOU NI 043.3 Number of Young people sentenced at court per month who are given a custodial sentence	7				4	9	36	Q1 has seen 4 Custodial sentences from April to June 2018 from 59 sentences. 1 Custodial Sentences in June 2018 from 20 sentences. 1 Custodial Sentences in May 2018 from 12 sentences 2 Custodial Sentences in April 2018 from 27 sentences.

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Appendix 2

Performance Review: Planning Application Profile: Major, Minor and Others



Generated on: 4th October 2018

Lead Director: Executive Director Place

Three Year Trend	Improvement Plan																																							
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Performance Review: Homelessness

Lead Director: Executive Director Place

Three Year Trend	Improvement Plan																																							
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Performance Review: Complaints, FOI's and Complaints

Lead Director: Director of Law and Governance

Three Year Trend	Improvement Plan																		
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Performance Review: Sickness Absence

Lead Director: Director of Law and Governance

Three Year Trend	Improvement Plan																																							
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MUNICIPAL YEAR 2018/2019 REPORT NO. 89**MEETING TITLE AND DATE:**

CABINET
17th October 2018

REPORT OF:

Executive Director - Place

Agenda – Part: 1	Item: 8
Subject: The Enfield Transport Plan Incorporating Third Local Implementation Plan (Statutory document)	
Wards: All Key Decision No: 4707	
Cabinet Member consulted: Cllr G Dogan	

Contact officer and telephone number: Dominic Millen, 020 8379 3398

E mail: Dominic.Millen@Enfield.gov.uk

1. EXECUTIVE SUMMARY

The report provides details of The Enfield Transport Plan that includes Enfield's Third Local Implementation Plan. A Local Implementation Plan is a statutory document that must set out a plan of how a borough proposes to implement the London Mayor's Transport Strategy in its area. It gives London local authorities the opportunity to present their programme of transport initiatives and projects and to show how and when they will address local transport issues in an integrated manner that is consistent with the Mayor's Transport Strategy across London.

2. RECOMMENDATIONS

- 2.1 To approve the draft of the Enfield Transport Plan that includes Enfield's Third Local Implementation Plan (contained in Appendix A).
- 2.2 To approve delegation to the Cabinet Member for Environment to:
 - 2.2.1 Finalise the consultation draft of the Local Implementation Plan for submission to Transport for London and other statutory consultees by 2nd November 2018.
 - 2.2.2 Finalise the final version of the Local Implementation Plan following consideration of the Strategic Environmental Assessment and both the statutory and non-statutory consultation responses received. Final version to be submitted for Mayoral approval by 15th February 2019.
- 2.3 To note that a borough may revise its Local Implementation Plan at any time if it considers it appropriate, although this is likely only to happen in response to a significant change in local circumstances.

3. BACKGROUND

- 3.1 A Local Implementation Plan (LIP) is a statutory document, prepared under Section 145 of the Greater London Authority Act 1999, which sets out how a London borough proposes to implement the London Mayor's Transport Strategy (MTS) in the borough locally. A LIP must contain the borough's proposals for implementing the MTS in its area. The proposals must be adequate for the purposes of delivering the MTS and consistent with it.
- 3.2 Enfield's first LIP covered the period 2005/06 to 2010/11 and related to the implementation of the first London MTS. Enfield's second LIP covered the same period as the revised MTS up to 20 years in perspective and included more specific delivery proposals for the three-year period 2011/12 to 2013/14. A new Mayor of London was elected in May 2016 and a revised MTS was published in March 2018. Enfield's third LIP covers the same period as the latest MTS (notionally up to 2041) and includes more specific delivery proposals for the three-year period 2019/20 to 2021/22.
- 3.3 The boroughs are essential partners in the delivery of the MTS, working with local residents, businesses and other stakeholders to deliver change and improvements. The boroughs' projects address local needs while also satisfying higher-level aims and contributing to sub-regional or London-wide economic and environmental objectives.
- 3.4 Enfield's LIP identifies key local issues, challenges and opportunities, and what the Borough plans to deliver in terms of policies, schemes and programmes to contribute to achieving the aims and outcomes of the MTS.
- 3.5 Enfield's LIP is focused on delivering improvements on the transport network which the Council is responsible for, via a wide-ranging programme which includes:
 - Cycling and walking infrastructure improvements through Cycle Enfield.
 - Encouraging active travel including through travel planning and measures to support people to walk and cycle.
 - Improving access to the public transport network with a focus on bus stops.
 - Making school travel more active, safe and sustainable.
 - Road safety measures including delivering Quieter Neighbourhoods.

- 3.6 Despite the breadth of the LIP programme, with limited funding available, there will be some issues which cannot be addressed. For this reason, evidence led prioritisation is important to make sure that limited resources are focused on areas with the greatest need, as well as where there are opportunities to achieve the most. It is also required in order to ensure that regional and local priorities are delivered in a cost effective and efficient manner.
- 3.7 Transport for London (TfL) will assess boroughs' LIPs on behalf of the Mayor to ensure that the requirements set out in previously provided guidance have been met. LIPs that meet the LIP guidance requirements will be recommended for formal approval by the Mayor. Where these requirements appear not to have been met, TfL may request that boroughs submit a revised LIP, within a given timescale, or may choose to meet with boroughs to discuss outstanding issues. The Mayor will then decide whether to approve LIPs that have been submitted. If the Mayor does not consider that a LIP satisfies the requirements set out in this guidance, or if a LIP is not submitted, the Mayor may exercise his powers under section 147 of The GLA Act and require a new LIP to be prepared or prepare one on behalf of the borough.
- 3.8 This third round of LIPs will become effective from April 2019. Boroughs are required to submit a draft for consultation to TfL, as a statutory consultee, by 2nd November 2018. It is for boroughs to decide when and how extensively they will consult with the other statutory consultees¹, however, they may consider it appropriate to do this at the same time as consulting with TfL. In the final version of the LIP, boroughs are required to provide evidence to show that all statutory consultees have been engaged with and demonstrate how their views have been taken into account. Other organisations/groups that have been consulted should also be identified.
- 3.9 Following completion of the consultation process, responses will be considered, and the LIP amended as necessary. The final version of the LIP will then be approved by the Cabinet Member for Environment prior to being submitted to TfL.
- 3.10 Having an agreed LIP is a requirement of receiving related funding from Transport for London which in 2018/19 is around £3.1m for Enfield and is currently forecast to be £2.7m in subsequent years

¹ Commissioner of Police of the Metropolis, TfL, organisations representing disabled people, other London boroughs affected by the LIP

3.11 THE MAYOR'S TRANSPORT STRATEGY (MTS) POLICY CONTEXT

3.11.1 The third MTS was published on 13 March 2018. The MTS details how London as a whole can address and tackle the transport challenges it faces. It aims to create new opportunities for Londoners by delivering affordable, reliable and safe transport services. In summary, the Mayor wants people to fundamentally change the way they move around the city as the current trends are increasingly causing problems for London.

3.11.2 The MTS explains how car dependency has contributed to an increase in poor public health across London. Streets can often be polluted, congested and dangerous – unwelcoming places to walk or cycle. Tube, rail and bus services can be overcrowded and sometimes unreliable and indirect, meaning there is no appealing alternative to car use for many.

3.11.3 To begin to resolve these problems, London must become a city where walking, cycling and green public transport become the most appealing and practical choices for many more journeys. These active and sustainable transport choices not only support the health and wellbeing of Londoners, but also the city as a whole by reducing congestion and providing the most efficient use of valuable street space.

3.11.4 The overarching aim of the strategy is for 80%² of all trips in London to be made on foot, by cycle or using public transport by 2041, compared to 63% today. A shift from car use to active, efficient and sustainable modes provides a long-term solution to the growth, health, environment and quality of life challenges that could undermine London becoming a more equitable, efficient, well-functioning and liveable city.

3.11.5 The Mayor's Transport Strategy sets out three priority areas for action by TfL, the London boroughs and other delivery partners. Under the three priority areas are nine outcomes of the MTS, these are defined as follows:

- **Healthy Streets and healthy people, including traffic reduction strategies**

² To achieve this overarching aim for London, some boroughs may need to achieve a higher mode share than 80%, while the expectation may be lower in other boroughs depending on the local context of population, the economy, the transport network and trip patterns. Each borough will need to contribute to the achievement of an individual trajectory, provided by TfL

- Outcome 1: London's streets will be healthy and more Londoners will travel actively
- Outcome 2: London's streets will be safe and secure
- Outcome 3: London's streets will be used more efficiently and have less traffic on them
- Outcome 4: London's streets will be clean and green
- **A good public transport experience**
 - Outcome 5: The public transport network will meet the needs of a growing London
 - Outcome 6: Public transport will be safe, affordable and accessible to all
 - Outcome 7: Journeys by public transport will be pleasant, fast and reliable
- **New homes and jobs**
 - Outcome 8: Active, efficient and sustainable travel will be the best option in new developments
 - Outcome 9: Transport investment will unlock the delivery of new homes and jobs

3.11.6 Achieving these outcomes and the magnitude of the desired change set out in the MTS will require the boroughs and TfL to work together to develop the right solutions.

3.11.7 A LIP must contain the borough's proposals for implementing the MTS in its area, a timetable for implementing the different proposals and the date by which all the proposals will be implemented. The proposals must be adequate for the purposes of delivering the MTS and consistent with it. Section 151 of the Greater London Authority Act 1999, states that a borough council 'shall implement all the proposals' contained in its LIP. The timetable and the deadline for implementation will also be assessed for adequacy by the Mayor.

3.11.8 It should be noted that even if a borough does not receive TfL funding, there is still a requirement to produce a LIP.

3.12 DEVELOPING ENFIELD'S TRANSPORT PLAN AND LIP

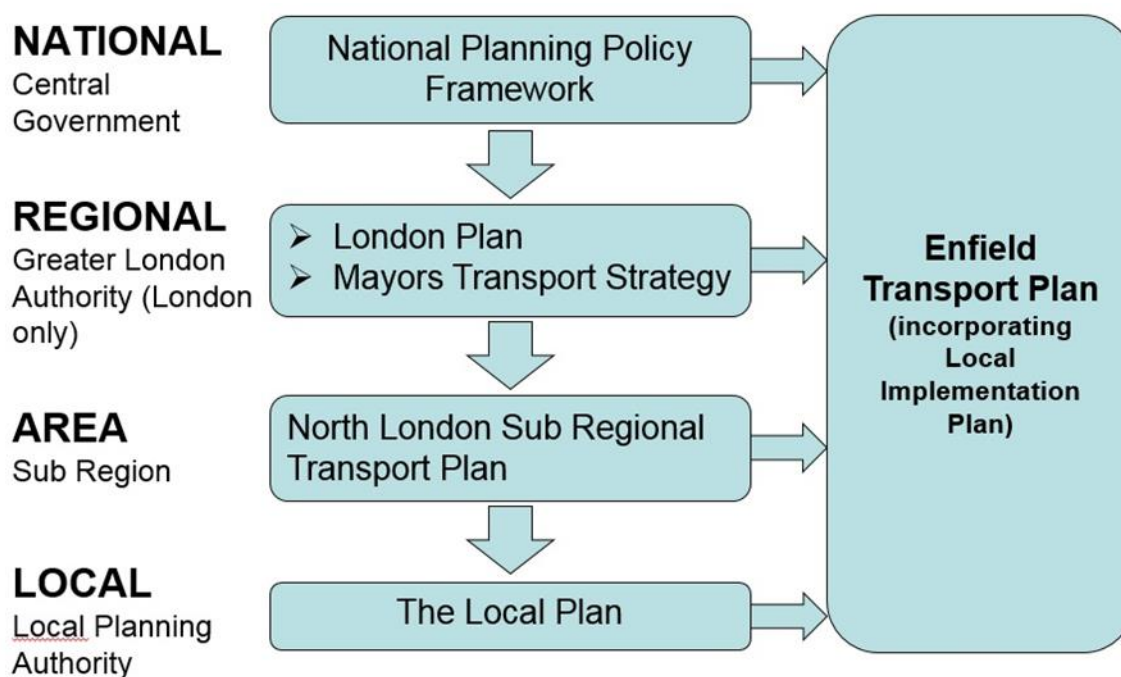
3.12.1 The LIP3 guidance documentation produced by TfL states that boroughs may name their LIP document in a way that complements a wider set of local planning or policy documents. However, it must be clear from the title or sub-title of the document that it is the borough's LIP.

3.12.2 We have drafted a Transport Plan (TP) that sets out how, in the context of the LIP process, the Council will improve travel to, within and from the borough and contribute to

wider economic, social and environmental objectives with a particular focus on improving health outcomes for our residents. It includes priorities and objectives for the borough with targets and outcomes to monitor progress with delivering the TP. The plan incorporates the requirement of Enfield's LIP in helping to deliver the MTS.

- 3.12.3 The important role of transport in improving health has been recognised and reflected in the TP. The biggest role of transport in health in Enfield is a positive one; it is the main way that people stay active. This is vital as everyone needs to be physically active every day to prevent a wide range of illnesses including heart disease, stroke, depression, type 2 diabetes and some cancers.
- 3.12.4 The health benefits delivered by Enfield's streets go far beyond the physical activity that people get from walking and cycling in the borough, although this is the biggest benefit and has great potential for health improvements in the future. Increased walking and cycling offers many other advantages including cleaner air, less noise, more connected neighbourhoods, less stress and fear, and fewer road traffic injuries. These issues are all connected, and to deliver the biggest benefits from more walking and cycling we need to ensure our streets invite people to walk and cycle whenever possible.
- 3.12.5 The TP does not set out binding policies, rather it pulls together key objectives, policies, themes and priorities from other documents and, in the context of the MTS and the transport network Enfield has responsibility for, looks at what can be delivered in the next three to five years given the resources we have at our disposal. This time period means the TP will extend to beyond the next London Mayoral election and then be ready for updating prior to local elections and the next funding periods for both national rail and TfL.
- 3.12.6 A longer time period was considered, as was the production of a formal Transport Strategy, however the development of a new Local Plan, which will include a range of longer term policies and priorities relating to transport, has guided us towards preparing a shorter-term plan which is focused on delivering transport services and networks which address existing challenges and prepare for longer term growth.
- 3.12.7 The TP also acts as bridge between existing planning documents and the new Local Plan, which will set out strategic policies and priorities in relation to transport.

3.12.8 The relationship between the TP and other key strategic documents is summarised in the chart below:



3.12.9 In line with LIP requirements, the TP will also detail our three-year programme of investment (2019/20 to 2021/22).

3.12.10 In developing the TP we have sought to:

- Set out an evidence base, clearly articulate short-term priorities for investment and highlight future requirements.
- Outline how the Council will achieve the MTS vision and priorities, while remaining locally relevant.
- Maintain ownership of our own programmes and retain the flexibility to reflect local circumstances.
- Identify opportunities to integrate transport improvements with wider local economic, social, health and environmental objectives.
- Build a framework to support the development of future policy documents or action plans including the Local Plan.

3.12.11 As well as the TP, there should also be a suite of supporting documents produced which will be developed in line with other programmes of work, including the Local Plan. These are likely to include a longer-term Transport

Strategy, Cycling and Walking Strategies along with supporting action plans.

3.13 THE STRUCTURE OF ENFIELD'S TP/LIP

3.13.1 The TP structure reflects the requirements of the LIP3 TfL guidance. The TP/LIP consists of:

- Foreword
- Section 1: Executive summary
- Section 2: Introduction to Enfield's Transport Plan
- Section 3: Enfield today
- Section 4: Challenges and opportunities
- Section 5: Our strategy for Enfield and Borough transport objectives
- Section 6: Delivering change
- Section 7: Performance monitoring
- Appendices

3.13.2 Section 3 provides the context for transport and travel in Enfield. An overview of the borough supported with evidence and facts.

3.13.3 Section 4 details our key challenges and opportunities and sets out the relevant policy context to which we must respond. This section also details our major regeneration plans and our aspirations for major transport improvement schemes.

3.13.4 Section 5 sets out Enfield's vision and the objectives of the TP. This section sets out the relationship between local challenges and MTS challenges, how meeting these will satisfy the MTS vision and priorities. It identifies local objectives that reflect both local and Mayoral priorities.

3.13.5 Section 6 sets out how the Borough will achieve its transport objectives. The centrepiece of the Plan is a costed and funded Programme of Investment, covering the period 2019/20 to 2021/22 and reflects the LIP funding settlement under TfL's Business Plan. The Programme of Investment sets out the measures and projects designed to effect delivery of the Borough's TP/LIP objectives and the policies and proposals in the MTS.

3.13.6 Section 7 identifies the targets and indicators which will be used to monitor progress against our objectives. This section of the Plan sets out the indicators and targets to be used to assess progress against delivery of TP/LIP

objectives and MTS outcomes; it is this that will determine our success or otherwise.

3.14 ENFIELD'S PRIORITIES AND OBJECTIVES

3.14.1 An important element of the TP is to define a set of evidence-based objectives which guide our work going forward. Seven objectives have been included in this initial draft. The objectives consider:

- Local challenges and opportunities.
- Our identified priorities.
- Emerging local priorities including those arising from the implementation of new policies and approaches as well as the early outputs of the Local Plan
- The MTS.

3.14.2 The central aim of the MTS is to create a future London that is not only home to more people, but also a better place for all those people to live in by adopting the Healthy Streets Approach. This means changing the transport mix and adopting a spatial approach to transforming the transport system.

3.14.3 Reducing Londoners' dependency on cars in favour of increased walking and cycling levels and greater public transport use will address health problems, make transport safer, reduce inequalities and limit environmental impact.

3.14.4 Paragraph 3.11.5 sets out the Mayor's identified priority areas for action by TfL, the London boroughs and other delivery partners. In preparing our local objectives a set of specific local priorities have been identified based on our challenges with a focus on health outcomes:

- Making active travel the natural choice, particularly for those trips less than 2km in length.
- Making more school trips safe, sustainable and healthy.
- Reducing the impact of private vehicles on our streets.
- Making the public transport network more reliable, accessible and the natural choice for longer trips.
- Maintaining our assets for the benefit of the public.

3.14.5 The below listed transport objectives have been identified following discussions with internal and external stakeholders (including the Cabinet Member for Environment). They are intended to be locally relevant

(rather than generic London wide objectives) as well as deliverable with the funding and time available:

- Deliver Cycle Enfield and supporting measures which encourage more cycling and walking in the borough.
- Promote safe, active and sustainable transport to and from schools.
- Monitor air quality and develop and deliver interventions which address local issues.
- Manage growing demand for on-street parking.
- Focus on and improve priority locations making them safer for vulnerable road users.
- Improve local reliability of and accessibility to the public transport network.
- Maintain and improve the transport network in Enfield including developing potential interventions.

3.14.6 Appendix B contains further information about the borough transport objectives and demonstrates how they support the policies of the MTS, Sub Regional Transport Plan and local priorities.

3.15 CONSULTATION AND TIMESCALES

3.15.1 A public consultation was carried out by the Mayor of London on the MTS, 6,110 public responses and 476 responses from stakeholders and businesses were received, this generated 43,550 discrete comments.

3.15.2 Section 145 (2) of The GLA Act places a duty on boroughs to consult the following persons or bodies when preparing their LIP:

- The relevant Commissioner or Commissioners of Police for the City of London and the Metropolis.
- Transport for London.
- Such organisations representing disabled people as the boroughs consider appropriate.
- Other London boroughs whose area is, in the opinion of the council preparing the LIP, likely to be affected by the plan.
- Any other body or person required to be consulted by the direction of the Mayor.

3.15.3 There is no requirement for a public consultation and timescales are short with the draft document requiring internal approval before being submitted for statutory consultation (to the above mentioned organisations) by 2nd November, 2018.

3.15.4 However, to gather the views of local stakeholders on the main elements of the Plan, a summary leaflet was sent out to those groups on the engagement database maintained by the Council's Consultation and Resident Engagement Services Team, as well as being placed on the public consultation section of the Council's website. In addition to this a presentation was given to the Public Transport Consultative Group (PTCG) meeting.

3.15.5 This draft takes into account comments received and the final version of the Plan will incorporate further comments from the statutory consultees.

Timescale	Activity - Milestone
October 2018	Cabinet Meeting.
November 2018	Statutory consultation on draft TP starts. This includes formal consultation with TfL and other GLA functional bodies.
December 2018	TfL responds to boroughs, advising on adequacy of their LIPs and other statutory requirements.
February 2019	Submit final TP/LIP to TfL for approval (amended LIP in response to consultation, including TfL's recommendations)
March 2019	Mayoral approval of final version of LIP

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 The Council has a statutory duty to prepare a LIP and the form and content of the document are specified in detailed guidance prepared by TfL. There are therefore very limited alternative options in terms of the need for and basic structure of the LIP³. However, there is some flexibility for the Council to develop programmes that meet its own transport priorities, providing that they also help with the implementation of the Mayor's Transport Strategy.

5. REASONS FOR RECOMMENDATIONS

5.1 The submission of the LIP and obtaining approval for the LIP are essential to qualify for the annual transport grants, which Enfield will benefit from to the order of £2.5+ million each year. The recommendations are seeking the necessary approvals that will enable the Council's Borough Annual Spending Submission to be submitted to TfL.

5.2 There is an obligation imposed by legislation to prepare a LIP. Even if a borough receives no TfL funding, there is still a requirement to produce a LIP.

6. COMMENTS OF OTHER DEPARTMENTS

6.1 Financial Implications

6.1.1 Expenditure, once approved by Transport for London, is fully funded by means of direct grant; hence no costs fall on the Council.

6.2 Legal Implications

6.2.1 The Mayor's Transport Strategy provides the framework for the development of LIPs by London Boroughs; it also provides the basis for the assessment and approval of annual grant applications.

6.2.2 Section 145 of the Greater London Authority Act 1999 ('the GLA Act'), states that London local authorities must prepare Local Implementation Plans containing their proposals for the implementation of the Mayor's Transport Strategy in their areas.

6.2.3 Under the Greater London Authority Act 1999, The Mayor of London is empowered, through TfL, to provide grants to London Boroughs to assist with the implementation of the Transport Strategy. TfL are charged with responsibility of ensuring that the key rationale for allocating grants is the delivery of the Mayor's Transport Strategy as agreed through the borough's approved LIP.

6.3 Property Implications

6.3.1 There are no property implications at this stage on the Enfield Transport Plan.

6.3.2 When individual schemes are identified specific property implications will be provided.

7 KEY RISKS

7.1 The key risks relating to the LIP are identified in the table below, along with associated mitigation measures.

Risk Category	Comments/Mitigation
Strategic	<p>Risk: No clear direction for future transport investment in Enfield</p> <p>Mitigation: LIP produced in conjunction with Local and Corporation Plan.</p>

Risk Category	Comments/Mitigation
Financial	<p>Risk: TfL will not provide grant funding for local transport schemes</p> <p>Mitigation: Compliant LIP produced in line with TfL guidance</p>
Reputational	<p>Risk: Failure to submit LIP on-time.</p> <p>Mitigation: Approval times built into programme to ensure submission of final document by February 2019.</p>
Regulatory	<p>Risk: Failure to comply with statutory requirements.</p> <p>Mitigation: LIP discussed with TfL officers at key stages and produced in accordance with TfL guidance.</p>

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

8.1 The Council has three key strategic aims, which are integral to the delivery of Council services. These are **Good homes in well-connected neighbourhoods, Sustain strong and healthy communities** and **Build our local economy to create a thriving place**. This report indicates how the ETP and LIP3 will contribute towards the achievement of these aims and the new Corporate Plan.

8.2 Good homes in well-connected neighbourhoods

8.2.1 The proposed LIP activities represent vital investment in the improvement and renewal of the transport infrastructure, particularly supporting regeneration and environmental enhancements with clear beneficial impact on climate change. The LIP is also informed by and supports the LDF Core Strategy and associated evolving Local Plan. LIP schemes and activities will contribute positively towards the delivery of good homes, improving the connectivity of existing neighbourhoods.

8.3 Sustain strong and healthy communities

8.3.1 The impact of LIP proposals are positive on disability groups, disadvantaged groups and disadvantaged areas. Particular elements of work related to the improvement and promotion of sustainable modes of travel will enhance the cohesion of communities. Several LIP projects and programmes have emphasis on community engagement and safety. The consultation process carried

out for new schemes allows the representation and input of all interest groups.

8.3.2 The policies, programmes and initiatives contained within the ETP will help us improve the ease in which we travel in the borough, encourage sustainable and active travel helping us to manage environmental problems related to congestion, local air quality, reduce our impact on climate change and improve health, safety and accessibility for all in our communities.

8.3.3 The LIP falls within the scope of the Strategic Environmental Assessment Directive and an Environmental Report is currently being prepared to assess the implications of the LIP prior to its submission to the statutory consultees in November 2018. This assessment is being undertaken to ensure that the proposals put forward within this LIP do not result in harm to the environment.

8.4 Build our local economy to create a thriving place

8.4.1 The evolving Local Plan is the overall strategic plan for Enfield, setting out an integrated economic, environmental, transport and social framework for the development of Enfield over future years. The Local Plan will set out the framework for the development and use of land in Enfield, linking in improvements to infrastructure (especially transport); setting out proposals for implementation, coordination and resourcing. The ETP and its proposals, will support the Local Plan helping to ensure that Enfield reaches its full economic potential; supporting local businesses, attracting investment; increasing jobs and business growth; supporting and empowering the voluntary and community sector; whilst building strong and sustainable futures for our residents, the environment and the economy as a whole.

8.4.2 Several of the objectives contained in the ETP will help enhance people's ability to reach their full potential by improving accessibility for sustainable modes of transport making it easier for people access opportunities in Enfield and further afield.

9 EQUALITIES IMPACT IMPLICATIONS

- 9.1 In developing our objectives/proposals we have had regard to TFL's equality objectives specifically the commitment to:
- Provide accessible transport services and a consistent customer service that meets the needs of all customers

- Ensure access to London's transport infrastructure so that more people can make the most of life in the Capital
- Provide safe travel in London so that fewer young people, women and people from BAME communities are deterred from travelling because of safety concerns
- A transport system that promotes and improves the health of all Londoners
- Engage with more of London's diverse communities to effectively inform, develop and deliver our strategies, services and programmes

9.2 Given the scale of the Enfield TP and associated funding, it requires the preparation of an Equality Impact Assessment (EqIA). This was undertaken in parallel with the preparation of the final draft report.

9.3 The EqIA examined the proposed strategy, socio-demographic data gathered in relation to the LIP and the available information on the outcomes of the policies. Based on this, and using professional judgement, it identified several disproportionate impacts that may occur on Equalities Groups because of the implementation of the proposed strategy.

The key beneficial impacts relate to:

- Measures to encourage active travel, particularly to and from schools, will benefit people in many of the protected groups. The health benefits to many older and/or disabled people with respiratory illnesses will be greater than for the general population. Similarly, children and young people are particularly vulnerable to air pollution as their respiratory systems are still developing, and therefore also will benefit disproportionately. The health benefits for children from greater participation in active travel also will be greater than for the general population.
- Actions to improve air quality are likely to benefit older and/or disabled people with respiratory illnesses more than for the general population. Similarly, children and young people also will benefit disproportionately.
- Managing growing demand for on-street parking may benefit some of the protected groups, especially where they are afforded greater priority in parking allocations.
- Older people, children and disabled people are more vulnerable road users, and will disproportionately benefit from improvements in road safety.
- Policies to improve the reliability and accessibility of public transport will benefit protected groups with a greater reliance on public transport than the public at large to a disproportionate extent.

- 9.4 The EqIA identified that there may be an adverse impact on people on lower income due to increases in parking charges as part of policies to manage on-street parking. This will need to be assessed further to understand the actual impact (including whether proposed charges are significant in terms of the overall running costs of a private car), particularly given that low income groups are less likely to own a car, with any potential mitigation balanced against the wider aims of the LIP3 including the intention to reduce health inequalities.
- 9.5 It should be noted that in drafting the ETP and LIP3, reducing inequality has been at the core with a focus on health outcomes.
- 9.6 The ETP / LIP3 looks extensively at Enfield's key challenges and considers what role transport can play in addressing them. What is apparent is that there are serious health inequalities across the borough and that promoting safe, sustainable and active travel can go some way to addressing these. For these reasons the strategic priorities focus on health:
- Making active travel the natural choice, particularly for those trips less than 2km in length
 - Making more school trips safe, sustainable and healthy
 - Reducing the impact of private vehicles on our streets
 - Making the public transport network more reliable, accessible and the natural choice for longer trips
 - Maintaining our assets for the benefit of the public
- 9.7 It should also be noted that existing larger scale programmes, including Cycle Enfield, have been subject to strategic equality impacts assessments, while individual schemes and interventions take account of equality impacts as part of their development and delivery lifecycles.

10 PERFORMANCE MANAGEMENT IMPLICATIONS

- 10.1 Obtaining approval for the LIP is an absolute legal condition to be entitled to the LIP transport expenditure grants in the order of £2.5+ million annually. The continued availability of the funds into the future from 2019 onwards is legally dependent on having an approved LIP by March 2019. The unavailability of LIP funding will very directly and detrimentally affect the delivery of transport initiatives and schemes on street. The negative impact will be substantial and fall on all sections of residents and visitors. Enfield's LIP activities will have clear and direct bearing upon on other services as the programmes aid regeneration, improve public health and contribute to the wider aims and goals of other departments.

11 HEALTH AND SAFETY IMPLICATIONS

- 11.1 There are no direct health and safety complications from the LIP. Individual schemes implemented through LIP funding may need to be subject to Health and safety considerations through individual scheme level reports as appropriate.

12 PUBLIC HEALTH IMPLICATIONS

- 12.1 Transport is one of the fundamental determinants of health; it may be health-damaging or health promoting. The LIP as outlined here will make transport in Enfield much more health-promoting by increasing physical activity and reducing the health costs of motorised transport. It will increase physical activity by making this part of everyday life e.g. walking or cycling as a normal, everyday transport mode. Achieving a modal shift towards active travel will also reduce the health damaging effects of motorised transport e.g. road traffic injuries, air pollution, community segregation and noise. Such is the effect of physical activity upon health that it has been calculated that a modal shift to levels of active transport in The Netherlands would save the NHS £17 billion per year. This would be achieved through savings in treating Type 2 diabetes, heart disease, stroke, some cancers, musculo-skeletal disease and dementia. Improving the walking and cycle infrastructure would also be likely to positively impact upon health inequalities as income or wealth would become a less significant factor in a person's ability to travel within the borough e.g. access to employment, healthcare, social networks etc.
- 12.2 Reducing obesity is a priority for Enfield, as outlined in the Borough's Health and Wellbeing Strategy. 61.4% of adults are classified as overweight or obese (ALS, 2016). Data for academic years 2014/15 to 2016/17 shows that the average prevalence of excess weight in year 6 pupils is 41.5%. This is significantly higher than London (37.9%) and England (33.87%) averages. If left unchanged, this situation will lead to serious health complications later in life, such as diabetes, heart disease and cancers.
- 12.3 At the heart of the plan is improving people's health. Our local priorities reflect this, with a focus on making travel more sustainable, active and safe.
- 12.4 Creating an environment where people actively choose to walk and cycle as part of everyday life can have a significant impact on public health and has the potential to reduce health inequalities. It is an essential component of a strategic approach to increasing physical activity and may be more cost-effective

than other initiatives that promote exercise, sport and active leisure pursuits.

- 12.5 Increased walking and cycling offers many other advantages including cleaner air, less noise, more connected neighbourhoods, less stress and fear, and fewer road traffic injuries.
- 12.6 More walking and cycling also has the potential to achieve related policy objectives:
- Supports local businesses and promotes vibrant town centres
 - Provides a high-quality, appealing public realm
 - Reduces road danger and noise
 - Increases the number of people of all ages out on the streets, making public spaces seem more welcoming and providing opportunities for social interaction and children's play
 - Provides an opportunity for everyone, including people with impairments, to exercise and enjoy the outdoor environment
- 12.7 There is an extensive evidence base for effective action on active travel. The most relevant review has been conducted by BICE, looking specifically at local measures to promote active transport³.
- 12.8 The policies, programmes and initiatives within the TP will help us improve the ease in which we travel in the borough, encourage sustainable and active travel helping us to manage environmental problems related to congestion, local air quality, reduce our impact on climate change and improve health, safety and accessibility for all in our communities. This supports Public Health's efforts to embed Health in all Policies across the Council.

Background Papers

None.

³ National Institute for Health and Care Excellence. Walking and cycling: local measures to promote walking and cycling as forms of travel or recreation. London 2012.

Appendix A – Draft copy of ‘The London Borough of Enfield Transport Plan 2019, including the third Local Implementation Plan’

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The London Borough of Enfield Transport Plan 2019

Including the Third
Local Implementation Plan

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DRAFT

Foreword from the Cabinet Member for Environment

This Transport Plan outlines what we will do to improve the elements of the transport network which we are responsible for. Alongside it will be routine maintenance and, at the other end of the scale, delivery of strategic projects, such as the new Meridian Water station.

The core of the Transport Plan is Enfield's next Local Implementation Plan, which sets out how the Council proposes to help implement the Mayor of London's Transport Strategy within Enfield. The LIP also details where money for transport improvements comes from, and how we propose to spend it.

With limited funds available it is now more important than ever to ensure that every pound is used effectively. We believe that the package of measures summarised in this document provides value for money, is well balanced and will help meet the transport needs of the borough in the coming years.

At the heart of the plan we focus on improving people's health. Enfield has convenient neighbourhood shops, schools and parks and we hope to build on this, improving the public realm through the Healthy Streets approach to bring communities and people together, making journeys convenient, accessible and safe.

We will work with local businesses and our communities to understand what transport challenges they face and how we can work together to support one another. However, we are mindful that certain forms of transport can have a negative impact on our environment; including noise, air quality and vehicle emissions. There are many exciting and new ways that we can tackle this. We will support our residents and businesses to embrace active travel, walking and cycling more often. We will be continuously improving cycle and walking routes and facilities for all residents within the borough, through the Cycle Enfield programme and the various initiatives contained within this Plan.

Enfield is a changing and growing borough and the Enfield Transport Plan is part of our work to support the employment and population growth expected here over the next 20 years.

SIGNATURE

Councillor Guney Dogan
Cabinet Member for Environment

1 Executive summary

1.1 What is the Transport Plan?

Enfield's Transport Plan sets out how we will improve travel to, within and from the borough and contribute to the wider economic, social and environmental objectives of the Council. It is firmly grounded in evidence and analysis of local challenges and issues.

The Transport Plan forms the basis for Enfield's third Local Implementation Plan (LIP), a statutory document, prepared under Section 145 of the Greater London Authority Act 1999. This Act requires each of London's 33 local authorities to prepare a LIP containing proposals for the implementation of the Mayors Transport Strategy in their area.

The Transport Plan guides transport priorities and projects and provides details of our three-year programme of investment (2019/20 to 2021/22).

1.2 What are we trying to achieve?

The plan identifies how we will address existing and new challenges in line with our aim of achieving a sustainable future for the borough. The policies, programmes and initiatives within this plan will help us improve the ease in which we travel in the borough, encourage sustainable and active travel helping us to manage environmental problems related to congestion, local air quality, reduce our impact on climate change and improve health, safety and accessibility for all in our communities.

The plan identifies how we will work towards achieving this through the following seven transport objectives, which are described below:

O1 Deliver Cycle Enfield and supporting measures which encourage more cycling and walking in the borough (Page 56)

Enfield Council recognises that there are real opportunities to increase the number of people cycling in the borough with great benefits to be gained.

In 2014 Enfield applied for additional funding from the Mayor's Mini-Holland fund. The Mini-Holland programme is part of the Mayor's Healthy Streets agenda to help Londoners use cars less and walk, cycle and use public transport more. It specifically addresses the demands of growth in outer London.

Enfield Council remains committed to the delivery of the strategy set out in our original Mini-Holland bid and summarised in section 5.2 of this plan. It is this comprehensive approach that will create the environment that enables cycling to become a realistic transport choice for all members of the diverse Enfield community.

O2 Promote safe, active and sustainable transport to and from schools (Page 58)

For many years Enfield Council has worked with local schools and other bodies to reduce reliance on the car and to promote the healthier alternatives of walking and cycling, also promoting the use of public transport. There are 94 schools in the borough, 70 primary schools and 24 secondary schools generating significant levels of car based journeys at the start and end of the school day.

O3 Monitor air quality and develop and deliver interventions which address local issues (Page 60)

Enfield has areas that exceed government objectives for nitrogen dioxide and PM₁₀ at busy roadside locations. As a result, we have declared the entire borough an air

quality management area and are working towards meeting the government objectives.

The only real way of reducing pollution from traffic is to reduce vehicle numbers and improve the vehicle fleet to the most environmentally-friendly vehicles available.

We monitor, review and assess air quality in Enfield for pollutants known to damage health. Enfield Council is committed to reduce emissions.

O4 Manage growing demand for on-street parking (Page 61)

Demand for travel is increasing as the numbers of residents in Enfield increases. It is estimated that the projected population increase in Enfield will generate additional parking pressure and intensify the parking stress currently experienced. This needs to be effectively managed as there is simply not enough road space to safely and efficiently accommodate everyone who wishes to park or drive in Enfield today or in the future.

O5 Focus on and improve priority locations making them safer for vulnerable road users (Page 62)

Enfield Council is continually looking to reduce the numbers of road traffic casualties that occur on the road network within the borough. We will continue to work with Transport for London (TfL) and other partners to improve road safety delivery through the targeting of investment.

Minimising road danger is a fundamental part of the Enfield Transport Plan (ETP) and is required in order to create streets where everyone feels safe to walk, cycle and use public transport. Action must and will be taken to address speed/speeding, unsafe behaviour, vehicles and infrastructure.

O6 Improve local reliability of and accessibility to the public transport network (Page 63)

The borough is highly dependent on the public transport network. 43% of our employed residents travel to work by public transport.

Improving the accessibility of the public transport system is critical to delivering a better transport experience for all of our residents, including disabled people and growing numbers of older people. We aim to improve accessibility to the public transport network for all people.

At a local level Enfield will work with the bus operator and TfL to improve the reliability of services operating in Enfield.

O7 Maintain and improve the transport network in Enfield including developing potential interventions (Page 64)

The condition of Enfield's roads and pavements has been consistently identified by residents as a particularly important issue, and their maintenance continues to be a priority for the Council.

Everyone who travels in Enfield is affected by the condition of the highway network at some stage of their journey.

Via our Highway Asset Management Plan we will continue our ongoing programmes of carriageway, footway and street lighting maintenance; enforcement activities to deal with unauthorised signs, highway obstructions and graffiti, as resources permit.

The Council will continue its programme of decluttering aimed at rationalising street furniture and signs in our town centres and local shopping parades.

In terms of personal security, we intend to continue our established street lighting programme and deliver many schemes to improve lighting.

Improving the quality of the road network, including the footways, is critical to ensuring the highway network in Enfield is safe, efficient and conducive to smoothing traffic flows.

We will coordinate streetworks activities on the highway network to improve reliability.

1.3 Delivering change

To deliver the transport plan we have developed a three-year Programme of investment reviewing current trends and challenges, considering the goals and challenges of the Mayors Transport Strategy, Sub Regional Transport Plans (SRTPs) and our transport plan objectives. It includes our plan for physical improvements to our roads and public spaces as well as educational and promotional activities.

1.4 How we will measure our progress

Monitoring is an essential element of the Transport Plan and the LIP process. Delivery indicators are set by TfL but monitored by the boroughs. Enfield is required to collect this information and submit it to TfL on an annual basis. The delivery indicators provide a reference for the delivery of the Mayors Transport Strategy at a local level.

It is recognised that individual boroughs will contribute to the Mayor's aspiration in different ways and the monitoring of strategic data is essential to measure the success of progress throughout the plan period. The monitoring process will consist of two parts:

- Outcome Indicators - Boroughs are required to set targets against the overarching mode share aim and outcome indicators set out in the Mayor's Transport Strategy.
- Delivery Indicators - are set by TfL, but monitored by the boroughs.

[REQUIREMENT R01] WHERE THE BOROUGH'S DO NOT USE THE MODEL TEMPLATE, THEY MUST INDEX THEIR RESPONSE CROSS REFERENCED TO ALL THE MANDATORY REQUIREMENTS

2 Introduction to Enfield's Transport Plan

2.1 What is the Transport Plan?

The Enfield Transport Plan (ETP) sets out how we will improve travel to, within and from the borough and contribute to the wider economic, social and environmental objectives of the Council. It is firmly grounded in evidence and analysis of local challenges and issues. The ETP sets out our medium-term goals and transport objectives for the borough (up to 5 years to 2024), a three-year programme of investment (from 2019/20 to 2021/22) and includes targets and outcomes to show how we are delivering the ETP. The plan also includes support for more strategic long-term objectives covering the period 2019 to 2040 and beyond, objectives such as the delivery of Crossrail 2.

The ETP forms the basis for Enfield's third Local Implementation Plan (LIP), a statutory document, prepared under Section 145 of the Greater London Authority Act 1999. This Act requires each of London's 33 local authorities to prepare a LIP containing proposals for the implementation of the Mayors Transport Strategy (MTS) in their area. Enfield's Transport Plan provides a clear focus on delivering the MTS vision and priorities, while remaining locally relevant. [REQUIREMENT R02]

The ETP acknowledges the importance of partnership working between Enfield, neighbouring boroughs, TfL, the Mayor and key strategic partners in delivering shared objectives. This includes recognising each other's roles and responsibilities whilst being mindful of the need to focus resources on delivering what London needs.

Enfield has Highway Authority powers, and plays a crucial part in managing and operating London's roads. In fact, 95% of the entire London road network is under the control of the 33 London boroughs. We are also responsible for planning, parking controls, education, leisure and other activities that impact on transport, whilst also providing a level of third-party funding for transport schemes. Within the MTS, several policy goals can only be achieved with substantial borough-level intervention. [REQUIREMENT R02]

The central aim of the MTS – the Mayor's vision – is to create a future London that is not only home to more people, but is a better place for all those people to live in. The overarching aim of the Strategy is for 80% of all trips in London to be made on foot, by cycle or using public transport by 2041, compared to 63% today. The Mayor is seeking to achieve his vision by focusing the policies and proposals in his transport strategy on the achievement of the following three overarching MTS outcomes:

1. Healthy Streets and healthy people, including traffic reduction strategies

- **Active:** London's streets will be healthy and more Londoners will travel actively
- **Safe:** London's streets will be safe & secure
- **Efficient:** London's streets will be used more efficiently & have less traffic on them
- **Green:** London's streets will be clean and green

2. A good public transport experience

- **Connected:** The public transport network will meet the needs of a growing London
- **Accessible:** Public transport will be safe, affordable and accessible to all

- **Quality:** Journeys by public transport will be pleasant, fast and reliable
- 3. New homes and jobs**
- **Good Growth:** Active, efficient and sustainable travel will be the best option in new developments
 - **Unlocking:** Transport investment will unlock the delivery of new homes and jobs

The rationale and detail of each of these outcomes is set out in the third MTS. This plan responds to the third MTS, the Sub Regional Transport Plan (north), Enfield's Sustainable Community Strategy and other relevant policies. The ETP will replace the borough's second LIP (2011). The third round of LIPs will become effective from April 2019. [REQUIREMENT R02]

The ETP does not set out binding policies, rather it pulls together key objectives, policies, themes and priorities from other documents and looks at what can be achieved in the next five years given the resources we have at our disposal. It also acts as bridge between existing planning documents and the new Local Plan, which will set out strategic policies and priorities in relation to transport.

The detailed actions of our key programmes and proposals are to be set out in a series of associated Action Plans and guidance documents which will outline how our ambitions will be achieved. The proposed Action Plans and guidance documents which will follow the adoption of this plan are likely to include:

- Parking Strategy and / or Action Plan
- Electric Vehicle Charging Points Action Plan
- Vision Zero Action Plan
- Sustainable Transport Supplementary Planning Document
- Cycling and Walking Strategy with Healthy Streets Action Plan

2.2 What are we trying to achieve?

The plan identifies how we will address existing and new challenges in line with our aim of achieving a sustainable future for the borough. The policies, programmes and initiatives within this plan will help us improve the ease in which we travel in the borough, encourage sustainable and active travel helping us to manage environmental problems related to congestion, local air quality, reduce our impact on climate change and improve health, safety and accessibility for all in our communities.

The important role of transport in improving health has been recognised and reflected in the ETP. The biggest role of transport in health in Enfield is a positive one; it is the main way that people stay active. This is vital as everyone needs to be physically active every day to prevent a wide range of illnesses including heart disease, stroke, depression, type 2 diabetes and some cancers. These are some of the biggest health challenges in Enfield so transport is central to improving health in this borough.

The health benefits delivered by Enfield's streets go far beyond the physical activity that people get from walking and cycling in the borough, although this is the biggest benefit and has great potential for health improvements in the future. Increased walking and cycling offers many other advantages including cleaner air, less noise, more connected neighbourhoods, less stress and fear, and fewer road traffic injuries. These issues are all connected, and to deliver the biggest benefits from more walking and cycling we need to ensure our streets invite people to walk and cycle whenever possible.

By building health outcomes into this plan, the ETP is supporting the Corporate Plan objective to build measures into all our strategies and projects that will help improve people's health, as well as supporting the Enfield Health and Wellbeing Board's priority to embed Health in All Policies (HiAP) across organisations. HiAP is based on the recognition that our greatest health challenges — health inequalities, climate change, and spiralling health and adult social care costs — are highly complex and often linked. Promoting healthy communities requires that we address the social determinants of health, such as transportation, education, access to healthy food, economic opportunities, and more.

2.3 How the Transport Plan was developed?

Enfield's Transport Plan has been heavily influenced by the goals and challenges contained within the Mayor's Transport Strategy, the Sub Regional Transport Plan for north London, the borough's Sustainable Community Strategy, the evolving Local Plan and other local policies and strategies. Officers from across the Council have helped to shape the content of the plan overseen by the Cabinet Member for Environment and in close collaboration with TfL, our neighbouring authorities and key strategic partners.

Enfield's LIP has been produced in accordance with TfL guidance and is fundamentally influenced by the Council's corporate priorities as set out in the 'Council Corporate Plan 2018 - 2022', which aims to deliver for everyone in Enfield over the next four years:

- **Good homes in well-connected neighbourhoods**
 - Continue our pioneering approach to regeneration to create thriving, affordable neighbourhoods and places.
 - Increase the supply of affordable, quality housing options for ownership, social rent and private rent.
 - Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development.
 - Create an enterprising environment for businesses to prosper with world-class digital infrastructure and access to the right skills and networks.
- **Build our local economy to create a thriving place**
 - Work with local businesses and partners to develop a strong and competitive local economy and vibrant town centres that benefit all residents.
 - Support residents to take more responsibility and play a greater role in developing active and safe communities.
 - Enable people to reach their potential through access to high quality schools and learning; and create more opportunities for training and employment.
 - Embrace our diversity, culture and heritage and work on reducing inequalities to make Enfield a place for people to enjoy from childhood to old age.
- **Sustain strong and healthy communities**
 - Protect those most in need by continuing to deliver the services and safeguarding measures they rely on.
 - Work smartly with our partners and other service providers so that as many people as possible are able to live independent and full lives.
 - Build measures into all our strategies and projects that will help improve public health and people's wellbeing.
 - Work with partners to make Enfield a safer place by tackling all types of crime and anti-social behaviour; and protecting the local urban and green environment.

2.4 How consultation has helped develop and shape the Transport Plan

[REQUIREMENT R04]

The GLA Act 1999 places a duty on boroughs, when preparing a LIP, to consult with the following organisations:

- The relevant Commissioner or Commissioners of Police for the City of London and the Metropolis
- TfL
- Such organisations representing disabled people as the boroughs consider appropriate Where appropriate
- Other London boroughs whose area is, in the opinion of the council preparing the LIP, likely to be affected by the plan, and
- Any other body or person required to be consulted by the direction of the Mayor

Appendix A contains a full list of government bodies and other groups consulted, along with responses received. The Council reviewed all consultation responses received and where necessary amendment was made to this document to take account of consultees views.

2.5 Delivering for the needs of the community, considering the environment

To ensure that the ETP has been prepared in an inclusive, reasonable and measured way the Council appointed consultants to undertake an Equalities Impact Assessment (EqIA) and a Strategic Environmental Assessment (SEA).

These assessments ensure that the proposals put forward within this document do not result in harm to the environment, discrimination or unfair treatment of equality groups and promote the health and wellbeing of the community. These documents will be prepared in conjunction with our key stakeholders and target groups.

Strategic Environmental Assessment (SEA) [REQUIREMENT R05]

The SEA is currently being undertaken to identify the potential cumulative environmental effects of the different ETP options that are contemplated.

An SEA scoping report and has been produced to provide a wide range of consultees information during the early stages in the SEA process. A copy of the SEA scoping report is contained in **Appendix B**.

Equalities Impact Assessment (EqIA) [REQUIREMENT R05]

The London Borough of Enfield is committed to equality in everything we do. This involves having due regard to the needs of diverse groups when preparing new policies. This is in order to:

- eliminate discrimination
- advance equality of opportunity and access
- foster good relations between different groups in the community

All of this is with due consideration to the full range of 'protected characteristics', which are:

- race
- disability
- gender
- age

- religion or belief
- sexual orientation
- gender reassignment
- pregnancy and maternity
- marriage and civil partnership (eliminating discrimination only)

The aim of the EqIA is to look at how the ETP is being delivered or being proposed to be delivered, and identify whether it can or does have any negative impact on any groups or communities. If an impact is identified, the EqIA looks at ways in which it can be avoided or minimised.

The EqIA report is contained in **Appendix C**.

2.6 Local approval process

[REQUIREMENT R03]

Elected Members (Councillors) provided guidance to the Council's officers during the development and drafting of this document. Regular discussion and meetings took place with the Cabinet Member for Environment and the final draft ETP was submitted to the Cabinet for their review, comment and approval.

The Cabinet works within the Council's agreed policy framework. The Cabinet provides transparent and accountable political leadership. It is involved in delivering the Council's corporate priorities. All Cabinet Members are accessible to other councillors and their individual and collective decisions may be subject to scrutiny.

2.7 Mayoral approval

[REQUIREMENT R06]

TfL has provided guidance to the boroughs on developing their third LIP's, and this ETP has been produced using the available guidance on offer. A final draft of the document was submitted to TfL on **2nd November 2018** for their review. TfL assessed the boroughs LIP on behalf of the Mayor to ensure that the core requirements had been adhered to.

The Mayor considered that this LIP satisfies the statutory requirements and it was approved on **XX March 2019**.

2.8 Document structure

The ETP contains:

Section 3: 'Enfield today' provides the context for transport and travel in Enfield. An overview of the Borough supported with evidence and facts.

Section 4: 'Challenges and opportunities' for Enfield details our key challenges and sets out the relevant policy context to which we must respond. This section also details our major regeneration plans and our aspirations for major transport improvement schemes.

Section 5: 'Our strategy for Enfield and Borough transport objectives' sets out our vision and the objectives of our Transport Plan. This section sets out the relationship between local challenges and MTS challenges, how meeting these will satisfy the MTS vision and priorities. It identifies local objectives that reflect both local and Mayoral priorities.

Section 6: ‘Delivering change’ sets out how the borough will achieve its transport objectives. The centrepiece of the Plan is a costed and funded Programme of Investment, covering the period 2019/20 to 2021/22 and reflects the LIP funding settlement under TfL’s Business Plan. The Programme of Investment sets out the measures and projects designed to effect delivery of the borough’s TP/LIP objectives and the policies and proposals in the MTS; and

Section 7: ‘Performance monitoring’ identifies the targets and indicators which will be used to monitor progress against our objectives. This section of the ETP sets out the indicators and targets to be used to assess progress against delivery of TP/LIP objectives and MTS outcomes; it is this that will determine our success or otherwise.

2.9 Glossary of terms and abbreviations

A glossary of the terms and abbreviations used in this document can be found at **Appendix D**.

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3 Enfield today

[REQUIREMENT R07]

Section 3 paints a picture of the Borough, it discusses the areas profile, our community and Enfield as a place. This evidence-based section of the ETP sets out the Borough's characteristics.

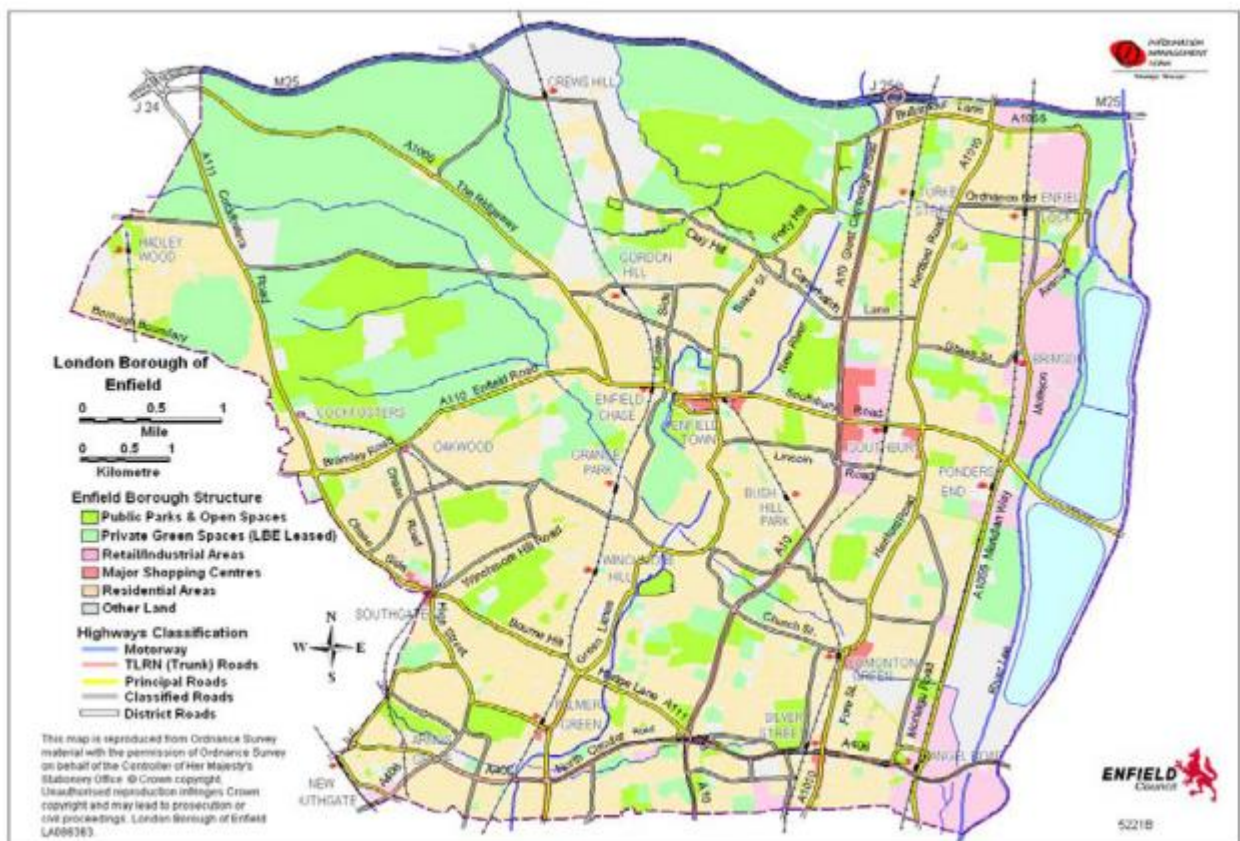
3.1 Enfield's profile

The London Borough of Enfield covers 82.2 square kilometres (31.7 square miles) of London's northern suburbs. Traditionally, Enfield has combined leafy suburbs within easy reach of central London which is only 19.3km (12mi) away.

The borough's public highway network comprises of approximately 68km (42.3mi) of principal roads, 37km (23mi) of Transport for London Road Network (TLRN), 51km (31.7mi) of non-principal classified roads and 466km (289.6mi) of unclassified roads.

Enfield has good links to the national motorway system, the north of the Borough being bounded by the M25, accessed at junctions 24 and 25. It also has two trunk roads – the A10 (London to Cambridge) and A406 (London's North Circular Road). These are supplemented by several A-roads that are key connectors in the Borough including the A1055 Bullsmoor Road / Mollison Avenue / Meridian Way (north-south link), the A1010 Hertford Road (north-south link), and the A110 (east-west link).

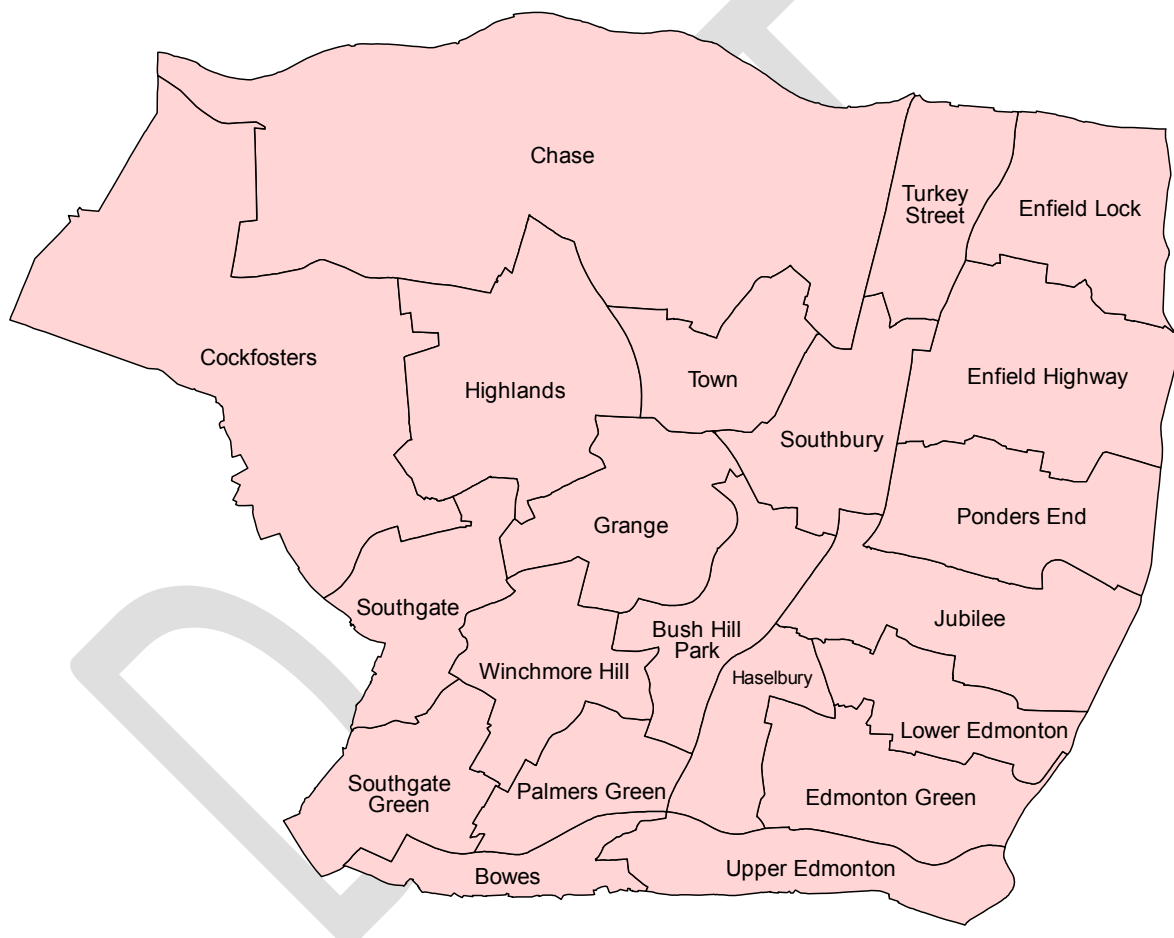
Five train lines pass through the Borough, including the Piccadilly (Underground) Line connecting to Heathrow Airport. The other direct connections are in to London Kings Cross, Moorgate and Liverpool Street, outward to Welwyn Garden City, Hertford North, Hertford East, Letchworth and Stevenage.



Enfield borders the London Boroughs of Barnet, Haringey and Waltham Forest, Epping Forest District Council in Essex and Hertsmere, Welwyn Hatfield and Broxbourne districts in Hertfordshire. The Borough can be approximately split into thirds, housing occupies one-third, another third is Green Belt, mainly farming, country parks and horticulture. The rest includes commerce, industry, shops and transport - although much is open land used as parks, sports fields, golf courses, allotments and back gardens; and there are more waterways in Enfield than in any other London borough.

Enfield is the name of the local authority although parts of the area it covers share that name to. There are 21 wards in Enfield:

London Borough of Enfield Ward Map, 2002-present



The main town centres in the Borough are: Enfield Town, Edmonton Green, Angel Edmonton, Palmers Green and Southgate. Enfield town centre is the main shopping centre in the Borough and Edmonton Green, Angel Edmonton, Palmers Green and Southgate are district centres at the next level in the hierarchy. In addition, there are also several local centres (predominantly linear in layout) distributed throughout the Borough. The larger local centres are: Cockfosters, Green Lanes, Enfield Highway, Ponders End, Enfield Wash and Winchmore Hill. There are also out-of-centre retail parks located throughout the Borough providing important shopping facilities for residents in the Borough and North London more generally.

Enfield Town is the largest town centre in Enfield and a key shopping destination for the Borough with the Palace Exchange and Palace Gardens Shopping Centres containing high street chains, three supermarkets (including a Superstore), and a market operating on Thursdays, Fridays and Saturdays in the historic market square. In addition, it is a key transport hub with two rail stations (Enfield Town and Enfield Chase).

Edmonton Green is in the south east of the Borough and is Enfield's second largest town centre. The area was mentioned in the Domesday Book and the main Roman Road between London and Lincoln and York passed directly through. The area is densely built and contains a large amount of affordable housing, along with significant shopping, community and leisure opportunities. Edmonton Green is also a significant public transport interchange with rail and bus stations providing connections across Enfield and to Central London. Edmonton Green rail station is the busiest in Enfield.

Some areas in the east of the Borough fall within the Upper Lee Valley Opportunity Area, as recognised in The London Plan the regional spatial planning strategy. At over 3,000 hectares, the Upper Lee Valley Opportunity Area represents by far the largest Opportunity Area in The London Plan.

The Upper Lee Valley covers areas in the London boroughs of Enfield, Haringey, Waltham Forest and Hackney. Within Enfield the Upper Lee Valley Opportunity Area contains; a wealth of existing assets, such as the Lee Valley Regional Park, established residential communities and a large concentration of industrial land. With connections into central London via the A10 / A1010 corridor and the Anglia Main Line.

The aim for the area is to achieve significant growth optimising development and redevelopment opportunities with delivery of over 15,000 new jobs and 20,100 new well-designed homes by 2031. Enfield is recognised as a growth area of national importance.

3.2 Our community

The Office for National Statistics (ONS) 2016 mid-year estimate predicts the population in Enfield to be 331,395 people.

One of the most striking demographic characteristics of Enfield is its rich ethnic diversity. The 2011 Census indicates that it is among the most ethnically diverse areas in the country:

Table 3.1 – Ethnic group, Enfield

Ethnicity	%
White British	40.5%
White Irish	2.2%
White Gypsy or Irish Traveller	0.1%
Other White	18.2%
White & Black Caribbean	1.6%
White & Black African	0.8%
White & Asian	1.3%
Other Mixed	1.8%
Indian	3.7%
Pakistani	0.8%
Bangladeshi	1.8%
Chinese	0.8%

Other Asian	4.0%
Black African	9.0%
Black Caribbean	5.5%
Other Black	2.6%
Arab	0.6%
Other	4.5%

Source: 2011 Census: Ethnic group, local authorities in England and Wales, ONS (2012).

The latest age profile from the ONS 2016 Mid-Year Trend based projections has been used to calculate the child, working age and older population results by gender that are contained in the below table.

