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THE CABINET

**Wednesday, 15th July, 2020 at 7.15 pm
(This will be a virtual meeting)**

Please click [Here](#) to view the meeting or copy and paste the below link into your web browser.

https://teams.microsoft.com/l/meetup-join/19%3ameeting_ZDFIZmQ4YzQtMmFmOS00NzYwLWFhZGltYWY1YjQ2Mjc2ODZi%40thread.v2/0?context=%7b%22Tid%22%3a%22cc18b91d-1bb2-4d9b-ac76-7a4447488d49%22%2c%22Oid%22%3a%22570e18d6-4c90-4547-909d-816f41364024%22%2c%22IsBroadcastMeeting%22%3atrue%7d

Membership:

Councillors : Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader of the Council), Alev Cazimoglu (Cabinet Member for Health & Social Care), Guney Dogan (Cabinet Member for Environment and Sustainability), Rick Jewell (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety & Cohesion), Mary Maguire (Cabinet Member for Finance & Procurement), Gina Needs (Cabinet Member for Social Housing), George Savva MBE (Cabinet Member for Licensing & Regulatory Services) and Mahtab Uddin (Cabinet Member for Public Health)

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.

Mustafa Cetinkaya (Associate Cabinet Member – Non Voting), Katherine Chibah (Associate Cabinet Member – Non Voting), Ergin Erbil (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 observe meetings of the Cabinet and to remain and hear discussions on matters within Part 1 of the agenda which is the public part of the meeting. They are not however, entitled to participate in any discussions.

AGENDA – PART 1

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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

3. DEPUTATIONS

To consider any requests for deputations that have been received for presentation to this Cabinet meeting.

4. MINUTES (Pages 1 - 10)

To confirm the minutes of the previous meeting of the Cabinet held on 10 June 2020.

5. CAPITAL OUTTURN 2019/20 (Pages 11 - 36)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5149)**

6. REVENUE OUTTURN 2019/20 (Pages 37 - 78)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5151)**

7. ANNUAL TREASURY MANAGEMENT OUTTURN REPORT 2019/20
(Pages 79 - 94)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5152)**

8. MEDIUM TERM FINANCIAL STRATEGY 2021/22 TO 2025/26 (Pages 95 - 134)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5150)**

9. QUARTERLY CORPORATE PERFORMANCE REPORT (QUARTER 4)
(Pages 135 - 172)

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

10. HOMELESSNESS IN ENFIELD 3 (Pages 173 - 276)

A report from the Executive Director – Place is attached. **(Key decision – reference number 4682)**

11. ROUGH SLEEPERS LOCAL DELIVERY PLAN (Pages 277 - 314)

A report from the Executive Director – Place is attached. **(Key decision – reference number 5166)**

12. ADOPTION OF THE ENFIELD CLIMATE ACTION PLAN (Pages 315 - 374)

A report from the Executive Director – Place is attached. **(Key decision – reference number 5136)**

13. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 375 - 378)

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

14. DATES OF FUTURE MEETINGS

To note that Cabinet meetings are scheduled to take place on Wednesday 5 August and 16 September 2020.

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CABINET - 10.6.2020

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 10 JUNE 2020**

COUNCILLORS**PRESENT**

Nesil Caliskan (Leader of the Council), Ian Barnes (Deputy Leader), Alev Cazimoglu (Cabinet Member for Health and Social Care), Guney Dogan (Cabinet Member for Environment and Sustainability), Rick Jewell (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety and Cohesion), Mary Maguire (Cabinet Member for Finance and Procurement), Gina Needs (Cabinet Member for Social Housing), George Savva MBE (Cabinet Member for Licensing and Regulatory Services) and Mahtab Uddin (Cabinet Member for Public Health)

Associate Cabinet Members (Non-Executive and Non-Voting): Mustafa Cetinkaya (Enfield South East), Ahmet Hasan (Enfield North) and Claire Stewart (Enfield West)

OFFICERS:

Ian Davis (Chief Executive), Tony Theodoulou (Executive Director People), Fay Hammond (Acting Executive Director Resources), Doug Wilkinson (Director of Environment & Operational Services), Jeremy Chambers (Director of Law and Governance), Tinu Olowe (Director of Human Resources and Organisational Development), Joanne Drew (Director of Housing and Regeneration), Claire Johnson (Head of Governance, Scrutiny and Registration Services), Clare Bryant (Senior Governance Officer), Andrea De Lucy (Press and New Media Officer) and Will Wraxall (Shareholder and Commercial Partnerships Manager) Jacqui Hurst (Secretary)

1**APOLOGIES FOR ABSENCE**

There were no apologies for absence.

2**DECLARATIONS OF INTEREST**

There were no declarations of interest.

3**DEPUTATIONS**

NOTED, that there were no deputations to be considered at this Cabinet meeting.

4
MINUTES

AGREED, that the minutes of the previous meeting of the Cabinet held on 13 May 2020 be confirmed and signed by the Chair as a correct record.

5
TRADING COMPANY BUSINESS PLANS

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Law and Governance (No.258).

NOTED

1. That Report No.259 (containing exempt information) also referred as detailed in Minute No.11 below.
2. That the Council's trading companies operated according to forward business plans, which were fully refreshed for the 2019/20 financial year and were now due for one-year rolling update. This report provided updates on Housing Gateway Ltd. (HGL) and Energetik as detailed.
3. HGL worked to a three-year business plan which had been updated to reflect the period 2020-23; including an update to include provision of an ethical lettings agency.
4. The detailed information set out in the report on HGL's strategic objectives; the development of an ethical lettings agency; the core portfolio expansion proposals; and information regarding finances and equity investment. The strategic objectives, as set out in section 3.5 of the report were aligned to the Council's plan objectives and would provide a good contribution towards and, help to improve the overall housing offer for residents. In summary the objectives included: delivering increased housing supply to the Council with at least an additional 250 units by 2023; delivering savings to the council of £1m per year; and, delivering an innovative ethical estate agency which would also lead to a reduction in the use of temporary accommodation. Members were also reminded of the achievements of HGL to date in the provision of quality housing to Enfield's residents and in the savings achieved for the Council.
5. The benefits of establishing an ethical lettings agency, as set out in the report and business plan of HGL which would support the aims of the Council's housing strategy. The agency would be able to offer longer term tenancies of up to five years that were not generally found in the private rented sector. It was hoped that the work of the agency would contribute to the prevention of homelessness in the Borough, as outlined in the report.

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6. That Cabinet had considered and approved the envelope for an investment of equity funding in HGL as part of the Capital Programme in March 2020, this was further detailed in Report No.259 (Minute No.11 below referred).
7. The updates provided within the report on Energetik, sections 3.22 to 3.25 of the report referred, relating to the Meridian Water Energy Centre and the Heat Network Expansion. Further information was also provided in Report No.259, referred to in Minute No.11 below.
8. That the construction of the Meridian Water energy centre, which would serve phase one of the Meridian Water development, was scheduled to begin in October 2020. Members were updated on the developments relating to the heat network expansion at three satellite networks in Ladderswood, New Avenue and Alma Road/Electric Quarter. There had been some delay in the completion of the projects due to the Covid 19 pandemic with contractors working at 50% capacity; with the projects at New Avenue and Alma now due for completion in August and October respectively rather than May.
9. Members were reminded that Energetik would provide cleaner and cheaper energy and, help to address the issue of fuel poverty. Energetik was a long-term investment which had high set up costs, in common with other such companies.
10. That to mitigate the risk of variations arising to the detailed business plans, the Council had implemented Reserved Matters with the companies, as set out in sections 3.26 and 3.27 of the report. Any matters arising requiring Cabinet approval would be brought forward during the year as required.
11. That the Council's companies reported on a quarterly basis, as detailed in sections 3.29 and 3.30 of the report.
12. The key risks as outlined in section 7 of the report.
13. That questions and comments were invited from the Cabinet Members as summarised in the points below.
14. That the supply of good quality housing was a major issue across London. The proposals regarding the work and further development of HGL was welcomed. It was further noted that the provision of good quality housing was a major determinant of good health and was a factor within the Council's Health and Wellbeing Strategy. The company was making good progress and was also financially beneficial to the Council. Members were pleased to note that Enfield had not invested in commercial properties as some other local authorities had done. Assurances were given that Enfield would not be seeking to make such investments. Investments would be made to support and benefit the residents of the Borough.

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15. That the investments referred to above had been a factor in the rise in interest rates for the public works loan board, as explained at the meeting. It was further noted that rates had now lowered for infrastructure investment projects.
16. That Energetik's operating plan (provided in Report No.259, Minute No.11 below referred) did not require the Council's approval as shareholder, as set out in section 1.5 of the report. In response to a question raised, it was explained (during the discussion of Report No.259) that the Cabinet was required to, and had previously approved, Energetik's business plan. The one-year operating plan now presented flowed from the business plan and was presented for transparency. The processes in place provided oversight by Cabinet with the company enabled to make operational decisions within specified parameters. The reserved matters, explained within the report, were also reiterated.
17. Members asked that Cabinet be provided with regular updates from the Council's companies as and when appropriate at future Cabinet meetings, with representatives of the companies invited to attend. The potential impact of the Covid 19 pandemic on their business plans was highlighted.
18. Members supported the development of HGL and provision of quality housing to meet the desperate need in the Borough. The development of an ethical lettings agency was welcomed to support residents and in turn reduce the need for the provision of temporary accommodation.
19. That the development of an ethical lettings agency was an important development which supported the Council's overall housing strategy. The benefits of such an agency were highlighted. It would enable the Council to intervene in the private rented market and support the delivery of mixed housing options. It would help to support many residents who were not eligible for housing benefit or social housing.
20. That this Council's approach to the development of Meridian Water on a phased basis had secured the future of Meridian Water housing delivery and enabled Energetik to become a viable energy company.

Alternative Options Considered: NOTED, the detailed alternative options that had been considered as set out in full in section 4 of the report and summarised below:

- For Housing Gateway Ltd. the first alternative was to do nothing and allow the company to continue with its existing business plan covering the period 2019-22. This had not been recommended for the reasons detailed in the report.
- A complete refresh of the entire business plan.
- For Cabinet to reject the business plan and request a revision.

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- In regard to Energetik, the shareholder did not approve the Operating Plan being presented, therefore formally there was no alternative.

DECISION: The Cabinet agreed to

1. Approve the business plan of Housing Gateway Ltd. for the period 2020-2023, including the development and implementation of an Ethical Lettings Agency alongside the company's core private rented business.
2. Note and support the Operating Plan of Energetik for the period 2020-2023.

Reason: The Housing Gateway Ltd. business plan and Energetik operating plan presented would assist in achieving the Council's corporate plan objectives, would assist residents by providing a genuine, affordable alternative to the general private market, and would help the Council financially through the recovery of interest premiums and contributions to cost avoidance in areas such as homelessness.

(Key decision – reference number 5099)

6

TRANSPORT FOR LONDON (TfL) CAPITAL SCHEMES - UPDATE

Doug Wilkinson (Director of Environment and Operational Services) provided Cabinet with a verbal update on Transport for London (TfL) Capital Schemes, as summarised below.

NOTED

1. That the situation regarding TfL capital schemes was developing rapidly and this update was to keep Members informed of the current situation and the significant impact that the Covid 19 pandemic was having on TfL.
2. Passenger numbers for both tube and bus travel had reduced between 80 – 90% which had had a profound effect on TfL's income. TfL were still actively encouraging passengers not to travel unless absolutely necessary, to support the Government's position, in accordance with Public Health England advice.
3. That the financial situation had resulted in TfL pausing most of its projects including those within the Local Implementation Plan. TfL required financial support from Government and had recently secured through negotiation an interim deal until September 2020 of c.£1.6bn.
4. That as part of the financial negotiations with the Government, TfL had secured £45m of emergency funding to deliver social distancing projects in boroughs, support active forms of travel and reduce pressure on public transport at peak times. This programme was

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known as the London Streetspace Plan. The main focus of the Plan was outlined to Members.

5. That Enfield had submitted bids for funding as part of the London Streetspace Plan as set out below:

Item	Title	LSP Type of Intervention	Total Funding Request	Status
1	Fore Street footway widening	Social Distancing	£52,700	Pending decision
2	A1010 North – completion of Cycle Enfield route	Strategic Cycling Route	£1,379,430	£1.2m approved
3	CS 1 Link (A1010S to North Mid)	Strategic Cycling Route	£267,930	£200k approved
4	Enfield Town footway widening	Social Distancing	£78,930	Pending decision
5	Tranche 1 Modal Filters (10 Streets)	Low Traffic Neighbourhoods	£105,000	Pending decision
6	Fox Lane LTN	Low Traffic Neighbourhoods	£192,500	Pending decision
7	Tranche 1 School Streets (12 schools)	Low Traffic Neighbourhoods	£240,000	Pending decision
8	GP Cycle Parking provision	Strategic Cycling Routes	£45,662	Pending decision
9	Temporary Wayfinding	Strategic Cycling Routes	£27,000	Pending decision
		Total	£2,389,152	

6. The projects were designed to encourage active travel such as cycling and walking, deter the use of public transport and car use and provide for increased social distancing provision. The success of Enfield's bids to date were outlined to Members. The funds were to be shared across London. There were conditions attached to the delivery of the projects with fast delivery required.
7. In addition to funding from TfL, the Department for Transport had created an Emergency Active Travel Fund. The first tranche of funding was the potential allocation of £100k to each Borough. Boroughs had to bid to demonstrate schemes for the quick and effective use of funds to reallocate road space to cyclists and pedestrians. Fast delivery of any successful bids was required.
8. Members expressed their thanks and appreciation to Doug Wilkinson and his team of officers for their prompt action and development of bids to meet the required criteria for fast implementation. The situation was continuing to develop quickly. It was noted that the bids to widen footpaths in town centre areas would also promote the Council's aims to revitalise its town centres and encourage residents' return in a safe and socially distanced way. Members and officers would continue to work together to support and revitalise the Borough's local economy and facilitate the safe use of town centres by its residents. Transport

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and economic development would work together to support businesses in the town centres.

9. Members expressed their thanks to Doug Wilkinson (Director of Environment and Operational Services) for his informative update.

7

TRANSPORT FOR LONDON (TfL) UNDER 18S AND SCHOOL TRANSPORT - UPDATE

Doug Wilkinson (Director of Environment and Operational Services) provided Cabinet with a verbal update on Transport for London (TfL) Under 18s and School Transport, as summarised below.

NOTED

1. That as part of the £1.6 billion funding and financing package with the Government to help ensure TfL can continue to deliver essential services until the end of September 2020, TfL had been asked to suspend free travel for under 18s. Its withdrawal means that the statutory support for school travel for some age groups falls to the local authorities, as it does in the rest of the country. The rationale for the proposal was to try and reduce pressure on the public transport network during the morning peak, when current social distancing requirements are severely reducing capacity.
2. That discussions between London Councils, TfL and the Government were on-going. Members were advised of the statutory requirements to provide home to school transport for certain categories of young people. In the short-term the Council would be required to urgently identify the specific pupils eligible for free travel using national criteria.
3. That Enfield was working closely with London Councils and lobbying Government on this issue. Whilst school children were being encouraged to walk and cycle, this was not always possible. The costs to be incurred by the Council as a result of this development were unknown at present and work was continuing. It was acknowledged that the loss of free travel for under 18s would unfairly impact poorer and vulnerable families. Work was continuing across London and further updates would be provided as the situation continued to develop.
4. Members were invited to raise questions of clarification and comments on the proposals, as summarised below.
5. That many parents submitted their school preferences based on local bus routes and ease of access to their school of choice. This change in policy would add to the financial pressures being faced by many families already as a result of the Covid 19 pandemic. Transport and education officers would work closely together to assess the impact.

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6. Members expressed their concerns on all aspects of the loss of free travel for under 18s including the financial impact on poorer families and the safety and security of young people. This would add financial pressure at a time when the significant consequences of the pandemic were already being suffered by many families. The Council would continue to lobby Government on this issue. The Government must support local authorities financially to meet the significant consequences of the Covid 19 pandemic.
7. Members reiterated their view that the removal of free travel for under 18s was unfair, affecting the poorest families and placing a further financial burden on local authorities. The safety of children was paramount; many had long journeys to school on public transport. This was at a time of significant financial hardship for many families.
8. That under 18s were being punished as a result of the financial impact to TfL that had resulted from the Covid-19 pandemic and implementing the Government's directive of staying at home and minimising the use of public transport in order to control the spread of the virus. The potential negative impact on bus drivers and other workers in managing this change whilst not adversely impacting on children's safety was noted. This matter also highlighted the broader issue of adequate Government funding of public services. TfL was not funded by Government and was dependent on income generation which made it vulnerable to major issues such as the current pandemic. London residents would suffer as a result. Councillor Caliskan, as Leader of the Council, would be lobbying Government on behalf of Enfield, together with London Councils, and called on Opposition Members to support cross-party lobbying on this issue. Members expressed the hope that this change in policy would be temporary.

8

CABINET AGENDA PLANNING - FUTURE ITEMS

NOTED, for information, the provisional list of items scheduled for future Cabinet meetings.

9

DATE OF NEXT MEETING

NOTED, that the next Cabinet meeting was scheduled to take place on Wednesday 15 July 2020 at 7.15pm

10

EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and public from the meeting for the item of

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business listed as part two on the agenda on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

11

TRADING COMPANY BUSINESS PLANS

Councillor Mary Maguire (Cabinet Member for Finance and Procurement) introduced the report of the Director of Law and Governance (No.259).

NOTED

1. That Report No. 258 also referred as detailed in Minute No.5 above.
2. In relation to Housing Gateway Ltd, the proposals to expand the housing portfolio, the subscription agreement, business case and projections were noted and discussed in detail, as set out in the report providing commercially sensitive information.
3. That the proposed equity investment in HGL had previously been approved as part of the Council's capital programme. Members discussed the long-term aims of the Council and HGL as set out in the report and business plan.
4. The detailed financial information provided in respect of Energetik; the company was at an early stage of its 40-year business plan and required a significant investment in the beginning to build and develop its heat network. The Meridian Water development was key to its future success.
5. In response to an earlier question, clarification was provided on the role of Cabinet in approving the company business plans. The business plan of Energetik had been approved by Cabinet previously, this report was presenting the one-year operating plan which flowed from the business plan and had been reported for transparency. Agreed processes were in place to enable Cabinet oversight of the companies whilst enabling the companies to make operational decisions which agreed parameters. (Minute No.5 above also referred).
6. The proposed subscription agreement as detailed in the report was explained to Members.
7. That the tranche 2 funding for Energetik had been approved previously, as set out in the report.

Alternative Options Considered: NOTED, the alternative options that had been considered as detailed in Report No.258, Minute No.5 above referred.

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DECISION: The Cabinet agreed to approve the investment of £5m equity funding in HGL, for the stated purpose of expanding the rental portfolio of the core business, and delegated authority to the Director of Law and Governance to implement and approve a Subscription Agreement to this effect.

Reason: NOTED the reason for the above decision, as detailed in section 5 of the report.

(Key decision – reference number 5099)

London Borough of Enfield**Cabinet****Meeting Date: 15th July 2020**

Subject: Capital Outturn 2019/20**Cabinet Member: Councillor Maguire****Executive Director: Fay Hammond****Key Decision: KD5149**

Purpose of the Report

1. The purpose of this report is to detail the outturn position of the Council's 2019/20 Capital Programme.
2. This is the fourth and final report of 2019/20, following similar monitoring reports as at Period 3 (Q1), Period 6 (Q2) and Period 8.
3. At Period 8 (November), the forecast outturn position for 2019/20 across the General Fund and HRA was £215.4m. The actual outturn is £186.3m which represents 86% spend, compared to the Period 8 forecast.

Proposals

4. It is recommended that Cabinet notes the:
5. Total expenditure on the Capital Programme for 2019/20 is £186.3m, against the Period 8 forecast of £215.4m, as detailed from paragraph 13;
6. The total reprofiling of £19.3m on General Fund programmes and £10.0m on HRA programmes;
7. Project outcomes for the General Fund programmes from paragraph 22;
8. Variance analysis for the General Fund programmes from paragraph 89;
9. HRA Capital Outturn from paragraph 112;
10. Funding of the Council's capital expenditure for 2019/20 from paragraph 168.

Reasons for Proposals

11. To update Cabinet on the year end Capital Programme position, including project outputs.

Relevance to the Council's Corporate Plan

12. The Council's capital strategy provides the overall framework under which Capital investment plans are delivered. These plans are informed by the Council's strategic objectives as detailed in the Council's Corporate Plan.

Background

13. The Council's Capital Programme for 2019/20 to 2022/23 was approved by Council in February 2019. The Capital Programme is monitored and reported to Cabinet on a quarterly basis. This includes any additions, reductions and reprofiling of approved budgets.
14. 2020/21 is the first year of the Council changing to a 10 year capital programme which aligns with the 10 year Treasury management strategy. The ten year Capital programme (2020/21-2029/30) is in the process of being reviewed in light of COVID19, to ascertain which projects could be paused or stopped, if required. This exercise will include the identification of those capital schemes deemed essential for statutory, health and safety and business continuity reasons. The Q1 monitoring report presented to September Cabinet, will include an update on this review.

Outturn Position

15. The total expenditure on the Capital Programme for 2019/20 is £186.3m, against the Period 8 forecast of £215.4m. The position by Directorate is summarised below in Table 1, with further analysis in Table 2.

16. Table 1: Summary Outturn by Directorate

Department	2019/20 Revised Budget £'000	2019/20 Outturn £'000	Spend to Budget %
Resources	8,556	5,802	68%
People	13,411	13,492	101%
Place exc. HRA	88,739	72,646	82%
CEX	29	0	0%
Companies	8,560	8,244	96%
HRA	96,178	86,126	90%
TOTAL	215,471	186,309	86%

17. A breakdown of the variances between programme reprofiling and over/underspends is shown below in Table 3. Explanations for variances over £0.500m are detailed in Section 4.
18. Detailed outturn expenditure and variances by programme are shown in Appendix A.

19. Table 2: Capital Outturn Summary

	2019/20 (Nov) Budget	2019/20 Budget Adjustm ents	2019/20 Revised (Nov) Budget	2019/20 Outturn	Variance	Re- profiling	(Under) / Overspe nd
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund							
Digital Data & Technology	8,425	0	8,425	5,771	(2,654)	(2,654)	0
Customer Exp. & Change	131	0	131	30	(101)	23	(124)
RESOURCES	8,556	0	8,556	5,802	(2,754)	(2,631)	(124)
Adult Social Care	974	0	974	1,093	119	119	0
Education	12,137	0	12,137	12,029	(107)	(107)	0
Community Safety	300	0	300	370	70	0	70
PEOPLE	13,411	0	13,411	13,492	81	12	70
Environment & Operations	22,319	0	22,319	21,110	(1,209)	(1,227)	18
Meridian Water	44,453	0	44,453	32,775	(11,678)	(11,678)	0
Property & Economy	19,065	0	19,065	15,651	(3,414)	(3,455)	40
Housing and Regeneration	2,013	888	2,901	3,110	209	0	209
PLACE (exc. HRA)	87,851	888	88,739	72,646	(16,092)	(16,360)	268
Gentlemen's Row	29	0	29	0	(29)	(29)	0
Chief Executive (CEX)	29	0	29	0	(29)	(29)	0
Energetik	3,060	0	3,060	2,744	(316)	(316)	0
Housing Gateway Ltd	5,500	0	5,500	5,500	0	0	0
Total Companies	8,560	0	8,560	8,244	(316)	(316)	0
Total General Fund	118,406	888	119,294	100,184	(19,110)	(19,324)	214
Housing Revenue Account	97,066	(888)	96,178	86,126	(10,052)	(10,052)	0
Total Capital Expenditure	215,471	0	215,471	186,309	(29,162)	(29,376)	214

20. The budget adjustment of £0.888m represents right to buy receipts that are transferred to Registered Providers to assist in either developing housing sites or acquiring properties.
21. Reprofiling represents budget adjustments to reflect new timescales for project delivery.
22. Underspends in the above table relate to completed projects that have come in under budget. Projects which are 'overspent' have spent above in year profiled budgets and are funded from future year budgets.
23. The next section provides details of significant areas of spend during 2019/20 on General fund projects and the associated outputs delivered by those schemes. The HRA is dealt with separately in Section 5 of the report.

Project Outcomes – General Fund

24. Projects outcomes for areas of spend over £1m are described in the paragraphs below. Appendix A details all expenditure at a programme level.
25. IT Investment (£5.771m)
26. During 2019/20 a number of ICT projects were completed which improved the ICT resources for staff, this included:

27. Infrastructure programme - to deliver a new network, data centre and mobile device contract - moving the Council to Teams, reducing existing telephony providers and removing a third party from the Data Centre.
28. The new network is faster, uses the latest technology lets staff work from anywhere securely and allows upgrade within contract. The first big test of this was COVID-19, when the Council went from a maximum of 500 users working remotely to over 2,300 without any impact on the network and have capacity for all staff to work remotely. IT has also created a new onsite Data Centre and closed the contract with the third party at a saving £1m per annum. This also has allowed applications to be moved into the cloud quicker such as SAP and Skype/Teams, removing the additional costs for third parties to support these. It is expected when complete this will save £300k per annum. The new Mobile Contract will work alongside the new network, so as the ability to connect to the new network remotely is increased, there will be less reliance on using the Mobile Providers network reducing the costs
29. New Device rollout (Build the Change) - purchase of assets and resource costs to roll out new devices including agreed desktop provision.
30. This has provided over 2,500 new devices with a 4-year support, work with the latest technology such as Windows 10 and Teams and can be used remotely anywhere. They are faster, more reliable, have increased battery life and by reducing the range of devices are easier for the team to look after. This means less issues for ICT to resolve, more productive staff and enables advantage to be taken of new applications and technology such Teams, SharePoint and working from home without needing to change devices. This led to improved stability, reduced staff down-time due to ICT issues, increased processing speed and therefore, improved the operation speed of applications.
31. During 2019/20 soft market testing and procurement of a new Customer Platform replacement and website was progressed, with programme to deliver incremental improvements over the next two years as well as savings
32. Customer Platform Replacement - During 2019/20 soft market testing and procurement of a new Customer Platform replacement and website was progressed, with programme to deliver incremental improvements over the next two years. This will also deliver savings.
33. SharePoint (Build the Change) - SharePoint and Intranet Projects were delivered within the same programme, using the same resources. This replaces the existing Enfield Eye, which was out of commission. Whereas SharePoint replaces the use of R-Drive as a corporate tool for collaborative delivery.
34. This project has enabled the Council to replace its Staff Intranet which required additional third party support and specialist staff to update content and terminate the contract with the previous supplier. This has been done by using the SharePoint, the application being used to replace where we store and access our documents. Currently, these are stored and accessed separately depending on the department. When completed it will save money

in terms of the storage of documents in the cloud, but also in terms of time and duplication since staff will be able to access and work from the same document regardless of where they are stored.