Table 3.2 – Child, working age and older population results by gender, Enfield

Age Band	Male	% of Male	Female	% of Female	Total Persons
0-15	38,777	23.97%	36,560	21.56%	75,337
16-64	104,207	64.41%	109,295	64.44%	213,502
65+	18,814	11.63%	23,742	14.00%	42,556
All ages	161,798	100%	169,597	100%	331,395

3.3 Housing and services

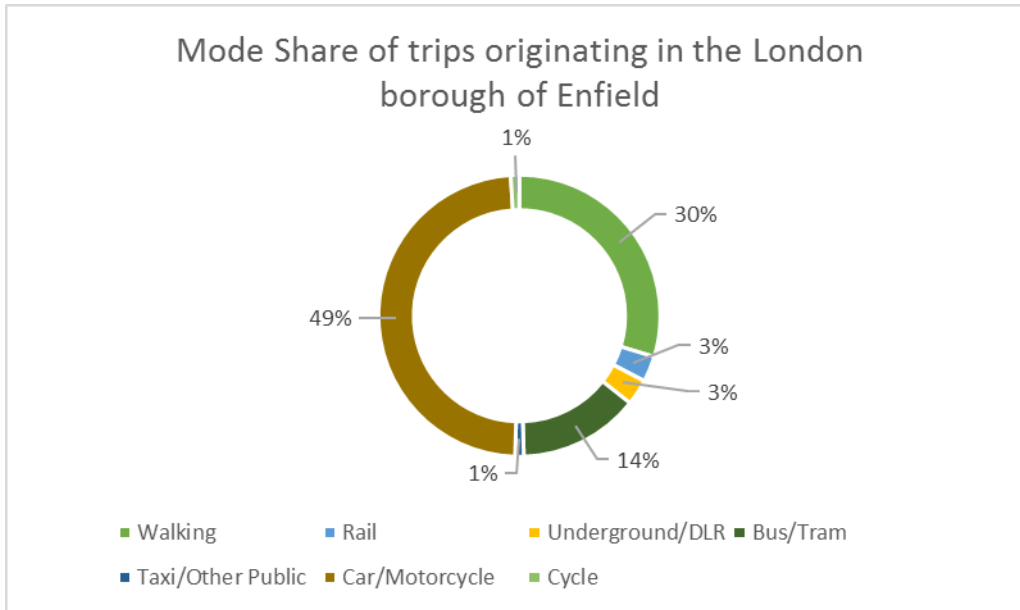
The Borough has some 123,800 dwellings (Department for Communities and Local Government, 2015 estimate) approximately 77,600 houses and 46,200 flats.

There are 70 primary schools, 24 secondary schools and 3 further education colleges in the borough. Enfield has 48 GP surgeries and 2 hospitals, Chase Farm and North Middlesex University Hospital. Although there are 2 hospitals in the Borough, hospital services vary and residents within the Borough are often referred to other hospitals outside of the Borough depending on the treatment they require. Residents are often referred to Barnet General Hospital, located in a neighbouring authority to the west of Enfield. There are 6 leisure centres operated in partnership with the local authority, 17 libraries, and 2,000 hectares of parks across the Borough.

3.4 Travel in Enfield

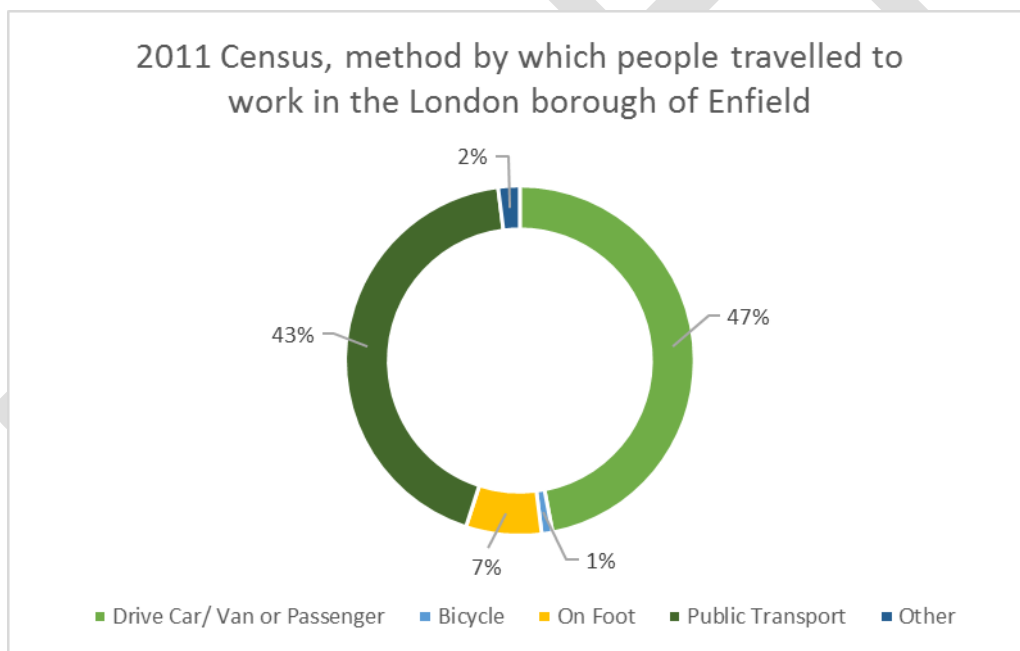
People need to travel as part of their daily lives. We can approximately calculate the number of trips that take place in Enfield on a daily basis. According to the most recent (2015/16) London Travel Demand Survey there was an 'All' modes trip rate of 2.28 trips per person per day in outer London. When you multiply this trip rate and the Office for National Statistics (ONS) 2016 mid-year population estimate for Enfield (331,395 people), we can predict that over 755,500 trips are made per day within the London borough of Enfield. There are many reasons to travel; to work, to attend school or education, for shopping, for leisure purposes, or perhaps just to visit family and friends. The figure below shows the mode share of trips originating in Enfield.

Figure 3.1 – Mode Share of trips originating in Enfield



Source: TfL borough factsheet (July 2017)

Figure 3.2 – Method by which people travelled to work in the London Borough of Enfield



There are four London Underground stations in the borough. Southgate was the busiest station in 2016 as it had been in previous years, followed by Arnos Grove, Cockfosters was the least busy station in the borough as it had been in previous years.

Table 3.3 – Entry & exit by underground station in Enfield

Station	2016 Number of Entry & Exit
Southgate	5,650,000
Arnos Grove	4,650,000
Oakwood	2,880,000
Cockfosters	2,040,000

There are 18 rail stations in the borough, of which Edmonton Green was the busiest in 2015/16. There were seven stations with over a million entries and exits. All of the busiest stations had seen increased passenger numbers over the previous year. The below table provides station names, rail operator details and estimates of the number of people who entered and exited the station in 2015/2016:

Station Name	Station Operator	2015/2016 Number of Entry & Exit
Angel Road	East Anglia	28,000
Brimmsdown	East Anglia	978,000
Bush Hill Park	London Overground	992,000
Crews Hill	Govia Thameslink Railway	120,000
Edmonton Green	London Overground	3,440,000
Enfield Chase	Govia Thameslink Railway	1,470,000
Enfield Lock	East Anglia	1,380,000
Enfield Town	London Overground	2,110,000
Gordon Hill	Govia Thameslink Railway	1,270,000
Grange Park	Govia Thameslink Railway	406,000
Hadley Wood	Govia Thameslink Railway	406,000
New Southgate	Govia Thameslink Railway	836,000
Palmers Green	Govia Thameslink Railway	1,860,000
Ponders End	East Anglia	560,000
Silver Street	London Overground	1,380,000
Southbury	London Overground	834,000
Turkey Street	London Overground	604,000
Winchmore Hill	Govia Thameslink Railway	No data

Source: Office of Rail and Road.

Enfield is served by a network of 38 day bus routes, 7 school-day only services and 8 night bus routes, connecting the borough by bus with Central London and the surrounding boroughs as well as neighbouring counties.

The importance of buses is reflected in the fact that 21% of trips in London in 2013 were made by bus. In Enfield, the 2011 Census data showed that 14% of trips to work alone were made by bus.

Currently there is one car club operator (Zipcar) and 8 bays in the borough. There are several electric vehicle charging points throughout the borough, as can be seen from the below map:



Source: www.zap-map.com

3.5 Environment

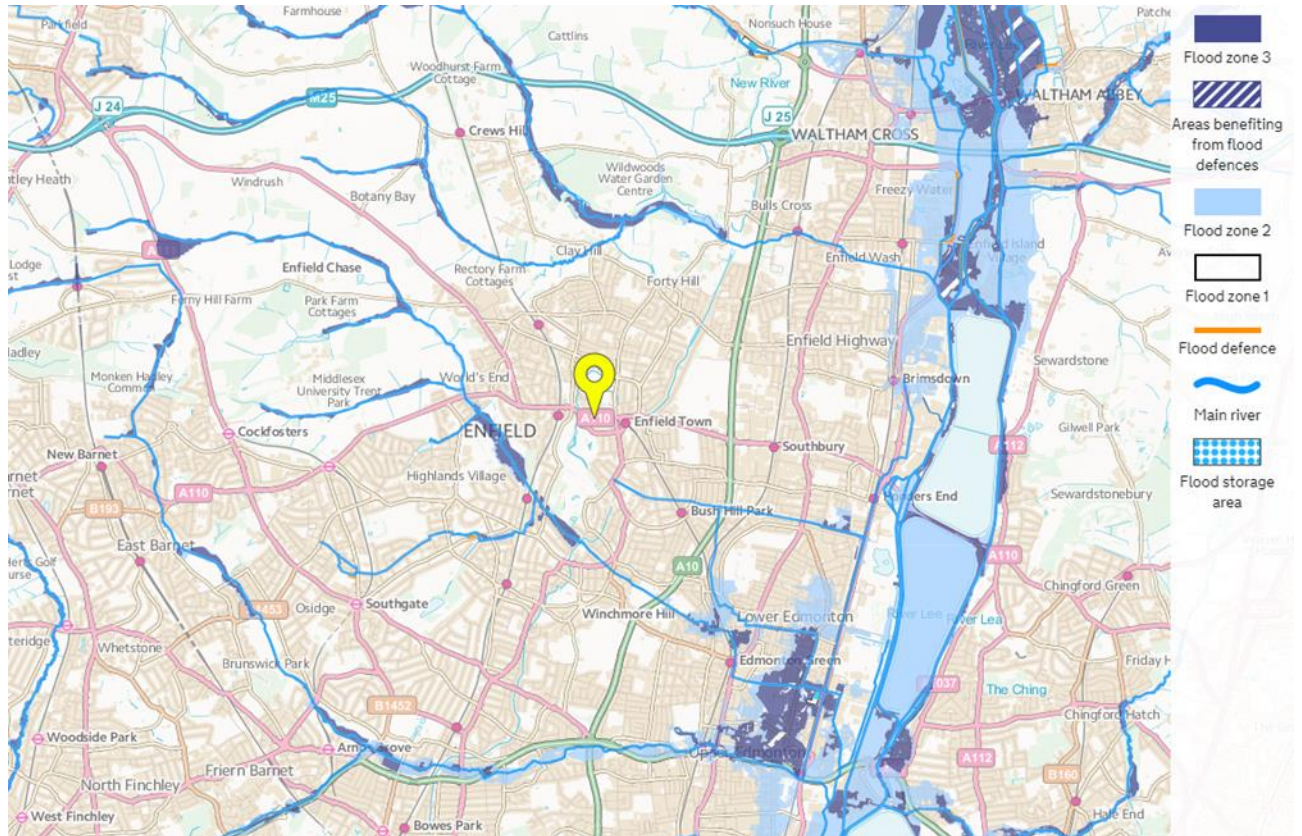
About 40% of the Borough's area is designated Green Belt and there are many sizeable parks within the built-up area. Enfield also has 10 sites across the Borough that have been protected in partnership with Fields in Trust to ensure their long-term survival as publicly accessible open spaces. The Fields in Trust sites are Enfield Playing Fields, North Enfield, Albany, Aldersbrook, Tatem, Delhi Road Open Space, Jubilee, Ponders End, Craig Park and St Georges Fields.

The designated green belt area, is a major attraction of the Borough. In addition, Enfield has a diverse network of open land. Despite its green appearance, parts of the Borough, particularly in the south and east are deficient in access to some types of open spaces such as parks, allotments or children's play spaces. The Lee Valley Regional Park lies next to some of our most deprived communities but is cut off from residential areas by major roads, railway lines and industrial areas. Industrial premises, scrap yards and waste facilities, major roads, railway and power lines impact on the quality of the living environment in the Lee Valley.

There are more waterways in Enfield than in any other London borough, over 100km (62mi) of rivers and waterways. Pymmes Brook, Salmons Brook, Turkey Brook and their tributaries create a network which flows across the Borough to join the River Lee. The Borough also contains the New River and the two large reservoirs, the King George's and William Girling.

As there are so many waterways in Enfield there is a risk of flooding in certain areas, mainly in areas within close proximity to waterways. Parts of the Borough lie within the Environment Agency's Flood Zones 2 and 3 with a medium to high probability of flooding. The management of flood risk is critical to planning for Enfield's future. The flood risk zones in the London Borough of Enfield are illustrated in Figure 3.3. They are principally in the east of the borough, associated with the natural and man-made waterways in the Lee Valley.

Figure 3.3 – Flood Risk Areas in the London Borough of Enfield



Source: The Environment Agency

3.6 Enfield as a place

Enfield has much to offer - our cultural diversity, heritage, proximity to Central London and to open countryside make it a good place to live, work, study and do business. Enfield is growing and changing, our population and diversity is increasing but so too is the gap between the prosperous and deprived neighbourhoods of the Borough. This represents one of the greatest challenges we face, supporting people and providing the infrastructure to support this change. It is imperative that we consider the needs of those who live, work, visit or study in Enfield currently and those that will do so in the future.

4 Challenges and opportunities

[REQUIREMENT R8]

This section of the ETP identifies which problems, challenges and opportunities are most important to Enfield and can be addressed within the timescale of the LIP and are within the context of local priorities. It sets out the relevant policy context to which we must respond. This section also details our current regeneration plans and aspirations for major transport improvement schemes.

The below diagram shows eight fundamental challenges faced by the borough:

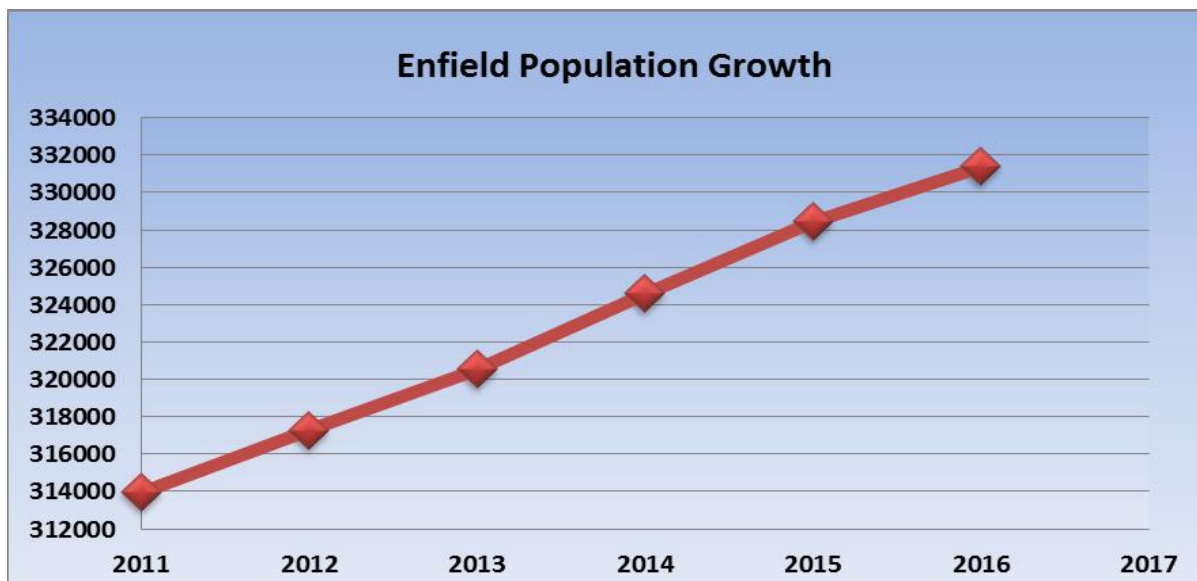


This chapter considers borough-specific problems, pressures, challenges and opportunities and considers their compatibility against the outcomes sought in the MTS. Opportunities are identified for shifting trips and journey stages to walking, cycling and public transport.

4.1 Population and demographics

The population in Enfield was recorded as 274,000 people in the 2001 Census. At the next Census undertaken in 2011, the figure was up to 313,000 people, an increase of 14% over a 10-year period. Population growth has been faster than expected, placing greater demand on the transport network. This growth is expected to continue with the Office for National Statistics (ONS) 2016 mid-year estimate up a further 5.5% from 2011 to 331,395 people. This makes Enfield the 5th largest amongst the 33 London boroughs, having been overtaken by Newham as the 4th largest London borough in 2015. Various forecasts carried out by the ONS, Department for Communities and Local Government and the Greater London Authority, forecast that population growth in Enfield over the next 15 years could exceed 400,000 an increase of 29% from 2011.

The graph below shows Enfield's population growth from 2011-2016.



© ONS 2016 Midyear Estimates

The 2011 census shows that the population has changed significantly from the prior census ten years previous. The 'stand out' changes over this 10 year period are substantial increases in the White Other White, Black African and Other Any other groups, while the White British share fell from 61.2% at 2001 to 40.5% at 2011.

Enfield's population is diverse and is undergoing a rapid demographic change. Current Council estimates (2016) show that more than 64% of the population belong to black and minority ethnic communities, up 5% on the 2011 Census figures.

Enfield's age profile is proportionately distributed between the sexes but, compared to the rest of London averages it has a higher number of children and young people aged 0-15. The Borough has a large population of children and young people (23%) compared to the rest of London (14%).

A major risk factor for long term health of local children is the continuing trend of excess weight. It is well documented that being overweight or obese increases the risk of a number of health conditions, such as cardiovascular disease, diabetes, stroke and certain cancers.

Obesity in childhood is a global and national cause for concern. Data from Public Health England's annual National Child Measurement Programme for the school years 2014/15 – 2016/17 shows that in Enfield:

- 24.2% of Reception age children and 41.5% of Year 6 children are either overweight or obese.
- These percentages are significantly higher than both the London average (22.2% for Reception children, 37.9% for Year 6) and the average for England (22.2% and 33.8%).

There is no robust local information on adult BMI in Enfield, however the Active Lives Survey (2016) estimated that 61.4% of adults (approximately 152,040 adults) in Enfield are overweight or obese. This is similar to England (61.3%) and significantly higher than London (55.2%).

Without intervention, it is estimated that about 75% of men and women in the UK will be overweight or obese by 2030¹. It's likely that the prevalence of overweight and obesity in Enfield will increase in line with national predictions.

In general, lifestyle factors are those things that can impact our health that we can control. What and how we eat, if we smoke, whether or not (and how much) we drink, and whether or not (and how much) we exercise are all lifestyle factors that impact our health.

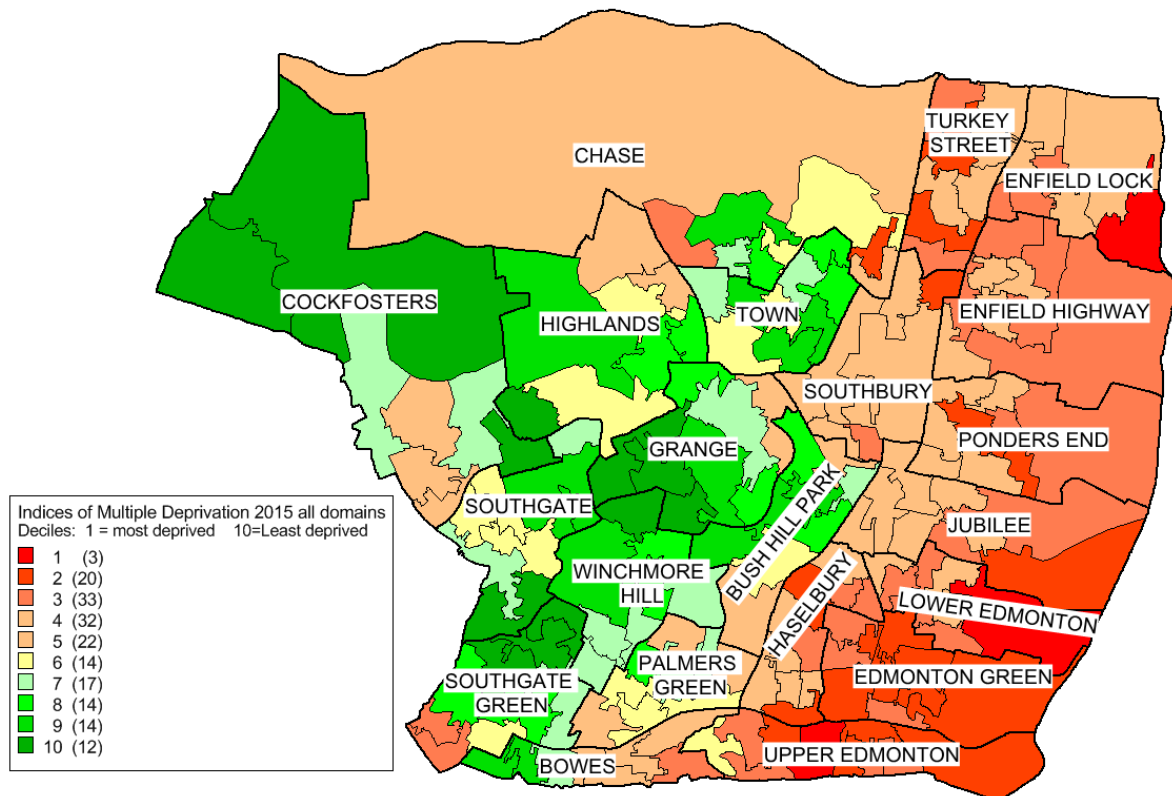
The 2011 Census figures indicated that 15.3% of people living in the Borough said they had an illness, health problem or disability which lasted, or is expected to last, at least 12 months.

Subsequent estimates are produced by applying the rates of disability by age to the latest population projections. This results in a total disabled population at mid-2016 of 51,342 people, 15.5% of Enfield's population.

When reviewing the 2011 census data, considering economic activity, Enfield had a high proportion of people who were economically inactive (not working and not seeking work) compared with the London region. Although the majority of these were retired, students, long term sick or looking after the home, there was also a significant proportion who were economically inactive for another reason. Combining these others with the number of adults who were unemployed at the time produces a total of about 22,000 people (9.8% of all 16 to 74 year olds) this was the 6th highest rate in London.

Enfield is one of the most highly deprived Outer London boroughs. Enfield is now the 12th most deprived London borough, whereas it was 14th in 2010. The Borough's overall ranking in the 2015 Indices of Multiple Deprivation remained unchanged from 2010 at 64th most deprived out of 326 English local authorities. The map below shows the locations of the most and least deprived Lower Super Output Areas (LSOAs) in Enfield. Dark red areas are those with the greatest deprivation levels.

¹ European Society of Cardiology (2014), Adult obesity predicted in almost all European countries by 2030.



The northeast, east and southeast of the Borough fare significantly worse than the rest of Enfield, with some neighbourhoods amongst the most deprived in Britain.

Enfield has a low overall crime rate when compared to neighbouring boroughs and London as a whole, with 58.5 reported crimes per 1,000 population recorded in 2016/17; the figures for Barnet, Haringey and Waltham Forest were 55.8, 85.8 and 64.9 respectively; the average figure for London was 76.1. Government Office statistics also indicate that the level of recorded crime in the Borough has continued to drop, from 86.7 offences per 1,000 population in 2007/08 to the most recent figure of 58.5, decreasing year on year over the 10 year period.

In Enfield, the three most common types of recorded crime were Theft and Handling, Violence against the Person (excluding sexual offences) and Burglary.

Data from the police shows that there were 7,255 calls concerning Anti-social Behaviour (ASB) logged in the period 2015/2016 – an increase of 1.7% from 2014/15 (7,134 calls). Of the main types of ASB logged, the most common complaints concerned street drinking, drugs and rowdy youths. ASB can lead to residents feeling unsafe when out alone after dark and be a barrier deterring people from travelling by sustainable modes such as walking, cycling or using public transport as they feel more vulnerable.

4.2 Transport and Health

The top causes of illness and early death in Londoners are listed in the below table.

Rank	Causes of Illness and Early Death
1	Smoking
2	Obesity
3	High Blood Pressure
4	Type 2 Diabetes

5	Alcohol Use
6	High Cholesterol
7	Kidney Disease
8	Low Physical Activity
9	Drug Use
10	Low Fruit
11	High processed Meat
12	Poor Air Quality (PM)
13	High Salt

Source: Institute for Health Metrics and Evaluation (www.healthdata.org)

Seven of the above listed causes (2, 3, 4, 6, 7, 8 & 12) have links with the way people travel, a lack of physical activity and the emissions generated from the mode of transport that people choose, motorised transport (private car).

Creating an environment where people actively choose to walk and cycle as part of everyday life can have a significant impact on public health and has the potential to reduce health inequalities. It is an essential component of a strategic approach to increasing physical activity and may be more cost-effective than other initiatives that promote exercise, sport and active leisure pursuits.

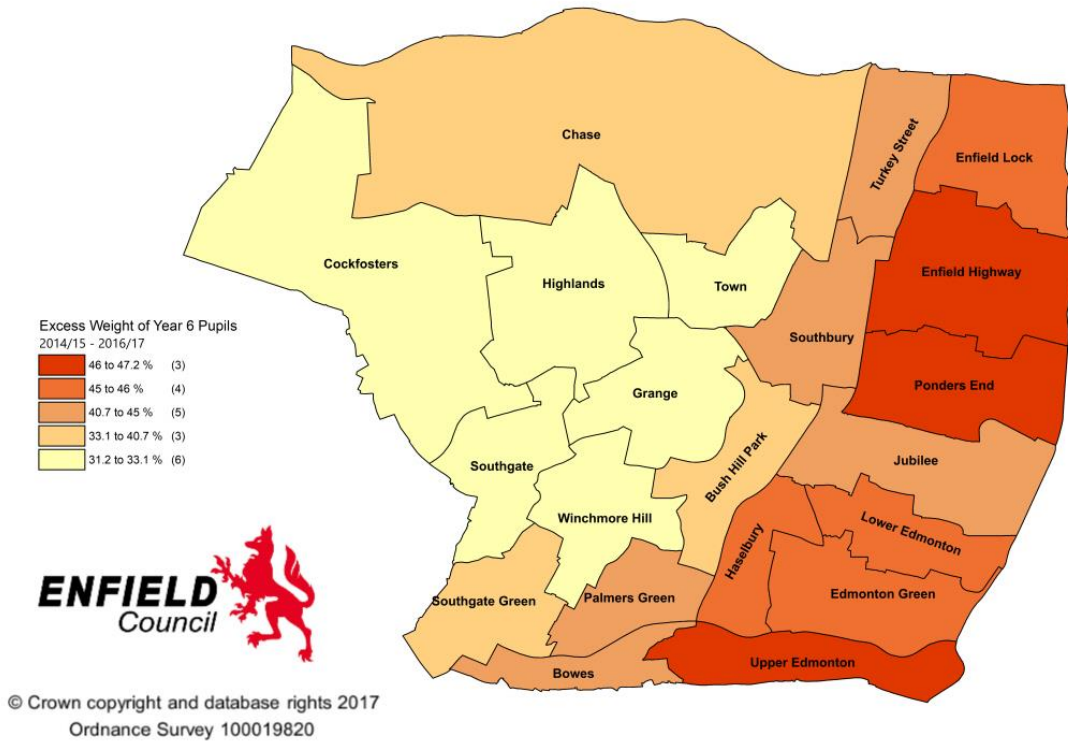
More walking and cycling also has the potential to achieve related policy objectives:

1. Supports local businesses and promotes vibrant town centres
2. Provides a high-quality, appealing public realm
3. Reduces road danger and noise
4. Increases the number of people of all ages out on the streets, making public spaces seem more welcoming and providing opportunities for social interaction and children's play
5. Provides an opportunity for everyone, including people with impairments, to exercise and enjoy the outdoor environment.

Obesity in Enfield:

- Two thirds of adults are overweight or obese
- Two in five, 10 - 11 year olds (41.5%) are overweight or obese
- The level of diabetes is higher in adults with higher BMI (body mass index)

This map shows the percentage of children aged 10 - 11 years old who are overweight or obese across Enfield (by ward). Levels of obesity are highest in the east of the borough. This overlaps with the deprived parts of Enfield.



Source: National Child Measurement Programme 2014/15-2016/17, Public Health England

In Enfield, as in the rest of the UK, we are starting to see cases of Type 2 diabetes in children and young people.

The table below shows the reduced risk of health conditions from being physically active.

Health Condition	Reduced Risk from Being Physically Active
Coronary heart disease and stroke	20 – 35%
Type 2 diabetes	35 – 50%
Colon cancer	30 – 50%
Breast cancer	20%
Hip fracture	36 – 68%
Depression	20 – 30%
Death	20 – 35%
Alzheimer’s disease	40 – 45%

Source: Start active, stay active: a report on physical activity from the four home countries’ Chief Medical Officers (2011), Department of Health.

Increased walking and cycling offers many other advantages including cleaner air, less noise, more connected neighbourhoods, less stress and fear, and fewer road traffic injuries. These issues are all connected and contained in below table.

Source	Main Health Impacts that can be Improved
Physical activity	Obesity

	Heart disease Stroke Depression Type 2 diabetes
Air quality	Cardiovascular disease Respiratory diseases
Road traffic collisions	Physical injuries Psychological trauma
Noise	Mental health Blood pressure Child development
Access and severance	Mental wellbeing Personal resilience Stress Social isolation

4.3 Method of travel and trip purpose

According to the North London Sub-regional Transport Plan report, the car/motorcycle is the most common method of travel, followed by walking. Many of those car trips will also have a walking element. For most, walking is something that is done daily, whether it be walking to the train or bus stop, walking to school, work or to local shops. Although the mode share has improved slightly between 2006 - 2013, with a slight shift to people using more sustainable modes such as walking, cycling and public transport, when you compare Enfield's mode share to that of the sub region of North London as a whole, 7% more people use the car/motorcycle rather than sustainable modes.

The London Travel Demand Survey captures information on the purpose of trips in Outer London. The below table provides weekday trip purpose information for the last 3 years of held data, 2013/2014 - 2015/2016:

Table 4.1 – Weekday trips by purpose

Trip Purpose (weekday)	2013/2014 (%)	2014/2015 (%)	2015/2016 (%)
Commuting	18.8	19.8	20.9
Other work	8.6	8.5	8.1
Education	10.5	10.4	10.7
Shopping and personal business	23.2	23.5	22.4
Leisure	22.3	21.1	21.5
Other (including escort)	16.5	16.6	16.5

For comparative purposes, the below table provides Outer London weekend trip purpose information for the last 3 years of held data, 2013/2014 - 2015/2016:

Table 4.2 – Weekend trips by purpose

Trip Purpose	2013/2014 (%)	2014/2015 (%)	2015/2016 (%)
Commuting	15.5	15.6	16.9
Other work	7.3	7.0	6.8
Education	8.1	8.0	8.3
Shopping and personal business	25.5	25.9	24.4

Leisure	27.5	27.8	28.1
Other (including escort)	16.1	15.8	15.5

The following table from the 2011 census outlines the method by which people travelled to work in the borough and London as a whole:

Table 4.3 – Method of travel to work, Enfield and London as a whole

Method of Travel	Enfield	London
Drive Car/Van or Passenger	47%	31%
Bicycle	1%	4%
On Foot	7%	9%
Public Transport	43%	53%
Other	2%	2%

The table shows that there are clear differences between Enfield and London as a whole and whilst there are many factors that need to be considered when interpreting these figures, Enfield still has a disproportionately higher number of people travelling to work by less sustainable means of transport when compared with the rest of the capital. However, the borough has substantial scope for reducing the number of trips made by car given that 30% of existing car journeys are less than 2km (1.2mi) in length and nearly 60% are less than 5km (3.1mi).

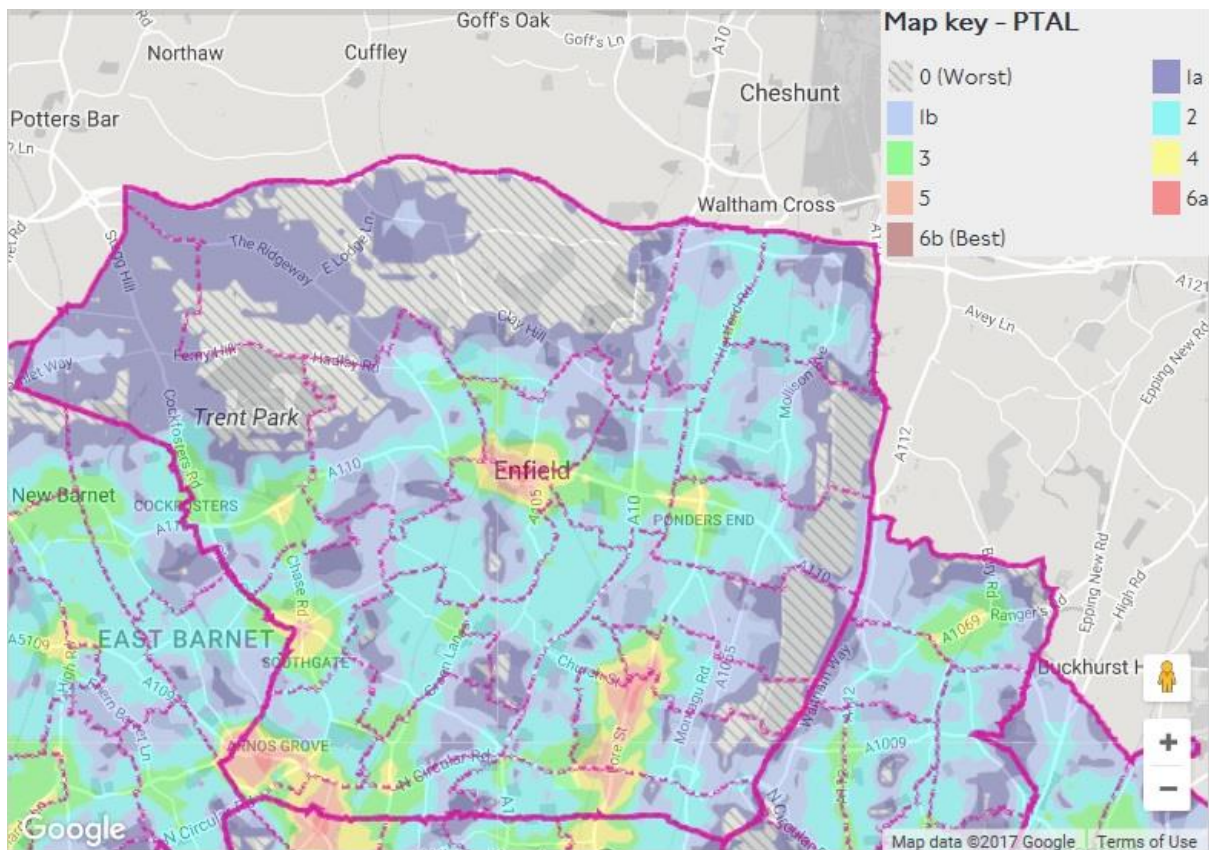
Local traffic data is collected by the Department for Transport (DfT) based on a number of 'count points' in the Borough. According to their data, there were a total of 843,357.02 motor vehicle miles travelled in 2015. This was higher than all the 14 preceding years and was around 38,927.12 miles greater than was travelled in 2014. Motor vehicle miles travelled in the Borough is up, as is the overall number of cars owned per household. 2011 census data shows an overall increase in the number of cars owned per household when compared to 2001 census figures, however, it also shows that the number of households that don't own any cars at all, has also increased by 4%. In Enfield, only 32.5% of households do not own 1 or more cars. This compares to a London average of 41.6% and an inner London average of 56.7%. Growth in the number of vehicles owned within the Borough and the continued growth in the volume of traffic using the network is placing increasing pressure on the available road capacity.

4.4 Movement and transport infrastructure

This section looks more specifically at and examines the challenges related to movement and transport infrastructure in the borough.

Public transport

Public transport accounts for 20% of travel. The coverage and accessibility of public transport varies significantly across the borough and this is shown on the following map, which details the relative Public Transport Accessibility Levels (PTALs) for Enfield. PTALs are a method of assessment utilised by TfL and most London boroughs to produce a consistent London wide public transport access mapping facility. PTALs assess the level of service, walk and wait times to produce indices of accessibility to the public transport network.



Source: TfL WebCAT Planning Tool

The lower levels of accessibility are centred on Chase and the northern part of Cockfosters wards, both consisting largely of green spaces with low residential densities in large parts. The other areas shown to have a very poor PTAL rating are those around the two large reservoirs, the King George's and William Girling and the surrounding associated open space. The map shows a pattern of very low public transport accessibility, reflected in a particularly low PTAL index across the whole borough, other than good PTAL values around a few town centres only. This means the borough is not inducing a modal shift away from the car.

According to the North London Sub-regional Transport Plan report mode share data, travelling by bus accounts for 14% of all journeys made by Enfield residents, which is the third highest mode share in the Borough. There is clearly a reliance on bus services for many trips. There are 46 bus services including 8 night bus services that run through Enfield. These are run on behalf of TfL by 6 different companies and serve 547 bus stops within the borough.

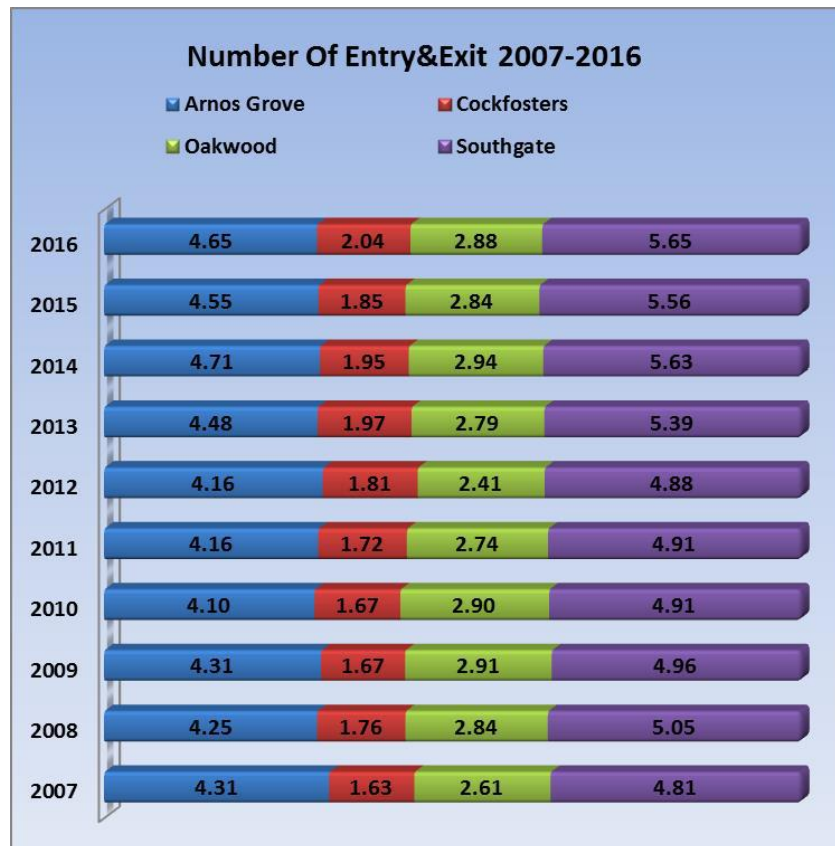
Buses in Enfield are generally reliable, and rarely suffer significant delays. In quarter two of 2016/17, there was on average an 84.9% chance of waiting fewer than ten minutes for a bus. The average excess waiting time (EWT) for high frequency bus routes was 0.74 minutes in the second quarter of 2016/17. EWT is the waiting time experienced by passengers over and above what might be expected of a service that is always on time and high frequency bus services are defined as typically services for which a detailed timetable is not generally published. Most have weekday peak frequencies of five or more buses per hour (i.e. a service frequency of 12 minutes or more frequent).

In quarter two of 2016/17, for low frequency services, these are services running to an advertised timetable. Most have a weekday peak frequency of four buses per hour or less (i.e. a service interval of every 15 minutes or less frequently), 85% were found to be on time. 10.6% of low frequency buses ran between 5 to 15 minutes late.

Over the past fifteen years EWT for high frequency buses has continued to fall. However, bus wait times have begun to increase during the past two years, largely as a result of congestion. Whilst bus speeds are lowest towards central London there are a number of orbital routes corridors in the North, particularly along the North Circular where they are also slow. It is unrealistic to expect appreciable further EWT reductions; this is particularly so because there is little scope for further Bus Priority measures in the Borough. That said, we are working closely with TfL to identify and implement more Bus Priority measures.

In support of the bus network, the borough hosts the London underground Piccadilly line. The Piccadilly line runs between Cockfosters in north London and Acton Town in the west where it divides into two branches, one to Heathrow Airport and the other to Uxbridge in north-west London. The underground network is concentrated in the west of the borough where there are four underground stations; Cockfosters, Oakwood, Southgate, and Arnos Grove. The Piccadilly line is mainly a deep-level line although for most of its length in Enfield it is not underground and is on the surface. The Piccadilly line is the fourth-busiest line on the Underground network with over 210 million passenger journeys in 2011/12. It is the second-longest line on the underground network after the Central line, and with 53 stations only the District line has more stops. The rolling stock is dated and in need of modernisation and improvement. Introduced in 1975 and built to cater for airline passengers travelling with luggage between central London and Heathrow. The trains have extra floor space provided by longer carriages and larger vestibules than its predecessor. The Piccadilly line trains have some of the lowest capacity on the tube network, with a single train having a total capacity of 684 people.

The number of people entering and exiting the four underground stations within the borough between 2007 – 2016 is shown in the below table. You can see from the table that this modes usage has increased significantly over the last 10 years with 1.86 million more entry exits from stations within the borough.



Source: TfL Underground Services Performance

The mayor recognises that there is significant crowding especially experienced during the peak times and that the rolling stock is dated and as such the Piccadilly line is included in the New Tube for London programme. It forms the next generation of line upgrades and aims to deliver asset renewals in a more comprehensive, consistent and systematic manner. The first deliverable is a new generation of trains. This provides a unique opportunity to transform the customer experience and the operation and maintenance model on the deep tube lines through technology-enabled change and asset renewals. New trains and signalling on the Piccadilly line is expected to provide 60% extra capacity.

Improving capacity on the Piccadilly line tube trains is needed and would cater for an expected growth in population and employment opportunities in Enfield and north London. Increased capacity would also improve air quality as these changes could reduce the number of people travelling to Heathrow airport by car.

The Borough also supports a comprehensive rail network consisting of eighteen surface rail stations: Angel Road, Brimsdown, Bush Hill Park, Crews Hill, Edmonton Green, Enfield Chase, Enfield Lock, Enfield Town, Gordon Hill, Grange Park, Hadley Wood, New Southgate, Palmers Green, Ponders End, Silver Street, Southbury, Turkey Street and Winchmore Hill.

The Borough is relatively well served by rail and underground links to central London although there are poorer services in the east. To the west, the Piccadilly Line connects the Borough to London's west end, and the Moorgate line has a branch through the centre of the Borough to Hertford North. Although the eastern half of the Borough is linked by rail to the City and Stansted, communities in the east of the Borough are generally poorly served by

public transport, with infrequent local trains along the Lee Valley rail corridor and poor-quality stations along its length that are difficult to access.

The most relevant proposed scheme is the proposed enhancement of the West Anglia Main Line to improve services to Stansted which also has the potential to increase frequencies of local rail services in the east of the Borough. Currently services on the line are severely hampered by the two-track railway between Coppermill Junction (south of Tottenham Hale) and Broxbourne Junction. By increasing from a two-track to a four-track railway an additional four trains per hour could be gained at some stops, increasing capacity, reducing congestion and journey times. Better rail links will integrate the corridor and allow it to grow and deliver growth. Four-tracking is an essential precursor to Crossrail 2.

Currently, services along the West Anglia Mainline suffer from poor reliability, slow journey times and frequent delays. This is because the local stopping services compete for space on the existing railway lines with faster services to and from London-Cambridge-Stansted. When one service is delayed, this has a knock-on effect on all the others.

It is forecast that by 2043 demand for rail travel along this line will have increased by up to 39%. Crossrail 2 would free up space on the railway, reducing journey times and allowing for more trains per hour in each direction. Transport improvements are already underway along the West Anglia Mainline but it is only Crossrail 2 that would provide the transformational change required in the long term.

Crossrail 2 would provide 10 - 12 trains per hour calling at all stations between Tottenham Hale and Broxbourne. There would also be significant improvement works at each station to accommodate the longer trains, as well as the installation of new lifts or ramps at all stations to provide step-free access. Additional track works are also required at Broxbourne to enable Crossrail 2 and Stratford trains to turn back at the end of their journey. Although Crossrail 2 is still in the planning stage the following improvement could be achieved:

Table 4.4 - Current and proposed future peak trains to London, per hour

Station	2015: Current trains to Stratford / Liverpool Street	2030: Future total trains to Central London	Of which will be Crossrail 2 services
Enfield Lock to Northumberland Park	Between 1 – 5 during peak hours	14 – 16	10 – 12
Tottenham Hale	12	27	15

Although there are several routes and rail lines running through the borough, all routes are radial in nature linking to Central London. There are no orbital routes running east - west or vice versa, this is due to severance caused by the waterways and reservoirs.

Interchanges facilitate transition between modes and/or different journey legs on one mode, have an impact on the convenience and reliability of public transport journeys. Travel times need to be reduced to make public transport more appealing.

Motorised transport and the road network

The borough's public highway network comprises of approximately 68km (42.3mi) of principal roads, 37km (23mi) of TLRN, 51km (31.7mi) of non-principal classified roads and

466km (289.6mi) of unclassified roads. The extent of highway assets is, however, far wider than the road network and includes:

- Associated verges, shrub beds and flower beds
- 23,500 trees
- Highway drainage, including settling ponds
- Over 1,170km (727mi) of footways and cycleways
- Over 52km (32.3mi) of footpaths, bridleways and byways
- 31,800 streetlights and illuminated signs
- Over 19,400 unlit road signs and street nameplates
- Other items of street furniture
- Over 340 bridges and other structures

Enfield has good links to the national motorway system, the north of the Borough being bounded by the M25, accessed at junctions 24 and 25. It also has two trunk roads – the A10 (London to Cambridge) and A406 (London's North Circular Road). These are supplemented by several A-roads that are key connectors in the Borough including the A1055 Bullsmoor Road / Mollison Avenue / Meridian Way (north-south link), the A1010 Hertford Road (north-south link), and the A110 (east-west link).

The transport network within Enfield does not operate in isolation but is part of much larger and complex sub-regional, regional and national networks. Furthermore, the level of growth in the neighbouring authorities of the London Boroughs of Barnet, Haringey and Waltham Forest, Epping Forest District Council in Essex and Hertsmere, Welwyn Hatfield and Broxbourne districts in Hertfordshire is such that Enfield will be subject to significant additional demands being placed on the local transport network. The projected growth in neighbouring authorities and further afield will add extra pressure on the highway network and the limited capacity in Enfield.

In 2016, general motorised traffic on London's roads grew by 1.6%, with this growth largely focused on outer London. According to local data collected by the DfT based on a number of 'count points' in the borough. Motor vehicle miles travelled in the borough has been up and down over the last 10 years (last 10 years of recorded data 2007 – 2016) with steady growth shown year on year since 2013. The overall picture for Enfield in recent years is one of gradually rising levels of motor vehicle traffic entering and exiting the borough.

Many parts of the borough suffer from significant congestion, with particular problems occurring on the A406, North Circular Road between Bounds Green to Green Lanes and A10, Greater Cambridge Road to Bounds Green. Regular congestion also forms on parts of A10, Greater Cambridge Road with vehicles regularly queuing as they enter the borough from junction 25 of the M25 in the AM peak and as they exit the borough via the same junction in the PM peak. Severe congestion often effects the junction immediately south of junction 25 of the M25, the A10 Great Cambridge Road / Bullsmoor Lane junction.

There is a specific challenge with regard to streetworks, particularly disruption from works undertaken by utility operators, both in terms of the disruption to the network during works and issues with the quality of reinstatement.

With few east - west links due to severance caused by the reservoirs in the east of borough, traffic wanting to make this movement is forced to the pinch point between the King George's and William Girling reservoirs where the A110, Lea Valley Road passes through. Congestion occurs at the Nags Head Road / Mollison Avenue / Lea Valley Road roundabout,

the first junction vehicular traffic arrives at after travelling along the A110, Lee Valley Road from the London Borough of Waltham Forest in the east.

For many years it has been reported that the Brimsdown industrial area in the northeast of the borough is the second largest industrial area in London, after Park Royal in west London. However, it has also recently been claimed that Brimsdown is now in fact the largest industrial area as some of the industrial area of Park Royal has been redeveloped and some use classes have changed. Either way, due to its size and the types of commercial uses that operate from this location, a significant amount freight journeys are generated. To help reduce congestion, demand management solutions (freight delivery plans, etc) will need to be developed and the Council will work to encourage the consolidation of freight in areas such as the Brimsdown industrial area.

Active travel

Enfield Council is committed to increasing cycling and walking. Through our Cycle Enfield programme, we are delivering schemes to support cycling and walking borough-wide. Our experienced Cycling Delivery Team are enthusiastic and excited about our Mini-Holland proposals and the opportunity to realise Enfield's cycling potential.

The A10 and A406 are our two busiest roads and the two biggest physical barriers to cycling within the borough. We recognise that although there is a heavy reliance on cars to make local trips and there are limited alternative travel options with lower density of public transport provision. Enfield is one of five Outer London boroughs identified as having the greatest number of potentially cyclable trips, nearly 80% of car trips in Enfield are of cyclable length.

The first step in developing our cycle network strategy was to examine current travel patterns, including the origin, destination and desire lines of short car trips, to gain a better understanding of the potential for cycling across the borough and to inform our cycle network. The data used was produced for Enfield by TfL using London Travel Demand Survey (LTDS) data. Using this data, we identified that potentially cyclable car trips predominantly start from or end around Enfield Town, Edmonton Green and Palmers Green. In addition, many east-west movements are made along the A110 (Southbury Road) and through Enfield Town. These are locations with significant traffic congestion and air pollution and increasing cycle use will help to reduce this.

Our Mini-Holland bid focuses on increasing cycling and walking, cycle safety, health, access to schools, social inclusion and access to employment. Our aim is to develop better town centres and develop good links between them and to adjacent boroughs. The project has full cross-party and stakeholder support, and has been carefully planned, assessed, programmed and costed and has a proper delivery plan. It is ambitious but deliverable and will transform the lives of thousands of Enfield residents, who we will continue to involve in the design and delivery of measures.

Walking as a mode share in Enfield has slightly increased from 28% in 2006, now up to 30% (TfL borough factsheet, July 2017). However, TfL City planning Strategic Analysis examined LTDS data for 2012/13 – 2014/15 and less than 25% of Enfield's population is achieving two ten-minute periods of active travel a day.

4.5 Road traffic casualties

Within Enfield Council's last LIP, two targets and trajectories were set for reducing road traffic casualties. These targets and trajectories related to reducing:

- The total number of killed and seriously injured (KSI) casualties
- Total casualties

For KSI casualties, the average long term (14 year span) reduction attained was of the order of 28.7% with a maximum recorded value of 60%.

For Total casualties, the average long term (14 year span) reduction attained was of the order of 16.3% with a maximum recorded value of 50%.

Accordingly, it was considered prudent, yet adequately demanding, for Enfield to set two targets on the basis of a 30% reduction by 2020, relative to the baseline of the average for the five years 2004 to 2008 for KSI casualties and a corresponding 20% reduction by 2020 for total casualties. The trajectories were then generated by the requirement to reach those two targets by 2020, nominally starting from 2007, the TfL stipulated baseline. The below table taken from Enfield's 2nd LIP has been populated with Stats 19 data to show how we have performed:

Table 4.5 – 2nd LIP casualty targets

Year	KSI Casualties		Total Casualties	
	Trajectory - 3 year moving average across year - not to be exceeded	3 year moving average across year - actual	Trajectory - 3 year moving average across year - not to be exceeded	3 year moving average across year - actual
2007	106	106	979	979
2008	104	93.3	972	969
2009	103	93.3	965	984
2010	101	97.7	959	1069
2011	99	94.0	952	1074
2012	98	85.3	945	1053
2013	96	70.0	939	1018
2014	95	64.7	932	1022
2020	86		894	

The targets contained within Enfield Council's last LIP were considered particularly ambitious for various reasons. Although the total casualties targets have not been met, we appear to be on track to meet the KSI target.

Table 4.6 – Number of casualties in Enfield by year

Year	Total casualties	Pedestrians	Pedal cyclists	Powered two-wheelers	Car occupants	Total vehicle occupants/riders
2016	995	175	53	98	555	820
2015	1051	170	51	98	636	881
2014	1003	177	76	91	540	826
2013	1012	156	49	115	601	856
2012	1038	157	55	78	669	881
2011	1109	183	67	101	665	926
2010	1075	170	55	85	644	905
2009	1022	171	38	72	671	851
2008	854	118	32	68	570	736

Source: Data presented is for personal injury road traffic collisions occurring on the public highway, and reported to the police, in accordance with the Stats 19 national reporting system.

Table 4.7 – Number of casualties by severity

Year	Fatal	Serious	Slight	Total casualties
2016	4	69	922	995
2015	5	65	981	1051
2014	4	48	951	1003
2013	8	64	940	1012
2012	6	80	952	1038
2011	12	86	1011	1109
2010	7	91	977	1075
2009	9	88	925	1022
2008	6	79	769	854

Source: Data presented is for personal injury road traffic collisions occurring on the public highway, and reported to the police, in accordance with the Stats 19 national reporting system.

4.6 Air Quality

Road traffic accounts for 28% of London's total emissions of Carbon Dioxide (CO₂), 50% of London's total emission of nitrogen oxides (NO_x), and 50% of London's particulate matter (PM₁₀) emission. The trends affecting the different pollutants have varied over recent years. Emissions of CO₂ are decreasing as vehicles become more fuel-efficient. However, in 2016 the increase in levels of road traffic partly offset this on-going reduction, with a decrease of 0.7% in the year. This compared to a reduction of 2% in the previous year.

Emissions of NO_x are the most pressing problem for London's air quality, with ambient levels of Nitrogen Dioxide (NO₂) continuing to exceed European Union limit values across much of central and inner London – particularly close to busy roads. In 2016, NO_x emissions from road transport fell by 8%, following a 6.9% reduction the previous year.

Although London now complies with limit values for PM₁₀, continued reductions to ambient concentrations will bring further significant health benefits. Achieving this is however difficult, given that about 88% of London's road traffic emission now arises from vehicle brake and tyre wear and resuspension, with only limited technological options for improvement currently available. In 2016, London's road traffic PM₁₀ emission was effectively unchanged; some small reductions arising from the natural turnover of the vehicle fleet were offset by increased emissions reflecting the overall increase in road traffic levels.

In terms of ambient concentrations, NO₂ concentrations are now consistently improving year on year but remain above EU limit values across much of central and inner London, particularly at the roadside. PM₁₀ concentrations in London have reduced significantly over recent years; however, from 2015 onwards the average trends suggest that PM₁₀ concentrations in Inner London are increasing slightly. The reasons for these may be related to weather conditions but also may in part be due to increases in the use of solid fuel burning in some areas.

Air quality assessments undertaken by Enfield Council identified that the Government's air quality objective for annual mean NO₂ and daily mean PM₁₀ were not being met by the specified dates. Consequently, the Council designated an Air Quality Management Area

(AQMA) across the whole of the Borough and produced an Air Quality Action Plan (AQAP) 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 main source of pollution in the borough is road traffic. The AQAP reflects this by including measures to reduce the pollution emitted from vehicles on the roads.

Air pollution affects the quality of the air that we breathe and although air quality has improved in the UK in recent decades, evidence shows that invisible pollutants in the present day can still significantly harm human health and the environment. Exposure to poor air quality can have a long-term effect on health; this is associated with premature mortality due to cardiopulmonary (heart and lung) effects. In the shorter-term, high pollution episodes can trigger increased admissions to hospital and contribute to the premature death of those people that are more vulnerable to daily changes in levels of air pollutants.

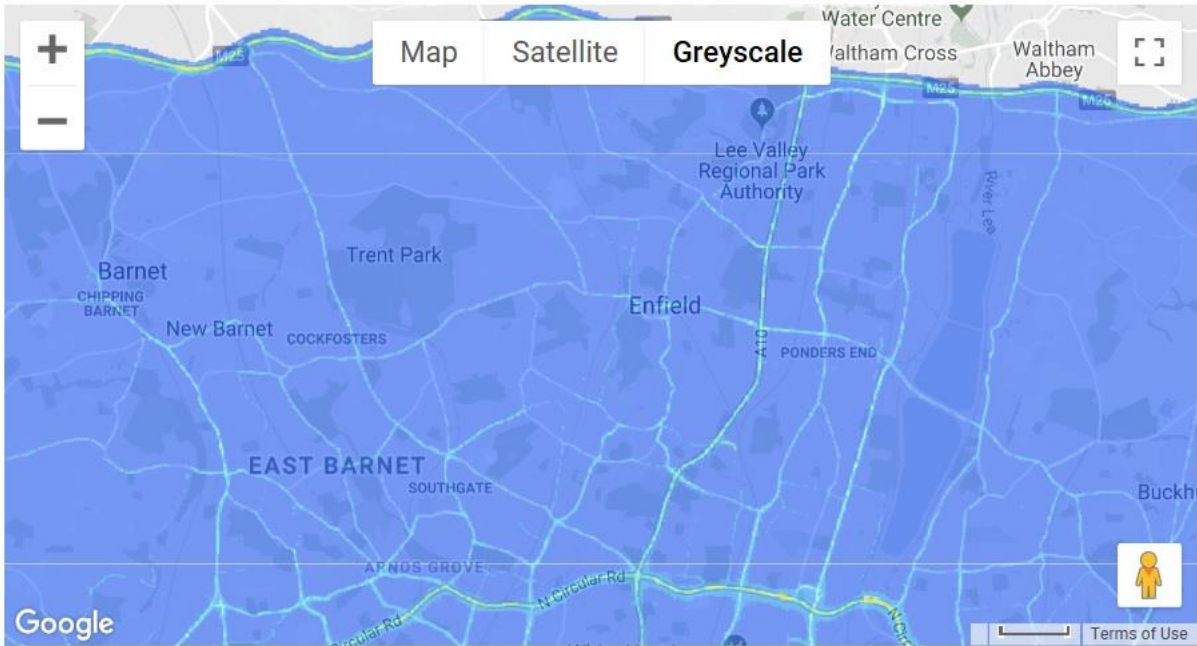
Recent estimates indicate that poor air quality reduces the life expectancy of everyone in the UK by an average of seven to eight months. The House of Commons Environmental Audit Committee (EAC) further noted that the impact of air quality on life expectancy is considered greater than that from both road traffic accidents and passive smoking (EAC, 2010). The EAC also, in calling for more government action stated that "Four thousand people died as a result of the Great Smog of London in 1952 and this led to the introduction of the Clean Air Act in 1956. In 2008, 4,000 people died in London from air pollution and 30,000 died across the whole of the UK" (EAC, 2011).

Most of the air pollution in the Enfield AQMA is caused by road traffic. Problems arise on roads which are heavily trafficked or have large amounts of congestion. For NO₂ there are widespread exceedances of the annual mean objective along main roads in the Borough; Typically, these are the major roads which form part of the TLRN or motorway (strategic road) network. The main centres within the Borough are also included, as well as the M25 sited at the northern boundary.

For PM₁₀ there are exceedances of the daily mean objective along parts of the busiest main roads in the Borough, including the M25, A406 North Circular Road and A10. The annual mean objective is exceeded in parts of the M25 and A406 North Circular Road only, very close to the centre of the roads.

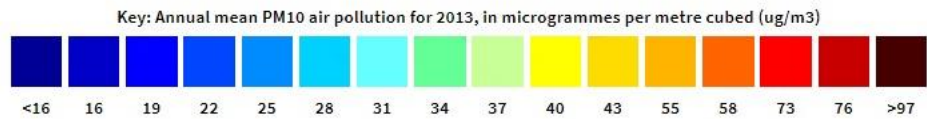
Measurements from monitoring stations are only able to report air quality at that particular location. An annual map that uses a detailed model to show a prediction of what air quality is like across the whole of London is available.

The below map shows the annual mean PM₁₀ air pollution for Enfield, based on measurements made during 2013. This year was chosen because it is the latest year for which an accurate model is available.



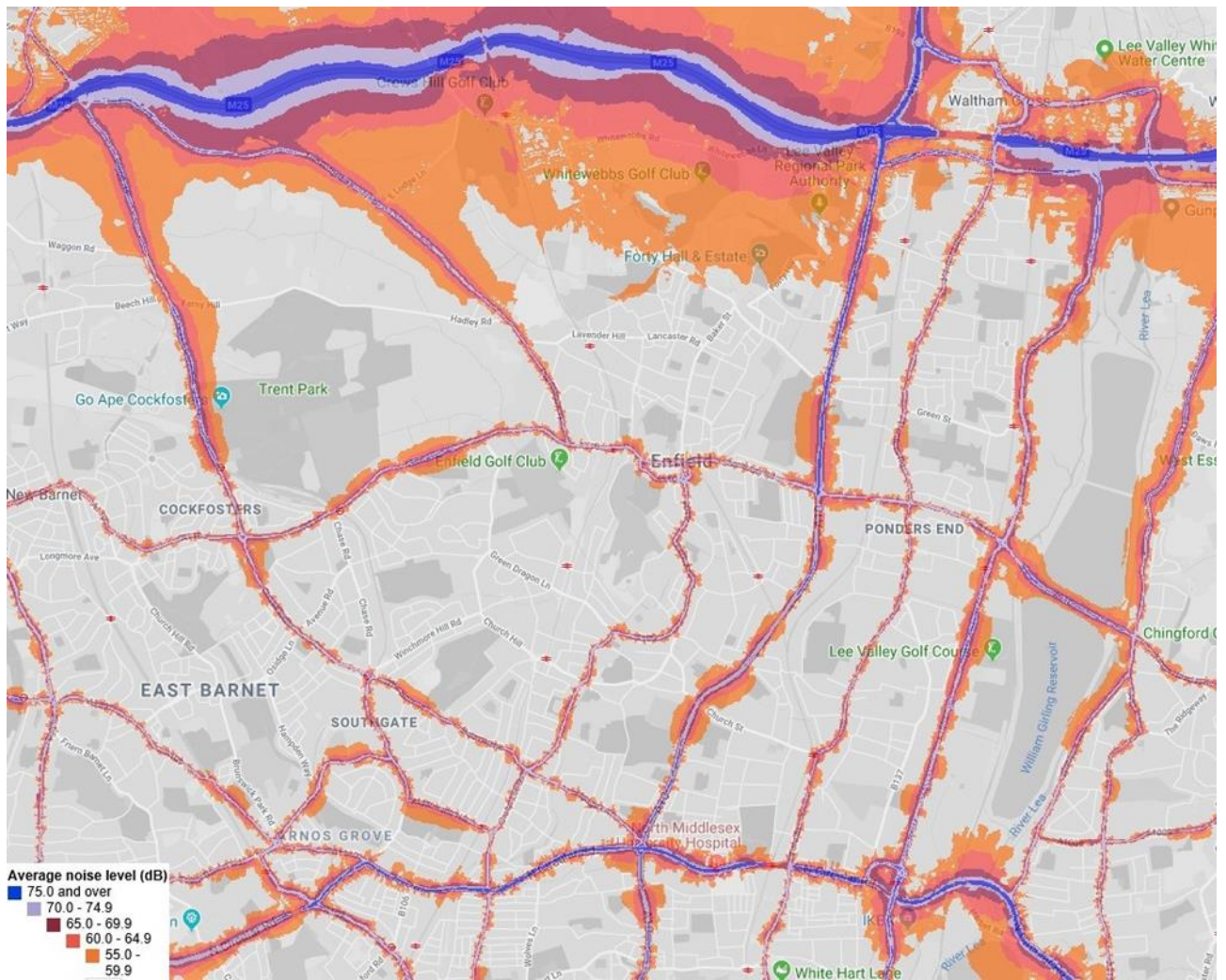
Modelled annual mean PM10 air pollution, based on measurements made during 2013.