35. Reardon Court Extra Care Sheltered Housing Scheme (£1.093m)
36. Reardon Court overall programme is £27.4m and is expected to provide up to 91 self-contained homes and result in revenue savings by supporting cost avoidance through reducing the need for residential care. Delivery of this Scheme (agreed in July 2019, KD4898) started in 2019/20. The main areas of spend include engaging consultants, surveys and security costs and costs associated with meeting planning requirements, to connect to the Decentralised Heating Network. There was a fly tipping incursion which resulted in increased security provision and cost. The project has commenced procurement for a main contractor, which is expected to be completed in 2020/21.
37. Education (£12.029m)
38. Cabinet approved the strategy of increasing capacity in special schools that provide education services for some of the most acute special need categories.
39. To deliver the strategy of creating 252 additional Special Education Needs (SEN) places the following projects have been completed or are in progress:
 - West Lea School – expansion in progress;
 - Debohun School classroom block (completed July 2019);
 - Aylands School - ongoing design works and tender;
 - Springfield Autistic unit (completed July 2019);
 - St Marys School - satellite provision (completed July 2019);
 - Additional classroom at Russet House School (completed October 2019);
 - Minchenden New School (completed August 2019);
 - Swan Centre – refurbishment.
40. A further 70 places will be created from a successful bid for a new Social, Emotional and Mental Health (SEMH) Free School being delivered by the Education and Skills Funding Agency (ESFA) at Bell Lane.
41. Newly planned works at Winchmore School New Sixth Form building will also provide additional SEN places (not included in above) - feasibility and design works.
42. Officers continue to develop further proposals to increase the availability of SEN places as part of the invest to save in the special sector strategy.
43. The maintenance programme implementation takes into account the environmental legislation and advances in technology available to improve building and building services efficiency. Examples of the improvements include
 - Building envelope insulation and integrity – roofs and windows for George Spicer School and the Newbury Tuition Centre;

- Building Services design and efficiency - heating and electrical upgrades for Eldon School (electrics) and Eastfield School (heating);
 - Other examples of works to improve accessibility and safety include Enfield County security works, removal of Winchmore School DDA disability access; removal and Suffolks School security works.
44. Full details of above projects can be found in the approved Cabinet report, Updated Schools Condition Programme KD 5082.
45. Highways (£6.897m)
46. As part of the Council's Capital Programme for Highways and Street Scene in 2019/20 400 trees were planted, contributing to reducing the Council's carbon emissions by around 2 tCO₂e (tonnes of carbon dioxide equivalent) per year over time.
47. 11.9km of roads have been resurfaced/reconstructed and renewed and 7km of footway has been renewed. As part of a planned process for improving the condition of roads and pavements, 20,000 highway defects were repaired. Several bridge maintenance schemes completed; including bridge joints replaced at Conduit Lane and Mollison Avenue, footbridge replaced at Arnold Avenue and several small parks bridges schemes.
48. A number of capital projects underway this year are contributing to the climate change strategy, including those detailed in the paragraphs below.
49. Flood Alleviation scheme (£398k)
50. Two main wetland projects were completed during 2019/20 – one in Broomfield Park and other in Town Park. The Benefits of these schemes include:
- Storage of over 6,000 cubic metres of water during periods of extreme rainfall which reduces flood risk to properties downstream;
 - clean rainwater that drains from a combined catchment area of 50 hectares, helping to mitigate the impact of urban pollution on Enfield's rivers (from sources such as roads);
 - and the provision of valuable wetland habitat for birds, amphibians and other wildlife, and interesting places for people to visit and learn about nature.
51. Both schemes have received very positive feedback from the public. Designed Albany Park flood alleviation and wetlands scheme which will be ready for construction in 2020.
52. LED street Lighting (£1.239m)
53. Design for the LED Street Lighting scheme is complete and initial materials have been purchased and received. 697 assets have achieved the LED installation criteria. This project will reduce energy usage by approximately 47%, a carbon reduction of about emissions by 1200 tCO₂ (Tonnes of carbon dioxide equivalent is a comparative measure calculated using: Energy (kWh) x carbon factor / 1000) per annum.

54. As part of the Bridge Assessment & Strengthening Programme, TfL funded works on Whittington Road bridge (£18k). Bespoke bollards for protecting the substandard footways are installed to preserve the structural integrity of the bridge.
55. Changes to Waste and Recycling Collections (£1.514m)
56. To improve recycling performance and generate savings the waste and recycling service changed from a mixed food and garden fortnightly collection service to a paid for garden waste (collected fortnightly) and a weekly separate food recycling collection. These were introduced in November 2019. The weekly refuse and dry recycling collections were changed to Alternate Weekly Collections (AWC) and were introduced in 2 March 2020.
57. During 2019/20 £1.5m was invested into the waste and recycling service to support the roll-out of these changes. This was invested in providing a larger refuse, recycling and/or garden bins to residents, providing food caddies to 87,500 properties and on other items such as ICT, vehicles and home compost bins.
58. The changes to the waste and recycling services will result in forecast savings of £2.8m. Also, the environmental benefits will have a positive impact on climate change, such as a 12% increase in the Council's recycling rate, reducing the amount of waste generated across households and using fewer large vehicles to collect waste and recycling.
59. Transport for London (TfL) Schemes (£8.456m)
60. This expenditure has been funded through a combination of Local Improvement Plan (LIP) funding provided by TfL to deliver the objectives of the Mayor's Transport Strategy, plus additional funding that the Council has secured through a series of bids, e.g. mini Holland and Liveable Neighbourhoods.
61. Significant progress has been made on a number of projects including on the A1010 North Cycle Enfield route which is 80% complete, Enfield Town Liveable Neighbourhood project initiated and moving towards gate 2, Little Park Gardens public realm improvements 80% complete, A1010 South Cycle Enfield project, which is complete.
62. Others include, Cycleway defenders added to the A1010S and previous light segregation on the A105 have also been upgraded with Cycleway defenders to improve provision and create consistency across the network. Low Traffic Neighbourhood design has been completed for Fox Lane with an impact analysis conducted in other areas.
63. Haselbury Neighbourhood improvements which includes pedestrian rain gardens and other improvements and is 50% complete.
64. A number of additional bids have also been submitted, including Enfield Town to Broxbourne walking and cycling bid.

65. A Healthy Streets Team has been established and feasibility studies completed for further bids. The team has attended a number of public events where the Healthy streets agenda was promoted. School cycle training and road safety programmes are also in place.
66. Meridian Water (£32.775m)
67. The main achievements for Meridian Water in 2019/20 were securing a contract for the delivery of Meridian One which includes the delivery of up to 950 homes, 885 sqm of retail or workspace, 750 sqm of leisure and 600sqm of community use space. Also the selection of a developer to deliver Meridian Two (DA being negotiated) to build circa 270 homes, all of which will be affordable, and 3,000sqm of workspace.
68. In addition, a £156m Housing infrastructure Fund (HIF) grant has been secured which will deliver the strategic infrastructure required to deliver phases over the next 15 years, including roads, rail and parks. The completion of the Meridian Water train station which opened in June 2019 and currently has two to four trains an hour moving to four to six as part of the HIF infrastructure programme.
69. The planning and procurement process has commenced and allows for HIF works to begin at the earliest point, with £3.6m spent during the year. Works on the train station and public realm outside the station have totalled £3.3m. The purchase of Units 11, 11a and Unit 5 Anthony Way (also known as the Achilles land) for £3.3m completed in 2019/20. Further, a new site-wide 3-year security contract has been procured for 3 years at a total cost of £1.74m (equivalent to £580k per year).
70. The nature of the Meridian Water development means that the security requirements will vary as leases start or finish and as development starts on site or the Council acquires further assets. The total security costs for the year was £1.6m.
71. The Phoenix Wharf clearance was completed at a cost of £1.7m; this meant that enforcement action from the Environment Agency was avoided after a previous lease holder went into liquidation and left behind a mountain of rubbish. The new security contractor appointed at the end of last year, will ensure the site is secure until the appointed HIF contractor occupies the site. Works on Masterplan V2 have been procured and commenced, with total spend of £1.2m. Meridian 3 and Meridian 4/Phase 2 Detailed Delivery Plans are being developed, with outline planning consent costs for Phase 2 totalling £1.4m. The Willoughby Lane site had ground and water remediation works during the year at a cost of £700k in preparation for Meridian One scheme to commence.
72. £550k was spent on refurbishment and extension of the VOSA building. This was enabling work to ensure the building was safe, rubbish removed, and asbestos made safe so that the preliminary work for the BLOQS relocation could be undertaken, BLOQs will be moving into the VOSA building later this year. Creating a bigger space and the potential for more creative members

of the BLOQS Community supports on delivering on the MW aims of Make and Create.

73. Corporate Condition Programme (£1.405m)
74. A number of works were carried out to meet health and safety and fire safety landlord obligations.
75. These included various asbestos abatement works including at Civic Centre; various fire audit works including Millfield House sprinklers and Forty Hall sprinklers; Gentleman's Row fire alarm; various health & safety remedial works; Sloemans Farm demolition and repair works; Enfield Town Library air conditioning works; Millfield Arts Theatre and Arts Centre heating and ventilation works; Bromfield Park improvements; John Wilkes House ventilation works; Forty Hall roofing and other external fabric works; Bell Lane Youth Centre boiler and air conditioning upgrade.
76. Electric Quarter (£1.417m)
77. Progress has continued to be made on the Phase-B of the Electric Quarter project, which is to deliver 106 units by 2021.
78. The following outputs have been delivered, demolition of existing structures within Phase-B, granting of Phase-B lease to Lovell following 90% of Property Cost Estimate payment to all claimants.
79. Construction is underway with ground and enabling works and above ground build and 22 three and four bedroom houses were delivered by March 2020, as well as the Qube Meanwhile facility was relocated into Eagle House Car Park and the temporary library relocated to Swan annex.
80. Genotin Road (£11.352m)
81. During the year, the groundworks have been completed and progress has been made on the main structure, external glazing of the new Genotin Road (Metaswitch) building has also started. The project has experienced delays as a result of COVID-19 which has put back completion by 11 weeks and is now expected to finish at the end of December 2020. Metaswtich will then complete their internal fit out and move in before the end of the financial year. At this point the Council will start generating rental income of £1.5m per annum from the new offices.
82. DFG Housing Adaptations & Assistance (£2.222m)
83. DFG supports the provision of Enfield's Housing adaptations to enable disabled residents to live independently at home for as long as possible. Residents are provided with essential housing adaptations such as ramp access, stair lifts, level access showers etc. In 2019/20, 287 enquiries were received, 175 enquiries were approved and a total of 172 adaptations were completed.
84. Energetik (£2.744m)

85. The Council's commitment to the climate change agenda is in part being delivered through investment in connections to low carbon energy such as the Energetik heat network
86. During 2019/20 Energetik continued with planned infrastructure works including the commencement of Thames Water design work, further work has however been delayed accommodating delays in the Meridian water programme.
87. An additional £600k was used in extending the district heating pipe from Alma Estate to Ponders End High Street, reflecting a 75% completion of the project within the Capital Programme. The company carried out site investigative works and commissioned work to extend the Electric Quarter primary heat network and installing the heat exchanger substation for Phase B of Electric quarter, cost associated to these work were circa £110k. £300k was spent building a mobile prefabricated boiler plantroom, a project that is now 100% complete.
88. In addition to the specific work above, there is ongoing spend on the design, pre-construction management and planning submission of the Meridian Water Heat Network.
89. Housing Gateway Ltd (HGL) (£5.500m)
90. Housing Gateway has continued to work with the Council to deliver good quality housing solutions to the residents of Enfield. The company increased its housing property supply by 12 units bringing the company portfolio to 530 in total. The target for 2019/20 was the purchase of 50 properties, however this has not been met mainly due to increased house prices, which meant the company's yield requirements could not be satisfied. In addition to the purchase of 12 additional properties, the company undertook a range of major repairs on existing properties. The agreed refinancing of the company from April 2020 will enable the company's three-year 250 home growth programme to progress. The purchase of the additional 12 units has led to temporary accommodation cost avoidance of approximately £15k. The cost avoided for all HGL units in 2019/20 is £2.049m.

Variances

91. A breakdown of the variances, to the forecast position at November (Period 8), is shown in the table below, followed by the explanation for variances over £500k.

92. Table 3: Variance Analysis

Capital Budget Variations	Reprofiling £'000	(Under) / Overspend £'000
Resources:		
IT Investment	(2,654)	0
Libraries	23	(124)
People:		
Extra Care Housing: Reardon Court	119	0
Education	(107)	0
Community Safety	0	70
Place:		
Alley Gating	(21)	0
Flood Alleviation	(217)	0
LED Street Lighting	99	0
Whittington Road	0	18
Highways & Street Scene	(99)	0
Edmonton Cemetery	(374)	0
Southgate Cemetery	(589)	0
Play Areas	(34)	0
Tennis Courts Works	23	0
Changes to Waste & Recycling Collections	80	0
Vehicle Replacement Programme	583	0
Transport for London	(680)	0
Meridian Water	(11,678)	0
Broomfield House	(28)	0
Corporate Condition Programme (prev. BIP)	(769)	0
Corporate Property Investment Programme	(58)	0
Edmonton Cemetery Chapel Conversion	0	40
Electric Quarter	(1,007)	0
Forty Hall	(38)	0
Genotin Road (Metaswitch)	(1,223)	0
Montagu Industrial Estate	(165)	0
Town Centre Regeneration	(166)	0
Housing Adaptations & Assistance	0	209
Chief Executive:		
Gentlemen's Row	(29)	0
Companies:		
Energetik	(316)	0
Housing Revenue Account:		
Major Works	(8,338)	194
Minor Works	(324)	(698)
Development Programme	(979)	0
Estate Regeneration	(20)	526
Fire Works	(392)	(22)
	(29,376)	214
Overall Variance		(29,162)

93. IT Investment (-£2,654k)

94. New Device Rollout project has underspent as a result of not undertaking the desktop upgrades yet, this has been intentionally delayed to ensure it aligns with Build the Change programme requirements.
95. The Infrastructure programme has underspent, due to delays in delivery of current programme due to both supplier delays and awarding of contracts taking longer than originally expected. In addition, the impact of COVID-19, meant that some of the items ordered delivery is still awaited and that has meant deferring this into 2020/21. It is still expected that the programme will deliver fully.
96. The CRM Replacement has underspent, due to the delays in evaluation and awarding of the contract. That meant that initial costs for implementation were not spent. These will need carrying forward into 2020/21.
97. SharePoint and new Intranet projects combined have underspent. The Intranet replacement is now complete, but the SharePoint project was put on hold to enable the project to react to changes to as a result of increased remote working once the implications of COVID-19 were better understood.
98. Southgate Cemetery (-£589k)
99. There were a number of delays due to weather conditions, and design phasing. The project is continuing with Phase 2 in 2020/21 which will see a total of 363 chambers and 24 mausolea constructed. This includes the 95 burial chambers and 24 mausolea completed in 2019/20 as part of phase 1.
100. Vehicle Replacement Programme (VRP) (+£583k)
101. The spend on VRP in 2019/20 was higher than expected, due to bringing forward 2020/21 planned vehicle replacements to reduce the number of contract hired vehicles. This expenditure was funded through revenue contributions.
102. Transport for London (-£680k)
103. The initial allocation at beginning of year revised down with TfL by £400k owing to a change of subcontractor on the A1010 North Cycle route Enfield project which resulted in some changes to the programme and therefore level of spend. The predicted spend for the Angel Walk project (the creation of a new walking and cycling route to connect Edmonton Green to Meridian Water) was also revised down by £200k as the works were delayed as a consequence of a requirement for bridge removal on site.
104. Meridian Water (-£11,678k)
105. Total spend on the Meridian Water project in 2019/20 was £32.775m, which was £11.68m less than originally forecasted. Circa £4.7m of the underspend was deferred to the next financial year after the final quarterly monitoring report. Approximately £2.6m of the deferred amount relates to the land acquisition as discussions with landowners extended beyond the expected deadlines.

106. The remaining £6.9m was slippage at the end of the 2019/20 financial year. The delays related to HIF site investigations (£650k), HIF Rail (£780k), Meanwhile Works preparatory works and services (£390k). The 2019/20 budget included £1.74m to cover the full cost of the 3 year security contract. The 'underspend' of £1.1m represents the budget for the remaining value of the contract, that will be utilised in future years. The Phase 2 Delivery Plan and design development and planning budget has been underspent by £740k, while there was also a residual amount left from the Achilles land purchase and Phoenix Wharf clearance, totalling £300k. There was also a significant underspend of over £2.4m against the budget on capitalised interest due to a change in the way interest was apportioned to project.
107. Corporate Condition Programme (-£769k)
108. The replacement Barn at Beech Barn Farm was completed in May 2020 following a delayed start on site, resulting in £382k being carried over into 2020/21, but now spent. Fire audit works including sprinklers at Millfield House and Forty Hall cost £80k lower than estimated. Window replacements in D Block at the Civic Centre were delayed due to the block being locally listed. Consent has now been secured enabling works to progress. Other works had to be deferred to 2020/21, including £434k allocated to the reroofing of the Civic centre B block.
109. Electric Quarter (-£1,007k)
110. Not all of the Compulsory Purchase Order claims have been settled. A payment of 90% of the Property Cost Estimate (PCE) has been made in all cases, however, by their nature PCEs are conservative and therefore a substantial contingency has been set aside to cover those claims where further investigation/analysis is required. It is anticipated that all claims will be settled in 2020/21 apart from one substantial claim which may need to go to a tribunal.
111. Genotin Road (-£1,223k)
112. Works are approximately 11 weeks behind programme; owing to the combination of a delay in approval for Basic Asset Protection Agreement with Network Rail and adverse weather - rain and high winds that prevented the upper frame/roof slabs being poured. The building is scheduled to open in December 2020.
113. HRA (-£10,052k) – Explained in paragraph 144 onwards.

Housing Revenue Account (HRA)

114. Table 4: HRA Capital Outturn

Approved Capital Programme	2019/20 (Nov) Budget	2019/20 Budget Adjustments	209/20 Revised Budget	2019/20 Outturn	Variance	Re-profiling (Cfwd) / Bfwd	(Under) / Overspend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
HOUSING REVENUE ACCOUNT							
Major Works – Various	7,333	1,054	8,387	5,334	(3,054)	(3,418)	364
Decent Homes	5,150	(862)	4,288	767	(3,521)	(3,259)	(262)
Cambridge Road West	500	0	500	16	(484)	(484)	0
Lytchet Way	1,400	0	1,400	1,408	8	0	8
New Southgate	2,700	0	2,700	1,936	(764)	(764)	0
Upper Edmonton	500	0	500	87	(413)	(413)	0
Waltham Cross	1,500	0	1,500	1,584	84	0	84
Total Major Works	19,083	192	19,275	11,132	(8,144)	(8,338)	194
Minor Works	3,467	(1,080)	2,387	2,190	(196)	(324)	127
Aids & Adaptations	750	0	750	414	(336)	0	(336)
Structural Repairs	600	0	600	111	(489)	0	(489)
Total Minor Works	4,817	(1,080)	3,737	2,715	(1,021)	(324)	(698)
Development Programme	9,749	(2,991)	6,758	12,679	5921	5,815	106
Bury Street	15,228	0	15,228	736	(14,492)	(14,492)	0
Electric Quarter	6,683	0	6,683	14,381	7,698	7,698	0
Property Purchases	20,000	2,991	22,991	22,991	0	0	0
Total Development Prog.	51,660	0	51,660	50,787	(873)	(979)	106
Estate Regeneration	1,569	0	1,569	1,096	(474)	(903)	429
Alma Towers	9,715	0	9,715	11,077	1,362	1,362	0
Ladderswood	250	0	250	241	(9)	0	(9)
New Avenue	2,615	0	2,615	2,159	(456)	(456)	0
Small Sites 1	4,956	0	4,956	4,933	(23)	(23)	0
Total Estate Regeneration	19,105	0	19,105	19,506	400	(20)	420
Fire Works	2,400	0	2,400	1,986	(414)	(392)	(22)
Total HRA	97,066	(888)	96,178	86,126	(10,052)	(10,052)	0

115. The net budget adjustment of £888,000 represents right to buy receipts that have been granted to a Registered Provider to build 9 affordable additional units in the borough in return for 100% nomination rights.

HRA Project Outcomes

116. Major Works (£11,132k)

117. The contracts have now been procured and work has commenced to deliver a three year programme of decency led works, including the replacement of kitchen and bathrooms and aged electrical installations for circa 1,800 homes.

118. The Exeter Road water mains renewal project is now complete. This work has resolved issues to do with partial loss of water supply, provided adequate

water pressure to all high rise blocks of flats and provided newly installed independent service to each block with isolation valves and access points.

119. The Lychet Way major works project comprising of bathroom, kitchen and window renewal and roof repairs is now complete. These works commenced in 2016 and have improved 440 properties across the estate.
120. The New Southgate scheme comprises of external enveloping and communal works to 30 blocks, this included mechanical and engineering items and the upgrade of the incoming mains carried out by UKPN to 16 of these blocks. These works are complete, but it has been necessary to add additional work items to meet statutory compliance. These works include asbestos removal, gas surveys and other health and safety works.
121. The improvement to Waltham Cross houses consists of decent homes works to 71 street properties. The works completed in 2019/20 and included roofing, window, kitchen and bathroom renewals and rewiring.
122. Minor Works (£2,715k)
123. A term contract for the delivery of aids and adaptations has now been let, delivering high priority adaptations for 45 vulnerable residents. A further 270 adaptations are programmed to be delivered over the 2020/21 capital year.
124. A programme of estate improvement works across the Borough has continued across the stock, driven by resident consultation via the Customer Voice, targeting environmental improvements, anti-social behaviour and enabling better waste management.
125. Fire Works/Building Safety (£1,986k)
126. Works to remove HPL cladding and re-clad Bliss and Purcell Houses have been completed and Phase-2 works (internal refurbishment, including decency works) are now due to commence on site.
127. Works to remove HPL cladding from Walbrook House and interim fire safety works have been completed. Phase-2 recladding and a deep retrofit programme addressing safety, sustainability and decency are currently being procured via a construction management appointment.
128. Works to reclad 8 blocks at Kettering Road and Exeter Road and install ground source heat pumps have been completed. Phase-2 internal refurbishment works are due to commence in during 2020/21.
129. Channel Islands (4 blocks) project works which include internal building safety works (upgrade of passive and active systems) and replacement of mechanical services have been delayed. The project was out to tender at the beginning of March, however due to lockdown bidders requested an extension as site surveys could not be completed to inform pricing. Works are due to commence in September
130. Brittany House (sheltered) works are the same as above, inclusive of the installation of a sprinkler system. The project was delayed late last year due

to the need to rescope part of the project following a resident consultation exercise and the additional need to access homes to complete drawings to complete the sprinkler design package. The project was due to go to tender in early March, however, has been further delayed as residents are in lockdown. Works are due to commence in January.

131. A Borough wide door replacement programme has also now been procured, with works commencing on site in June which will replace circa 8,000 over the three year term, representing a £12m investment across the stock.
132. A further 5 packages of building safety led works, totally a £15m investment is in procurement for the 2020/21 capital year, ensuring the Council continues to deliver safe homes for the future.
133. Development Programme (£50,787k)
134. Over the next 10 years, the Council housing programme aims to build or facilitate over 3,800 homes, of which 3,500 will be affordable, through a variety of strategies. The progress made during 2019/20 is set out in paragraphs 132-137 below
135. Gatward Green: Secured start on site of 12 new homes and met the GLA grant funding target – £420k of which £210k has been paid through the execution of the contract documents and start on site.
136. Newstead: Secured start on site of 22 homes and met the GLA grant funding target – £600k of which £300k has been paid through the execution of the contract documents and start on site.
137. Bury Street: Secured start on site of 50 homes and met the GLA grant funding target – £2.5m of which £1.25m has been paid through the execution of the contract documents and start on site.
138. Bullsmoor Lane: Purchased land with planning consent for 27 units. The scheme will be redesigned to achieve 30-32 units and reduce build costs. This will be taken forward as part of the 2020/21 development programme.
139. Electric Quarter: Entered into agreement to purchase 75 previously private units, of which 11 have been handed over. £1.14m GLA grant funding was claimed and paid, of which half was paid on completion of initial tranche.
140. Acquisitions: Purchases of approximately 70 street properties that have been let at London Affordable rents. Each of these purchases was within the HRA parameters.
141. Estate Regeneration (£19,506k)
142. Investment in estate renewal projects provides existing residents with high quality new homes. When viable and reflecting priority housing needs, consideration is given to increasing the number of affordable housing. Paragraphs 140 – 144 detail the 2019/20 outputs

143. Ladderswood – The completion of the hotel and commercial units was delayed until 2020/21 due to complicated lease structures relating to a third-party company and the change from a solely industrial site to one of mixed tenure. Delivery of phases 2 and 3 continued, alongside discussions for a potential optimisation of the scheme for phases 4, 5 and 6 subject to a viable business case.
144. Alma – Phase 1 completed, delivering 228 homes, of which 97 are Council owned. The 97 homes provided new homes for existing residents on the Alma estate, resulting in vacant possession of two failing tower blocks, which will now be demolished for the next phase of the development. 25 buybacks of leaseholder properties were also completed on the estate.
145. New Avenue – the CPO purchase of 9 properties completed in the year to enable vacant possession of blocks to be demolished in the next phases. This will enable phases 2 and 3 of the regeneration project to take place, delivering 281 homes, of which 87 will be affordable. The CPO was completed successfully, with seven residents remaining under licence ahead of a shared equity purchase in the new development. Agreement has now been reached between valuers where disputes had been lodged and we do not envisage any problem gaining vacant possession.
146. Small Sites 1 – completed 73 dwellings, 56 of which are for affordable housing. Agreement was reached with Kier over a deed of surrender that sees Kier honour their defects commitment but saves the Council £246k. In February 2020 North London Muslim Association purchased 21 properties (13 London Affordable Rent, 8 London Living Rent) across three sites, with negotiations still underway for the disposal of 4 shared ownership units. At Jasper Close (wholly owned by the Council) 4 family homes and 4 wheelchair homes have been let at London Affordable Rent. The Council has 10 remaining homes currently being marketed at Shared Ownership/equity. However, due to COVID-19 and concerns about affordability, this is being reviewed for a potential switch to London Affordable Rent, if the financial case can be made.
147. Joyce & Snells – approval was granted to hold a ballot on the regeneration of the estate and an associated budget awarded. This budget takes the project through to planning, with any costs incurred ahead of ballots being at risk. Given that a ballot will only be held when there is adequate confidence that a yes vote will be obtained, the risk of these costs being abortive is relatively low. Despite COVID-19, the ballot is still intended to be held in 2020/21 once the overall viability of the project is ascertained, for the scheme being presented and residents are in favour of it.

HRA Variance Analysis

148. A breakdown of the variances is shown in the table below, followed by the explanation for variances over £500k.

149. Table 5: Variance Analysis for HRA

Capital Budget Variations	Reprofiling £'000	(Under) / Overspend £'000
Housing Revenue Account:		
Major Works	(8,338)	194
Minor Works	(324)	(698)
Development Programme	(979)	106
Estate Regeneration	(20)	420
Fire Works	(392)	(22)
Total	(10,053)	0
Overall Variance		0

150. Major Works (-£8,338k)

151. The Borough wide decent homes programme was due to start in 2019, however due to the detailed procurement process to ensure service and contract delivery, these projects have been delayed. The programme including, electrical works, heating and insulation works, and replacement kitchen and bathrooms didn't commence until the end of the financial year. Term contracts have now been procured to deliver a three-year programme of decency led works. The remaining budget of £5.8m has been re-profiled into 2020/21 to continue to deliver this programme

152. The main contractor for the Brimsdown Pod replacement went into administration, The procurement of a new contractor has now been finalised and works will restart and eh remaining budget of £865k will be spent during 2020/21

153. The new Southgate project consists of both external and communal area works to 24 blocks within the Borough. Works have been progressing well but have experienced delays due to Network Rail and UKPN approvals. These works included pitched and flat roof conversions, which have seen delays due to current drainage being insufficient. Additional improvements will be completed in 2020/21

154. Minor Works (-£324k)

155. The water safety programme will see the replacement of cold-water storage tanks. This project started at the beginning of 2020 but was put on hold due to lockdown restrictions.it will restart during 2020/21.

156. Fire Works (-£392k)

157. Fire Precaution Works at Bliss and Purcell were delivered for less than originally budgeted, producing a saving. This assisted in mitigating the

unforeseen costs arising for the need to provide waking watch services at Walbrook House, during the phase 1 declared work.

158. Development Programme (-£979k)
159. The overall programme for 2019/20 totals £51,660k; of which £979k has been re-profiled into 2020/21 for the reasons outlined below:
160. Upton/Raynham: This scheme forms part of the Building Council Homes for Londoners 2020/21 programme. The current proposal will deliver 150 new homes. Initial costs have been incurred through the procurement of architects and surveys to ascertain the feasibility of undertaking the project. Programme slippage has been largely due to design development issues, which are being worked through. Expected costs in 2020/21 include further design development and planning submission in Q2, contractor procurement and acquisition of Beck House in Q3 and start on site in Q4.
161. Bullsmoor Lane: This scheme forms part of the Building Council Homes for Londoners 2020/21 programme. The current proposal will deliver 30 new homes, which is a variation from its current planning consent for 27 units. The land purchase completed in Q4 2019/20. Programme slippage has been largely due to design development issues, which are being worked through. Anticipated costs in 2020/21 include further design development and planning submission in Q2, contractor procurement and acquisition of Beck House in Q3 and start on site in Q4.
162. Bury Street: This scheme forms part of the Building Council Homes for Londoners 2019/20 programme and will deliver 50 new homes. The build contract, which had been profiled to complete earlier in the year, was only awarded in March 2020, following a procurement exercise. The budget has been re-profiled to 2020/21.
163. Electric Quarter: A contract is in place to purchase 75 of the homes, bringing the level of affordable homes on the scheme to over 47%. 11 homes have been completed so far. The spend has been rep-profiled to reflect the agreed payment terms - £14.4m spent in 2019/20, £5.7m due in 2020/21 and £6.7m in 2021/22.
164. The New Avenue budget mostly comprises of consultants' fees and there has been an underspend on this due to less use of consultants than expected for the management of the construction of the affordable housing in Phase-1 – (86 affordable properties out of 127 Phase-1 properties in total) nearing completion but delayed by the virus.
165. Small Sites 1 – small underspend due to successful negotiation on delay costs with the contractor.

Financing - HRA Capital Programme

166. Table 6: Financing of the HRA Capital Outturn

Approved Capital Programme	Borrowing	Grants & Contributions	Capital Receipts	Earmarked Reserves	Total Funding
	£'000	£'000	£'000	£'000	£'000
Housing & Regeneration					
Housing Enabling	0	0	888	0	888
HOUSING REVENUE ACCOUNT					
Major Works	5,334	0	0	0	5,334
Major Works: Borough Wide Decent Homes	767	0	0	0	767
Major Works: Cambridge Road West	16	0	0	0	16
Major Works: Lytchet Way	1,408	0	0	0	1,408
Major Works: New Southgate	1,936	0	0	0	1,936
Major Works: Upper Edmonton	87	0	0	0	87
Major Works: Waltham Cross	1,584	0	0	0	1,584
Minor Works	2,190	0	0	0	2,190
Minor Works: Aids & Adaptations	414	0	0	0	414
Minor Works: Structural Repairs	111	0	0	0	111
Development Programme	4,074	7,665	517	0	12,256
Development Programme: Bury Street	736	0	0	0	736
Development Programme: Electric Quarter	7,602	2,561	4,218	0	14,381
Development Programme: Property Purchases	16,094	0	6,897	0	22,992
Estate Regeneration	0	0	1,518	0	1,518
Estate Regeneration: Alma Towers	468	1,698	1,601	7,310	11,077
Estate Regeneration: Ladderswood	0	241	0	0	241
Estate Regeneration: New Avenue	208	0	25	1,926	2,159
Estate Regeneration: Small Sites 1	268	976	3,689	0	4,933
Fire Works	703	0	0	1,283	1,986
Total HRA	44,000	13,141	18,466	10,519	86,126

Financing - General Fund

167. The capital expenditure was financed as set out in the below table.

168. Table 7: Sources of Funding

Sources of financing	General Fund	Companies	HRA
	£'000	£'000	£'000
Borrowing	61,901	0	44,000
Borrowing funded by Deferred Capital Receipts	0	8,244	0
Capital Grant & Contributions	25,858	0	13,141
Capital Receipts	2,509	0	18,466
Earmarked and Capital Reserves	468	0	10,519
Revenue Contribution	1,204	0	0
Totals	91,940	8,244	86,126
Total Capital Financing	186,309		

169. External borrowing is used by the Council to finance a portion of the Capital Programme. Further information is included in the Treasury Management Outturn Report also on this Cabinet meeting agenda.

170. The 2020/21 Quarter 1 (June) Monitoring report in the new financial year will include details of reprofiling from 2019/20. The latest 2020/21 programme, including any additions to the programme since February 2020 (the approval of the 10-year Capital programme and Strategy Report), will be reviewed as part of the annual budget process to ensure all schemes are affordable with the Medium Term Financial Plan and meet corporate priorities.

Main Considerations for the Council

171. To note the project outputs and capital investment across the capital programme

Safeguarding Implications

172. Not relevant to this report.

Public Health Implications

173. Through investment in capital building and maintenance; the Council influences the built environment within Enfield significantly. The built environment in turn influences how residents interact with their environment; for example, during active travel or accessing facilities. Ensuring that our capital buildings are maintained, fit for purpose, and wellbeing considerations are taken in terms of their use, how they promote residents' wellbeing is key to contributing positively towards the public's health. Additionally, ensuring that all buildings have minimal environmental impact also contributes towards enhancing resident's wellbeing.

Equalities Impact of the Proposal

174. Not relevant to this report.

Environmental and Climate Change Considerations

175. Environmental and climate changes implications are referenced as relevant in the body of the report

Risks that may arise if the proposed decision and related Work is not taken

176. Not relevant to this report.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

177. Not relevant to this report.

Financial Implications

Financial implications are implicit in the report

Legal Implications

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

Workforce Implications

179. Not relevant to this report.

Property Implications

180. Investment in the Council's Corporate Properties through the Corporate Condition Programme ensures that they remain compliant and fit for purpose ensuring improved energy efficiency and reducing future maintenance and operating costs. Minor delays to some projects in the 2019/20 programme will be caught up in the current financial year with no detriment on the long-term maintenance of the properties.
181. Investment in the Genotin Road project will secure a long-term income stream for the Council whilst ensuring the retention of a major employer in Enfield Town Centre.

Other Implications

182. There are no other implications.

Options Considered

183. Not relevant to this report.

Conclusions

The Report provided a year end position of the Capital programme, including the outcomes which were delivered

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Date of report: 2 July 2020

APPENDIX A

Approved Capital Programme	2019/20 (Nov) Budget	2019/20 Budget Adjustments	209/20 Revised Budget	2019/20 Outturn	Variance	Re-profiling (Cfwd) / Bfwd	(Under) / Overspend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
RESOURCES							
Digital Data & Technology							
IT Investment	8,425	0	8,425	5,771	(2,654)	(2,654)	0
Total Digital Data & Technology	8,425	0	8,425	5,771	(2,654)	(2,654)	0
Customer Experience & Change							
Libraries	131	0	131	30	(101)	23	(124)
Total Customer Experience & Change	131	0	131	30	(101)	23	(124)
Total RESOURCES	8,556	0	8,556	5,802	(2,754)	(2,631)	(124)
PEOPLE							
Adult Social Care							
Extra Care Housing: Reardon Court	974	0	974	1,093	119	119	0
Total Adult Social Care	974	0	974	1,093	119	119	0
Education							
School Expansions	6,609	0	6,609	5,942	(668)	(668)	0
Schools Maintenance	3,191	0	3,191	3,308	118	118	0
Schools' Future Programme	2,337	0	2,337	2,779	442	442	0
Total Education	12,137	0	12,137	12,029	(107)	(107)	0
Strategic Commissioning							
Community Safety	300	0	300	370	70	0	70
Total Strategic Commissioning	300	0	300	370	70	0	70
Total PEOPLE	13,411	0	13,411	13,492	81	12	70
PLACE							
Environment & Operations							
Alley Gating	100	0	100	79	(21)	(21)	0
Highways:							
Flood Alleviation	614	0	614	398	(217)	(217)	0
LED Street Lighting	1,140	0	1,140	1,239	99	99	0
Whittington Road	0	0	0	18	18	0	18
Highways & Street Scene	6,995	0	6,995	6,897	(99)	(99)	0
Parks:							
Edmonton Cemetery	1,327	0	1,327	954	(374)	(374)	0
Southgate Cemetery	1,116	0	1,116	527	(589)	(589)	0
Play Areas	41	0	41	7	(34)	(34)	0
Tennis Courts Works	5	0	5	28	23	23	0
Waste, Recycling & Fleet:							
Changes to Waste & Recycling Collections	1,434	0	1,434	1,514	80	80	0
Vehicle Replacement Programme	411	0	411	994	583	583	0
Traffic & Transportation:							
TFL: Local Implementation Plans	2,261	0	2,261	2,048	(213)	(213)	0
TFL: Cycle Enfield	6,010	0	6,010	5,481	(529)	(529)	0
TFL: Extra Investment	0	0	0	223	223	223	0
TFL: Angel Walk	865	0	865	704	(161)	(161)	0
Total Environment & Operations	22,319	0	22,319	21,110	(1,209)	(1,227)	18

APPENDIX A – Continued

Approved Capital Programme	2019/20 (Nov) Budget	2019/20 Budget Adjustments	209/20 Revised Budget	2019/20 Outturn	Variance	Re-profiling (Cfwd) / Bfwd	(Under) / Overspend
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
PLACE							
Meridian Water							
Meridian Water	44,453	0	44,453	32,775	(11,678)	(11,678)	0
Total Meridian Water	44,453	0	44,453	32,775	(11,678)	(11,678)	0
Property & Economy							
Broomfield House	266	0	266	238	(28)	(28)	0
Corporate Condition Programme (prev. BIP)	2,174	0	2,174	1,405	(769)	(769)	0
Corporate Property Investment Programme	700	0	700	642	(58)	(58)	0
Edmonton Cemetery Chapel Conversion	108	0	108	148	40	0	40
Electric Quarter	2,424	0	2,424	1,417	(1,007)	(1,007)	0
Forty Hall	68	0	68	30	(38)	(38)	0
Genotin Road (Metaswitch)	12,575	0	12,575	11,352	(1,223)	(1,223)	0
Montagu Industrial Estate	500	0	500	335	(165)	(165)	0
Town Centre Regeneration	250	0	250	84	(166)	(166)	0
Total Property & Economy	19,065	0	19,065	15,651	(3,414)	(3,455)	40
Housing & Regeneration							
Housing Enabling	0	888	888	888	0	0	0
Assessment Services:							
Housing Adaptations (DFG)	2,001	0	2,001	2,143	142	0	142
Housing Assistance	12	0	12	79	67	0	67
Total Housing & Regeneration	2,013	888	2,901	3,110	209	0	209
Total PLACE exc. HRA	87,851	888	88,739	72,646	(16,092)	(16,360)	268
Chief Executive (CEX)							
Gentlemen's Row	29	0	29	0	(29)	(29)	0
Total Chief Executive (CEX)	29	0	29	0	(29)	(29)	0
Total GENERAL FUND exc. Companies	109,846	888	110,734	91,940	(18,794)	(19,008)	214
COMPANIES							
Energetik	3,060	0	3,060	2,744	(316)	(316)	0
Housing Gateway Ltd	5,500	0	5,500	5,500	0	0	0
Total COMPANIES	8,560	0	8,560	8,244	(316)	(316)	0
Total GENERAL FUND	118,406	888	119,294	100,184	(19,110)	(19,324)	214
HOUSING REVENUE ACCOUNT							
Major Works	7,333	1,054	8,387	5,334	(3,054)	(3,418)	364
Major Works: Borough Wide Decent Homes	5,150	(862)	4,288	767	(3,521)	(3,259)	(262)
Major Works: Cambridge Road West	500	0	500	16	(484)	(484)	0
Major Works: New Southgate	2,700	0	2,700	1,936	(764)	(764)	0
Major Works: Lytchet Way	1,400	0	1,400	1,408	8	0	8
Major Works: Upper Edmonton	500	0	500	87	(413)	(413)	0
Major Works: Waltham Cross	1,500	0	1,500	1,584	84	0	84
Minor Works	3,467	(1,080)	2,387	2,190	(196)	(324)	127
Minor Works: Aids & Adaptations	750	0	750	414	(336)	0	(336)
Minor Works: Structural Repairs	600	0	600	111	(489)	0	(489)
Development Programme	9,433	(2,991)	6,441	12,256	5,815	5,815	0
Development Programme: Bury Street	15,228	0	15,228	736	(14,492)	(14,492)	0
Development Programme: Electric Quarter	6,683	0	6,683	14,381	7,698	7,698	0
Development Programme: Property Purchases	20,000	2,991	22,991	22,992	0	0	0
Estate Regeneration	1,886	0	1,886	1,518	(368)	(903)	535
Estate Regeneration: Alma Towers	9,715	0	9,715	11,077	1,362	1,362	0
Estate Regeneration: Ladderswood	250	0	250	241	(9)	0	(9)
Estate Regeneration: New Avenue	2,615	0	2,615	2,159	(456)	(456)	0
Estate Regeneration: Small Sites 1	4,956	0	4,956	4,933	(23)	(23)	0
Fire Works	2,400	0	2,400	1,986	(414)	(392)	(22)
Total HRA	97,066	(888)	96,178	86,126	(10,052)	(10,052)	0
Total PLACE inc. HRA	184,916	0	184,916	158,772	(26,145)	(26,412)	268
TOTAL CAPITAL PROGRAMME	215,471	0	215,471	186,309	(29,162)	(29,376)	214

Background Papers

The following documents have been relied on in the preparation of this report:

None

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London Borough of Enfield**Cabinet****15 July 2020**

Subject: Revenue Outturn 2019/20
Cabinet Member: Cllr. Maguire
Executive Director: Fay Hammond

Key Decision: 5151

Purpose of Report

1. This Report sets out the outturn position for 2019/20 for:
2. General Fund Revenue Account:
 - i. Service Budgets overspent by £10.9m, this was offset by the planned use of £3.0m contingency budget and a further £2.3m in contingent items to give a net overspend of £5.6m.
 - ii. A drawdown of £5.6m from reserves was made to achieve a balanced position. (Paragraph 101)
 - iii. The flexibility to apply capital receipts to fund transformation expenditure was used, with £2.7m of capital receipts applied (Paragraph 85)
3. Housing Revenue Fund Account (HRA)
 - i. A £3.2m underspend has contributed to HRA balances (Paragraph 90)
4. Dedicated Schools Grant (DSG) funded expenditure
 - i. The DSG had a brought forward surplus of £0.4m from 2018/19, however the 2019/20 outturn was a £4.9m overspend, resulting in a deficit of £4.5m being carried forward to 2020/21 and will be the first call on the new year's grant allocation. (Paragraph 96)
5. Collection Fund balance at year end
 - i. Details of the achievement of Council Tax and Business Rates income are set out in Paragraph 109.
6. This report also provides information on the Council's current level of useable reserves and balances. The General Fund Balances remain unchanged at £14.0m. The General Fund Reserves have remained stable and have only increased largely due to £8.5m grant funding received from Central Government to fund the Council's response to Covid-19.

Proposals

7. It is recommended that the Cabinet notes the General Fund, Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) revenue outturn position for 2019/20.

Reason for Proposals

8. To ensure that members are aware of the outturn position for the authority, including all major variances which have contributed to the outturn position.

Relevance to the Council's Corporate Plan

9. The General Fund, HRA and DSG Outturn Report sets out how the Council has best used its limited resources to deliver the Council's objectives in 2019/20. These objectives are:
 - i. Good homes in well-connected neighbourhoods
 - ii. Sustain strong and healthy communities
 - iii. Build our local economy to create a thriving place

Background

10. On 27 February 2019, the 2019/20 budget was set by Council. This budget was set in the challenging context of a reduction in core funding of £6.3m in 2019/20; following previous funding reductions of £93m since 2010.
11. New savings of £10.7m and new income generation plans of £2.4m were agreed for 2019/20. Savings and income proposals agreed from previous years to be delivered in 2019/20 totalled £3.4m, of which £3.1m relates to savings and £0.3m to income. As part of the aim to place the budget in a more resilient position, in 2019/20 £2.5m of growth was included to offset prior year budget pressures. However, there remained £4.2m of pressures from 2018/19 which officers continued to work to reduce.
12. Enfield, reflecting the national picture, continued to experience rising cost pressures from Special Education Needs (SEN) transport, families with No Recourse to Public Funds, and cost and demographic pressures in social care as well as the ongoing risk associated with Temporary Accommodation. Over the last few years and continuing into this 2019/20, the adult social care precept and flexible homelessness grant have contributed in part to relieving these cost pressures.
13. This report sets out the overall General Fund Revenue; Housing Revenue Account (HRA) and Dedicated Schools Grant (DSG) outturn for 2019/20, with details of variations provided in Appendices B to E (General Fund) and Appendix H (HRA) and Appendix I (DSG). The report also provides a summary of the end of year reserves and balances position, which are set out in detail in Appendix J. Use of capital receipts to fund transformation expenditure is summarised in Appendix G.

Main Considerations for the Council

14. General Fund Outturn

15. The final outturn position is set out in Table 1 below. It provides a comparison between the latest budget and final outturn. It should be noted that there was a £10.9m adverse variance against service budgets after the application of £2.7m flexible use of capital receipts. This adverse variance was partially offset by favourable variances in Corporate budgets of £5.3m, which includes the planned £3.0m use of general contingency budget which is set to guard against any pressures that arise during the year. A drawdown from reserves of £5.6m was required to balance the outturn.

16. The revenue budget forecast position as at 31st December 2019, reported to Cabinet in February (KD5086), projected a gross adverse variance of £8.8m, with a net adverse variance of £5.6m after estimated flexible use of capital receipts. The net outturn position of £5.6m overspend represents no change from this projection.

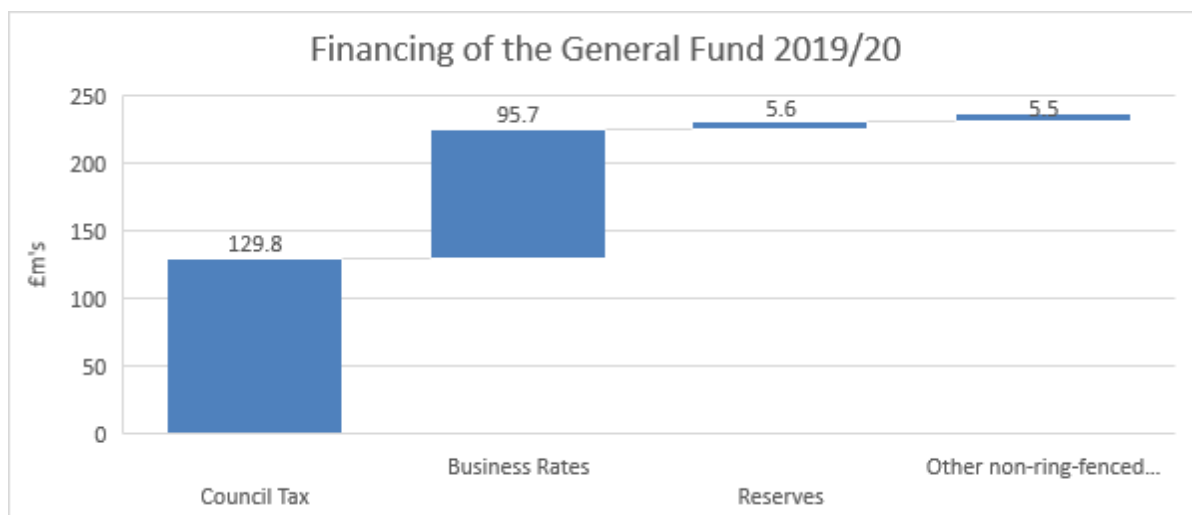
17. Table 1: General Fund Revenue Outturn 2019/20

	Net Budget	Net Spend	Outturn Variance	Spend to Budget
	£m's	£m's	£m's	%
Chief Executive	10.5	10.6	0.1	101%
People	114.5	120.5	6.0	105%
Place	36.6	37.7	1.1	103%
Resources	38.2	41.9	3.7	110%
Service Net Costs	199.8	210.7	10.9	105%
Corporate Expenses	28.2	25.9	(2.3)	92%
Contingency	3.0	0.0	(3.0)	0%
Net Expenditure	231.0	236.6	5.6	102%
Expenditure financed by:				
Business Rates	(95.4)	(95.7)	(0.3)	
Other non-ring-fenced	(5.8)	(5.5)	0.3	
Government Grants				
Council Tax	(128.8)	(129.8)	(1.0)	
Reserves	(1.0)	(5.6)	(4.6)	
General Fund Corporate Financing	(231.0)	(236.6)	(5.6)	

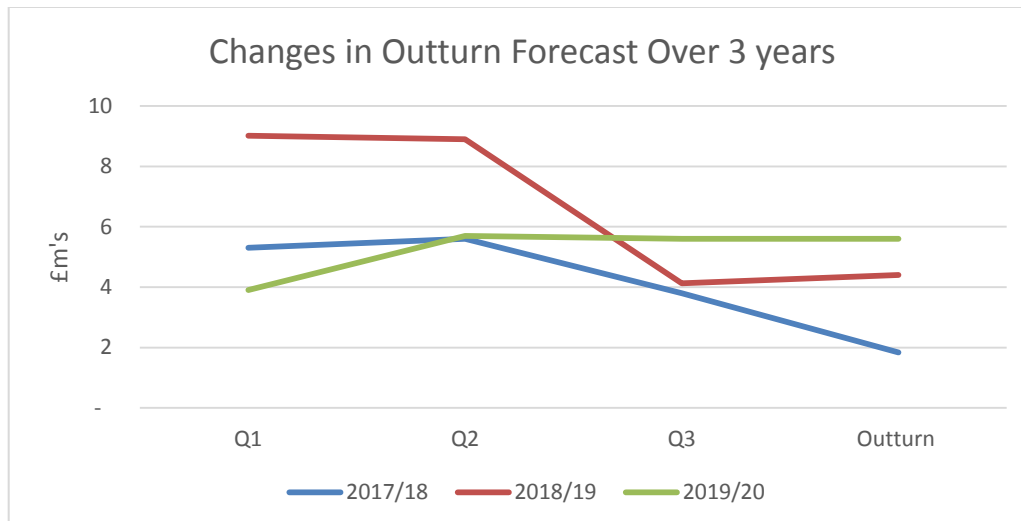
Budgets shown in Table 1 are controllable departmental budgets excluding capital and asset impairment charges, which are not directly controlled by departments.

18. The financing sources for the Council's 2019/20 General Fund Expenditure are shown in Chart 1 below.

19. Chart 1: Composition of General Fund Financing 2019/20



20. The following graph reflects a trend of improvements in budget setting and monitoring at Enfield Council over the past three years. As a result of strong financial management and financial leadership, there is less variation in forecast outturn between quarters in year and these are more accurate forecasts of actual outturn. Whilst the outturn overspend is increasing, improved budget setting has reduced the reliance of the Council on capital receipts to manage this position. The following outturn positions include the flexible use of capital receipts which was £6.7m in 2017/18, £3.7m in 2018/19 and £2.7m in 2019/20.
21. Chart 3: Trends in outturn forecasting since 2017/18



22. During 2019/20, some accounting policies were updated in line with feedback from the Council's external auditors which have had an immaterial impact on outturn. Most notable is an increase in the minimum threshold for accruals from £10,000 to £50,000.
23. Since the emergence of the global Covid-19 pandemic, Enfield Council has rapidly responded to support the community as effectively as possible. The Government has allocated Enfield Council £17.9m funding to respond to

the crisis. Of this, £0.3m was applied in 2019/20 to cover financial costs directly attributable to the pandemic. Details of how this was incurred are included in the department outturn positions in this report.

24. A more detailed explanation of significant budget variations is included in Appendices B to E and these are summarised by department below.

25. Chief Executive's (Appendix B)

26. The Chief Executive's department achieved an adverse variance of £46,000 on a budget of £10.3m.
27. Electoral services had an overspend of £0.1m. This was driven by the cost of an electoral consultant to provide maternity cover and ICT software costs. Costs were also incurred for the print and postage of Electoral Registration and household enquiry forms.
28. At quarter three, Legal services were forecasting an overspend of £0.1m. The service has experienced an increasing number of children's related cases within the year driving up costs. These costs have continued to be managed and the position has remained constant since quarter three.
29. The Internal Audit function have underspent by £0.2m. This is due to one-off funding for the No Recourse to Public Funds Investigator post, underspends in running costs and salaries, and additional income received for counter fraud support provided.
30. Other immaterial variances reported in the Chief Executive's department total £75,000, a fall of £0.1m in the final quarter. This is caused in part by increased income from the Registrars service in the final months of the year and lower spend than expected on Organisational Development and HR services.
31. Capital receipts were applied to fund the transformational element of the Procurement and Commissioning hub, in accordance with the 2019/20 Budget Report. During 2019/20 this hub transferred to the Chief Executive's department. The transformational activities of the hub in 2019/20 cost £1.5m.
32. Further details of the Chief Executive department's outturn variations are provided in Appendix B.

33. People (Appendix C)

34. The department's outturn is a £5.9m overspend on a budget of £114.5m. The main variations are as follows:

35. Adult Social Care (ASC)

36. £3.2m of the overspend relates to Adult Social Care. This is a reduced overspend since the quarter 3 outturn projection and is mainly due to the reduced overspend position of £0.975m reported by the Council's wholly

owned company Independence and Wellbeing Enfield Ltd (IWE), which has been reflected in an amendment to the management fee. The variations in other service areas have remained consistent throughout the course of the year and the demand for services continues to rise due to demographic pressures particularly in Learning Disabilities and Older People and People with Physical Disabilities (Customer Pathway). In recognition of this ongoing pressure, £4.4m and £1.3m has been included in the 2020/21 budget to reflect these demographic and inflationary pressures in Adult Social Care.

37. Though the department continues to recognise the risk around continuing the health care reviews that the Clinical Commissioning Group (CCG) are undertaking, this has not impacted on the final outturn but should be considered an ongoing risk for 2020/21 and could result in a further cost pressure to the Council.
38. As reported since quarter 2 the Better Care Fund allocations for 2019/20 have been received and following negotiations with the CCG £0.5m was agreed and it is reflected in the final outturn.

39. Public Health

40. Though the overall variance reported is a neutral variance there was a £0.5m underspend in 2019/20 which has been transferred to the Public Health earmarked reserve in order to mitigate future pressures.