This map was used with permission from The Greater London Authority and Transport for London, who fund, develop and maintain the London Atmospheric Emissions Inventory. For more information please visit data.london.gov.uk



4.7 Noise and vibration

Little information is available on noise and vibration generally across the borough. It is likely that where air pollution is occurring noise pollution will also be prevalent as they are both closely linked to traffic volumes. The following figure shows estimated levels of road traffic noise, which is the primary noise source in most parts of the Borough. This is based on a strategic noise mapping exercise undertaken by the Government in 2012. Results are shown for LAeq, 16h, which is the annual average noise level (in dB) for the 16-hour period between 0700 - 2300.



Source: <http://extrium.co.uk/noiseviewer.html>

4.8 Transforming and improving transport provision

The Council and its partners are continuously working to provide transport services to meet the growing demand previously identified. The Council seeks major improvement to transport capacity as below, however, due to their complexity these projects and programmes have a long life and some of those detailed will extend beyond that of the plan period.

Table 4.8 - Major transport projects that impact on travel in Enfield

Project/ Programme	Details
New Trains for West Anglia services	Over £200 million will be spent on 31 brand new London Overground trains for services to Chingford, Cheshunt and Enfield Town (as well as Romford to Upminster). The new trains will feature walk-through carriages, air-conditioning, live network information and improved accessibility. Trains expected to be in service by 2018.
Devolution of London's rail franchises	Since taking over the Liverpool Street to Enfield Town, Cheshunt and Chingford routes, TfL has: <ul style="list-style-type: none"> • Staffed every station from first train to last • Equipped staff with devices to keep them up-to-date with the latest travel information

	<ul style="list-style-type: none"> • Integrated the lines into Journey Planner and Twitter • Carried out improvement works to platforms, stairs and station facilities to improve accessibility • Repainted stations and improved the shelters, benches, lighting and fencing to improve the look and feel of the station • Added additional ticket vending machines and improved facilities at some stations • Installed ticket gates to reduce fare evasion • Improved cycle parking at some stations • Improved safety and security at many stations by updating the digital CCTV, installing new help points and improving lighting <p>TfL has improved the reliability of the trains by 80% since June 2015 and punctuality has remained above 92% since November 2015.</p> <p>When the Mayor took over the London Overground in 2007 similar improvements led to a six-fold increase in passenger ridership and sky-high passenger satisfaction ratings. It is for these reasons that the Council enthusiastically supports further devolution of London's rail franchises to TfL with the aim of delivering improved reliability and capacity across London's suburban rail network.</p>
Cycle Enfield	A £42m programme which includes large scale physical works, starting with the A105 corridor, and a range of complementary measures (cycle training, cycle parking). Also includes cycle-ways and quieter neighbourhoods; an approach to residential areas which should align with the healthy streets initiative.
STAR	The Stratford, Tottenham, Angel Road rail enhancement programme (new track and a new station which will allow increased service frequencies) will unlock the full potential of the £2.5bn Meridian Water development site.
Deep Tube Upgrade Programme Piccadilly Line	Signal replacement and new rolling stock to provide increased frequencies and capacity. Works to increase capacity will begin on the Piccadilly line with the introduction of a new signalling system and a new fleet of trains. These trains will replace the current fleet from 2023 by which time they will be 50 years old.
Lea Valley mainline Four Tracking and Crossrail 2	Through four-tracking of the Lea Valley mainline and new link to central London, Crossrail 2 supports the long-term reconfiguration and regeneration of the eastern part of the borough. It also opens up opportunities in the west of the borough via the branch to New Southgate.
Station step-free access	Step-free schemes to be delivered as part of station capacity projects or Crossrail 2 construction.
Retrofitting buses and Low Emission Bus Zones	TfL to make sure the entire bus fleet meets the Euro VI emissions standard by September 2020. This will primarily be achieved through retrofitting enhanced Selective Catalytic Reduction systems on more than 4,500 vehicles. TfL will also introduce Low Emission Bus Zones in some of the worst pollution hotspots.
Ultra Low Emission Zone (ULEZ)	The Mayor, through TfL, will seek to introduce the central London Ultra Low Emission Zone standards and charges in 2019; the zone would be expanded London-wide for heavy vehicles by 2020 and to inner London for all other vehicles (except taxis) by 2021.

As part of the Cycle Enfield project, the Council working with TfL has identified key cycle routes to implement that have the most potential to increase cycle use, replacing car

journeys. The borough will continue to support development and implementation of the major transport projects that we have identified and described in Table 4.8 as we recognise that these schemes offer great opportunities to shift trips to more sustainable modes contributing to the MTS overarching aim for 80% of trips in London as a whole to be made by active, efficient and sustainable modes by 2041. As these schemes develop we will identify supplementary measures that support and enhance these schemes to encourage and enable change to the transport mix within the borough.

4.9 Housing, Regeneration and Growth

Housing stock in the Borough was up by 8% between the years 2001 – 2011, however, it has failed to keep up with population growth and the average number of people per household has increased. The average household size in the Borough has increased markedly since 2001 from 2.45 to 2.59 persons per household at the last (2011) census. The supply of housing is failing to keep up with the rate of population growth.

Summary descriptions of Enfield's key regeneration areas as identified in the local development framework, and the evolving Local Plan, are contained under the below subheadings:

Edmonton Leaside including Meridian Water

Edmonton Leaside is in the south eastern corner of Enfield and includes the Meridian Water regeneration area, established employment estates, Lee Valley Regional Park, Picketts Lock and major infrastructure facilities such as the Edmonton Eco Park and Deephams Sewage Treatment Works.

Meridian Water is a major London regeneration programme bringing thousands of new homes and jobs to Enfield, north London, next door to the beautiful Lee Valley Regional Park. Alongside new public open spaces, shops and community facilities, the development will have its own new railway station, already funded and being delivered by Network Rail and will open in 2019.

More detailed information can be found in the Edmonton Leaside Area Action Plan and Master Plan for Meridian Water.

North Circular including New Southgate

This regeneration area covers the area between New Southgate on the west and the start of the Great Cambridge Road approach to the east incorporating established residential areas of New Southgate, Arnos Grove, Bounds Green, Bowes and the southern end of Palmers Green. The area is traversed along its length by the A406 North Circular Road. A length of Pymmes Brook, a minor tributary of the Lea River, forms part of the area's northern boundary, Bounds Green Brook runs north-south adjacent to the A406 for part of its length. The New River also passes north-south across the area.

By 2026 the North Circular area will be transformed from one disconnected by an unforgiving road corridor and dominated by derelict housing to one characterised by strong and thriving local communities, high quality new and refurbished housing areas connected by streets better designed to meet the needs of all users and modes of transport. These local communities will be serviced by a network of vibrant local commercial centres and community facilities.

New Southgate has many strengths like great transport links to central London, green spaces, and well used local shops. Despite this, there are many things that need to be

improved like better housing for residents, schools, shopping parades, community facilities, local training and job opportunities, and streets and green spaces to help create an attractive neighbourhood that can be enjoyed by everyone who lives there.

The area is included in the latest draft London Plan (December 2017) and is recognised as an opportunity area, the first stage in a plan-led approach to providing significant quantities of additional jobs (3,000) and homes (2,500), improvements to transport and other infrastructure, and better access to local services.

More detailed information can be found in the North Circular Area Action Plan and Master Plan for New Southgate.

North East Enfield

The North East Enfield area stretches from the M25 southwards to Ponders End. It includes the communities of Enfield Lock, Enfield Highway, Ponders End, Turkey Street, and Southbury.

At first glance the area has much to offer; its diverse neighbourhoods of Ponders End, Enfield Highway, Enfield Wash along the main spine of Hertford Road. The attractive conservation area at Enfield Lock, thriving industrial areas of Brimsdown and Innova Park, and an area of natural recreation in the Lee Valley Regional Park and Waterways.

This area is home to a diverse community of around 77,000 people and approximately 1,000+ businesses, many people travel to and through the area to work. However, despite the areas strengths, it is also home to some of London's poorest communities suffering from high unemployment, low skill base, low educational attainment and a higher than average level of benefit claimants. There is a need to regenerate the area, to make it a more attractive place to live and work, with the facilities and services to support its residents. The overall vision is to make North East Enfield a place where people aspire to live, work, visit and invest.

Previous revisions of the North East Enfield Area Action Plan, have included support for exploring the possibility of direct access to the M25 motorway via a new link road. Possible provision of a link road between A1055 and A121 to connect to Junction 26 of the M25 Motorway. This link was known as the Northern Gateway Access Road (NGAR). An Inspector at a Public Inquiry identified there was insufficient explanation or justification of this proposal in the Plan concerns were raised about the possible impacts of the link road on the Green Belt, Rammey Marsh and Epping Forest Special Area of Conservation and Site of Special Scientific Interest. A sequential approach has been identified to the selection of transport options. The Northern Gateway Access Package (NGAP) will start with measures to encourage a shift towards non-car modes, then local traffic measures, and finally upgrading the highway network. This approach would ensure that the Council would only consider additional highway infrastructure if other more sustainable options were exhausted.

Regeneration in this area would support the provision of new infrastructure in particular potential four-tracking of the West Anglia mainline and the arrival of Crossrail 2. Crossrail 2 would link Enfield to the wider south east significantly enhancing the frequency and quality of rail services, improving connectivity, reducing journey times, as well as supporting economic regeneration through the provision of new infrastructure.

The area is included in the latest draft London Plan (December 2017) and is recognised as an opportunity area, the first stage in a plan-led approach to providing significant quantities

of additional jobs and homes, improvements to transport and other infrastructure, and better access to local services.

More detailed information can be found in the North East Enfield Area Action Plan.

Enfield Town

A masterplan framework for Enfield Town's central premise has recently been adopted. Its purpose is to preserve Enfield Town's historic market town identity while helping to develop a town centre that meets the future needs of a growing London borough. A distinguishable centre for residents across Enfield that can meet the demands of diverse employment, better connections, living spaces and cultural activities.

The Master Plan will progress as a Supplementary Planning Document and will form part of Enfield's Local Plan. More information can be found in the Local Plan area on the Council's website.

Upper Lee Valley Opportunity Area

As previously mentioned within this document, some areas in the east of the Borough fall within the Upper Lee Valley Opportunity Area, an area located within the London – Stansted – Cambridge corridor. At over 3,000 hectares, the Upper Lee Valley Opportunity Area represents by far the largest Opportunity Area in the London Plan.

The Upper Lee Valley covers areas in the London boroughs of Enfield, Haringey, Waltham Forest and Hackney. Within Enfield the Upper Lee Valley Opportunity Area contains; a wealth of existing assets, such as the Lee Valley Regional Park, established residential communities and a large concentration of industrial land. With connections into central London via the A10 / A1010 corridor and the Anglia Main Line.

The hope for the area is to achieve significant growth optimising development and redevelopment opportunities. Over 15,000 new jobs and 20,100 new well-designed homes by 2031. The regeneration areas of Edmonton Leaside including Meridian Water and North East Enfield fall within the boundary of the Upper Lee Valley Opportunity Area, therefore these regeneration areas have local, regional and national importance.

The Upper Lee Valley Opportunity Area Planning Framework identifies the potential for Crossrail 2 to run through the Upper Lee Valley. This could transform public transport accessibility and the viable density of development in the corridor.

4.10 Mayor's Transport Strategy outcomes

[REQUIREMENT R9] Boroughs are required to set out local issues, challenges and opportunities within the context of contributing towards the achievement of the nine MTS outcomes and the relevant policies and proposals.

Outcome 1: London's streets will be healthy and more Londoners will travel actively

Enfield will improve and manage its streets to create a high-quality public realm that encourages walking and cycling by all residents and visitors to the borough.

Nearly everyone walks. How much people walk is largely determined by how close they are to a range of destinations and whether they own a car.

The Council needs to work to increase the existing 30% walking and 1% cycle mode share of trips originating in Enfield, but we recognise that getting people to change their

travel habits is difficult whilst the car remains a cheap and convenient option, people will continue to drive walkable and cyclable journeys.

If we don't get residents and visitors to the borough to change their travel habits, the forecast population growth discussed in section 4.1 will lead to rising levels of traffic. Rising traffic and falling road capacity for private vehicles means that congestion will rise for essential traffic.

Congestion causes stress and frustration and limits the amount people can travel because journeys are slow and unpredictable. For businesses, congestion costs money as workers spend time queuing in traffic, it is difficult to make deliveries on time, and an unreliable road network harms the reputation of the borough. Bus journeys become slower and less reliable.

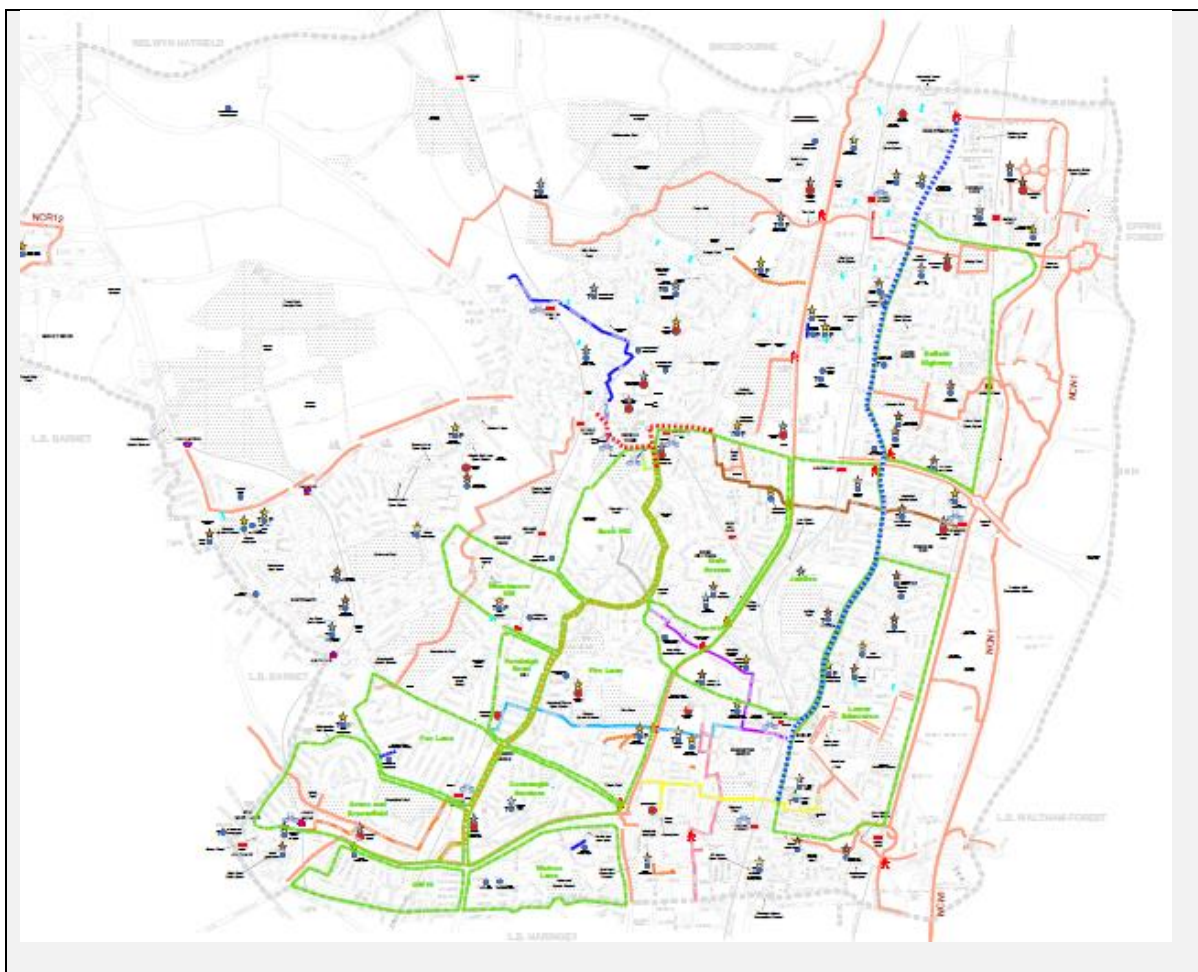
Freight vehicles account for around a fifth of motorised vehicle kilometres travelled in London. Industry trends and economic growth will lead to more freight traffic, especially vans. Having one of the largest, if not the largest industrial area in London (the Brimsdown industrial area) within the northeast of the borough, Enfield is likely to be more affected than other London boroughs by the increased growth of van use.

For Healthy Streets, we need to achieve population and jobs growth without a matching rise in car travel. At present, 67.5% of households in Enfield own a car. Car ownership is the strongest determinant of inactivity – 70% of people without a car do some activity compared to 50% with one car.

The borough has substantial scope for reducing the number of trips made by car given that 30% of existing car journeys are less 2km (1.2mi) in length and nearly 60% are less than 5km (3.1mi). However, having an alternative available does not mean that people will switch. Delivering mode shift requires changes to people's preferences, and to the relative appeal of travel by car and the alternatives. In reality, this means that car travel would need to be less appealing, and the other modes more appealing, in order to realise the potential that has been identified.

The Cycle Enfield project enables the borough to improve and manage its streets to create a high-quality public realm that encourages walking and cycling by all.

The target for Cycle Enfield is to deliver an increase in cycling journeys from around 5,000 per day to 25,000 per day by 2021. In addition, the ambition is for 80% of residents to be within 400 metres (about 1 minutes by cycle) of a network of high quality cycling routes:



Outcome 2: London's streets will be safe and secure

Road safety has been a key theme of Enfield's LIP programme for a number of years with a mix of reactive infrastructure interventions, targeted at collision hot-spots and locations where excess speeds are recorded, and proactive initiatives including road safety education and the introduction of 20 mph measures in the vicinity of the borough's schools.

In working towards Vision Zero this approach will be maintained although, given limited resources, the focus will be on interventions which target locations with the highest number of serious collisions, as well as a coordinated offer to schools under the safe, sustainable and active school travel programme.

Alongside this, LIP funding will be used to develop a Vision Zero Action Plan, with a review of road safety data informing the identification of priority locations and user groups. As part of this we are considering adopting a predictive approach, where data on the most dangerous junction types and patterns of slight collisions are used to pinpoint locations where proactive interventions could reduce the likelihood of future serious collisions.

There will be ongoing highway maintenance and early interventions, as set out in the Highway Asset Management and Highway Maintenance Plans, to reduce the risk to road users arising from highway infrastructure defects. This includes carriageway repairs and footway renewals to reduce the risk of trips and falls.

Outcome 3: London's streets will be used more efficiently and have less traffic on them

Outcome 4: London's streets will be clean and green

Outcome 8: Active, efficient and sustainable travel will be the best option in new developments

Enfield is committed to encouraging more people to walk and cycle which, as well as improving health incomes, will increase the number of trips made by sustainable modes and, over the long term, reduce traffic levels. There is also ongoing work to introduce bus priority measures to make bus journeys more reliable and faster.

There will be continued monitoring of air quality through fixed and mobile monitoring stations. This has identified the major road network as a priority so, given that the main arterial routes are the responsibility of Transport for London, we will work with them to bring forward mitigation measures.

Despite them still contributing to vehicle trips and collisions, the Council will support the uptake of electric vehicles by looking to install rapid and fast charging points on arterial routes and in locations with high numbers of visitors by car, such as town centres, retail sites and leisure centres. A trial of in lamp column charging will also be investigated, as will the increased provision of publicly available charging points on private sites. This will be alongside the requirements for electric vehicle charging for new developments as set out in the emerging London Plan.

At a strategic level, the draft Enfield Local Plan includes a policy objective to reduce the impact of private cars on our streets by:

- Using the Healthy Streets approach to improve poor air quality and tackle climate change by reducing the reliance of private motor vehicles, easing levels of traffic and congestion and providing infrastructure to support alternative sustainable modes of transport to provide access to employment, schools and services;
- Ensuring quality public realm, safe road crossings, signage and greening to create healthy and attractive environments that support and encourage people to choose to cycle and walk;
- Promoting road safety and safer cycling and pedestrian movement around town centres and transport nodes;
- Support behavioural change by providing opportunity for car club development, establishing car clubs and promoting car sharing;
- Adopt maximum car parking standards and car-lite housing wherever feasible;
- Consider design and public realm measures to reduce the impact of expected changes in climate, including permeable surfaces; and
- Seek to mitigate the impact of road based freight and promote alternatives.

This will include managing street trees and introducing sustainable urban drainage schemes to make streets greener whilst also mitigating the impact of surface water runoff.

In line with the Mayor's Transport Strategy, there is also an opportunity to review our approach to on-street parking to make sure that scarce space is being used most effectively and, particularly in locations with access to public transport, that the use of sustainable modes becomes the norm.

Outcome 5: The public transport network will meet the needs of a growing London

Outcome 6: Public transport will be safe, affordable and accessible to all

Outcome 7: Journeys by public transport will be pleasant, fast and reliable

Outcome 9: Transport investment will unlock the delivery of new homes and jobs'

The Council will work with its partners to make the public transport network more accessible and the natural choice for longer trips. It will work with its partners, including rail and bus operators, to deliver key infrastructure to promote sustainable growth in Enfield, including Crossrail 2, Four-Tracking of the West Anglia Mainline as a stage of Crossrail 2, Strategic and Major network Enhancements, as well as East-West Rapid Transit.

New developments will be expected to contribute to these improvements in the following way:

- Safeguarding land where appropriate to enable these key infrastructure projects to progress. Proposals which are contrary to the safeguarding of strategic infrastructure improvement projects will be refused;
- Contribute financially towards bus network infrastructure improvements, including new and improved bus services promoting east – west routes and frequency upgrades to existing routes; and
- Access and interchange improvements to local rail and tube stations.

As for supporting housing growth, alongside Network Rail and the Greater London Authority, the Council has already made a significant contribution to delivering improved public transport and the early delivery of 10,000 new homes by funding a new station at Meridian Water. The vision is for this major development to be low-car with a focus on sustainable transport modes and a vibrant, self-sufficient community.

There is also an update to the Upper Lea Valley Opportunity Area Planning Framework (OAPF) and the emerging New Southgate OAPF, which will identify transport interventions to support strategic employment and housing growth areas.

We also expect TfL to play its part by working with Enfield to develop and deliver a network of bus routes which meet current and future needs, as well as addressing gaps in London Overground provision, with a priority being a four trains per hour all day service on the Enfield Town and Southbury Loop lines.

The Council remains committed to improving accessibility to the public transport network including through the delivery of ongoing bus stop accessibility projects, which aim to make 95% of our bus stops accessible compared to the current figure of 92%. We are also looking to identify priority locations for step-free access with a view to seeking funding through future tranches of the Access For All programme. There will also be work to identify other interchanges, such as bus to bus, where improvements could support more people to make sustainable journeys.

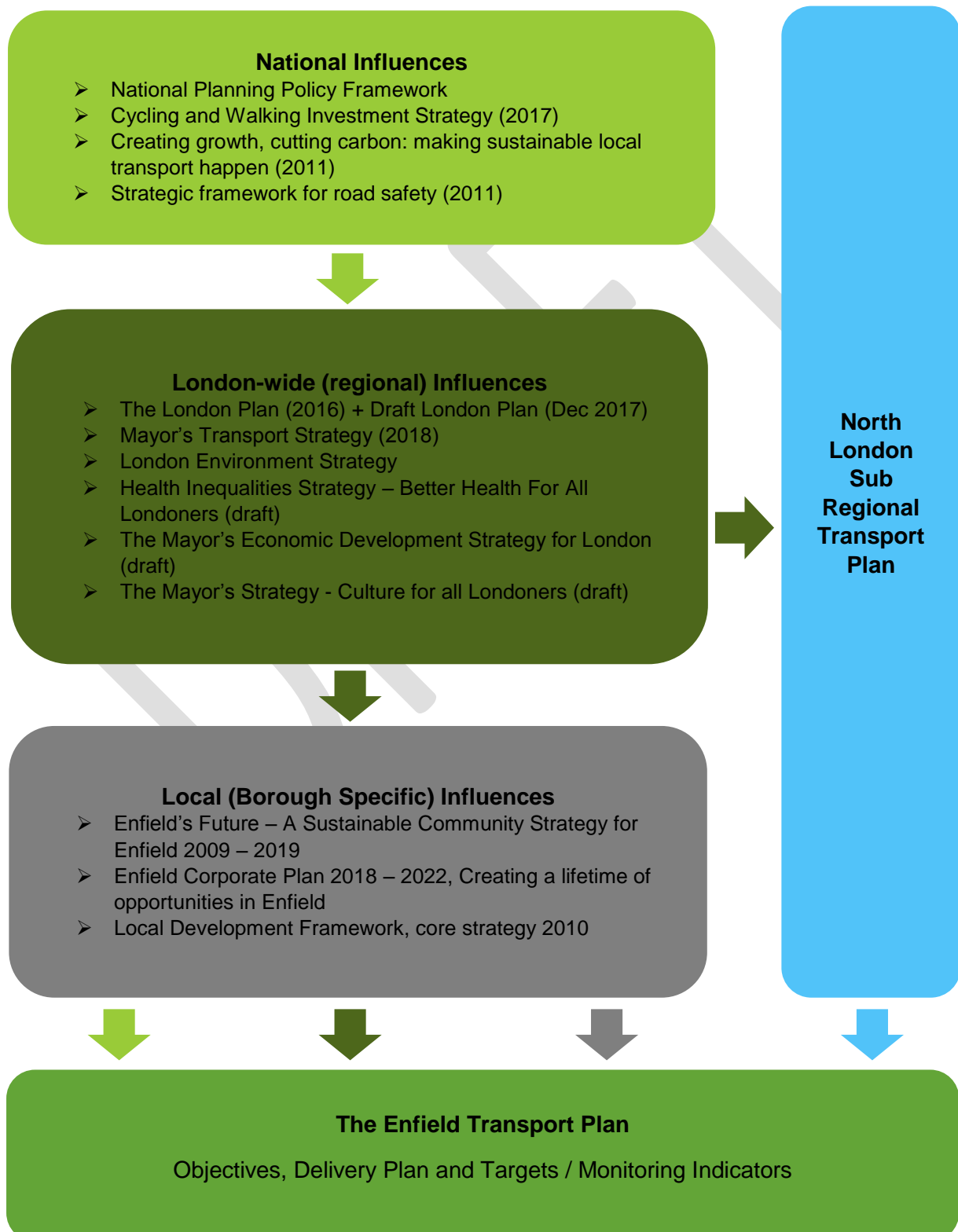
4.11 Policy context

[REQUIREMENT R12]

National, regional and local documents relevant to the development of the Enfield Transport Plan are outlined in **Appendix E**, this includes other Mayoral strategies relevant to LIPs.

The following figure shows how both the regional and the Council's own policies have informed and influenced the development of the Transport Plan.

Figure 4.1 - Policy influences



5 Our strategy for Enfield and Borough transport objectives

Section five sets out the identified local priorities to be addressed through implementation of our ETP. This section sets out the relationship between local challenges and MTS challenges, how meeting these will satisfy the MTS vision and priorities.

5.1 Summary of challenges and goals for TfL and Enfield

Transport is for people and about supporting our community. It is a topic which many people feel passionately about, just ask the average commuter about their journey to work, or how accidents, incidents and congestion affect their trip and the importance of the need to travel becomes apparent.

The health benefits delivered by Enfield's streets go far beyond the physical activity that people get from walking and cycling in the borough, although this is the biggest benefit and has great potential for health improvements in the future. Increased walking and cycling offers many other advantages including cleaner air, less noise, more connected neighbourhoods, less stress and fear, and fewer road traffic injuries. These issues are all connected, and to deliver the biggest benefits from more walking and cycling we need to ensure our streets invite people to walk and cycle whenever possible.

We recognised this important role and seek to make travel within the borough as convenient, pleasant, and as safe as it can be. The transport network is supported by many stakeholders, including public transport operators, the police, neighbouring authorities and TfL.

The central aim of the MTS is to create a future London that is not only home to more people, but also a better place for all those people to live in by adopting the Healthy Streets Approach. This means changing the transport mix and adopting a spatial approach to transforming the transport system.

Reducing Londoners' dependency on cars in favour of increased walking and cycling levels and greater public transport use will address health problems, make transport safer, reduce inequalities and limit environmental impact.

TfL, as the Mayor of London's transport body, sets the context for how travel and transport in London is developed and for managing the busier roads, typically the TLRN. Enfield in preparing its Transport Plan has considered how delivering our own objectives will support the delivery of the MTS whilst also delivering against local priorities. Within sections 3 and 4 of this document, we have considered the local context and local issues, challenges and opportunities faced by Enfield. Our identified priorities are:

- Making active travel the natural choice, particularly for those trips less than 2km (1.2mi) in length
- Making more school trips safe, sustainable and healthy
- Reducing the impact of private vehicles on our streets
- Making the public transport network more accessible and the natural choice for longer trips
- Maintaining our assets for the benefit of the public

Table 5.1 enables us to compare the MTS strategic drivers, outcomes and challenges against local challenges, opportunities and priorities.

Table 5.1 - Summary of MTS outcomes, challenges and opportunities and local priorities

[REQUIREMENT R09]

Strategic Drivers	MTS Outcome	MTS Challenges	Enfield Challenges and Opportunities	Enfield's Priorities				
				Active Travel	School Travel	Private Car Impact	Public Transport	Maintain Assets
Healthy streets and healthy people	Active "London's streets will be healthy and more Londoners will travel actively"	All Londoners to be doing a healthy level of activity through travel	<ul style="list-style-type: none"> Two thirds of adults (61.4%) are overweight or obese in Enfield 2 in 5 of 10 - 11 year olds (41.5%) are overweight or obese in Enfield Delivery of 'Cycle Enfield' Sustainable travel to and from schools, services and local amenities 					
		Walking or cycling will be the best choice for shorter journeys	<ul style="list-style-type: none"> Enfield's population is diverse, all ethnic groups and sexes need to be encouraged to walk and cycle 31% of the mode share of trips originating in Enfield are undertaken by walking and cycle Delivery of 'Cycle Enfield' Sustainable travel to and from schools, services and local amenities 					
	Safe "London's streets will be safe & secure"	Aim for there to be no deaths or serious injuries on London's streets	<ul style="list-style-type: none"> Enfield's age profile has a higher number of children and younger people compared to the rest of London averages Travel to and from school 					

Strategic Drivers	MTS Outcome	MTS Challenges	Enfield Challenges and Opportunities	Enfield's Priorities				
				Active Travel	School Travel	Private Car Impact	Public Transport	Maintain Assets
			<ul style="list-style-type: none"> Population growth Targeted Road Safety improvements within Enfield Road traffic casualty reduction 					
		Everyone will be able to feel safe and secure when travelling on the street	<ul style="list-style-type: none"> Enfield has a low overall crime rate when compared to neighbouring boroughs and London as a whole Calls concerning Anti-social Behaviour have increased in recent years 					
	Efficient "London's streets will be used more efficiently & have less traffic on them"	Falling car ownership and use	<ul style="list-style-type: none"> Population growth High car ownership levels within the borough Peak time traffic congestion on the strategic road network 					
		Traffic will fall and congestion kept in check, allowing more efficient operations	<ul style="list-style-type: none"> High car dependency 3 in 5 existing car journeys are less than 5km in length 3 in 10 existing car journeys are less than 2km in length 					
	Green "London's streets will be clean and green"	London's transport will be on track to be zero emission by 2050	<ul style="list-style-type: none"> High use of private car, transport emissions increasing Provide more electric vehicle charging points 					
		Streets will be greener and not too noisy	<ul style="list-style-type: none"> Rising levels of motor vehicle traffic 23,500 trees in the borough. increase biodiversity 					

Strategic Drivers	MTS Outcome	MTS Challenges	Enfield Challenges and Opportunities	Enfield's Priorities				
				Active Travel	School Travel	Private Car Impact	Public Transport	Maintain Assets
A good public transport experience	Connected "The public transport network will meet the needs of a growing London"	Between 14 and 15 million trips will be made by public transport every day	<ul style="list-style-type: none"> 1 in 5 trips originating in Enfield are undertaken by public transport Upgrades planned for London Underground Piccadilly line Enfield has a comprehensive rail network consisting of eighteen surface rail stations 					
		The public transport network will offer new connections and more frequent services	<ul style="list-style-type: none"> Support for Crossrail 2 Upgrades planned for London Underground Piccadilly line 					
	Accessible "Public transport will be safe, affordable and accessible to all"	Everyone will be able to travel safely throughout the entire transport system	<ul style="list-style-type: none"> Accessible bus stops Step-free stations 					
		The Mayor has frozen fares to make travel more affordable	-					
		Everyone will be able to travel spontaneously and independently	<ul style="list-style-type: none"> Accessible bus stops Step-free stations 					
	Quality "Journeys by	Bus journeys will be quick and	<ul style="list-style-type: none"> Bus priority 					

Strategic Drivers	MTS Outcome	MTS Challenges	Enfield Challenges and Opportunities	Enfield's Priorities				
				Active Travel	School Travel	Private Car Impact	Public Transport	Maintain Assets
	public transport will be pleasant, fast and reliable”	reliable – an attractive alternative to the car	<ul style="list-style-type: none"> • Accessible bus stops • Buses in Enfield are generally reliable, and rarely suffer significant delays 					
		Rail and Tube journeys will be less crowded, despite rising passenger volumes	<ul style="list-style-type: none"> • Support for Crossrail 2, line and station upgrades • Population growth • Overcrowding occurs on parts of the rail and tube network at certain times of the day • Increased passenger numbers using the tube in Enfield 					
New homes and jobs	Good Growth “Active, efficient and sustainable travel will be the best option in new developments”	Car dependency will be reduced and more people will live in well-connected areas	<ul style="list-style-type: none"> • Regeneration and new development to be focused in areas with good access to sustainable modes of transport • Support for Crossrail 2, line and station upgrades 					
		Across London, improved rail and bus services will improve connectivity	<ul style="list-style-type: none"> • Accessible bus stops • Step-free stations • Support for Crossrail 2 					
	Unlocking “Transport investment will unlock the delivery of new homes & jobs”	Rail capacity to central London will increase by more than 80%, with new public transport services improving	<ul style="list-style-type: none"> • Support for Crossrail 2, line and station upgrades • Development of the Upper Lee Valley Opportunity Area 					

Strategic Drivers	MTS Outcome	MTS Challenges	Enfield Challenges and Opportunities	Enfield's Priorities				
				Active Travel	School Travel	Private Car Impact	Public Transport	Maintain Assets
		connectivity and reducing crowding, enabling the delivery of new homes across London						
		TfL land will, where possible, be brought forward for development	<ul style="list-style-type: none"> Need to increase borough's housing stock 					

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5.2 Borough transport objectives

[REQUIREMENT R10]

By considering the local context along with the local challenges, opportunities and priorities and their fit within the MTS framework of achieving more journeys made by walking, cycling and public transport and the nine MTS outcomes, this enables us to identify our local borough transport objectives to be delivered during the life of this plan to 2023 and beyond.

The local priorities are broad in nature and it is clear that, to address the identified key planning issues in the context of the associated transport issues against the obtaining background, a clear set of transport objectives over the period of the LIP need to be explicitly adopted for Enfield. It is also vital that the adopted transport objectives bear the maximum obtainable compatibility with the aims and outcomes sought in the MTS as the boroughs transport objectives will explicitly assist with meeting the MTS vision of increasing the sustainable travel mode share and reducing traffic.

These considerations defined Enfield's borough specific transport objectives to be:

Objective Ref.	Borough Transport Objective
O1	Deliver Cycle Enfield and supporting measures which encourage more cycling and walking in the borough.
O2	Promote safe, active and sustainable transport to and from schools.
O3	Monitor air quality and develop and deliver interventions which address local issues.
O4	Manage growing demand for on-street parking.
O5	Focus on and improve priority locations making them safer for vulnerable road users.
O6	Improve local reliability of and accessibility to the public transport network.
O7	Maintain and improve the transport network in Enfield including developing potential interventions.

Note: Objectives listed in no particular order of priority.

[REQUIREMENT R11]

Objective 1: Deliver Cycle Enfield and supporting measures which encourage more cycling and walking in the borough.

Context:

Enfield Council recognises that the borough has a particularly low cycle mode share and that there are real opportunities to increase the number of people cycling with great benefits to be gained.

In 2014 Enfield applied for additional funding from the Mayor's Mini-Holland fund. The Mini-Holland programme is part of the Mayor's Healthy Streets agenda to help Londoners use cars less and walk, cycle and use public transport more. It specifically addresses the demands of growth in outer London.

Enfield Council was one of three outer London boroughs awarded £30m. The Council identified a further £12m to support the project by aligning its LIP and other work programmes, securing third party contributions, and providing officer support and other

benefits in kind. In total, £42m was therefore available to improve public health by delivering the Council's Cycle Enfield programme to transform cycling.

We have been delivering our works programme for the past 3 years and the following has been delivered:

- Construction of a high quality, segregated route along the A105 (Green Lanes) between Palmers Green and Enfield Town.
- Construction of the first sections of the A1010 South route between Ponders End and Park Road, with substantial completion scheduled for the end of 2018/19.
- Approval to undertake the detailed design of a scheme to continue the 4km (2.5mi) A1010 North segregated cycle route northward from Ponders End towards Bullsmoor Lane, with works scheduled to start in the summer of 2019/20.
- Approval to take detailed design of a scheme to radically improve Enfield Town centre, creating new cycle routes as well as pedestrian and public realm improvements.
- Construction of the quietway which connects the A105 and A1010 South major routes, along the Salmons Brook.
- The Quieter Neighbourhoods programme has been refocussed to follow the main road corridors, with flexibility where necessary to address local priorities. Engagement on the areas adjacent to the A105 corridor is underway, with schemes being implemented in the Wolves Lane, Connaught Gardens, Fernleigh Road and Fox Lane areas.
- Construction of cycle hubs at both Enfield Town and Edmonton Green and the rolling out of on-street cycle hangars.
- Developing an approach to dockless cycle hire including a trial.
- Organisation of events, activities and promotional campaigns to develop a borough-wide awareness of cycling, reinforced through a strong Cycle Enfield brand and an established website that forms the community focal point for the programme (including hosting engagement and consultation, activity & event booking, cycle parking requests, route planning and construction programme).

Enfield Council remains committed to the delivery of the strategy set out in our original Mini-Holland bid and summarised below. It is this comprehensive approach that will create the environment that enables cycling to become a realistic transport choice for all members of the diverse Enfield community.

Major Schemes – these form the backbone of the network, creating primary cycle routes that provide direct and convenient access to key locations. The routes along the A105, A1010 and in Enfield Town will incorporate both full and light segregation along their length. The east-west link between Enfield Town and Ponders End will incorporate elements of cycle track, light segregation and traffic calmed streets.

Secondary Cycle Routes – these routes serve to increase the density of the network, providing high quality secondary routes that connect to the primary routes.

Quieter Neighbourhoods – it is not feasible to provide direct access to a cycle route on every street. This initiative aims to create an environment that encourages more walking and cycling, creating residential streets that encourages people to connect to the secondary and primary cycle routes.

Cycle Hubs – these are proposed initially at the two major shopping centres in the borough, Enfield Town and Edmonton Green, providing key cycle parking facilities.

Severance sites – the A10 and A406 provide a barrier to active travel between the East and West of the borough. Improving the ability to cross these major roads will help provide a more cohesive network of routes.

Supportive measures – there are a range of additional measures including the delivery of behaviour change activities, provision of mini hubs and residential hangar cycle parking.

In addition to this ETP we intend to produce a series of associated Action Plans and guidance documents including a ‘Cycling and Walking Strategy with Healthy Streets Action Plan’.

Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London’s streets will be healthy and more Londoners will travel actively ✓ London’s streets will be safe and secure ✓ London’s streets will be used more efficiently & have less traffic on them ✓ London’s streets will be clean and green ✓ Active, efficient and sustainable travel will be the best option in new developments
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Transform the role of cycling and walking in the sub-region ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Facilitate and respond to growth, especially in Brent Cross/Cricklewood and the Upper Lee Valley ✓ Relieve crowding on the public transport network ✓ Manage highway congestion and make more efficient use of the road network ✓ Enhance connectivity and the attractiveness of orbital public transport ✓ Improve access to key locations and jobs and services
Enfield’s Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people’s health. ✓ Protect and enhance the local environment, green spaces, parks and play areas and ensure that they are safe, well used and enjoyed.
Local Priorities	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets

Objective 2: Promote safe, active and sustainable transport to and from schools.

Context:

For many years Enfield Council has worked with local schools and other bodies to reduce reliance on the car and to promote the healthier alternatives of walking and cycling, also promoting the use of the public transport. There are 94 schools in the borough, 70 primary schools and 24 secondary schools generating significant levels of car based journeys at the start and end of the school day (the school run).

Nationally children's independent travel has declined over recent decades. This is partly due to legitimate parental concerns over road danger as motor traffic is a primary cause of serious injuries and deaths among children. However, limiting children's independent travel impacts on their development and their mental and physical health, including their ability to maintain a healthy weight.

Obesity in childhood is a cause for concern to the Council. Data from Public Health England's annual National Child Measurement Programme for the school year 2015/16 estimate that in Enfield, 23.9% of Reception age children and 41% of Year 6 children are either overweight or obese. For Year 6 children, Enfield's prevalence of overweight or obesity is the sixth highest of all London boroughs.

Pedestrians and cyclists are vulnerable road users (VRUs) and have been identified as a key target group for road safety interventions. TfL analysis of collision and casualty data shows that pedestrians within the 0 - 11 and 12 - 19 age group are at high risk of being injured on London's Streets. Whereas for cyclists, risk is highest for the 12 - 19 age group. By targeting road safety interventions towards these groups at greatest risk, Enfield aims to achieve the greatest casualty reduction benefits.

The Council recognises that a holistic approach of further intervention is required. Transport improvements to support more healthy lifestyles concentrated on steps to encourage walking and cycling or the use of public transport as a mode of travel particularly to school are required to improve children's health and the environment around schools and further afield.

Enfield Council is seeking to foster increased joint working and the sharing of best practice ideas between schools as it looks to tackle the school run.

Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be safe and secure ✓ London's streets will be used more efficiently & have less traffic on them ✓ London's streets will be clean and green ✓ Journeys by public transport will be pleasant, fast and reliable
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Transform the role of cycling and walking in the sub-region ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network

Enfield's Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health. ✓ Enable people to reach their potential through access to high quality schools and learning; and create more opportunities for training and employment.
Local Priorities	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets

Objective 3: Monitor air quality and develop and deliver interventions which address local issues.

Context:

Enfield has areas that exceed government objectives for nitrogen dioxide and PM₁₀ at busy roadside locations. As a result, we have declared the entire borough an air quality management area and are working towards meeting the government objectives.

In 2016, general motorised traffic on London's roads grew by 1.6%, with this growth largely focused on outer London where there is still available road capacity and where the public transport offer is less comprehensive. This again highlights the challenge ahead in improving air quality and achieving the Mayor's target for the active, efficient and sustainable mode share.

The only real way of reducing pollution from traffic is to reduce vehicle trips and improve the vehicle fleet to the most environmentally-friendly vehicles available. As well as modal shift, measures to reduce the number of vehicle trips include increasing the use of car clubs and car sharing.

The Council has an Air Quality Action Plan (AQAP) which sets-out the steps we are taking to improve air quality, the action plan is reviewed on a regular basis to ensure it is accurate and up-to-date.

We monitor, review and assess air quality in Enfield for pollutants known to damage health. Enfield Council is committed to reducing emissions, not just through the improvement measures set out in the AQAP and LIP, a very concerted effort is being applied across the Council's services with external partners right across the borough which will induce modal shift away from cars and reduce the need to travel.

The Mayor is developing an ambitious programme to enable London to be brought into compliance with European Union limit values at the earliest possible opportunity, with an ultra-low emission zone (ULEZ) due to be brought into operation in central London from April 2019. The Council supports the extension of the ULEZ to cover the whole of Enfield rather than just the section south of the North Circular Road. Despite them still contributing to vehicle trips and collisions, we will also support the uptake of electric vehicles, focusing on rapid and fast charging points in strategic locations.

Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be used more efficiently & have less traffic on them ✓ London's streets will be clean and green ✓ The public transport network will meet the needs of a growing London ✓ Journeys by public transport will be pleasant, fast and reliable ✓ Active, efficient and sustainable travel will be the best option in new developments
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Transform the role of cycling and walking in the sub-region ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network
Enfield's Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health. ✓ Protect and enhance the local environment, green spaces, parks and play areas and ensure that they are safe, well used and enjoyed.
Local Priorities	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets ✓ Making the public transport network more accessible and the natural choice for longer trips

Objective 4: Manage growing demand for on-street parking.

Context:

Demand for travel is increasing as the numbers of residents in Enfield increases. As summarised in section 4.1 (Population and demographics) of this report there has been a population increase in recent years and this is predicted to continue. It is estimated that the projected population increase in Enfield will generate additional parking pressure and intensify the parking stress currently experienced. This needs to be effectively managed as there is simply not enough road space to safely and efficiently accommodate everyone who wishes to park or drive in Enfield today or in the future.

The Council must make complex choices about the allocation and management of on-street parking space. In making these choices, the Council must weigh up and balance the needs of different groups and on occasion, take actions that some groups do not support.

The Council has a duty to promote equality for people with a disability. In terms of transport, the Council will continue to identify and act on the need for on-street disabled parking spaces.

The Council's overall aim is to focus on mode shift and traffic reduction, making things better for the majority of people whilst minimising inconvenience to others.

In addition to this TP we intend to produce a series of associated Action Plans and guidance documents including a 'Parking Strategy and / or Action Plan'.

Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be safe and secure ✓ London's streets will be used more efficiently & have less traffic on them ✓ London's streets will be clean and green ✓ Journeys by public transport will be pleasant, fast and reliable ✓ Active, efficient and sustainable travel will be the best option in new developments
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Transform the role of cycling and walking in the sub-region ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network ✓ Improve access to key locations and jobs and services
Enfield's Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health. ✓ Protect and enhance the local environment, green spaces, parks and play areas and ensure that they are safe, well used and enjoyed.
Local Priorities	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets

Objective 5: Focus on and improve priority locations making them safer for vulnerable road users.

Context:

Enfield Council is continually looking to reduce the numbers of road traffic casualties that occur on the road network within the borough. We will continue to work with TfL and other partners to improve road safety delivery through the targeting of investment. As can be seen from section 4.4 (Road traffic casualties) of this report, we have done a good job in

recent years of reducing the number of KSI casualties that occur within the borough. Table 4.7 shows the number of casualties that have occurred in Enfield over a ten year period during the years 2007 – 2016. In 2007 there were 97 people killed or seriously injured on roads in Enfield. Ten years later in 2016 that number was down 25% to 73 people KSI on roads in Enfield.

Minimising road danger is a fundamental part of our TP and is required in order to create streets where everyone feels safe to walk, cycle and use public transport. Action must and will be taken to address speed/speeding, unsafe behaviour, vehicles and infrastructure.

The Mayor's Transport Strategy enshrines the ambition of Vision Zero where ultimately no one is killed or seriously injured on London's roads. The Mayor's aim is for no one to be killed in or by a London bus by 2030, and for all deaths and serious injuries from road collisions to be eliminated from London's streets by 2041.

Physical transport projects are the subject of a safety audit to ensure that potential new risks are eliminated as far as practicable and existing risks reduced. In addition, the Council has several ongoing programmes which are specifically aimed at identifying the location and causes of road traffic accidents and implementing measures to reduce their frequency and severity.

It is envisaged that the activities covered by these programmes will continue into this delivery planning period and for the life of this LIP. However, as the number of casualties is successfully reduced, it is increasingly difficult to identify common causal factors which are susceptible to relatively simple engineering remedies. Therefore, the Council will continue to review the effectiveness of these programmes and as part of our borough programme of investment, will work to produce a new road safety Action Plan (Vision Zero Action Plan) that will look at how we can best target the resources we have available to reduce road danger, implementing Vision Zero.

Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be safe and secure ✓ London's streets will be used more efficiently & have less traffic on them ✓ Public transport will be safe, affordable and accessible to all
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Transform the role of cycling and walking in the sub-region
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network
Enfield's Corporate Priorities (Enfield Council)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities.

Corporate Plan 2018)	✓ Build measures into all our strategies and projects that will help improve people's health.
Local Priorities	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets

Objective 6: Improve local reliability of and accessibility to the public transport network.

Context:

The borough is highly dependent on the public transport network. 43% of our employed residents travel to work by public transport.

At a local level Enfield will work with the bus operator and TfL to improve the reliability of services operating in Enfield.

Improving the accessibility of the public transport system is critical to delivering a better transport experience for all of our residents, including disabled people and growing numbers of older people. We aim to improve accessibility to the public transport network for all people and recognise that improvements are especially needed to enable people whose mobility is impaired for any reason to also be able to easily access the public transport network. The Council has a duty to promote equality for people with a disability. In terms of public transport, the Council will continue to engage with all residents when preparing schemes.

We will work closely with TfL to identify and implement more Bus Priority measures within the borough. We will also:

- Continue to improve access to bus services by ensuring that buses can approach the kerb closely enough to use their access ramps
- Work to improve or adapt conditions in the footway, and to ensure unobstructed level access to bus stops as our work programmes progress
- Work with the rail industry to co-ordinate improved access in the highway with improved access within the railway estate, for example when lifts or ramps are provided at stations

Prioritising schemes to deliver a higher level of bus stop accessibility at key locations, such as major transport interchanges and key health and education hubs.

The aim being to increase the attractiveness of the public transport network, encouraging greater use of the public transport system through improving reliability and accessibility.

Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be safe and secure ✓ London's streets will be used more efficiently & have less traffic on them ✓ London's streets will be clean and green ✓ Active, efficient and sustainable travel will be the best option in new developments

SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network ✓ Enhance connectivity and the attractiveness of orbital public transport ✓ Improve access to key locations and jobs and services
Enfield's Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health.
Local Priorities	<ul style="list-style-type: none"> ✓ Reducing the impact of private vehicles on our streets ✓ Making the public transport network more accessible and the natural choice for longer trips

Objective 7: Maintain and improve the transport network in Enfield including developing potential interventions.

Context:

The condition of Enfield's roads and pavements has been consistently identified by residents as a particularly important issue, and their maintenance continues to be a priority for the Council.

Everyone who travels in Enfield is affected by the condition of the highway network at some stage of their journey.

Enfield Council is the highway authority with responsibility for maintenance of most of the public highway within the borough. The exceptions are some roads and footways within private estates or parks, the M25 is maintained by Highways England and the A406 North Circular Road and A10 are both the responsibility of TfL.

We regularly inspect and maintain public roads and pavements in the borough. We also ask that resident or visitors to the borough report problems if they encounter something that is dangerous and may cause an accident. Problems such as:

- broken or loose paving stones
- damaged manhole covers
- potholes
- severe cracking
- uneven surfaces

The Council has several on-going programmes which aim to protect our transport assets and keep them available for safe and convenient use by the public. Individual projects are prioritised based on need and best practice.

The Council's Highway Infrastructure Asset Management Plan (HIAMP) explains our highway maintenance processes and procedures, policy and strategy for the period 2015

to 2020. The HIAMP ensure that the limited resources available can be used most effectively to keep our assets in a good state of repair and safe. The Highway Maintenance Plan provides information on routine, reactive and planned maintenance.

There is approximately 68km of principal roads and over 340 bridges and other structures in the borough. In previous LIP funding allocations, funding support has been provided for principal road maintenance and bridge assessment and strengthening, however, the mayor through TfL has reduced this funding in the short term while they identify a new, long-term funding stream to support this important work. TfL has advised that they will work with London boroughs, through the London Technical Advisors Group (LoTAG), to agree a fair and transparent approach for allocating emergency funds.

In the short-term there is no specific funding for principal road maintenance and bridge assessment and strengthening. Given the flexible nature of the Local Transport Fund, we plan on using this funding in the interim to put towards principal road maintenance and bridge assessment and strengthening. Routine maintenance is essential and it is hoped that TfL will act swiftly to identify a new funding stream to support this work.

We will continue our ongoing programmes of carriageway, footway and street lighting maintenance; enforcement activities to deal with unauthorised signs, highway obstructions and graffiti, as resources permit.

The Council will continue its programme of decluttering aimed at rationalising street furniture and signs in our town centres and local shopping parades.

In terms of personal security, we intend to continue our established street lighting programme and deliver many schemes to improve lighting.

Improving the quality of the road network, including the footways, is critical to ensuring the highway network in Enfield is safe, efficient and conducive to smoothing traffic flows.

By maintaining the transport network, we will be supporting objectives contained in the MTS, North London Sub Regional Transport Plan and Enfield's Corporate and local priorities.

Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be safe and secure ✓ London's streets will be used more efficiently & have less traffic on them ✓ London's streets will be clean and green ✓ Journeys by public transport will be pleasant, fast and reliable
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Transform the role of cycling and walking in the sub-region ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network ✓ Enhance connectivity and the attractiveness of orbital public transport ✓ Improve access to key locations and jobs and services

Enfield's Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health.
Local Priorities	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets ✓ Maintaining our assets for the benefit of the public

By addressing these key local specific objectives, the ETP shows how it is also supporting the policies of the MTS, SRTP's and local priorities.

[REQUIREMENT R8]

The Council is committed to supporting the Mayor of London in achieving an overarching target of 80% of trips to be made by active, efficient and sustainable modes by 2041. For Enfield this means meeting proportionate mode share targets:

Percentage of all trips to be on foot, by cycle or by public transport	Year(s)
52%	Average 2014 to 2017
55%	2021
69%	2041

In the near term, to 2021, the Council's target for increasing cycling trips from around 5,000 to 25,000, alongside improvements to the public transport network (including new rail carriages and buses), should achieve the target.

In the longer term, to 2041, it is anticipated that there will be a number of strategic interventions, including four tracking of the West Anglia Mainline, Crossrail 2 and rapid transit routes, which increase the provision of public transport in Enfield. These will be complemented by planning policies, as set out in the draft Enfield Local Plan, which promote sustainable development.

Strategic interventions should be supported by a long term programme of walking and cycling improvements as well as coordinated behaviour change initiatives which promote healthy lifestyle choices and improve local health outcomes.

6 Delivering change

This section sets out the delivery plan which outlines how the borough will achieve its LIP objectives. The centrepiece of the plan is a Programme of Investment that sets out the measures and projects designed to effect delivery of the borough's LIP objectives and the policies and proposals in the MTS. The programme will cover a period of investment and delivery that reflects the LIP funding settlement under TfL's Business Plan and will be reviewed and refreshed at three-yearly intervals.

This chapter sets out our Delivery Plan for achieving the objectives of this LIP. It includes:

- Summary of the mayor's commitments contained in the TfL Business Plan
- Project initiatives intended to be delivered over the plan period
- Linkages to Mayor's Transport Strategy priorities
- A list of potential funding sources for the period 2019/20 to 2021/22
- Long-term interventions
- Methodology for identifying new schemes
- Scheme prioritisation
- Programme consultation
- Three-year indicative Programme of Investment for period 2019/20 to 2021/22
- Risk assessment information
- Change management information
- A detailed annual programme for 2019/20

6.1 TfL Business Plan

[REQUIREMENT R14]

The TfL Business Plan describes how the Mayor's programme of investment for the next five years (2018/19 to 2022/23) will begin to deliver the Mayor's commitments. The plan describes how, over the next five years, TfL will manage its resources to deliver the three core MTS themes:

Healthy Streets and healthy people

Investment will focus on improving the experience of being in the places where people live, work, go to school, spend time and travel. Reducing traffic dominance and prioritising walking, cycling and public transport use will help Londoners live active, healthy lives and help create a city that works well for its residents.

A good public transport experience

The right investment will ensure that public transport becomes an increasingly attractive alternative to using a car. Proper planning for the whole journey will help integrate public transport and street-level investment. Making sure the right services are available where people need them, reducing overcrowding and keeping fares affordable will help to reduce car dependency.

New homes and jobs

Transport improvements are vital to the creation of new homes and jobs, and can ensure that London's growth supports healthy lives. Our investment will help to create communities where local amenities are within walking and cycling distance and public transport is available for longer journeys, reducing car dependency and improving quality of life.

The Mayor's commitments contained within the Business Plan are included in Table 6.1.

Table 6.1 - Summary of Mayor's commitments as contained within TfL Business Plan 2018/19 to 2022/23

<p>Affordable transport</p> <ul style="list-style-type: none"> • Keep all TfL fares frozen until 2020 • Extend the Hopper fare • Protect all fares concessions 	<p>Making transport more accessible</p> <ul style="list-style-type: none"> • More than 40% of Tube stations step-free by 2021/22 • Improve bus stop and taxi rank accessibility • 100% step-free Elizabeth line 	<p>Safer London</p> <ul style="list-style-type: none"> • Vision Zero target for road safety • Improved safety standards for buses in London • More roads targeted in Safer Junctions programme • Improved safety standards for buses in London 	<p>Housing and regeneration</p> <ul style="list-style-type: none"> • Developing 10,000 homes on TfL land (50% affordable) • Lobby for powers to extend Bakerloo line • Crossrail 2 development • Silvertown tunnel
<p>Public transport, walking and cycling</p> <ul style="list-style-type: none"> • Better, more reliable bus journeys • Extra capacity on four Tube lines • Open Elizabeth line • More cycling and walking 	<p>Improving air quality</p> <ul style="list-style-type: none"> • ULEZ – Ultra Low Emission Zone launches • New licensing requirements for zero emission capable taxis • Purchase only green double-decker buses from 2018 	<p>Harnessing technology</p> <ul style="list-style-type: none"> • Concession products available through ticketing app • More automatic refunds for maximum fares • Oyster weekly capping 	<p>Raising commercial revenue</p> <ul style="list-style-type: none"> • More than £80m investment to upgrade our advertising estate • Build a commercial consulting business
<p>Creating attractive and iconic places</p> <ul style="list-style-type: none"> • Transform Oxford Street for pedestrians • Improve London's streets 	<p>Helping business</p> <ul style="list-style-type: none"> • More integrated deliveries • Retiming deliveries 	<p>Community/borough investment</p> <ul style="list-style-type: none"> • Significant levels of borough investment maintained 	<p>Diversity and inclusion</p> <ul style="list-style-type: none"> • A more representative workforce and senior management

6.2 Delivery of Transport Plan objectives

The below text boxes provide information on the project initiatives intended to be delivered over the plan period:

Delivering objective 1: Deliver Cycle Enfield and supporting measures which encourage more cycling and walking in the borough.

Initiatives to deliver this objective:

- Redesign streets to shift priority to active modes and public transport
- Improving cycle access to local facilities
- New/improved pedestrian and cycle crossings
- Overcoming severance (for example better crossings, improvements to subways or bridges, enabling cycle access)
- Additional cycle parking and seating
- Support 'Healthy Routes' through campaigns and promotional activities to encourage walking for short trips
- Cycle routes including Quietways and filtered permeability for cycling
- Adding local routes to the network
- Link or complete existing routes
- Ensure adequate width for larger cycles
- Provide parking for larger cycles
- Partner with dockless biking organisation
- Production and marketing of local mapping of walking and cycle routes
- Maximise take-up of adult cycle training
- Increase priority for sustainable modes in public places and near buildings/sites of interest (ie remove/ restrict vehicular traffic)
- Traffic calming to lower speed and reduce impact of hostile vehicles
- Improve quality and quantity of cycle parking at public transport interchanges and key local destinations

Delivering objective 2: Promote safe, active and sustainable transport to and from schools.

Actions to deliver this objective:

- Junction safety improvements (including measures to reduce speed on turning and promote pedestrian priority)
- Additional cycle parking in schools
- Provide a low-speed environment – normally 20mph on roads where children travel to school
- Communication and marketing of walking and cycling, supporting community-led schemes such as 'walking school buses'
- STARS school travel accreditation scheme: get more schools accredited and improve accreditation levels
- Work with TfL to ensure take-up of the Safety & Citizenship pre- transition safe and responsible behaviour sessions for Year 6 pupils
- Encourage secondary schools to take up the Youth Travel Ambassador programme of peer to peer campaigns to promote safe, active and responsible travel
- Maximise take-up of cycle training in schools

Delivering objective 3: Monitor air quality and develop and deliver interventions which address local issues.

Initiatives to deliver this objective:

- Engage with new businesses to encourage more commuter trips to be undertaken on foot or by bicycle

- Discourage the use of 'grey fleet' (private vehicles used for work purposes) and encourage walking, cycling and public transport as an alternative
- Work with TfL to develop plans for appropriate emergency measures to be undertaken to reduce or restrict vehicle use when forecast or actual periods of very high air pollution occur, for example, to tackle non-essential vehicle use or engine idling
- Use borough communication channels and networks to alert borough residents and visitors of high pollution events. Align messaging with TfL and Mayoral messaging
- Workplace travel plans to support employees travelling by the most sustainable modes possible (ie walking, cycling and using public transport)
- Reliable and resilient charging infrastructure to support uptake of electric vehicles with a focus on rapid and fast charging points in strategic locations
- Use the planning process and work with landowners to secure public charging provision on private land
- Reducing traffic volumes by encouraging mode shift from travelling by car to walking, cycling and public transport
- Work with TfL to promote sustainable methods of delivering construction material

Delivering objective 4: Manage growing demand for on-street parking.

Initiatives to deliver this objective:

- Reduce the impact of private cars on local streets with a focus on more effectively managing on-street parking provision
- Encourage new car-free developments in areas with good access to the public transport system, walking and cycle links
- Encourage replacement of the council 'grey fleets' with car clubs, and encourage residents and local businesses to reduce private car ownership and take up car club membership for occasional car journeys as an economical alternative to the private car where this will reduce car use and ownership
- Provide Blue Badge parking
- Managing kerbside space (such as parking and loading bays) to minimise delays to buses and remove conflict with people walking and cycling
- Ensure developments in the most accessible areas are car-free
- Ensure new developments contain high levels of access to cycle parking and storage
- Ensure developments contribute as appropriate to on-street cycle parking in town centres and other places of high demand

Delivering objective 5: Focus on and improve priority locations making them safer for vulnerable road users.

Initiatives to deliver this objective:

- Traffic management schemes and speed reduction
- Lowering speeds through street design
- Work with TfL to identify stretches of the TLRN where it may be appropriate to lower the speed limit to reduce road danger
- Prioritising road danger reduction measures at locations that pose the highest risk to vulnerable road users
- Road Safety Audits and monitoring and evaluating schemes with the use of a Traffic Accident Diary System
- Work in partnership within local communities to address the sources of danger posed by drivers/riders
- Introduce work-related road risk policies to ensure council vehicles and those driving on behalf of the council adhere to the highest safety standards
- Set new casualty reduction targets in line with the new target set by the Mayor

- Work with the police to help target enforcement effectively

Delivering objective 6: Improve local reliability of and accessibility to the public transport network.

Initiatives to deliver this objective:

- Ensure all bus stops are accessible
- Work with TfL to deliver improvements around stations
- Accessibility improvements (for example, dropped kerbs, tactile paving, tonal distinction between areas for pedestrians and areas for vehicles, upgrade of crossings, decluttering)
- Secure, through planning agreements, improvements to the accessibility of bus interchanges
- Places to sit for interchanges between rail and bus
- Seek contributions from new development for step-free access
- Improve visibility and signage for active, efficient and sustainable transport users
- Improve/increase seating
- Identify suitable location for different types of bus priority
- Ensure that street designs integrate well with the public transport network
- Work with TfL to deliver improvements around future Crossrail 2 stations
- Work with TfL and Network Rail to deliver improvements around Lee Valley stations
- Work with TfL to identify potential locations for demand-responsive bus services

Delivering objective 7: Maintain and improve the transport network in Enfield including developing potential interventions.