41. Education, Children's and Families

42. In 2019/20, £3.5m was added to fund demographic and inflationary pressures with £1.3m in savings and £1.1m of Government funding being identified to contribute towards the growth. The total overspend forecast for these services has increased by £0.2m in the last quarter to a £2.4m overspend.
43. The most significant overspend in the Education services was the unachievable savings target of £0.6m from generating additional income in the Schools Traded Services which remained in the departmental budgets to be managed in 2019/20. This has been consistently reported throughout the year and has now been resolved through the MTFP for 2020/21.
44. Demand in Special Guardianship Allowances has continued to grow during the year and additional budget was allocated in the 2019/20 budget to reflect this. The outturn reflects that due to delays in court orders there was an underspend of £0.3m.
45. The in-house fostering allowances budget was a £0.6m overspend and was as result of a significant increase in the number of friends and family carers and delays in court hearings for Special Guardianship Orders.
46. The External Childcare Placements outturn was a £0.9m overspend, an increase of £0.3m since quarter 3. The pressure during the year was because of an increase in remand cases, high number of parent and child

assessments and complex needs residential placements. In the last three months, there has been an increase in Agency Fostering placements because in-house foster carers are not accepting young people who are not adhering to social distancing rules and are therefore giving notice on the placements. There have been nine new clients in Residential, most of which were high cost placements due to the domino effect of the Covid-19, where foster carers are not accepting referrals and hence young people have to be placed in residential home. There was a further five new cases in Secure Remand, in addition to extended court proceedings.

47. The Unaccompanied Asylum Seeking Children (UASC) outturn is a net £0.1m underspend. The service has experienced significant pressure in former UASC 18+ cases due to 27 unfunded cases where appeal rights have been exhausted, though 6 of these cases closed earlier than anticipated. This pressure has been mitigated by a positive forecast in the UASC budget by additional Home Office funding.
48. Additional investment was agreed in two tranches for Children's Social Care of £0.4m and £0.1m to enable the Council to deliver the Ofsted improvement plan. The investment was aimed sustaining and assuring good practice, achieving consistency by maintaining caseloads at a reasonable level, increasing quality assurance processes and continuing to deliver practice improvement and coaching interventions to targeted key staff, whilst encouraging social workers to stay in Enfield thus maintaining the positive trend in reducing vacancies, agency workers and staff turnover. This is reflected in the overspend position reported across the Children in Need social work teams and Family Support Group service.
49. A cost of £0.3m relating to the Edge of Care transformation project which commissioned a Family Breakdown Prevention team to reduce the short and long-term costs of Looked After Children provision has been funded through the flexible use of capital receipts as reported in the quarterly monitoring reports.
50. As a result of the increased number of children's related legal cases, there has been a rise in disbursement costs. These costs cover DNA tests, paternity tests, drugs tests and other items. These costs are often incurred as a result of instruction from the courts, as such they are difficult for the Council to manage. At quarter three these children's related disbursement costs were expected to be £0.2m. This increased to a final cost of £0.3m, a £0.1m overspend on the available budget.

51. Housing Related Support

52. The Housing Related Support scheme's (Supporting People) budget has overspent by £0.3m as previously forecast. Previous years highlighted a far greater problem where the implementation of a challenging decommissioning programme could not keep pace with the expected budget reductions. However, following the Pressures Challenge Board review of Housing Related Support undertaken in 2018/19, it was identified that the full year effect of the programme would reduce the pressure to £0.5m in 2019/20 and that further savings could reduce this by a further

£0.3m. Therefore £0.3m was allocated in 2019/20 through the MTFP with the remaining £0.2m for the service to manage. It is now considered by the department that all recommissioning and decommissioning activity has been concluded. £8m of savings will have been achieved in this area and reducing this area of activity and spend any further would create cost pressures elsewhere across Social Care and the wider Council and therefore a further £0.3m was added to the budget for 2020/21 in the MTFP to manage the ongoing pressure.

53. Further details of People outturn variations are provided in Appendix C.

54. Place (Appendix D)

55. The Place department's outturn is an overspend position of £1.1m on the budget of £36.6m.

56. Although this outturn position appears consistent with the quarter 3 forecast in total, it is an improved one as the outturn figures now include the rent reviews of Morson Road depot that were previously unquantified because negotiations were continuing.

57. Therefore, the £0.5m overspend in Strategic Property Services is predominantly due to the Morson Road rent review which was unquantified as at quarter 3. However, there have been other positive variances within the service, such as the Montagu Industrial Estates income being better than expected as a result of delays in the Joint Venture meaning current tenants remained for longer than planned and better than expected income from Holly Hill.

58. The Passenger Transport Home to School/Special Educational Needs (SEN) Service has consistently reported a pressure throughout 2019/20 and the final outturn is a £1.7m overspend, an increase of £0.3m in the last quarter. The reasons for the pressure are as previously reported. £2.0m was added to the budget for 2019/20 following the budget pressures review undertaken in setting the 2019/20 budget. The £2.0m was considered at the time enough to manage the then 2018/19 forecast overspend based on the quarter 3 numbers of children. However, by the final outturn the overspend had increased to £2.2m and the number of children transported has continued to grow during this financial year though the numbers have plateaued in the last two months of the year. This growth along with the loss of an external contractor going into administration, increasing fuel costs, inflationary pressures, brokerage service costs and the one-off cost of a routing software licence have all contributed to the overspend. The SEN transport pressure was considered in the 2020/21 budget setting process and additional funding has been added to the budget for 2020/21, along with growth from 2021/22 onwards.

59. The £0.3m overspend relating to the Dry Recycling Contract and the budgeted income from the onward selling of the recycling materials has remained consistent since quarter 3. This position has been fluctuating over the year due to decreasing commodity prices reducing the income generated from recyclable materials, of which the Council receives a share.

There is also a slight increase in the levels of contamination in dry recycling material and corresponding increase in the number of rejected loads. This pressure was also recognised as an ongoing problem and has been addressed in the budget setting for 2020/21.

60. Meanwhile Use income relating to Meridian Water was agreed as part of the savings and income proposals for 2019/20. Though a £0.2m under achievement was forecast at quarter 3 because the cost of security is eroding the total income generated, which itself is subject to lease agreements, the actual income generated from meanwhile use has exceeded expectations and the capitalisation of security costs has resulted in an favourable outturn position of £0.2m.
61. The adverse variance of £0.3m reported in the Cemetery services showed a minor improvement at outturn though the reasons for this remained unchanged. Delays in the delivery of the construction of the additional vaults due to severely wet ground conditions has resulted in the income from the Edmonton and Southgate Cemeteries Expansion projects being moved into next financial year 2020/21.
62. Other favourable variances of note include the Planning services and Parking service. The Planning service has exceeded the income targets set which along with underspends in the staffing budgets have contributed to a favourable outturn position of £0.6m. Parking services has seen increased receipts from traffic controlling measures resulting in a favourable outturn position of £0.7m.
63. Whilst continued demand has been experienced within the Homelessness service across both temporary accommodation and No Recourse to Public Funds cases, the receipt and application of the Flexible Homelessness Support Grant has enabled the service to manage within the resources available. The minor overspends reported relate to the Grants and Empty Properties team where the service was not able to capitalise as much staff time as originally anticipated.
64. The flexible use of capital receipts was applied to the final contract payments of the EDGE transport contract and the mobilisation costs associated with the implementation of the waste service changes.
65. The quarter 3 report reflected the implementation costs of the additional and selective licensing scheme. For the outturn these costs have been funded from reserves which will then be replenished in 2020/21 as the income generated from licence fees starts to be received.
66. Further details are provided in Appendix D.

67. Resources (Appendix E)

68. The Resources department is forecasting an overspend of £3.7m on a net budget of £38.2m after the planned use of capital receipts is applied to fund transformational related expenditure.

69. ICT services overspent by £0.7m. An expected overspend on ICT contracts of £0.5m was reduced to £53,000 during the final quarter of the year as a result of project delays. As such, the planned application of £0.5m capital receipts to fund this was no longer required.
70. ICT services are forecasting a £0.3m overspend due to unachievable income generation from commercialisation of network assets. A £0.2m overspend is forecast due to ongoing difficulties in recruiting staff to vacant posts. After four recruitment cycles posts remain unfilled, leading to a continuing reliance on more expensive work packages and short term contracting. These work packages and contracts were further used to help the service respond to the Covid-19 pandemic.
71. Other overspends expected within the ICT service were offset by savings resulting from delivery of goods being delayed by Covid-19 and by the Council's change in accounting policy to increase the minimum threshold for accruals.
72. Procurement overspent by £0.6m due to unachieved Council wide savings agreed in 2018/19. Whilst some of these savings have been achieved, this pressure represents the balance where it has not been possible to allocate savings to specific procurement activity. This pressure has been resolved in the MTFP for 2020/21.
73. The cost of former employees in 2019/20 was £0.8m and is fully funded by the department. This cost is to be met by the General Fund over 5 years and though significant in 2019/20, assuming no further additions, this pressure will reduce to circa £0.2m in 2020/21.
74. The Schools Catering services overspent by £0.3m for 2019/20. This was due to reduced income as a new entrant joined the school catering market in year, and there was a reduction in the schools purchasing the Council's service.
75. Income and Collection overspent by £0.9m, largely driven by staffing costs and an unprecedented reduction in court cost income during the final quarter.
76. A number of factors contributed to a Finance Directorate overspend of £0.5m. £0.1m of this is attributed to the recruitment, training and coaching of staff. The finance function overspent by £0.3m. This is due to spend on Grant Thornton Financial Foresights, a review of IWE VAT, the KPMG review of financial models and additional resources to support the closedown of accounts.
77. A review of recharges to the HRA by the Corporate and Democratic Core in the final quarter led to an overspend of £0.2m.
78. £0.4m capital receipts were applied to fund the activities of the Transformation team in 2019/20.
79. Further details of Resources outturn variations are provided in Appendix E.

80. Corporate Expenses (Appendix F)

- 81. Overall, Corporate Expenses underspent by £2.3m on a budget of £28.2m. This was mainly due inflation budgets not being required in year.
- 82. Contributions to reserves were made by Corporate Finance as a result of net interest costs being £0.8m below budget due to historically low interest rates and the Minimum Revenue Provision charge being £2.4m below budget. The Council's contribution to the North London Waste Authority (NLWA) was £0.3m less than anticipated in 2019/20 as a result of delays to the North London Heat and Power Project being completed. This underspend has contributed to a specific reserve to smooth the impact of the project on the NLWA levy in future years.
- 83. A £3m contingency budget has been applied to finance the general fund. In quarter 1, members agreed to apply £1.5m of this to offset the overspend on IWE's management fee. This pressure reduced in the final quarter to £1m. The remaining £2m contingency budget will be applied to general financing of the general fund.

84. Flexible Use of Capital Receipts (Appendix G)

- 85. With effect from 2016/17 the Government provided a general capitalisation directive to all councils, giving them the option to utilise capital receipts for revenue purposes. These receipts can be used to finance projects that are designed to generate ongoing revenue savings in the delivery of public services, and/or transform service delivery to reduce costs or demand for services in future years for any of the public sector delivery partners. In the Provisional Local Government Financial Settlement of December 2017, the Government extended this flexibility for a further three financial years, from 2019/20 to 2021/22.
- 86. Enfield has chosen to use this flexibility to fund a number of transformation projects in the last four years, with £9.9m applied in 2016/17, £6.7m in 2017/18, £3.7m in 2018/19 and £2.7m in 2019/20 as detailed in Appendix G. The flexibility was used to fund transformational projects in Adult Social Care, Children's Services, IT and Procurement, with outcomes anticipated to produce future savings and/or provide improvements in service provision.
- 87. This flexibility has again been applied in 2019/20 with the strategy to fund a reduced number of transformation projects. The Council is mindful of over reliance on and the sustainability of this one-off funding. In the medium to long term, alternative funding will need to be identified to fund any further projects, as capital receipts may not be available, and this flexibility will no longer be available after 2021/22. As set out in earmarked reserves below, it should be noted that the "Invest to Save" transformation reserve remains for future projects.
- 88. The impact of using capital receipts to fund revenue transformation projects is that these receipts are not available to fund the council's capital

programme and, therefore, increase the council's borrowing requirements. On the basis of the current capital programme, if the capital receipts were to be applied to fund capital expenditure, this would have the estimated impact of reducing the annual minimum revenue provision in future years by £0.05m for each £1.0m of applied capital receipts.

89. Housing Revenue Account (HRA) (Appendix H)

90. The February Cabinet report projected an HRA negative variance of £63,000, as at the end of December 2019. The end of year position has changed to a £3.2m positive variance which has been moved into HRA reserves.
91. The year saw the service deliver on a range of major priorities. This included successfully preparing to mobilise the in-house repairs service which will be implemented in phases across the Borough. Progress continues to be made on the implementation of Civica which is scheduled for completion during 2020/21, enabling the service to further deliver efficiencies.
92. As the emerging building safety regime is clarified we are preparing for the enhanced role around building safety and implementing programmes. Additional costs for waking watch provision have been accommodated through wider efficiencies delivered in year. There is continued focus on health and safety compliance.
93. The HRA positive variance was mainly due to the following:
 - i. A change in methodology for calculating bad debt provision, reducing the provision required (£1.3m).
 - ii. Removal of the leaseholder bad debt provision to reflect debt against the individual property (£0.7m).
 - iii. A reduction in the interest charge on HRA loans due to re-financing, resulting in a reduced interest charge (£0.8m).
 - iv. These items weren't anticipated as the data was not finalised until the end of the financial year.
94. HRA reserves have increased by £10.5m from £16.8m to £27.3m. Reserves were increased to retain a sustainable level to fund future capital projects. As an alternative, additional borrowing was needed to fund the Major Works Programme for 2019/20.
95. After maintaining a prudent level of reserves to manage unforeseen risks, these balances will contribute to the funding of the Capital Programme. It is worth noting the HRA has access to capital receipts reserve including Right to Buy receipts, which has a significant balance to fund the ambitious capital programme.

96. Dedicated Schools Grant (DSG) (Appendix I)

97. For 2019/20 Enfield received a total Dedicated Schools Grant allocation of £334.6m and the funding was allocated across four blocks; £259m for the

Schools Block, £2.9m for the Central Schools Services Block, £25.4m for Early Years and £47.3m for the High Needs Block.

98. During 2018/19, due to receipt of additional High Needs funding and underspends on the Schools and Early Years Blocks, there was a net underspend which resulted in a net DSG surplus of £0.4m brought forward to 2019/20. This, as expected, was a short term position and there continued to be cost pressures in supporting and providing suitable placements for SEN pupils. Wherever possible pupils are placed in borough to manage this pressure. There are plans in place to develop additional provision in the borough over the next 3 year period which will help to reduce costs.
99. The 2019/20 outturn position is a deficit of £4.9m with only a minor change since quarter 3. The overspend of £5.2m in the High Needs Block was offset by an underspend of £0.3m in the Schools Block due to reduced rates liability for schools converting to academies and projected underspends in the growth fund and school appeals service. The main pressures in the High Needs Block relate to increased costs for out of borough placements due to additional pupils, full year effects of pupils starting in 2018/19, the Education budget picking up the full cost of complex care pupils who have turned 18 and the number of post 16 students attending college with high needs support, an additional 55 places created at West Lea Special School and additional staffing in both the SEN and Education Psychology services required to meet increasing levels of demand.
100. The cumulative forecast deficit at year end is £4.5m which will be the first call on the 2020/21 grant allocation and therefore reduce the funding available for next year. The DSG funding settlement for 2020/21 includes a 3.4% funding increase for the Schools Block and 16.1% increase for the High Needs Block, a 5% overall. Whilst this is welcomed, the increase in income is not keeping pace with the increase in expenditure and services will continue to face significant pressures. The authority continues to work on various initiatives to develop additional in borough special education provision which will reduce the number of children being educated in independent out of borough provision and reduce costs.
101. **Earmarked Reserves (Appendix J)**
102. The Council's General Fund reserves have remained stable. Overall they show an increase from £76.4m to £81.3m however this excludes the Covid-19 grant of £8.5m, which would take the total to £89.8m. This Covid-19 grant income is already allocated against future costs and lost income in 2020/21 as reported previously to Cabinet and in Government returns.
103. The MTFP Smoothing Reserves are operating as anticipated, offsetting the year to year impacts of complex business areas. The Housing Benefit (£2.6m), NLWA (£1.3m) and Collection Fund (£10.5m) smoothing reserves are there to adjust for ebbs and flows of grants, levies and taxation between years.

104. The review of the Balance Sheet has led to the release of numerous balances, £2.0m of which was anticipated and was built into the MTFP for release in 2020/21. It is worth noting that this review is an ongoing process and further work is underway.
105. The Risk Reserve reduction of £3.6m reflects the £5.6m required to cover the service overspends set out earlier in the report partly offset by contingency and corporate expenses underspends and the reallocation of £3.0m to the Covid-19. Already reflected in the balances is that £5.0m has been transferred from the Balance Sheet Management reserve to the Risk Reserve because this reserve needs to be replenished and this will continue and be driven through a review of all earmarked reserves in the new financial year.
106. Capital Financing Reserves have increased. They reflect a long term prudent pattern of putting resources aside to smooth out capital financing flows. The SALIX fund (£0.7m) refers to the known needs to offset the capital financing of the Council's energy saving programme.
107. During the coming months, further work will identify whether the interest rate fluctuations reserve (£8.2m) is still required but the Minimum Revenue Provision (MRP) reserve (£17.7m) was created to manage the timing of capital financing charges and is expected to be needed over the life of the current 5 year MTFP.
108. The grant reserves have experienced a one-off growth due to the Covid-19 grant of £8.6m coming in days before end of the financial year, so the £14.1m masks a reduction of £0.6m on other grant reserves. Furthermore, these grants have specific uses and cannot be used to offset general overspends.
109. The Council has retained its General Fund balances at £13.9m. The minimum level of unallocated reserve balances is a decision reserved for the Section 151 Officer, in order to ensure operational efficacy and sustainability of the Council's financial position. The appropriate level of General Fund balances will need to be reviewed over the course of 2020/21 in light of the new risks and uncertainty brought about by Covid-19.
110. The HRA Reserves by comparison are looking far healthier, rising from £12.2m to £22.6m due to good fiscal management. However, this reflects the need of the Council to put aside resources to fund its ambitious regeneration programme, including Joyce & Snells. HRA General balances have been maintained at £4.6m.
111. The DSG and School Balances had large in-year deficits of £5.6m and £4.0m, leading to an overall deficit of £7.7m. These are the only reserves allowed to run a deficit but this is not sustainable. A plan to bring the DSG funded services into surplus and a strategy to work with schools in financial difficulty is underway.

112. It is important to recognise that the reserves overall are limited, especially against a backdrop of challenging savings targets for 2021/22 and 2022/23. The importance of maintaining a tight control on spend, delivering on existing savings plans and recovering lost income positions due to Covid-19 cannot be understated.

113. **Collection Fund**

114. The Collection Fund covers two local taxation funding streams, National Non-Domestic Rates (NNDR), also known as Business Rates, and Council Tax. The Collection Fund recorded the following performance in 2019/20.
115. Council Tax recorded a £5.3m loss at 31 March 2020 due to collection levels falling below budgeted targets. Enfield's share of this loss is £4.2m, taking the Council Tax balance on the fund from a surplus of £1.9m to a deficit of £2.4m.
116. The NNDR deficit reduced from £2.8m to £0.5m as a result of a £2.3m surplus. Enfield's share of this surplus is 48%, £1.1m. The surplus was driven by release of some of the prudent provision for business rates appeals previously made. The benefit to the Council from business rates pooling in 2019/20 was £1.3m.
117. At the time this report was written, 42,000 Enfield residents are furloughed. Consequently, a temporary fall in Council Tax collection rates is expected and Council Tax Support Claimants are expected to grow significantly in 2020/21 with a slow return to current levels.
118. The current economic downturn is expected to lead to a fall in business rate income for the Council for a number of years. The Collection Fund Equalisation Reserve will help offset these risks in 2020/21.

119. Table 2: Enfield's share of Collection Fund Balances

	Council Tax £m	Business Rates £m	Total £m
Balance at 1 April 2019	(1.870)	2.806	0.936
In Year Movement	4.224	(2.277)	1.947
Balance at 31 March 2020	2.354	0.529	2.883

120. **Statement of Accounts**

121. In response to the coronavirus pandemic, the statutory deadlines regarding the Statement of Accounts have been extended. The requirement for public inspection of accounts to be the first 10 working days of June has been moved to be on, or before, the first working day of September 2020. The publication date for final, audited, accounts has been moved from 31 July to 30 November 2020. The expectation is for the Statement of Accounts to be signed off by the external auditors at the end of September 2020.

122. 2020/21 and Medium Term Financial Plan

123. The 2019/20 outturn position will need to be considered alongside the 2020/21 budget position and Medium Term Financial Plan (MTFP). Key areas for consideration are:
- i. Longer term impact of Covid-19
 - ii. Consideration of the sustainability of capital receipts for transformation purposes and other one-off sources of funding
 - iii. Budget pressures across demand led services, some of which have been offset by the one-off use of grant (e.g. flexible homelessness grant).
 - iv. Unrealised savings pressures brought forward
124. Many of the pressures identified during 2019/20 have been built into the 2020/21 budget or are being considered when setting the 2020/21 budget. The report of the Director of Finance “Medium Term Financial Strategy 2021/22 to 2025/26” which is also on this agenda considers these issues in more detail.

Safeguarding Implications

125. This report covers the Council’s expenditure on safeguarding measures in 2019/10.

Public Health Implications

126. None in the context of this report.

Equalities Impact of the Proposal

127. The Council is committed to Fairness for All to apply throughout all work and decisions made. The Council serves the whole borough fairly, tackling inequality through the provision of excellent services for all, targeted to meet the needs of each area. The Council will listen to and understand the needs of all its communities.
128. Financial reporting and planning is important in ensuring resources are used to deliver equitable services to all members of the community.

Environmental and Climate Change Considerations

129. None in the context of this report.

Risks that may arise if the proposed decision and related work is not taken

130. None in the context of this report.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

131. The budget risks during 2019/20 were managed through detailed revenue monitoring reports provided regularly to Cabinet. Departments took action

to minimise budget pressures and align departmental spend to budgets. Some pressures are expected to affect 2020/21 and have been mitigated by increasing the 2020/21 budgets for areas with uncontrollable pressures. Action plans have been drawn up to manage controllable pressures in 2020/21.

Financial Implications

132. Financial implications are implicit in the body of the report. The variances and risks identified through the closure of accounts will be considered in the financial monitoring process for 2020/21.

Legal Implications

133. The Council has duties within an existing legal framework to arrange for the proper administration of its financial affairs. The recommendations in this report will support the Council in meeting its statutory obligations.

Workforce Implications

134. None in the context of this report.

Property Implications

135. None in the context of this report.

Other Implications

136. None in the context of this report.

Options Considered

137. Not relevant in the context of this report.

Conclusions

138. The final General Fund outturn for 2019/20 was an overspend of £5.6m which will be funded from reserves. This position has remained consistent over three quarters of the financial year and demonstrates the robustness of the Council's financial monitoring which in turns provides assurance that the budget set for 2020/21 was done so on a sound basis albeit pre Covid-19. The DSG in turn has been consistently report a deficit position throughout the year which reflects the continued pressure this area faces particularly within the High Needs Block. The HRA's improved position is as a result of a change in accounting policy and a reduction in interest charges due to refinancing which have all contributed to the HRA financial sustainability.

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Date of report: 29 June 2020

Appendices

Appendix A: Financial Resilience Key Performance Indicators
Appendix B: Chief Executive's Outturn
Appendix C: People Outturn
Appendix D: Place Outturn
Appendix E: Resources Outturn
Appendix F: Corporate Outturn
Appendix G: Flexible Use of Capital Receipts
Appendix H: Housing Revenue Account Outturn
Appendix I: Designated Schools' Grant Outturn
Appendix J: Reserves and Balances

Background Papers

The following documents have been relied on in the preparation of this report:







Revenue Monitoring 2019/20: Quarter 3 (December 2019) – KD5086

Financial Resilience Key Performance Indicators

A summary overview of financial performance is outlined below in Table 3. This dashboard summary captures the key messages across the Council's main financial areas:

1. Income and expenditure;
2. Balance sheet (liquidity, debtor/creditor management, investments and use of balances); and
3. Cash flow forecasting and management.

Table 3: Summary performance overview

Financial Indicator	Status	Key Highlights
Income & Expenditure Position – General Fund year end forecast variances		Year-end variances of £5.6m overspend in relation to General Fund net controllable expenditure.
Progress to Achieving Savings MTFP (current year)		Savings monitoring has identified a total of £1.7m considered a high risk rated, of which £1.4m has been resolved in the MTFP for 2020/21. And the remaining £0.3m relates to in year loss of income from delays in cemeteries projects which should be achieved in 2020/21 onwards.
Income & Expenditure Position – HRA		The HRA is projecting a £3.2m underspend position at year-end outturn.
Income & Expenditure Position – DSG		The DSG outturn is £4.9m overspent at year-end outturn against budget. Therefore, the cumulative deficit is forecast to be £4.5m and will be the first call on the 2020/21 grant allocation.
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.
Balance Sheet - General Fund balances year end projections		The outturn for General Fund balances will meet the Council's Medium Term Financial Plan target based on the use of uncommitted reserves to meet one-off overspends in 2019/20.

Chief Executive's	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
Electoral Services The overspend is due to costs of maternity cover for Head of Service post, ICT software and print and postage costs of Electoral Registration and Household enquiry forms.	0.055	0.115	0.060
Legal Services There is an adverse variance, this is due to an increase in the number of children's related legal cases experienced over the last. This has remained unchanged in the last quarter of the year.	0.117	0.116	(0.001)
Internal Audit Underspend due to one off funding of No Recourse to Public Funds (NRPF) Investigator post & underspend in running costs and salaries.	(0.144)	(0.186)	(0.042)
Organisation Development The underspend is a result of vacant posts and income generation.	(0.049)	(0.074)	(0.025)
Other minor variances less than £50,000 The forecast outturn includes agreement to fund the cost of the EY Contract from flexible use of capital receipts as reported in the 2019/20 Budget Report, this has a net nil budget effect.	0.182	0.075	(0.107)
Chief Executive's Total	0.161	0.046	(0.115)

People	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
Adult Social Care			
Strategy & Resources These services include, grants to voluntary organisations, Safeguarding, Commissioning and Service Development. The underspend is within Commissioning and Safeguarding Adults, Deprivation of Liberty Safeguards (DoLS) where more efficient use of existing resources has delivered an underspend this year, however, with an increasing number of dols year on year, this will support delivery of more activity within existing resources.	(0.095)	(0.095)	0.000
Mental Health The service have been managing within the budget despite care purchasing pressures.	0.000	0.002	0.002
Learning Disabilities The service overspend position is a result of managing demand led services. Savings have been made in year, however, demand for services continues to rise as a result of demographics.	1.802	1.797	(0.005)
Older People and Physical Disabilities (the Customer Pathway) The service has overspent due to demand led services, within residential and community-based services. Substantial savings have been made in year however, demand for services continues to rise as a result of demographics.	1.081	1.066	(0.015)
Independence and Wellbeing Enfield Ltd (IWE) This includes the management fee to IWE plus client income generation. IWE had forecast significant cost pressures of £1.5m, due to staff costs (company management costs and pay awards/enhanced pay) of £0.7m, Bridgwood associated costs of £1m, and an over achievement of income of £0.2m. The management fee has been adjusted by £0.5m at year end to reflect a reduced overspend with IWE.	1.500	0.975	(0.525)

People	Net Budget Q3 Variation	Net Budget Outturn Variation	Change
	(£m)	(£m)	(£m)
Additional Better Care Fund (BCF) monies agreed with the CCG	(0.548)	(0.548)	0.000
Adult Social Care Sub Total	3.740	3.197	(0.543)
Public Health Grant The Public Health grant allocated in 2019/20 was £16.4m, this reflects a reduction in grant of £0.4m. The final outturn was an underspend which has been carried forward. Some of the previous underspends have been used this year and the total accumulated underspend (balance sheet) is £1.3m and will be used for pressures within 2020/21.	0	0	0
Public Health Sub Total	0	0	0
Housing Related Support A total of £8m of savings have been achieved in this area. Reducing the area of activity and spend any further would have created cost pressures elsewhere across Social Care and the wider Council. Additional budget has been added in the 2020/21 MTFP to manage this ongoing pressure.	0.257	0.255	(0.002)
Housing Related Support Sub Total	0.257	0.255	(0.002)
Adult Social Care & Public Health	3.997	3.452	(0.545)
Education			

People	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
Enhanced Pensions Final underspend on enhanced pension budgets	(0.079)	(0.076)	0.003
Traded Services Traded Services additional income targets for 2017/18 (£0.2m) and 2018/19 (£0.4m) have not been achieved due to contraction of school budgets, though a restructure of the School Traded Services Team has contributed £0.03m towards mitigation of the pressure. This was partly managed in the 2019/20 budget setting process but remained with services to manage in year and has now been added as growth in the 2020/21 budget.	0.615	0.615	0.000
Education Psychology Service The overspend is due to not receiving expected £0.03m income for transforming care plans and late agency/recharge costs of £0.02m	0.000	0.043	0.043
Other Minor Education Variances	0.000	0.015	0.015
Education Sub Total	0.536	0.597	0.061
Children and Families			
Children In Need – Social Work team There was agreed investment in Children's Social Care of £0.5m during 2019/20 in response to delivering Ofsted improvements. This was agreed to be funded from reserves and as such is reflected as an overspend in the outturn.	0.171	0.154	(0.017)
Children In Need – Family Support Group There was agreed investment in Children's Social Care of £0.5m during 2019/20 in response to delivering Ofsted improvements. This was agreed to be funded from reserves and as such is reflected as an overspend in the outturn. The overspend was also in part due to agency staff covering for sickness and vacant posts and concluding of HR process.	0.371	0.398	0.027

People	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
Special Guardianship Allowances The area received a growth of £0.7m in the 2018/19 budget and £0.7m this year. Since April 2019 37 Special Guardianship Orders (SGO) have been granted. Underspend was due to delays in court hearings for Special Guardianship Orders.	(0.200)	(0.281)	(0.081)
In House Fostering Allowances The area is overspent mainly due to a significant increase in the number of Friends and Family carers, the rate increase for second child placement and delays in Court hearings for Special Guardianship Orders. Since quarter 3 the service has experienced delays in the granting of Special Guardianship Orders.	0.549	0.629	0.080
Adoption Overspend is mainly due to inter-agency fees and Regional Adoption Agency pressures.	0.097	0.025	0.072
Support costs for Looked After Children (excluding accommodation costs) Previous indications were that this was an area of declining activity however, demand for the service has increased during 2019/20.	0.075	0.045	(0.030)
Unaccompanied Asylum Seeking Children (UASC) Underspend is due to the Home Office funding exceeding the cost.	(0.698)	(0.683)	0.015
Former UASC 18+ Overspend due to the unfunded clients (appeal rights exhausted) but position has improved because of the closure of 6 cases earlier than anticipated.	0.615	0.565	(0.050)
Assistant Director - Children's Division Overspend is due to high recruitment cost and agency staff working on improvements for OFSTED.	0.245	0.171	(0.074)
Prevention of Care Section 17 Underspend due to decreased demand.	(0.075)	(0.083)	(0.008)

People	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
External Child Care Placements The area received a budget growth of £1.0m in 2019/20 but the service experienced even greater demand in secure remand cases and parent and child assessment placements and this demand has further increased since quarter 3 with <ul style="list-style-type: none"> • 16 new clients added in March in Agency Fostering because in-house foster carers were not accepting young people who are not adhering to social distancing rules and are also unfortunately giving notice on the placements. • 9 new clients in Residential, most of which were high cost placements due to the domino effect of Covid-19, where foster carers are not accepting referrals and hence young people have to be placed in residential home. • 5 new cases in Secure Remand, in addition to extended court proceedings. 	0.638	0.943	0.305
Leaving Care The area received a net growth of £0.3m in the 2019/20 budget. The Access to Resources Integrated Service (ARIS) have continued to review the most expensive support packages and explore alternative and new options for service provision for these clients where possible. There is also a shortage of semi-independent accommodation which means clients are unable to be moved from their expensive residential placements. Though there has been an increase in numbers the average costs have been reduced to contain the overspend and there has been a back dated housing benefits reimbursement related to care leavers accommodation which has been re-invested into the service. The variance since quarter 3 is due to delays in applications for Housing Benefit.	0.000	0.119	0.119
Overnight Breaks, Commissioning and Direct Payments Overspend is due to four new high needs packages with three to one 24-hours care support. In addition, increased demand in agency and Direct Payments support due to Covid-19.	0.021	0.214	0.193

People	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
Edge of Care As agreed in the 2019/20 Budget Report the Edge of Care costs will be funded from the flexible use of capital receipts. The final outturn was £0.324m and includes the contract costs plus £0.080m payment by results payment for the first cohort.	0.000	0.000	0.000
Community Safety Underspend is due to the recently awarded Young Londoners Fund covering many of the projects and the Home Office funding several posts.	(0.156)	(0.254)	(0.098)
Disbursement costs These are as a consequence of the increasing number of children's legal cases and relate to items such as DNA tests, paternity tests, drugs test etc.	(0.008)	0.119	0.127
Other Children's & Families Minor Variance	0.022	(0.138)	(0.164)
Children's and Families Services Sub Total	1.667	1.943	0.276
People Department Total	6.204	5.992	(0.212)

Place	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
Development Management The variance is mainly due to salary underspend, additional income from Planning Performance Agreements and planning fees and income from the Proceeds of Crime Act offsetting the building control income shortfall. The improvement from quarter 3 is due to vacant posts and additional planning income.	(0.317)	(0.421)	(0.104)
Strategic Planning and Design The favourable variance is mainly due to salary underspend, local plan budget underspend and design panel income £0.05m overachievement. The decrease in underspend from quarter 3 is a result of less Community Infrastructure Levy (CIL) income than previously expected.	(0.250)	(0.196)	0.054
Traffic and Transportation Service The favourable variance is due to additional income from applications for traffic orders such as increased utility works which continued to improve since the quarter 3 report.	(0.120)	(0.200)	(0.080)
Parking Services Actual income was higher than estimated due to increased receipts from parking traffic controlling measures.	(0.330)	(0.729)	(0.399)
Regulatory Services The favourable variance was due to additional income from alleygating salary recharges to capital, trading standards salary underspend and court proceeds income.	(0.100)	(0.096)	0.004

Place	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
Health and Safety Team This is as a result of underspends in the salary budget.	(0.120)	(0.117)	0.003
Cemeteries The adverse variance is due to income shortfall from the Edmonton and Southgate cemeteries expansion projects, which is due to delays in the project delivery programme. This should be temporary adverse position because the income will be received in future years.	0.271	0.247	(0.024)
Waste Operations and Waste Client The overspend is mainly due to the increased costs of the dry recycling contract with Biffa where commodity prices values have reduced negatively impacting on the income expected from onward selling of materials, rejections were slightly increased as a result of an increase in contamination levels.	0.306	0.325	0.019
Commercial Waste The variance is due to the reversal of old debt and less than estimated cost of stock carry forward.	(0.025)	0.071	0.096
Parks Operations, Parks Activities and Engagement The overspend is mainly due to salary costs though this has been partly offset by increase income generated from allotments.	(0.020)	0.104	0.124
People Transport The variance is due to: <ul style="list-style-type: none"> £0.9m of the cost pressure is directly attributable to increase in demand. From April 2018/19 to January 2020 the total number of out of borough, in borough and personal travel budgets placements have increased by 131, 30 and 6 respectively. 	1.450	1.725	0.275

Place	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
<ul style="list-style-type: none"> Historical SEN budget gap of circa £0.2m. Fuel cost increase is estimated at £0.03m. RPI (Annual Contractual Inflation Uplift) £0.05m. One off IT Costs (Mission Routing Software Year Licence) £0.03m. Loss of a major contractor (Star Cars), which meant the Council had to use the second highest bidder (using the reserve auction transport tender), the cost implication is about £0.1m. £0.4m due to other costs increases, e.g. out of borough, high need costs and brokerage service. 			
Strategic Property Services The adverse variance is predominantly due to the Morson Road rent review which was unquantified as at quarter 3. However, there have been other positive variances such as the Montagu Industrial Estates income being better than projected, due to the delays in the approval of the Joint Venture report and better than expected income from Holly Hill.	(0.100)	0.519	0.619
Facilities Management The positive variance is due to staffing underspends and improved since quarter 3 due to delays in recruitment.	(0.035)	(0.126)	(0.091)
Corporate Maintenance and Construction Services Variance is due to underspend in the salary budget.	(0.075)	(0.048)	0.027
Sustainability Team The underspend was due to vacant posts within the team.	(0.090)	(0.094)	(0.004)

Place	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
Leisure and Culture Services The overspend is predominantly due to the service generating less income than planned with the main pressures at Millfield Theatre and Forty Hall.	0.200	0.459	0.259
Economic Development Due to vacant posts and staff recharges to regeneration capital schemes and housing estates.	(0.275)	(0.291)	(0.016)
Meridian Water Meanwhile Use Income The surplus is mainly due to the Meridian Water Meanwhile Use Income overachievement, where income generated in 2019/20 has been £1.4m against a budget of £1.2m. The movement from quarter 3 is due the Council's ability to capitalise £0.9m of security costs which had not been confirmed at the time of the quarter 3 report.	0.242	(0.210)	(0.452)
Trespass and Enforcement Actions on Council Land This is predominantly related to the legal costs involved with trespass, though costs associated with waste and repairs have also contributed to the overall position. A budget of £0.250m was agreed as part of the MTFs for 2020/21.	0.094	0.210	0.116
Private Sector Licensing Scheme The implementation costs of the scheme that have been incurred in 2019/20 will be recovered from the licensing fees once the scheme is operational in 2020/21 and as such these costs have been transferred to reserve to be recovered from the income in future years.	0.417	0.000	(0.417)
Housing Whilst continued demand has been experienced within the Homelessness service across both temporary accommodation and no recourse to public funds households, the receipt and application of the Flexible Homelessness Support Grant has enable the service to manage within the	(0.020)	0.019	0.039

Place	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
resources available. The minor overspends reported relate to the Grants and Empty Properties team where the service was not able to capitalise as much staff time as originally anticipated.			
Covid-19 The Place department had incurred £0.08m of expenditure in late March in response to the breakout of Covid-19 which has been funded by the first tranche of Government grant received.	0.000	0.000	0.000
Other Minor Variances	(0.007)	(0.003)	0.004
Place Total:	1.096	1.148	0.052

Resources	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
Cost of Former Employees All costs of former employees have now been centralised from across the Resources Department, whereas these would previously have caused smaller pressures within each of the service budgets. The pressure is due to the capital cost of early retirement and in year redundancy costs. It had previously been reported that in year redundancy costs will be funded from the Corporate Redundancy reserve, this is no longer possible hence the increase since quarter 3.	0.488	0.790	0.302
Income and Collection There was an overspend due to staffing costs and significant reduction in the court cost income received in year that had not been anticipated at quarter 3.	0.239	0.908	0.669
Procurement and Commissioning Previously agreed Council wide procurement savings targets that were unallocated to specific services are creating a pressure and these have resolved in the MTFP for 2020/21.	0.612	0.629	0.017
Catering Service The forecast overspend is because of reduced income from some schools no longer buying into the service.	0.274	0.264	(0.010)
ICT & Transformation There is no reported movement on the neutral variance in the Transformation team budget where £0.4m of Flexible Use of Capital Receipts was applied to fund the transformational activities that the team has undertaken. ICT services overspent due to: <ul style="list-style-type: none"> £0.3m relating to income associated with commercialising Network assets is not considered unachievable, 	0.455	0.684	0.229

Resources	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
<ul style="list-style-type: none"> £0.2m caused by difficulties in recruiting to vacant posts, following four recruitment cycles, this has led to the continued reliance on more expensive work packages or via short term contracting of a data protection service. £50,000 overspend on ICT contracts. The quarter 3 forecast outturn included £0.5m capital receipts to fund the expected pressure which is no longer required. Additional costs were incurred by ICT as they responded to the Covid-19 pandemic and following lockdown. 			
Knowledge & Insights Hub One-off underspend due to vacant posts in year and capitalisation of PowerBI consultancy costs	(0.102)	(0.130)	(0.028)
Exchequer Services The underspend is a result of pension fund savings following an overhead review and services generating additional income.	(0.082)	(0.186)	(0.104)
Finance The overspend is due to: <ul style="list-style-type: none"> Recruitment costs Grant Thornton financial foresight and KPMG review of financial models IWE VAT review Revision to Assets (PPE), configuration in SAP, additional resources to support the IT service Additional resources brought in for capital asset accounting and closedown of accounts since quarter 3 	0.313	0.490	0.177
Corporate and Democratic Core The overspend at quarter 3 was due to membership of the New Local Government Network which had not been budgeted. Movement in the final quarter was due to a review of recharges to the	0.021	0.227	0.206

Resources	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
HRA.			
Financial Assessments The movement since quarter 3 is due to redundancy costs being centrally funded and Civica on Demand costs being less than expected. Following a change in accounting policy the Housing Benefit audit claim was not accrued as it is below the de minimis level.	0.147	(0.018)	(0.165)
Libraries An underspend arose from overachievement of Visa application. Although a saving of £0.08m was reported in Quarter 3 on furniture & library resources due to purchasing difficulties with a payments interface, this was resolved in the final quarter of the year.	(0.140)	(0.022)	0.118
Customer Operations The overspend is due to increased demand resulting from Council projects and campaigns and increased costs from an existing contract.	0.159	0.102	(0.057)
Commercial Underspend due to recharge income for work on capital projects.	(0.051)	(0.088)	(0.037)
Other Minor Variances	(0.042)	0.039	0.081
Resources Total	2.291	3.689	1.398

Corporate	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
Contingency The contingency budget was not transferred in year to cover specific pressures with the full amount remaining in Corporate to be applied at year end. There was agreement that this would be applied specifically to the pressure associated with IWE and the remaining contingency fund financing general fund overspends collectively.	(3.0)	(3.0)	0
Levies The forecast underspend on the North London Waste Authority (NLWA) levy at quarter 3 has been transferred to the NLWA reserve to smooth the future years impact of levy payments. Leaving a minor variance to other levy budgets.	(0.4)	(0.1)	0.3
Contingent Items These include inflationary budget provision not required in year and lower than budgeted for sundry bad debt provision applied in future years as required.	(0.7)	(2.2)	(1.5)
Corporate Total	(4.1)	(5.3)	(1.2)

Use of Capital Receipts in 2019/20

Appendix G

The table below shows how we used capital receipts in 2019/20

2019/20 Cost of Transformation Initiatives	£m	Planned Savings and Demand Reductions
People		
Edge of Care (Children's)	0.324	The Edge of Care transformation project will commission a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision.
Place		
EDGE Transport Contract	0.030	The EDGE Transport Contract is an invest to save initiative relating to the Council's People Transport Service, carried out by EDGE Public Solutions with and on behalf of the Council. This is the third and final year of the project and has been successful in terms of both savings and improvement of customer experience.
Mobilisation costs associated with the implementation of waste service changes	0.547	<p>The changes being implemented will revise the waste and recycling collection system for kerbside properties with a wheeled bin. The changes are:</p> <ul style="list-style-type: none"> • To collect refuse every fortnight rather than weekly (collections from the property will be made on the alternative week to collections for dry recycling) • To collect dry recycling every fortnight rather than weekly (collections from the property will be made on the alternative week to collections for refuse) • To provide a new service of a weekly separate food waste collection • To introduce a £65 per year charge to collect garden waste from households that opt into the scheme (additional bins per property will be charged at £65 per year)

2019/20 Cost of Transformation Initiatives	£m	Planned Savings and Demand Reductions
		<ul style="list-style-type: none"> • Recruitment of 2 additional Recycling Officers • Recruitment of 2 additional Enforcement Officers • To invest £500,000 in Street Cleaning Services. <p>The total net savings over the 5-year business plan will be £7.5m from Waste Services, where the financial savings from the agreed option were significantly higher when compared to any other proposal or the current collection system, it conforms with the Mayor's Environment Strategy by providing separate food waste collections and has a projected step change in recycling to 49%.</p>
Resources		
Transformation Team	0.359	<p>The Transformation Service manages a diverse portfolio of programmes, designing, planning and managing activity on behalf of Directors across the Council, hiring and managing specialist IT and other resources, as required for each individual project. The projects listed below are those relating to revenue projects:</p> <ul style="list-style-type: none"> • Build the Change Programme <ul style="list-style-type: none"> ○ Intranet Project ○ Collaboration (SharePoint) ○ New Device roll out ○ Asset Management System replacement ○ Flexible Working Project ○ Operational Buildings Review ○ Property Strategy and Development Project • Customer Experience Programme <ul style="list-style-type: none"> ○ Customer Journey Project 3A – Recruitment and onboarding

2019/20 Cost of Transformation Initiatives	£m	Planned Savings and Demand Reductions
		<ul style="list-style-type: none"> ○ Customer Journey Project 3B – Planning Applications ○ Learning & Development, Workforce and Culture Change ○ Libraries Hub Access Centre ○ Customer Insight and Performance Monitoring ○ Customer Experience ICT Experience <ul style="list-style-type: none"> ▪ ININ re-procurement ▪ Enterprise telephony ▪ Website and Enfield Connected software upgrades (Evolve) ▪ Bartec Integration for the waste service and its customers
Chief Executive		
Procurement and Commissioning co-managed service contract	1.461	Procurement services/roles across the Council were brought together to form the Procurement & Commissioning Hub as part of the Enfield 2017 transformation programme. The Procurement & Commissioning Hub is made up of Enfield employees and the Council's co-managed partner EY. A focus of the work carried out by the hub is on contract and commissioning reviews, innovative procurement and programme management of MTFP savings.
Total to be funded from the Flexible Use of Capital Receipts 2019/20	2.721	

Housing Revenue Account (HRA)	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
Supervision & Management: Savings from vacancies within the Tenancy management, Communal services and Sheltered housing team have saved (£290k) whilst continuing to provide a high level of service to the tenants. Energy prices have reduced which has created a saving in the communal electric bills this year (£290k). The Concierge service has reduced to one block this year creating a saving of (£76k). Additional to these savings this year has seen a small reduction in the internal recharges charged from the general fund - this is over a number of recharges. Additional costs have been retained within current budgets, the main unexpected cost has been to provide a waking watch service to one of the Councils blocks, this has cost £230k.	(0.341)	(0.612)	(0.271)
Repairs: Increased costs due to additional plant hire and electrical testing costs contributed to the adverse variance which are funded from calling on the repairs reserve bringing forward efficiencies/underspends in previous years.	0.000	(0.635)	(0.635)
Bad debt provision: The bad debt provision has been reviewed and a new methodology of calculating the provision has been implemented this year. This change has reduced the required provision by £1.3m. The former tenant provision is calculated based on the current debt level and average collection over the last 6 years. The current tenant provision is based on the current arrears and calculated on the average length of debt. A 25% provision has been allocated for the potential increase in arrears from Covid-19 impact.	(0.080)	(1.322)	(1.242)

Capital Financing: The interest charge on HRA debt has been reduced due to several loans being re-financed at lower interest rates.	0.000	(0.849)	(0.849)
Rents: A higher level of rental income has been achieved, mainly due to fewer Right to Buy sales than originally budgeted for (estimate:100 and actual:73). The number of void garages has seen an increase from the expected 60% to 73% in 19-20, reducing rental income by £211k. There was a significant increase in the hire of community halls in 2019/20 resulting in additional income of £93k.	0.484	0.029	(0.455)
Other Minor variances	0.000	0.162	0.162
HRA Total	0.063	(3.227)	(3.290)

Dedicated Schools Grant	Net Budget Q3 Variation (£m)	Net Budget Outturn Variation (£m)	Change (£m)
High Needs Block The overspend is due to: <ul style="list-style-type: none"> Increased cost of out borough placements because of additional pupil numbers though the outturn has been less than previously forecasted Full year effect of pupils starting in 2018/19 Education service picking up the full cost of complex care pupils who have turned 18 (costs previously split with Health and Children's Social Care). Additional 55 places provided at West Lea Special School and additional teaching assistants at Durants. Post 16 students attending college and required high needs support. Additional staffing required in Special Education Needs and Educational Psychology Service teams to meet increased levels of demand. 	5.408	5.196	(0.212)
Schools Block Underspend is due to reduced rates liability for schools converting to academies of £0.2m, underspends in the growth fund of £0.11m and the Appeals service of £0.1m. The movement from Quarter 3 is due to £0.3m provided to Southbury School to support cash flow until a rolling credit agreement is place for 2020/21.	(0.538)	(0.302)	0.236
DSG Total	4.870	4.894	0.024

Appendix J

Reserves	31 March 2019 £m's	Net Transfers 2019/20 £m's	31 March 2020 £m's
General Fund			
Risk Reserve	(11.993)	3.689	(8.304)
COVID-19 Reserve	0.000	(3.000)	(3.000)
Balance Sheet Management	0.000	(2.270)	(2.270)
Collection Fund Equalisation EM reserve	(10.543)	0.000	(10.543)
Housing Benefit Smoothing Reserve	(1.777)	(0.861)	(2.638)
North London Waste Authority Reserve	(1.000)	(0.349)	(1.349)
Medium Term Financial Planning Smoothing Reserves	(13.320)	(1.210)	(14.530)
Salix Fund	(0.821)	0.095	(0.726)
MRP Equalisation	(15.338)	(2.404)	(17.742)
Interest Rate Fluctuations	(7.413)	(0.777)	(8.190)
Capital Financing Reserves	(23.572)	(3.085)	(26.657)
Service Specific Reserves	(12.257)	0.476	(11.781)
Insurance	(6.563)	(0.458)	(7.021)
Property	(2.525)	0.400	(2.125)
COVID-19 Grant	0.000	(8.521)	(8.521)
Other Grant Reserves	(6.200)	0.627	(5.573)
Grants & Other Contributions	(6.200)	(7.984)	(14.094)
General Fund Reserves Sub Total	(76.430)	(13.353)	(89.783)
General Fund Balance	(13.949)	(0.001)	(13.950)
Total General Fund Reserves and Balances	(90.379)	(13.354)	(103.733)
HRA			
HRA Repairs Fund	(11.984)	(10.336)	(22.320)
HRA Insurance	(0.177)	(0.147)	(0.324)
Total HRA Reserves	(12.161)	(10.483)	(22.644)
HRA Balance	(4.623)	0	(4.623)
Total HRA Reserves and Balances	(16.784)	(10.483)	(27.267)
Schools			
Schools' Balance	0.794	(3.987)	3.193
Dedicated Schools' Grant	1.094	(5.576)	4.482
Total Schools' Reserves and Balances	1.888	(9.563)	7.675

London Borough of Enfield

CABINET

Meeting Date: 15 July 2020

Subject: ANNUAL TREASURY MANAGEMENT OUTTURN REPORT 2019/20

Cabinet Member: Cllr Maguire, Cabinet Member Finance and Procurement

Executive Director: Fay Hammond, Executive Director - Resources

Key Decision: 5152

Purpose of Report

1. To report the activities of the Council's Treasury Management function during the 2019/20 financial year. The key points of the report are highlighted below:

		See section:
Borrowing Outstanding at 31st March 2020	£986.9m - an increase of £142.1m Since 31 st March 2019. £240m long-term PWLB borrowing was raised for the reporting financial year 2019/20.	19 & 21
Capital Financing Requirement (CFR) at 31 March 2020	The borrowing CFR stood at £1,047.1m, an increase of £94.9m Since 31 st March 2019. HRA CFR increased by £43.6m and GF by £51.3m over the year.	25
Average interest on total debt outstanding and Interest paid on external borrowing	The average interest rate reduced to 2.69% over the year. This was due to some high coupon loans maturing during the year and very low coupon PWLB raised. Cost of borrowing for the year was £23.9m.	21 & 28
Investments & Net Borrowing	Interest earned on investments was £0.486m. Investments stood at £95.4m for the reporting period. Net Borrowing has increased by £84.4m to £891.5m.	34 & 41
Compliance with Treasury Management & Prudential Indicators	No breaches. The Director of Finance increased individual banks and MMFs money limits in March 2020 from £15m to £25m to ensure deposits could be placed with quality counterparties.	44 - 55
Debt Re-scheduling	None undertaken.	42
Minimum Revenue Provision (MRP)	MRP chargeable to the General Fund (GF) for 2019/20 is £8.0m	56 & 57

Proposal(s)

2. Cabinet is recommended to:
 - a) Note and comment on the contents of the report;
 - b) Forward the 2019/20 Treasury Management outturn report on to Council;
 - c) Recommend Council to approve the removal of 75% cap on total aggregate investments in money market funds (MMFs); and
 - d) Recommend Council to approve new money limit of £25m for each eligible counter party (Bank and MMF) meeting the Council's current criteria for high quality institution.

Reason for Proposal(s)

3. To inform Council the Treasury Management performance for financial year 2019/20.

Relevance to the Council's Corporate Plan

4. Good homes in well-connected neighbourhoods
5. Build our Economy to create a thriving place
6. Sustain Strong and healthy Communities

Background

7. The Council adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice (the CIPFA Code) which requires the Council to approve treasury management half yearly and annual reports.
8. The Council's Treasury Management Strategy for 2019/20 was approved at the Council's meeting on the 27th February 2019. The Council has invested and borrowed substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates.

Economic Background

9. The Bank of England, which had held policy rates steady at 0.75% through most of 2019/20, moved in March to cut rates to 0.25% from 0.75% and then swiftly thereafter brought them down further to the record low of 0.1%. In conjunction with these cuts, the UK Government introduced a number of measures to help businesses and households impacted by a series of ever-tightening social restrictions, culminating in pretty much the entire lockdown of the UK.
10. The UK's exit from the European Union and future trading arrangements, had remained one of major influences on the UK economy and sentiment during 2019/20. The 29th March 2019 Brexit deadline was extended to 12th April, then to 31st October and finally to 31st January 2020. Politics played a major role in financial markets over the period as the UK's

tenuous progress negotiating its exit from the European Union together with its future trading arrangements drove volatility, particularly in foreign exchange markets. The outcome of December's General Election removed a lot of the uncertainty and looked set to provide a 'bounce' to confidence and activity.

11. The headline rate of UK Consumer Price Inflation UK Consumer Price Inflation fell to 1.7% y/y in February, below the Bank of England's target of 2%. Labour market data remained positive. The average annual growth rate for pay excluding bonuses was 3.1% in January 2020 and the same when bonuses were included, providing some evidence that a shortage of labour had been supporting wages.
12. GDP growth in Q4 2019 was reported as flat by the Office for National Statistics and service sector growth slowed and production and construction activity contracted on the back of what at the time were concerns over the impact of global trade tensions on economic activity. The annual rate of GDP growth remained below-trend at 1.1%.
13. **Financial markets** sold off sharply as the impact from the coronavirus worsened. After starting positively in 2020, the FTSE 100 fell over 30% at its worst point with stock markets in other countries seeing similar huge falls. In March sterling touch its lowest level against the dollar since 1985.
14. The measures implemented by central banks and governments helped restore some confidence and financial markets have rebounded in recent weeks but remain extremely volatile.
15. The flight to quality caused gilts yields to fall substantially. The 5 year benchmark falling from 0.75% in April 2019 to 0.26% on 31st March. The 10 year benchmark yield fell from 1% to 0.4%, the 20-year benchmark yield from 1.47% to 0.76% over the same period.