Initiatives to deliver this objective:

- Public realm improvements
- Improvements against the ten Healthy Streets Indicators
- Maximise benefits of green infrastructure by designing them to be able to accept surface water run-off from adjacent impermeable paved areas. Ensure topography of impermeable surfaces and drain levels allows maximum area to drain into SuDS feature with appropriate overflow provision
- Where possible retrofit rain gardens and other sustainable drainage features in highway improvement schemes
- Lighting improvements
- Improve access to paths
- Provide a low speed environment
- Planting and street greening for shade, shelter and more attractive environs
- Design 'in passing' surveillance and clear exit routes for public places
- Improved/increased wayfinding
- Existing trees should be retained where possible. Where tree removal is required, a suitable replanting strategy must be agreed with the appropriate arboricultural expert based on the size, condition and value of the trees removed
- New tree planting must be considered wherever possible and appropriate. Locations, pit design and tree species and specification to be agreed with the appropriate arboricultural expert
- Measures that deliver net gain in green infrastructure
- Measures that deliver a net gain in biodiversity
- Raise awareness among residents about the planning requirements around paving over front gardens and opportunities to use permeable surfacing
- Section 106 and other contributions for bus and cycling infrastructure (including street improvements)

- Capital programme for planned maintenance scheme of roads and pavements
- Reactive repairs of highway defects including potholes
- Routine maintenance for example refreshing road markings and gully cleaning

The above initiatives support delivery of local objectives, MTS proposals and policies. Most of the listed initiatives deliver more than one objective, however, they have not been duplicated. These initiatives will be incorporated within our projects to be delivered under the relevant programme throughout the period 2019/20 – 2021/22.

6.3 Linkages to the Mayor’s Transport Strategy priorities

The delivery plan was developed to align the borough’s projects and programmes with the policy framework of the MTS, the overarching mode share aim, each of the nine outcomes, and the relevant policies and proposals. Table 6.2 shows the Linkages between LIP projects and programmes and the MTS outcomes.

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Table 6.2 - Linkages between LIP projects and programmes and the MTS outcomes.

[REQUIREMENT R13]

Project / Programme		MTS mode share	MTS outcomes							
			Improving active, efficient and sustainable mode share	No. 1:- Active	No. 2:- Safe	No. 3:- Efficient	No. 4:- Clean & Green	No. 5:- Connected	No. 6:- Accessible	No. 7:- Quality
	Accessibility	✓	✓	✓	✓	✓	✓	✓	✓	✓
1	Bus Stop Accessibility	✓	✓	✓	✓		✓	✓	✓	✓
2	Reducing Signage Clutter			✓		✓				
3	Bus Priority	✓			✓	✓		✓		
	Air Quality	✓	✓	✓	✓	✓				
4	Delivering Air Quality Improvements	✓	✓	✓	✓	✓				
5	Air Quality Monitoring	✓				✓				
	Cycling and Walking	✓	✓	✓	✓	✓				✓
6	Cycle Enfield Quietways	✓	✓	✓	✓	✓				✓
7	Cycle Enfield Quieter Neighbourhoods	✓	✓	✓	✓	✓				✓

8	Cycle Enfield Supporting Measures	✓	✓	✓	✓	✓				✓
9	Cycle Parking	✓	✓	✓	✓	✓				✓
10	Cycle Training	✓	✓	✓	✓	✓				
11	Cycling Promotion	✓	✓	✓	✓	✓				
12	Cycling Support Activities	✓	✓	✓	✓	✓				✓
13	Rights of Way Improvements	✓	✓	✓	✓	✓				✓
14	Safer Freight			✓						
	Road Safety	✓		✓					✓	
15	Road Safety Schemes	✓		✓					✓	
16	Road Safety Engagement	✓		✓						
17	Junction Protection	✓		✓			✓	✓	✓	
	Scheme Development	✓	✓	✓	✓	✓	✓	✓	✓	✓
18	Bus Hubs and inter-bus interchange	✓	✓	✓	✓	✓	✓	✓	✓	✓
19	Bus service improvements and demand responsive services pilot	✓								
20	Car clubs				✓					
21	Controlled parking zones	✓	✓		✓	✓				✓
22	Delivering Healthy Streets	✓	✓	✓	✓	✓				✓
	Safe and Sustainable School Travel	✓	✓	✓	✓	✓				✓
23	Safe and Sustainable School Travel Projects	✓	✓		✓	✓				

24	School Travel Plans	✓	✓	✓	✓	✓				✓
25	Sustainable School Travel Measures	✓	✓	✓	✓	✓				✓
	Principal Road Maintenance			✓	✓				✓	
26	Undertake high priority principal road maintenance			✓	✓				✓	

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6.4 Funding the Transport Plan

[REQUIREMENT R15]

Enfield's key source of funding for the ETP is from TfL for implementation of the LIP, this currently totals over £8 million across the three years (2019/20 through to 2021/22). This does not include any additional funding for major schemes or other programmes such as the Mini-Holland programme from which Enfield's successful bid ('Cycle Enfield') secured £30 million over 4 years from the Mayor's cycling budget. Funding is also provided via contributions from the council's own resources and funding anticipated from other sources including Section 106 agreements and the Community Infrastructure Levy (CIL). Section 106 agreements (also known as planning contributions) are in place alongside CIL, but are limited to; site specific financial contributions required to mitigate the impact of development, affordable housing, and those items of infrastructure that fall outside of the CIL Regulation 123 list (the list specifies what Enfield's CIL will be spent on). CIL allows local authorities and the Mayor of London to charge a levy on new development in their area. Funds raised from the Levy are used to provide essential infrastructure required to support growth.

Table 6.3 identifies potential funding sources for implementation of the LIP, including our three-year (2019/20 to 2021/22) LIP funding allocation from TfL.

Table 6.3 – Potential funding for MTS delivery

Funding Source	Year			Total £k
	2019/20 £k	2020/21 £k	2021/22 £k	
Council Cycle Enfield Support	307	307	0	614
Council Highway Maintenance and Street Scene Improvements (Indicative Budget)	6,450	6,450	6,450	19,350
Developer (S106, CIL)	100	400	100	600
TfL - LIP (Corridors, Neighbourhood and Supporting Measures)	2,684	2,684	2,684	8,052
TfL – LIP (Major Schemes / Liveable Neighbourhoods)	0	0	0	0
TfL – LIP (Maintenance and Bridge Strengthening)	Funding support to be allocated based on need as informed by condition surveys			
TfL – LIP (Local Transport Fund)	100	100	100	300
TfL – Mini Holland (Mayors cycling budget)	6,411	1,981	0	8,392
TfL - Liveable Neighbourhoods	TBC	TBC	TBC	TBC
Total (£k)*	16,052	11,922	9,334	37,308

Note: TBC – To be confirmed, subject to competitive bidding process * - Funding subject to change depending on funding decisions and TfL allocation, still to be determined

The proposed levels of spend should be viewed as indicative only as the Council confirms the programme annually when further details will be provided.

6.5 Long-term interventions to 2041

[REQUIREMENT R16]

In the medium to long-term the borough believes that a number of significant, but currently unfunded, investments will be required to ensure the economic and social vitality of the borough. These are shown in Table 6.4 below with indicative funding and indicative but uncommitted timescales.

Table 6.4 – Long-term interventions up to 2041

Project	Approx. date	Indicative cost	Likely funding source	Comments
Crossrail 2	2033	£30bn	National, regional and local government, business	Crossrail through four-tracking of the Lea Valley mainline and new link to central London, Crossrail 2 supports the long-term reconfiguration and regeneration of the eastern part of the borough. It also opens up opportunities in the west of the borough via the branch to New Southgate.
Northern Access	TBC	TBC	TBC	TBC
Bus Rapid Transit	TBC	TBC	TBC	TBC

Note: TBC – To be confirmed

TfL manages a number of roads and services within the borough and the borough's improvement programme is mindful of works proposed by TfL. When we develop our investment programme we work with TfL to explore opportunities for joint working. As an example, the borough will be continuing delivery of its Cycle Enfield project, constructing various cycle routes and cycle improvements across the borough. We will continue to work with TfL to address severance at traffic signal sites and where new/proposed cycle routes pass through or across the TLRN. Through joint working and understanding, the borough and TfL can work together to deliver the ETP.

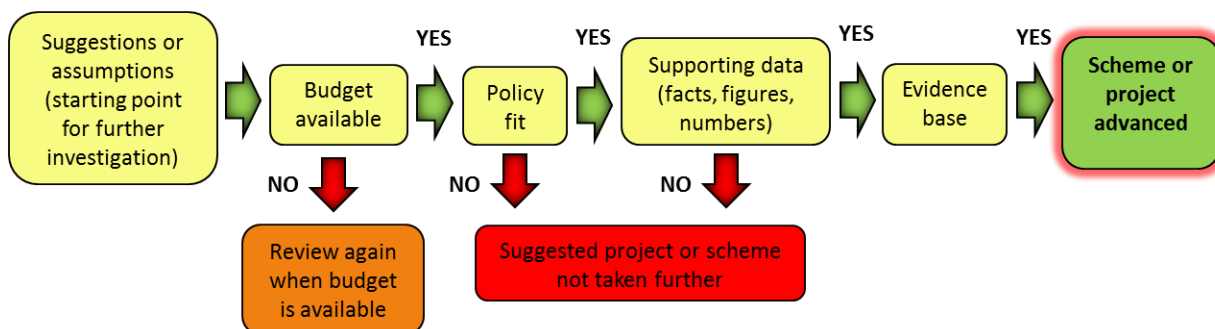
Table 4.8 within section 4 of this document provides details on a number of major transport projects that impact on travel in Enfield. Many of these projects are being delivered by TfL or has their input/involvement. Enfield recognises that these schemes will contribute to achieving the MTS outcomes to enhance transport capacity and connectivity. As part of our transport investment programme we have considered local complementary initiatives where appropriate.

6.6 Methodology for identifying new schemes

[REQUIREMENT R18]

We have developed a method for identifying new schemes and determining their priority to ensure that the funding provided for transport schemes is spent wisely. Our approach helps us to decide what to spend and where to spend in order to deliver the ETP. It ensures that expenditure is prioritised on schemes which will achieve our objectives and ultimately the MTS aims, priorities and outcomes.

Scheme identification method:



We have developed and implemented an evidence based approach to scheme identification. The evidence base brings together information from different sources such as concerns raised by the community, parking hotspots, collision data, traffic speed and volume data, accessibility levels and other previous proposals. This information is then reviewed and used to identify potential transport projects. For example, if an area is shown to have high speeds (as identified by traffic speed data), speed related collisions and correspondence relating to speed, then this area would be identified for further investigation.

This data led approach is complemented by discussions across the Council and with other transport bodies, including TfL, rail operators, neighbouring boroughs, etc. to identify opportunities for joint working.

A feasibility assessment is undertaken, supported by site visits. Options are identified, scoped and priced, enabling the prioritisation process to begin.

Whole life costs are considered at this stage, so future maintenance requirements for the scheme are factored in for use during the prioritisation process.

We intend to use TfL's emerging City Planner tool to assist with the identification of appropriate schemes. When the tool is made available for boroughs to use then we will integrate it into our scheme identification and decision-making process.

6.7 Scheme prioritisation

[REQUIREMENT R18]

Prioritisation is a valuable, transparent process which can ensure delivery of our transport objectives in a cost effective and efficient manner. Prioritisation is essential in ensuring that limited resources are focussed on areas with the greatest need and where there is an opportunity to achieve the most.

Our approach is transparent and demonstrates why some schemes have been included in the Programme of Investment and why others have not. It gives weight to Enfield's adopted policies as well as issues identified by the public, councillors and local stakeholders. It considers the potential impact of a scheme by assessing current and likely future conditions if the scheme goes ahead. The scale of this impact is compared to scheme cost to determine value for money.

Consideration is also given to potential complementary schemes or match funding opportunities and delivery risk is assessed. All of these factors are taken into consideration enabling us to determine the best schemes to include in our programme.

The Mini-Holland programme is important to Enfield, we have some of the worst inequalities in health in the whole of the UK and spend over £80 million per year treating the consequences of obesity. The whole borough is also an Air Quality Management Zone and

motorised traffic is a major factor in those parts of the borough with poor air quality. No other intervention can deliver the range of outcomes and benefits that we will achieve through our Cycle Enfield Mini-Holland programme.

We need to ensure our routes connect the places that people want to travel to on a daily basis (shops, train stations, etc) and they should be accessible and feel safe at all times of day and night. Other quieter routes are also part of the overall Cycle Enfield network. Like any transport system, the network should be made up of quieter smaller routes, connecting to major routes that enable direct and convenient travel. The New River route was investigated as an option and whilst some areas could be suitable for leisure routes, it would not provide a consistent route to help people get to our town centres (there would also be a range of land ownership and access issues with a New River route).

6.8 Programme consultation

Regular and detailed meetings with the Cabinet Member for the Environment to discuss scheme priorities, progress and programme approval take place. Once all schemes have been prioritised a report is produced and the ETP (including the Programme of Investment) is taken to Cabinet for approval. Following this Cabinet agree the Programme of Investment for submission to TfL and key stakeholders for their consideration.

Enfield Council is committed to listening to what local people have to say about what they want to see happen in their area. Timescales for delivery allow sufficient time to develop a detailed design, undertake any consultation required, and address any identified issues. Consultation with statutory undertakers is undertaken at the earliest possible stage. Early liaison with the Council's legal department ensures that all required notices and orders are built into the programme.

6.9 Three-year indicative Programme of Investment

[REQUIREMENT R17]

The three-year indicative Programme of Investment has been completed in Table 6.5 below. The table summarises, at a programme level, the borough's proposals for the use of TfL borough funding in the period 2019/20 – 2021/22.

Table 6.5 - Borough Programme of Investment (period 2019/20 – 2021/22).

London Borough of Enfield TfL BOROUGH FUNDING 2019/20 TO 2021/22	Programme budget		
	Allocated 2019/20	Indicative 2020/21	Indicative 2021/22
Local transport initiatives	£100k	£100k	£100k
CORRIDOR, NEIGHBOURHOODS & SUPPORTING MEASURES	£k	£k	£k
Accessibility	80	80	80
Air Quality	56	56	56
Cycling and Walking	2,006	2,006	2,006
Road Safety	210	210	210
Scheme Development	138	138	138
Safe and Sustainable School Travel	94	94	94
Principal Road Maintenance	0	0	0
Sub-total	£2,684k	£2,684k	£2,684k

DISCRETIONARY FUNDING	£k	£k	£k
Liveable Neighbourhoods	TBC	TBC	TBC
Major Schemes	0	0	0
Principal road renewal	0	0	0
Bridge strengthening	0	0	0
Traffic signal modernisation	TBC	TBC	TBC
Sub-total*	£2,684k	£2,684k	£2,684k
STRATEGIC FUNDING*	£2,684k	£2,684k	£2,684k
Bus Priority	TBC	TBC	TBC
London cycle grid	0	0	0
Crossrail complementary works	0	0	0
Mayor's Air Quality Fund	TBC	TBC	TBC
Low Emission Neighbourhoods	0	0	0
Sub-total*	£2,684k	£2,684k	£2,684k
All TfL borough funding*	£2,684k	£2,684k	£2,684k

Note: TBC – To be confirmed, * - Funding subject to change depending on funding decisions and TfL allocation, still to be determined

6.10 Risk assessment

[REQUIREMENT R19]

In implementing this plan there are risks which we must be aware of and plan for. At the strategic level the drive and support for the Programme of Investment must be maintained but it is also essential to consider variations in funding availability.

Table 6.6 identifies a range of risks and mitigation measures relating to the delivery of the overall Programme of Investment (LIP programme), and the achievement of outcomes.

As part of our risk assessment process, programme delivery will be monitored at bi-monthly meetings in order to identify and resolve any problems as soon as they occur. If it is apparent that there are significant risks to timescales and / or costs, it is possible to re-prioritise design work so that abortive costs are minimised.

Table 6.6 - Programme Risks and Mitigation Measures

Risk	Mitigation Method / Measure
Policy compatibility, alignment and scrutiny	Regular and detailed meetings with the Cabinet Member for the Environment to discuss scheme priorities, progress and programme approval. Elected members are closely involved, through the Public Transport Consultative Group (PTCG); that includes elected members from two political parties (Labour and Conservative). This ensures a spread of schemes across policy areas and will ensure that we are delivering across the full range of intended targets and outcomes with an equitable distribution of investment across the different areas of the borough. There is a risk that a scheme may not meet its initial objectives as it could be changed through the delivery process. Our change management process will mitigate this risk.
Resource to plan, design and implement the programme	Identification of a reserve/ contingency list of schemes in order to ensure efficient use of funding and resources if initially prioritised schemes cannot proceed or are delayed.

Risk	Mitigation Method / Measure
Delays to progress of work	Timescales for delivery should allow sufficient time to develop a detailed design, undertake consultation and to address any identified issues. Consultation with statutory undertakers is undertaken at the earliest possible stage. Early liaison with the Council's legal department ensures that all required notices and Orders are built into the programme.
Cost increases/ budget reductions	<p>Scheme budgets are set before detailed design, therefore scheme costs can vary as the schemes are developed, even though contingencies are included.</p> <p>Scheme costs are reviewed internally on a bimonthly basis and any variations in cost are reported to the Capital Programme Manager and the relevant Director. Any variations must go through our change management process. Permission may then be given to transfer funds from one budget to another to ensure the highest priority projects are completed, while staying within the overall budget.</p> <p>Where a scheme experiences delays, funding may be transferred to the next highest priority scheme.</p> <p>Progress in managing risks will be monitored and reported as part of a continuous cycle so that losses are minimised and intended actions are achieved.</p> <p>Directors and key staff will review their risks at least quarterly at their Departmental Management Team meetings so that the whole management team is aware of the key risks faced by the service/ department and the mitigations in place to control them. The Corporate Management Board will review the Corporate Risk Register on a quarterly basis.</p>
Political	Each scheme feasibility design is approved by the portfolio holder for the Environment before going out for consultation.
Stakeholder support	<p>A percentage of our Programme of Investment budget will be based on contributions from partner organisations.</p> <p>Early consultation is undertaken in advance of detailed design, so that any fundamental issues are addresses as early as possible.</p>
Traffic signals	Schemes that involve making changes to traffic signals (TfL controlled) require forward planning and have long lead in times for changes.
Works that impact on the Strategic Road Network	<p>Works on the Strategic Road Network (SRN) require approval from Network Assurance (TfL). It may be that their aspirations are different from ours.</p> <p>Schemes located on the SRN will be programmed over a longer time period to ensure there is sufficient time to gain the appropriate approvals to deliver the scheme.</p>

6.11 Change management

The importance of effective change management should not be underestimated as funding for the programme of investment is fixed. This means that any overspend on a particular project in a given year will directly affect the ability of the Council to deliver the other agreed projects in the programme scheduled for the same or future years.

Changes to a scheme, its allocation or works, can sometimes be necessary. The delivery programme may change due to a variety of factors and require schemes to be redefined, rescheduled, or removed from the programme. Should this occur, there may be an

opportunity to introduce 'substitute' schemes to fill any resulting gaps in the programme. In order to anticipate and manage potential changes to the programme a formal review meeting with the Cabinet Member for the Environment would be held.

Where a 'gap' in the programme arises, the scheme with the next highest priority in the delivery programme should be brought forward as a matter of course. However, this will be subject to deliverability factors and it may be necessary to go further down the list to find a project that can be delivered within the available budget, to the required timescales and in an efficient manner. Any scheme changes will have to meet our transport objectives and the Cabinet Member for the Environment has the authority to approve changes to the programme of investment.

6.12 Annual programme of schemes and initiatives

[REQUIREMENT R20]

The annual programme of schemes has been completed and submitted to TfL via the Borough Portal. A copy of the submitted programme for 2019/20 is included in **Appendix F**. The programme of schemes will be updated annually.

Supporting commentary for the annual programme [REQUIREMENT R21]

The main elements by value (£1,560k) of the Annual Programme of Investment (API) relate to the delivery of Cycle Enfield infrastructure in the form of Quieter Neighbourhoods and Quietways. These schemes have been subject to a separate identification and prioritisation process as part of the refreshed Cycle Enfield Business Case which was published in late 2017. Given the breadth of the programme there is some flexibility with regard to timescales and capacity so that delivery can be matched to available funding each year. Consultation is undertaken on a scheme by scheme basis.

These interventions are complemented by the £140k Cycle Enfield Supporting Measures programme which includes a range of activities which spread the sustainable and active travel message so that people are encouraged to walk and cycle:

- Marketing of services available
- Stakeholder engagement
- Bike markets
- Wayfinding improvements

Alongside this there is a budget of £306k for ongoing activities which have, for a number of years, supported people to cycle:

- Cycle training
- Cycle parking
- Cycle maintenance sessions
- Promotion

These supporting measures have been developed as part of the overarching Cycle Enfield strategy. They are cost-effective and allow a broad reach with the potential to target them to specific groups and support other Council initiatives.

School travel has been identified as an area where there are significant opportunities for achieving mode shift away from private car use. To support this the £94k School Travel programme includes funding to support schools with STARS accreditation, deliver practical

improvements such as new cycle parking, and promote road safety through national and regional campaigns.

There is also an ongoing commitment to improving road safety across the borough, in line with Vision Zero aspirations, with £150k for schemes which address locations with high levels of KSIs. With this there is funding for Safer Freight initiatives, which include events and training targeted at reducing the number of collisions involving vulnerable road users. There is also funding to improve road signage and remove clutter, which is not only unsightly but also causes confusion and distraction for drivers. Finally, junction protection works are an important local priority with small schemes ensuring that emergency services can get access as demand for kerb space intensifies.

Dedicated funding for improving the accessibility of bus stops has been maintained so that the most accessible mode is within the reach of more users of the network. This long-term programme has seen over 90% of all bus stops being made accessible.

Reductions in car use arising from the overall LIP programme will see improvements in air quality. However, funding is still retained to support specific initiatives, such as green walls at schools, and ongoing monitoring. Better air quality is a growing priority for residents and, given the role of transport, it is appropriate for some LIP funding to be used quantifying and address existing issues.

Finally, to make sure that the Council is in a position to respond to the challenges and opportunities identified in both the MTS and this LIP, there is £138k for developing new interventions including undertaking feasibility work, conducting pilots and supporting early delivery. Areas of work will include parking interventions, electric vehicle charging, locally Healthy Streets and better interchanges.

Given that the interventions for 2019/20 form part of a longer-term programme of investment the role of revenue-based investment, policy decisions, and third-party actions (including commitments outlined in TfL's Business Plan and Investment Programme) in delivering the borough's LIP objectives, as well as how the Mayor's priorities will be supported at a local level, are covered elsewhere in the ETP.

Risk assessment for the annual programme [REQUIREMENT R22]

Table 6.7 below shows the principal risks associated with delivery of the ETP together with possible mitigation actions for the annual programme. The risk register summarises the strategic risks identified that could impact on the annual programme of schemes / initiatives.

Table 6.7 – Risk Assessment for annual programme – 2019/20

Risk	Likelihood			Potential mitigation measures	Impact if not mitigated
	H	M	L		
Financial					
Further reduction in general funding levels available from TfL, the Council's own resources, or from third parties.		✓		Consider re-prioritisation of remaining funding and/or lower cost solutions where possible. Consider extending planned delivery period for LIP programme as a whole.	Mitigation may have limited effect as some aspects of LIP programme may well not proceed if reprioritisation is necessary.
Increases in programme or		✓		Use effective project management techniques to keep control of project costs.	Project or programme may not fully meet objectives. Some aspects

individual project costs.			Where costs are unavoidable, reduce project scope or reprioritise funding from other projects or programmes.	of the LIP programme may well not proceed if re-prioritisation is necessary.
Statutory / Legal				
Council is required to “implement” its LIP under s151 of the GLA Act without sufficient external funding support.		✓	Explore possibility for legal challenge, if possible jointly with other affected bodies.	Unknown, as this provision has never been challenged. In the worst case there could be a severe impact on other Council services.
Third Party				
Partners or stakeholders do not implement projects for which they hold the lead responsibility.		✓	Engage in lobbying activity, jointly with other local authorities and others. Consider re-prioritisation of borough funding to support lower cost projects.	LIP and Mayoral objectives may not be achieved, with potential adverse impact on economic vitality, road congestion, public transport overcrowding etc.
Public / Political				
Individual schemes do not receive public support at the consultation stage.		✓	Ensure adequate engagement at the earliest possible stage. Consider scheme redesign to overcome objections.	Scheme may not proceed. Impact will depend on original objectives of scheme.
Individual schemes do not get political or senior management approval.		✓	Ensure adequate engagement at the earliest possible stage. Elected members are closely involved, through the Public Transport Consultative Group (PTCG). Consider scheme redesign to overcome objections.	Scheme may not proceed. Impact will depend on original objectives of scheme.
Programme & Delivery				
Reduction in staff resources to plan and deliver the LIP programme.	✓		Possibly use agency staff, charged direct to individual projects.	Delivery period for the LIP programme may be extended, or projects may not proceed.
Projects and programmes do not deliver expected outputs.		✓	Scheme benefits need to be reviewed and confirmed at each stage of project. Consider scheme or programme modifications if there is “early warning” of failure to deliver outputs.	LIP or Mayoral objectives may not be achieved.
Delays to individual projects caused by political and senior management sign-off which impacts upon the delivery of	✓		Amend scheme design. Reprogram expenditure to bring forward other LIP projects to fill the “gap”.	Depending on length of delay, programmes may still be achieved within the LIP period. Delivery period for the LIP programme may be

the programme, can add considerable staff cost and affect morale.				extended, or projects may not proceed.
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7 Performance monitoring

[REQUIREMENT R23]

Monitoring is an essential element of the ETP and the LIP process. Delivery indicators are set by TfL but monitored by the boroughs. Enfield is required to collect this information and submit it to TfL (using Proforma C) on an annual basis. The delivery indicators provide a reference for the delivery of the MTS at a local level and the information is used to provide responses to questions from Members of the London Assembly, the public and special interest groups concerning London-wide delivery.

It is recognised that individual boroughs will contribute to the Mayor's aspiration in different ways and the monitoring of strategic data is essential to measure the success of progress throughout the plan period. As detailed in this chapter, the monitoring process consists of two parts:

- Outcome Indicators - Boroughs are required to set targets against the overarching mode share aim and outcome indicators set out in the MTS.
- Delivery Indicators - are set by TfL, but monitored by the boroughs. Boroughs are required to collect this information and submit it to TfL on a quarterly basis using a specific proforma.

7.1 Outcome indicator

TfL will collect strategic data on behalf of the borough for 13 indicators for the overarching mode share aim and 9 outcomes. This information is set out below in Table 7.1.

The targets that we have set are in line with the requirements identified by TfL for Enfield. We accept that these targets are ambitious for the borough, but believe that through the implementation of this plan, delivery of the transport improvements and major infrastructure mentioned herein, through sustainable land use planning and with the help and assistance of, and good partnership working with TfL, transport operators, neighbouring boroughs and other key stakeholders these targets can be achieved. We will check our trajectory year on year and amend the programme if required in order to positively alter our path and hopefully get us back on track.

Table 7.1 – Borough outcome indicator targets

Objective	Metric	Borough target	Target year	Additional commentary
Overarching mode share aim – changing the transport mix				
Londoners' trips to be on foot, by cycle or by public transport	Active, efficient and sustainable (walking, cycling and public transport) mode share (by borough resident) based on average daily trips. Base period 2013/14 - 2015/16.	(55%) 69%	(2021) 2041	Measure: LTDS borough residents mode share
Healthy Streets and healthy people				
Outcome 1: London's streets will be healthy and more Londoners will travel actively				
All Londoners to be doing a healthy level of activity through travel	Londoners to do at least the 20 minutes of active travel they need to stay healthy each day by 2041.	(35%) 70%	(2021) 2041	Measure: LTDS borough residents. Proportion (%) of Enfield residents doing at least two x 10 minutes of active travel a day (or a single block of 20 minutes or more)
Londoners have access to a safe and pleasant cycle network. Walking or cycling will be the best choice for shorter journeys	Proportion of Londoners living within 400m of the London-wide strategic cycle network.	(30%) 61%	(2021) 2041	% of Enfield residents. GIS analysis and Strategic Cycling Analysis
Outcome 2: London's streets will be safe and secure				
Deaths and serious injuries from all road collisions to be	65% reduction in KSIs by 2022 on the 2005-09 baseline.	(44) 38	(2021) 2022	Measure: 65% reduction in KSIs by 2022 on the 2005-09 baseline.

Objective	Metric	Borough target	Target year	Additional commentary
eliminated from our streets				Casualties KSIs according to STATS19 data
	70% reduction in KSIs by 2030 on the 2010-14 baseline.	24	2030	Measure: 70% reduction in KSIs by 2030 on the 2010-14 baseline. Casualties KSIs according to STATS19 data
	0 KSIs by 2041.	0	2041	Measure: Casualties KSIs according to STATS19 data
Outcome 3: London's streets will be used more efficiently and have less traffic on them				
Reduce the volume of traffic in London.	Vehicle kilometres in given year. Base year 2015. Reduce overall traffic levels by 10-15 per cent.	(-5% = 1,640 -10% = 1,640) (-5% = 1,558 -10% = 1,476)	(2021) 2041	Measure: DfT road traffic statistics
Reduce the number of freight trips in the central London morning peak.	10 per cent reduction in number of freight vehicles crossing into central London in the morning peak period (07:00am - 10:00am) by 2026.	N/A	N/A	N/A

Objective	Metric	Borough target	Target year	Additional commentary
Reduce car ownership in London.	Total cars owned and car ownership per household, borough residents. Quarter of a million fewer cars owned in London. Base period 2013/14 - 2015/16.	(124,200) 122,800	(2021) 2041	Measure: Household car ownership, number of licensed vehicles by borough
Outcome 4: London's streets will be clean and green				
Reduced CO ₂ emissions.	CO ₂ emissions (in tonnes) from road transport within the borough. Base year 2015/16.	(335,100) 153,900	(2021) 2041	A 72 per cent reduction in carbon dioxide (CO ₂) emissions from transport (excluding aviation) by 2041
Reduced NO _x emissions.	NO _x emissions (in tonnes) from road transport within the borough. Base year 2013.	(510) 110	(2021) 2041	A 94% reduction in road transport NO _x emissions by 2041
Reduced particulate emissions.	PM ₁₀ and PM _{2.5} emissions (in tonnes) from road transport within borough. Base year 2013.	(PM ₁₀ 103) PM ₁₀ 67 (PM _{2.5} 50) PM _{2.5} 34	(2021) 2041	A 45% reduction in road transport PM ₁₀ emissions by 2041. A 53% reduction in road transport PM _{2.5} emissions by 2041
A good public transport experience				
Outcome 5: The public transport network will meet the needs of a growing London				
More trips by public transport - 14-15 million trips will be made by public transport every day by 2041.	Trips per day by trip origin. Reported as 3yr moving average. Base year 2013/14 - 2015/16.	(181) 256	(2012) 2041	Measure: Increased number of trips per day by public transport.

Objective	Metric	Borough target	Target year	Additional commentary
Outcome 6: Public transport will be safe, affordable and accessible to all				
Everyone will be able to travel spontaneously and independently.	Reduce the difference between total public transport network journey time and total step-free public transport network	Full network – 76 Step-free network - 82	2041	Measure: Reduce on average, the difference between total network and step-free network journey times by 50% by 2041. Average journey time using the full and step-free network (minutes)
Outcome 7: Journeys by public transport will be pleasant, fast and reliable				
Bus journeys will be quick and reliable, an attractive alternative to the car	Annualised average bus speeds, base year 2015/16	(10.4 - 10.7) 10.8 – 11.9	(2021) 2041	Measure: Bus speeds will improve by approximately 5 % to 15% London-wide by 2041, with particular improvements expected in inner London. Average bus speeds from ibus in mph
New homes and jobs				
Outcome 8: Active, efficient and sustainable travel will be the best options in new developments				
Outcome 9: Transport investment will unlock the delivery of new homes and jobs				

Data will be provided on a borough basis to monitor progress against the achievement of the MTS outcomes. The data will be published annually in a series of Travel in London reports.

7.2 Delivery indicator

[REQUIREMENT R24]

Delivery indicators are set by TfL, and monitored by TfL, GLA or the boroughs. Boroughs are required to collect information and submit it to TfL on a quarterly basis using a specific proforma. The purpose of the proforma (form) is to capture and report the details of various measures and interventions delivered through LIP-funded projects in the previous year. Delivery indicator information to be gathered is contained in the below table.

Objective	Metric	Data provider
MTS Priority: Healthy Streets and healthy people		
Outcome 1: London's streets will be healthy and more Londoners will travel actively		
Increase in cycle parking facilities <ul style="list-style-type: none"> on-street off-street 	Number of spaces added in given year - differentiate between on-street and off-street spaces added. Note that a single stand (e.g. Sheffield) counts as 2 spaces	Borough
Improved facilities for walking and cycling	Number of new or upgraded pedestrian / cycle crossing facilities provided	Borough
Outcome 2: London's streets will be safe and secure		
Lower speed limits	% of borough road network with 20mph limit	Borough
Deliver danger reduction improvements to the highway network and ensure robust monitoring of road safety infrastructure schemes	Number of completed infrastructure schemes and % entered into Traffic Accident Diary System (TADS)	Borough
Deliver a programme of training and education to improve the safety of vulnerable road users	Number of people delivered training (e.g. BikeSafe-London, 121 Motorcycle skills)	Borough
Deliver a programme of training and education to improve the safety of vulnerable road users	Number of adults receiving cycle training: <ul style="list-style-type: none"> Trained to Basic cycle skills level Trained to Urban cycle skills level Trained to Advanced cycle skill level 	Borough
Deliver a programme of training and education to improve the safety of vulnerable road users	Number of children receiving cycle training: <ul style="list-style-type: none"> Trained to Bikeability level 1 Trained to Bikeability level 2 Trained to Bikeability level 3 	Borough
Deliver a programme of training and education to improve the safety of vulnerable road users	Number of children receiving pedestrian skills training	Borough
Deliver a programme of training and education to improve the safety of vulnerable road users	Number and proportion of STARS schools – bronze, silver and gold	Borough
Outcome 3: London's streets will be used more efficiently & have less traffic on them		

Support the provision of car clubs, where it reduces car use and ownership	Number of car club bays provided or secured by the borough	Borough
Deliver a London-wide strategic cycle network, with new, high-quality, safe routes and improved infrastructure	Kilometres of new or upgraded cycle routes	Borough
Outcome 4: London's streets will be clean and green		
Increase number of publicly accessible electric vehicle charging points	Number implemented	Borough
Incorporate sustainable drainage infrastructure into schemes	The effective area (m ²) of impermeable surface (carriageway/footway/cycle lane/car park, etc) that drains into the SuDS feature	Borough
MTS Theme: A good public transport Experience		
Outcome 5: The public transport network will meet the needs of a growing London		
Outcome 6: Public transport will be safe, affordable and accessible to all		
Upgrade and maintain network of accessible bus stops	% of stops accessible in borough	Borough
Outcome 7: Journeys by public transport will be pleasant, fast and reliable		
Improve bus journey time reliability with bus priority improvement projects	Number completed Minutes saved by schemes completed	TfL
MTS Theme: New homes and jobs		
Outcome 8: Active, efficient and sustainable travel will be the best option in new developments		
Outcome 9: Transport investment will unlock the delivery of new homes and jobs		
Proportion of housing units in areas within PTALs 3-6 or within 800m of a Tube station, rail station or town centre boundary: <ul style="list-style-type: none"> Approved Started on-site Completed 	Number of units	GLA
Proportion of new A1, A2 and B1 development in areas within PTALs 3-6 or within 800m of a Tube station or town centre boundary: <ul style="list-style-type: none"> Approved Started on-site Completed 	Gross floor area m ²	GLA
Proportion of referred applications: <ul style="list-style-type: none"> Above London Plan car parking standard At London Plan car parking standard Below London Plan car parking standard 	% of referred applications in each category (at Stage 2 or 3)	GLA
Proportion of referred applications: <ul style="list-style-type: none"> Above London Plan parking standard At London Plan parking standard 	% of referred applications in each category (at Stage 2 or 3)	TfL / GLA

<ul style="list-style-type: none"> Below London Plan parking standard 		
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The Performance Monitoring chapter sets out how the borough intends to monitor the effectiveness of the ETP and delivery of the LIP. Setting and monitoring key targets and indicators will guide the Council and TfL in determining whether the LIP Policies and Programme of Investment are effective in attaining the Borough Transport Objectives and the Mayor's Transport Strategy aspirations. If the annual report on interventions and outputs reveals underperformance against the targets, a number of steps can be taken; these could include review of policies and the Programme of Investment and/or restructuring of perspectives and aspirations.

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Appendix A

Transport Plan Consultation

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COMPLETE AT A LATER DATE ONCE UNDERTAKEN AND WE HAVE RECEIVED ALL FEEDBACK.

A total of XX bodies were directly consulted, including the statutory consultees mentioned above. All direct consultees were written to and access to a final draft ETP document was provided and the consultation closing date advised.

The consultees fell into many broad categories as follows:

Group/ Government body	Number consulted
TfL	1
Police	1
Disablement groups	?
Local authorities	9 (3 London Boroughs)
Highways England	1
Transport groups and operators	?
Business groups	?
Community groups	?
Residents' groups and associations	?

Note: The Mayor did not require any further persons or organisations to be consulted.

There were XX responses received, including TfL's response. Bodies and groups who responded to the consultation were:

TfL, ?, ?, ?, ?, ? and ?.

LIP guidance states: Boroughs are required to consult with the following organisations when preparing their LIP:

- The relevant Commissioner or Commissioners of Police for the City of London and the Metropolis
- TfL
- Such organisations that represent disabled people as the Council considers it appropriate
- Each other London borough council whose area is, in the opinion of the council preparing the LIP, likely to be affected by the plan
- Any other body or person the Mayor directs a borough to consult

Boroughs are required to provide evidence that all statutory consultees have been consulted and demonstrate how their views have been taken into account. Other organisations/groups that have been consulted should also be identified.

Appendix B

Strategic Environmental Assessment Scoping Report

DRAFT

28th August 2018

Report for – London Borough of Enfield
Local Implementation Plan
Strategic Environmental Assessment Scoping Report

For comment by Statutory Bodies



Document version control

Version	Date	Author	Reviewed by	Reviewed and approved by
0.1	21/8/2018	Monica Laucas	David Sutano	Chris Ferrary
0.2	28/8/2018	Monica Laucas	David Sutano	Chris Ferrary

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Historic England
Natural England

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1.0 Introduction

1.1 About this Scoping Report

This report sets out the scope of the Strategic Environmental Assessment (SEA) of the proposals set out in the London Borough of Enfield's third Local Implementation Plan (LIP).

To meet the requirements of the Environmental Assessment of Plans and Programmes Regulations 2004, Local authorities are required to carry out Strategic Environmental Assessment (SEA) for policies, plans and programmes across various areas, including transport². Government guidance on transport plans stresses the importance of the SEA being an integral part of developing and delivering a transport strategy. The statutory environmental agencies (i.e. the Environment Agency, Natural England and Historic England) must be involved throughout the development and monitoring of a plan.

This Scoping Report is the first stage in the SEA process. It identifies:

- The scope and level of detail of the information to be included in the SEA;
- The context, objectives and approach of the assessment; and
- The relevant environmental issues and objectives that will provide the basis of the assessment.

Although the scoping stage is a requirement of the process, a formal scoping report is not required by the SEA Regulations. However, it is a useful way of presenting information at the scoping stage and helps ensure the SEA process is proportionate and relevant to plan being assessed.

The SEA Regulations also require³ that when determining the scope of the SEA there must be consultation with statutory bodies⁴. Where a consultation body decides to respond, it should do so within 5 weeks of receipt of the request. This report provides information on the proposed scope for the assessment as a basis for the consultation bodies to form their response, should they choose to provide one.

Government guidance on transport plans highlights the need for Habitats and Appropriate Assessment (AA) where necessary, starting by clarifying if the plan is likely to significantly effect a European site⁵. If this is likely, the LIP must be subject to an AA⁶. We have adopted a precautionary approach to the HRA for the MTS on the basis the findings of a screening assessment that are seeking to agree with Natural England. This focuses on establishing whether HRA is required or not, taking account of designated protected habitats in the area covered by the LIPs, and the content of the LIP itself. This may apply to Enfield due to parts of the Lee Valley Special Protection Area (SPA) and Ramsar site falling within the areas. This is discussed further in **Section 4.4** following.

² The Environmental Assessment of Plans and Programmes Regulations 2004 (Statutory Instrument 2004/1633).

³ See Regulations 12(5) and 12(6).

⁴ Regulation 4 defines these as Historic England, English Nature and the Environment Agency.

⁵ European sites are Special Areas of Conservation (SACs), Special Protection Areas (SPAs), and listed Ramsar sites. Proposed SPAs and candidate SACs are also regarded as European sites.

⁶ As required by Article 6(3) of the Habitats Directive (Council Directive 92/43/EEC) and Regulation 85B of the Conservation (Natural Habitats &c) Regulations 1994, (S.I. 1994/2716 as amended).

1.2 Overview of the Local Implementation Plan (LIP)

The LIP is a statutory document, prepared under Section 145 of the Greater London Authority Act 1999. This Act requires each of London's 33 local authorities to prepare a LIP containing proposals for the implementation of the Mayors Transport Strategy⁷ in their area.

The LIP guides transport priorities and projects and details a three-year programme of investment (2019/20 to 2021/22).

The central aim of the MTS – the Mayor's vision – is to create a future London that is not only home to more people, but is a better place for all those people to live in. The overarching aim of the Strategy is for 80% of all trips in London to be made on foot, by cycle or using public transport by 2041, compared to 63% today. The Mayor is seeking to achieve his vision by focusing the policies and proposals in his transport strategy on the achievement of the following three overarching MTS outcomes:

- **Healthy Streets and healthy people, including traffic reduction strategies:**
 - Active: London's streets will be healthy, and more Londoners will travel actively.
 - Safe: London's streets will be safe & secure.
 - Efficient: London's streets will be used more efficiently & have less traffic on them.
 - Green: London's streets will be clean and green.
- **A good public transport experience:**
 - Connected: The public transport network will meet the needs of a growing London.
 - Accessible: Public transport will be safe, affordable and accessible to all.
 - Quality: Journeys by public transport will be pleasant, fast and reliable.
- **New homes and jobs:**
 - Good Growth: Active, efficient and sustainable travel will be the best option in new developments.
 - Unlocking: Transport investment will unlock the delivery of new homes and jobs.

The rationale and detail of each of these outcomes is set out in the third MTS. The LIP responds to the third MTS, the Sub Regional Transport Plan (north), Enfield's Local Plan and other relevant policies. This LIP will replace the Council's second LIP (2011). The third round of LIPs will become effective from April 2019.

The Enfield Transport Plan (ETP), which incorporates the next LIP, does not set out binding policies, rather it pulls together key objectives, policies, themes and priorities from other documents and looks at what can be achieved in the next five years given the availability of resources. It also acts as bridge between existing planning documents and any proposed changes to the Local Development Framework, which will set out strategic policies and priorities in relation to transport.

⁷ Mayor of London (2018) – **Mayors Transport Strategy** - Greater London Authority, March 2018

A summary of the key proposals of the LIP are provided in **Section 2.3** following.

1.3 Purpose of this report

This report sets out the proposed scope of issues to be addressed in the SEA and the approach to be undertaken in assessing them. The document aims to outline the baseline information and evidence for the LIP that is needed to inform the SEA. This is based on the identification of plans and programmes relevant to the study area, environmental baseline information and identified environmental issues and problems.

On this basis, the Scoping Report provides the framework for assessing the likely impacts of the LIP in terms of how it will contribute to resolving such issues.

1.4 Report Structure

Following this introductory section, the structure of this scoping report is as follows:

- The context of the LIP and its likely scope, including Identification of other policies, plans, programmes and sustainability objectives (**Section 2**);
- Baseline environmental conditions, and how these might change in the absence of the LIP, and other evidence likely to be available to the assessment, with any important gaps identified, identification of key sustainability issues in the study area; (**Section 3**);
- The topics that the SEA will consider and to what level of detail (**Section 4**);
- The SEA objectives and framework chosen to assess the environmental effects of the LIP and alternatives, together with an overview of the proposed approach to undertaking the assessment (**Section 5**); and
- The next steps in the SEA process (**Section 6**).

2.0 Context and Scope of the LIP

2.1 Introduction

In this section, the context and scope of the emerging LIP for the London Borough of Enfield is described based on work completed by the Council to date. This sets out:

- The background policies that will shape the proposals to be set out in the LIP, and other associated documents.
- The area to be covered by the LIP and therefore forming the assessment area for the SEA.
- The timescales of the LIP and the SEA.

2.2 Policy Context

2.2.1 The Mayors Transport Strategy

The Mayors Transport Strategy (MTS) is described in outline in **Section 1.2** above. As noted, the central aim of the MTS for London not only to be home to more people, but better place for all Londoners. This requires 80% of all trips in London to be made on foot, by cycle or using public transport by 2041, compared with 63% today.

2.2.2 The Sub Regional Transport Plan (North)

This Plan⁸ is part of an ongoing programme, enabling Transport for London (TfL) to work closely with the London Boroughs in North London to address strategic issues, progress medium-longer term priorities and respond to changing circumstances. The Plan was first developed in 2010 to translate the MTS goals, challenges and outcomes at a sub-regional level. While these needed to be considered across London, and addressed locally through LIPs, there are some matters which benefit from having a concerted effort at a sub-regional level. Challenges such as improving air quality, reducing CO₂ emissions and achieving targets for increased cycling and walking are better dealt with at sub-regional level across London.

Sub-regional challenges specifically identified for the north sub-region in London were to:

- Facilitate and respond to growth, especially in Brent Cross/Cricklewood and the Upper Lee Valley.
- Enhance connectivity and the attractiveness of orbital public transport.
- Relieve crowding on the public transport network.
- Improve access to key locations and jobs and services.
- Manage highway congestion and make more efficient use of the road network.

Between 2010 and 2018, the North sub-region in London has experienced faster population growth than expected, placing greater demands on transport. The rate of housing delivery needs to increase to cope with this growing population, and effective transport links are critical to this. The

⁸ Mayor of London (2016) – **North London: Sub-regional Transport Plan** – 2016 update, Transport for London.

ways that people travel also has changed. There is a growing demand for rail services and cycling in particular.

With the election of the current Mayor, a revised MTS was prepared and adopted in 2018 as noted above. The 2016 update of the Sub-regional Plan recognised the new funding settlement for TfL from the Government, as well as the Mayor's revised priorities about how to allocate this. As not all transport schemes previously considered fitted with the new Mayor's priorities, no map or list of specific projects or proposal was included.

2.2.3 Enfield Transport Plan 2018

Enfield's Transport Plan will form part of the LIP. The plan will set out how Enfield Council intends to improve travel to, within and from the borough and contribute to the wider economic, social and environmental objectives of the council, grounded in evidence and analysis of local challenges and issues by the Council. The plan will guide transport priorities and projects in Enfield, as set out in the three-year programme of investment (2019/20 to 2021/22) that forms the LIP.

The plan identifies how Enfield Council will address existing and new challenges in line with its aim of achieving a sustainable future for the borough. The policies, programmes and initiatives within this plan will help the council improve the ease in which people travel in the borough, encourage sustainable and active travel helping us to manage environmental problems related to congestion, local air quality, reduce impacts on climate change and improve health, safety and accessibility for all in Enfield's communities.

2.3 Summary of the LIP

The plan identifies the following seven transport objectives, that will be the focus of the London Borough of Enfield LIP:

1. **Deliver Cycle Enfield and supporting measures which encourage more cycling and walking in the borough:** Enfield Council recognises there are real opportunities to increase the number of people cycling in the borough. In 2014 Enfield applied for additional funding from the Mayor's Mini-Holland fund, part of the Mayor's Healthy Streets agenda to help Londoners use cars less and walk, cycle and use public transport more. It specifically addresses the demands of growth in outer London. Enfield Council remains committed to the delivery of the strategy set out in its Mini-Holland bid. This comprehensive approach will create the environment that enables cycling to become a realistic transport choice for all members of the diverse Enfield community.
2. **Promote safe, active and sustainable transport to and from schools:** For many years Enfield Council has worked with local schools and other bodies to reduce reliance on the car and to promote the healthier alternatives of walking and cycling, also promoting the use of the public transport. There are 94 schools in the borough, 70 primary schools and 24 secondary schools generating significant levels of car-based journeys at the start and end of the school day.
3. **Monitor air quality and develop and deliver interventions which address local issues:** Enfield has areas that exceed government objectives for nitrogen dioxide and PM₁₀ at busy roadside locations. As a result, the council declared the entire borough an air quality management area and is working towards meeting Government objectives. The only real way of reducing pollution from traffic is to reduce vehicle numbers and improve the vehicle fleet to the most environmentally-friendly vehicles available. The council monitors, reviews and

assesses air quality in Enfield for pollutants known to damage health and is committed to reduce emissions.

4. **Manage growing demand for on-street parking:** Demand for travel is increasing as the numbers of residents in Enfield increases. It is estimated that the projected population increase in Enfield will generate additional parking pressure and intensify the parking stress currently experienced. This needs to be effectively managed as there is simply not enough road space to safely and efficiently accommodate everyone who wishes to park or drive in Enfield today or in the future.
5. **Focus on and improve priority locations making them safer for vulnerable road users:** Enfield Council is continually looking to reduce the numbers of road traffic casualties that occur on the road network within the borough. The council will continue to work with TfL and other partners to improve road safety delivery through the targeting of investment. Minimising road danger is a fundamental part of the plan and is required to create streets where everyone feels safe to walk, cycle and use public transport. Actions will be taken to address speed/speeding, unsafe behaviour, vehicles and infrastructure.
6. **Improve local reliability of and accessibility to the public transport network:** Enfield is highly dependent on the public transport network. 43% of employed residents in the borough travel to work by public transport. Improving the accessibility of the public transport system is critical to delivering a better transport experience for all Enfield's residents, including disabled people and growing numbers of older people. We aim to improve accessibility to the public transport network for all people. At a local level the council will work with the bus operator and TfL to improve the reliability of services operating in Enfield.
7. **Maintain and improve the transport network in Enfield including developing potential interventions:** The condition of Enfield's roads and pavements has been consistently identified by residents as a particularly important issue, and their maintenance continues to be a priority for the council. Everyone who travels in Enfield is affected by the condition of the highway network at some stage of their journey. We will continue our ongoing programmes of carriageway, footway and street lighting maintenance; enforcement activities to deal with unauthorised signs, highway obstructions and graffiti, as resources permit. The council will continue its programme of decluttering aimed at rationalising street furniture and signs in our town centres and local shopping parades. In terms of personal security, we intend to continue our established street lighting programme and deliver many schemes to improve lighting. Improving the quality of the road network, including the footways, is critical to ensuring the highway network in Enfield is safe, efficient and conducive to smoothing traffic flows.

2.4 Defining the assessment area

The spatial scope for the SEA is the London Borough of Enfield area. The SEA also takes account of potential impacts on adjoining boroughs and districts as appropriate. **Figure 2.1** following shows a map of the London Borough of Enfield area.

Figure 2.1: London Borough of Enfield Area and adjoining boroughs



2.5 Timeframe for the Plan

The LIP includes policies that cover the period up to 2023. This is therefore also the timeframe for the SEA.

2.6 Other policies, Plans, Programmes and Sustainability Objectives

2.6.1 National and Regional Policies

The most relevant plans and programmes at a national and regional (i.e. London-wide) level used as the basis to inform the objectives included in the appraisal framework for the SEA (See **Section 5.0** following) are set out in **Table 2.1** following:

Table 2.1: Relevant National and Regional Policies Reflected in the SEA Objectives

Topic	Policy Document
All Topics	Upper Lee Valley: Opportunity Area Planning Framework (2013)
	A Green Future: Our 25 Year Plan to Improve the Environment (2018)
	The London Plan: The Spatial Development Strategy for London (2016)
	The New London Plan: Draft for Public Consultation (2017)
	Mayor of London's Environment Strategy (2017)

Topic	Policy Document
	National Planning Policy Framework (2018)
Air Quality	Air Quality Standards Regulations 2010
	Defra's Air Quality Plan (2016)
	Environment Act 1995
	EU Ambient Air Quality Directive (2008/50/EC)
	The Greater London Authority Act 1999
Climate Change Adaptation	Climate Change Risk Assessment (CCRA)
	EC White Paper: Adapting to Climate Change
	National Adaptation Programme (NAP)
	UK Low Carbon Transition Plan (2009)
Climate Change Mitigation	Climate Change Act 2008
	Promotion of the Use of Energy from Renewable Sources Directive (2009/28/EC)
	United Nations Framework on Climate Change COP21 (2015) – Paris Agreement-
Fairness and inclusivity	Equality Act (2010)
Flood Risk	UK Water Strategy (2008)
Geology and Soils	England Soil Strategy, Safeguarding our Soils (2009)
	EU Environmental Liability Directive (99/31/EC)
Historic Environment	Ancient Monuments and Archaeological Areas Act 1979
	Planning (Listed Buildings and Conservation Areas) Act 1990
Materials and Waste	EU Waste Framework Directive (2008/98/EC)
	National Planning Policy for Waste (2014)
	Waste (England and Wales) (Amendment) Regulations 2014
Natural Environment and Natural Capital	Conservation of Habitats and Species Regulations 2010
	Council Directive on the Conservation of Natural Habitats of Wild Fauna and Flora 92/43/EEC
	Directive on the Conservation of Wild Birds 09/147/EC
	Natural Environment and Rural Communities Act 2006
	The Natural Choice – securing the value of nature (2011)
	Wildlife and Countryside Act 1981
Noise and Vibration	Environmental Noise (England) Regulations 2006
	EU Noise Directive (2000/14/EC)
Water Resources and Quality	Final Water Resources Management Plan 14 (WRMP14), 2015-2040 (Thames Water, July 2014) and Annual review June 2016; Affinity Water 2014 Water Resources Management Plan
	Thames River Basin District River Basin Management Plan (Environment Agency, December 2015)

2.6.2 London Borough of Enfield Policies

The following policy documents published by the London Borough of Enfield have also been used to inform the SEA objectives:

- London Borough of Enfield: Air Quality Action Plan 2007;
- London Borough of Enfield: Enfield Characterisation Study 2011;

- London Borough of Enfield: Enfield Borough Profile 2017;
- Enfield Local Plan 2010;
- London Borough of Enfield: Review of Enfield's Sites of Local and Borough Importance for Nature Conservation 2012;
- London Borough of Enfield: The Enfield Update - November 2017; and
- London Borough of Enfield: Enfield Local Heritage List 2018.

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3.0 Baseline Environmental Conditions

3.1 Air Quality

In common with other local authorities, air quality in Enfield is monitored at several specific locations. This information is also used to model the quality of air across the borough. Enfield continues to breach the UK Government's air quality objectives for nitrogen dioxide (NO₂) and the standards particulate matter (PM₁₀). Consequently, the council designated an Air Quality Management Area (AQMA) across the whole of the Borough and produced an Air Quality Action Plan⁹ (AQAP) in recognition of the legal requirement on the council to work towards air quality objectives within the Borough. The dominant source of NO₂ and PM₁₀ emissions in Enfield is road traffic. Problems arise on roads which are heavily trafficked or have large amounts of congestion. For NO₂ there are widespread exceedances of the annual mean objective along main roads in the Borough. For PM₁₀ there are exceedances of the daily mean objective along parts of the busiest main roads in the Borough, including the M25, A406 North Circular Road and A10. The annual mean objective is exceeded in parts of the M25 and A406 North Circular Road only, very close to the centre of the roads.

3.2 Attractive neighbourhoods

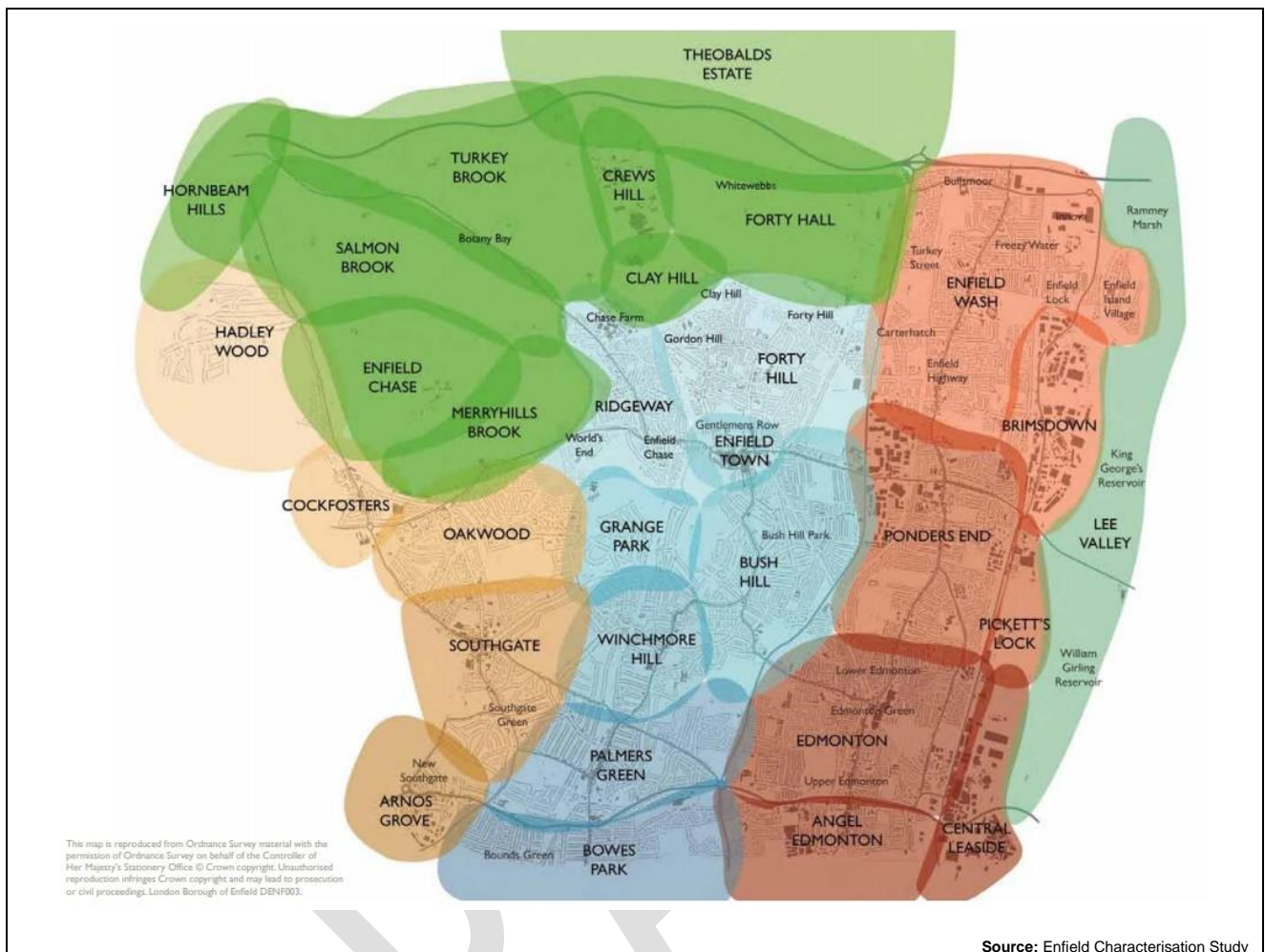
Enfield Council has conducted a characterisation study¹⁰ in the borough which identifies four macro-areas based on physical characteristics, history and social identity. These are identified in **Figure 3.1**, and can be characterised as follows:

- Western Corridor:** This area in the south-west of the Borough bordering Barnet and Haringey Boroughs comprises large, generously proportioned interwar suburbs and Metroland centres orientated towards Charles Holden's iconic Underground stations that provide centrepieces and architectural landmarks for local neighbourhoods. These neighbourhoods are low density and are dominated by family housing. They are almost entirely residential development with few significant employment areas, either for office space or industrial development. Oakwood neighbourhood retains many of the late Victorian hospital buildings which define the conservation area character; the street pattern and overall composition, however, is essentially suburban. New Southgate (Arnos Grove) is one of the Enfield's Place Shaping Priority Areas and subject of a new masterplan. The centres at Southgate, Arnos Grove, Cockfosters and Oakwood differ in terms of their streetscape. Cockfosters has the widest and grandest street profile, with grass verges with tree planting on both sides and an additional carriageway on both sides for local traffic and parking. The other centres are narrower. Oakwood comprises a classic, single-sided parade of shops, set back from the main road behind a grass verge with mature lime trees and a parking layby. Southgate comprises several busy thoroughfares lined with commercial units on both sides. The type and quantity of street greenery in the western corridor varies significantly, from the generous coverage in semi-rural Hadley Wood to the almost complete lack of greenery in Arnos Grove. In between these, the green spaces in the classic suburbs of Oakwood, Southgate and Cockfosters are under threat due to the pressure on street and garden areas to provide parking.

Figure 3.1: Neighbourhoods in London Borough of Enfield

⁹ London Borough of Enfield (2007) - **Air Quality Action Plan**.

¹⁰ London Borough of Enfield (2011) – **Enfield Characterisation Study** – February 2011.



- Central Corridor:** The central corridor comprises neighbourhoods that have early village or hamlet origins. Among them is Enfield Town, which retains a strong historic market town character despite being absorbed into Greater London. Enfield Town is a key shopping destination for the Borough with the Palace Exchange and Palace Gardens Shopping Centres, and a market operating on Thursdays, Fridays and Saturdays in the historic market square. It also is a key transport hub with two rail stations (Enfield Town and Enfield Chase) and a small bus terminus. The contains mature suburbs, ranging from late Victorian terraces in the south to early interwar semi-detached houses in the north. This includes many Edwardian streets that show an Arts and Crafts influence. Because the central corridor is developed at higher density than areas to the west there is pressure to remove street trees or front gardens to create space for parking and reduce maintenance. Palmers Green was historically a civic centre but has loss this function in recent times, although the former Southgate Town Hall is still an historic landmark.
- Eastern corridor:** The eastern corridor is centred along Hertford Road following the Lee Valley and is characterised by linear centres. These vary in size from single retail parades in residential areas to major centres. Pubs are more common than in other parts of Enfield and remain as important corner buildings or significant presence in groups of buildings. Edmonton Green is in the south east of the Borough and is Enfield's second largest centre. The area is densely built and contains a large amount of affordable housing, along with significant shopping, community and leisure uses. To the north and south of Edmonton there are older

terraces of housing along Hertford Road north of St Martins Road and just north of the junction with the North Circular. There is a good deal of industrial activity in the Lee Valley, including Brimsdown and Meridian industrial parks, which has recently diversified to include other uses such as self-storage facilities, trade counter retailers and cash and carry uses which serve the public as well as leisure uses such as indoor karting tracks. Freezy Water, at the extreme north-east of the borough, is characterised by Innova Park, a new business and enterprise area with office space and large-scale modern buildings.

- **Rural/urban interface:** The north of the borough comprises a mix of urban and rural landscape adjoining the Green Belt, characterised by farmland ridges and valleys. It is an important area of high quality open landscape with a special character which is highly valued. Much of the landscape is in productive agricultural use and all of it is protected as Green Belt. It extends from Hadley Wood in the north west corner of the borough, across the whole of the top northern edge of the borough to Capel Manor and Bulls Cross in the north east. The designation of the area as Green Belt has meant that the landscape has been well protected from twentieth century development and in places feels rural despite its location on the edge of Greater London. Salmon's Brook Valley together is one of the areas of highest landscape quality in the borough, while similarly, Turkey Brook Valley is an area of open agricultural land with undulating topography, characterised by large geometric field patterns that date back to the 1803 Enclosure Acts. These areas are highly valued by local residents and are well used by walkers. Parts of this area are under pressure for development. For example, Chase Farm hospital is presently being redeveloped for housing and with more leisure activities. Similarly, commercial activities at Crews Hill are expanding and diversifying from greenhouse and nursery use to general business and retail. This has a significant effect on the character of the area and in particular the frontage to the traditional lanes.

3.3 Climate change mitigation and adaptation

The UK local and regional carbon dioxide (CO₂) emissions statistics released by the Department of Energy and Climate Change (2012) identifies baseline CO₂ emissions for the London Borough of Enfield were 1,427.5 kilotonnes per annum (kpa). Of these 44% was from dwellings, 28% from non-domestic buildings and 28% from transport.

The most recent figures available, for 2012¹¹, indicate that after reaching a peak of 1,739.6 kpa in 2006, this level has progressively declined to reach 2012 figures. This comprised 39% from dwellings, 36% from non-domestic buildings and 25% from transport.

3.4 Energy use and supply

In 2015 (the latest figures available), Government statistics¹² indicated that 411,000 tonnes of oil equivalent (ktoe) energy was consumed in the London Borough of Enfield. This is higher than the average for boroughs across Outer London. Of this, gas consumption accounted for 43%, while 22% was electricity consumption and just over 30% was of petroleum products. Nearly 25% of energy consumed was by industry, and 43% was consumed in people's homes. 31% of energy used was for transport.

¹¹ Department of Energy and Climate Change (2014) - **2005 to 2012 UK local and regional CO₂ emissions: Statistical Release.**

¹² Department for Business, Energy and Industrial Strategy (2017) - **Sub-national total final energy consumption in the United Kingdom (2005 - 2015) – 28th September 2017.**

3.5 Fairness and inclusivity

The population of the London Borough of Enfield was just over 314,000 at the 2011 Census. This is estimated to have risen to 337,698 at mid-2018, an increase of over 7.5%, making Enfield the 5th largest amongst the 33 London boroughs. The population is also very diverse, with almost two-thirds of people living in the borough from ethnic minority backgrounds. Many of those identifying in the 'other white' category living the borough are from the Greek, Turkish or Cypriot communities, which make up around 15% of the population. The School Census results indicate Enfield pupils recorded themselves under 95 different ethnic codes making the area one of the most ethnically diverse places in the country. The breakdown of Enfield's population by ethnicity is indicated in **Table 3.1** following:

Table 3.1: Ethnic makeup of London Borough of Enfield 2018

Ethnicity	Number	%
White - British	113,898	33.7
White - Irish	6,750	2
Other White	70,841	21
White and Black Caribbean	6,078	1.8
White and Black African	3,345	1
White and Asian	5,244	1.6
Other Mixed	7,377	2.2
Indian	12,376	3.7
Pakistani	2,967	0.9
Bangladeshi	6,526	1.9
Chinese	2,918	0.9
Other Asian	15,040	4.5
Black African	33,197	9.8
Black Caribbean	18,897	5.6
Other Black	11,025	3.3
Arab	2,415	0.7
Other ethnic groups	18,804	5.6
<i>Total</i>	337,698	100

Source: London Datastore

The borough also ranks as one of the most deprived in the country with pockets of extreme deprivation in the east of the area, where the Lower Super Output Areas (LSOA) are among the 10% most deprived in England. Enfield is the 64th most deprived borough in England and the 12th most deprived in London.

The fastest growing population locally is typically among working age people aged between 30 and 50. The number of people aged 65 and over has typically been declining. Although future population trends are highly uncertain, population growth locally seems mostly due to an increase life expectancy and net gain from international migration, principally from EU states in Eastern and Southern Europe.

There are marginally more women and girls than men and boys living in the borough, but no significant differences from the proportions at London and national levels.

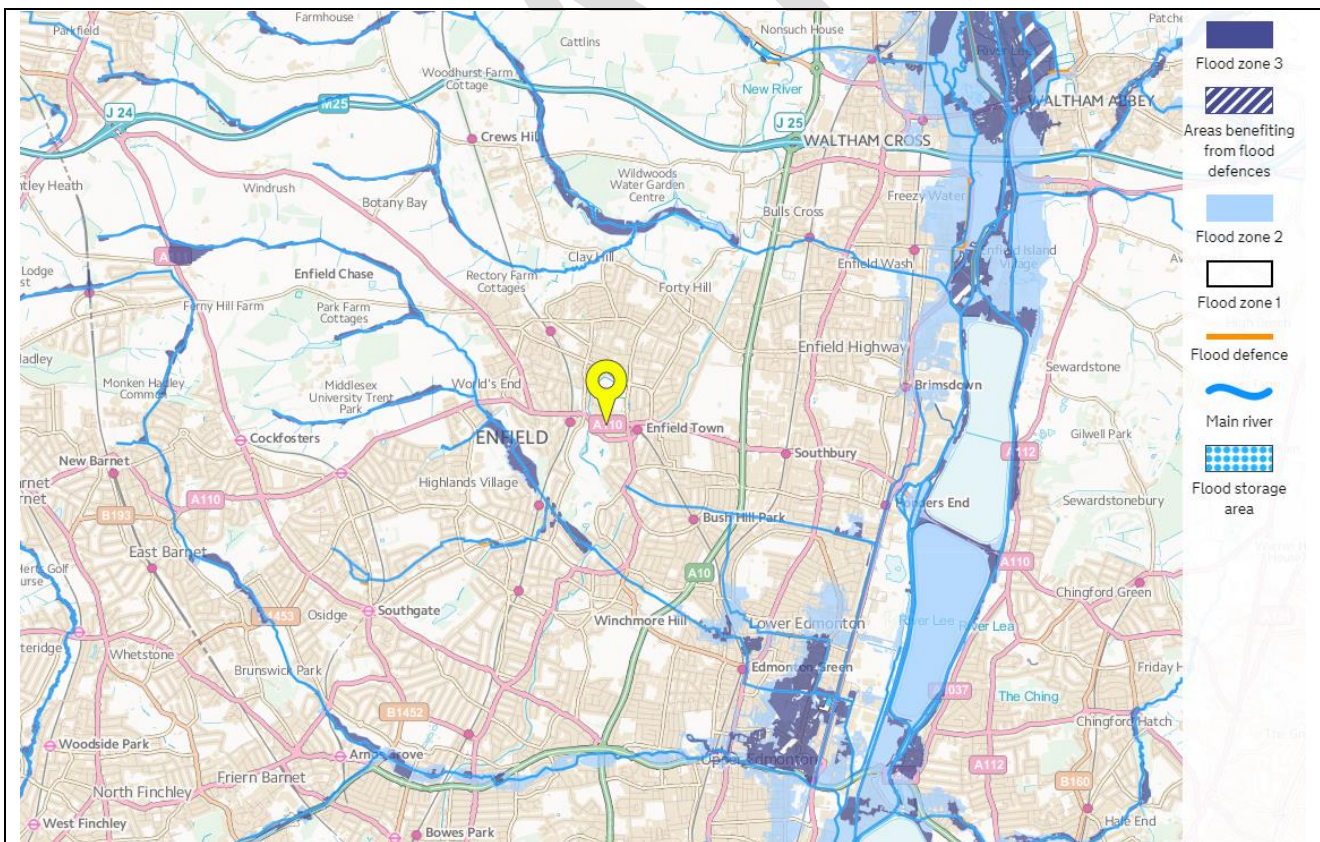
3.6 Flood risk

Flood zones for planning purposes are defined by the Environment Agency, based on the likelihood of an area flooding. The three zones are:

- **Flood Zone 1** has less than 0.1% chance of flooding in any year (or 1:1000-year chance). There are very few restrictions on development these areas, exception where proposed development over 1ha in size, or is in a Critical Drainage Areas (i.e. deemed to be at high risk of flooding from rainfall).
- **Flood Zone 2** has between 0.1% – 1% chance of flooding from rivers in any year (between 1:1000 and 1:100 chance).
- **Flood zone 3** has 1% or greater probability of flooding from rivers.

The flood risk zones in the London Borough of Enfield are illustrated in **Figure 3.2** following, and are principally in the east of the borough, associated with the natural and man-made waterways in the Lee Valley. Other areas relate to the Salmon's Brook flowing in the Enfield Town and Edmonton area, Turkey Brook on the northern edge of the borough, and Pymmes Brook on the southern edge of the borough. More information on water resources in the borough is provided in **Section 3.14** below.

Figure 3.2: Flood Risk Areas in the London Borough of Enfield



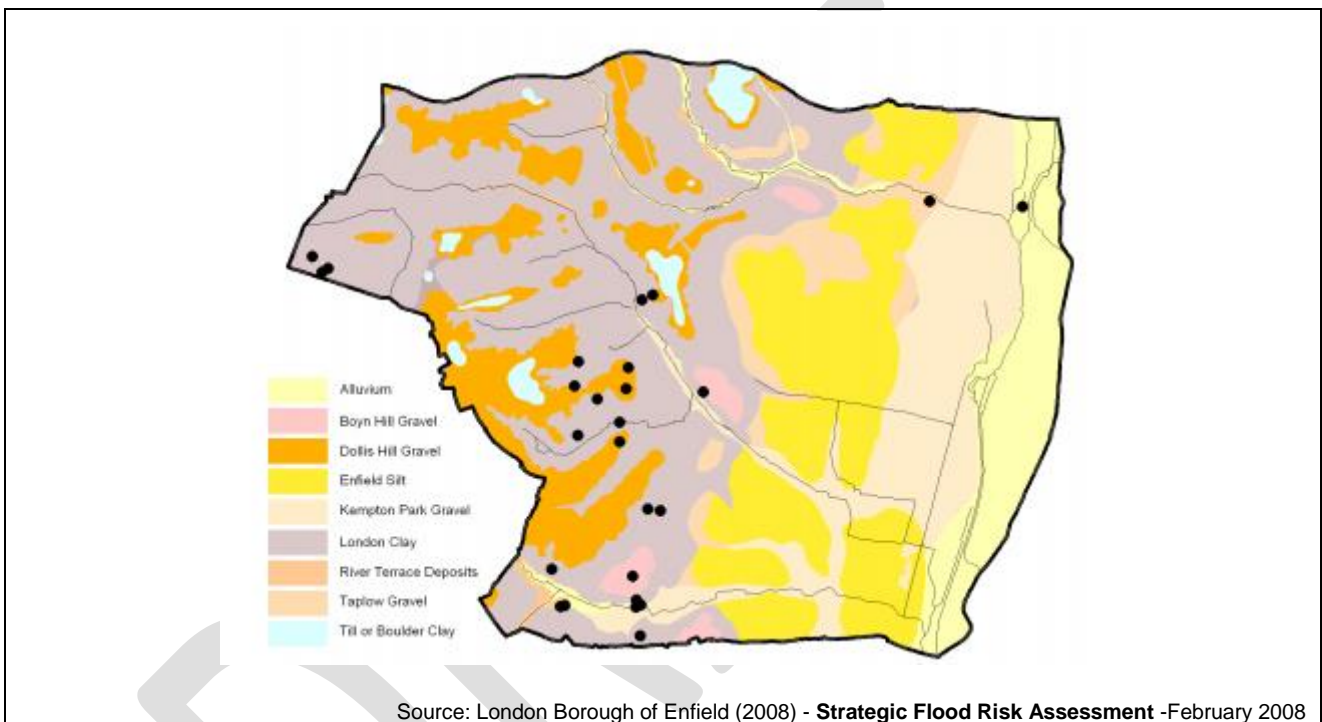
Source: The Environment Agency

3.7 Geology and soils

The Borough is within the London Basin, bounded by chalk uplands: to the south by the North Downs and to the north by the Chiltern Hills. Nine geological types are found within the Borough, i.e. London Clay, Enfield Silt Member, Alluvium, Kempton Park Gravel Formation, Taplow Gravel Formation, Boyn Hill Gravel Member (BHT), Dollis Hill Gravel Member, River Terrace Deposits, and Till or Boulder Clay. Of these, London Clay is most prevalent.

The geology and soils of the Borough are illustrated in **Figure 3.3** following.

Figure 3.3: Geology and Soils in the London Borough of Enfield



3.8 Historic Environment

The London Borough of Enfield is rich in tangible heritage assets. These include 5 scheduled monuments and 1 local monument; 22 areas of archaeological interest; 451 statutorily listed (of which 3 are Grade 1) and 93 locally listed buildings; 21 conservation areas; and 5 nationally registered and 26 locally registered historic parks and gardens.

Enfield has 11 Listed Buildings and 2 Conservation Areas on the Heritage at Risk Register¹³.

3.9 Materials and waste

Enfield Borough achieves good recycling rates, in line with the London average, and is home to one of the largest waste recycling facilities in the UK. The Edmonton Ecopark has prevented 21 million tonnes of waste from going to landfill over its lifetime and employs around 180 people. The facility is being upgraded in 2019 to an energy recovery facility that would process household waste for the seven London boroughs of Barnet, Camden, Enfield, Hackney, Haringey, Islington

¹³ Historic England (2017) – **Heritage at Risk: London Register 2017**.

and Waltham Forest in order generate power for around 127,000 homes, while also providing heat for local homes and businesses.

3.10 Mental and physical wellbeing

Health and well-being in Enfield typically are higher to the London average. Life expectancy rates in Enfield are increasing and are expected to improve further. Health inequalities are most evident in the more deprived areas in the east of the Borough where people tend to experience the poorest health. Mental illness, levels of physical activity and obesity a greater concern in more deprived parts of the borough. Men who live in the most deprived areas in the borough die on average 5 years younger than those in more affluent areas. Also, health inequalities are more prevalent among groups with protected characteristics.

Childhood obesity rates in the Borough are higher than the London and England average. Data from Public Health England's annual National Child Measurement Programme for the school year 2015/16 estimate that in Enfield: 23.9% of Reception age children and 41% of Year 6 children are either overweight or obese. For Year 6 children, Enfield's prevalence of overweight or obesity is the sixth highest of all London boroughs.

The effects of environmental issues on health are more concentrated in certain parts of the borough. For example, town centres and other areas with traffic congestion experience poorer air quality with consequent impacts for people vulnerable to respiratory and heart conditions. Some issues also impact more heavily in more deprived parts of the borough, with higher traffic accident casualty rates in the East of the borough.

3.11 Natural Capital and Natural Environment

There are three European Sites that are within a 10km (6.2mi) radius of Enfield, i.e.:

- **Epping Forest Special Area of Conservation:** Epping Forest was designated as a SAC in 2005. It comprises a large ancient wood-pasture with habitats of high nature conservation value including ancient semi-natural woodland, old grassland plains, wet and dry heathland and scattered wetland. The forest is primarily beech on acid soils, which are important for a rare mosses, fungi, invertebrates and insects (including stag beetles) associated with decaying timber.
- **Lee Valley Special Protection Area and Ramsar Site:** Lee Valley comprises nearly 450 ha. of embanked water supply reservoirs, sewage treatment lagoons and former gravel pits that display a range of man-made and semi-natural wetland and valley bottom habitats. The area comprises the Sites of Special Scientific Interest (SSSIs) at Amwell Quarry, Rye Meads, Turnford and Cheshunt Pits, and Walthamstow Reservoirs. SPA status was granted in 2000 because of the site's European ornithological interest. It is used regularly by rare species such as Bittern and migratory birds like shoveler and gadwall. Other species of interest are cormorant, great crested grebe, tufted duck, pochard and grey heron.

The Borough has a total of 50 areas designated as Sites of Importance for Nature Conservation Importance¹⁴. Of these, seven are of Metropolitan Importance, 15 of Borough Importance Grade I

¹⁴ London Borough of Enfield (2012) - **Review of Enfield's Sites of Local and Borough Importance for Nature Conservation** – April 2012

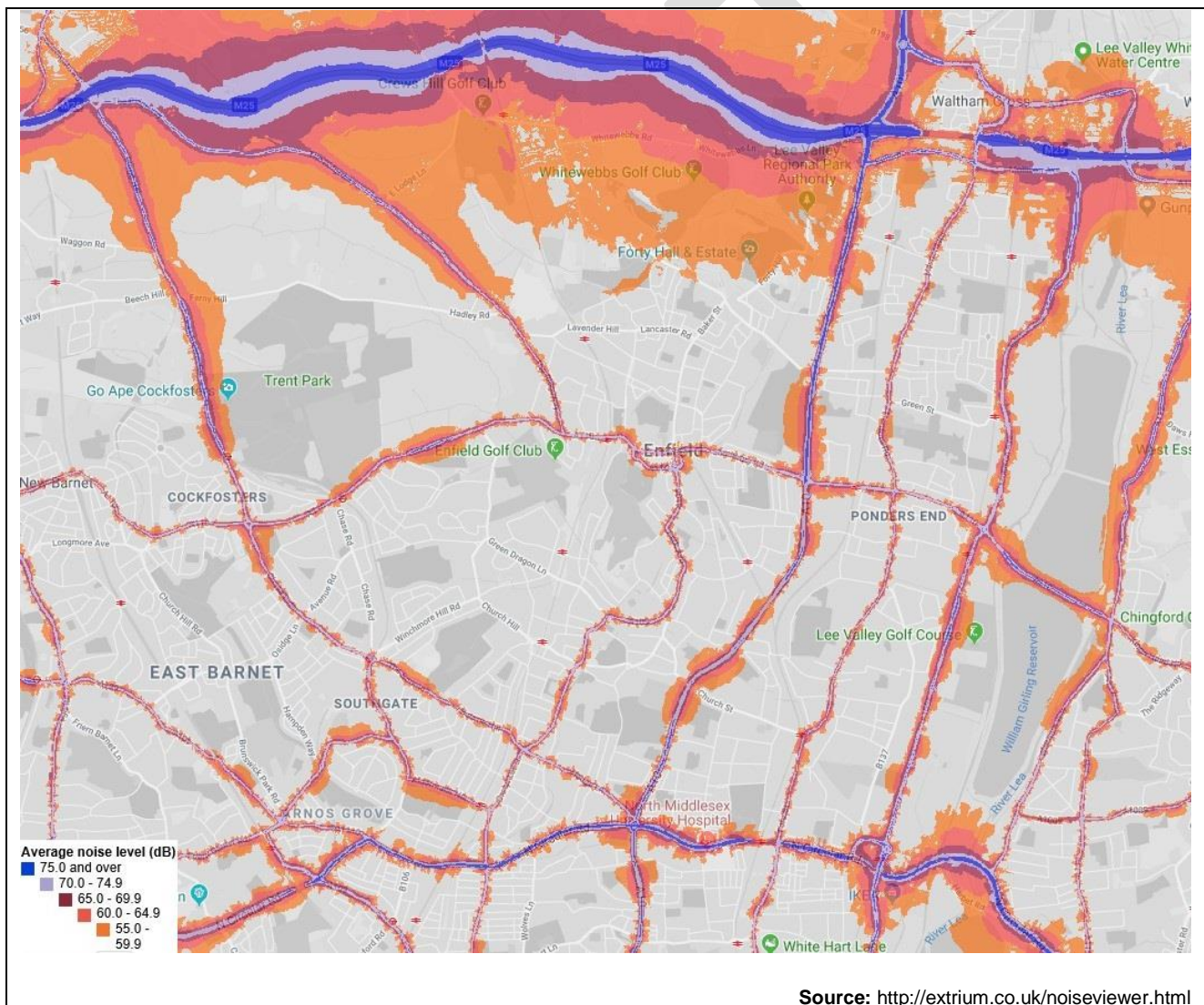
and Borough Grade II and 33 of Local Importance. The waterways also offer a valuable habitat, which it is recognised should be preserved and enhanced.

The Lee Valley Regional Park straddles the eastern boundary of the Borough. This area is home to European designated sites and is a Site of Special Scientific Interest.

3.12 Noise and vibration

Little information is available on noise and vibration generally across the Borough. **Figure 3.4** following shows estimated levels of road traffic noise, which is the primary noise source in most parts of the Borough. This is based on the strategic noise mapping exercise undertaken by the Government in 2012, and shows results are shown for LAeq,16h, which is the annual average noise level (in dB) for the 16-hour period between 0700-2300.

Figure 3.4: LAeq 16-hour road traffic noise levels in London Borough of Enfield 2012



The actual level of noise may have increased due to increases in traffic since 2012, but this is unlikely to be to a significant extent. The pattern and distribution of noise levels is likely to be relatively unchanged over this time. From **Figure 3.4** it may be seen that the main areas affected

by traffic noise in Enfield unsurprisingly are along the main traffic routes through the Borough. In particular, areas close the M25 to the north of the borough are exposed to high levels of noise. Areas close to the A1005 The Ridgeway, the A1010 Southbury Road, the A105 Green Lanes and the A10 Great Cambridge Road are also particularly affected by noise.

3.13 Safety and security

Enfield has a low overall crime rate when compared to neighbouring boroughs and London as a whole, with 58.5 reported crimes per 1,000 population recorded in 2016/17, which is continuing to drop according to Government Office statistics. The three most common types of recorded crime were theft and handling, violence against the person (excluding sexual offences) and burglary.

Data from the police shows that there were 7,255 calls concerning Anti-social Behaviour (ASB) logged in the period 2015/2016 – an increase of 1.7% from 2014/15 (7,134 calls). Of the main types of ASB logged, the most common complaints concerned street drinking, drugs and rowdy youths. ASB can lead to residents feeling unsafe when out alone after dark and be a barrier deterring people from travelling by sustainable modes such as walking, cycling or using public transport as they feel more vulnerable.

There is a spatial dimension to crime within the borough, with crime incidents, particularly incidents of violent crime, concentrated in places with high deprivation. Young people are more likely to be both victims and perpetrators of violent crime and those aged 13-21 are more likely to be victims of personal robbery.

There is a strong gender dimension to violent crime with 1 in 3 violent crimes an incident of domestic violence.

3.14 Water resources and quality

The River Lee is located along the eastern extent of the Borough and flows south to the Thames, forming the boundary between Enfield and Waltham Forest. It drains a large rural catchment to the north of London in Hertfordshire and Essex, extending as far as Luton.

The New River flows southwards through the centre of the borough. It was constructed in 1613 to supply drinking water to London. It is owned and operated by Thames Water and is currently used to transport water from the surrounding reservoirs and treatment plants.

Pymmes Brook flows east through the London Borough of Enfield, entering Haringey near Tottenham Marshes, then flowing south to the River Lee Navigation near Tottenham Hale.

Turkey Brook flows east through the London Borough of Enfield and is mostly shallow, fast flowing and clean. Coarse fish, including dace, use the brook to spawn.

Salmon's Brook is a minor tributary of the River Lee, located in the London Borough of Enfield. It is mostly culverted, and it flows in a west direction through the Deephams Sewage Treatment Works, the Eley Industrial Estate and close to the Edmonton Incinerator. The Salmon's Brook is failing standards for water quality, so to improve it the Council in collaboration with Thames21, The Environmental Agency and Thames Water has been working on a Sustainable Drainage System (SuDS) inspired by nature and the energy of local residents.

The Moselle Brook was a natural tributary of the River Lee, but it now flows in a culvert into Pymmes Brook.

4.0 Topics to be Covered in the SEA

4.1 Overview

The information that needs to be included in an Environmental Report of a SEA is specified in Schedule 2 of the SEA Regulations. Whether or not a topic is to be included in the scope of the SEA will depend on whether the proposals set out in the LIP will be likely to result in significant environmental effects. A commentary on the reasons why topics are included in the scope of the SEA is also provided.

The SEA will also consider the inter-relationship between the issues referred to Schedule 2 of the SEA Regulations as indicated in the table following.

In order to produce a focused, concise and accessible Environmental Report, avoiding duplication of other assessments, in scoping the SEA we have taken account of the Government's advice on SEA¹⁵. This says that SEA should reflect the stage in the decision-making process at which the LIP is being produced, and the extent to which certain matters are more appropriately assessed at different levels in that process to avoid duplication of the assessment. In this respect, we have considered the findings of assessment set out in the Integrated Impact Assessment of the MTS¹⁶. We have also avoided the assessment in detail of effects associated with particular proposals of the LIP which may be assessed more appropriately as part of the specific consent processes that will be part of their delivery.

4.2 Topics to be Covered in the SEA

The environmental topics to be covered in the SEA are set out in **Table 4.1** following, together with an indication of how this relates to the requirements of the Regulations.

¹⁵ Office of the Deputy Prime Minister, et al (2005) - **A Practical Guide to the Strategic Environmental Assessment Directive** – London, ISBN 1851127887

¹⁶ Jacobs et al (2017) – **Integrated Impact Assessment of the Consultation Draft of the Mayor's Transport Strategy 3** – Transport for London, June 2017.

Table 4.1 Topics to be Covered in the SEA

SEA Topic	Issues identified in Schedule 2	Included in SEA (Y or N)	Comments
Air Quality	(h) air	Y	Road traffic is the main source of local air pollution in Enfield, and any measures that impact on the volume of traffic flows, the modal share of road traffic and the distribution of traffic across the borough may affect air quality.
Attractive neighbourhoods	(b) population; (c) human health; (l) landscape; (k) cultural heritage, including architectural and archaeological heritage	Y	The presence of traffic, and noise and air pollution due to it, is a major factor in the way that the attractiveness of neighbourhoods is perceived. Air and noise pollution also directly affects human health adversely. Traffic influences local activities, including cultural heritage. Traffic and changes to infrastructure can impact directly on heritage resources and affect the setting and enjoyment of these.
Climate change mitigation and adaptation	(i) climatic factors	Y	CO ₂ emissions from road traffic is one of the major sources of greenhouse gases, and any measures that impact on the volume of traffic flows, the modal share of road traffic and the distribution of traffic across the borough may affect these emissions. Measures to encourage uptake of alternative fuels will also have an effect.
Energy use and supply	(j) material assets	Y	Transport is a major consumer of energy in Enfield and any measures that impact on the volume of traffic flows, the modal share of road traffic and the distribution of traffic across the borough may affect this. Measures to encourage uptake of alternative fuels will also have an effect.

SEA Topic	Issues identified in Schedule 2	Included in SEA (Y or N)	Comments
Fairness and inclusivity	(b) population; (c) human health	Y	The way that people travel and access the facilities that they need is an important factor in inequalities experienced within Enfield. This not only affects levels of deprivation in terms of access to education and jobs, but also has an impact on health inequalities due to the unequal distribution of pollution levels across the Borough.
Flood risk	(g) water	N	There is a significant flood risk only in very limited areas of the Borough. The proposals to be set out in the LIP are unlikely to directly affect these areas. Any detailed proposals coming forward in areas with higher levels of flood risk will be subject to risk assessments during the development of designs. On this basis it is concluded that significant effects on flood risk levels will not occur at the strategic level due to implementation of the LIP.
Geology and soils	(f) soil	N	The proposals to be set out in the LIP are unlikely to involve extensive excavation work or disturbance of soils. Any detailed proposals coming forward in areas with risk of land contamination will be subject to risk assessments during the development of designs. On this basis it is concluded that significant effects on geology and soils will not occur at the strategic level due to implementation of the LIP.
Historic Environment	(k) cultural heritage, including architectural and archaeological heritage;	Y	Traffic influences local activities, including cultural heritage. Traffic and changes to infrastructure can impact directly on heritage resources and affect the setting and enjoyment of these.

SEA Topic	Issues identified in Schedule 2	Included in SEA (Y or N)	Comments
Materials and waste	(j) material assets	N	Other than energy (see above) transport is not a significant user of materials in Enfield, nor a significant generator of waste. The proposals to be set out in the LIP are unlikely to involve extensive excavation work or generation of waste either. On this basis it is concluded that significant effects on materials and waste will not occur at the strategic level due to implementation of the LIP.
Mental and physical wellbeing	(b) population; (c) human health	Y	Air pollution and noise from road traffic can be a significant factor in health inequalities.
Natural Capital and Natural Environment	(a) biodiversity; (d) fauna; (e) flora;	Y	Pollution from transport and the physical presence of transport infrastructure can have significant effects on fauna, flora and biodiversity.
Noise and vibration	(b) population; (c) human health	Y	Transport is a major source of noise and vibration in Enfield, and any measures that impact on the volume of traffic flows, the modal share of road traffic and the distribution of traffic across the borough may affect noise and vibration levels.
Safety and security	(b) population; (c) human health	Y	Road traffic accidents account for a significant proportion of injuries reported within Enfield. The presence of traffic and the design of the urban realm are also important factors in the perception of how safe people feel in public places.
Water resources and quality	(g) water;	N	The proposals to be set out in the LIP are unlikely to directly affect water resources. Any detailed proposals coming forward in areas in proximity to water resources will be subject to risk assessments during the development of designs and means of controlling water pollution will be included in these. On this basis it is concluded that significant effects on water resources and quality will not occur at the strategic level due to implementation of the LIP.

4.3 Alternatives

To meet the requirements of the SEA Regulations, it is also necessary to identify reasonable alternatives to the proposals presented in the LIP, and meaningful comparisons made of the environmental implications of each. Experience tells us that, in the context of LIPs delivering the policies and proposals already identified in the MTS, it can be assumed that the only real reasonable alternative to the LIP proposals is the “do-nothing” scenario. On this basis, we do not propose to manufacture other alternatives simply for comparison in the SEA.

However, the SEA will examine the process that Enfield Council has used to identify and prioritise the proposals included in the LIP, and in particular how evidence has been used as part of this. This will assist in demonstrating that an evidence-led approach has been used in developing the proposals and identify the extent to which environmental considerations have been taken into account in the development of the LIP. This process will be described in both the Environment Report from the SEA and the Post-adoption statement, reflecting the state of development of the LIP at the point when these are published.

4.4 Habitats Regulations Assessment

As well as SEA, the LIP may also require a Habitats Regulations Assessment (HRA), as set out in the Conservation of Habitats and Species Regulations 2010 (as amended) if it is likely to have significant effects on European habitats or species.

HRA is the process that considers whether a plan is likely to have significant effects on a European site designated for its nature conservation interest. The protection given by the EU Habitats Directive is transposed into UK legislation through the Habitats Regulations. Special Areas of Conservation (SACs), candidate Special Areas of Conservation (cSACs) and Special Protection Areas (SPAs) are protected under the Regulations.

HRA is sometimes referred to as ‘Appropriate Assessment’ (AA) although the requirement for AA is first determined by an initial ‘Screening’ stage. This typically comprises:

- Identifying international sites in and around the plan/ strategy area;
- Examining conservation objectives of the interest site, where available; and
- Reviewing the plan proposals and considering their potential effects on European sites in terms of their magnitude, duration, location, and extent.

Taking note of the reasons for designation of the sites described in **Section 3.11** above, the proximity of these areas in relation to the proposals set out in the LIP, and the characteristics of the proposals, it is concluded that no significant environmental effects on the protected areas that may affect their conservation objectives^{17,18} will be likely to arise from implementation of the LIP. On this basis, no further assessment will be undertaken.

¹⁷ Natural England (2014) - **European Site Conservation Objectives for Epping Forest Special Area of Conservation** - Site Code: UK0012720.

¹⁸ Natural England (2014) - **European Site Conservation Objectives for Lee Valley Special Protection Area** - Site Code: UK9012111.

5.0 SEA Objectives and Framework

5.1 Objectives

Temple and Steer have confirmed with Enfield Council that it is happy to use the TfL/GLA framework that was developed to satisfy SEA requirements for plans and strategies produced by the Mayor of London as the basis for the current assessment.

The SEA topics indicated as in scope in **Section 4.0** above and the objectives against which the proposals set out in the LIP will be evaluated are set out in **Table 5.1** below.

Table 5.1: TfL/GLA environmental objectives for SEA

Environmental topic	Objective
Air Quality	To reduce emissions and concentrations of harmful atmospheric pollutants, particularly in areas of poorest air quality, and reduce exposure
Attractive neighbourhoods	To create attractive, mixed use neighbourhoods, ensuring new buildings and spaces are appropriately designed that promote and enhance existing sense of place and distinctiveness, reducing the need to travel by motorised transport.
Climate change adaptation	To ensure London adapts and becomes more resilient to the impacts of climate change and extreme weather events such as flood, drought and heat risks
Climate change mitigation	To help tackle climate change through reducing greenhouse gas emissions and moving towards a zero carbon London by 2050
Energy use and supply	To manage and reduce demand for energy, achieve greater energy efficiency, utilise new and existing energy sources effectively, and ensure a resilient smart and affordable energy system
Fairness and inclusivity	To make London a fair and inclusive city where every person is able to participate, reducing inequality and disadvantage and addressing the diverse needs of the population; and
Historic Environment	To conserve and enhance the existing historic environment, including sites, features, landscapes and areas of historical, architectural, archaeological and cultural value in relation to their significance and their settings.
Mental and physical Wellbeing	To improve the mental and physical health and wellbeing of Londoners and to reduce health inequalities across the city and between communities.
Natural Capital and Natural Environment	To protect, connect and enhance London's natural capital (including important habitats, species and landscapes) and the services and benefits it provides, delivering a net positive outcome for biodiversity
Noise and vibration	To minimise noise and vibration levels and disruption to people and communities across London and reduce inequalities in exposure
Safety and security	To contribute to safety and security and generate the perceptions of safety;

We will review the baseline information collated, together with the outcomes of the Integrated Impact Assessment undertaken for MTS3 and other information on the specific proposals likely to come forward through each LIP to identify the existing sustainability issues that are relevant.

5.2 SEA Framework Matrix

To evaluate the effects of the LIP, Temple and Steer will use the adapted GLA SEA framework matrix as illustrated in **Table 5.3** on the following pages.

In the SEA framework matrix, effects will be evaluated using the following scale, as set out in **Table 5.2** following:

Table 5.2: Scale to be used for Evaluation of Environmental Effects in the SEA

Scale of effect		Definition
++	Major positive effect	LIP contributes greatly towards achieving the IIA objective/Significant Effect
+	Minor positive effect	LIP contributes to achieving the IIA objective
0	Neutral or no effect	LIP does not impact upon the achievement of the IIA objective
-	Minor negative effect	LIP conflicts with the IIA objective
--	Major negative effect	LIP greatly hinders or prevents the achievement of the IIA objective/Significant Effect
?	Uncertain	LIP can have positive or negative effects but the level of information available at a time of assessment does not allow to make a clear judgement

Table 5.3: SEA Framework Matrix

Topic	Objective	Assessment guide questions	LIP Proposal		
			Assessment	Scale of Effect	Mitigation or Enhancement
Air Quality	To reduce emissions and concentrations of harmful atmospheric pollutants, particularly in areas of poorest air quality, and reduce exposure	Will it help to reduce emissions of priority pollutants (e.g. PM ₁₀ , NO _x , NO ₂)?			
		Will it help to achieve national and international standards for air quality?			
		Will it reduce the number of people exposed to poor air quality, particularly for vulnerable communities and 'at risk' groups?			
		Will it result in air quality changes which negatively impact the health of the public?			
		Will it reduce the number of premature deaths caused by poor air quality?			
		Will it improve air quality around areas which may have high concentrations of vulnerable people such as schools, outdoor play areas, care homes and hospitals?			

Topic	Objective	Assessment guide questions	LIP Proposal		
			Assessment	Scale of Effect	Mitigation or Enhancement
Attractive neighbourhoods	To create attractive, mixed use neighbourhoods, ensuring new buildings and spaces are appropriately designed that promote and enhance existing sense of place and distinctiveness, reducing the need to travel by motorised transport.	Will it protect and enhance the character, integrity and liveability of key streetscapes and townscapes, including removing barriers to use?			
		Will it improve the use of the urban public realm by improving its attractiveness and access?			
Climate change adaptation	To ensure London adapts and becomes more resilient to the impacts of climate change and extreme weather events such as flood, drought and heat risks	Will it protect London from climate change impacts?			
		Will it help London function during extreme weather events (e.g. heat, drought, flood) without impacts on human health and/or well-being?			
		Will it reduce health inequalities and impacts on vulnerable groups / communities and at risk groups?			
		Will it improve access to services during severe weather events?			
		Will it reduce exposure to heat during heatwaves?			
		Will it enable those vulnerable during severe weather events to recover?			

Topic	Objective	Assessment guide questions	LIP Proposal		
			Assessment	Scale of Effect	Mitigation or Enhancement
Climate change mitigation	To help tackle climate change through reducing greenhouse gas emissions and moving towards a zero carbon London by 2050	Will it help reduce emissions of greenhouse gases (including from transport), and help London meet its emission targets?			
		Will it reduce health inequalities and impacts on more vulnerable communities and at risk groups			
Energy use and supply	To manage and reduce demand for energy, achieve greater energy efficiency, utilise new and existing energy sources effectively, and ensure a resilient smart and affordable energy system	Will it reduce the demand and need for energy, whilst not leading to overheating?			
		Will it promote and improve energy efficiency in transport, homes, schools, hospitals and other public buildings?			
		Will it increase the proportion of energy both purchased and generated from renewable and sustainable sources?			
		Will it encourage uptake of green/cleaner fuels and renewable energy provision across all transport providers and private cars?			
		Will it provide infrastructure to make a better use of renewable energy sources?			

Topic	Objective	Assessment guide questions	LIP Proposal		
			Assessment	Scale of Effect	Mitigation or Enhancement
		Will it reduce health inequalities and impacts of fuel poverty on vulnerable communities and at risk groups?			
Fairness and inclusivity	To make London a fair and inclusive city where every person is able to participate, reducing inequality and disadvantage and addressing the diverse needs of the population.	Will it enable deficiencies of access to facilities to be positively addressed?			
Historic Environment	To conserve and enhance the existing historic environment, including sites, features, landscapes and areas of historical, architectural, archaeological and cultural value in relation to their significance and their settings.	Will it protect and enhance sites, features and areas of historical, archaeological and cultural value/potential?			
		Will it improve the wider historic environment and sense of place?			
		Will it protect and enhance the historic environment, including removing barriers to use from vulnerable communities and at risk groups?			
		Will it protect and enhance valued/important historic environment and streetscape settings through inclusive design and management?			

Topic	Objective	Assessment guide questions	LIP Proposal		
			Assessment	Scale of Effect	Mitigation or Enhancement
Mental and physical Wellbeing	To improve the mental and physical health and wellbeing of Londoners and to reduce health inequalities across the city and between communities.	Will it improve connectivity to key services by promoting active modes of transport, thereby helping to reduce emissions from road transport			
		Will it help to reduce health inequalities and their key contributory factors for all Londoners?			
		Will it reduce at risk and vulnerable groups' exposure to poor air quality?			
		Will it reduce flooding, heat and drought risk for at risk and vulnerable communities?			
		Will it improve access to greenspaces for recreational and health benefits?			
		Will it help to reduce the number of people dying prematurely from preventable causes such as extreme heat and poor air quality?			

Topic	Objective	Assessment guide questions	LIP Proposal		
			Assessment	Scale of Effect	Mitigation or Enhancement
Natural Capital and Natural Environment	To protect, connect and enhance London's natural capital (including important habitats, species and landscapes) and the services and benefits it provides, delivering a net positive outcome for biodiversity	Will it enhance the potential for the green space network to provide ecosystem services?			
		Will it protect and improve the quality and extent of sites of importance for nature conservation and help restore wildlife habitats?			
		Will it provide opportunities to enhance the natural environment or restore wildlife habitats?			
		Will it protect and enhance the biodiversity of the region's waterbodies to achieve a good ecological status?			
		Will it increase the planting of green roofs, green walls and soft landscaping?			
		Will it create better access to green space to enhance mental and physical health benefits for all Londoners, particularly those with existing mental health conditions?			

Topic	Objective	Assessment guide questions	LIP Proposal		
			Assessment	Scale of Effect	Mitigation or Enhancement
		Will it result in a greener public realm that can enhance mental health benefits?			
Noise and vibration	To minimise noise and vibration levels and disruption to people and communities across London and reduce inequalities in exposure	Will it improve access to quiet and tranquil places for all?			
		Will reduce levels of noise generated?			
		Will it reduce inequalities in exposure to ambient noise?			
		Will it protect vulnerable groups at risk from impacts of noise pollution?			
		Will it reduce night time noise in residential areas?			
		Will it reduce the number of people exposed to high levels of noise with the potential to cause annoyance, sleep disturbance or physiological effects?			
		Will it protect vulnerable groups at risk from impacts of noise pollution?			

Topic	Objective	Assessment guide questions	LIP Proposal		
			Assessment	Scale of Effect	Mitigation or Enhancement
Safety and security	To contribute to safety and security and generate the perceptions of safety;	Will it promote the design and management of green spaces that helps to reduce crime and anti-social behaviour?			

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6.0 Next Steps

6.1 Development of the LIP

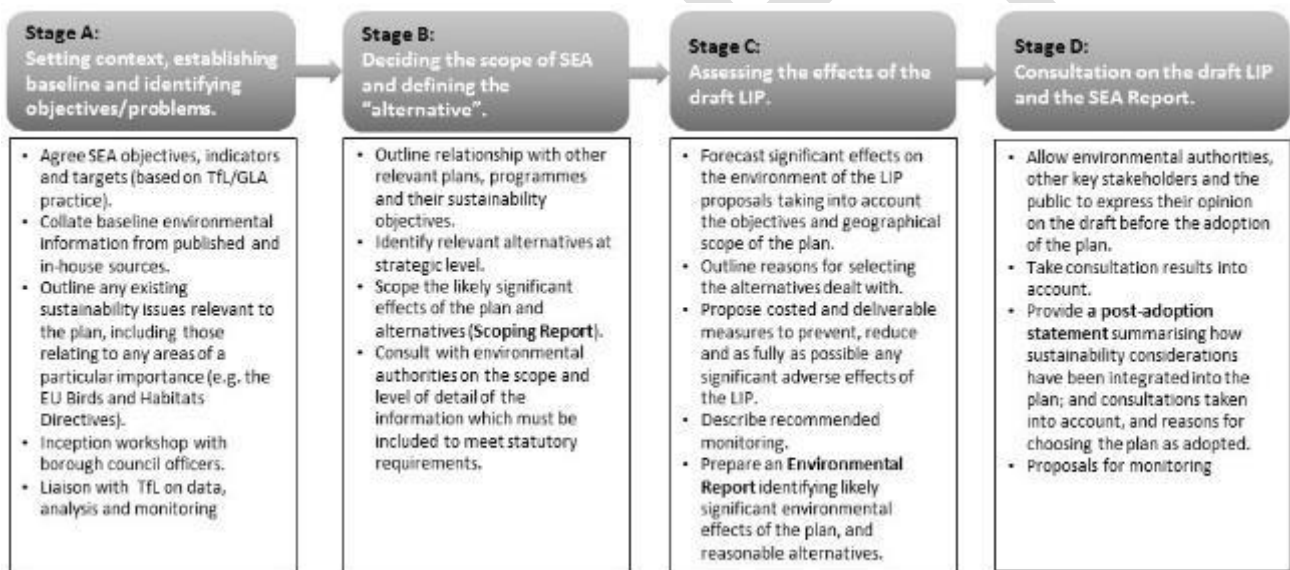
A draft of the LIP will be submitted to Transport for London in November 2018 for comment. Following this, Enfield Council will be conducting a public consultation exercise on the LIP proposals during the Autumn/Winter 2018 period.

Taking account of the comments received from TfL and the outcomes of the consultation, Enfield Council will then make any revisions to the LIP that may be necessary, and a final version will be sent to the Cabinet Member for Environment for approval in January 2019.

6.2 Remaining Stages in the SEA Process

The stages that Temple and Steer are following in the SEA process are illustrated in **Figure 6.1** below:

Table 6.1: Stages in the SEA Process



Adapted from: ODPM (2005) - **A Practical Guide to the Strategic Environmental Assessment Directive**

This Scoping Report represents the output from Stages A and B of the process illustrated above. While TfL are considering their response to the draft LIP, and the public consultation is being undertaken, Temple and Steer will continue to evaluate the proposals in the draft LIP and complete the SEA Report (Environmental Report).

Based on the information on LIP proposals provided by the borough council officers, we will assess the effects of the draft LIP in terms of the TfL/GLA objectives identified in **Table 5.1** in the preceding section. This will identify changes to the environmental baseline arising from the LIP,

comparing these against the SEA objectives. Following Government guidance¹⁹ this most likely will be expressed in qualitative terms drawing on readily available data, reflecting uncertainty around the detail of proposals set out in the LIP at this stage and therefore as equally valid and appropriate as quantified data.

In line with regulatory requirements, the strategic environmental effects of the LIP will be described in terms of magnitude, geographical scale, the time period over which they will occur, whether they are permanent or temporary, positive or negative, probable or improbable, frequent or rare, and whether there are secondary, cumulative and/or synergistic effects. Although not all changes will be expressed in quantitative terms, the descriptions will be equally valid and appropriate. They will be expressed in easily understood terms on a scale from ++ (very positive) to -- (very negative), as indicated in **Table 5.2** above, and linked to specific objectives. Wherever possible, the changes described will be supported by evidence (references to broader research, discussions with stakeholders or arising from consultation).

The Environmental Report for each borough will collate information from the stages in the SEA clearly and concisely. The processes, consideration of alternatives and sifting will all be clearly summarised in a non-technical way. Legislation, guidance and our experience points towards the SEA Report including the following:

- An outline of the LIP, and fit with other plans;
- Baseline conditions, including sensitive sites (i.e., without implementation of the plan);
- SEA objectives and how these have been used;
- Likely significant effects;
- Proposed mitigation and enhancement measures;
- Reasons for selecting the preferred strategy, and a description of how alternatives were considered;
- Proposed monitoring of the environmental outcomes of implementing the LIP;
- A non-technical summary of the above information; and
- How consultations affected outcomes.

Each section of the Environmental Report will note any circumstances and impacts unique to individual areas. Throughout the process, Temple and Steer will apply their expert knowledge gained from our previous experience of the legal requirements of the process and 'best practice' examples from our experience of assessments and transport plans.

¹⁹ Office of the Deputy Prime Minister et al (2005) - **A Practical Guide to the Strategic Environmental Assessment Directive** – Paragraph 5.B.10, London.

During Stage D, Temple and Steer will prepare the Post-Adoption Statement on behalf of Enfield Council, who will publish this in turn. The Post-Adoption Statement will clearly summarise the way that consultation has influenced the assessment process, demonstrating how feedback has been considered, changes that have been made, and reasons for choosing the preferred policies and options. We will ensure this is clearly and sensitively set out, avoiding potential difficulties with interested stakeholders.

In line with the requirements of the SEA Regulations, the Borough Council will monitor the effects of the LIP. This will feed into any future LIP progress reporting. The basis of monitoring will have been set out in the Environmental Report as noted above

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Appendix C

Equalities Impact Assessment

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7th September 2018

Report for – London Borough of Enfield
Local Implementation Plan
Equalities Impact Assessment Report

Final



Document version control

Version	Date	Author	Reviewed by	Reviewed and approved by
0.1	30/8/2108	Jonathan Say	David Sutano	Chris Ferrary
1.0	7/9/2018	Jonathan Say	David Sutano	Chris Ferrary

Report for: **London Borough of Enfield**

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7.0 Introduction

7.1 Overview of the Local Implementation Plan (LIP)

The London Borough of Enfield's third Local Implementation Plan is a statutory document, prepared under Section 145 of the Greater London Authority Act 1999. This Act requires each of London's 33 local authorities to prepare a LIP containing proposals for the implementation of the Mayor's Transport Strategy²⁰ in their area.

The LIP guides transport priorities and projects and details a three-year programme of investment (2019/20 to 2021/22).

The central aim of the MTS – the Mayor's vision – is to create a future London that is not only home to more people, but is a better place for all those people to live in. The overarching aim of the Strategy is for 80% of all trips in London to be made on foot, by cycle or using public transport by 2041, compared to 63% today. The Mayor is seeking to achieve his vision by focusing the policies and proposals in his transport strategy on the achievement of the following three overarching MTS outcomes:

- **Healthy Streets and healthy people, including traffic reduction strategies:**
 - Active: London's streets will be healthy, and more Londoners will travel actively.
 - Safe: London's streets will be safe & secure.
 - Efficient: London's streets will be used more efficiently & have less traffic on them.
 - Green: London's streets will be clean and green.
- **A good public transport experience:**
 - Connected: The public transport network will meet the needs of a growing London.
 - Accessible: Public transport will be safe, affordable and accessible to all.
 - Quality: Journeys by public transport will be pleasant, fast and reliable.
- **New homes and jobs:**
 - Good Growth: Active, efficient and sustainable travel will be the best option in new developments.
 - Unlocking: Transport investment will unlock the delivery of new homes and jobs.

The rationale and detail of each of these outcomes is set out in the third MTS. The LIP responds to the third MTS, the Sub Regional Transport Plan (north), Enfield's Local Plan and other relevant policies. This LIP will replace the council's second LIP (2011). The third round of LIPs will become effective from April 2019.

The Enfield Transport Plan (ETP), which incorporates the next LIP, does not set out binding policies, rather it pulls together key objectives, policies, themes and priorities from other documents and looks at what can be achieved in the next five years given the availability of

²⁰ Mayor of London (2018) – **Mayor's Transport Strategy** - Greater London Authority, March 2018

resources. It also acts as bridge between existing planning documents and any proposed changes to the Local Development Framework, which will set out strategic policies and priorities in relation to transport.

The assessment presented in this report is based on the draft of the LIP that was received by Temple and Steer on 24th July 2018. It should be noted that the EqIA is not based on detailed proposals for schemes and actions, as these will be developed as they come forward for implementation in coming years. As such, this document contains more of an aggregate analysis, and Enfield Council will need to continue to have regard to the duties place on them by the Equalities Act 2010 as they bring forward specific proposals for implementation (See also **Section 7.3** following).

7.2 Summary of the LIP

The plan identifies the following seven transport objectives, that will be the focus of the London Borough of Enfield LIP:

8. **Deliver Cycle Enfield and supporting measures which encourage more cycling and walking in the borough:** Enfield Council recognises there are real opportunities to increase the number of people cycling in the borough. In 2014 Enfield applied for additional funding from the Mayor's Mini-Holland fund, part of the Mayor's Healthy Streets agenda to help Londoners use cars less and walk, cycle and use public transport more. It specifically addresses the demands of growth in outer London. Enfield Council remains committed to the delivery of the strategy set out in its Mini-Holland bid. This comprehensive approach will create the environment that enables cycling to become a realistic transport choice for all members of the diverse Enfield community.
9. **Promote safe, active and sustainable transport to and from schools:** For many years Enfield Council has worked with local schools and other bodies to reduce reliance on the car and to promote the healthier alternatives of walking and cycling, also promoting the use of the public transport. There are 94 schools in the borough, 70 primary schools and 24 secondary schools generating significant levels of car-based journeys at the start and end of the school day.
10. **Monitor air quality and develop and deliver interventions which address local issues:** Enfield has areas that exceed government objectives for nitrogen dioxide and PM₁₀ at busy roadside locations. As a result, the council declared the entire borough an air quality management area and is working towards meeting Government objectives. The only real way of reducing pollution from traffic is to reduce vehicle numbers and improve the vehicle fleet to the most environmentally-friendly vehicles available. The council monitors, reviews and assesses air quality in Enfield for pollutants known to damage health and is committed to reducing emissions.
11. **Manage growing demand for on-street parking:** Demand for travel is increasing as the numbers of residents in Enfield increases. It is estimated that the projected population increase in Enfield will generate additional parking pressure and intensify the parking stress currently experienced. This needs to be effectively managed as there is simply not enough road space to safely and efficiently accommodate everyone who wishes to park or drive in Enfield today or in the future.
12. **Focus on and improve priority locations making them safer for vulnerable road users:** Enfield Council is continually looking to reduce the numbers of road traffic casualties that occur

on the road network within the borough. The council will continue to work with TfL and other partners to improve road safety delivery through the targeting of investment. Minimising road danger is a fundamental part of the plan and is required to create streets where everyone feels safe to walk, cycle and use public transport. Actions will be taken to address speed/speeding, unsafe behaviour, vehicles and infrastructure.

13. **Improve local reliability of and accessibility to the public transport network:** Enfield is highly dependent on the public transport network. 43% of employed residents in the borough travel to work by public transport. Improving the accessibility of the public transport system is critical to delivering a better transport experience for all Enfield's residents, including disabled people and growing numbers of older people. Enfield Council aims to improve accessibility to the public transport network for all people. At a local level the council will work with bus operators and TfL to improve the reliability of services operating in Enfield.
14. **Maintain and improve the transport network in Enfield including developing potential interventions:** The condition of Enfield's roads and pavements has been consistently identified by residents as a particularly important issue, and their maintenance continues to be a priority for the council. Everyone who travels in Enfield is affected by the condition of the highway network at some stage of their journey. Enfield Council will continue their ongoing programmes of carriageway, footway and street lighting maintenance; enforcement activities to deal with unauthorised signs, highway obstructions and graffiti, as resources permit. The council will continue its programme of decluttering aimed at rationalising street furniture and signs in our town centres and local shopping parades. In terms of personal security, Enfield Council intend to continue their established street lighting programme and deliver many schemes to improve lighting. Improving the quality of the road network, including the footways, is critical to ensuring the highway network in Enfield is safe, efficient and conducive to smoothing traffic flows.

7.3 Purpose of this report

This report details the methodology and findings of an Equality Impact Assessment (EqIA) of the London Borough of Enfield's LIP.

Enfield Council has "general public body duties" under equalities legislation and statutory duties to promote equality arising from the Equality Act 2010.

The purpose of undertaking an EqIA is to help ensure the strategy does not discriminate against any individual or community and to promote equality for all, where possible. The EqIA identifies the potential impacts and any disproportionate effects on Target Equalities Groups because of the implemented strategy and reports committed mitigation measures to reduce negative impacts and increase benefits to maximise positive equality outcomes.

Under the 2010 Act, the council's duties apply to groups with protected characteristics as the grounds upon which discrimination is unlawful. The protected characteristics are age; disability; gender; gender reassignment; marriage and civil partnership; pregnancy and maternity; race/ethnicity/ nationality; religion/belief; and sexual orientation.

The public sector equality duty placed on Enfield Council by §149 of the 2010 Act requires that:

- *"A public authority must, in the exercise of its functions, have due regard to the need to—*
 - *eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;*

- *advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and*
- *foster good relations between persons who share a relevant protected characteristic and persons who do not share it.*
- *Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—*
 - *remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;*
 - *take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it; and*
 - *encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.*
- *The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.*
- *Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to—*
 - *tackle prejudice, and*
 - *promote understanding.*
- *Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.”*

The 2010 Act identifies a number of Protected Characteristics Groups (PCG) for consideration within EqIAs, as follows:

- Age: A person of a particular age or persons of the same age group, i.e. children (0-4); younger people (aged 18-24); older people (aged 60 and over);
- Disability: A person with physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities, i.e. disabled people;
- Gender reassignment: A person in the process of transitioning from one gender to another;
- Marriage & civil partnership: A person in a civil partnership or marriage between same sex or opposite sex.
- Pregnancy & maternity: A person who is pregnant or expecting a baby and a person who has recently given birth;

- Race: A person defined by their race, colour and nationality (including citizenship) ethnic or national origins, i.e. Black, Asian and minority ethnic (BAME) groups;
- Religion & belief: A person with religious and philosophical beliefs including lack of belief
- Sex: A man or a woman, recognising that women are more frequently disadvantaged; and
- Sexual orientation: A person's sexual orientation towards persons of the same sex, persons of the opposite sex or persons of either sex.

Transport for London (TfL) in other studies has more specifically identified seven Target Equalities Groups of Londoners²¹ which relate to these categories in the 2010 Act, i.e.:

- Older Londoners (aged 65 and over) covered under Age;
- Younger Londoners (aged 24 and under) also covered under Age;
- Disabled Londoners covered under Disability;
- Black, Asian and minority ethnic groups covered under Race/ethnicity/nationality and Religion/belief in the Act;
- Women covered under Gender and Pregnancy and maternity in the Act;
- Lesbian, gay, bisexual and transgender Londoners covered under Sexual orientation and Gender reassignment; and
- Londoners on lower incomes (with household income of less than £20,000 pa), not identified as a PCG in the Act, but included in this assessment

In addition to promoting equality, an effective EqIA assists in achieving a more cohesive relationship and increased transparency between policy makers and Londoners. It means that equality issues are considered in policy development, contributing to better access, safety, security and health, as well as promoting greater equality of opportunity and assisting in improving quality of life for residents and communities in line with legislation and policies.

7.4 Report Structure

The method for completing the EqIA has been defined by three key steps:

- Scoping and defining – the assessment area is defined, and Equalities Groups that may be impacted by the scheme are identified, along with the equalities determinants most relevant for each group;
- Information gathering – socio-demographic profiling is undertaken and scheme proposals and consultation findings are summarised to provide a knowledge base for the analysis; and
- Assessment and action planning – potential impacts during implementation of the strategy are identified, and findings from other assessments pulled together to determine the scale of impact on specific vulnerable groups. Mitigation measures are suggested, where necessary.

²¹ Transport for London (2015) – **Travel in London: Understanding Our Diverse Communities** – A Summary of Existing Research –pp.5.

The outcomes of each step are reported within the following sections of this EqIA report:

- **Section 2:** Scoping and defining the EqIA;
- **Section 3:** Information gathering; and
- **Section 4:** Assessment and Action Planning.

The overall conclusions of the assessment are summarised in **Section 5:** EqIA Conclusions and findings.

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8.0 Scoping and defining

8.1 Introduction

This section defines the scope of the EqIA by identifying Equalities Groups relevant to the assessment, identifying equalities determinants and defining the geographical areas that will be affected by the LIP.

This first stage of the EqIA considered the Equalities Groups for their relevance in relation to the LIP, by identifying how each Equalities Group may be affected, based on professional judgement and widely available evidence on the issues faced by Equalities Groups.

Next, a range of issues (equality determinants) that may arise as a result of the project for Equalities Groups were identified. The equality determinants were categorised in relation to transport issues.

The assessment area was then defined, so that the relevant socio-demographic data for the area can be reported.

Equalities Groups are considered in terms of how they may be impacted by the strategy, on the basis of professional judgement and published evidence on the issues faced by specific Equalities Groups. The issues (equality determinants) that may affect these groups because of the LIP also are identified for the policy areas considered in it, i.e.:

- Encouraging more cycling and walking;
- Promoting safe, active and sustainable transport to and from schools;
- Monitoring air quality and deliver interventions which address local air pollution from transport;
- Managing growing demand for on-street parking;
- Improving priority locations to make them safer for vulnerable road users;
- Improving local reliability of and accessibility to public transport; and
- Maintaining and improving roads in Enfield.

8.2 Protected Characteristic Groups (Target Equalities Groups)

The groups considered in the EqIA have been identified on the basis of guidance set out in the Equality Act (2010). This requires the Council generally in developing the LIP to consider whether it is likely to result in impacts on the groups with Protected Characteristics as set out in the 2010 Act. In addition, the assessment includes one additional group from the TfL Equalities Groups.

Table 2.1 following sets out why each group has been considered in this EqIA.

Table 2.1 Relevance of Equalities Groups in the London Borough of Enfield LIP EqIA

Equalities Group	Relevant equalities determinant themes	Considerations
Age	Safety Infrastructure Transport Access Environment	Travel needs, behaviour and barriers faced differ between age groups. This assessment focuses on those most vulnerable to discrimination, i.e. children under 16 and older people over 65. Children focus on accessing education and recreational facilities. They are particularly vulnerable to accidents, and need special consideration when designing schemes / access diversions etc. They tend to be inexperienced, unconfident with change and need special consideration in information provision. They also are prone to loss of concentration because of noise. Older people focus on accessing services such as healthcare, while also wishing to retain independence and/or social interaction. Older people often face barriers to access, including perceived safety and confidence issues. They often have specific travel requirements due to limited mobility. Travel information needs specifically to consider the needs of this group in terms of access to new technologies, which is significantly lower than the population at large, and increasing overlap with the needs of people with disabilities.
Disability	Safety Infrastructure Transport Access Environment	The Disability Equality Duty in the Disability Discrimination Act (DDA) continues to apply under the Equality Act 2010. Under this, disabled people have rights of access to public transport, as well as a right to information about transport in formats accessible to them. This EqIA will consider the range of likely barriers faced and requirements of disabled people compared with able-bodied people (e.g. requiring access to medical facilities more frequently; reliance on specific local community facilities for social interaction). Disabled people may be deterred from travelling due to difficulties with physical access to the transport system, understanding public transport information if visually or hearing impaired, perceived safety issues, and a lack of confidence using transport services. The provision of accessible information (i.e. in large font text, Braille), ramps, guard railing, textured paving and removal of street clutter will be particularly important design considerations. 90% of disabled Londoners report that their disability limits their ability to travel and disabled Londoners travel less often than non-disabled Londoners as a result.
Marriage and civil partnership	Safety Infrastructure Transport Access	Issues relating to this group may include fair employment practices, access to specific services and safety and security issues due to hate crimes.

Equalities Group	Relevant equalities determinant themes	Considerations
Pregnancy and maternity	Safety Infrastructure Transport Access Environment	Pregnant women and mothers may be affected by employment practices, temporary disability whilst pregnant, specific travel requirements (i.e. travelling whilst pregnant or with children and prams), needing more frequent and regular access to medical and childcare facilities. Also, due to greater time spent at home during the working day undertaking caring duties can result in disproportionate impacts of policies, for example noise and vibration.
Ethnicity and/or nationality	Safety Infrastructure Transport Access	The needs and impacts felt by different ethnic groups vary significantly. Black and Minority Ethnic (BME) groups and immigrants may experience difficulties in accessing information if English is not their first language. They may require access to specific educational establishments or language schools. Public transport is also frequently relied upon by BME groups to access essential services. Personal safety and security issues are a specific concern for this group due to the perceived threat of racist attacks or hate crime.
Faith	Safety Infrastructure Transport Access Environment	The religion/faith of an individual may impact on their needs and access requirements. This may include accessing several different religious establishments or specialist food stores on different days of the week and times of day. In addition, actual or perceived safety relating to prevalence of hate crimes in an area can be an issue for this group. Some faith groups have specific travel requirements, e.g. the need to walk to places of worship rather than used motorised travel modes. Places of worship may also be particularly sensitive receptors for noise impacts.
Gender	Safety Infrastructure Transport Access	The different issues, barriers and priorities for women and men may include not discriminating against employees because of their gender, ensuring both men and women have the same access to educational facilities, and considering safety and security issues for travelling as research has shown that women experience more perceived safety issues when travelling alone than men.
Sexual orientation	Safety Infrastructure Transport Access Environment	Issues relating to this group may include fair employment practices, access to specific services and safety and security issues due to hate crimes.

Equalities Group	Relevant equalities determinant themes	Considerations
Gender reassignment	Safety Infrastructure Transport Access	Issues relating to this group may include fair employment practices, access to specific services and safety and security issues due to hate crimes.
Londoners on lower incomes	Safety Infrastructure Transport Access Environment	People with low incomes travel less frequently than other Londoners. When they do travel, they are more likely to walk or use buses. They are more concerned about anti-social behaviour on public transport than the average Londoner and are less likely to have access to the internet or feel comfortable using a smartphone, making it harder to obtain travel information. The cost of travel is more likely to be a barrier for working people in this group. However, the TfL definition of low income households includes higher income older people and disabled people who can use the Freedom Pass for free travel, as well as other people eligible for travel discounts (e.g. job seekers), who will be less affected by fare changes. Research has also indicated that people on low incomes can be disproportionately exposed to environmental effects such as poor air quality and excessive noise levels depending on where they live and work.

8.3 Equalities determinants

A range of potential equalities issues (“Equalities Determinants”) in relation to the LIP, and taking account of regulatory and policy requirements, have been identified. **Table 2.2** following sets out the equalities determinants relevant to the LIP and the six key themes identified in **Paragraph 2.1.2** above.