Treasury Management Position

16. The Council started the financial year 2019/20 with the closing position as at 31st March 2019 where the Council had net borrowing of £807.1m arising from its revenue and capital income and expenditure.
17. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The starting position for financial year 2019/20 are summarised in Table 1 below.

Table 1: Balance Sheet Summary

	31 March 2019 Actual £m
General Fund CFR	835.0
HRA CFR	157.7
Total CFR	992.7
Less: *Other debt liabilities	40.5
Borrowing CFR	952.2

External borrowing	844.8
Internal borrowing	108.0
Less: Usable reserves	(147.8)
Less: Working capital	110.1
Net investments	(37.7)

*finance leases, PFI liabilities and transferred debt that form part of the Council's total debt

18. The Council pursued its strategy of keeping borrowing and investments below their underlying levels, sometimes known as internal borrowing, in order to reduce risk and keep interest costs low.
19. The treasury management position at 31st March 2020 and the change during the year is shown in Table 2 below. The Council had no short term or long term investments but investments in money market funds categorised as cash equivalent for this financial year.

Table 2: Treasury Management Summary

	31.3.19 Balance £m	Movement £m	31.3.20 Balance £m	31.3.20 Rate %
Long-term borrowing	686.8	224.1	910.9	2.94
Short-term borrowing	158.0	(82.0)	76.0	0.96
Total borrowing	844.8	142.1	986.9	2.69
Total investments	(37.7)	(57.7)	(95.4)	0.53
Net borrowing	807.1	84.4	891.5	

Main Considerations for the Council

2019/20 Borrowing Update

20. The main objective when borrowing has been to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required, with flexibility to renegotiate loans should the Council's long-term plans change being a secondary objective.
21. At 31st March 2020 the Council held £986.9m of loans, an increase of £142.1m to previous year closing balance and this is due to the Council's funding strategy for its capital programme. Outstanding loans on 31st March 2020 are summarised in Table 3 below and include loans that have been made to the LB Enfield's companies (further summarised in Table 6).

Table 3: Treasury Management Borrowing Summary

Type of Loan	31.3.19 Balance £m	New Borrowing £m	Repaid Borrowing £m	31.3.20 Balance £m	Average Interest %
PWLB	673.8	240.0	(16.5)	897.3	2.95
European Investment Bank	8.9	-	(0.3)	8.6	2.31
LEEF	4.0	-	(0.6)	3.4	1.71
Local Authority	158.0	89.0	(171.0)	76.0	0.96
SALIX	0.1	1.6	(0.1)	1.6	-
Total	844.8	330.6	(188.5)	986.9	2.69

22. In keeping with these objectives, new borrowing was kept to a minimum of £330.6m, while £188.5m of existing loans were allowed to mature without replacement. This strategy enabled the Council to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk.
23. During the reported period the Council raised £240 million of new PWLB long term loans for capital expenditure of which £160 million was raised for the General Fund; and £80 million was raised for the HRA.

The Capital Financing Requirement (CFR)

24. The Council has an increasing CFR due to the capital programme and an increasing estimated borrowing requirement which takes into account usable reserves and working capital which are the underlying resources available for investment as shown in Table 4.
25. The Council's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing. This has been achieved in 2019/20 but with the Council's internal borrowing now exhausted we will move closer to the CFR limit in future years.

Table 4: Capital Financing Requirement (CFR)

Capital Financing Requirement (CFR)	31 March 2019 £m	31 March 2020 £m
General Fund	835.0	883.1
Housing Revenue Account	157.7	201.3
Total CFR	992.7	1,084.4
Less: *Other debt liabilities	40.5	37.3
Borrowing CFR	952.2	1,047.1
External Borrowing	844.8	986.9

Under Borrowing	148.8	60.2
Authorised Limit	1,148.0	1,400.0

*Total CFR includes finance leases, PFI liabilities and transferred debt that form part of the Council's total debt

26. As PWLB funding margins have pitched quite substantially, there remains a strong argument for diversifying source of funding, particularly if lower rate borrowing can be achieved from alternative sources at rates below gilt yields plus 0.80%, for General Fund capital expenditure. The Council will evaluate and pursue these lower cost solutions and opportunities when available.

Other Debt Activity

27. After £3.2m repayment of prior years' Private Finance Initiative/finance leases liabilities, total debt other than borrowing stood at £37.3m for this financial year end.

Cost of Borrowing

28. The average interest rate paid on total external debt in 2019/20 was 2.69% (3.05% in 2018/19). Table 6 shows the Council total cost of maintaining its debt portfolio, as well as how the debt cost has been recharged to the HRA and to LBE Companies. The overall cost to the General Fund was £4.69 million.

Table 5: Cost of Borrowing

	2018/19	2019/20
	£m	£m
Public Works Loan Board	19.5	22.5
Commercial	1.9	-
Local Authority	0.3	0.1
EIB	0.2	0.2
LEEF	0.1	0.1
Salix	-	-
Total Interest on Long Term Debt	21.9	22.9
Short term Loans	0.9	1.1
Commission on loans	0.1	(0.1)
Total Interest Paid	23.0	23.9
Interest Income Receipts from:		
Housing Revenue Account	8.2	8.9
Capitalised Interest on Meridian Water	7.2	7.7
HGL	2.8	2.8
EIL	0.8	0.7
Energetik	0.4	0.5
Enfield Enterprise	0.0	0.0

29.	General Fund	3.5	3.2
	Total Cost of Debt	23.0	23.9

regard to pay a premium on their interest rate to meet the State Aid regulations set by the European Union.

Debt Maturity

30. The Council has 90 loans spread over 50 years with the average maturity being 27 years. The maturity profile allows the Council to spread the risk of high interest rates when debt matures in any one year.
31. Table 6 shows the maturity structure of the Council's debt portfolio as at 31 March 2020:

Table 6: Profile of Maturing Debt

	Loans Outstanding as at 31 March 19	Loans Outstanding as at 31 March 20
	£m	£m
Under 1 year	164.6	98.6
1-5	67.1	67.8
5-10	85.0	124.7
10-15	151.8	126.1
15-25	67.6	181.0
25-30	58.5	58.5
30-40	141.4	141.4
40+	108.8	188.8
	844.8	986.9

Treasury Investment Activity

32. Total cash balances over the year varied considerably, predominantly because of the significant peaks and troughs arising from payment profiles of business rate collections, capital expenditure, DWP payments and housing benefit payments.
33. During the year the Council's investment balance ranged between £5 million and £147 million due to timing differences between income and expenditure.
34. The investment position at the year end is shown in table 7 below.:

Table 7: Treasury Investments

Counterparties	31.3.19 Balance £m	Cumulativ e Sums Invested £m	Cumulativ e Sums Repaid £m	31.3.20 Balance £m

Money Market Funds				
Goldman Sachs	-	173.5	(164.9)	8.5
Deutsche	-	162.7	(150.7)	12.0
Aberdeen (Ignis)	-	73.5	(59.5)	14.0
Federated	10.0	48.4	(44.4)	14.0
CCLA	-	38.6	(27.6)	11.0
HSBC Liquidity	-	106.5	(106.5)	0
Invesco	-	45.5	(34.5)	11.0
Call Accounts				
Santander	-	30.4	(30.4)	0
HSBC	12.7	215.5	(203.3)	24.9
Handelsbanken	15.0	21.0	(36.0)	0
	37.7	915.5	(857.8)	95.3

35. The Council generated investment income of £0.486m on cash balances held in call accounts and money market funds during this financial year. On average the Council's cash investment portfolio had a risk weighting equivalent to AA+ credit rating.

Investment Benchmarking

36. Both the CIPFA Code and Government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
37. The progression of risk and return metrics are shown in the extracts from Arlingclose's quarterly investment benchmarking in Table 8 below.

Table 8 – Treasury investments managed in-house

	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
31.03.2019	3.76	AA-	100%	1	0.57%
31.03.2020	4.25	AA-	100%	1	0.30%
Similar LAs	4.16	AA-	57%	89	0.59%
All LAs	4.03	AA-	56%	20	0.64%

Non-Treasury Investments

38. The definition of investments in CIPFA's revised Treasury Management Code now covers all the financial assets of the Council as well as other non-financial assets which the Council holds primarily for financial return.

39. This is replicated in the Investment Guidance issued by Ministry of Housing, Communities and Local Government's (MHCLG) and Welsh Government, in which the definition of investments is further broadened to also include all such assets held partially for financial return.
40. The Council held £131.1m of such investments. A list of the Council's non-treasury investments is shown in below table 9:

Table 9: Non-Treasury Investments

Loans made to LBE Companies	31.3.19 Balance £m	New Borrowing £m	Repaid Borrowing £m	31.3.20 Balance £m
HGL	113.9	5.5	(1.0)	118.4
Energetik	6.3	2.7	(0.1)	8.9
EIL	12.2	-	(8.6)	3.6
EEA	0.8	-	(0.8)	0
Total	133.2	8.2	(11.4)	131.1

41. It is worth noting that £2.5m of accounting impairment charges were applied to the Energetik investment as at 31 March 2019.

Net Debt

42. The Council's net borrowing increased from £807.1m to £929.1m in 2019/20 as demonstrated in Table 10. This recognises that future capital expenditure will need to be financed from external borrowing and will create pressure on the revenue budget, however this impact has been recognised in the Council's Medium Term financial plan.

Table 10: Net Debt

	Actual £m	Budget £m	Actual interest £m	Budget interest £m
Companies	133.9	131.1	4.1	4.1
Meridian Water	292.1	308.1	7.7	10.1
Other GF*	359.2	406.9	3.2	6.8
HRA	201.7	206.6	8.9	9.0
Total borrowing	986.9	1,052.8	23.9	30.1
PFI & Finance leases	37.3	42.9	3.6	4.1
Total debt	1,024.2	1,095.7	(27.5)	(34.2)
Total treasury investments	(95.4)	(50.0)	(0.5)	(0.3)
Net Debt	928.9	1,045.7	-	-

Debt Restructuring

43. Debt restructuring normally involves prematurely replacing existing debt (at a premium or discount) with new loans to secure net savings in interest payable or a smoother maturity profile. Restructuring can involve the

conversion of fixed rate interest loans to variable rate loans and vice versa.

44. No rescheduling was done during the year as the new PWLB borrowing rates and premature repayment rates made rescheduling unviable. The Council will continue to actively seek opportunities to restructure debt, if viable.

Compliance with Treasury Management Indicators

45. Within the prudential indicators there are several key indicators to ensure that the Council operates its activities within well defined limits. For example, the operational borrowing limit set by the Council, determines the external debt levels which are not normally expected to be exceeded, whereas the authorised borrowing limit represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs full council to approve any increase.
46. Throughout 2019/20 the total loan debt was kept within the limits approved by the Council against an authorised limit of £1,400 million. The authorised limit (as defined by the Prudential Code) was set as a precaution against the failure, to receive a source of income or a major unexpected expenditure. In the unlikely event of this happening, the Council would need to borrow on a temporary basis to cover the shortfall in cash receipts. Any significant breach must be reported to the Council.
47. Officers reports that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy or explain the areas of non-compliance. Compliance with specific investment limits is demonstrated in tables below.
48. Compliance with the authorised limit and operational boundary for external debt is demonstrated in table 11 below.

Table 11: Prudential Indicators

Debt Limits	2019/20 Maximum £m	31.3.20 Actual £m	2019/20 Operational Boundary £m	2019/20 Authorised Limit £m	Complied? Yes/No
Borrowing	995.6	986.9	1,200	1,300.0	Yes
PFI and Finance Leases	40.5	37.3	75.0	100.0	Yes

Total debt	1,036.1	1,024.2	1,275.0	1,400.0	Yes
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49. Since the operational boundary is a management tool for in-year monitoring it is not significant if the operational boundary is breached on occasions due to variations in cash flow, and this is not counted as a compliance failure. Although total debt was not above the operational boundary during this reporting financial year.

Treasury Management Indicators

50. The Council measures and manages its exposures to treasury management risks using the following indicators.
51. Security: The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value weighted average credit rating and credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Table 12: Credit Risk

	31.3.20 Actual	2019/20 Target	Complied?
Portfolio average credit rating	AA-	A-	Yes
Portfolio average credit score	4.25	4.75	Yes

52. Liquidity: The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Table 13: Liquidity Risk Indicator

	31.3.20 Actual	2019/20 Target	Complied?
Total cash available within 3 months	£95.35m	£25m	Yes

53. **Interest Rate Exposures:** This indicator is set to control the Council's exposure to interest rate risk. The Council held no variable interest rate debt during 2019/20. However, the Council's Treasury Management Strategy does permit variable interest rate loans.

Table 14: Interest Rate Risk Indicator

	31.3.20 Actual	2019/20 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	Nil	+£4m	Yes

Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	Nil	+£4m	Yes
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54. The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates.
55. **Maturity Structure of Borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing were:

Table 15: Maturity Structure

	31.3.20 Actual	Upper Limit	Lower Limit	Complied?
Under 12 months	10.55%	30%	0%	Yes
12 months & within 24 months	1.33%	35%	0%	Yes
24 months and within 5 years	5.50%	40%	0%	Yes
5 years and within 10 years	12.55%	45%	0%	Yes
10 years and above	70.07%	100%	0%	Yes

56. Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period end were:

Table 16: Sum Invested Over One Year

	2019/20	2020/21	2021/22
Actual principal invested beyond year end	Nil	Nil	Nil
Limit on principal invested beyond year end	£15m	£15m	£15m
Complied?	Yes	Yes	Yes

Minimum Revenue Provision

57. In accordance with the Local Government Act 2003, the Council is required to pay off an element of the accumulated General Fund capital expenditure, which was funded from borrowing, through an annual revenue charge known as the Minimum Revenue Provision (MRP).
58. The MRP budget for 2019/20 has been adjusted to £8m. In the 2020/21 TMSS that was approved by the Council at its meeting in February 2020 had MRP budget for 2019/20 as £10.8m with chargeable value of £1m to the General Fund, due to £9.8m overprovision set aside in the MRP Reserve used to offset the full annual charge.

Change of Margin to PWLB Borrowing Rate

59. On 9th October 2019 the PWLB raised the cost of certainty rate borrowing by 1% to 1.8% above UK gilt yields as HM Treasury was concerned about the overall level of local authority debt. PWLB borrowing remains available but the margin of 180bp above gilt yields appears relatively very

expensive. Market alternatives are available and new products will be developed; however, the financial strength of individual councils will be scrutinised by investors and commercial lenders.

60. The Chancellor's March 2020 Budget statement included significant changes to Public Works Loan Board (PWLB) policy and launched a wide-ranging consultation on the PWLB's future direction. Announcements included a reduction in the margin on new HRA loans to 0.80% above equivalent gilt yields available from 12th March 2020 and £1.15bn of additional "infrastructure rate" funding at gilt yields plus 0.60% to support specific local authority infrastructure projects for England, Scotland and Wales for which there is a bidding process.
61. The consultation titled "Future Lending Terms" represents a frank, open and inclusive invitation, allowing key stakeholders to contribute to developing a system whereby PWLB loans can be made available at improved margins to support qualifying projects. It contains proposals on allowing authorities that are not involved in "debt for yield" activity to borrow at lower rates as well as stopping local authorities using PWLB loans to buy commercial assets primarily for yield without impeding their ability to pursue their core policy objectives of service delivery, housing, and regeneration. The consultation also broaches the possibility of slowing, or stopping, individual authorities from borrowing large sums in specific circumstances.

Safeguarding Implications

62. The report provides clear evidence of sound financial management, efficient use of resources, promotion of income generation and adherence to Best Value and good performance management

Public Health Implications

63. The Council's Treasury Management indirectly contributes to the delivery of Public Health priorities in the borough.

Equalities Impact of the Proposal

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

Environmental and Climate Change Considerations

65. There are no environmental and climate change considerations arising from this report.

Risks that may arise if the proposed decision and related work is not taken

66. Lack of robust governance inevitably involves a degree of risk. The successful identification, monitoring and control of risk are therefore central to the Council's treasury management strategy.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

67. Not approving the report recommendations and not adhering to the overriding legal requirements could impact on meeting the ongoing objectives of the Council's treasury activities.
68. Removing the 75% cap on MMFs and increasing the money limit of deposits from £15m to £25m for eligible counterparty will allow the officers the ability to place deposits with quality counterparty thereby reducing the risk of default of the council's investment portfolio.

Financial Implications

69. This is a noting report which fulfils the requirement to report annually the performance of the Council's treasury management activities. Financial implications are set out in the body of the report.

Legal Implications

70. This report sets out the lawful basis for the recommendation to approve the 2019/20 Treasury Outturn Report. The Council has duties within an existing legal and regulatory framework to produce an annual Treasury Management review of activities and the actual prudential and Treasury indicators for 2018/19.

Workforce Implications

71. The employer's contribution is a significant element of the Council's budget and consequently any improvement in investment performance and having a significant reduction in cost of borrowing will allow the Council to meet this obligation easily and could also make resources available for other corporate priorities.
72. This report helps in addressing value for money through benchmarking the Council's performance against other Local Authority and London Boroughs.

Property Implications

73. None

Other Implications

74. None

Options Considered

75. The CIPFA TM code require that the Council establishes arrangements for monitoring its investments and borrowing activities hence the performance and activities of the Council's treasury operations is being reported to this Committee on a regular basis.
76. This report is required to comply with the Council's Treasury Management Policy statement, agreed by Council.

Conclusions

77. The Council held outstanding investments of £95.4m as at 31st March 2020. This portfolio earned interest of £0.486m for the year.
78. During the year the HM Treasury increased PWLB rate by 100 basis points (1%) to 180 basis points (1.8%).
79. The actual borrowing CFR increased by £94.9m to £1,047.1m from last year closing position of £952.2m. Comparing the borrowing CFR forecast for 2019/20 of £1,096m with the actual borrowing CFR, this gives a variance of £48.9m for the year, which is due to some capital expenditure slippage.
80. The actual debt at year end stood at £1,024m, an increase of £142.1m over 2018/19 closing balance. The total debt forecast for 2019/20 was £1,095m and this is £60m more than the actual gross debt for the year.
81. In March 2020 £80m PWLB borrowing was raised with an average rate of 1.45%, with all loans maturing in 50 years. This borrowing was raised for HRA capital expenditure projects, taken advantage of the available ultra low PWLB rate for HRA projects.
82. The gross interest paid for financing external borrowing for the year were £23.9m and the proportion of interest charged to the General Fund for the year was £3.2m. Although gross interest forecast for 2019/20 was £30m with chargeable budget of £6.8m to the General Fund. The favourable variance is due to the ability of officers being able to obtain lower than expected long term borrowing rates facility to fund the Council's capital expenditures.
83. Over the reporting year all treasury management (TM) activities have been carried out in accordance with the approved limits and the prudential indicators (PI) set out in the Council's Treasury Management Strategy statement.

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Date of report 12th June 2020

Appendices

None

Background Papers

The following documents have been relied on in the preparation of this report:

- I. Treasury Management Strategy Statement 2018/19 (Approved by Council February 2019)
- II. Treasury Management Strategy Statement 2019/20 (Approved by Council February 2020)
- III. Arlingclose – Treasury Outturn Template for 2019/20
- IV. Arlingclose – Enfield Benchmarking-credit-scores for March 2020

London Borough of Enfield**Cabinet****15 July 2020**

Subject: Medium Term Financial Strategy 2021/22 to 2025/26**Cabinet Member: Cllr Maguire****Executive Director: Fay Hammond****Key Decision: 5150**

Purpose of Report

1. To set out the how the Council will allocate its resources over the medium term to deliver the Council's objectives during a period of both huge uncertainty and financial Challenge.

Proposal(s)

2. It is proposed Cabinet:
 - i. Endorses the Medium Term Financial Strategy
 - ii. Actively lobbies Government to bring forward Fair Funding and the Business Rates reset
 - iii. Actively lobbies Government to reform Adult Social Care funding.
 - iv. Promotes engagement in the 2021 Census
 - v. Notes to funding gap of £18.613m for 2021/22 and of £58.594m across the five year medium term.
 - vi. Notes the current shortfall in funding from Government to meet the financial cost to the Council of responding to the Covid-19 crisis and continues to lobby Government to meet these costs in full.
 - vii. Delegate authority to the Leader in consultation with the relevant portfolio holder to approve in year savings ahead of the September meeting of Cabinet.
 - viii. Instructs the Acting Executive Director of Resources to bring a report to the September meeting of Cabinet providing an update on the 2020/21 financial year.
 - ix. Agrees the approach to develop savings and income generation proposals across the medium term.
 - x. Notes the need for scenario planning and identification of savings options for best, moderate and worst case positions and the potential for significant service reductions should further government support fail to materialise.

Reason for Proposal(s)

3. To ensure the Council meets its statutory duty to set a balanced budget in February 2021.

Relevance to the Council's Corporate Plan

4. The Medium Term Financial Strategy sets out how the Council will best use its limited resources to deliver the Council's objectives.

Background

5. Council agreed a five year Medium Term Financial Plan covering the period 2020/21 to 2024/25 at Council in February. This report updates the assumptions from that time and sets out the Strategy for agreeing the 2021/22 Budget and MTFP for 2021/22 to 2025/26.

Main Considerations for the Council

6. The Strategy is set out in twelve sections and the key elements of the individual sections are considered below:

Corporate Plan

7. The MTFP exists to direct resources to deliver the Council's Corporate Plan, which is the opening section of the Strategy, setting out the three objectives to:
 - Good homes in well-connected neighbourhoods
 - Safe, healthy and confident neighbourhoods; and
 - An economy that works for everyone.
8. These are underpinned by essential characteristics of a modern council required to deliver the objective.
9. The strategy also draws on the importance of two other strategies/objectives for the Council – delivering the recommendation of the Poverty Commission and meeting the challenges of climate change.

Financial Strategy

10. After a ten year period of austerity the financial strategy focuses on the need for the Council to become ever more self-sustaining – key to this will be to increase housing in the Borough driving up Council Tax and through supporting and stimulating economic growth and Business Rates along with the many other benefits of economic growth. Further with no prospect of increased grant support from Government, rate increases in Council Tax will be necessary to in part offset inflationary pressures faced by the Council.
11. This needs to be matched by cultures of strong Value for Money and financial ownership throughout the Council alongside robust and sustainable finances and strong financial management.
12. There is also need for Government reform of the framework for funding local government – the Fair Funding implementation and Business Rates Reset have been continually delayed and the Council needs to lobby for both to come forward as soon as possible. There's similar delay to the reform of Adult Social Care funding with a series of one off interventions in recent years and the date for the promised Green Paper put back on

numerous occasions. The Council needs to push for proposals to come forward. Finally, all of these systems need robust data and it is important that there is comprehensive promotion of the 2021 Census to ensure the maximum possible engagement.

14. Economy/Borough Profile
15. The third and fourth sections of the strategy cover the context in which the Council operates – the global and UK economy and the specific characteristic and challenges of the Borough.
16. There is a worldwide recession which is the most severe in over 300 years. This will have a significant impact on unemployment and demand for Council services.
17. Enfield is an outer London borough it has many of the characteristics of an inner London one. There are high levels of deprivation and economic inactivity coupled with low average earnings. This is exacerbated by the impact of insufficient private sector housing. These characteristics don't exist throughout the Borough with inequality between the east and west. Also of note is the challenge of Youth violence at a level out of kilter with other outer London boroughs.
18. Update of MTFP assumptions.
19. The MTFP agreed at Council was balanced for 2020/21 with a gap of £13.265m in 2022/21 and £57.111m across the 2020/21 to 2024/25 period. The Plan is being rolled forward to cover 2025/26 and the assumptions being reviewed. On the positive side the Council's outturn reported elsewhere on this agenda is broadly in line with Quarter Three forecasting on which the budget was based meaning the spend proposals were robust. However the Covid-19 pandemic changes the situation dramatically, creating both significant financial challenge and uncertainty in equal measure. Most challenging is the forecasting of the tax base for both Council Tax and Business Rates. **A best case assumption has been drawn which opens the year one gap to £18.613 and with the rolling forward of the Plan to 2025/26 there is a five year gap of £58.594m.**
20. The level of uncertainty is unprecedented and consequently there is a need to develop in year savings for 2020/21 which will come forward in September along with early MTFP proposals. Further, the refresh is very much the best case and the Council will need to plan on the basis of a deeper and longer lasting impact of the crisis.
21. In year savings.
22. Services are in the process of identifying in year savings in the likely event that Government does not fully cover all of the financial impact of the Council's response to the crisis. Currently, there is only Government grant of £17.9m to meet the initial forecast cost of £68m. There are mitigations in reduced capital financing costs of £2m and one of use of reserves of £3m but this still leaves the Council £45m short.
23. MTFP Approach
24. Work on the MTFP has already commenced with detailed spend analysis and benchmarking underway. Workshops are being scheduled over late June and early July across six themes:

- i. Demand Management
 - ii. Capital Financing
 - iii. Channel shift/Use of CRM/Web
 - iv. Commercial
 - v. Property
 - vi. Organisation Structure
25. Each of these is led by a director and will give rise to savings and income generation proposals later in the summer. Some of these will come to Cabinet in September for early delivery.
26. There is a little scope for investment and reallocation of resources but there will be a focus to ensure that savings and income generation proposals don't adversely impact on poverty in the Borough or on those who are most vulnerable. Similar applies to meeting the objectives of the Climate Strategy.
27. Scenario Planning
28. Work is also taking place on a Plan B with actions being considered against three scenarios for a range of shortfall in Government funding and longer term impact on income streams arising from the Covid-19 crisis. These would inevitably lead to severe service reductions.
29. Timetable
30. The Strategy includes a summary timetable with the draft MTFP and other financial plans to reports to Cabinet in December and then Council in February as well as the early recommendation in September.
31. Delivery
32. There is a strong financial management regime in place and current approaches will be maintained. The Finance Team are reviewing processes, procedures and systems along with documentation and training provision for services to strengthen yet further.

Safeguarding Implications

33. None arising directly from the report.

Public Health Implications

34. The Council needs to make financial savings will have a negative impact upon the health of the population. Some mitigation may be achieved through encouragement and facilitation of behaviours that are both health enhancing and cost-saving such as active transport but the overall effect of the ongoing need to reduce expenditure is likely to be deleterious to health.

Equalities Impact of the Proposal

35. 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. It is important to consider the needs of the diverse groups with protected characteristics when designing and delivering services or budgets so people can get fairer opportunities and equal access to services.

36. The Council aims to serve the whole borough fairly, tackle inequality and protect vulnerable people. The Council will promote equality of access and opportunity for those in our communities from the protected characteristic groups or those disadvantaged through socio-economic conditions.
37. Through the use of Equality Impact Assessments, the Council can analyse and identify where and how proposed changes to services, policies and budgets could improve its ability to serve all members of the community fairly. It helps ensure that the Council does not discriminate, and in taking decisions that it does not unduly or disproportionately affect some groups more than others. The Council also recognises that undertaking full assessments will help to improve the efficiency and effectiveness of the Council by ensuring that residents and service users' needs are met through the delivery of the Council aims and objectives.
38. The Council's budget is not subject to a single Equality Impact Assessment, as it is far too complex for this approach. Instead, budget proposals requiring change or new services and policies will be required to carry out an Equality Impact Assessment to evaluate how the proposal will impact on all parts of the community. The impact assessment must include consultation with affected people and organisations. Heads of Service will have to identify what actions will be taken to mitigate against the worst adverse impacts at the end of their EQIA. The Corporate Equalities Group will be providing advice and support to Departments in developing appropriate EQIAs.