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Table 2.2: Equalities Determinants

Theme	Determinant	Equalities Groups										
		Age	Disability	Marriage/ civil partnership	Pregnancy/ maternity	Race/ ethnicity/ nationality	Faith	Gender	Sexual Orientation	Gender reassignment	Low Income	
Access	Access to key services including:											
	• Employment;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	• Education;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	• Health care;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	• Open spaces;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	• Food and other shopping;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	• Social and community facilities;	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	• Places of worship;						✓					
	• Child care; and	✓		✓	✓			✓				
	• Transport (all modes).	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Language services		✓			✓	✓					
	Access to information on public transport and highway construction/maintenance activities:	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	• In a variety of languages;		✓			✓						
	• In easy to read formats / large print/ Braille etc.	✓	✓			✓						✓
	• In hard copy as well as online.	✓	✓			✓						✓
	Severance (design of the scheme, traffic diversions, construction activities etc.)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Severance between communities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Reducing physical and perceived environmental impacts.	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

Theme	Determinant	Equalities Groups									
		Age	Disability	Marriage/ civil partnership	Pregnancy/ maternity	Race/ ethnicity/ nationality	Faith	Gender	Sexual Orientation	Gender reassignment	Low Income
Economy	Creation of employment opportunities/improved access to jobs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Environment	Noise effects from transport:										
	• At all times	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	• During the daytime	✓	✓		✓		✓				
	Air quality effects during construction and operation	✓	✓		✓						✓
	Townscape and visual effects	✓	✓			✓	✓				
	Water resources and flood risk during construction, transport operation and maintenance works	✓	✓		✓						✓
Safety and Security	Archaeology and historic environment during construction, transport operation and maintenance works.					✓	✓				
	Need for physically safe access routes	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Need for access routes that improved perceived safety and security	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Effect on safety and security associated with changes in transport provision, particularly for vulnerable users	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Theme	Determinant	Equalities Groups										
		Age	Disability	Marriage/ civil partnership	Pregnancy/ maternity	Race/ ethnicity/ nationality	Faith	Gender	Sexual Orientation	Gender reassignment	Low Income	
Infrastructure	Accessible design requirements, particularly at stations, bus stops and on vehicles.	✓	✓		✓	✓						

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8.4 Defining the assessment area

The spatial scope for the EqlA is the London Borough of Enfield area. The EqlA also takes account of potential impacts on adjoining boroughs and counties as appropriate. **Figure 2.1** following shows a map of the London Borough of Enfield area.

Figure 2.1: London Borough of Enfield Area and adjoining areas



The LIP includes policies that cover the period up to 2023. This is therefore also the timeframe for the EqlA.

9.0 Information gathering

9.1 Overview

The population of the London Borough of Enfield was just over 314,000 at the 2011 Census. This is estimated to have risen to 337,698 at mid-2018, an increase of over 7.5%, making Enfield the 5th largest amongst the 33 London boroughs.

9.2 Age

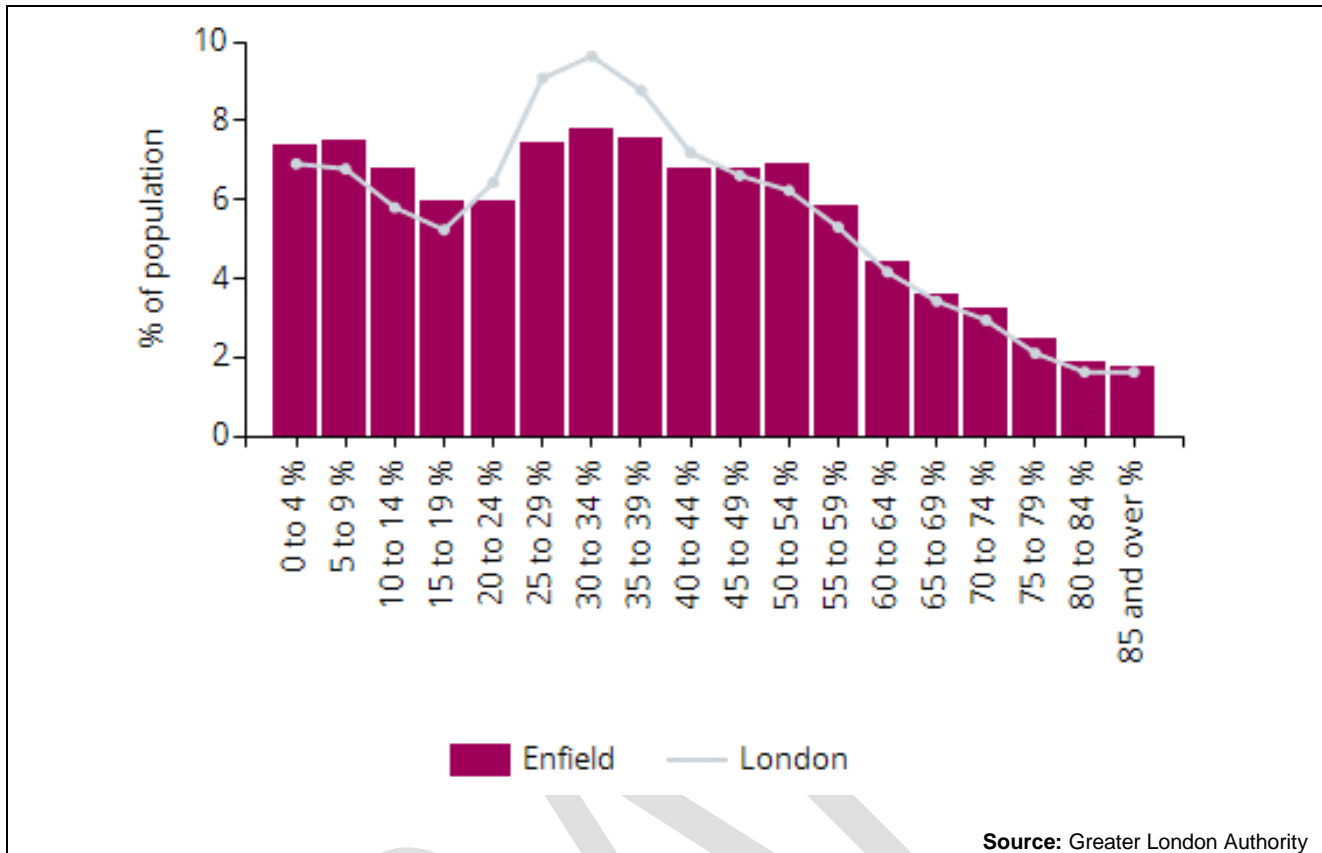
The age profile of people living in Enfield is shown in **Table 3.1** and illustrated in **Figure 3.1** following:

Table 3.1: Age Group Breakdown for Enfield compared with London as a Whole

Age group	% of Population	
	Enfield	Greater London
0 to 4	7.4	6.9
5 to 9	7.5	6.8
10 to 14	6.8	5.8
15 to 19	6	5.2
20 to 24	5.9	6.4
25 to 29	7.4	9.1
30 to 34	7.8	9.7
35 to 39	7.6	8.8
40 to 44	6.8	7.2
45 to 49	6.8	6.6
50 to 54	6.9	6.2
55 to 59	5.8	5.3
60 to 64	4.4	4.2
65 to 69	3.6	3.4
70 to 74	3.2	3
75 to 79	2.5	2.1
80 to 84	1.9	1.6
85 and over	1.8	1.6

Source: Greater London Authority

Figure 3.1 Age Group breakdown projections for Enfield



As can be seen, Enfield has slightly higher proportions in younger and older age groups, and fewer people in working-age groups when compared with London as a whole. The fastest growing population locally is typically among working age people aged between 30 and 50. The number of people aged 65 and over has typically been declining. Although future population trends are highly uncertain, population growth locally seems mostly due to an increase life expectancy and net gain from international migration, principally from EU states in Eastern and Southern Europe.

9.3 Disability

The 2011 Census indicated that in Enfield, there were 29,312 households where at least one person had a long-term health problem or disability, representing 24.4% of the total. Health and well-being in Enfield typically are higher than the London average. Life expectancy rates in Enfield are increasing and are expected to improve further. Health inequalities are most evident in the more deprived areas in the east of the Borough where people tend to experience the poorest health. Mental illness, levels of physical activity and obesity are a greater concern in more deprived parts of the borough. Men who live in the most deprived areas in the borough die on average 5 years younger than those in more affluent areas. Also, health inequalities are more prevalent among groups with protected characteristics.

9.4 Race, ethnicity and nationality

The population of Enfield is very diverse, with almost two-thirds of people living in the borough from ethnic minority backgrounds. Many of those identifying in the 'other white' category living the

borough are from the Greek, Turkish or Cypriot communities, which make up around 15% of the population. The School Census results indicate Enfield pupils recorded themselves under 95 different ethnic codes making the area one of the most ethnically diverse places in the country. The breakdown of Enfield's population by ethnicity is indicated in **Table 3.2** following:

Table 3.2: Ethnic makeup of London Borough of Enfield 2018

Ethnicity	Number	%
White - British	113,898	33.7
White - Irish	6,750	2.0
Other White	70,841	21.0
White and Black Caribbean	6,078	1.8
White and Black African	3,345	1.0
White and Asian	5,244	1.6
Other Mixed	7,377	2.2
Indian	12,376	3.7
Pakistani	2,967	0.9
Bangladeshi	6,526	1.9
Chinese	2,918	0.9
Other Asian	15,040	4.5
Black African	33,197	9.8
Black Caribbean	18,897	5.6
Other Black	11,025	3.3
Arab	2,415	0.7
Other ethnic groups	18,804	5.6
<i>Total</i>	<i>337,698</i>	<i>100</i>

Source: London Datastore

9.5 Gender, pregnancy and maternity

There are marginally more women and girls than men and boys living in the borough, but no significant differences from the proportions at London and national levels.

The number of births, fertility rates and comparisons are shown in Table 3.3 following. From this, it can be seen that fertility rates are notably higher than those for Greater London and nationally.

Table 3.3: Live births, General Fertility Rates²² and Total Fertility Rates²³ 2017

Area	Live Births	GFR	TFR
Enfield	4,778	68.3	1.93
Greater London	126,308	62.9	1.70
England and Wales	646,794	61.2	1.76

Source: ONS

9.6 Sexual orientation and gender reassignment

Table 3.4 following sets out the recorded information available at the Greater London and UK levels:

Table 3.4: Representation of LGBT (%)

LGBT	Greater London	UK
Heterosexual	89.9	93.5
Lesbian/gay/bisexual	2.5	1.5
Other	0.4	0.3
Don't know/refusal/non-response	7.2	4.7

Source: ONS - Integrated Household Survey 2012

No reliable data on the number of transgender people at local or national level are currently available. However, the EqIA has considered representation of this group within the assessment to ensure any likely impacts arising because of the LIP are considered.

9.7 Religion and belief

Table 3.5 sets out the breakdown of religious belief among people living in Enfield.

Table 3.5: Population by Religion 2016

Religion	Enfield		Greater London		Great Britain	
	Number	%	Number	%	Number	%
Christian	157,800	48.3%	4,057,000	46.8%	34,328,800	54.7%
Buddhist	In 'other religion' below	In 'other religion' below	99,100	1.1%	281,000	0.4%
Hindu	12,200	3.7%	446,000	5.1%	960,100	1.5%
Jewish	5,500	1.7%	178,300	2.1%	298,700	0.5%
Muslim	55,100	16.9%	1,246,300	14.4%	3,292,300	5.2%
Sikh	In 'other religion' below	In 'other religion' below	127,400	1.5%	411,500	0.7%

²² GFR = Live births per 1,000 women aged 15-44.

²³ TFR = Average number of children born if women experience age-specific fertility rates in 2017.

Other religion	23,600	7.2%	189,000	2.2%	1,029,100	1.6%
No religion	72,500	22.2%	2,328,700	26.9%	22,136,700	35.3%
Total	326,800	100%	8,671,700	100.0%	62,738,100	100.0%

Source: ONS Annual Population Survey

As can be seen, the Borough has a greater proportion of people expressing religious belief than London as a whole and at national level. There is a greater proportion of Christians than at the London level, but less than the national level. The proportion of Muslims is higher than both London-wide and national levels.

9.8 People on Lower Incomes

The London Borough of Enfield ranks as one of the most deprived local authorities in the country with pockets of extreme deprivation in the east of the area, where the Lower Super Output Areas (LSOA) are among the 10% most deprived in England. Enfield is the 64th most deprived borough in England and the 12th most deprived in London.

10.0 Assessment and Action Planning (Mitigation)

10.1 Assessment

In this section, the likely impacts of the strategy are considered in the light of the baseline data described in **Section 3** above to provide an assessment of its effects on the various equalities groups as set out in **Table 4.1** on the following pages.

The EqIA recognises that the impacts of the strategy will be experienced by all sections of the population living and working in the areas within the London Borough of Enfield and beyond that are affected by the strategy. However, the requirements of the EqIA focus only on the equalities groups identified in the 2012 Act, and people on low incomes, as identified in **Section 1.2** above.

The assessment considers the overall impact of the policy for the Public Sector Equality Duty for the council in terms of whether proposals of the LIP:

- Could result in any direct/indirect discrimination for any group that shares the relevant protected characteristics;
- Help to advance equality of opportunity between groups who share a relevant protected characteristic and those who do not. This includes:
 - Removing or minimising disadvantage suffered by persons protected under the Equality Act;
 - Taking steps to meet the needs of persons protected under the Equality Act that are different from the needs of other groups; and
 - Encouraging people protected under the Equality Act to participate in public life or in any other activity in which participation by such persons is disproportionately low.
- Help foster good relations between groups who share a relevant protected characteristic and those who do not.

10.2 Action Planning (Mitigation)

Action planning in this context means the development of measures to mitigate and/or manage any identified discriminatory effects of the proposed scheme, so that these can be avoided or reduced to acceptable levels. Also, this provides an opportunity to identify positive effects of the scheme, so that these can be actively promoted. Changes recommended to the LIP because of the EqIA may be made in terms of:

- **No major change to the proposal:** the EqIA demonstrates the proposal is robust and there is no potential for discrimination or adverse impact. All opportunities to promote equality have been taken.
- **Adjust the proposal:** the EqIA identifies potential problems or missed opportunities. In this case, the it may be recommended the policy or proposal is adjusted to remove barriers or better promote equality.
- **Stop and remove the proposal:** the proposal shows actual or potential avoidable adverse impacts on different protected characteristics. The decision maker must not make this decision.

These actions are identified in the 'Approach and Mitigation' column in **Table 4.1** following.

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Table 4.1: EqIA Summary Table

Issue	Potential Impacts	Equalities Groups Affected	Proportionality	Impact* (+ / -)	Approach and Mitigation
Encouraging more cycling and walking	Less traffic congestion Safer roads Less air pollution and noise Greater participation in physical exercise	Older Londoners	Disproportionate	+	The potential impacts of these policies are likely to benefit people in many of the protected groups, e.g. the health benefits to many older and/or disabled people with respiratory illnesses will be greater than for the general population. No mitigation measures required as no adverse or discriminatory impacts identified.
		Children and younger people	Disproportionate	+	
		People with disabilities	Disproportionate	+	
		Pregnant women and parents	Disproportionate	+	
		People from BAME groups	Proportionate	+	
		Faith groups	Proportionate	N	
		Women, people identifying as LGBT	Proportionate	+	
Promoting safe, active and sustainable transport to and from schools	Less traffic congestion Safer roads Less air pollution and noise Greater participation in physical exercise	Older Londoners	Proportionate	+	The potential impacts of these policies are likely to benefit people in many of the protected groups, e.g. the health benefits for children from greater participation in active travel will be greater than for the general population. No mitigation measures required as no adverse or discriminatory impacts identified.
		Children and younger people	Disproportionate	+	
		People with disabilities	Proportionate	+	
		Pregnant women and parents	Proportionate	+	
		People from BAME groups	Proportionate	N	
		Faith groups	Proportionate	N	

		Women, people identifying as LGBT	Proportionate	+	
		Londoners on lower incomes	Proportionate	+	
Monitoring air quality and deliver interventions which address local air pollution from transport	Less air pollution	Older Londoners	Disproportionate	+	The potential impacts of these policies are likely to benefit people in many of the protected groups, e.g. the health benefits to many older and/or disabled people with respiratory illnesses will be greater than for the general population. No mitigation measures required as no adverse or discriminatory impacts identified.
		Children and younger people	Disproportionate	+	
		People with disabilities	Disproportionate	+	
		Pregnant women and parents	Disproportionate	+	
		People from BAME groups	Proportionate	+	
		Faith groups	Proportionate	N	
		Women, people identifying as LGBT	Proportionate	+	
		Londoners on lower incomes	Proportionate	+	
Managing growing demand for on-street parking	Less congestion Urban realm improvements	Older Londoners	Disproportionate	+	The potential impacts of these policies may benefit some of the protected groups, e.g. older and/or disabled people may be afforded greater priority in parking allocations. There may be an adverse impact on car owners in Enfield with lower incomes due to increases in parking charges. The impact of this should be examined in more detail before any scheme is implemented, to ensure that any
		Children and younger people	Proportionate	N	
		People with disabilities	Disproportionate	+	
		Pregnant women and parents	Disproportionate	+	
		People from BAME groups	Proportionate	N	
		Faith groups	Proportionate	+	

		Women, people identifying as LGBT	Proportionate	+	disproportionate adverse impacts is outweighed by the benefits of any proposal.
		Londoners on lower incomes	Proportionate	-	
Improving priority locations to make them safer for vulnerable road users	Improved road safety	Older Londoners	Disproportionate	+	Some protected groups, i.e. older people, children and disabled people are more vulnerable road users, and will disproportionately benefit from improvements in road safety. No mitigation measures required as no adverse or discriminatory impacts identified.
		Children and younger people	Disproportionate	+	
		People with disabilities	Disproportionate	+	
		Pregnant women and parents	Disproportionate	+	
		People from BAME groups	Proportionate	+	
		Faith groups	Proportionate	+	
		Women, people identifying as LGBT	Proportionate	+	
		Londoners on lower incomes	Proportionate	+	
Improving local reliability of and accessibility to public transport	Improved and more reliable access to facilities.	Older Londoners	Disproportionate	+	These policies will benefit protected groups with a greater reliance on public transport than the public at large to a disproportionate extent. No mitigation measures required as no adverse or discriminatory impacts identified.
		Children and younger people	Disproportionate	+	
		People with disabilities	Disproportionate	+	
		Pregnant women and parents	Proportionate	+	
		People from BAME groups	Proportionate	+	
		Faith groups	Proportionate	+	

		Women, people identifying as LGBT	Proportionate	+	
		Londoners on lower incomes	Disproportionate	+	
Maintaining and improving roads in Enfield	Fewer delays and less congestion	Older Londoners	Proportionate	+	No mitigation measures required as no adverse or discriminatory impacts identified.
		Children and younger people	Proportionate	+	
		People with disabilities	Proportionate	+	
		Pregnant women and parents	Proportionate	+	
		People from BAME groups	Proportionate	+	
		Faith groups	Proportionate	+	
		Women, people identifying as LGBT	Proportionate	+	
		Londoners on lower incomes	Proportionate	+	
* Impacts are summarised in terms of Positive (+), Negative (-), Neutral (N) or Unknown (U)					

11.0 Conclusions and Findings

11.1 Introduction

5.1.1. The EqlA has investigated the potential impact of the LIP on affected equality groups. This section summarises the findings and provides recommendations as to how equalities issues can be monitored, and impacts reviewed throughout the delivery of the LIP.

11.2 EqlA findings

The EqlA has examined the proposed strategy, socio-demographic data gathered in relation to the LIP and the available information on the outcomes of the policies. Based on this, and using professional judgement, we have identified several disproportionate impacts that may occur on Equalities Groups because of the implementation of the proposed strategy.

The key beneficial impacts relate to:

- Measures to encourage active travel, particularly to and from schools, will benefit people in many of the protected groups. The health benefits to many older and/or disabled people with respiratory illnesses will be greater than for the general population. Similarly, children and young people are particularly vulnerable to air pollution as their respiratory systems are still developing, and therefore also will benefit disproportionately. The health benefits for children from greater participation in active travel also will be greater than for the general population.
- Actions to improve air quality are likely to benefit older and/or disabled people with respiratory illnesses more than for the general population. Similarly, children and young people also will benefit disproportionately.
- Managing growing demand for on-street parking may benefit some of the protected groups, especially where they are afforded greater priority in parking allocations.
- Older people, children and disabled people are more vulnerable road users, and will disproportionately benefit from improvements in road safety.
- Policies to improve the reliability and accessibility of public transport will benefit protected groups with a greater reliance on public transport than the public at large to a disproportionate extent.

However, there may be an adverse impact on people on lower income due to increases in parking charges as part of policies to manage on-street parking. This may be mitigated by concessions being made available based on income. However, this will need to be assessed further to understand the actual impact (including whether proposed charges are significant in terms of the overall running costs of a private car), particularly given that low income groups are less likely to own a car and balance any potential mitigation against the wider aims of the LIP3 including the intention to reduce health inequalities.

Appendix D

Glossary of terms and abbreviations

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AA – Appropriate Assessment
AAP – Area Action Plan
API - Annual Programme of Investment
AQAP - Air Quality Action Plan
AQMA - Air Quality Management Area
BAME – Black, Asian and minority ethnic
BME - Black Minority Ethnic
BMI - body mass index
CIL - Community Infrastructure Levy
CO² - Carbon Dioxide
dB – decibel
DDA – Disability Discrimination Act
DfT – Department for Transport
EAC - The House of Commons Environmental Audit Committee
EqIA – Equality Impact Assessment
ETP – Enfield Transport Plan
EWT – Excess Waiting Time
GLA - Greater London Authority
HIAMP – Highway Infrastructure Asset Management Plan
HiAP - Wellbeing Board's priority to embed Health in All Policies
HRA – Habitats Regulations Assessment
iBus - Automatic Vehicle Location system to improve London's buses using technology
km -Kilometres
Kpa – kilotonnes per annum
KSI - Killed or Seriously Injured
Ktoe – tonnes of oil equivalent
LAeq – A-weighted, equivalent sound level
LIP – Local Implementation Plan
LoTAG - London Technical Advisors Group
LSOA – Lower Super Output Areas
LTDS - London Travel Demand Survey
m – metre
mi - Miles
mph – Miles Per Hour
MTS – Mayor's Transport Strategy
NGAP - Northern Gateway Access Package
NGAR - Northern Gateway Access Road
NO₂ - Nitrogen Dioxide
NO_x - Nitrogen Oxides

OAPF - Opportunity Area Planning Framework

ONS - Office for National Statistics

PCG – Protected Characteristics Groups

PTALs - Public Transport Accessibility Level

PTCG – Public Transport Consultative Group

PM₁₀ - Particulate matter that is 10 microns or less in diameter

PM_{2.5} - Particulate matter that is 2.5 microns or less in diameter

SAC – Special Area of Conservation

SEA – Strategic Environmental Assessment

SPA – Special Protection Area

SRN – Strategic Road Network

SSSIs – Sites of Special Scientific Interest

STARS – Sustainable Travel: Active, Responsible, Safe. TfL's accreditation scheme for London schools and nurseries.

Stats 19 – Road accidents and safety statistics dataset

SuDS - Sustainable Drainage System

TADS – Traffic Accident Diary System

TBC – To be confirmed

TfL – Transport for London

TLRN - Transport for London Road Network

TP – Transport Plan

UK – United Kingdom

ULEZ - Ultra-low emission zone

VRUs - vulnerable road users (A group of road users can be defined as vulnerable in a number of ways, such as by the amount of protection in traffic (e.g. pedestrians, cyclists and motorcyclists) or by task capability (e.g. the young and the elderly)).

yr - Year

Appendix E

Policy context

DRAFT

[REQUIREMENT R12]

National guidance

All published by DfT unless otherwise stated;

Cycling and Walking Investment Strategy (2017)

The strategy outlines the government's ambition to make cycling and walking a natural choice for shorter journeys, or as part of longer journeys by 2040. It sets out the governance arrangements that will be put in place and outlines actions that have already been taken, as well as actions planned for the future.

Creating growth, cutting carbon: making sustainable local transport happen (2011)

The local transport white paper sets out the government's vision for a sustainable local transport system that supports the economy and reduces carbon emissions. It explains how the government is placing localism at the heart of the transport agenda, taking measures to empower local authorities when it comes to tackling these issues in their areas. This details the government's intention to promote sustainable transport solutions. The white paper was published under the 2010 to 2015 Conservative and Liberal Democrat coalition government.

Strategic framework for road safety (2011)

The strategic framework for road safety sets out the governments approach to continuing to reduce killed and seriously injured casualties on Britain's roads. Its focus is on increasing the range of educational options for the drivers who make genuine mistakes and can be helped to improve while improving enforcement against the most dangerous and deliberate offenders. The policy paper was published under the 2010 to 2015 Conservative and Liberal Democrat coalition government.

National Planning Policy Framework (2018)

The revised National Planning Policy Framework (NPPF) was published on 24 July 2018 and sets out the government's planning policies for England and how these are expected to be applied. This revised Framework replaces the previous NPPF published in March 2012.

The Government's National Planning Policy Framework recognises that transport policies have an important role to play in facilitating sustainable development and places emphasis on developments being encouraged in areas served by high quality sustainable transport. Patterns of growth should be managed to make the fullest possible use of passenger transport, walking and cycling, and focus significant development in locations which are or can be made sustainable. Higher development densities and a mix of land uses can encourage more local travel patterns and reduce journey lengths.

The importance of developing infrastructure to widen transport choice and minimise journey lengths for employment, shopping, leisure, education and other activities is highlighted within the guidance and these principles are at the heart of this Transport Plan.

Regional guidance

All published by the Greater London Authority/ Transport for London unless otherwise stated;

The London Plan (including alterations) (2016) whilst being mindful of the Draft London Plan for consultation December 2017

The London Plan is the overall strategic plan for London, setting out an integrated economic, environmental, transport and social framework for the development of London over the next 20–25 years. The document that brings together the geographic and locational (although not site specific) aspects of the Mayor's other strategies – including those dealing with:

- Transport
- Economic Development
- Housing
- Culture
- a range of social issues such as children and young people, health inequalities and food
- a range of environmental issues such as climate change (adaptation and mitigation), air quality, noise and waste

The London Plan sets out the framework for the development and use of land in London, linking in improvements to infrastructure (especially transport); setting out proposals for implementation, coordination and resourcing; and helping to ensure joined up policy delivery by the GLA Group of organisations (including Transport for London). It sets out the strategic, London-wide policy context within which boroughs should set their detailed local planning policies. The policy framework for the Mayor's own decisions on the strategic planning applications referred to him. It forms an essential part of achieving sustainable development, a healthy economy and a more inclusive society in London.

The final version of the new London Plan is expected to be published in late 2019.

More information can be found at: <https://www.london.gov.uk/what-we-do/planning/london-plan>

Mayor's Transport Strategy (2018)

In March 2018 the Mayor published his Transport Strategy. It sets out the vision for transport in the Capital covering the period 2019 - 2040 and beyond. It prepares for London's forecast growth. With a population of 8.7 million, the city is now larger than it has ever been, and it is forecast to grow to 10.8 million by 2041. The strategy supports the growth of London's economy, new homes and jobs and supports sustainable growth across central, inner and outer London.

The central aim of the Mayor's Transport Strategy is to create a future London that is not only home to more people, but also a better place for all those people to live in. Fundamentally, this means reducing Londoners' dependency on cars in favour of walking, cycling and public transport use.

Reducing Londoners' dependency on cars in favour of increased walking and cycling levels and greater public transport use will address health problems, make transport safer, reduce inequalities and limit environmental impact.

MTS content and structure

VISION and aims Changing the transport mix 80% of all trips in London to be made on foot, by cycle or using public transport by 2041		
Healthy Streets and healthy people	A good public transport experience	New homes and jobs
<ul style="list-style-type: none"> ➤ All Londoners to do at least 20 minutes of active travel a day by 2041 ➤ 70% of Londoners live within 400m of London-wide strategic cycle network by 2041 ➤ 65% reduction in KSIs by 2022 compared to a 2005-9 baseline ➤ 70% reduction in KSIs by 2030 compared to a 2010-14 baseline ➤ Zero deaths and zero injuries from road collisions by 2041 ➤ 10-15% reduction in volume of traffic by 2041 ➤ 10% reduction in freight trips in Central London by 2026 in morning peak ➤ 250,000 fewer cars owned by 2041 ➤ 72% reduction in CO₂ emissions from transport (excluding aviation) by 2041 ➤ 94% reduction in road transport NO_x emissions by 2041 ➤ Reduction of 53% in PM_{2.5} & 45% in PM₁₀ from road transport emissions by 2041 	<ul style="list-style-type: none"> ➤ Public transport network can accommodate 14 – 15 million trips daily by 2041 ➤ Reduce travel time difference between total and step free network by 50% by 2041 ➤ 5 – 15% improvement in bus speeds by 2041 London - wide 	<ul style="list-style-type: none"> ➤ Good access to public to public transport ➤ High-density, mixed- use developments ➤ People choose to walk and cycle ➤ Car-free and car-light places ➤ Inclusive, accessible design ➤ Carbon-free travel ➤ Efficient freight
Transforming the transport system – a spatial approach for central, inner, outer		
THE HEALTHY STREETS APPROACH Priorities, policies and proposals		
Healthy Streets and healthy people	A good public transport experience	New homes and jobs
<ul style="list-style-type: none"> a) Active, inclusive and safe travel b) Making more efficient use of the street network c) Improving air quality and the environment 	<ul style="list-style-type: none"> a) Improving safety, affordability and customer service b) Improving public transport accessibility and inclusivity c) Shaping and growing the bus network d) Improving rail services and tackling crowding 	<ul style="list-style-type: none"> a) Shaping the type of growth: creating high density, mixed-places b) Shaping the city: using transport to support and direct good growth

MTS Outcomes

MTS								
Healthy streets and healthy people				A good public transport experience			New homes and jobs	
Active	Safe	Efficient	Green	Connected	Accessible	Quality	Good Growth	Unlocking
London's streets will be healthy and more Londoners will travel actively	London's streets will be safe & secure	London's streets will be used more efficiently & have less traffic on them	London's streets will be clean and green	The public transport network will meet the needs of a growing London	Public transport will be safe, affordable and accessible to all	Journeys by public transport will be pleasant, fast and reliable	Active, efficient and sustainable travel will be the best option in new developments	Transport investment will unlock the delivery of new homes & jobs

Outcomes should not be viewed in isolation, schemes and programmes should seek to deliver improvements against multiple outcomes wherever possible.

A new type of thinking is required to put into practice the theory of reducing car dependency and increasing active, efficient and sustainable travel. It requires an understanding of how Londoners interact with their city and what defines their quality of life, with particular attention to the streets where daily life plays out.

Whatever mode of transport Londoners use, the quality of the experience of using London's streets helps to define the quality of their journey. Eighty percent of Londoners' trips are entirely on streets, and all Tube and rail journeys rely on good street access to stations. A good street experience is therefore key to providing attractive public transport options of whatever mode.

The Healthy Streets Approach provides the framework for putting human health and experience at the heart of planning the city. It uses ten evidence-based indicators:

Healthy Streets Indicators



Source: Lucy Saunders

- **Pedestrians from all walks of life**
London's streets should be welcoming places for everyone to walk, spend time in and engage in community life.
- **People choose to walk, cycle and use public transport**
Walking and cycling are the healthiest and most sustainable ways to travel, either for whole trips or as part of longer journeys on public transport. A successful transport system encourages and enables more people to walk and cycle more often. This will only happen if we reduce the volume and dominance of motor traffic and improve the experience of being on our streets.
- **Clean air**

Improving air quality delivers benefits for everyone and reduces unfair health inequalities.

- **People feel safe**
The whole community should feel comfortable and safe on our streets at all times. People should not feel worried about road danger or experience threats to their personal safety.
- **Not too noisy**
Reducing the noise impacts of motor traffic will directly benefit health, improve the ambience of street environments and encourage active travel and human interaction.
- **Easy to cross**
Making streets easier to cross is important to encourage more walking and to connect communities. People prefer direct routes and being able to cross streets at their convenience. Physical barriers and fast moving or heavy traffic can make streets difficult to cross.
- **Places to stop and rest**
A lack of resting places can limit mobility for certain groups of people. Ensuring there are places to stop and rest benefits everyone, including local businesses, as people will be more willing to visit, spend time in, or meet other people on our streets.
- **Shade and shelter**
Providing shade and shelter from high winds, heavy rain and direct sun enables everybody to use our streets, whatever the weather.
- **People feel relaxed**
A wider range of people will choose to walk or cycle if our streets are not dominated by motorised traffic, and if pavements and cycle paths are not overcrowded, dirty, cluttered or in disrepair.
- **Things to see and do**
People are more likely to use our streets when their journey is interesting and stimulating, with attractive views, buildings, planting and street art and where other people are using the street. They will be less dependent on cars if the shops and services they need are within short distances, so they do not need to drive to get to them.

Improvements against all the indicators across the city's streets will radically transform the day-to-day experience of living in London, helping to fulfil the strategy's overall aim of creating a better city for more people to live and work in.

More information can be found at: <https://tfl.gov.uk/corporate/about-tfl/how-we-work/planning-for-the-future/the-mayors-transport-strategy>

London Environment Strategy (2018)

The Mayor is taking a range of actions to improve the environment. The state of London's environment affects everyone who lives in and visits the city – it helps Londoners to stay healthy, makes London a good place to work and keeps the city functioning from day to day.

London is facing a host of environmental challenges. Toxic air, noise pollution, the threat to green spaces, and the adverse effects of climate change, all pose major risks to the health and wellbeing of Londoners.

We need to act now to tackle the most urgent environmental challenges facing London as well as safeguard the environment over the longer term. We need to ensure that London is greener, cleaner and ready for the future.

This is the first strategy to bring together approaches to every aspect of London's environment. It is divided into the following areas:

- Air quality
- Green infrastructure
- Climate change mitigation and energy
- Waste
- Adapting to climate change
- Ambient noise

More information can be found at: <https://www.london.gov.uk/WHAT-WE-DO/environment/environment-publications/draft-london-environment-strategy>

Health Inequalities Strategy - Better Health For All Londoners (2018 draft)

It describes some of the main issues which lead to inequalities in the health of different groups of Londoners, and proposes a set of aims for reducing them. It explains what the Mayor sees as his role in meeting these aims. Finally, it invites others to get involved, the Mayor recognises he cannot act alone. This means that the final strategy will be supported by partnership work with people and organisations from across London, both within and beyond the public sector. The document recognises that that building activity into the daily routine is the best way to stay active throughout life. Many more Londoners could be more active every day by walking or cycling as part of their journeys or using streets for leisure and outdoor play. To enable this, we must make walking, cycling and public transport the most attractive transport options. We must also create street environments that are inviting spaces to use.

More information can be found at: <https://www.london.gov.uk/what-we-do/health/have-your-say-better-health-all-londoners>

London Housing Strategy (2018 draft)

The Mayor's draft London Housing Strategy sets out his vision for housing in the capital, alongside policies and proposals to achieve it. It provides a framework for what the Mayor will do over several years, including over £3.15 billion of affordable housing investment through to 2021, as well as a host of other programmes and services provided by the Mayor and his partners, and his longer-term ambitions for the future. It is a call to action for all organisations that have a role to play in addressing London's housing crisis to work with him toward this goal.

The five priorities of the Mayor's draft London Housing Strategy are:

- 1) Building homes for Londoners
 - a) Increasing the supply of land for new homes, including through greater intensification, higher densities, co-location of different uses and through the Mayor's proactive intervention in the land market
 - b) Investment to support housing delivery and infrastructure

- c) Diversifying the homebuilding industry to increase capacity and speed up delivery
- d) Increasing the capacity of the industry, including by addressing the construction skills gap and modernising construction methods
- 2) Delivering genuinely affordable homes
 - a) The Mayor's definition of genuinely affordable homes
 - b) Increasing delivery of affordable homes in order to achieve the Mayor's long term strategic target for half of new homes built in London to be affordable
 - c) Protecting London's existing affordable homes
- 3) High quality homes and inclusive neighbourhoods
 - a) Delivering well-designed, safe and good quality and environmentally sustainable homes
 - b) Meeting London's diverse housing need
 - c) Working with partners to encourage new housing delivery that involves Londoners and earns their support
- 4) A fairer deal for private renters and leaseholders
 - a) Improving standards for private renters
 - b) Improving affordability and security for private renters
 - c) Reforming and improving the leasehold sector
- 5) Tackling homelessness and helping rough sleepers
 - a) Preventing homelessness in all its forms, and supporting those who become homeless into sustainable accommodation
 - b) Supporting rough sleepers off the streets as quickly and sustainably as possible

More information can be found at: <https://www.london.gov.uk/what-we-do/housing-and-land/tackling-londons-housing-crisis>

The Mayor's Economic Development Strategy for London (2018 draft)

More people live and work in London than ever before and the economy is growing. New businesses and jobs are being created on an unprecedented scale, despite economic shocks like the financial crisis in 2008 and growing global competition.

The Mayor has launched his draft Economic Development strategy. It sets out his plans to grow London's economy, support businesses, boost innovation and create a city that works for all.

The draft Economic Development strategy has three main goals:

- Opening-up opportunities – everyone should be able to benefit from all our city offers
- Growth – ensuring our economy will continue to thrive and is open to business
- Innovation – to make London a world leader in technology and a hub of new ideas and creativity

The document recognises that transport action is required to help support and stimulate economic development. A summary of actions included in the draft document states the Mayor will:

- 1) Implement the Healthy Streets Approach to create a healthy street environment, where people choose to walk, cycle and use public transport
- 2) Help to make more efficient use of London's streets by reducing car dependency and tackling congestion
- 3) Invest in London's public transport capacity with TfL and make the case to government for the transport investment needed to enable economic growth, such as Crossrail 2

- 4) Use new transport schemes to unlock homes and jobs across London, with developments planned around walking and cycling for local trips and public transport use for longer journeys

The Mayor asks that:

- Government works with the Mayor and Transport for London to secure the necessary powers to deliver Crossrail 2, opening the scheme in 2033.
- Government ensures further rail franchises across the South East are devolved to the Mayor to provide improved service and better accountability. Government develops aviation capacity in the South East without severe environmental impacts, notably through a second runway at Gatwick.

More information can be found at: <https://www.london.gov.uk/what-we-do/business-and-economy/have-your-say-economy-works-all-londoners>

Culture for all Londoners, Mayor of London's Draft Culture Strategy (2018)

Alongside the Mayor's other strategies and plans, the draft Culture Strategy outlines an ambitious vision to sustain a city that works for everyone. A city that is built on the principle of culture for all Londoners.

The strategy has four priorities:

1. Love London - more people experiencing and creating culture on their doorstep
2. Culture and Good Growth - supporting, saving and sustaining cultural places
3. Creative Londoners - investing in a diverse creative workforce for the future
4. World City - maintaining a global powerhouse in a post-Brexit world

More information can be found at: <https://www.london.gov.uk/get-involved/draft-culture-strategy-london>

Sub regional transport plans

In order to develop an integrated approach to sub regional transport development and land use planning, London has been split in to five sub regions (central, north, south, east and west). SRTPs translate the MTS to the sub-regional level identifying sub regional characteristics, challenges, opportunities and priorities and forms a bridge between Mayoral policies and those of the encompassed boroughs. It is recognised that while all MTS challenges must be considered across London, and addressed locally through Local Implementation Plans, there are some challenges which would benefit from having a concerted effort at a sub-regional level. The SRTP has evolved since 2010 when it was first developed, the region has seen significant change since then. As we now have a new MTS, with a new set of objectives and priorities we will need to revisit and review the SRTP and identify and agree revised north London-specific challenges.

The below figure shows Sub regional boundaries (North area: Barnet, Enfield, Haringey and Waltham Forest).



Source: TfL Sub-regional transport plan North

Each of the sub regions has prepared a transport plan setting the regional ambitions, challenges and objectives. Those of the current north SRTP and challenges faced in every sub-region are contained in the following table.

Challenges in every sub-region	Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners
	Transform the role of cycling and walking in the sub-region
	Meet CO ² targets
North London-specific challenges	Facilitate and respond to growth, especially in Brent Cross/Cricklewood and the Upper Lee Valley
	Relieve crowding on the public transport network
	Manage highway congestion and make more efficient use of the road network
	Enhance connectivity and the attractiveness of orbital public transport
	Improve access to key locations and jobs and services

More information can be found at: <https://tfl.gov.uk/corporate/publications-and-reports/sub-regional-transport-plans>

Local guidance

Enfield's Future – A Sustainable Community Strategy for Enfield 2009 – 2019

In 2007, we launched our first Sustainable Community Strategy, which set out our ten-year vision for the future of Enfield, describing how it would look and feel for all Enfield's communities by 2017. As a partnership, it is our main ambition that Enfield has:

"A healthy, prosperous, cohesive community living in a borough that is safe, clean and green."

The Strategy was drawn up by the Enfield Strategic Partnership in order to demonstrate how local organisations are working together to make a difference and improve the quality of life in the borough by addressing important issues such as safety, health, education, housing, economic prosperity, transport and environmental sustainability.

In 2009, after consulting with key stakeholders and partners, we updated the strategy to ensure that it remained current and covers the period 2009 – 2019. This is an important document for the council and the ambitions contained within it should be reflected in all council policies and plans.

Sustainable Communities Strategy themes, priorities and objectives

Theme	Community Priorities	Objectives
Children and Young People	<ul style="list-style-type: none"> • Improved education • Better youth facilities 	<ul style="list-style-type: none"> • To reduce the number of families with children living in poverty • To improve outcomes for all children and narrow the gap in outcomes between those who do well and those who do not • To improve young people's sexual health and reduce teenage pregnancy rates • To safeguard children and young people from maltreatment, neglect, violence and sexual exploitation • To reduce the number of young people involved in crime, disorder and anti-social behaviour • To improve educational achievement at all key stages and increase school attendance • To improve the range, quality and provision of accessible and affordable recreational and leisure activities for young people • To increase opportunities for children and young people to influence local decision making • To promote safer travel in Enfield
Safer and Stronger Communities	<ul style="list-style-type: none"> • Reduction in crime and anti-social behaviour • Improved community cohesion • Improving communities confidence through better engagement 	<ul style="list-style-type: none"> • To reduce burglary and damage to dwellings • To reduce vehicle crime • To tackle violence and street crime • To tackle gangs and weapon enabled crime • To reduce anti-social behaviour • To improve community cohesion and tackle extremism • To improve opportunities for young people • To reduce the harms caused by alcohol and illegal drugs

		<ul style="list-style-type: none"> • To engage better with communities and • improve confidence
Healthier Communities	<ul style="list-style-type: none"> • Improved health and life expectancy 	<ul style="list-style-type: none"> • To improve life expectancy across the borough • To improve life chances by reducing mortality rates from heart disease, stroke and related diseases • To reduce the number of people who smoke or whose health is affected by second-hand smoke • To reduce the harm caused by drugs and alcohol • To improve access to sexual health screening services and reduce teenage pregnancy • To increase residents' participation in regular physical activity • To increase the number of people participating in healthy lifestyles across the borough • To encourage the use of public transport, walking and cycling • To enable more people to access improved diet and nutrition • To ensure that the wider determinants of health play a more active part in partner decision-making
Older People	<ul style="list-style-type: none"> • Active citizenship and involvement in decision making • Promotion of positive attitudes to ageing across different generations 	<ul style="list-style-type: none"> • To promote active citizenship and involvement in decision-making • To ensure equal access to all statutory and non-statutory services and actively tackle discrimination and inequalities experienced by older people • To promote greater choice, control, autonomy, safety, independence and well-being • To help older people live longer and healthier lives • To respect the rights of older people and ensure services are person-centred • To promote positive attitudes to ageing across different generations • To provide good and accessible information about all services • To deliver fuel poverty initiatives such as insulation and energy efficient heating systems to vulnerable households throughout the borough
Employment and Enterprise	<ul style="list-style-type: none"> • Increased levels of skills, more jobs in the borough 	<ul style="list-style-type: none"> • To implement a place-shaping approach to underpin the creation of a more prosperous borough
Environment		

Leisure and Culture	<ul style="list-style-type: none"> • A cleaner, greener and more vibrant borough 	<ul style="list-style-type: none"> • To enhance the health and vitality of town centres to meet the needs of the communities they serve
Housing	<ul style="list-style-type: none"> • Sustainable housing growth 	<ul style="list-style-type: none"> • To extend and consolidate the local economic base by maximising the economic potential of the Upper Lee Valley and town centres • To increase the number of new businesses setting up and coming to the area and sustaining their development • To tackle worklessness and reduce levels of unemployment, particularly amongst young people, women and disadvantaged sections of the community • To provide a range of opportunities and support to develop skills, and enable all residents to access the employment market • To deliver the housing element of place shaping and achieve sustainable housing growth • To improve housing conditions and prevent homelessness • To ensure that residents have the opportunity to live in a decent home they can afford • To protect and improve the quality of built and open environment • To promote sustainable development and support residents and businesses to preserve natural resources, become energy efficient, conserve water, reduce pollution and address the causes of global warming • To increase biodiversity in order to provide a local distinctive natural identity • To increase recycling and progressively reduce the amount of biodegradable waste landfilled • To encourage the use of public transport, walking and cycling through the promotion of safer travel • To make Enfield a place which residents can identify with and feel proud of, and where people from different backgrounds feel valued and can develop positive relationships with their local community • To promote social inclusion so that all sections of the community are able to access opportunities, services and improve their quality of life • To provide opportunities and support for communities and representatives of interest and geography to be involved in developing services • To increase volunteering in the borough

The Partnership is committed to delivering Enfield's Sustainable Community Strategy and has established a number of Thematic Action Groups to help delivery its objectives. These groups are as follows:

- Safer and Stronger Communities Board
- Children's Trust Board
- Health and Wellbeing Board
- Older People's Board
- Environment Board
- Housing Strategic Partnership Board
- Employment and Enterprise Board
- Leisure and Cultural Partnership Board

More information can be found at:

http://www.enfield.gov.uk/esp/info/33/sustainable_community_strategy

Creating a lifetime of opportunities in Enfield – Enfield Corporate Plan 2018 – 2022

Enfield's Corporate Plan is a strategic tool to be used by the Council to set long-term objectives. With regards to the people and the place, we plan on delivering for everyone in Enfield over the next four years:

- Good homes in well-connected neighbourhoods
- Empower people to create a thriving place
- Healthier, happier lives in a cleaner, greener Enfield

Our guiding principles are:

- We will communicate with you
- We will work with you
- We will work smartly for you

Enfield's Corporate Plan framework is contained in the below diagram:



Local Development Framework, core strategy 2010

In November 2010, the council adopted the Core Strategy which sets the spatial planning framework for development of the borough between 2010 – 2026 and beyond. It is the lead document within the council's Local Development Framework (LDF), a strategic document providing the broad strategy for the scale and distribution of development and the provision of supporting infrastructure. It contains core policies for guiding patterns of development.

Our LDF is built on a thorough understanding of the local challenges and opportunities facing Enfield. It is informed by extensive research, feasibility studies and the participation of local communities and others who have a stake in the future of the Borough. This means we have strong evidence based policies to guide the creation of new homes, jobs and services essential to support Enfield's growing communities and improve the quality of life for existing residents.

Enfield's Core Strategy focuses change in the areas of the Borough that need it most – the south and east. It also aims to protect and enhance those parts of the Borough which already offer a good quality of life to residents.

The council will plan to focus regeneration, future growth and development in the Borough in four specific areas, which offer the greatest opportunities for change to improve the quality of life for Enfield's residents. These areas are:

- Edmonton Leaside including Meridian Water
- North Circular including New Southgate
- North East Enfield
- Enfield Town

Alongside the Core Strategy, Enfield is preparing and developing a number of area-based policies and guidance. These include area action plans (AAPs) for the Edmonton Leaside area (previously known as the Central Leaside AAP), North Circular area and North East Enfield area. And master plans for Enfield Town, Meridian Water and new Southgate. These, area based documents provide detailed guidance and policy for managing growth and/or regeneration and set out priorities for the delivery of the transport infrastructure which is necessary to support growth.

We regularly review our development planning document to ensure that they are working effectively to regenerate and protect Enfield addressing changes such as increased population growth. We are currently working on producing a new adopted Local Plan and are therefore reviewing and amending/updating local planning policies to identify how land is used, determining what will be built where over the new plan period. The adopted Local Plan will provide a framework for development across Enfield.

The section 106 (s106) Supplementary Planning Document (SPD) was adopted by the Local Plan Cabinet Sub Committee on 20 October 2016. The document forms part of our Local Plan and is important when determining planning applications. It outlines the council's approach towards planning obligations from development proposals, in line with new Government guidance. It sets out details of the up-to-date policies and regulations relating to planning obligations, information on the level and types of obligations required from different sizes and types of development across the Borough, as well as the process for agreeing planning obligations. The SPD will run in conjunction with the Community Infrastructure Levy.

Planning obligations or 'section 106 (s106) agreements' are an effective way of securing funds to implement measures to mitigate the impacts of generally acceptable development proposals on the environment, economy and community. Development may put additional pressure on existing infrastructure, such as public transport, schools and health services and create a demand for additional provision.

The transport plan and evidence are fully integrated with the Local Development Framework and emerging Local Plan, providing the detail that has supported preparation of these documents and approaches.

More information can be found at: <https://new.enfield.gov.uk/services/planning/planning-policy/>

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Appendix F [REQUIREMENT R20]

Local Implementation Plan Proforma A, summary for 2019/20

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Proforma A - 2019/20

<u>Scheme Title</u>	<u>Scheme Description</u>	<u>LIP Funding</u>	<u>Healthy Streets Indicators Delivered</u>									
		FY 19/20	Active	Safe	Green	Efficient	Connected PT	Quality PT	Accessible PT	Unlocking	Good Growth	
Bus Stop Accessibility	Currently 85% of Enfield's bus stops are classed as accessible so this funding will continue supporting the design and delivery of accessibility schemes.	50	-	yes	yes	yes	yes	yes	yes	yes	-	-
Reducing Signage Clutter	This is an ongoing programme of work which identifies and reduces signage clutter as part of a programme of renewal and rationalisation. Removing clutter improves the streetscape and reduces maintenance costs.	30	yes	yes	-	yes	-	-	-	-	-	-
Delivering Air Quality Improvements	Support for initiatives which improve air quality in the Borough including through monitoring and focused activities as well as delivery of local projects and schemes. Last year the funding supported air quality monitoring, delivery of the statutory Air Quality Action Plan and responses to the emerging ULEZ.	41	-	-	yes	-	-	-	-	-	-	-
Air Quality Monitoring	Support for 3 static air quality monitoring stations and mobile monitoring.	15	-	-	yes	-	-	-	-	-	-	-
Cycle Enfield Quieter Neighbourhoods and Quietways	Delivery of Quieter Neighbourhoods and Quietways as set out in updated Cycle Enfield Business Case	1,560	yes	yes	yes	yes	-	-	yes	yes	yes	yes

Cycle Enfield Supporting Measures	Programme of supporting measures made up of: • Additional satellite bike parking mini-hub - £45k • 10 community bike markets - £30k • Marketing and promotion of Cycle Enfield and active travel activities – £30k • Additional secondary school activities - £10k • Cycle Enfield attendance at festivals and community events - £15k • Cycling events for specific target groups, e.g. over 50s - £10k.	140	yes	yes	yes	yes	-	-	-	-	-
Cycle Parking	Ongoing programme of cycle parking implementation to complement Cycle Enfield. This covers the design and installation of 20 cycle hangars (120 spaces) and 70 Sheffield stands or equivalent.	54	yes	yes	yes	yes	-	-	-	-	-
Cycle Training	Provision of Bikeability nationally accredited cycle training to adults and children.	175	yes	yes	yes	yes	-	-	-	-	-
Cycling Promotion	Promotion and marketing activities to highlight ongoing cycling support activities (as distinct from Cycle Enfield specific activities).	27	yes	yes	yes	yes	-	-	-	-	-
Cycling Support Activities	Delivery of projects and programmes to support people to cycle: 137 Dr Bike sessions for 3,200 bikes - £44k 10 Cycle maintenance classes for 60 trainees – £6k 12 Guided rides for 130 riders - £4k	50	yes	yes	yes	yes	-	-	-	-	-
Safer Freight	Implementing the Enfield Safer Freight & Fleet Action Plan including promotion of the Freight Operator Recognition Scheme, delivery of Exchanging Places events and CPC Safe Urban Driver Training.	10	-	yes	-	-	-	-	-	-	-

Road Safety Schemes	Schemes and projects identified through Technical and Economic analysis to be delivered as part of a rolling programme.	150	-	yes	-	-	-	-	-	-	-	-
Junction Protection	Design and delivery of schemes to maintain junction safety.	50	-	yes	-	-	-	-	-	-	-	-
Programme, Project and Scheme Development	Support for the development of programmes, projects and schemes including where new priorities are identified which meet MTS outcomes but are not currently funded. Areas of interest include Healthy Streets and controlled parking zones.	138	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
Safe and Sustainable School Travel	Funding for the development and delivery of a focused programme of activities and interventions at schools identified as being high priority. The detailed programme is to be developed but will include school travel planning, in school road safety activities and the identification of physical measures to support modal shift and reduce the highway impact of schools on local areas.	60	yes	yes	yes	yes	-	-	-	-	-	-
School Travel Measures	Allocation to cover the cost of designing and delivering a small number of physical measures around schools to encourage walking and cycling.	34	yes	yes	yes	yes	-	-	-	-	-	-
Local Transport Fund	Funding allocated to maintenance of principal roads.	100	-	yes	-	yes	-	-	-	-	-	-

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Appendix B – Borough transport objectives

Objective 1: Deliver Cycle Enfield and supporting measures which encourage more cycling and walking in the borough.

Context:

Enfield Council recognises that the borough has a particularly low cycle mode share and that there are real opportunities to increase the number of people cycling with great benefits to be gained.

In 2014 Enfield applied for additional funding from the Mayor's Mini-Holland fund. The Mini-Holland programme is part of the Mayor's Healthy Streets agenda to help Londoners use cars less and walk, cycle and use public transport more. It specifically addresses the demands of growth in outer London.

Enfield Council was one of three outer London boroughs awarded £30m. The Council identified a further £12m to support the project by aligning its LIP and other work programmes, securing third party contributions, and providing officer support and other benefits in kind. In total, £42m was therefore available to improve public health by delivering the Council's Cycle Enfield programme to transform cycling.

We have been delivering our works programme for the past 3 years and the following has been delivered:

- Construction of a high quality, segregated route along the A105 (Green Lanes) between Palmers Green and Enfield Town.
- Construction of the first sections of the A1010 South route between Ponders End and Park Road, with substantial completion scheduled for the end of 2018/19.
- Approval to undertake the detailed design of a scheme to continue the 4km (2.5mi) A1010 North segregated cycle route northward from Ponders End towards Bullsmoor Lane, with works scheduled to start in the summer of 2019/20.
- Approval to take detailed design of a scheme to radically improve Enfield Town centre, creating new cycle routes as well as pedestrian and public realm improvements.
- Construction of the quietway which connects the A105 and A1010 South major routes, along the Salmons Brook.
- The Quieter Neighbourhoods programme has been refocussed to follow the main road corridors, with flexibility where necessary to address local priorities. Engagement on the areas adjacent to the A105 corridor is underway, with schemes being implemented in the Wolves Lane, Connaught Gardens, Fernleigh Road and Fox Lane areas.

- Construction of cycle hubs at both Enfield Town and Edmonton Green and the rolling out of on-street cycle hangars.
- Developing an approach to dockless cycle hire including a trial.
- Organisation of events, activities and promotional campaigns to develop a borough-wide awareness of cycling, reinforced through a strong Cycle Enfield brand and an established website that forms the community focal point for the programme (including hosting engagement and consultation, activity & event booking, cycle parking requests, route planning and construction programme).

Enfield Council remains committed to the delivery of the strategy set out in our original Mini-Holland bid and summarised below. It is this comprehensive approach that will create the environment that enables cycling to become a realistic transport choice for all members of the diverse Enfield community.

Major Schemes – these form the backbone of the network, creating primary cycle routes that provide direct and convenient access to key locations. The routes along the A105, A1010 and in Enfield Town will incorporate both full and light segregation along their length. The east-west link between Enfield Town and Ponders End will incorporate elements of cycle track, light segregation and traffic calmed streets.

Secondary Cycle Routes – these routes serve to increase the density of the network, providing high quality secondary routes that connect to the primary routes.

Quieter Neighbourhoods – it is not feasible to provide direct access to a cycle route on every street. This initiative aims to create an environment that encourages more walking and cycling, creating residential streets that encourages people to connect to the secondary and primary cycle routes.

Cycle Hubs – these are proposed initially at the two major shopping centres in the borough, Enfield Town and Edmonton Green, providing key cycle parking facilities.

Severance sites – the A10 and A406 provide a barrier to active travel between the East and West of the borough. Improving the ability to cross these major roads will help provide a more cohesive network of routes.

Supportive measures – there are a range of additional measures including the delivery of behaviour change activities, provision of mini hubs and residential hangar cycle parking.

In addition to this ETP we intend to produce a series of associated Action Plans and guidance documents including a 'Cycling and Walking Strategy with Healthy Streets Action Plan'.

Strategy	LIP objective supports
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MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be safe and secure ✓ London's streets will be used more efficiently & have less traffic on them ✓ London's streets will be clean and green ✓ Active, efficient and sustainable travel will be the best option in new developments
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Transform the role of cycling and walking in the sub-region ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Facilitate and respond to growth, especially in Brent Cross/Cricklewood and the Upper Lee Valley ✓ Relieve crowding on the public transport network ✓ Manage highway congestion and make more efficient use of the road network ✓ Enhance connectivity and the attractiveness of orbital public transport ✓ Improve access to key locations and jobs and services
Enfield's Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health. ✓ Protect and enhance the local environment, green spaces, parks and play areas and ensure that they are safe, well used and enjoyed.
Local Priorities	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets

Objective 2: Promote safe, active and sustainable transport to and from schools.

Context:

For many years Enfield Council has worked with local schools and other bodies to reduce reliance on the car and to promote the healthier alternatives of walking and cycling, also promoting the use of the public transport. There are 94 schools in the borough, 70 primary schools and 24 secondary schools generating significant levels of car based journeys at the start and end of the school day (the school run).

Nationally children's independent travel has declined over recent decades. This is partly due to legitimate parental concerns over road danger as motor

traffic is a primary cause of serious injuries and deaths among children. However, limiting children's independent travel impacts on their development and their mental and physical health, including their ability to maintain a healthy weight.

Obesity in childhood is a cause for concern to the Council. Data from Public Health England's annual National Child Measurement Programme for the school year 2015/16 estimate that in Enfield, 23.9% of Reception age children and 41% of Year 6 children are either overweight or obese. For Year 6 children, Enfield's prevalence of overweight or obesity is the sixth highest of all London boroughs.

Pedestrians and cyclists are vulnerable road users (VRUs) and have been identified as a key target group for road safety interventions. TfL analysis of collision and casualty data shows that pedestrians within the 0 - 11 and 12 - 19 age group are at high risk of being injured on London's Streets. Whereas for cyclists, risk is highest for the 12 - 19 age group. By targeting road safety interventions towards these groups at greatest risk, Enfield aims to achieve the greatest casualty reduction benefits.

The Council recognises that a holistic approach of further intervention is required. Transport improvements to support more healthy lifestyles concentrated on steps to encourage walking and cycling or the use of public transport as a mode of travel particularly to school are required to improve children's health and the environment around schools and further afield.

Enfield Council is seeking to foster increased joint working and the sharing of best practice ideas between schools as it looks to tackle the school run.

Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be safe and secure ✓ London's streets will be used more efficiently & have less traffic on them ✓ London's streets will be clean and green ✓ Journeys by public transport will be pleasant, fast and reliable
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Transform the role of cycling and walking in the sub-region ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network
Enfield's Corporate Priorities (Enfield)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities.

Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health. ✓ Enable people to reach their potential through access to high quality schools and learning; and create more opportunities for training and employment.
Local Priorities	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets

Objective 3: Monitor air quality and develop and deliver interventions which address local issues.

Context:

Enfield has areas that exceed government objectives for nitrogen dioxide and PM₁₀ at busy roadside locations. As a result, we have declared the entire borough an air quality management area and are working towards meeting the government objectives.

In 2016, general motorised traffic on London's roads grew by 1.6%, with this growth largely focused on outer London where there is still available road capacity and where the public transport offer is less comprehensive. This again highlights the challenge ahead in improving air quality and achieving the Mayor's target for the active, efficient and sustainable mode share.

The only real way of reducing pollution from traffic is to reduce vehicle trips and improve the vehicle fleet to the most environmentally-friendly vehicles available. As well as modal shift, measures to reduce the number of vehicle trips include increasing the use of car clubs and car sharing.

The Council has an Air Quality Action Plan (AQAP) which sets-out the steps we are taking to improve air quality, the action plan is reviewed on a regular basis to ensure it is accurate and up-to-date.

We monitor, review and assess air quality in Enfield for pollutants known to damage health. Enfield Council is committed to reducing emissions, not just through the improvement measures set out in the AQAP and LIP, a very concerted effort is being applied across the Council's services with external partners right across the borough which will induce modal shift away from cars and reduce the need to travel.

The Mayor is developing an ambitious programme to enable London to be brought into compliance with European Union limit values at the earliest possible opportunity, with an ultra-low emission zone (ULEZ) due to be brought into operation in central London from April 2019. The Council supports the extension of the ULEZ to cover the whole of Enfield rather than just the section south of the North Circular Road. Despite them still

contributing to vehicle trips and collisions, we will also support the uptake of electric vehicles, focusing on rapid and fast charging points in strategic locations.	
Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be used more efficiently & have less traffic on them ✓ London's streets will be clean and green ✓ The public transport network will meet the needs of a growing London ✓ Journeys by public transport will be pleasant, fast and reliable ✓ Active, efficient and sustainable travel will be the best option in new developments
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Transform the role of cycling and walking in the sub-region ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network
Enfield's Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health. ✓ Protect and enhance the local environment, green spaces, parks and play areas and ensure that they are safe, well used and enjoyed.
Local Priorities	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets ✓ Making the public transport network more accessible and the natural choice for longer trips

Objective 4: Manage growing demand for on-street parking.

Context:

Demand for travel is increasing as the numbers of residents in Enfield increases. As summarised in section 4.1 (Population and demographics) of this report there has been a population increase in recent years and this is predicted to continue. It is estimated that the projected population increase in

Enfield will generate additional parking pressure and intensify the parking stress currently experienced. This needs to be effectively managed as there is simply not enough road space to safely and efficiently accommodate everyone who wishes to park or drive in Enfield today or in the future.

The Council must make complex choices about the allocation and management of on-street parking space. In making these choices, the Council must weigh up and balance the needs of different groups and on occasion, take actions that some groups do not support. The Council has a duty to promote equality for people with a disability. In terms of transport, the Council will continue to identify and act on the need for on-street disabled parking spaces.

The Council's overall aim is to focus on mode shift and traffic reduction, making things better for the majority of people whilst minimising inconvenience to others.

In addition to this TP we intend to produce a series of associated Action Plans and guidance documents including a 'Parking Strategy and / or Action Plan'.

Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be safe and secure ✓ London's streets will be used more efficiently & have less traffic on them ✓ London's streets will be clean and green ✓ Journeys by public transport will be pleasant, fast and reliable ✓ Active, efficient and sustainable travel will be the best option in new developments
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Transform the role of cycling and walking in the sub-region ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network ✓ Improve access to key locations and jobs and services
Enfield's Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health. ✓ Protect and enhance the local environment, green spaces, parks and play areas and ensure that they are safe, well used and enjoyed.

Local Priorities	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets
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Objective 5: Focus on and improve priority locations making them safer for vulnerable road users.

Context:

Enfield Council is continually looking to reduce the numbers of road traffic casualties that occur on the road network within the borough. We will continue to work with TfL and other partners to improve road safety delivery through the targeting of investment. As can be seen from section 4.4 (Road traffic casualties) of this report, we have done a good job in recent years of reducing the number of KSI casualties that occur within the borough. Table 4.7 shows the number of casualties that have occurred in Enfield over a ten year period during the years 2007 – 2016. In 2007 there were 97 people killed or seriously injured on roads in Enfield. Ten years later in 2016 that number was down 25% to 73 people KSI on roads in Enfield.

Minimising road danger is a fundamental part of our TP and is required in order to create streets where everyone feels safe to walk, cycle and use public transport. Action must and will be taken to address speed/speeding, unsafe behaviour, vehicles and infrastructure.

The Mayor's Transport Strategy enshrines the ambition of Vision Zero where ultimately no one is killed or seriously injured on London's roads. The Mayor's aim is for no one to be killed in or by a London bus by 2030, and for all deaths and serious injuries from road collisions to be eliminated from London's streets by 2041.

Physical transport projects are the subject of a safety audit to ensure that potential new risks are eliminated as far as practicable and existing risks reduced. In addition, the Council has several ongoing programmes which are specifically aimed at identifying the location and causes of road traffic accidents and implementing measures to reduce their frequency and severity.

It is envisaged that the activities covered by these programmes will continue into this delivery planning period and for the life of this LIP. However, as the number of casualties is successfully reduced, it is increasingly difficult to identify common causal factors which are susceptible to relatively simple engineering remedies. Therefore, the Council will continue to review the effectiveness of these programmes and as part of our borough programme of investment, will work to produce a new road safety Action Plan (Vision Zero Action Plan) that will look at how we can best target the resources we have available to reduce road danger, implementing Vision Zero.

Strategy	LIP objective supports
MTS	✓ London's streets will be healthy and more Londoners will

outcome	<ul style="list-style-type: none"> travel actively ✓ London's streets will be safe and secure ✓ London's streets will be used more efficiently & have less traffic on them ✓ Public transport will be safe, affordable and accessible to all
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Transform the role of cycling and walking in the sub-region
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network
Enfield's Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health.
Local Priorities	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets

Objective 6: Improve local reliability of and accessibility to the public transport network.

Context:

The borough is highly dependent on the public transport network. 43% of our employed residents travel to work by public transport.

At a local level Enfield will work with the bus operator and TfL to improve the reliability of services operating in Enfield.

Improving the accessibility of the public transport system is critical to delivering a better transport experience for all of our residents, including disabled people and growing numbers of older people. We aim to improve accessibility to the public transport network for all people and recognise that improvements are especially needed to enable people whose mobility is impaired for any reason to also be able to easily access the public transport network. The Council has a duty to promote equality for people with a disability. In terms of public transport, the Council will continue to engage with all residents when preparing schemes.

We will work closely with TfL to identify and implement more Bus Priority measures within the borough. We will also:

- Continue to improve access to bus services by ensuring that buses can approach the kerb closely enough to use their access ramps
- Work to improve or adapt conditions in the footway, and to ensure unobstructed level access to bus stops as our work programmes progress
- Work with the rail industry to co-ordinate improved access in the highway with improved access within the railway estate, for example when lifts or ramps are provided at stations

Prioritising schemes to deliver a higher level of bus stop accessibility at key locations, such as major transport interchanges and key health and education hubs.

The aim being to increase the attractiveness of the public transport network, encouraging greater use of the public transport system through improving reliability and accessibility.

Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be safe and secure ✓ London's streets will be used more efficiently & have less traffic on them ✓ London's streets will be clean and green ✓ Active, efficient and sustainable travel will be the best option in new developments
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network ✓ Enhance connectivity and the attractiveness of orbital public transport ✓ Improve access to key locations and jobs and services
Enfield's Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health.
Local Priorities	<ul style="list-style-type: none"> ✓ Reducing the impact of private vehicles on our streets ✓ Making the public transport network more accessible and the natural choice for longer trips

Objective 7: Maintain and improve the transport network in Enfield including developing potential interventions.

Context:

The condition of Enfield's roads and pavements has been consistently identified by residents as a particularly important issue, and their maintenance continues to be a priority for the Council.

Everyone who travels in Enfield is affected by the condition of the highway network at some stage of their journey.

Enfield Council is the highway authority with responsibility for maintenance of most of the public highway within the borough. The exceptions are some roads and footways within private estates or parks, the M25 is maintained by Highways England and the A406 North Circular Road and A10 are both the responsibility of TfL.

We regularly inspect and maintain public roads and pavements in the borough. We also ask that resident or visitors to the borough report problems if they encounter something that is dangerous and may cause an accident.

Problems such as:

- broken or loose paving stones
- damaged manhole covers
- potholes
- severe cracking
- uneven surfaces

The Council has several on-going programmes which aim to protect our transport assets and keep them available for safe and convenient use by the public. Individual projects are prioritised based on need and best practice.

The Council's Highway Infrastructure Asset Management Plan (HIAMP) explains our highway maintenance processes and procedures, policy and strategy for the period 2015 to 2020. The HIAMP ensure that the limited resources available can be used most effectively to keep our assets in a good state of repair and safe. The Highway Maintenance Plan provides information on routine, reactive and planned maintenance.

There is approximately 68km of principal roads and over 340 bridges and other structures in the borough. In previous LIP funding allocations, funding support has been provided for principal road maintenance and bridge assessment and strengthening, however, the mayor through TfL has reduced this funding in the short term while they identify a new, long-term funding stream to support this important work. TfL has advised that they will work with London boroughs, through the London Technical Advisors Group (LoTAG), to agree a fair and transparent approach for allocating emergency funds.

In the short-term there is no specific funding for principal road maintenance and bridge assessment and strengthening. Given the flexible nature of the

Local Transport Fund, we plan on using this funding in the interim to put towards principal road maintenance and bridge assessment and strengthening. Routine maintenance is essential and it is hoped that TfL will act swiftly to identify a new funding stream to support this work.

We will continue our ongoing programmes of carriageway, footway and street lighting maintenance; enforcement activities to deal with unauthorised signs, highway obstructions and graffiti, as resources permit.

The Council will continue its programme of decluttering aimed at rationalising street furniture and signs in our town centres and local shopping parades.

In terms of personal security, we intend to continue our established street lighting programme and deliver many schemes to improve lighting.

Improving the quality of the road network, including the footways, is critical to ensuring the highway network in Enfield is safe, efficient and conducive to smoothing traffic flows.

By maintaining the transport network, we will be supporting objectives contained in the MTS, North London Sub Regional Transport Plan and Enfield's Corporate and local priorities.

Strategy	LIP objective supports
MTS outcome	<ul style="list-style-type: none"> ✓ London's streets will be healthy and more Londoners will travel actively ✓ London's streets will be safe and secure ✓ London's streets will be used more efficiently & have less traffic on them ✓ London's streets will be clean and green ✓ Journeys by public transport will be pleasant, fast and reliable
SRTP challenges in every sub-region	<ul style="list-style-type: none"> ✓ Improve air quality to meet and exceed legal requirements and ensure health benefits for Londoners ✓ Transform the role of cycling and walking in the sub-region ✓ Meet CO² targets
SRTP North London-specific challenges	<ul style="list-style-type: none"> ✓ Manage highway congestion and make more efficient use of the road network ✓ Enhance connectivity and the attractiveness of orbital public transport ✓ Improve access to key locations and jobs and services
Enfield's Corporate Priorities (Enfield Council Corporate Plan 2018)	<ul style="list-style-type: none"> ✓ Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development. ✓ Support residents to take more responsibility and play a greater role in developing active and safe communities. ✓ Work with residents to reduce inequality across the borough and build settled communities. ✓ Build measures into all our strategies and projects that will help improve people's health.
Local	<ul style="list-style-type: none"> ✓ Making active travel the natural choice, particularly for

Priorities	those trips less than 2km in length ✓ Making more school trips safe, sustainable and healthy ✓ Reducing the impact of private vehicles on our streets ✓ Maintaining our assets for the benefit of the public
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MUNICIPAL YEAR 2018/2019 REPORT NO. 91**MEETING TITLE AND DATE:**

Cabinet – 17 October
2018

REPORT OF:

Commercial Director

Contact officer and telephone number:

Nicky Fiedler

E mail: nicky.fiedler@enfield.gov.uk

Agenda – Part: 1	Item: 9
Subject: Commercial Strategy	
Wards: All	
Key Decision No: 4742	
Cabinet Member consulted:	Cllr Ahmet Oyken

1. EXECUTIVE SUMMARY

Enfield like many councils is facing the difficult challenge of managing funding reductions, coupled with increasing demand for essential services.

The need for local authorities to adopt a more holistic, entrepreneurial and innovative approach to stimulate income generation is essential.

If a more commercial approach can be successfully implemented by the council, it can play a significant role in helping to sustain the service provision that meets local need and simultaneously can add wider value that will boost growth, support vulnerable communities and protect the environment.

The Commercial Strategy – ‘Securing Enfield’s Future’ sets the vision for Enfield to be a resilient, innovative and enterprising Council delivering sustainable services that meet resident needs. It seeks to embed an innovative and more commercially aware approach to how we deliver services with partners in a way that will benefit our residents. It is characterised by an inclusive, dynamic and transparent approach to how income generation and the ongoing pursuit of value for money in a changing environment can help secure the long-term delivery of services that are critical to our residents.

2. RECOMMENDATIONS

2.1 Cabinet are requested to note the draft minutes of the Overview and Scrutiny Committee which will be tabled at the Cabinet meeting.

2.2 Cabinet are asked to approve the Commercial Strategy (appendix 1), plan on a page (appendix 2), and the indicative year 1 pipeline (appendix 3)

3. BACKGROUND

- 3.1 Since 2010, Government support to all local authorities has reduced substantially. By 2019/20, the amount of funding Enfield Council receives from Government will have reduced by over £100m since the turn of the decade.
- 3.2 This is presenting local authorities like ours with a degree of challenge unparalleled in modern times. In response, Enfield Council is transforming its approach to service delivery, to help rebalance its budget and make the greatest difference to our residents. This is an opportunity to review what the Council does, how it works and what is prioritised.
- 3.3 As austerity continues a new, more agile, innovative and commercially aware operating model is required to ensure limited resources are used to leverage maximum value and create a financially sustainable organisation that meets the changing needs and expectations of residents. We are aware that business as usual is not an option and that all areas of the council will be moving toward an approach that is more mindful of how service delivery can be innovatively shaped to deliver sustainable and positive outcome for our residents.
- 3.4 This strategy sets out how the local authority will take a holistic approach to stimulate the innovation and enterprise from within and working with our partners that will play a key role in securing future service delivery. It is vital that this culture is nurtured within the council to ensure the robustness of the local authority, forming a fundamental part of how we plan and do business in the coming years.
- 3.5 As a resident focused, public service organisation we are committed to making increased commercial acumen a part of how we conduct business to deliver positive social outcomes. It is imperative that we use all our combined skill and effort to deliver services that can meet evidenced need and help to address inequality in our borough.
- 3.6 The strategy benefits from knowing that the principles contained within, if applied correctly, can deliver the sustainable income streams to positively affect social outcomes by adding to organisational robustness. Our starting point is building on what works. The portfolio of emerging trading companies has shown what is possible when we empower staff and take measured and informed risk. This has helped build the organisational confidence we need to enable future as we seek to roll out a more innovative and enterprising approach out across the organisation in the years ahead.
- 3.7 The creation of a new Commercial Board, a key aspiration of the strategy, will augment current thinking, coordinate support and empower staff to look afresh at how deliver services and meet

resident's needs. The introduction of a new, transparent 'rolling pipeline' approach to considering innovative proposals, will give the added organisational robustness and challenge needed when considering new commissioning activities. It will provide the weight and scrutiny to ensure future delivery and whole council outcomes are realised; rewarding those who see opportunities in taking calculated risk and increasing the acumen within the local authority.

3.8 The Commercial pipeline follows the core focus of the strategy and themes of;

- Assets and investments
- Contract management
- Income generating services
- Trading companies
- Traded services
- Procurement & Commissioning

3.9 Appendix 2 is an indicative year 1 pipeline, which focuses on getting the foundations in place for the Council to be more commercially aware, maximise the use of its existing resources, whilst also developing opportunities for future growth to support a sustainable budget.

3.9 This new strategy will provide a great organisational asset to the local authority, embedding a commercial mindset and innovative approach to service delivery and future business planning which will form a key element in securing the future delivery of high-quality outcomes for our residents.

4. ALTERNATIVE OPTIONS CONSIDERED

4.1 Not to have a Commercial Strategy and to rely on alternative approaches to meeting local needs with fewer resources

5. REASONS FOR RECOMMENDATIONS

5.1 The successful adoption of the strategy will deliver multiple benefits including:

- Developing new, robust and measurable incomes streams to support services and rebalance the budget
- Initiate an environment where staff think collaboratively and imaginatively to deliver new ways of service delivery to meet resident needs

- Increasing the robustness of the organisation and its collective acumen to ensure long term organisational evolution and prosperity
- Providing a robust and inclusive approach to support decision making processes that will drive future council ambitions
- Create a deeper, more effective understanding of our assets and their future applications
- Inspire staff by embedding a forward thinking, opportunity focused mindset that can drive wider culture shift and make a positive difference
- Increase transparency and accountability as to how we do business
- Build organisational strength by investing in the skills and resilience of our own workforce to reduce costs incurred from seeking external support

5. COMMENTS OF OTHER DEPARTMENTS

5.1 Financial Implications

The 2019/20 financial year will be the ninth year in which local government has faced significant funding reductions. Enfield Council's core government funding has been reduced by over 50% since 2010/11, a cash reduction of £100m. Over this period, increasing service demand has created significant budgetary pressures. 2019/20 is also the final year of the four-year settlement, and the financial outlook beyond then is uncertain.

A target of £18m of savings/income generation has been set for 2019/20. The target has been set at £18m to manage the projected budget gap, the additional cost pressures identified in the outturn report, and over time to reduce reliance on one-off sources of funding, such as using capital receipts to fund transformational work. The aim is to create a sustainable and financially resilient medium term financial plan which will enable us to provide reliable and dependable services for our residents.

The outcomes of implementing the Commercial Strategy and adopting a more commercial approach to what we do and becoming more entrepreneurial and innovative in finding solutions will contribute towards the financial aims, pressures and targets that the Council face as described above.

5.2 Legal Implications

The general power of competence in s.1 (1) of the Localism Act 2011 states that a local authority has the power to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles.

In addition, under section 111 of the Local Government Act 1972 the Council has the power to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The proposals within this Report are in accordance with these powers.

The Council will need to ensure that the implementation of any proposals under the Commercial Strategy complies with existing legislation, including but not limited to local government and procurement legislation, and also with the Council's own Constitution

6. KEY RISKS

None identified

7. IMPACT ON COUNCIL PRIORITIES

7.1 Good homes in well-connected neighbourhoods

The Commercial Strategy supports the creative delivery of good homes and the well-connected infrastructure. Both in terms of housing provision and wider impact and linkages to the local economy

7.2 Build our local economy to create a thriving place

The Commercial Strategy will have a positive local economic impact and create a lifetime of opportunities in Enfield.

7.3 Sustain strong and healthy communities

Our residents and communities are at the centre of what we do. This means to have a positive impact we will have a greater insight into our residents and will make informed decisions on where we prioritise our work – linked to need and available income

8. EQUALITIES IMPACT IMPLICATIONS

8.1 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 it do not unduly or disproportionately affect access by some groups more than others.

- 8.2 Corporate advice has been sought in regard to equalities and it is recommended that a Predictive Equalities Impact Assessment be undertaken on the proposed new Commercial strategy to ensure that the service continues to benefit the community and is fully accessible particularly by those in the protected characteristic groups.

9. PUBLIC HEALTH IMPLICATIONS

9.1 There are 3 aspects that the Commercial Strategy and Board will be able to consider and take advantage of in order to improve health:

- As income has reduced and continues to reduce a commercial focus should allow LBE to better support services to vulnerable residents.
- An overview should provide efficiencies and savings through avoiding savings in one department costing more in another. This principle should also apply between public sector organisations.
- The Board will be able to take account of the impact of commercial and other LBE activities on the environment. The environment is ultimately the greatest asset the Council and residents have, it will not be in anyone's interest if its long-term prosperity is lost for short-term commercial gain.

10. PERFORMANCE IMPLICATIONS

The Corporate Performance Team are supporting Commercial Services to create and embed a robust performance management framework which enables the services to monitor effective delivery of the Commercial Strategy.

Background Papers

Appendix 1 – Commercial Strategy

Appendix 2 – Commercial Plan on a page

Appendix 3 – Commercial Pipeline - Year 1

SECURING ENFIELD'S FUTURE

Commercial Strategy October 2018

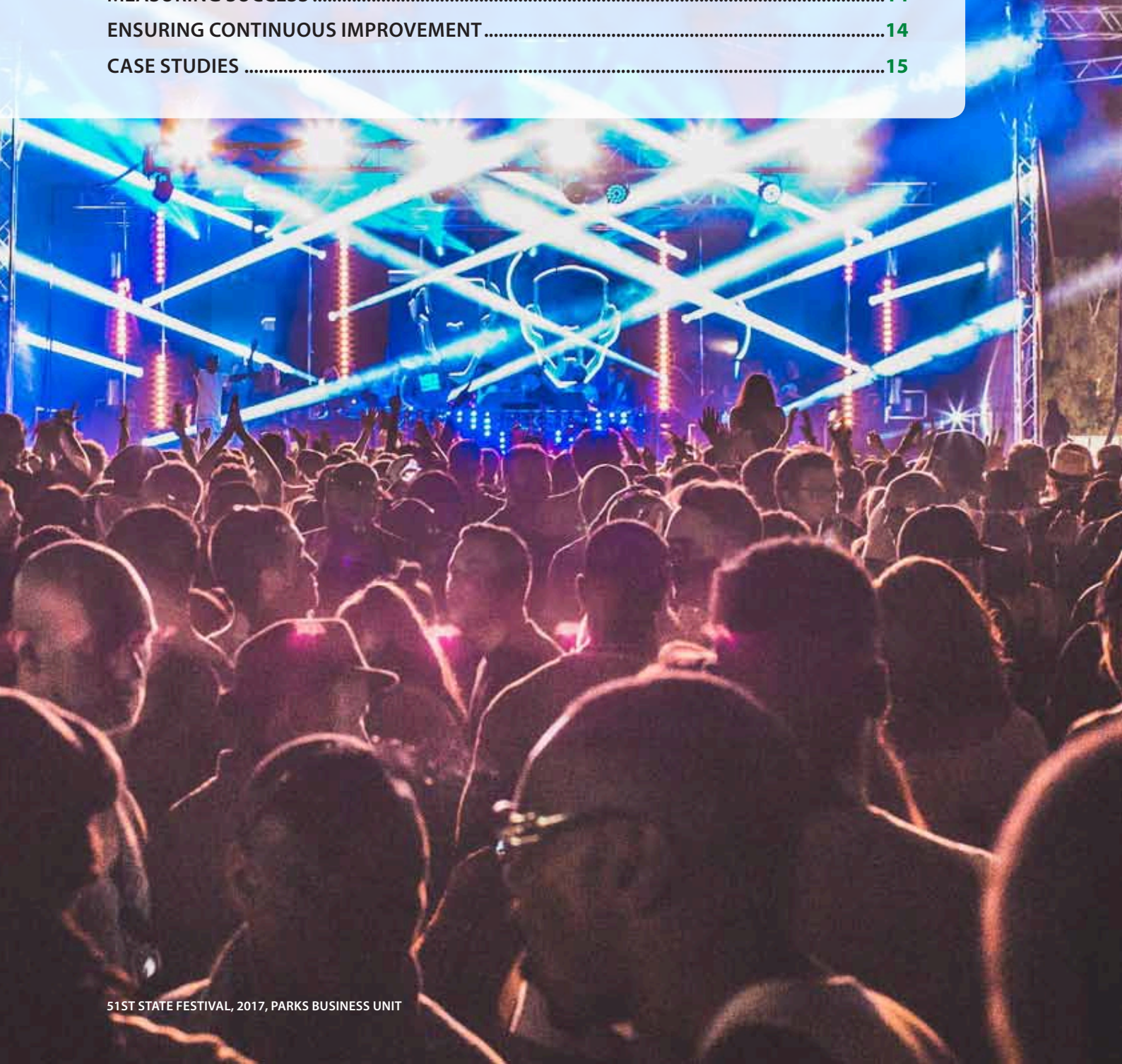


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INTRODUCTION

Since 2010, Government support to all local authorities has reduced substantially. By 2019/20, the amount of funding Enfield Council receives from Government will have reduced by over £100m since the turn of the decade. This is presenting local authorities like ours with a degree of challenge unparalleled in modern times.

In response, Enfield Council is transforming its approach to service delivery, to help rebalance its budget and make the greatest difference to our residents. This is an opportunity to review what the Council does, how it works and what is prioritised.

As austerity continues a new, more agile, innovative and commercially aware operating model is required to ensure limited resources are used to leverage maximum value and create a financially sustainable organisation that meets the changing needs and expectations of residents. We are aware that business as usual is not an option and that all areas of the council will be moving toward an approach that is more mindful of how service delivery can be innovatively shaped to deliver sustainable and positive outcome for our residents.

This strategy sets out how the local authority will take a holistic approach to stimulate the innovation and enterprise from within and working with our partners that will play a key role in securing future service delivery. It is vital that this culture is nurtured within the council to ensure the robustness of the local authority, forming a fundamental part of how we plan and do business in the coming years.

As a resident focused, public service organisation we are committed to making increased commercial acumen a part of how we conduct business to deliver positive social outcomes. It is imperative that we use all our combined skill and effort to deliver services that can meet evidenced need and help to address inequality in our borough.

This new strategy document will be a vital guiding asset for the local authority as we seek to achieve these goals.

1 VISION AND PURPOSE

VISION

To be a resilient, innovative and enterprising Council delivering sustainable services that meet resident needs

The realisation of our vision will help to ensure the local authority continues to deliver high quality services to local residents and in doing so, can also stimulate wider social, economic and environmental benefits for Enfield.

Enfield Council seeks to embed an innovative and more commercially aware approach to how we deliver services with partners in a way that will benefit our residents. It is characterised by an inclusive, dynamic and transparent approach to how income generation and the ongoing pursuit of value for money in a changing environment can help secure the long-term delivery of services that are critical to our residents.

The new strategy will be delivered through the successful adoption of guiding principles contained here and supported by wider cultural shift within the organisation. By dismantling traditional silo working we will create the collaborative approach we now require, and in delivery with partners, this will give us the outcomes based solutions our residents need.

The strategy has been co-produced with and will be owned by the whole organisation as its success relies upon collaboration, instilling a commercial sensibility in the workforce. Whilst the team led by the Commercial Director has a critical role in supporting this new approach, it will only truly succeed if it is adopted by those who can evolve new solutions to service delivery across the organisation.

The reinforcement of 'One Council' thinking through adoption of the strategy will lead the organisation to a position where it gains additional benefits from service delivery agreements with partners and better understands the interconnectivity within that is the hallmark of a modern, forward thinking local authority.



NEWLY OPENED OAK TREE MEMORIAL GARDEN, LAVENDER CEMETERY

2 A FOCUS ON INNOVATION AND ENTERPRISE

The core focus of the strategy is to bring about a new way of thinking and working that will help create and capture the opportunities and expand the ways the Council can secure income, explore new ideas and implement alternative ways to acquire and use available resources to be more effective in meeting needs in the borough.

This strategy impacts on all departments and services across the council but it is recognised that no one approach can be applied to all and consequently different actions and areas of improvement can be expected.



a. Delivering benefits

The successful adoption of the strategy will deliver multiple benefits including:

- Ensuring our resources are used sustainably to deliver the outcomes our residents need.
- Providing positive social, economic and environmental outcomes that can help with ‘creating a lifetime of opportunities in Enfield’
- Developing new, robust and measurable incomes streams to support services and rebalance the budget
- Initiate an environment where staff think collaboratively and imaginatively to deliver new ways of service delivery to meet resident needs
- Increasing the robustness of the organisation and its collective acumen to ensure long term organisational evolution and prosperity
- Providing a robust and inclusive approach to support decision making processes that will drive future council ambitions
- Create a deeper, more effective understanding of our assets and their future applications

- Inspire staff by embedding a forward thinking, opportunity focused mindset that can drive wider culture shift and make a positive difference
- Increase transparency and accountability as to how we do business
- Build organisational strength by investing in the skills and resilience of our own workforce to reduce costs incurred from seeking external support

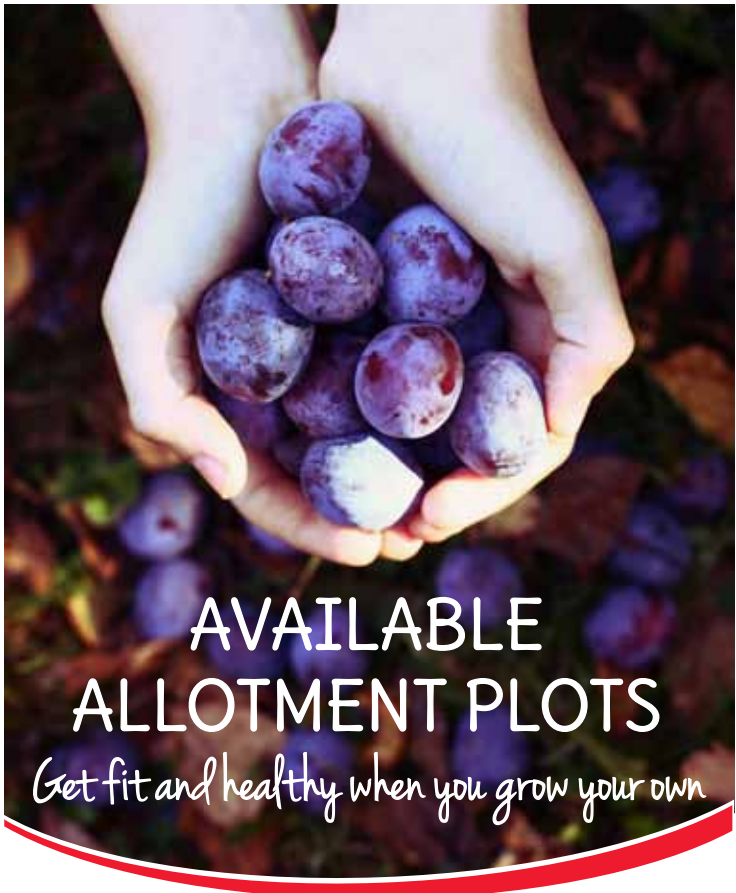
b. Supporting our corporate planning and influencing wider strategy development

The Commercial Strategy is a document that will be owned across the organisation and provides a positive influence on how we plan and deliver services. It provides a significant driver to facilitate the realisation of our new Corporate Plan and has strategic fit with the intended priorities of the new council administration. It will be a key enabler allowing the council to 'work smartly for you' and its impact will be evidenced in all aspects of service delivery if implemented correctly.

It is a document for the whole organisation with strong linkage to:

- Regeneration & Environment (Inc. Economic Development)
- Procurement
- ICT and Digital
- Local Plan
- Medium Term Financial Plan
- Adult Social Care
- Children and Young People's Plan
- Customer Experience

We expect to be fully able to evidence influence and impact on wider strategic aims during the lifetime of the strategy. This will be demonstrated through developing a scorecard that will provide evidence of impact across the organisation (see section on measuring success).




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ALLOTMENTS CAMPAIGN, 2018

3 BUILDING A NEW APPROACH

When developing the strategy, it was vital to demonstrate strong connectivity to our new Corporate Plan – “Creating a lifetime of Opportunities in Enfield”. A new, more commercially focused and innovative approach will add significant and measurable value to our overarching aims of ‘Good homes in well-connected neighbourhoods’, ‘Sustain strong and healthy communities’ and ‘Build our local economy to create a thriving place’. The primary driver for delivering a new approach is to ensure the local authority is best placed to help improve the quality of life for all our residents.

Guiding principles

The leadership of the organisation has agreed that underpinning the delivery of this strategy will be the need for:

- **A commercial discipline** – where all staff are aware of how their department or service is funded, where the money is spent and whether it provides value for money for residents.
- **Entrepreneurial spirit** – to encourage innovative thinking, measured risk taking and targeted investments to achieve positive social outcomes and ensure that each income generating service area, is at a minimum, fully recovering the cost of all activities, and, at best, generating a contribution to support statutory services or create new opportunities.
- **Openness and honesty** – to support greater scrutiny and analysis on performance, affordability and the changes that need to be made to work smartly.

a. A dynamic and empowering organisational culture

The local authority will facilitate cultural shift based on consensus that can enable a flexible, dynamic and commercially aware culture to flourish. It will ensure a working environment that is cooperative in nature and is engaging outwards with partners where appropriate to exploit opportunities and generate income without sacrificing the primary function of local authority, to meet resident’s needs,

To do this we will take our lead from the wider cultural change programme to create culture where:

- **The residents are at the centre**
This means we have greater insight into our residents and are making informed decisions on where we prioritise our work – linked to demand and available income
- **Innovation and enterprise is at its core**
For skilled staff to expect to do things differently and be continually looking for fresh ideas and new ways of working
- **Income generation is prioritised along with quality delivery**
For each department and service to take responsibility for identifying income streams and efficiencies

b. Understanding our business and its economic potential

The strategy is predicated on the basis that service delivery, in all areas of the local authority can be more efficient and entrepreneurial, but that this will require a cultural shift within the organisation supported by a new way of thinking and using our data to make a difference. This will empower staff to manage services more commercially and be informed in strategic decision making.

The new strategy will allow the organisation to empower itself to re-examine how services are delivered and assess their capacity for development and competitiveness from business-critical perspectives.

- **Affordability of Council infrastructure:** continually reviewing central costs and procurement outlays to ensure Council services and assets are commercially competitive
- **Full cost of operation:** considering the whole life costs; from policy setting, infrastructure, cross-service contribution to customer evaluation
- **A broad scope:** looking at the wider market to determine who is best placed to meet the residents needs and increase income where possible e.g. through collaborations and partnerships, commissioned or contracted work and direct delivery.
- **Market data and analysis:** Considering gaps and testing new and innovative ways of developing new services
- **New entities and structures:** Creating new ways of operating to maximise the return e.g. Local Authority Trading Companies
- **Invest to grow services:** Broadening the customer base of high performing and high demand Council services to grow and improve their trading position
- **Investment portfolio:** Continuing to invest public funds to secure best financial return and sustainable revenue streams

c. Building on what works, stimulating further success

The strategy builds on what we know works from our experience so far. We aim to successfully share learning across the organisation and complete baseline information gathering and analysis that can support:

- All departments and services fully understanding the service costs, income opportunities and implement market focused delivery
- Existing and new traded services to sustain and increase commercial performance
- Existing and new income generating services to secure full cost recovery and unlock any untapped areas to attract additional income
- Shared/joint services to pool resources and exploit economies of scale
- Subsidised services to source additional income for priority services that cannot delivery full cost recovery
- Commercial Partnerships to learn from and develop partnerships in the borough with commercial advantage
- Council owned companies to ensure that they are delivering in line with expectations
- Asset development to use existing assets to provide the best financial return
- Capital investment to use funds to create a strong investment portfolio
- Commissioning and procurement to create a robust supply chain that offers best value for money
- Contract management to ensure we get the highest standards for the best return for our outsourced activities
- Policy objectives to ensure the direction of commercial travel is considered and embedded in future priorities and activities

We would expect all or some of these outcomes to apply to most of service areas in the local authority that could benefit from internal review and for new proposals to emerge for consideration by the local authority as a result.

4 SUPPORTING CHANGE

The new strategy contains the ambition and direction for the council-wide response to the challenge we have set. The Commercial Director and team will be available to provide a valuable supporting resource and be a 'critical friend' for those considering what opportunities may be open to them in future service delivery.

a. Preparing the organisation for a more commercial approach to service development and delivery

As part of the process of creating greater organisational capacity we have identified some key questions that operational delivery leads and Directors can consider establishing their present capability and scope for innovation and enterprise in their core business areas.

- Are services commercially ready? The review phase will be able to ascertain the commercial readiness of service areas and the degree to which they can deliver commercial success for the local authority.
- Do we have the capacity to deliver the new approach – understanding of what's required, service configuration, Data Management and people?
- Is data available and managed in a way that can assist?
- Does the organisation plan effectively to optimise its use of resources?
- Is there a fully informed approach to risk taking and risk management?
- Are our IT resources fit for purpose?
- If seeking to create new avenues, are we likely to be competitive?

b. Creating a supportive environment

The success of the strategy relies on a whole council response that can draw on skills from within, across the organisation and leveraging capacity. Commercial propositions have initially been developed by wide-ranging conversations with managers and through understanding where the commercial team can add value during the process of identifying savings across the organisation.

To develop and increase staff involvement, work is commencing with the Culture Change Forum to identify and develop ways to engage, encourage and support all staff to propose commercial ideas and develop them into an outline business case for consideration and implementation where feasibly has been agreed.

- The role of the Commercial Team

A new Commercial Team, led by a new Commercial Director, has been created with lead responsibility for a number of key areas that will drive the strategy forward.

- To set the commercial strategy for the Council, ensuring it makes maximum use of alternative delivery models and commercial assets to maximise the council's ability to deliver services to meet the needs of Enfield's citizens
- To help identify new commercial opportunities for the council

- To ensure that the council manages all traded services, companies and contracts to deliver maximum value
- To lead all procurement activity

As well as having the lead responsibility for these areas, the Commercial Team led by the Director will be proactively involved in embedding a more commercially aware approach throughout the organisation. The Commercial team will work with operational service heads and senior officers to identify future opportunities for innovation and entrepreneurship by:

- Business analysis and development
- Business mentoring, audit and reporting
- Market sounding and engagement

The strategy also recognises there are also critical roles for:

- **Departmental Directors and Operational Delivery Teams**
As part of regular (annual) service planning return to support the Corporate Plan, all operational service leads will be required to demonstrate consideration of innovative and entrepreneurial opportunities to enhance delivery.
- **HR/Transformation Teams**
As part of wider cultural shift, leads in HR and Transformation will assist with providing the opportunities for training and staff development that can unlock staff potential.
- **ICT/Information Management Teams**
Our ICT and Information Management teams will continue to work to identify the enabling IT capacity for the organisation to make good on the new approach.
- **Communications**
Our Corporate Communications Team will work with the Commercial Board to promote the approach and share good news stories with the wider workforce.



5 DEVELOPING NEW PROPOSALS: ENGAGING THE PIPELINE

We believe regular service review and planning within departments and teams will provide opportunities for staff to reflect on the guiding principles in the strategy and give rise to the development of proposals that could meet key objectives.

To facilitate the new approach a rolling pipeline will be designed that will enable operational directors and service leads to develop proposals that could meet strategic objectives. The Commercial Team will be able to provide advice and guidance where required to enable this to take place.

'The pipeline'

A rolling pipeline approach to new project development and presentation to the Commercial Board will be co-produced with Directors and Heads of Service to ensure consistency and transparency.

We will seek to establish workstreams in Year 1, identify resources required to drive the new processes effectively, develop guidance and embed support, to roll out the new approach.

Typically, the preliminary stages of project development are likely to involve:

- Analysis of internal resources, assets, capabilities and alignment with markets to identify and initiate opportunities
- For new proposals or significant change, the development of a Business Case will be required to set out the rationale for the proposal, options and cost benefit (with support from Commercial Team if required)
- Review by the Commercial Board for oversight and to track benefits
- Decision to Director/Executive Director for agreement
- If within scheme of delegation agreed by ED/Portfolio holder (with notification to Commercial Board for oversight)

Once a new project is ready for consideration it will be presented to the Commercial Board for review and input.

or

The approach is one of enablement and empowerment and so not all projects will need to go to the Commercial Board for approval. Those that are below a financial threshold and where the lead Executive Director and Operational Director are content to approve as operational decisions will be reported into the Commercial Board for information and resulting good news stories circulated.

'Ownership'

Developing and realising commercial propositions is a joint endeavour and requires a collaborative approach across the organisation: the commercial team, the relevant operational service, multiple support services which may include property, planning, legal, procurement, finance, ICT and HR amongst others. Clarity of roles and responsibilities, and the appropriate level of ownership are however key to success.

Typically following initial scoping a Project Implementation Document (PID) will be produced by the Commercial Team in consultation with relevant stakeholders and then formally agreed by the Commercial Director and the relevant Operational Director. This will define and articulate the way in which the project is to be run as well as ownership of key work packages and products. It will also define the handover point between the Commercial Team and the Operational Service.

Project progress will then be reported against this, and associated project document and as a minimum a monthly dashboard report will be produced to ensure that Senior Managers are informed of project progress and can effectively take action as appropriate when issues and challenges arise.

INCLUSIVE, ROBUST GOVERNANCE: THE COMMERCIAL BOARD

To ensure the success of our approach it is critical that robust governance is in place that is inclusive and reflects the intrinsic value of commercialisation to the local authority.

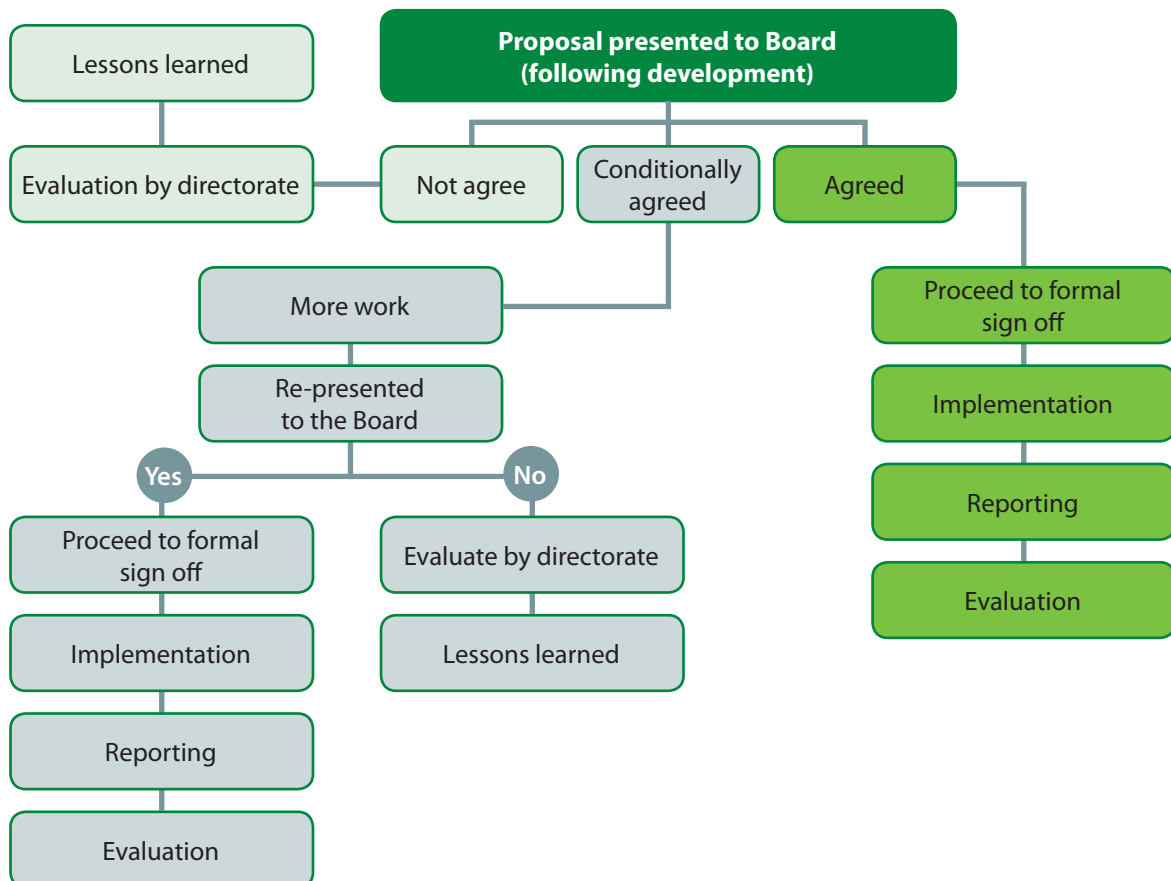
A new Commercial Board is created that will provide oversight of strategy, operational delivery and leadership working with the services through the following four workstreams:

- Companies
- Procurement and Commissioning
- Oversight of Income and Traded Services
- Oversight of Strategic Contract Reviews

The Board will meet quarterly and be responsible for ensuring the strategy is delivered throughout the organisation as well as considering emerging proposals to support new approaches to service delivery.

The Board's core membership will include all three Executive Directors and be chaired by the Executive Director of Corporate Resources. It will scrutinise proposals and decide whether they are approved, referred for further development or not accepted. Where new projects are escalated to the Commercial Board, a defined project development and business case approach will have been completed (see previous section).

A summary of the approach to considering proposals is set out below (figure 1).



7 MEASURING SUCCESS

The availability of relevant and consistent performance and outcome information to measure the success of the strategy is essential. A composite scorecard will be created with input from operational delivery staff to give a 'live snapshot' of activity supporting the delivery of the strategy. This will allow for appropriate oversight and monitoring, enabling Board members to assess progress being made and initiate improvement planning if needed.

8 ENSURING CONTINUOUS IMPROVEMENT

An evaluation framework will be devised and adopted by the Commercial Board that can demonstrate:

- Contribution to Corporate Plan ambitions
- Financial Impact
- Cultural Influence
- Service Improvement

These evaluation principles will provide the basis for organisational learning and future improvement planning.



FORTY HALL ESTATE,
EVENTS AND WEDDING
VENUE

CASE STUDY



ASSETS AND INVESTMENTS: HOLLY HILL FARM

Development to improve the environment whilst also generating income

An exciting project is underway at Holly Hill Farm, which aims

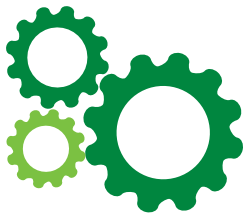
to **transform** the existing environment into a haven for wildlife while improving crop diversity for the farm.

Farmland is being reprofiled to **reduce road noise** from the M25 using **innovative recycling techniques**. The land will be planted with 10,000 new plants and trees to create new wildlife habitat and improve air quality. A sustainable rain water lagoon and soil improvements will increase crop diversity and yield for the future.

Locally excavated inert soil is delivered to the site before it is

recycled under close council scrutiny and strict Environment Agency rules. Recycled soil is then carefully landscaped and planted to create an environmentally friendly landscape. The innovative techniques used on Holly Hill Farm will generate £2.7million income over the next three years and will also **drastically improve the environment**.

CASE STUDY



COMMISSIONING

Ensuring high commissioning standards whilst facing a challenging financial environment

Enfield Council supports in excess of 1,250 vulnerable elderly residents across the borough, either through

facilitating home care support which enables them to remain in their own home or by helping them to access care or nursing homes. Due to the staffing challenges in the care sector and increasing demand from an ageing population, there is significant pressure on this vital service. Our organisation continues to work closely with local care providers to **maintain market resilience** and quality in a difficult economic environment. We also seek to manage its own financial position through the use of price bandings and, in some situations, a dynamic purchasing system.

We have also moved to using a direct payment model, which after a care and support assessment has been undertaken, allows an agreed personal budget to be paid directly to the individual. This enables the customer to have a choice on how the budget is spent as long as it meets the outcomes in the individuals' support plan.

Through these examples of **good commissioning practice**, the Council is able to maintain a good quality service for elderly residents within an increasingly challenging financial environment.

CASE STUDY



CONTRACT MANAGEMENT

Strategic contract reviews to deliver service improvements and efficiencies

The Council spends more than £400m each year with third party organisations as part of

the supply chain for either front line services (e.g. Highways Maintenance or Care Services) or in middle and back office support (e.g. IT contracts). These contracts are vital to ensure a good quality service to our residents.

Managing these contracts effectively is critical to ensure that the quality being provided to our staff and customers by any third parties is high, whilst also ensuring that the Council is receiving **value for money** in line with contractual terms.

The Council's commercial team is supporting colleagues to

manage third party contracts more strategically through the use of contract reviews, spend analytics and service delivery reviews. This approach is providing insight into **potential service improvements** and efficiencies as well as ensuring the Council is only paying for services that it requires and that are delivered by the supplier. Recent improvements to the organisation's approach to contract management have already identified savings in excess of £500,000 with significant further opportunities to be explored.

CASE STUDY



INCOME GENERATION: CEMETERIES

Growth and Sustainability

The Cemeteries service is a team that has been transformed. In 2010, they were facing a ten-year burial capacity in only one of the five cemeteries, not managing the demand of Enfield residents and running at a loss.

Over the last eight years, the team has developed into an **innovative** and **creative**

thinking team which is now meeting the needs across the communities within Enfield and have developed vast new areas of income for the Council. It is now one of the **leading commercial services** and a viable income stream for the Council.

After hearing feedback and speaking directly with the Muslim community, one of the main areas of focus has been developing a Muslim burial area in Strayfield Cemetery. The team also saw a gap in the market and installed Burial Chambers and Mausolea plots into Edmonton, and these will also be available across four of the sites in the near future. The continuous development of the service and the cemeteries have ensured that the Council is able to **offer the diverse**

options that are needed for the communities within both the green belt and urban cemeteries locations.

I just wanted to say thank you to you and your team for the continual improvement over the past few years which in turn has enabled us to better serve our clients. The range of choice from burial chambers to new availability of traditional graves in Edmonton cemetery has been invaluable to our clients who are at a disadvantage due to the wanting situation in Haringey. We can't thank you all enough from the 'ground' up to the office.

Damian Melville
Director, Melville & Daughters
Funeral Directors

CASE STUDY



TRADED COMPANIES: HGL – HOUSING GATEWAY LIMITED

An increasing supply of affordable, quality housing options

Housing Gateway Limited (HGL) is a Council owned housing company, which is responsible for the acquisition and management of a property portfolio, providing sub-market accommodation for Enfield

residents. The March 2014, target of providing 500 units has already been achieved 15 months early, and has now been surpassed, with 519 properties currently owned by the company. By reaching this target, it has enabled the Council to provide good quality accommodation for tenants and also make **a cost saving of £4.3m since 2014**. Having sole nomination rights to properties and therefore moving families out of expensive nightly paid accommodation has allowed us to make a significant improvement to our residents living conditions and created a cost saving for the Council. By creating HGL, we have also been able to set a clear standard for the local market which others can be measured

against. It has also enabled the Council to provide long term choices for the future through asset ownership.

Another challenge for the Council is sourcing suitable accommodation for residents with disabilities. However HGL has been able to purchase and tailor properties to individual needs, providing the Council with a creative solution to a complex issue whilst also reducing costly service placements. Being able to provide suitable accommodation in the right area for these residents has **improved their quality of life**, and we are proud to have been able to support where the private sector could not.

CASE STUDY



SCHOOLS TRADED SERVICES

Ensuring business efficiency by managing effective partnerships, to give children the best start in life.

Schools Traded Services is one of Enfield Council's largest traded services, providing a varied range of 37 services to schools. A review highlighted that schools traded services could become more robust in the face of a competitive marketplace, which would ensure a higher quality delivery and better outcomes for children. The first phase of work began with eight services within the Education Department, which

are responsible for a £17m turnover. The Commercial Team was asked to analyse and assess where savings could be made or additional income generated. To do this, the team worked in detail with staff and customers to understand more about the services, as well as undertaking process mapping, activity-based costings, benchmarking, and market analysis. Services were diverse: from schools catering, to educational psychology, governor's clerking to careers advice and work experience.

Efficiency savings of £301k were identified which will allow the service to improve its offer to schools and help to ensure that we are seen as a preferred delivery partner by schools. The review identified the need to **improve customer relationships** and the product offer as well as to become **more efficient** in the way we deliver, and **drive growth** where this was possible. Three key actions were identified to address customer retention:

- To establish a schools traded business unit to provide customer account management and specialised business development, marketing and financial support
- To improve marketing, communications and sales potential by introducing an online customer microsite
- To review prices and products to ensure these are high quality and aligned to the market

We are now continuing to speak with schools about how we work together in the future and how we propose to improve our offer to them. Whilst it is important that our services fully recover their costs and are efficient and commercial, it is equally vital that we build and retain strong partnerships with schools and can add value for them, especially given our shared objective of **giving young people in Enfield the best start in life.**



More information

If you would like to feedback comments on this consultative draft please send via email to nicky.fiedler@enfield.gov.uk

What purpose does it serve?

As austerity continues a new, more agile, innovative and commercially aware operating model is required to ensure limited resources are used to leverage maximum value and create a financially sustainable organisation that meets the changing needs and expectations of residents.



What will the strategy achieve?

The new strategy will be delivered through the successful adoption of guiding principles contained here and supported by wider cultural shift within the organisation. By dismantling traditional silo working we will create the collaborative approach we now require, and in delivery with partners, this will give us the outcomes based solutions our residents need. The strategy has been co-produced with and will be owned by the whole organisation as its success relies upon collaboration, instilling a commercial sensibility in the workforce. Whilst the team led by the Commercial Director has a critical role in supporting this new approach, it will only truly succeed if it is adopted by those who can evolve new solutions to service delivery across the organisation.

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Core focus	Guiding principles	Delivered benefits
<p>Commissioning Procurement Contract management</p> <p>Assets and investments Income generating services Traded services Trading companies</p>	<p>Commercial discipline</p> <p>Entrepreneurial spirit</p> <p>Openness & honesty</p>	<ul style="list-style-type: none"> • New, robust and measurable incomes streams • A collaborative and imaginative environment • Increasing the robustness of the organisation and its collective acumen • Providing a robust and inclusive approach to support decision making processes • Create a deeper, more effective understanding of our assets and their future applications • Inspire staff by embedding a forward thinking, opportunity focused mindset • Increase transparency and accountability • Build organisational strength by investing in the skills and resilience of our own workforce
<p>One Council</p>		

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Indicative Commercial Pipeline Year 1



Traded Services

1. To establish **profit and loss accounts** for all traded services with the default position as minimum cost recovery.
2. To put in place a **fees and charges policy** to be applied to all income and traded services.
3. To capture the **wider VFM** of Council traded services.
4. To **grow the benefit** for the Council and Borough its traded services.
5. To deliver the new operating model and business plan for **school traded services**.



Income generation

1. To establish a consolidated **single pipeline** of all existing and future income delivery.
2. To maximise grant funding opportunities to support service delivery and wider economic growth.
Progress is underway with digital infrastructure.
3. To develop **potential opportunities** through the gateway process and commercial board.
Proposals being developed include: development of the planning service, renewable energy opportunities, expansion the cemeteries service, income generation from filming, further soil remediation schemes.



Assets and Investments

Assets

1. To establish a complete **assets database**.
2. To review the current performance of the portfolio and bring forward a Asset management strategy to invest and **improve the yield**.

Investments

3. To agree a set of **investment principles** to guide future opportunities for investment in for example property, and renewable energy.



Companies

1. To ensure the companies are aligned to the Council's values and **realising the anticipated benefits** to the Council.
2. To develop the **companies reporting** through the Shareholder Board.
3. To review the companies **business plans for next three years** to ensure they aligned to the strategic direction of the Council.
4. To ensure LBE protects its interests and **maximises the value from the Joint Ventures** (Enfield Norse and Montague LLP) and has robust commercial management in place.



Procurement and Commissioning

1. To review current suppliers and opportunities to **rationalise contracts** and where appropriate to **insource work**, where we are best placed to do so and or there are wider benefits the borough.
2. **To develop 12 category strategies**, with initial focus on cleaning, bulk printing and mailing, highways maintenance, ground maintenance and security.
3. To develop a strategy to address homeless prevention and **reduce the spend on temporary accommodation**.
4. To work with the **market and stakeholders** to develop a future strategy to reduce costs to the Council.



Contract Management

Strategic Contract Reviews

1. **Public Health** – to review the current service provision to ensure it meets users needs, optimises resources and presents VFM.
2. To review **housing repairs and highways** maintenance contracts to improve current performance and ensure the future procurement strategy addresses the current issues.
3. To work with **Fusion** to improve the offer from the current contract and the financial return. This will include an option to re-develop the Arnos site.

MUNICIPAL YEAR 2018/2019 REPORT NO. 92

MEETING TITLE AND DATE:

Cabinet – 17 October 2018

REPORT OF:

Director of Commercial

Contact officer and telephone number:

Nicky Fiedler – 020 9379 2016

E mail: nicky.fiedler@enfield.gov.uk

Agenda – Part: 1	Item: 10
Subject: Energetik Funding Options	
Wards: All	
Cabinet Members consulted:	
Cllr Nesil Caliskan, Cllr Ahmet Oykenen	

1. EXECUTIVE SUMMARY

- 1.1. Energetik is seeking guidance and approval to update the objectives and values of its business plan so that it may add to its primary goals the reduction of inequality in the borough by helping to alleviate fuel poverty, noting that its other primary goals are to improve the environment and health within the borough through the significant reduction of carbon and NOx levels within the atmosphere.
- 1.2. The company is at a crucial point regarding its funding strategy and requires a decision to be made by the Council as shareholder on how it should proceed. Both the initial delay and the recent progress with the Meridian Water development offers the Council the opportunity to re-assess the company's sources of future funding and the company's forecast profit with respect to its primary goals.
- 1.3. This report seeks to establish how the Council wishes to fund the remainder of Energetik's business plan (tranche 2) and outlines the options the company has identified. Depending on the option selected, Energetik could reduce its heat tariff charged to customers, providing the opportunity to be cheaper than gas, offering a chance to provide additional social benefit and contribute further to the Council's wider strategic aims of delivering good homes, sustainable and healthy communities and to help build the local economy.
- 1.4. Energetik have identified three practicable funding routes, of which option 3 is the company's preferred route - 1) the Council funds the company directly as per the existing business plan; 2) the company secures external funding or 3) the company secures low-cost external funding with a guarantee from the Council – each has its own advantages and disadvantages. It should be noted that all options are subject to further state aid advice and due diligence, which the company will undertake and refine once the Council has selected a preferred option.

2. RECOMMENDATIONS

- 2.1 To note the different funding options set out in this paper and confirm the Cabinet's preferred option aligns with that of the company.
- 2.2 Aligned with 2.1 above, approve Energetik's proposal to seek a formal proposal from the Mayors Energy Efficiency Fund (MEEF) to establish the details of such alternative funding
- 2.3 To note that change to the company's primary goals and to agree to the company's intention to update its business plan objectives accordingly.
- 2.4 To note that a second paper will be submitted to cabinet early in 2019 detailing the three practicable funding options set out in this report and recommending which funding option the company believes is most suitable and why. This will include details of any possible tariff reduction. The options will be subject to external financial due diligence (as was the case with tranche 1).

3. BACKGROUND

Overview & context

- 3.1. See part 2 report
- 3.2. In the last 12 months:
 - The Meridian Water development strategy has changed from appointing a master developer for all phases to the Council being responsible for driving the development programme by tendering individual phases to the market
 - The Meridian Water team has obtained a planning permission for the first 725 dwellings, phase 1
 - The Meridian Water team has commenced the procurement of the phase 1 developer with a programme to appoint in Spring of 2019 and commence building by the Spring of 2020
 - The Meridian Water team has developed a dwelling build programme for subsequent phases
- 3.3. See part 2 report
- 3.4. See part 2 report
- 3.5. See part 2 report
- 3.6. It was noted in the two-phase drawdown approach was adopted to help the Council manage its investment risk, until more certainty could be gained on the Council's investment (3.33, part 2). The key points that the Council wished to better understand were:

- The construction and phasing programme of the then preferred bidder to become the Master Developer
 - Network Rail's programme for the new Meridian Water train station
 - The NLWAs timetable for its new ERF facility on the Eco Park
 - The completion of Energetik's suite of contract documents, including the on-lending agreement between the Council and the business, and the works required under phase 2 of the Meridian Water DBO contract
- 3.7. By means of a progress update on the above items, which the company considers to be practically complete:
- The Council has amended its delivery strategy for Meridian Water as noted above
 - Network Rail are currently constructing the train station at Meridian Water, and it is expected that this will be completed in the summer of 2019
 - The NLWA is currently planning to complete its ERF facility in 2026, at which point Energetik will connect. This is supported by the coordination of early utility diversion works carried out by both Energetik and the NLWA to facilitate the construction of both the new ERF and Energetik's energy centre
 - Energetik's suite of legal and commercial documents have been completed, including the necessary on-lending agreements, The DBO contract has been executed and has progressed to the planning submission stage
- 3.8. The company's original business plan currently offers Enfield Council and its residents up to £225 million in benefits by providing:
- better value for money
 - better, trustworthy service to customers
 - significant environmental improvements
- 3.9. In addition to these benefits, the company provides the Council with a financial return, and value for money on its investment. However, whilst updating and amending Energetik's business plan with the latest known information, a chance to further improve the benefit provided to Enfield residents has been identified, by reducing the cost of heat to be cheaper than gas. If the Council is willing to allow Energetik to amend its business plan values and strive to achieve this, then it could contribute significantly to Enfield's fuel poverty agenda.
- 3.10. See part 2 report
- 3.11. The option to enhance the benefits for customers in this way is a step away from the existing business plan values, which maximised Council returns whilst offering a fair deal to customers. However, by doing so the Council has a chance to offer real and positive benefits to its residents.

Revised and new information

Results of Energetik's re-run of the financial model

- 3.12. The original business plan was approved in 2017 and assumed Meridian Water would complete its first homes in 2018/19. The main change that has affected Energetik's financial requirements for its Tranche 2 drawdown is the commencement of Meridian Water two years later than originally modelled, the model now assuming that Meridian Water will complete its first homes in 2020/21.
- 3.13. See part 2 report

Why not delay building Energetik's infrastructure?

- 3.14. Energetik received fixed price tenders for the design and construction of its Meridian Water energy centre and network in early 2016. The fixed price for works expires on 31st December 2020. Any works undertaken after this will be indexed based on construction market price increases (ONS data reported via the BEAMA Indices).
- 3.15. In early 2016 when it became apparent that Meridian Water may be delayed, Energetik agreed to fix prices to 31 December 2020 at an additional cost of circa £1 million. This has turned out to be a good decision as market prices according to the BEAMA Indices have increased by 22% as of June 2018, which would have resulted in a cost increases to July 2018 of £3 million. This is predominantly due to material prices increasing due to the drop in the value of sterling.
- 3.16. If Energetik went back to the market and retendered this scope, then this additional £3 million would be reflected in the tendered costs the company would receive. In addition, the design work undertaken by the current contractor to the planning stage of £500k will be duplicated to some extent, as the new contractor would not simply adopt the previous contractor's designs without significant due diligence and reworking. Therefore, Energetik intends to continue with the present contractor.
- 3.17. See part 2 report

Updated Assumptions

- 3.18. Energetik's 2017 approved business plan was based on an identified 13,500 connections that would be connected to one of its Meridian Water heat network and a further 2,078 connections at its other smaller heat networks. This included some connections at Edmonton Green that were not in the Council's gift to deliver, but Energetik believed that these connections were achievable.
- 3.19. However, to provide a very conservative approach, Energetik has re-run its financial model only with connections that the Council can deliver via its estate renewal and new build programmes. Accordingly, the table below shows the

number of connections originally assumed in the Energetik business plan in 2017 and the most recent connection numbers that have been used when re-running the financial model to determine its revised borrowing requirements:

Development	No. connections (2017 cabinet report)	No. connections (2018 updated conservative base case)
Meridian Water	10,000, delivered by the Master Developer + 26,000m2 of commercial space	10,000 homes delivered by Enfield Council + 25,000m2 of commercial space* - 925 homes between 2020 – 2024 - 9075 homes between 2025 and 2047 - 25,000m2 commercial space at Meridian Water between 2021 and 2026*
Westward extension (now identified as Snells & Joyce)	2,000	2,850
Edmonton Green extension	1,500	Not included in conservative base case
Alma Road	992	992*
Electric Quarter	167	167
New Avenue	402	402*
Ladderswood	517 + hotel	517* + hotel
Total	15,578	14,928

* Energetik is aware that there may be additional homes delivered at these developments, however this is subject to planning. Any additional connections would be considered upside to the base case.

3.20 – 3.31 See part 2 report

4. GOVERNANCE AND RISK MANAGEMENT

Further Work Required and Next Steps

- 4.1. Following a decision from Cabinet as requested by this paper, there are several actions the company must undertake including, but not limited to:
- Energetik will seek a formal proposal from the Mayors Energy Efficiency Fund (MEEF) to establish the details of such alternative funding
 - Energetik will investigate the reduction of its tariff to offer heat to customers that is cheaper than gas at the expense of potential dividend payments to the Council
 - Return to Council within 3 months for Tranche 2 approval with further detail and a recommendation as to which funding option should be followed, by how much Energetik's tariff can be reduced whilst maintaining the viability of the company, and options for extending the heat network to further residents in Enfield. This will include a refresh of the business plan with updated baseline figures and the preferred investment option

5. ALTERNATIVE OPTIONS CONSIDERED

5.1 – 5.8 See part 2 report

6. REASONS FOR RECOMMENDATIONS

6.1. See part 2 report

6.2. The updated delivery and phasing strategy at Meridian Water means that the assumptions and associated finances in the 2017 approved business plan needed to be updated. In doing so the company has had the ability to re-assess the best ways to finance Energetik's second tranche of investment.

6.3. The company has identified alternative finance solutions that offer the Council the ability to genuinely reduce heat tariffs by reducing retained earnings in the business, thereby substantially increasing the social benefit generated by the delivery of Energetik's business plan.

6.4. See part 2 report

7. COMMENTS OF OTHER DEPARTMENTS

7.1. Financial Implications

7.1.1. The Finance team has not seen the financial model on which the figures quoted in the financial summary above are based, as such is not able comment on the impact of the Council's finances. The report is not seeking additional funding at this stage. Prior to approval being sought for additional funding, the Finance team will review the model and seek external advice as required to undertake financial due diligence on the options being proposed.

7.1.2. The options cannot be properly appraised without reviewing the supporting financial assumptions which underpin the figures in the report. Further work will be required to establish the validity of the proposed options as well as the impact on the Council's finances in the context of the Tranche 1 funding of £15M previously approved. The different scenarios will also need to be stress tested with different economic / financial outcomes.

7.1.3. The report is not seeking additional funding at this stage. Prior to approval being sought for additional funding, the Finance team will review the model and as stated in the recommendations external due diligence will be carried out of on the different options and the financial impact on the Council of each one.

- 7.1.4. The Council would also need to assess the risk of Energetik being able to generate sufficient revenue income to service the loan repayments. The assumptions will also need to be stress tested.
- 7.1.5. Assurances will need to be gained that the company is 'a going concern' before any further borrowing is undertaken. Otherwise the Council as guarantor for the proposed loans will be liable for all or part of the costs, which will directly impact on the Council's general budget.

7.2. Legal Implications

- 7.2.1. The Council has the power under s.1(1) Localism Act 2011 to do anything which individuals generally may do provided it is not prohibited by legislation and subject to public law principles. Further statutory powers exist to establish and invest in Energetik, and S.1 of the Local Government Act 2003 permits the Council to borrow and lend (subject to complying with the Prudential Code for Finance in Local Authorities).
- 7.2.2. The introduction of the 'general power of competence' under the Localism Act 2011 enables local authorities to explore innovative solutions to deliver more with less, generate income by charging and trading and to provide indemnities and guarantees. The legislation provides that 'a local authority has power to do anything that individuals generally may do'. This includes giving guarantees. However, other restraints of public law still apply. The most relevant of these is that local authorities have a fiduciary duty to act prudently with public monies entrusted to them and must establish (and maintain a full audit trail to support) that the underlying transaction being guaranteed by the Council is itself 'intra vires' and that it has been given due and proper consideration in accordance with the normal public law considerations.
- 7.2.3. When deciding whether to provide a Parent Company Guarantee (PCG) / or further loan, the Council should carefully consider the associated risks also ensuring it considers 'Best Value Principles' under the Local Government (Best Value Principles) Act 1999. The terms of any PCG and/or loan should be subject to legal and commercial due diligence and the final terms of any associated agreement should be in a form approved by Legal Services. In making its decision the Council must also be mindful of the impact of such a decision on any existing loan / funding agreements and PCGs already in place.
- 7.2.4. The proposals in the 'Options Paper' (appended to this Report), including a decision by the Council to:
 - i. provide funding directly;
 - ii. provide a PCG
 - iii. a combination of the above;

- iv. agreeing to a reduction in heat tariffs

7.2.5. All have the potential to represent illegal state aid – as they would confer a benefit on Energetik. Before any decision is made, the Council must ensure it obtains full state aid advice in relation to the project as a whole.

7.2.6. The Council must ensure that it adheres to its Constitution at all times, when making decisions. In addition, as the content of this Report constitutes a key decision, the Council must ensure the Key Decision process is followed.