Environmental and Climate Change Considerations

39. The Strategy is driven by the Climate Change Action Plan as well as the corporate Plan and Poverty and Inequality Commission, so environmental and climate change will be key considerations in the planning process.

Risks that may arise if the proposed decision and related work is not taken

40. The report and Strategy set out in detail the uncertainties and risk that exist at this time.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

41. The Council is operating in a very uncertain and quickly changing environment and therefore a key action will be detailed and regular financial monitoring and a frequent and regular refresh of the financial assumptions in the Strategy.

Financial Implications

42. Set out above.

Legal Implications

43. Local authorities are required to set their budgets before 11 March each year, in advance of the start of the new financial year on 1 April. Local authorities in England and Wales are required to set a balanced budget for each financial year, following a specific process. They must calculate "the expenditure which the authority estimates it will incur in the year in performing its functions"; and then they must subtract "the sums which it estimates will be payable for the year into its general fund", not including business rates, revenue support grant or other grant funding. This provides

their 'budget requirement' for the financial year in question. They must then subtract forecast grant and rate funds and divide by the council tax base (the number of properties in their area) to arrive at the level of council tax that they must charge. These provisions have the effect of obliging a local authority to set a balanced budget, by providing that its forecast expenditure must align with its income. 'Income' may include transfers from the authority's reserves, but this must be specified in the calculations. The provisions also prevent a local authority from borrowing money to cover its annual revenue expenditure. Local authorities may borrow funds for periods longer than one year, but only for capital expenditure.

44. Local authorities are required to undergo an annual external audit. This is governed by the 'local audit' regime. Local auditors must provide an opinion on a local authority's accounts, and also a conclusion on value for money. To this end, the auditor has various powers to ensure appropriate financial management. They may investigate items in the authority's account at the request of an elector; they may apply to the court to have an item of expenditure declared unlawful; they may make a statutory recommendation which is copied to the Secretary of State; and they may make a 'public interest report' on matters of concern within a council's accounts.
45. Local authorities must also maintain a system of internal audit, as required by the Accounts and Audit Regulations 2015. These "require that elected members maintain a sound system of internal control including arrangements for the management of risk, an effective internal audit, and that local authorities prepare annual accounts".
46. Each local authority's chief finance officer (the 'section 151 officer') has statutory status and is responsible for financial administration. The chief finance officer has a number of duties related to financial resilience, including a duty under section 25 of the Local Government Act 2003 to report on the robustness of the council's budget estimates and the adequacy of its reserves.
47. The chief finance officer is also under a statutory duty to issue a formal report if s/he believes that the council is unable to set or maintain a balanced budget. This is often known as a 'section 114 report', after section 114 of the Local Government Finance Act 1988.
48. Members are obliged to take into account all relevant considerations and disregard all irrelevant considerations in seeking to ensure that the Council acts lawfully. Members should note that where a service is provided pursuant to a statutory duty, the Council cannot fail to discharge it properly.
49. This report provides a clear and concise view of future sustainability and the decisions that need to be made for the recommended actions.
50. When considering its approach to the Medium Term Financial Strategy set out in this report, the Council must have 'due regard' to the need to eliminate unlawful conduct under the Equality Act 2010, the need to advance equality of opportunity and the need to foster good relations between persons who share a protected characteristic and those who do not (the public sector equality duty).

Workforce Implications

51. None arising directly from the report, but Organisation Structure is one of the six budget themes. Any implications would be set out in subsequent reports.
52. HR should be engaged in relation to any proposals to change organisation structure or posts. The Council's Principles of Managing Restructures should be followed in relation to any proposed changes.

Property Implications

53. None arising directly from the report, but Property is one of the six budget themes. Any implications would be set out in subsequent reports.

Other Implications

54. None.

Options Considered

55. None.

Conclusions

56. The financial challenges are as great as at any point in recent times and throughout ten years of Government austerity. There is a clear framework in place to identify efficiencies and income opportunities but the £18.613m is a very significant gap to address. Should Government funding not be forthcoming to address the costs of the crisis in 2020/21 achieving a balance budget will almost certainly have a major impact on service delivery.

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Date of report

1 July 2020

Appendices

Medium Term Financial Strategy 2021/22 to 2025/26

Background Papers

The following documents have been relied on in the preparation of this report:

- i. Corporate Plan
- ii. Enfield Poverty & Inequality Commission
- iii. Climate Change Strategy
- iv. MTFP 2002/21 to 2024/25
- v. Borough Profile
- vi. Asset Management Strategy
- vii. Commercial Strategy

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MEDIUM TERM *Financial Strategy*

2021/22 TO 2025/26



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1 Corporate Plan

- 1.1 The Council agreed a new Corporate Plan – A Lifetime of Opportunities in September 2019. This has been refreshed on an annual basis with the most recent update Enfield Council Plan 2020-2022 being approved by Cabinet on 15 July 2020
- 1.2 The three objectives of the Plan remain:
 - Good homes in well connected neighbourhoods
 - Safe, health and confident neighbourhoods
 - An economy that works for everyone
- 1.3 These are underpinned by the existence of a modern council having:
 - An empowered, responsive and happy workforce
 - Accessible and efficient
 - Financial resilience and good governance
 - Working in partnership
- 1.4 There are two other key policy drivers for the Council – delivering the recommendations of the Enfield Poverty and Inequality Commission and the council's Climate Change Strategy.

1.5. Poverty commission

- 1.6 The Enfield Poverty and Inequality Commission was launched at the House of Lords on 20 January 2020, the link to the full report is below.
<https://new.enfield.gov.uk/services/your-council/enfield-poverty-and-inequality-commission-report-your-council.pdf>
- 1.7 The key objectives of the report are:
 - i. Tough new action to reform privately rented housing
 - ii. A new integrated health and wellbeing centre for the east of the Borough
 - iii. Revitalise youth services in Enfield
 - iv. Poverty Proof Enfield's schools
 - v. Set a target to reduce low pay within Enfield

1.8. Climate change

- 1.9 The Council declared a climate in 2019 and published its Climate Action Plan in June 2020. The Plan sets out the ambition to work with staff, suppliers, residents, businesses, schools, statutory partners and government to become a carbon neutral organisation by 2030 and create a carbon neutral borough by 2040. It covers the following six areas:
 - i. The Council's operations
 - ii. Travel
 - iii. Buildings
 - iv. Waste
 - v. Energy
 - vi. Natural Environment
 - vii. Influencing others.

2 Financial Strategy

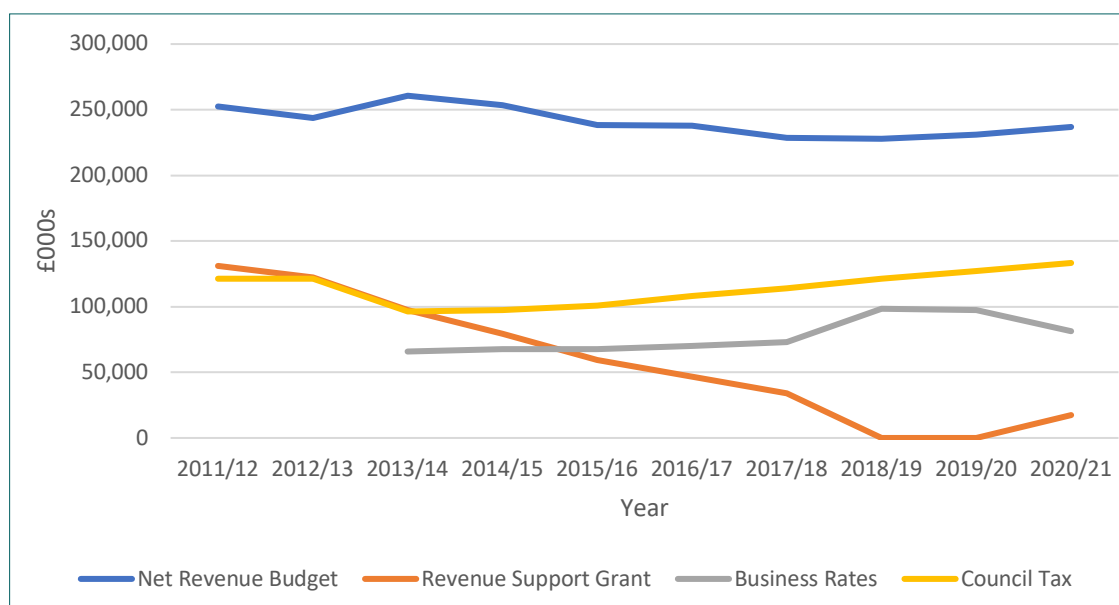
2.1. A sound financial strategy is key to the delivery of the Corporate Plan and financial resilience. There are five key strands to the strategy:

- i. A financially self-sustaining Council through growth in housing and business rates
- ii. VfM
- iii. Everyone's responsibility, culture
- iv. Underpinned by robust financial position
- v. Ensuring a fair financial settlement for Enfield

2.2. Growth

2.3. The change in the balance of funding to local authorities has shifted over the last ten years with the reduction of Revenue Support Grant by Government being replaced by income from retained business rates and Council Tax. This has led to a need for local authorities to be increasing self financing with a need to grow local economy and Council Tax bases to provide prosperity and reduce need alongside delivering efficiencies and generating more commercial income.

Chart 1 – Balance of Funding 2011/12 to 2020/21



Note 1. Business rates and RSG not separately identified 2011/12 and 2012/13

Note 2. Council Tax Support devolved to local authorities in 2013/14.

Note 3. RSG £nil during period of Pilot Rates Pool.

- 2.4. Enfield has a growing population but in recent decades it has seen low levels of house building which have not kept up with housing demand. The resulting affordability gap for residents puts pressure on our homelessness service but also has dampened council tax income.
- 2.5. In the past two years the council has embraced the need for new homes and new employment spaces in the Borough – to provide affordable housing and new jobs for residents. Over the past five years, only 500 new homes were built in the Borough each year (other homes have been created through refurbishment); the council's new Local Plan sets out how that will increase to over 1,000 homes per year in the next few years.

- 2.6. Likewise, while Enfield's industrial and retail sectors have remained relatively healthy in recent times they have provided lower employment ratios as the nature of work has changed. The Council is preparing an economic development strategy which aims to support a more mixed economy, with more employment around town centres.
- 2.7. Alongside the growth in the tax base the rates need to keep base with the Council's inflationary and demand pressures, especially those being experienced in Adult Social Care. To this extent it is essential to increase the Council Tax up to the threshold limit and to apply the Adult Social Care precept when offered by Government.

2.8. Value for Money

- 2.9. It is essential that the Council makes best use of its finite resources. In simple terms this means evidence based decisions, testing the market, strong business cases, delivering to the corporate objectives.

2.10. Culture

- 2.11. The Council's finances need to **Everyone's** responsibility, it's not the sole responsibility of the Council's S151 Officer, it is necessary to be across the entire Council, the Cabinet, Chief Executive, Executive Directors and their management teams, senior manager and front line workers. This has increasingly been the case through ten years of austerity and even more than ever with the huge financial impact of the Covid-19 crisis.

2.12. Robust Financial Position

- 2.13. There needs to be clear, transparent budget planning to ensure the Council's finite resources are directed to where they are most needed. It is essential that the finances are understood by members, senior officers, managers and the community. The finances need to be sustainable. A single year budget is not enough, the finances need to be planned over the medium term and good practice is for this term to be five years
- 1.14. The budgets need to be robust with realistic savings plans to avoid in year volatility. The five year plan needs to recognise all future pressures and income flows. Local Government is a very dynamic environment with many demand led services and the growth in Adult Social Care, Children's Social Care, Special Education Transport and Housing need to be accurately modelled. The same applies on the income side with a clear understanding required of changes to the Council Tax and Business Rates tax bases and the level of Government support.
- 2.15. There is inevitably a gap between the two or the need to invest in priority area which will need to be met by changing the way in which the Council operates. This will be through delivery of efficiencies, reducing services or generating more income. All of these measures need to realistic with appropriate processes in place to ensure their delivery.
- 2.16. Finally, the Council needs to hold an appropriate level of reserves to ensure that it can continue to deliver its objectives in times of financial uncertainty. These reserves will cover the smoothing of spend areas that are known to move from year to year, for specific and general risks and a general provision for unknown risks.
- 2.17. Much work has been done over the past two years to put the Council's Finances on a robust sustainable footing. Undeliverable savings and historical overspends have been built back into the base budget, there is a more focussed view of the medium term and there is a far more realistic assessment of future demographic pressures and investment needs. In addition, a new Ten Year Capital and Treasury Strategy have ensured that decision making considers this wider, long term context. This Strategy will set out how this approach can be taken further forward.

- 2.18. The Council has been operating in a period of great uncertainty with Brexit and a snap general election and delays in essential reforms to the local government financial framework. This uncertainty has been taken to another level with the impact of the worldwide Covid-19 Pandemic. This strengthens all of the arguments above but also gives rise to a number of scenarios to be brought forward which will assess the different actions necessary depending on the financial impact in 2020/21 and any potential ongoing consequences.

2.17. Ensuring a Fair Financial Settlement

- 2.18. The Government introduced its Business Rates Retention model for funding local government in 2013/14. It however relied on the historical needs data and damping arrangements from the previous model. At the time government committed to address both of these issues also set out plans to reset the business rates growth on a regular basis.
- 2.19. Government has been developing Fair Funding proposals to remedy the position but this is now years overdue and Enfield has been disadvantaged by both the lack of an update of the underlying data and the damping arrangements. Modelling on the new Fair Funding framework suggest that whilst resources may flow out of London, Enfield would be a beneficiary. Implementation has been held up due to Government being stretch with Brexit, a snap General Election and now the Covid-19 pandemic. It is essential for Enfield to lobby hard to bring forward implementation of the new system.
- 2.20. Similarly, with lower business rates growth than the rest of London, Enfield will benefit from the reset of the Business Rates. This would see the accumulated growth built up since 2013/14 being redistributed across the system. Strong lobbying is also required here.
- 2.21. The funding of Adult Social Care is a major concern with significant delays in the publication of a Green paper to address the current shortcomings. Instead there have been a series of short term interventions in the form of Adult Social Care precepts on the Council Tax and targeted grant.
- 2.22. Finally, whatever funding system is in place, it will require relevant up to date information to ensure its effectiveness. The Census in 2021 will be key. Locally there was only a 90% response in 2011; it is therefore important for the Council to promote the importance of the Census and ensure the maximum possible engagement across the Borough.

3 Economic Context

3.1. Global/UK Economy

- 3.2. The following economic commentary has been provided by the Council's treasury advisers Arlingclose from their May Economic Update.
- 3.3. The Medium term economic global outlook is exceedingly weak. While containment measures taken by national governments in response to the covid-19 crisis are being eased, it is likely to be some time before demand recovers to pre crisis levels due to rises in unemployment, the ongoing need for virus control measures and the impact on consumer confidence.
- 3.4. The global central bank and government responses have been significant and will act to support the recovery when it occurs, by keeping financial conditions stable and many business solvent/ employees employed than would have otherwise been the case. The economic bounce in the second half of the year will be significant as businesses currently dormant begin production/ supply services again.
- 3.5. However, the scale of the economic shock to demand and the probable ongoing social distances measures necessary before a vaccine is produced will mean that the subsequent pace of recovery is limited. Early signs of this are evident in the Chinese data, although the impact may be even more significant for Western economies that tend to be more reliant on the hard hit services sector and have now experienced and even greater virus impact.
- 3.6. This situation will result in central banks maintaining low interest rates for the medium term in the UK, Bank Base is therefore likely to remain at low levels for a very long time with a distinct possibility of being cut to zero. Following fence sitting by MPC (Monetary Policy Committee) members. Money markets have taken the unprecedented step of pricing in a chance of negative base rates.
- 3.7. Longer term yields will also remain depressed, anchored by low central bank policy and inflation expectations. There is a chance yields may follow a slightly different path in the medium term, depending on investor perceptions of growth and inflation.

3.8. Impact on Local Government funding

- 3.9. There is significant uncertainty for local government albeit there does not appear to be any clamour for a return to austerity. Nevertheless, first Brexit and the snap General Election and now the Covid-19 crisis have contrived to delay funding reform for local government. The Fair funding reform promised with the introduction of the retained business rates back in 2013/14 is yet again delayed continuing to lock in lost grant of £12m through the historical damping arrangements. Running alongside this, there is a similar delay to the business rates reset, from which it is also anticipated that Enfield would benefit. Perhaps as significant as both of these is the reform of Adult Social Care funding. As recently as 28 May the House of Lords Economic Affairs Committee has urged the Government to end its delay on social care reform.
- 3.10. There are no rolling multi years settlements in place currently so with the exception of school funding there is no financial settlement for 2021/22 and beyond. This is all likelihood will come through at a high level in the Chancellor's budget in the autumn with the authority by authority detail in December in the provisional Local Government Finance Settlement.

4 Borough Profile

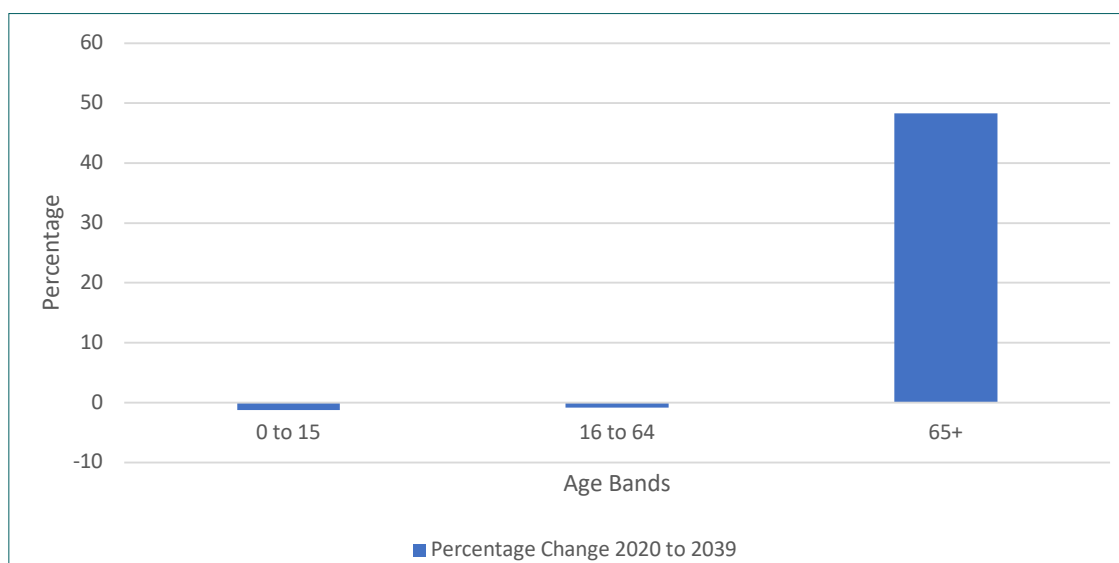
4.1. Overview

- 4.2. Highlights – high levels of deprivation, more like inner London for an outer London funded authority; economic inactivity at 29%, greater than much of London and the south east; low average incomes, insufficient private sector housing; youth violence, inequality between east and west of the Borough.

4.3. Population

- 4.4. Enfield is the fifth largest London Borough by population, it has a population of 333,869 (2018 mid-year estimate), an increase of 1,162 (0.35%) over the previous 12 months. This is below both the London (0.94%) and all England (0.64%) increases. The greatest increase was 1.65% for the 65+ population.
- 4.5. The general population has increased by 8% over the past decade, with the over 65s being the highest (16%) amongst the age groups within the same period, lower than the London increase of 21% over the same period. The over 65 is projected to increase by 27% over the next decade which presents a financial challenge with the overall yearly decrease in Enfield's budget.
- 4.6. Enfield's age profile is proportionately distributed between the sexes but, compared to the rest of London averages it has a higher number of young people aged 0-15. There are proportionately more children and young people under 20 in Enfield than in both London and England overall.

Chart 2 – **Forecast Population Change 2020 to 2039**



- 4.7. There are significant changes to the population forecast. There are marginal declines expected in the children and working age adults' populations but a forecast increase of 50% in the 65+ population %. Source: 2018 GLA housing led population projection
- 4.8. The Borough has a very diverse population. Overseas born residents make up 36.80%, (Inner London 40%, Outer London 33.8%, London 36.38%, England 15.44 and UK 14.24%).

4.9. Deprivation

- 4.10. For deprivation (measured through IMD 2019) Enfield is the 74th most deprived local authority in England overall. Enfield's ranking compared with other local authorities in England dropped from 64th in 2015. Enfield is within the most deprived 25% of all local authorities. Enfield has become relatively more deprived when compared with other London Boroughs. In 2010, Enfield was the 14th most deprived borough in London, whereas in 2015 it was the 12th most deprived and in 2019 is now ranked 9th, Edmonton Green ward is the 5th most deprived ward in London.
- 4.11. Enfield has inner London deprivation with outer London funding with 13,575 or 18% of all children under 16 from relatively low income families as at 2018/19, a small increase from the 2017/18 figure (12,976, 17%). In Great Britain as a whole, the proportion of children in low-income families is 18%. Enfield's proportion is the 15th highest of the 33 London boroughs.

4.12. Income and employment

- 4.13. Enfield has high rates of economic inactivity and low average household incomes, compared to both London and across the UK.
- 4.14. Enfield has the 2nd highest levels of economically inactive workforce of all borough in London with the with an economic inactive rate of 28.7%, higher than Inner London (21.5%), Outer London (22.2%), London (21.9%), England (20.8%) and the UK (21.2%).
- 4.15. Females are the most economically inactive group in the borough with 33.4% of the total workforce inactive compared to 23.8% of males.
- 4.16. Estimates supplied by CACI Ltd for 2020 indicate that the mean gross household income in the Borough was around £43,000. This is higher than the Great Britain average of £41,300, but somewhat lower than the Outer London average of £46,000 (all figures have been rounded).
- 4.17. Enfield's median household income (arguably, a more meaningful statistical measure of the average) is £34,900, which is the 12th lowest of the 33 London boroughs and lower than the Outer London average. 16% of households in Enfield have an annual income below £15,000 - higher proportion than in London (14%) Within the Borough, there are clear differences in income between the western and eastern parts, with median incomes in the most affluent areas being over twice those of the least affluent. In the year to December 2019, 144,00 people (65.9%) of the Enfield population were in employment, a slight increase on 2017. However, this is below the London (74.5%) and UK (75.6%) averages.

4.18. Crime

- 4.19. According to official crime summary data published by the Metropolitan Police, the number of notifiable offences committed in Enfield between May 2019 and April 2020 was 29,937 – an increase of around 3.3% on the previous 12 month period.
- 4.20. The Metropolitan Police crime rate for this period was 88.1 per 1,000 residents. The London-wide crime rate for the same 12 month period was 98.4 per 1,000 people.
- 4.21. In Enfield, the three most common types of recorded crime were Violence Against the Person (not including sexual offences), Vehicle Offences and Theft.
- 4.22. Enfield is one of the major hubs for county lines (the supply of class A drugs from urban areas to rural towns or county locations) which is one of the underlying factors of the high levels of youth violence and serious youth violence. Recent Police data reported 821 cases of serious youth violence and 1,682 cases of youth violence in Enfield, significantly high for an outer London borough. Excluding the cases which could not be attached to a specific ward, Edmonton Green ward had the highest levels of both Youth Violence (10%) and Serious Youth Violence (10%) out of all the wards in the Borough. Winchmore Hill ward had the lowest cases of Youth Violence (1.8%) and Bush Hill Park ward had the lowest cases of Serious Youth Violence (1.5%).

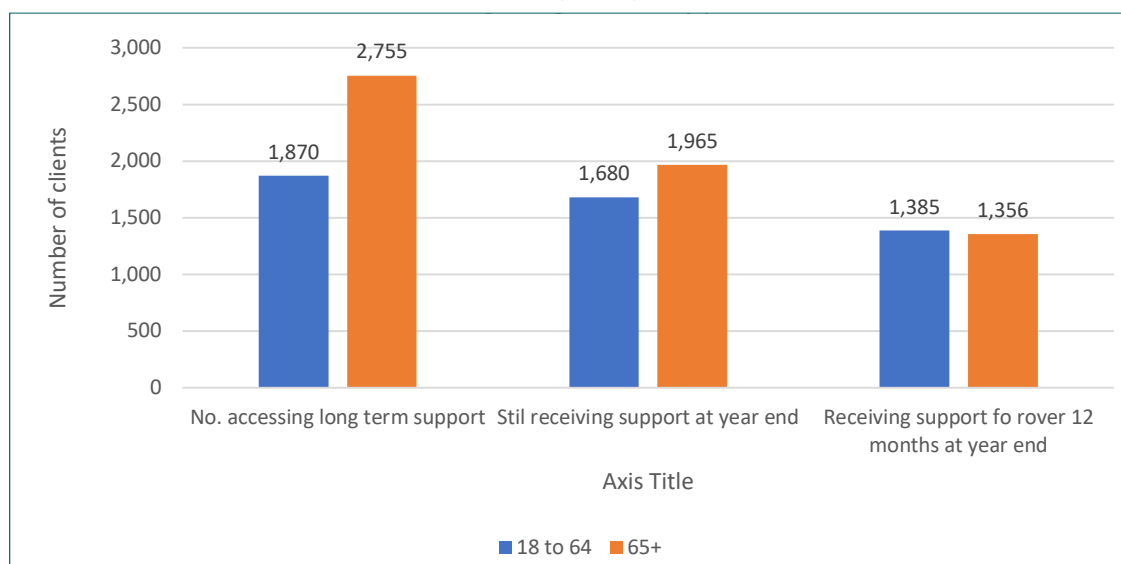
4.23. Health

- 4.24. The latest available local estimates from the ONS (Life Expectancy at Birth 2016 to 2018) suggest that life expectancy at birth for males born in this period in Enfield is 80.6 years, which is slightly below the London average (80.7 years) but above the UK average (79.3 years).
- 4.25. Female life expectancy in Enfield is 84.8 years, while the London and UK averages are 84.5 years and 82.9 years respectively.
- 4.26. There are, however, wide variations across the Borough with the inequality driven by deprivation. Ranging from 75.6 to 87.2 depending on where live in the Borough. Upper Edmonton which is amongst one of the most deprived wards in the Borough had the lowest life expectancy for both sexes with Highlands ward having the highest life expectancy rates for both as well. Recent data by Public Health England on life expectancy, indicates more residents die from all causes in Upper Edmonton than any other ward in the Borough with a standardised mortality ratio of 139.8, with stroke being the biggest contributor. Highlands ward (68.6) has the lowest standardised mortality ratio in Enfield, is has a positive correlation to inequality driven by deprivation.

4.27. Adult Social Care

- 4.28. During April 2018 to March 2019, Enfield received 2,950 requests for support from new clients or a rate of 1,185 per 100,000 adults. 74% of these from customers aged 65 or over. 334 of these new requests led to Short-Term Support to Maximise Independence. This was below the London rate of 2805 per 100,000 adults
- 4.29. Baseline estimates for Enfield residents aged 16-64 with learning disabilities is projected to increase by 5% over the next 10 years from 2020, the over 65 with learning disabilities is also projected to increase significantly by 29% over the same period which will have a profound implications on social care budgets.
- 4.30. During 2018/19, 4,623 customers received long-term support at some point. Of these, 3,644 (79%) were still receiving support at the end of the period.
- 4.31. As at 31st March 2019, 2,741 (75%) of the total still receiving support had been receiving long-term support for over twelve months.