8. PROPERTY IMPLICATIONS

8.1. Due to the subject nature of this Report, there are no Property Implications.

9. KEY RISKS

9.1. See part 2 report

9.2. Doing nothing is not possible, as Energetik has current commitments to its existing customers and clients at its active and in development heat networks.

9.3. Delayed decision to invest will mean significant cost increases to the company to deliver its infrastructure, which in turn reduces the potential retained earnings in the business and increases the amount of loans required.

10. IMPACT ON COUNCIL PRIORITIES

10.1. Good homes in well-connected neighbourhoods / Sustain strong and healthy communities / Build our local economy to create a thriving place

10.2. Energetik's business plan is aligned with Council priorities. The company was set up to improve the service offered to its residents living on heat networks developed in the borough by offering better quality standards at an affordable price, whilst being better for the environment.

10.3. Energetik is helping contribute to the Council's regeneration aspirations, providing a low-carbon and sustainable heating solution.

10.4. In addition, the company's profits will eventually contribute to the Council's income, as it generates revenue and begins to accumulate retained earnings.

11. EQUALITIES IMPACT IMPLICATIONS

11.1. Due to the subject nature of this Report, there are no Equality Impact Implications.

12. PERFORMANCE AND DATA IMPLICATIONS

12.1. The company reports to the Council regularly and will soon commence reporting to the Shareholder Committee.

13. HEALTH AND SAFETY IMPLICATIONS

- 13.1. The majority of Energetik's works are carried out by sub-contractors. Contractors working for Energetik are required under the terms of their agreements to manage H&S in accordance with all applicable law with respect to all works carried out.
- 13.2. The Energetik management team has the responsibility to ensure it takes appropriate advice and carries out the required audits of contractors to ensure they are adhering to all H&S requirements. Energetik's project manager is responsible for the day to day management of this function and reports directly to the Technical Director. Both team members have ca. 30 years' experience delivering large scale construction projects in line with all H&S requirements.

Energetik H&S monitoring and reporting

- 13.3. Energetik has appointed Frankham's as an independent H&S consultant to provide advice to Energetik when required on the adequacy of the contractor's H&S role, performance and documentation etc., which will include carrying out audits on the works when relevant.

14. HR IMPLICATIONS

- 14.1. N/A at present – no employees.

15. PUBLIC HEALTH IMPLICATIONS

- 15.1. The delivery of Energetik's business plan will create substantial carbon savings due to the avoidance of gas being installed across the heat networks. It is estimated that over the business plan, Energetik will save over 230,000 tonnes of CO₂ (5,000 tonnes per annum avg.). Over the same period, 65 tonnes of harmful NO_x will be avoided, which is the equivalent of taking 2,000 cars off the road each year.

16. Background Papers

None

17. Appendices

Appendix 1 - See Part 2 Report

Appendix 2 - See Part 2 Report

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MUNICIPAL YEAR 2018/2019 REPORT NO. **93**

MEETING TITLE AND DATE:

Cabinet – 17 October 2018

REPORT OF:

Executive Director - Place
Sarah Cary

Contact officer and telephone number:

Nick Martin 020 8379 4550
Susan Sharry 020 8379 3996

Agenda - Part: 1	Item: 11
Subject: The approach to reducing Homelessness and Temporary Accommodation in Enfield	
Wards: All	
Cabinet Members consulted: Cllr Maguire & Cllr Lemonides	

1. EXECUTIVE SUMMARY

- Enfield faces significant challenges in addressing homelessness. Homelessness is increasing nationally due to complex and interrelated factors. The rising cost of renting and purchasing a home in London one factor. Enfield is also seeing, in common with all other local authorities, an increase in demand for homelessness services arising from welfare reforms and a major reform of England's homelessness law since April 2018.
- Given the above there are increasing pressures on preventing homelessness and the provision of sufficient housing supply in Enfield. In particular, pressure on temporary accommodation has increased significantly. At the end of March 2018 Enfield was ranked 2nd highest nationally for the number of families in temporary accommodation, equating to 3350, most of which are housed in private sector owned properties.
- The numbers of households approaching Enfield are increasing and we need to find a sustainable way to intervene to address the highest causes of homelessness and reduce the demand for temporary accommodation.
- The Council's duty under the Housing Act 1996 (as amended) to house the homeless poses significant budget pressures for the Council. Given current trends and new legal requirements to prevent and relieve homelessness under the Homelessness Reduction Act 2017, the budget pressures will only increase unless action is taken to provide a more cost-effective alternative and put in place initiatives to reduce homelessness

- This report sets out an approach to reducing homelessness and to reducing the budget gap on temporary accommodation. The report recommends a mix of interventions and initiatives, including investing in reducing the numbers of homeless cases and increasing housing supply and reliance on nightly paid accommodation.

2. RECOMMENDATIONS

- 2.1 To note the report and cost the council is facing dealing with increasing homelessness demand and the cost of temporary accommodation services.
- 2.2 To agree that officers do further work on proposals in section 3.15 – Modular (flexible) Housing, section 3.16 – Social Lettings Agency and investment in prevention to reduce demand and increase supply of housing and bring these back for a further consideration by January 2019.
- 2.3 To note that the council's focus on preventing homelessness, a new Homelessness Prevention Strategy is in development and it is planned go to cabinet early in the new year.

3. BACKGROUND

3.1 Strategic Context

Enfield faces significant challenges in addressing homelessness including budget pressures. Homelessness is increasing nationally due to complex and interrelated factors. Enfield is also seeing, in common with all other local authorities, an increase in demand for homelessness services arising from major reforms to England's homelessness law since April 2018.

The 2019/20 financial year will be the ninth year in which local government has faced significant funding reductions. Enfield Council's core government funding has been reduced by over 50% since 2010/11, a cash reduction of £100m. In addition, increasing service demand over this period has created significant budgetary pressures. This means that we must find savings and additional income of £18m in 2019/20 in order to balance the budget.

In 2011/12 the total budgeted cost of homelessness and TA was covered by the rent received from the TA portfolio, we had in the region of 1950 households in TA.

However, in 2018/19 the total cost of providing this service is in excess of £8m (taking into account rent received) with 3350 households in TA and is set to increase without intervention by 10% per annum. There is further risk in

relation to the Flexible Housing Support Grant as is only guaranteed until 2019/20 and subject to the council's performance in preventing and relieving homelessness

- 3.2 There are increasing pressures on housing supply for residents of the borough and this has led to a burden on Enfield's temporary accommodation (TA). There is a significant increase in the use of TA particularly nightly paid accommodation (NPA) over the last few years after a period of declining numbers and relative stability. While the demand for TA is outstripping the supply, the forecast also indicates a continuous increase in the use of expensive nightly paid accommodation (NPA).
- 3.3 Historically TA was accessed by households where they had been asked to leave by family or friends, this accounted for circa 75% of homeless approaches per annum. This profile has changed in the last 4 to 5 years where now we see circa 64% of homeless approaches per annum are due to loss of private rented accommodation through no fault of their own i.e. the landlord has served notice to leave as they may wish to sell, move back in to the property, but more prominently to relet at a higher yield for both guaranteed rent or the professional private market

3.4 Homelessness Trends in Enfield

Since 2012/13 the number of households accepted a homeless in Enfield has been consistently above the national average for London boroughs. During 2017/18 the Council dealt with 1,072 homeless applications and booked 1,233 households into temporary accommodation.

On 31st March 2018 there were 3,350 households in temporary accommodation in Enfield, a 70% rise from 2012. Enfield was second highest nationally. The increase in homelessness combined with multiple pressures on the private rented sector is causing an increase in the number of households being placed into expensive nightly paid temporary accommodation. In 2017/18, 784 households were accepted as homeless. Loss of private rented accommodation was the highest cause of homelessness accounting for 64% acceptances; host ejections accounted for 23% of acceptances.

3.5 Factors driving an increase in homelessness

During 2018 the Council undertook a review of the factors driving an increase in homelessness in Enfield. In summary, they include:

- A rising population, including international migration and increasing levels of deprivation
- Welfare reforms including benefit caps and the introduction of Universal Credit
- A lack of affordable accommodation including rising house prices, a serious shortage of social rented homes and rising rents in the private rented sector that are above the Local Housing Allowance (LHA).

- Private landlords withdrawing from letting private rented homes to low income and benefit dependant households due to welfare reforms, instead preferring to move into the temporary accommodation market with less risk
- Other boroughs placing their homelessness families in Enfield through procuring private properties for temporary accommodation or a prevention solution

3.6 **Legal Requirement for a homelessness Strategy**

The Homelessness Act 2002 requires local authorities to have a Homelessness Strategy that includes plans for:

- Preventing homelessness
- Ensuring sufficient accommodation is available for people who are, or who may become homeless
- Ensuring there are satisfactory support services for people who are, or may become homeless, or who need support to prevent them from becoming homeless again

Enfield's new 5-year Homelessness Prevention Strategy is in development with a strong focus on identifying people at risk at an early stage. Through partnership working the strategy aims to make best use of resources and ensure advice, support and assistance helps people stay in their homes or find sustainable alternative homes elsewhere.

Importantly, successful delivery of this strategy links closely with wider Council strategies and policies that already exist or are in development including:

- Enfield's Housing Strategy
- Health and Well-being Strategy
- Children and Young People's Plan
- Customer Experience Strategy
- Enfield's Allocations Scheme
- Temporary Accommodation Placement Policy
- Discretionary Housing Payments Policy
- Intermediate Housing Policy
- Tenancy Strategy and Policy
- Housing Enforcement Policy
- Housing Assistance Policy

3.7 **Homelessness Reduction Act 2017**

The Homelessness Reduction Act (HRA) 2017 (HRA) was enacted on 3rd April 2018 and significantly reforms England's homelessness law by placing

new duties on local authorities to intervene at a much earlier stage to assess and prevent homelessness. The changes require local authorities to assist all homeless households irrespective of their priority need status and put in place a Personal Housing Plan that is kept under regular review. The legal requirement for prescribed public bodies to refer those who are homeless or at risk of homelessness with effect from 1st October 2018 is expected to increase demand for services.

3.8 Increased Service Demand

When the HRA was introduced, Industry experts predicted that homelessness approaches would increase by 50% with most of this increase coming from single homeless households. Current staffing levels, included recruitment of 27 extra front-line staff, based on financial modelling undertaken in December 2017 and an estimate of 3,432 homeless approaches annually. Between April – June 2018 there were 1,027 homeless approaches with demand forecasted in year 1 at 4,000 approaches. Developing a shared intelligence about homelessness and keeping this under review is key for managing and reducing demand including targeting resources appropriately.

3.9 Increased Casework Administration

The HRA has introduced a significant burden regarding casework administration and management including the legal requirement to draw up a Personal Housing Plan that addresses the Housing and support needs of all applicants and all household members. Officers are required to draft many more Notifications and decision letters to administer a case and record in detail the progress and outcomes to comply with Government H-Click statutory data returns. The number of opportunities for applicants to request a Judicial Review regarding case administration and decisions has increased from 2 to 7 requiring the right level of trained staff for greater thoroughness and robustness in decisions and case administration.

3.10 A new Service Model for delivering homelessness and prevention services

Implementation of the new legislation has resulted in significant changes to the way homelessness and prevention services are delivered. Measures undertaken to implement the changes are set out in Appendix 1.

Providing the right advice and casework support to prevent residents from being made homeless and empower them to make positive choices about where they live is at the heart of our new service model and features in our Homelessness Prevention Strategy. Homelessness prevention initiatives require significant investment to reduce the number of eligible families going into expensive and unsuitable temporary accommodation. Many homeless households approaching the Council for services are the most vulnerable in social and economic terms. Ensuring equality of opportunity and timely access to services is essential for preventing homelessness.

Many homeless households present with multiple and complex issues. Enfield has a range of services in place to prevent homelessness and these need to be ramped up and enhanced to address the increase in households approaching for homelessness and prevention services. New services also require development.

3.11 Loss of Private Rented accommodation

Essential services required to address the highest cause of homelessness, loss of private rented homes include:

Tenancy Sustainment Services

Enfield has a frontline tenancy sustainment and casework service for reducing evictions covering advice on tenancy rights, defending possession proceedings, mediation with landlords and agents, addressing rent arrears and disrepair, maximising income including applications for discretionary housing payments, addressing benefit issues including Universal credit delays, illegal eviction and rogue landlords. Close working with the Council's Financial Assessments and Enforcement Teams provide added value.

Rent Deposit Scheme

Where tenancies cannot be sustained rent deposit schemes play an important role in preventing homelessness. Enfield has a successful rent deposit scheme called Home Finder Scheme to assist eligible homeless households to find their own suitable and affordable home in the private rented sector. In 17/18 the service assisted 383 households. This service faces additional pressure considering increased service demand.

Tenancy Relations Service

A current gap in service is dedicated resources to more effectively address illegal evictions and rogue landlords. More can be done to prevent private landlords from evicting and harassing their tenants into leaving accommodation with additional resources.

County Court Representation Service

Investment in dedicated resources for representing tenants who have a defence to possession proceedings and building positive relationships with the Court Service can prevent more households from being made homeless.

3.12 Host Ejections

Host ejections continue to be the second highest cause of homelessness.

Targeting and strengthening mediation and home visit services at priority need households who have been asked to leave by family and friends has positive homelessness prevention benefits. These include the ability to confirm homelessness and residency, address reasons for the relationship breakdown, manage expectations and agree a planned housing solution.

Relationship Breakdown

Relationship breakdown is the 3rd highest cause of helplessness and requires multi agency pathways to effectively support those facing serious domestic abuse and harassment.

3.13 **Pathways and Customer Journeys**

The Council has a wide range of multi-agency pathways and customer journeys in place to address homelessness including attendance at the Multi-Agency Public protection arrangement meetings (MAPPA) hospital discharge, prison discharge, 16 & 17-year olds mental health, rough sleepers and care leavers.

Intervening to prevent homelessness, often in an emergency or crisis, often requires an immediate joint responses and sufficient resources to unravel complex challenges that have resulted in the risk of homelessness. Where homelessness cannot be prevented the local authority is required to assess housing need, support and find suitable accommodation. Additional resources are required to strengthen and enhance Enfield's approach.

Holistic and Enhanced Housing Options and advice services

With additional investment, homelessness prevention services can be strengthened by introducing enhanced services providing targeted opportunities for applicants and household members to access work, training and education opportunities. Providing services aimed at increasing income, budget management as well as health and screening checks within the right environment can contribute towards improved health and well-being.

Outreach work

Investing in targeted outreach work, for example, to schools and colleges aimed at raising awareness about housing options and the realities of leaving home can support a reduction in homelessness.

Joining up services and exploring further opportunities with statutory, voluntary and community organisations are essential in order to make best use of all resources. Involving customers in designing and shaping services will also support better outcomes for reducing the use of temporary accommodation.

Existing and new supply initiatives to reduce TA and cost

- 3.14 We have developed a list of projects to assist in driving down the cost of TA and ultimately to drive down homelessness in the borough. We are committed to £1.1m in savings for FY19/20 to address the net loss on the TA portfolio, the projects below are already in process and are as follows:

- 'Move on' to the PRS
- Matching supply with household demand
- Reduction in high cost TA (NPA)
- Increase in leased accommodation

- Use of council regeneration properties for Private Rented Sector (PRS)

‘Move on’ to the PRS – many house households have been staying in TA for a long period of time, the average length of time currently 2.4 years (nightly let portfolio). With use of the Flexible Homeless Support Grant (FHSG) we have recruited a team of officers to commence carrying out suitability assessments to assist households to move to more suitable accommodation in the private sector

Matching Supply with household demand – some households have been placed in TA for a long period of time, however their circumstances may have changed. This project aims to ensure that households are placed in the right properties to assist in reducing spend on TA, particularly NPA.

Reduction in high cost TA (NPA) – target those families in high cost TA to move on to either more reasonably priced leased TA or move on to the private sector if appropriate. This will help reduce TA spend and change agents market expectations.

Increase in leased accommodation – we are keen to reduce the use of NPA by acquiring more long term privately leased properties, this will aid portfolio stability and give better value for money.

Use of council regeneration properties – there are number of empty social housing units earmarked for demolition in regeneration areas around Enfield. Following a successful re-tender for a managing agent to manage and refurbish these units we are in the process of handing over and initial 92 (of a proposed 150) properties for use on a discharge of duty basis until they are demolished. This project provides significant income and savings to the council.

3.15 **Existing supply projects:** We have additional supply projects proposed, some of which have already been agreed at cabinet, that will add new more cost-effective supply to our portfolio both from a TA and PRS (Discharge of Duty) perspective. This will help us to be less reliant on expensive letting/estate agents, the projects that have agreement at cabinet are as follows:

- Modular (Flexible) Housing - **KD 4238** and **KD4292**
- Roof Space Conversions – **KD 4679**

Modular (Flexible) Housing – this project aims to provide a flexible, quick build housing to secure short term, cost effective accommodation to help meet the rising demand for accommodation. Flexible Housing can take a number of forms including temporary, relocatable modular accommodation. This will also enable the council to make use of underutilised sites on a ‘meanwhile use’ basis.

There is an approved key decision for this project (KD 4238) from January 2016 where at cabinet the principle of flexible housing was agreed and that the decision for use of sites be delegated to Lead Members for Housing and Finance, and Executive Directors for Place and Resources. Further to this decision we completed a tender exercise for the delivery of Flexible Housing. From the tender exercise we have an approved framework of 7 providers, this was agreed at cabinet in July 2016 under a key decision (KD 4292). This project will enable us to reduce the use of costly nightly paid accommodation and provide more supply in the Enfield area.

Roof Space Conversions - We have identified more than 80 low rise blocks (up to 3 floors) around the borough that have roof space that could lend themselves to conversion of more than 200 flats (2 to 3 flats per block). The projected costings for this project show that we can deliver 1 and 2 bed properties at 40 to 60% of the cost of buying properties on the open market.

We can make use of right to buy receipts for this project as is development of social housing units. This represents a far more efficient use of right to buy receipts than using them to buy properties on the open market. Importantly, the creation of properties rather than a dependency on the private market will give us more control over pricing. This project will also assist in providing much required new supply of properties in Enfield. The project received Cabinet approval in July (KD 4679) and is now in process.

3.16 **New supply project:** We are in the process of preparing cabinet report:

- Social Lettings Agency (SLA)

Social Lettings Agency (SLA) – Social lettings agencies are a form of private renting access scheme run on a commercial basis. They help homeless and vulnerable people to access and sustain PRS tenancies, but also generate income to cover operational costs. We are looking to explore the use of an SLA to help us to discharge our homeless duty in the private sector and reduce the use of costly TA. An SLA will enable us to further engage with private landlords directly rather than costly letting agents as we do currently. This will also help to reduce the use of TA and therefore cost. It also proposed that with use of an SLA we can service other areas of the council for accommodation such as Adult Social Care clients with physical disabilities for example.

We have set up a brand named 'Enfield Let' and have in place a marketing campaign to include advertising in local papers/magazines, digital marketing (social media), attendance at landlord shows. The overriding aim of Enfield Let is to provide landlords with an honest deal, and assist households to move to stable, good quality and affordable accommodation in the private sector with a

brand they can have confidence in. We are in the process of gaining advice on the set up and operational costs of an SLA and hope to come back to cabinet by January 2019 with a proposal.

There is a new pan London initiative named 'Capital Letters' that all London Boroughs have been invited to join. This is a jointly funded project by the Ministry of Housing (MHCLG) and GLA. It is proposed that a central procurement hub for PRS and leased TA is set up to service all boroughs to gain more control over the housing market. The issue with the pan London initiative is that it intends to pay incentives to landlords and agents to let their properties, however we feel that this may assist in escalating prices further (especially in Enfield) due to the level of incentives on offer. It also involves the council becoming part of a trading company, and the potential transfer of staff to the company in a central location. This initiative requires a full financial and impact assessment before we commit to potentially joining.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 **Do nothing** – Preventing homelessness is a statutory duty. If the local authority does not invest in prevention activities and administer applications correctly there is a risk of Local Government Ombudsman challenges and Judicial Review legal challenges as well as reputational damage to the council. A lack of prevention activity will cause increased homeless approaches and demand for emergency accommodation.

If we were not to implement the list of move on and supply projects this will lead to escalating TA costs as the portfolio will continue to grow, with little chance of move on for families.

- 4.2 **Invest in prevention but not supply initiatives** – Our primary aim is to prevent homelessness wherever possible. Where this is not possible and there is insufficient supply and alternative housing options are available this will result in eligible household's being placed into expensive nightly paid accommodation. This will drive the market further towards the guaranteed rent market causing further private rented sector evictions. This will also create an increasing portfolio of families living in costly TA with limited chance of move on and discharge of the council's homelessness duty into the private sector.

- 4.3 **Implement supply initiatives, but no investment in prevention** - We can implement all supply initiatives as detailed in this report, however if we do not invest in prevention there will be a continual flow of homeless families approaching with a requirement for temporary accommodation and private rented accommodation.

Increased demand on this service causes pressure on the nightly paid market leading to escalated prices. This will also drive landlords in the private rented market towards guaranteed rent with letting agents who currently supply us with nightly paid accommodation, this will lead to further price inflation.

5. REASONS FOR RECOMMENDATIONS

- 5.1 Without addressing the net loss across the TA portfolio and the increasing number of homeless approaches the net loss is estimated to increase by approximately 10% per year, adding further pressure to the Councils overall financial position.
- 5.2 Potential investment in a Social Lettings Agency will enable us to engage directly with landlords rather than letting and estate agents where there is an additional layer of costs in providing TA and PRS accommodation. This will enable us to roll out the 'Enfield Let' brand as a trusted offer to landlords and assist households to move to stable, good quality and affordable accommodation in the private sector with a brand they can have confidence in.
- 5.3 The development of Modular (Flexible) Housing will enable us to provide good quality TA with the use of sites in the Enfield area on a 'meanwhile use' basis. This will help to reduce our reliance on costly nightly paid accommodation and will also set the expectation that TA is provided on a 'temporary' basis whilst we find a more suitable property in the private sector.
- 5.4 By addressing the pressure on TA costs this will enable us to invest in frontline homelessness and prevention services, addressing the main causes of households becoming homeless and efficiently administer cases whilst working with the market to stabilise the PRS. This will help to ensure that TA is provided as a last resort for those in need where homelessness cannot be prevented.

6. COMMENTS OF OTHER DEPARTMENTS

6.1 Financial Implications

The gross cost of Temporary Accommodation (TA) in Enfield is currently more than £50m per annum (net cost is £4.2m) and without intervention will continue to rise year on year (currently estimated at approximately 10% per year). This is unsustainable in the medium to long term and adds to the budgetary pressures that the Council faces. In addition, it costs approximately £4.5m in staff costs in providing homelessness services. There is a commitment to reduce this pressure with a range of savings and initiatives designed to both prevent homelessness in the borough and where homelessness does occur to provide cheaper, better accommodation for those in need.

The Council has currently identified £1.1m of savings around the supply of TA which will be in place for the start of 2019/20. These are linked to the savings initiatives described in paragraph 3.14 in the main body of the report.

The Council is currently in receipt of the Flexible Homelessness Support Grant (FHSG) which is partly administered to give Local Authorities the means to implement a successful prevention strategy. However, this funding is currently only agreed until 2019/20 so although this could be used to fund the yet unquantified additional resources as mentioned in the report these may only be short term.

A more detailed assessment of the finances for each scheme described in paragraphs 3.15 and 3.16 will follow in due course once they have been approved in the early part of the new year together with the new Homelessness Prevention Strategy.

6.2 Legal Implications

6.2.1 The 2017 Act made several amendments to existing homelessness legislation extending the duties of housing authorities. The duty to prevent and relief homelessness is at the forefront of the changes. Effective prevention and or relief action means less households will be owed the s188 interim accommodation duty thereby reducing the number of households placed in expensive nightly paid accommodation.

6.2.2 There is however not an unlimited period of time for any such prevention or relief work to be done successfully and this reports correctly and identifies the need for investment in prevention.

6.2.3 It is not possible to prevent homelessness successfully in every case and the further recommendations in this report to increase supply and reduce cost will assist the Council to comply with its housing accommodation duties. Increasing supply will reduce legal challenges as the Council will be in a better position to comply with its duties as and when an accommodation duty arises

6.2.4 The recommendations in this report are in accordance with the Council's statutory duties under homelessness legislation including duties imposed by Children Act legislation.

6.3 Property Implications

None

7. KEY RISKS

None

8. IMPACT ON COUNCIL PRIORITIES

8.1 Good homes in well-connected neighbourhoods

The proposed options will help the Council to deliver good homes in well - connected neighbourhoods and help to reduce the use of temporary accommodation across the Borough.

8.2 Sustain strong and healthy communities

By reducing homelessness and Temporary Accommodation in Enfield we can help support and strengthening our local communities and work to address and improve health outcomes for our residents.

8.3 Build our local economy to create a thriving place

By empowering tenants to being more self-sufficient and make their own choices this will support the delivery of the council priority to build a local economy a thriving a place.

9. EQUALITIES IMPACT IMPLICATIONS

9.1 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 it do not unduly or disproportionately affect access by some groups more than others.

9.2 Corporate advice has been sought regarding equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report outlining the approach to reducing homelessness and Temporary Accommodation in Enfield

However, it should be noted that projects or work stream deriving from this may be subject to a separate Equalities Impact Assessment. Therefore, the separate projects and work streams will be assessed independently on its need to undertake an EQIA to ensure that the council meets the Public Sector Duty of the Equality Act 2010.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

Robust performance management provides the Council with accurate data and ensures that service delivery is meeting local needs and priorities. The Corporate Performance scorecard presented quarterly to cabinet includes an over view of the key measures around Homelessness and Temporary accommodation. Through performance monitoring we can ensure our

interventions are successfully support service delivery and achievement the council's priorities.

11. HEALTH AND SAFETY IMPLICATIONS

None.

12. HR IMPLICATIONS

None.

13. PUBLIC HEALTH IMPLICATIONS

Decent housing is a basic tenant of a healthy life. Beyond the notions of warmth and shelter it provides security, refuge and the basis of a family life. Anything Enfield can do to prevent or mitigate the effects of homelessness will be useful in improving the health of the public.

Background Papers

None

Appendix 1:

Homelessness and Prevention Service Changes and Improvements arising from the Homelessness Reduction Act 2017

The homelessness Reduction Act 2017 enacted on 3 April 2018 has required the local authority to put in place a range of service improvements to deliver the changes and improve the customer experience. They include:

- Procuring a new IT solution (HOPE) for managing casework and reporting on outcomes in line with government H-Click data requirements. Future government Flexible Homeless Support Grant allocations will depend on demonstrating success in preventing and relieving homelessness.
- Implementing a new service model and structure including Triage and back office casework function and keeping it under review to ensure efficiency and value for money. Phase 2 involves working with homeless households and partner agencies to build financial resilience and resilience with employment, education and training support to improve health and well-being.
- Emending the right staff behaviours and culture through staff training and development to deliver robust and timely assessments and a positive customer experience
- Working with partner agencies to map high demand customer journey processes for challenging issues including domestic abuse, rough sleeping, private sector evictions, host ejections, hospital and prison discharge.
- Development of customer service standards, improving customer communications and reviewing the website offer
- Implementing a corporate communications project to encourage those at risk of homelessness to get advice and assistance early and improve access to services
- Using customer insight to shape, design and inform service delivery
- Using local intelligence to forecast and effectively manage demand for services
- Exploring options for improving the current facilities and environment at John Wilkes House to improve the customer experience and enhance service delivery

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MUNICIPAL YEAR 2018/2019 REPORT NO. 94**MEETING TITLE AND DATE**

Cabinet 17th October 2018

REPORT OF:

Commercial Director

Agenda – Part: 1**Item: 12****Subject: Mobile Telephone Masts and Transmitters on Civic Buildings: Review of Council Policy Decision****Wards: All****Key Decision No: 4685****Cabinet Members consulted: Cllr Brett, Cllr Oykenner, Cllr Lemonides**

Contact officer and telephone number:

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1. EXECUTIVE SUMMARY

- 1.0 The purpose of this report is to review and redefine the Council's current policy decision regarding the siting of mobile telephone masts and transmitters on civic buildings which has been in place since 2003.
- 1.1 Since 2003 there has been an improved understanding regarding the potential risks to public health of transmitting equipment.
- 1.2 There has also been a significant increase in the importance of internet and mobile communications to enable residents to fully access Council and other services.
- 1.3 There is a potential significant benefit to utilising council owned rooftop sites for transmitters providing broadband access for commercial business particularly in the East of the Borough where access is more restricted than other areas.

2. RECOMMENDATIONS

2.1 Members are asked to approve the following:-

- That with respect to transmitters providing gigabit broadband connectivity for businesses only the Council changes the policy decision from 2003,
- That new applications regarding the siting of transmitters providing gigabit broadband connectivity for businesses on Council owned buildings are considered on a case by case basis through the usual planning process.

3. BACKGROUND

- 3.1 Cabinet received a comprehensive report on all aspects of Telecommunications installations on 3rd July 2001. This was followed by a further report of the Quality of Life Scrutiny Panel of 13 March 2002.
- 3.2 At its meeting of 15 July 2003 Cabinet agreed a policy decision that new installations of telecommunication equipment on schools or close to residential areas will not be given landlords consent.
- 3.3 The London Plan and London Borough of Enfield's 2020 strategy both highlight areas of deprivation and significant industrial areas in the East of the borough that require social and economic regeneration. It is recommended in these strategies that investment in digital infrastructure is a fundamental pre-requisite to stimulate social, economic and business growth in these key areas.
- 3.4 The Council is exploring a number of options to improve digital infrastructure within the Borough including improvements to small cell coverage, increased utilisation of the Council's fibre and ducting assets and provision of wireless Gigabit broadband for business in the Borough.
- 3.5 The creation of world class digital infrastructure in well-connected neighbourhoods is a key pledge within our new Corporate Plan for 2018-2022 and our 'Digital Enfield' strategy currently under development. If successful in our approach we would be able to demonstrate positive outcomes to support our residents as well as create the potential for sustainable income streams to assist with future service delivery. Some of the main benefits we could expect to evidence would include:
 - Emphasise the attractiveness of Enfield as a place to invest by having digital infrastructure to meet future business need
 - Support existing businesses and encourage new ones to locate in the borough
 - Generate sustainable income streams for the local authority as a result of innovative use of existing assets
 - Make the highest quality digital services available to residents in some of our most deprived wards in East Enfield
 - Improve the functionality and sustainability of public buildings through better digital performance
 - Facilitate upskilling of the local workforce – raising aspiration and positive affecting income levels for local people
 - Be able to advance the quality of offer to local people through adult social care services as a result of better digital connectivity
 - Provide the digital infrastructure that can ensure all new housing

projects and estate refurbishments can include upgrading digital connectivity to local residents in their planned outcomes

- 3.6 The approach would also support the wider economic development and regeneration strategy of the Council in enabling improvements in business broadband connectivity with a consequent uplift in business retention and attracting new businesses to the Borough and supporting SME's and Micro businesses
- 3.7 To support this investment in the digital infrastructure within the Borough there will be a need to explore opportunities to improve broadband access to business through use of Gigabit wireless transmitters that can deliver connectivity in areas where there are no suitable fibre networks. This may require siting of transmitting equipment on Council owned buildings.

Soft Market Testing

- 3.8 A soft market testing exercise has been carried out on behalf of the Council by a specialist consultancy, who has reported that:
- There is emergence of new models and companies to manage and commercialise council owned assets including capitalisation of rooftop rentals, joint ventures and strategic commercial partnerships.
 - Real interest in working with the Council to deliver Gigabit broadband connectivity for businesses within the Borough (Business Parks).
 - Real interest in having access to council owned rooftops with a view to delivering Gigabit wireless business broadband services to businesses within the Borough.
- 3.9 The proposed approach to realise these benefits would be through direct engagement with the market and securing site by site leases to occupy specified rooftops on a non-exclusive basis.

Consultation

- 3.10 As potential sites are identified, the Council will, through the formal planning process, engage fully with the HRA and with residents prior to any installation. The consultation will ensure residents clearly understand the public health position and the benefits that will accrue to them as a result of hosting the apparatus, such as improved internet access and speed.
- 3.11 In addition there will be clear terms and conditions regarding access and maintenance arrangements to prevent any uncontrolled use or visits to Council properties.

4. ALTERNATIVE OPTIONS CONSIDERED

To continue with the existing policy – this would significantly limit the opportunities to increase social inclusion through technology.

5. REASONS FOR RECOMMENDATIONS

Exploiting these opportunities would provide the following benefits for the Council:

- Support the wider economic development and regeneration strategy of the Council in enabling improvements in business broadband connectivity with a consequent uplift in business retention and attracting new businesses to the Borough and supporting SME's and Micro Businesses.
- Attract further investment from wireless broadband operators into the London Borough of Enfield.
- Generate additional revenue from sectors of the telecom operators without the inherent risks of the new Telecom Code Powers.

6. COMMENTS OF OTHER DEPARTMENTS

6.1 Financial Implications

6.1.1 The change in policy should create opportunities to generate additional revenue and support the wider economic development of the borough.

6.1.2 As and when these opportunities materialise, further financial analysis will be undertaken and the related financial implications covered in any subsequent reports. The outcomes of which will be reported through the regular revenue monitoring and the Medium Term Financial Plan.

6.1.3 Soft market testing has estimated that rental values could be in the region of £20k per annum per site.

6.2 Legal Implications

6.2.1 Section 1 of the Localism Act 2011 provides the Council with the power to do anything an individual may do, subject to a number of limitations. This is referred to as the "general power of competence". A local authority may exercise the general power of competence for its own purpose, for a commercial purpose and/or for the benefit of others. This general power of competence provides sufficient power for the Council to enter into agreements to site mobile telephone masts and transmitters on civic buildings.

- 6.2.2 The Council must conscientiously consider the product of any public consultation undertaken.
- 6.2.3 The Council must comply with the Electronic Communications Code set out in Schedule 3a to the Communications Act 2003 (the “Code”) and accompanying Ofcom code of practice when considering applications and granting rights to place telecommunications equipment
- 6.2.4 Any property rights granted to third parties arising from the matters described in this report must be in accordance with the Council’s Property Procedure Rules.

6.3 Property Implications

- 6.3.1 To comply with the Council Property Procedure Rules (PPR’s) the opportunity, for each site, must be advertised in the open market.
- 6.3.2 A report will be required, signed off by a qualified chartered surveyor, confirming that the rent offered and proposed terms for each site/installation represents best value for the Council as set out within the Local Government Act 1972 and so as to comply with the PPR’s.
- 6.3.3 Any agreed lease terms need to include a provision to lift and shift the equipment of the provider on all sites to enable the Council the flexibility to undertake matters such as repairs to roofs; repairs to Council owned equipment etc.
- 6.3.4 Any agreement should include a requirement that separate electricity sub meters be installed; at the providers own expense, so that all usage for their equipment is paid direct to the electricity company.
- 6.3.5 Property services have been consulted before Heads of Terms are issued and before the award of any agreement, on all sites, in order to review the proposed lease terms and to ensure that they represent best value and that they comply with the Councils PPR’s.
- 6.3.6 All occupation must be formally documented in a suitable agreement approved by legal services

7. KEY RISKS

There is the potential for public concern surrounding the installation of transmitting equipment on or near residential properties. This would be

mitigated by ensuring full consultation and engagement with HRA leaseholders is undertaken prior to any installation.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Good homes in well-connected neighbourhoods

The proposal will Support the wider economic development and regeneration strategy of the Council

8.2 Sustain strong and healthy communities

The proposal will attract financial investment into the Borough

8.3 Build our local economy to create a thriving place

Improvements in business broadband connectivity will increase business retention, attracting new businesses to the Borough and support SME's and Micro Businesses.

9. 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 proposal.

10. PERFORMANCE MANAGEMENT IMPLICATIONS

Lease terms and conditions including rental received will be managed through strategic property services in line with existing council assets

11. HEALTH AND SAFETY IMPLICATIONS

None

12. PUBLIC HEALTH IMPLICATIONS

12.1 In 2003 there was concern that radiation from mobile phone masts / mobile phones / transmitters might have a number of health effects ranging from nosebleeds and headaches to cancer. Since the early 2000's there has been a considerable increase in the use of mobile technology and the infrastructure required to support this usage. There have also been a number of studies exploring the association between for example, mobile phone use and cancer.

12.2 The International Agency for Research into Cancer (IARC), part of the World Health Organisation, convened 31 experts who in 2011 concluded that "radiofrequency electromagnetic fields" – the sort given off by mobile phones – belong to "Group 2B", which means that they

“possibly” cause cancer in humans. This is the same category as aloe vera, carpentry and talc-based body powders.

- 12.3 Further studies since then have found no effect of mobile phone use on tumour of the brain / spine and non-Central Nervous System cancers. Similarly epidemiological evidence is that whilst mobile phone use etc has risen exponentially in the past decade rates of brain cancer have not. It should also be noted that whilst causal mechanisms between tobacco, alcohol and asbestos have been established no such causal pathway has been robustly postulated. There is no dispute that mobile phones emit microwave radiation but it is millions of times less than an X-ray and not enough to damage DNA.
- 12.4 Healthcare is increasingly reliant on use of IT, mobile devices and the free-flow of electronic information. Supporting the infrastructure for such communication will be increasingly important as this reliance grows.
- 12.5 In addition to the discussion points above, anecdotal evidence of similar equipment sited on or near health authority buildings such as the Vodafone mast at Hackney Hospital, or O2 and Vodafone equipment at the QE2 hospital Welwyn Garden City, shows that health authorities are willing to host this equipment.

Background Papers

None

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THE CABINET

**Draft list of Items for future Cabinet Meetings
(NOTE: The items listed below are subject to change.)**

MUNICIPAL YEAR 2018/2019

NOVEMBER 2018

- 1. North London Waste Plan Draft Regulation 19 Publication** Sarah Cary

The North London Waste Plan (NLWP) sites, policies and evidence base have been revised and updated from its Regulation 18 version and the new draft is ready to be approved by Cabinet for public consultation. **(Key decision – reference number 4709)**
- 2. Meridian Water Financial Review** Sarah Cary

This will provide an update for Members. **(Key decision – reference number 4469)**
- 3. Housing Repairs and Maintenance Service** Sarah Cary

This will consider the process to procure contractors. **(Key decision – reference number 4694)**
- 4. Variation to Ernst and Young (EY) Co-sourced Contract** Nicky Fiedler

This will seek agreement to the proposed amendments to the contract and the transition of the service back. **(Key decision – reference number 4754)**
- 5. Revenue Monitoring Quarter 2 – 2018/19** Fay Hammond

This will provide an update on the Council's revenue monitoring position as at September 2018. **(Key decision – reference number 4765)**
- 6. Capital Monitoring Report Quarter 2 – 2018/19** Fay Hammond

This will provide an update on the projected position of the Council's capital programme for 2018/19 as at the end of the second quarter. **(Key decision – reference number 4766)**
- 7. Treasury Mid-Year Update 2018/19** Fay Hammond

This will provide a mid-year update on the Treasury Management position of the council and the outlook for the remainder of the year. **(Key decision – reference number 4768)**

DECEMBER 2018

- 1. Quarterly Corporate Performance Report** Fay Hammond

This will provide the latest quarterly corporate performance report. (Non key)
- 2. Phase 3 Savings and Income Generation Proposals** Fay Hammond/
Matt Bowmer

This will provide an update on the development of the budget for 2019/20. This report will contain the third phase of savings proposals to be progressed with the approval of Cabinet. **(Key decision – reference number 4745)**
- 3. Housing Allocations Scheme** Ian Davis

The allocations scheme will set out who can apply for affordable and social rented housing in Enfield, how applications are assessed and how the Council sets the priorities for who is housed. It also sets out other housing options, including private rented sector, intermediate rent and shared ownership. **(Key decision – reference number 4682)**
- 4. Future Commissioning of the 0-19 Services** Tony Theodoulou

This will seek approval to the proposals for future commissioning arrangements for the 0-19 Service in Enfield. These commissioning arrangements will improve community health services for children and young people through a more flexible and integrated approach **(Key decision – reference number 4721)**
- 5. Enfield Safeguarding Adults Strategy 2018-23** Tony Theodoulou

This will present the Enfield Safeguarding Adults Strategy 2018/23. (Non key)
- 6. Enfield Safeguarding Adults Annual Report 2017/18** Tony Theodoulou

This will present the Enfield Safeguarding Adults Annual Report 2017/18. (Non key)
- 7. Contract for the provision of Agency Workers** Ian Davis

The current contract for the provision of agency workers will expire on 31 January 2019. This report will recommend a contract provider to begin on 1 February 2019. **(Key decision – reference number 4720)**
- 8. Loneliness and Social Isolation Scrutiny Work stream Report** Jeremy Chambers

This will present the Scrutiny Work Stream report. (Non key)

9. **Right to Buy Receipts Programme** Sarah Cary

This will outline the future use of Right to Buy receipts. **(Key decision – reference number 4724)** *Date to be confirmed*

10. **Modular Housing Pan London Group** Nicky Fiedler

This will seek approval for Enfield to become a member of the Pan London Group and sign up to the London Council's Modular Housing Special Purpose Vehicle (SPV). **(Key decision – reference number 4674)**

11. **Temporary Accommodation Rent Review** Sarah Cary

This will review the rents that the Council currently charges for temporary accommodation. **(Key decision – reference number 4713)**

JANUARY 2019

1. **Civic Centre Phase II** Sarah Cary

This will consider the refurbishment and remodelling of the Civic Centre. **(Key decision – reference number 4617)**

2. **Temporary Accommodation Placement Policy/ Preventing Homelessness Strategy** Ian Davis

This policy will explain how the Council will assist homeless households in finding accommodation. **(Key decision – reference number 4676)**

3. **ICT and Digital Strategy** Kari Manovitch

This will seek approval of the ICT and Digital Strategy. **(Key decision – reference number 4680)**

4. **Building Council Homes for Londoners - Programme** Sarah Cary

This will consider the outcome of bids to the GLA requiring authority to deliver approved programme. **(Key decision – reference number 4752)**

5. **Joyce and Snells Estate Regeneration** Sarah Cary

This will update on progress with potential housing schemes in the Housing Zone Edmonton Futures. **(Key decision – reference number 4590)**

6. **Tranche 2 Draw Down for Energetik** Nicky Fiedler

This will seek approval to draw down the Tranche 2 funding for Energetik's business case. Energetik's business case was approved in January 2017, with Tranche 2 funding added to the Council's indicative capital programme. **(Key decision – reference number 4642)**

7. **Joining a Regional Adoption Agency** Tony Theodoulou

Details to be confirmed. (Key decision – reference number tbc)

8. **Council Tax Support and Collection Fund** Fay Hammond/Matt Bowmer

This will seek agreement of the Council Tax Support for 2019/10 and the Council and Business Rate Tax Base. **(Key decision – reference number 4762)**

FEBRUARY 2019

1. **Housing Revenue Account (HRA) Business Plan Budget 2019/20, Rent Setting and Services Charges** Sarah Cary/
Fay Hammond

This will present the annual report to update Cabinet on the HRA Business Plan 2018/19 expenditure and approval for 2019/20 budgets. **(Key decision – reference number 4741)**

2. **Budget 2019/20 and Medium Term Financial Plan 2019/20 to 2022/23** Fay Hammond/
Matt Bowmer

This will set out the Council's 2019/20 Budget and Council Tax levels. Consideration is also given to the updated four year Medium Term Financial Plan. **(Key decision – reference number 4744)**

3. **Broomfield House** Sarah Cary

The report will refer to the Broomfield Conservation Management Plan and Options Appraisal and will set out options for the next steps. **(Key decision – reference number 4419)**

4. **Electric Quarter Land Appropriation Report** Sarah Cary

Details awaited. (Key decision – reference number tbc)

5. **Revenue Monitoring Quarter 3 – 2018/19** Fay Hammond

This will provide an update on the Council's revenue monitoring position as at December 2018. **(Key decision – reference number 4764)**

6. **Capital Monitoring Report Quarter 3 – 2018/19** Fay Hammond

This will provide an update on the projected position of the Council's capital programme for 2018/19 as at the end of the third quarter. **(Key decision – reference number 4767)**

7. **Bury Street West - Development** Sarah Cary

This will outline the proposed way forward for approval. **(Key decision – reference number 4008)**

MARCH 2019

1. **Heritage Strategy** Sarah Cary

This will review the existing Heritage Strategy. **(Key decision – reference number 4428)**

2. **Invest to Save in Solar Photovoltaics** Nicky Fiedler

This will seek consideration of the commercial investment opportunities for Enfield Council in solar photovoltaics. **(Key decision – reference number 4604)**

APRIL 2019

1. **Quarterly Corporate Performance Report** Fay Hammond

This will provide the latest quarterly corporate performance report. (Non key)

2. **Building a Business Case for Future Enfield – Vision 2060: An Evidence Based Strategy** Sarah Cary

This will present a business case for Future Enfield – Vision 2060. **(Key decision – reference number 4749)**

3. **Claverings Industrial Estate** Sarah Cary

(Key decision – reference number 4381)

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CABINET - 12.9.2018

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 12 SEPTEMBER 2018****COUNCILLORS****PRESENT**

Nesil Caliskan (Leader of the Council), Daniel Anderson (Deputy Leader of the Council), Yasemin Brett (Cabinet Member for Public Health), Guney Dogan (Cabinet Member for Environment), Achilleas Georgiou (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Dino Lemonides (Cabinet Member for Housing) and Mary Maguire (Cabinet Member for Finance and Procurement)

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

ABSENT

Alev Cazimoglu (Cabinet Member for Health and Social Care) and Ahmet Oykener (Cabinet Member for Property and Assets),

OFFICERS:

Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Tony Theodoulou (Acting Executive Director People), Jeremy Chambers (Director of Law and Governance), James Rolfe (Executive Director Resources), Doug Wilkinson (Director of Environment and Operational Services) and Kari Manovitch (Acting Director Customer Experience and Change) Jane Creer (Secretary)

Also Attending:

Councillor Michael Rye (Town Ward councillor), Councillor Doug Taylor and Councillor Ayfer Orhan (Ponders End Ward councillors), Councillor Derek Levy (Chair, Overview and Scrutiny Committee). Four members of the public and press representatives.

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care), Councillor Ahmet Oykener (Cabinet Member for Property and Assets), and Councillor Ahmet Hasan (Associate Cabinet Member – Enfield North).

2**DECLARATION OF INTERESTS**

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

3

URGENT ITEMS

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

4

DEPUTATIONS

NOTED

1. Councillor Nesil Caliskan (Leader of the Council) advised that she had received a request for a deputation with a petition from Councillor Michael Rye (Town Ward Councillor) and a resident Mrs Sue Grayson Ford, and had agreed to accept the deputation. The petition requests that the Council does not sell a piece of greensward in Chapel Street, Enfield EN2 to a developer who has planning permission for housing on the adjacent old carpark site. The signatories were from neighbouring homes only, in Chapel Street, Little Park Gardens and Gentleman's Row.
2. Mrs Grayson Ford presented the deputation to Cabinet, including the following points:
 - Residents in the vicinity welcomed the new housing, but wanted to defend the greensward which was a valued green space. Its potential loss would erode what they appreciated in this green borough.
 - The initial target of 100 signatories was easily surpassed and the petition was still going strong.
 - She asked for the preservation of Enfield's reputation and to keep the borough as green as possible.
 - Every one of the residents in the adjacent sheltered housing flats had signed the petition. The only view that some of these residents had was of this site, and they did not want to have to look at parked cars. Their own garden was magnificent, and cultivated at their own expense, and they were willing to take on this greensward and garden it at no expense to the Council. This would enable them to contribute to their environment, and would have health benefits.
3. Councillor Michael Rye also spoke in support of the deputation, including the following points:

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- The petition had focussed on people living in the immediate area who knew the site.
 - The social housing grounds with their flowers and vegetables which improved the attractiveness of this area, and the greensward which broke up the harder terrain and provided a welcome vista were well known locally.
 - This was already a pinch point with difficult access and egress and the potential use for car parking would make this more difficult to access.
 - Mrs Grayson Ford had made the case very effectively and he hoped that Cabinet would reflect and make the right decision.
4. Councillor Caliskan thanked the attendees for their deputation and accepted the petition, acknowledging the significant number of signatories. She confirmed that Cabinet had several options in responding to a deputation, and the recommendation agreed in this case was that the matter should be referred to Sarah Cary (Executive Director Place) as the relevant officer, to obtain more detail and bring this back to Cabinet.

5

ITEMS TO BE REFERRED TO THE COUNCIL

AGREED, that the following reports be referred to full Council:

1. Report No.59 – Enfield Corporate Plan 2018-2022
2. Report No.65 – Scrutiny Work Programme 2018/19

6

ENFIELD CORPORATE PLAN 2018-2022

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Chief Executive (No.59) outlining the Corporate Plan 2018-2022.

NOTED

1. It was recognised that local government was changing, and that councils were facing unprecedented pressures.
2. The start of this new administration was a good opportunity to state the Council's priorities, and its commitments to residents. A key commitment was reducing inequality across the borough.
3. The proposed Corporate Plan was attached to the report. Any further minor changes would be delegated to the Leader prior to publication.
4. Ian Davis, Chief Executive, added his thanks to Shaun Rogan (Head of Strategy, Partnerships, Engagement, Consultation) and his team and to all directors and executive directors for their work on the Corporate Plan.

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Alternative Options Considered: NOTED, that the Council could have continued with the existing Corporate Plan. However, the Council required a clear strategy setting out the strategic aims and priorities for the next four years to ensure that resources were allocated to defined need; regeneration and infrastructure projects were well planned and managed; services were provided cost effectively; and, that there was a positive effect on the lives and wellbeing of Enfield's residents.

DECISION: The Cabinet agreed the Corporate Plan 2018-2022, with the making of any minor amendments being delegated to the Leader prior to publication.

RECOMMENDED TO COUNCIL to approve the Corporate Plan 2018-2022.

Reason: The Corporate Plan 2018-2022 provided the strategic direction of the Council over the next four years. It would inform the strategies and delivery programmes that would deliver the Council's aims and priorities and ensure effective use of the Council's limited resources.

(Non key)

7

CORPORATE CUSTOMER EXPERIENCE STRATEGY 2018-2022

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director of Resources (No.60) outlining the Corporate Customer Experience Strategy 2018-2022.

NOTED

1. This strategy was referenced in the Corporate Plan. The Council was trying to make sure the customer was at the heart of what it does.
2. The recommendations were based on the behaviours which local people wanted to see when dealing with the Council.
3. The methodology for measuring improvement and benchmarking were also set out in the report, as well as the attached proposed strategy.
4. A lot of work had gone into the strategy, and the issues had also been looked into by Overview and Scrutiny Committee. At its meeting on 5 September 2018, the Overview and Scrutiny Committee considered the Corporate Customer Experience Strategy 2018-2022, the draft minutes of the meeting were circulated for Cabinet's consideration.
5. Members welcomed the focus on the experience from the customer perspective, and the importance of monitoring progress and improvement.
6. In response to queries regarding tracking of website hits and customer behaviour, it was confirmed that statistics would be gathered and updated

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to Members, as well as comparison with other boroughs to emulate best practice.

Alternative Options Considered: NOTED, the alternative options considered incorporated within the main body of the report.

DECISION: The Cabinet agreed the adoption of the Customer Experience Strategy 2018-2022, which set out:

1. the customer experience vision “Delivering a positive customer experience”.
2. the Customer Promise which sets out the behaviours expected when dealing with customers as –
 - Friendly and helpful
 - Honest and respectful
 - Professional and courteous

The Strategy also recommended:

3. The exploration and further development of the service improvement methodology and manager’s toolkit by undertaking three customer experience reviews:

- “I want a repair to my Council home”
- “I want to make a planning application”
- “I want to recruit and induct a new member of staff” (internal customer)

4. Lessons learned from the initial Customer Experience reviews would adapt the methodology and toolkit used for baselining and delivering continuous improvement.

5. Develop a Customer Experience programme plan, including a further series of “customer journey reviews” (to be chosen and agreed)

6. Embed the philosophy and ethos of the customer experience vision and the Customer Promise through a series of activities set out in the strategy.

7. Cabinet also agreed to note the draft minutes of the Overview and Scrutiny Committee which were tabled at the Cabinet meeting.

Reason: The ambition to improve the customer experience, and the delivery of services to customers both internal and external to the Council, was articulated within this strategy. This document would provide clarity and direction for the organisation, in keeping with the objectives set out within the Corporate Plan. As this was an innovative and whole organisation approach, the programme to implement the strategy would be kept under review.

(Non key)

8

REVENUE MONITORING REPORT 2018/19: JULY 2018

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director of Resources (No.61) setting out the Council’s revenue budget monitoring position based on information to the end of July 2018.

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NOTED

1. The key points highlighted in the report.
2. Members' comments on the context and the challenges faced, which were similar in local authorities across the country.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed

1. To note the financial backdrop to the council's budget position (as described in paragraphs 3.1 to 3.9 of the report).
2. To note the £9.2m overspend revenue outturn projection and the use of £2.3m of capital receipts to support organisation transformation.
3. To note that the Cabinet Members would continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2018/19 and savings implementation.
4. That £2m be transferred from underspent interest budget within the corporate budget to increase total contingency to £3m recognising the council's underlying demographic and cost pressures. The level and necessity of this reserve would be considered annually.

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

(Key decision – reference number 4731)

9

CAPITAL PROGRAMME MONITOR - FIRST QUARTER (JUNE) 2018

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director of Resources (No.62) informing Members of the current position up to the end of June 2018 regarding the Council's Capital Programme (2018/19-2021/22) taking into account the latest information for all capital schemes including the funding arrangements.

NOTED

1. A correction to figures set out in the executive summary and recommendations which should read that the report showed that the overall expenditure for the approved programme was projected to be £257m for the General Fund and HRA and £26m for Enfield Companies

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for 2018/19. The recommendation should read the revised four-year approved programme totalling £488m.

2. The key points highlighted in the report.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed the revised four-year approved programme totalling £488m as set out in Appendix A of the report.

Reason: To ensure that Members were aware of the current position regarding the Council's capital programme 2018/19 - 2021/22.

(Key decision – reference number 4732)

10

BUILDING COUNCIL HOMES FOR LONDONERS - FUNDING OPPORTUNITIES

Councillor Dino Lemonides (Cabinet Member for Housing) introduced the report of the Executive Director of Place (No.63) outlining funding opportunities for building council homes for Londoners.

NOTED

1. The funding opportunities were highlighted.
2. Bids for additional funding had to be submitted by 30 September 2018. It was hoped that results would be known by November and a further Cabinet report would then be presented.
3. Members welcomed the opportunity for the Council to bid and looked forward to hearing back on the results of bidding.

Alternative Options Considered: NOTED, the alternative options that had been considered as listed below and outlined in full in section 4 of the report:

- Not seeking the additional borrowing headroom
- Not seeking the additional grant
- Not seeking the right to buy flexibility

DECISION: The Cabinet agreed to

Additional HRA Headroom

1. Approve the council submitting a bid to the GLA requesting an increase in the HRA borrowing headroom by no more than £150m.
2. Note and approve the impact on the 30-year HRA Business Plan and Loan repayments of increasing the HRA headroom of no more than £150m

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3. Note that final determination of the council's overall revised indebtedness position (i.e. the Prudential Indicators) would be submitted to Council for agreement, once the position on the funding bids was known.

Affordable Housing Grant

4. Approve the Building Council Homes for London Affordable Housing grant bid for up to £30m on affordable housing schemes to be confirmed.
5. Delegate the approval to enter into the GLA Grant Funding agreement as outlined in 3 above to the Executive Director of Resources in consultation with the Executive Director of Place and the Cabinet Member for Housing.
6. Note that, once the outcome of the bids was known, a report outlining the programme for both funding opportunities would be submitted to Cabinet for approval.

Right to Buy Ring Fence Offer

7. Approve the GLA Right to Buy Ring Fence offer delegating entering the proposal as outlined in Appendix 1 to the Executive Director of Resources in consultation with the Director of Law and Governance.
8. That Cabinet delegates to the Cabinet Member for Finance and Procurement in consultation with the Executive Director of Place and, the Executive Director of Resources, and Cabinet Member for Housing, to authorise the transfer of sites from the General Fund to the HRA in accordance with the Property Procedure Rules and undertaking appropriate Due Diligence. Such delegation was only in the event of the council being successful in securing an increase in the HRA Borrowing Debt cap.

Reason: Along with other local authorities the council had been asking central government to increase the HRA debt cap to enable the council to borrow more money to deliver good quality affordable homes replacing those lost through the Right to Buy programme. This funding opportunity would enable the council to build more council homes. Not entering the Right to Buy Ring Fenced Offer would reduce the opportunity to deliver new schemes using Right to Buy receipts. This offer from the GLA extends the time the council must spend receipts and any interest that was returned. Affordable Housing Grant gave the local authority the ability to maximise new supply and unlocking extra homes on the key sites in the council's programme.

(Key decision – reference number 4747)

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11

ELECTRIC QUARTER - GRANT OF PHASE B LEASE AND START ON SITE

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director Place (No.64) taking forward the Electric Quarter Regeneration Scheme.

NOTED

1. That Report No.66 also referred as detailed in Minute No. 18 below.
2. Councillor Doug Taylor and Councillor Ayfer Orhan requested to address the meeting representing the Ponders End ward councillors, including the following points:
 - The lengthy sequence of Cabinet decisions since 2011 was highlighted, and the importance throughout of general community facilities and of the aspirations of the Ponders End Mosque.
 - The report contained little information in respect of community facilities. It was important there was genuine improvement of the area and that the community were fully engaged and were not left feeling short-changed.
 - There were reservations about the adequacy of the short term plans for the library. A commitment had been made to residents about a library on the High Street.
 - The popular mosque would like more land for expansion. The Cabinet should reinforce to officers to work to maximise the useable space on the site and take a creative approach to the land and bring forward the best resolution possible. They should also consider compensatory space in the rest of the development, and should consider the land's proper value.
 - Effective communication was vital.
 - Ward councillors were keen to see redevelopment of the area and this was an exciting regeneration programme; and officers were thanked for their ongoing work.
3. Councillor Caliskan thanked the ward councillors for their valuable points. This was a significant project which the previous administration had been right in pursuing and would be a transformation for the better. The current administration would ensure that the project would be progressed but that it had to happen *with* the community. Specifically in relation to the mosque, Councillor Caliskan noted that over recent weeks representatives from the community had contacted the Council. Councillor Caliskan remarked that she was unclear why there had been so much misunderstanding between representatives from the mosque and the Council over the previous years; especially given that the contract with Lovells was signed in 2014. Councillor Caliskan stated that the administration would ensure that the Council would be clearer with the community in relation to regeneration plans and sites available to them for possible expansion. Councillor Caliskan noted that the mosque had a long history at this location and she had recently met with representatives. The local authority would do what it could to facilitate the mosque's expansion in recognition of the fact a

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growing community use the mosque and the existing space is inadequate. Officers had now sent a formal letter regarding negotiations on the land. Assurance was also given that time would be taken to build relationships with the local community, and that options would be considered regarding the library.

4. Specific decisions on sites could be taken under delegated powers.

Alternative Options Considered: NOTED the alternative options considered as set out in section 7 of the report and summarised below:

- Do nothing. The Council was obliged to grant the Phase B Lease to Lovell in accordance with the Agreement for Lease.
- Provide Lease for Part of Phase B. All of the land acquired for Phase B had not yet been acquired through the Compulsory Purchase Order (CPO) process. Lovell was seeking a part Lease on Phase B in order to start on site in October, and thus avoid demobilising. If Lovell wanted to start on site on only part of Phase B, a variation to one of the s106 obligations would have to be submitted and agreed by the Local Planning Authority.

DECISION: The Cabinet agreed to

1. delegate authority to the Executive Director Place in consultation with the Executive Director Resources, the Leader of the Council and the Cabinet Member for Finance and Procurement to Grant a Lease for Phase B in accordance with the Original Agreement for Lease.
2. Authorise the Director of Law and Governance following consultation with the Leader of the Council to prepare, complete and execute the required legal documentation relating to the Grant the Phase B Lease.

Reason: Granting Phase B lease would unlock the delivery of the final phase of the Electric Quarter Regeneration Scheme. The provision of a further 106 housing units including 31 affordable units would unlock the housing led regeneration of Ponders End High Street. In addition, it would delivery new modern community space and retail units in Ponders End where demand was high. Entering into the Phase B lease would discharge the Council's contractual obligations under the Agreement for Lease. The scheme would offer a mix of affordable homes and different tenures and provide the opportunity to deliver transformational change in the area and tackle poverty through high quality and varied housing. It would also assist in the rejuvenation and outlook of the town centre and provide an opportunity to create a "heart" for Ponders End High Street.

(Key decision – reference number 4560)

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Councillor Daniel Anderson (Deputy Leader of the Council) introduced the report of the Chief Executive (No.65) presenting the Scrutiny Work Programme for 2018/19.

NOTED

1. That the Council's Constitution required that the work programme proposed by the Overview and Scrutiny Committee be adopted by Council on the recommendation of the Overview and Scrutiny Committee, following consultation with the Cabinet and the Executive Management Team.
2. The introduction by Councillor Derek Levy (Chair, Overview and Scrutiny Committee) including the following points:
 - Scrutiny played an essential role in adding value to policy and decision-making. The Overview and Scrutiny Committee of seven members shared responsibility and ensured the independence of scrutiny.
 - The work programme had been amended and a revised version circulated with an additional meeting date of 11 October 2018.
 - The work programme had flexibility to reflect what was topical, and it reflected the objective of scrutiny of holding the Council to account on behalf of the public it serves. It equally needed to be a 'critical friend' and to inform policy development. Pre-decision scrutiny was important and effective.
 - Overview and Scrutiny Committee welcomed attendance by Cabinet Members to elaborate on topics.
 - It was more important to have fewer workstreams done properly in depth. The target was to have two workstreams completed this municipal year and a third started; this could be accelerated if possible.
3. Councillor Nesil Caliskan (Leader of the Council) thanked Councillor Levy for his update and vision for the scrutiny function.
4. It was confirmed that all the suggested issues had been discussed when determining the workstream topics and the work programme.

Alternative Options Considered: No other options had been considered as the Overview and Scrutiny Committee was required, under the Council's Constitution, to present an annual scrutiny work programme to Council for adoption.

RECOMMENDED TO COUNCIL to approve the Scrutiny Work Programme 2018/19 subject to comments of Cabinet as outlined above.

Reason: To comply with the requirements of the Council's Constitution, the work programme had to be formally adopted by the Council. In addition, scrutiny was essential to good governance, and enabled the voice and concerns of residents and communities to be heard, and provided positive challenge and accountability.

(Non key)

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13

CABINET AGENDA PLANNING - FUTURE ITEMS

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

14

MINUTES

AGREED, that the minutes of the previous meeting of the Cabinet held on 25 July 2018 be confirmed and signed by the Chair as a correct record.

15

ENFIELD STRATEGIC PARTNERSHIP UPDATE

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

16

DATE OF NEXT MEETING

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 17 October 2018.

17

JAMES ROLFE - EXECUTIVE DIRECTOR RESOURCES

NOTED

1. Councillor Caliskan (Leader of the Council) confirmed that this would be James Rolfe's final Cabinet meeting as he was leaving Enfield Council after ten years. Thanks were recorded for his service to the local authority and to the borough and its residents. Cabinet wished him the best of luck for the future.

18

EXCLUSION OF THE PRESS AND PUBLIC

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

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amended by the Local Government (Access to Information) (Variation) (Order 2006).

19

ELECTRIC QUARTER - GRANT OF PHASE B LEASE AND START ON SITE

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director Place (No.66).

NOTED

1. that Report No.64 also referred, as detailed in Minute No.11 above.

Alternative Options Considered: As detailed in Report No.64, Minute No. 11 above refers.

Reason: NOTED the reasons for the recommendations as set out in section 8 of the report.

(Key decision – reference number 4560)

20

MERIDIAN WATER: PROGRESS UPDATE

Councillor Nesil Caliskan (Leader of the Council) provided Members with a verbal update on the progress of the Meridian Water project.

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