Chart 3 – Adult Social Care Clients Accessing Long Term Support



4.32. Children's Services

- 4.33. There has been steep rise in early help referrals over the last 2 years during the period 01 April 2019 and 31 March 2020, a total of 1,652 referrals were received by the Early Help Family Hub. This represents a 33% increase on the previous year where 1,241 referrals were received.

- 4.34. Referrals for Children's Social Care arrive via the MASH (Multi Agency Safeguarding Hub) Children's Services in Enfield have experienced a significant increase in demand in 2019/20 there were 17,725 MASH contacts, which is a 24.6% increase from 14,221 the previous year.
- 4.35. During the period April 2019 to March 2020, the service dealt with 7,256 referrals, the rate of referrals was 874 per 10,000 children.
- 4.36. Over the last 5 years the numbers of children in need per 10,000 has risen year on year to 318.6 in 2018. This year there was a slight reduction to a rate of 318.2 (2,689)
- 4.37. This year saw a sharp rise in the number of young people under 18 years of age who were at risk of becoming homeless or looked after. 112 young people presented this year compared to 86 young people in the previous year. The majority of these young people were supported to live at home with only 8 young people becoming looked after.
- 4.38. As at 31st March 2020, 203 children were the subject of a Child Protection Plan (CPP) – a rate of 24 per 10,000 children. This is a reduction from a rate of 33 per 10,000 in 2019 and is below the national average of 44 per 10,000.
- 4.39. At the end of March 2020 there were 395 children in care, this is an increase of 3% (13 children) from the number at the end of March 2019.
- 4.40. At the end of March 2020, the number of Unaccompanied Asylum-Seeking Children (UASC) fell to 64 (16.2% of total LAC population), compared to 71 in 2018/19.

4.41. Housing

- 4.42. There are circa 125,370 homes in Enfield, of which: 10,080 are local authority owned homes (8%) 8,440 are registered provider homes (7%) 106,830 are private sector homes (owner occupied and private rented sector) (85%).
- 4.43. 11.2% of households in Enfield are in overcrowded accommodation. Overcrowding is mostly assessed by the 'bedroom standard' which assesses the number of bedrooms needed according to the size and composition of households. Of these overcrowded households, in the 2011 census, Enfield had an overcrowded rate of 18.31% out of 119,916 households with Edmonton Green (31.93%) being the most overcrowded ward in the Borough and Town ward (8.71%) being the least overcrowded.
- 4.44. The private rented sector has grown rapidly in Enfield and much faster than in other London boroughs; increasing by 60% in the 10 years between 2006 and 2016. Between 2012 and 2017 there was an increase of 7,356 properties. Although the size is similar to other London Boroughs the composition is very different in that the majority of households in PRS in Enfield are from low income families who are claiming benefits
- 4.45. Eviction data at borough or ward level is hard to come by since the ONS doesn't have a specific metric method to measure it, however the Trust for London tasked with tackling poverty and inequality produces some analysis on poverty and inequality at borough level. According to the Trust for London (trustforlondon.org.uk) Enfield has the 8th highest eviction rate in the capital, with 2.42 repossessions per 100,000, this compares to 1.81 in London. This again reflects the fact it has one of London's largest private rented sectors. Assuming Enfield's 2018 mid year population estimate as 333,869, this gives an eviction rate of 3%.
- 4.46. Homes to purchase on the market are unaffordable to people on median average salaries in Enfield, unless they are supported by family members to get a step on the housing ladder. An average house in Enfield costs 14.5 times the median average salary as of 2019 lower than the London average but almost double that of that of the national average, a very significant increase of 79% over the past decade.

- 4.47. During 2017 to 2018 Enfield's Housing Options and Advice Team dealt with 1,085 homelessness applications, of which 786 households were accepted as statutorily homeless and in priority need – the fourth highest number of all Local Authorities in London and representing 5.89 households for every 1,000 residents' households.
- 4.48. As at 31st March 2020, 3,474 households were in temporary accommodation – the second highest number of all English authorities (behind Newham).

4.49. Education

- 4.50. In 2019 for Early Years - 69.7% of children in the Foundation Stage (i.e. under 5 years) had achieved a 'good level of development', which was slightly lower than the England average of 71.8% and the London average of 74.1%. 68.6% of pupils had achieved at least the expected level across all Early Learning Goals, an improvement again on the 2017 performance which was 68.1%. this though was below the London average of 73%.
- 4.51. KS1 - In 2019 in Enfield, the percentage of pupils achieving the expected standard in English Reading and Writing and maths decreased in 2019.
- 70% of pupils reached the expected standard in Reading (73% in 2018)
 - 65% reached the expected standard in Writing (69% in 2018)
 - 73% reached the expected standard in Mathematics (74% in 2018)
 - 78% reached the expected standard in Science (77% in 2019)
- 4.52. Key stage 1 results for Enfield are towards the bottom of the London boroughs in all subject areas with a ranking of 32/33.
- 4.53. The percentage of pupils reaching the expected standard in KS2 Reading, Writing and Maths combined in Enfield has increased from 61% in 2017 to 66% in 2019. The latest figures for 2019 for London and England are 69% and 65% respectively.
- 72% of pupils reached the expected standard in Reading
 - 79% reached the expected standard in Grammar, Punctuation and Spelling (higher than the England average of 78%).
 - 80% reached the expected standard in mathematics, below the London average (82%) but above the England average (79%)
- 4.54. KS4 – In 2017, the new 9-1 marking system was introduced for English and Maths GCSE examinations, and this was rolled out into other subjects from 2018. The Government publishes data on the percentage of pupils achieving a 9-5 pass and a 9-4 pass in English and Mathematics. In Enfield, 41.6% of entrants achieved a strong 9-5 pass, compared with 40.2% in England and 48.7% in London. 61.4% of pupils attained a 'pass' (Grades 9-4), compared with 59.4% in England and 67.9% in London.
- 4.55. Level 3/A Levels - A levels are among a group of regulated qualifications which are classified as Level 3/18. These also include Tech Level qualifications, such as the BTEC Extended Diploma. In 2017/18:
- Enfield's Level 3 students recorded an Average Point Score (APS) of 31.47 – slightly below the London average (31.92) and the England state-funded sector (31.84)
 - 78.6% of Enfield entrants achieved at least two substantial Level 3 qualifications
 - Enfield's A Level students' Best 3 A Level APS was 32.13 (equivalent grading of C+), which was slightly under the London figure (33.09).
 - 11.7% of A Level student achieved three A* to A grades at A level – equal to the London average and higher than the English state sector average (10.7%).
 - The Average Point Score for Tech Level students in Enfield was 30.35 (graded as Distinction+ by the Department for Education) – higher than the regional and national averages.
- 4.56. Unfortunately, the most accurate assessment of the level of qualifications held by the adult population is the 2011 Census. As of that year, 23.0% of Enfield adults aged over 16 years had no qualifications compared to a London average of 17.6% and a national average of 22.5%.

- 4.57. The more recent Annual Population Survey for the year to December 2018 estimates that 10% of Enfield residents of working age (16-64 only) had no qualifications (compared with 8% for the UK), and that 41% of Enfield's working age residents were qualified to NVQ Level 4 and above (BTEC / HND / Foundation Degree level and above).
- 4.58. Recent publications for young people who are 16 and 17 who are recorded in Education and Training shows that 94.2% are participating in education and training as of March 2019. This compared to 92.5% across England and 94.9% across England. This is a positive 2.1% improvement since March 2018.
- 4.59. As of January 2019, there was 3,104 EHCPs in Enfield. Compared to London and England, the number of children in Enfield with an EHCP is projected to increase by 46% over the next 5 years and more than double that number over the next 10 years, which is very significant considering London and England on average is only increasing 33% and 75% respectively over the same period.
- 4.60. 15.5% of pupils at state funded nursery and primary schools and 17.2% of pupils at state funded secondary schools were known to be eligible for and claiming free school meals (DfE January 2019). The 2019 school census indicates a rise to 17.2% of pupils in Enfield schools are known to be eligible for and claiming free school meals.

4.61. Local Economy

- 4.62. There are an estimated 211,00 people of working age in Enfield; 3.6% of London working age population.
- 4.63. In March 2020 there were 10.2 start-ups for every 10,000 working age in Enfield and this compares with a business start-up rate of 9.3 for the whole of London. In Enfield 216 new businesses started up in March 2020, 36 fewer than the previous month and 87 fewer than in March 2019. Edmonton Green saw the most start-ups; Southbury saw the least.
- 4.64. 42,000 residents in Enfield have been furloughed since Covid 19 began. This is the 9th highest figure in London and the 27th highest in the UK
- 4.65. As of March 2020 there was 14.8% fewer businesses start-ups in Enfield during the first three months of this year compared with the corresponding period of last year, according to latest data from a BankSearch survey. This growth rate ranks Enfield at 128 out of the 326 English districts.
- 4.66. The expected effect of more job losses, combined with redundancy payments, plus opportunities for entrepreneurial activity enhance the number of business starts in an area. Claimant numbers in Enfield have risen so far this year and in March 2020 stood at 7,835. This equates to 370 job claimants for every 10,000 people of working age in Enfield and compares with a Claimant Rate of 320 for the whole of London.
- 4.67. Link to the full profile:

<https://new.enfield.gov.uk/services/your-council/borough-and-wards-profiles/borough-profile-2019-your-council.pdf>

5 Refresh of Financial Assumptions

- 5.1. Council agreed a five year Medium Term Financial Plan in February 2020 covering the period 2020/21 to 2024/25. For 2020/21 there was Net Expenditure of £236.904 on services which was funded through Settlement Funding Assessment £98.937m, Specific Grants £2.697m, London Business Rates Pool £0.425m and one off Use of Reserves £1.585m giving a Council Tax Requirement of £133.280m. There is a Council Tax Base of 97,726 with the Band D Council Tax of £1,363.77. There was a balanced budget for 2020/21 but a gap of £57.111m across the period 2021/22 to 2024/25.

Table 1 - **Net Expenditure by Department**

Department/ Directorate	Gross Expenditure 2020/21	Gross Income 2020/21	Net Expenditure 2020/21
	£m	£m	£m
Chief Executive	17.454	(6.928)	10.526
Corporate	39.792	(5.684)	34.108
People			
Adult Social Care	130,486	(53,780)	76,706
Children's & Families	46,653	(11,244)	35,409
Education	391,309	(385,737)	5,572
Public Health	14,219	(18,676)	(4,457)
Service Development & Youth Service	5,454	(1,817)	3,637
Housing Related Support	2,709	0	2,709
Place	143,457	(108,514)	34,943
Resources	355.616	(317.864)	37.752
Total	1,147.149	(910.244)	236.905

- 5.2. The Plan will need to be rolled forward a year to cover 2025/26 and the assumptions refreshed. This is the first refresh of those assumptions and there will be further review and refinement throughout the budget setting process.
- 5.3. Covid19 is expected to have a long term impact on the Councils' finances, however, the degree of that impact is difficult to predict. The MTFP has been revised to reflect current information and include an estimate of cost pressures arising directly due to the economic impact of Covid19. The Crisis will have had some short and medium term impact on the tax base and this is considered in the commentary below.
- 5.4. Overall, rolling the Plan forward a year the Council is forecast to have a funding gap of £69.854m over the next five years. £13.265m of this is in 2021/22 and whilst the overall strategy is to have a balanced five year plan the focus of attention will be on this first year.
- 5.5. However, the Covid-19 crisis is going to have an impact on the Council's finances beyond the current financial year. Three months into the crisis it is extremely difficult to assess this impact and for that reason a number of scenarios are put forward later in this Strategy. There are nevertheless some inevitable impacts that need to be included in this refresh and these are explored in the Income and Expenditure sections below.

5.6. Consequently, the gap over the five year plan will at best be £18.613m and for the first year of the Plan will be £58.594m.

Table 2 – **Summary MTFP Forecast**

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£m	£m	£m	£m	£m	£m
Funding	0.725	(7.802)	(5.612)	(6.356)	(2.440)	(21.485)
Spend	17.888	17.233	16.122	16.305	12.531	80.079
Gap	18.613	9.431	10.510	9.949	10.091	58.594

5.7. The year one gap has increased from £13.265m as a consequence of the Covid-19 impact on both income and expenditure. The cost of Council Support has increased significantly, and expenditure pressures are expected to persist beyond 2020/21. These have been offset in part by a recognition of the need for increases in the rate of Council Tax year on year.

5.8. Income

5.9. There are two key changes in the assumptions which are set out in further detail below. There is currently a significant in the cost of Council Tax Support which may take some time to recover, this gives a £6m pressure in year one reducing by £2m per annum thereafter. Further, in line with the Financial Strategy in Section 2, the need for annual increases in council Tax is recognised and these are included at 2% per annum in line with the current threshold regulation.

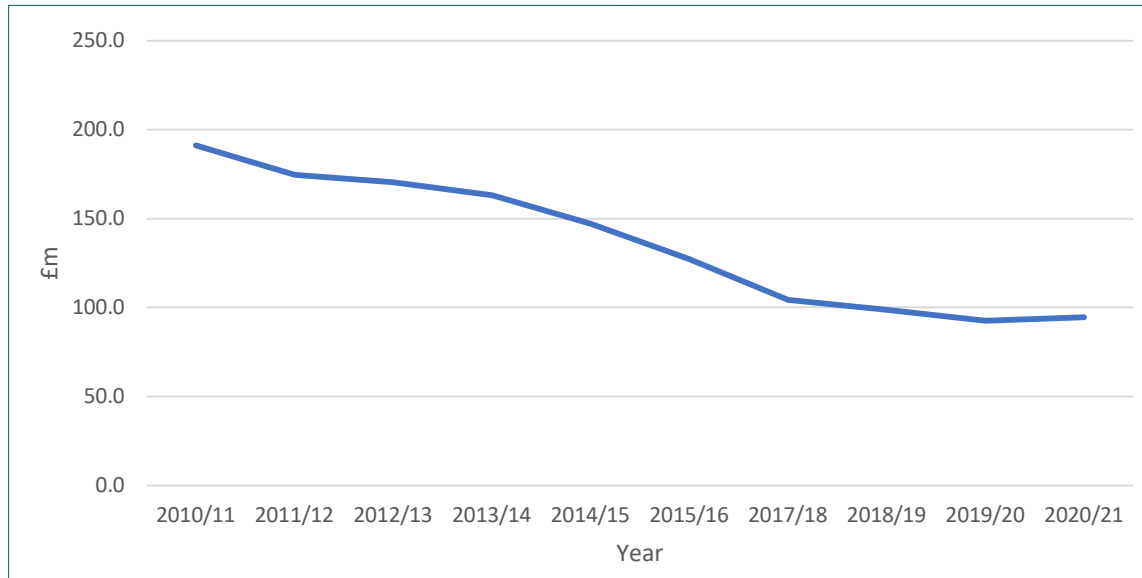
Table 3 – **Income Forecast**

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£m	£m	£m	£m	£m	£m
General Government Grant	0.000					0.000
Specific Government Grants	1.142	1.128	1.161	0.903	0.894	5.228
Business Rates	0.000					0.000
Council Tax Rate	(2.652)	(2.652)	(2.652)	(2.652)	(2.652)	(13.260)
Council Tax Base	(0.682)	(0.682)	(0.681)	(0.682)	(0.682)	(3.409)
Council Tax Discounts	(1.000)					(1.000)
Council Tax Support (Covid-19 pressure)	6.000	(2.000)	(2.000)	(2.000)		0.000
Collection Fund	0.700	(0.700)				0.000
Use of Reserves	1.565					1.565
Savings/Income Generation	(4.348)	(2.896)	(1.440)	(1.925)		(10.609)
Total	0.725	(7.802)	(5.612)	(6.356)	(2.440)	(21.485)

4.10. Government Grant

- 5.11. Local Government has been through an unprecedented period of austerity as demonstrated in the chart below. 2020/21 saw some respite with the first increase in general grant for ten years and additional funding for social care. The initial assumption is for general grant to be flat and for the additional social care funding to continue as outlined in the Local Government Settlement in February 2020.

Chart 4 - **Government Funding**



- 5.12. There are several grants outside of the Government's Spending Power commitment. These are assumed to decline over time.

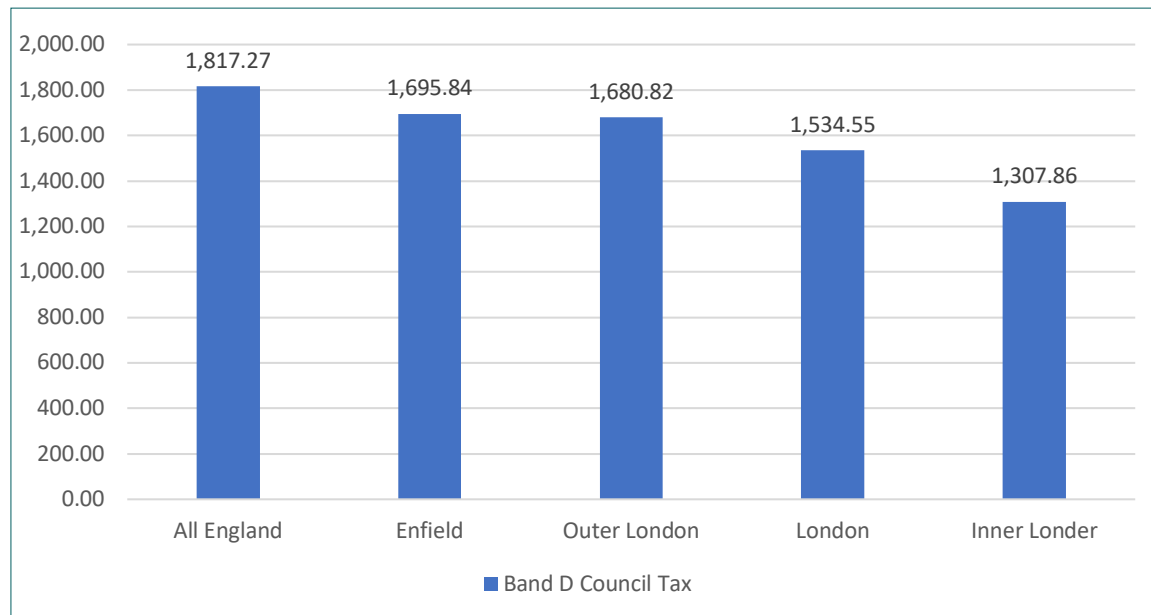
5.13. **Business Rates**

- 5.14. The MTFP approved by council in February assumed no growth in Business Rates over the medium term albeit £0.425m was included in the 2020/21 for the benefit from pooling Business Rates across the whole of London. There have been significant impacts to Business Rates as a result of the Covid-19 crisis. Firstly, there have been a wide range of interventions from Government with extensive discounts and also provision of grant to small businesses. The £46.7m of discounts have been matched with s31 grant so nil impact to the Council's bottom line. However, for April and May there has been a £3.2m like for like reduction against the residual £77m due, which equates to a potential loss of £17.3m across the financial year. For 2020/21 the Council is very likely covered by a safety net which limits exposure to £5.6m. London council has commissioned advice on behalf of all London boroughs to clarify the position.
- 5.15. There is, considerable uncertainty on the level of Business Rates for future years and to hold at no growth is in all likelihood an optimistic position to hold at this time, even for the base case.

5.16. **Council Tax**

- 5.17. The broad assumptions set out in February were for growth of 500 homes in the base and a nil increase in the rate are unchanged. The Council generates £133.28m income from Council Tax so every 1% increase generates an additional £1.332m.
- 5.18. Given the impact of the crisis on local authority finances these assumptions have been revised and annual rate increases of 2% have been forecast across the plan. The £2.6m which this would raise each year is still a fraction of the inflationary pressures faced by the Council even before considering demand and the impact of the crisis. With the failure of the Government to come forward with reforms of funding for Adult Social Care it wouldn't be hugely surprising for the Adult Social Care precept to be a proposition too. This is speculation though and not included in the forecast.

Chart 5 – 2019/20 Band D Council Tax



- 5.19. The Council operates a Council Tax Support scheme following the localisation of support by Government at the start of austerity. As at 1 April 2020 the scheme cost in the order of £33.3m to operate with low income residents and pensioners only billed for a proportion of the full Council Tax charge. Two months into the new financial year, 37,219 residents now qualify for the scheme at a total additional cost of £40.6m, partially offset by the £5.2m Hardship Relief Grant
- 5.20. The forecast has assumed a pressure of £6m on Council Tax Support in 2021/22 and that it would take three years for take up to return to pre-crisis levels. This may be an optimistic assessment.

5.21. Savings/Income Generation

- 5.22. The MTFP contained £10.609m of future year savings and there is no adjustment to these at this time.

5.23. Expenditure

- 5.24. There is little overall change to the expenditure forecast. It is clear that the financial impacts of Covid-19 will be felt well beyond the 2020/21 financial year and £2m has been factored in to date. This will clearly require continual reassessment.

Table 4 – Expenditure Forecast

	2021/22	2022/23	2023/24	2024/25	2025/26	Total
	£m	£m	£m	£m	£m	£m
Inflation	7.146	7.170	7.196	7.222	7.248	35.982
Investment	0.360	0.410	0.150	0.150	0.150	1.220
Demography						
Adult Social Care	2.000	2.000	2.000	2.000	2.000	10.000
Children's	0.750	0.750	0.750	0.750	0.750	3.750
SEN Transport	0.630	0.630	0.630	0.630	0.630	3.150
Pressures	2.099	0.000	0.000	0.000	0.000	2.099
Capital Financing	4.709	5.520	4.643	4.800	1.000	20.672
Levies	0.194	0.753	0.753	0.753	0.753	3.206
Total	17.888	17.233	16.122	16.305	12.531	80.079

5.25. Inflation

- 5.26. Provision for pay and prices is made in line with the Bank of England target 2% target for CPI (Consumer Price Index). Specific provision is made for Adult Social Care contractual commitments which have typically outstripped CPI.

5.27. Investment

- 5.28. The current MTFP has sought to protect the most vulnerable in the community as well as delivering the corporate plan objectives. For 2020/21 there was investment of £1.38m in the Children's Social Care workforce; strengthening the numbers of social care workers, bringing the Edge of Care work in house and developing apprentice roles. In the initial refresh there are no further areas of specific investment outlined above those already in future years of the Plan. These will be developed throughout the budget setting process and consideration in particular will need to be given to addressing the recommendations of the Poverty and Inequality Commission.

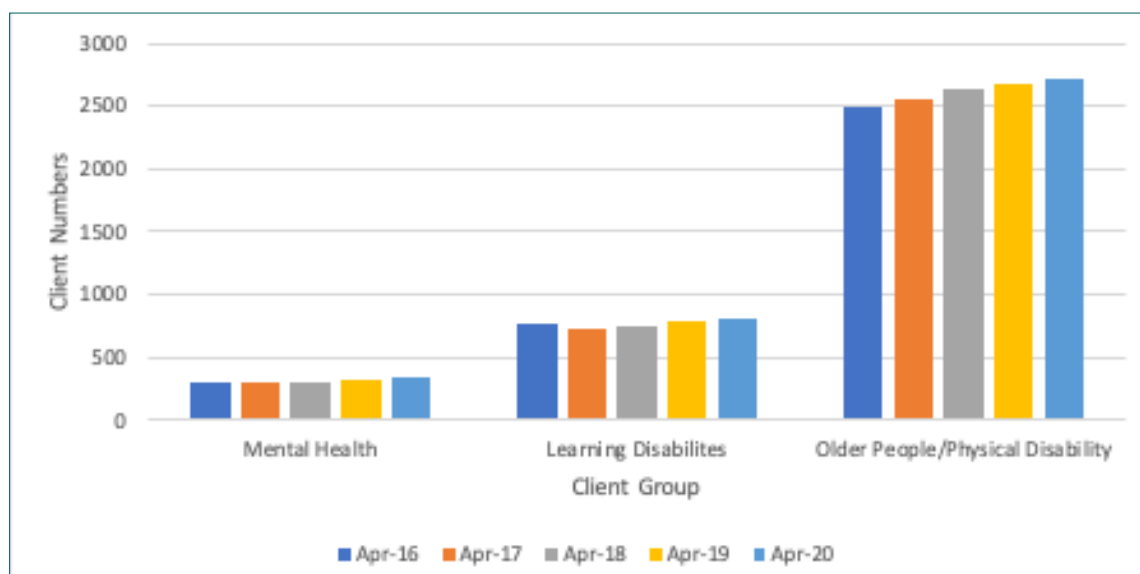
5.29. Demography

- 5.30. The 2020/21 Plan included a more comprehensive and realistic assessment of demographic pressures across the medium term. This has been one of the key cost drivers for the Council and is a real financial challenge. There are three key pressure areas – Adult Social Care, Children's Social Care and Special Education Needs Transport, the magnitude of the challenge is highlighted in the charts below.

5.31. Adult Social Care

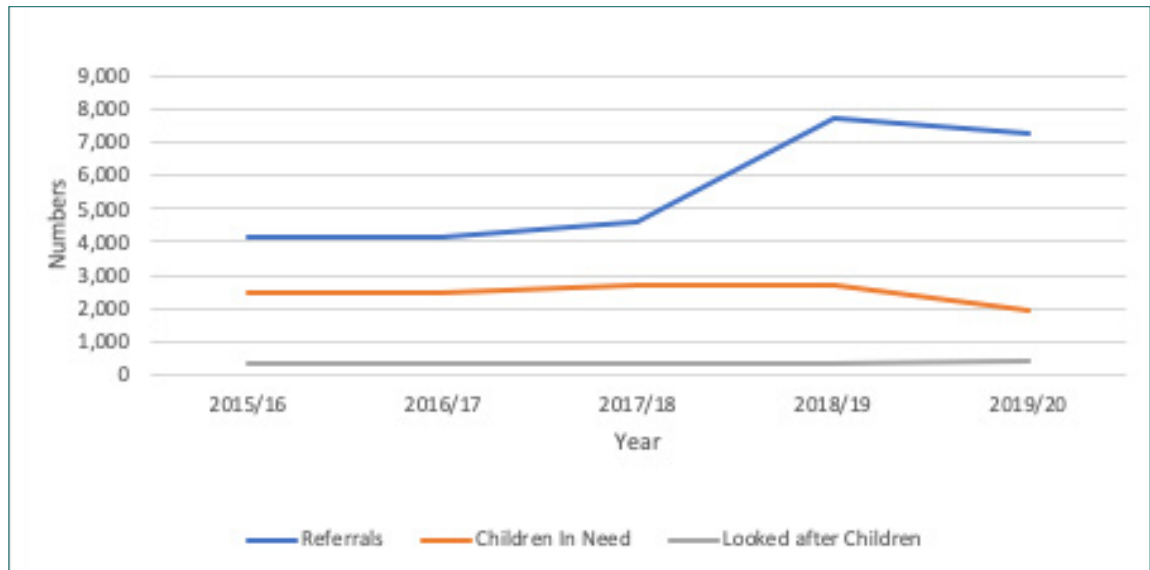
- 5.32. Overall increase in client numbers of 299 over the past five years.

Chart 6 - **Adult Social Care Client numbers 2016 to 2020**

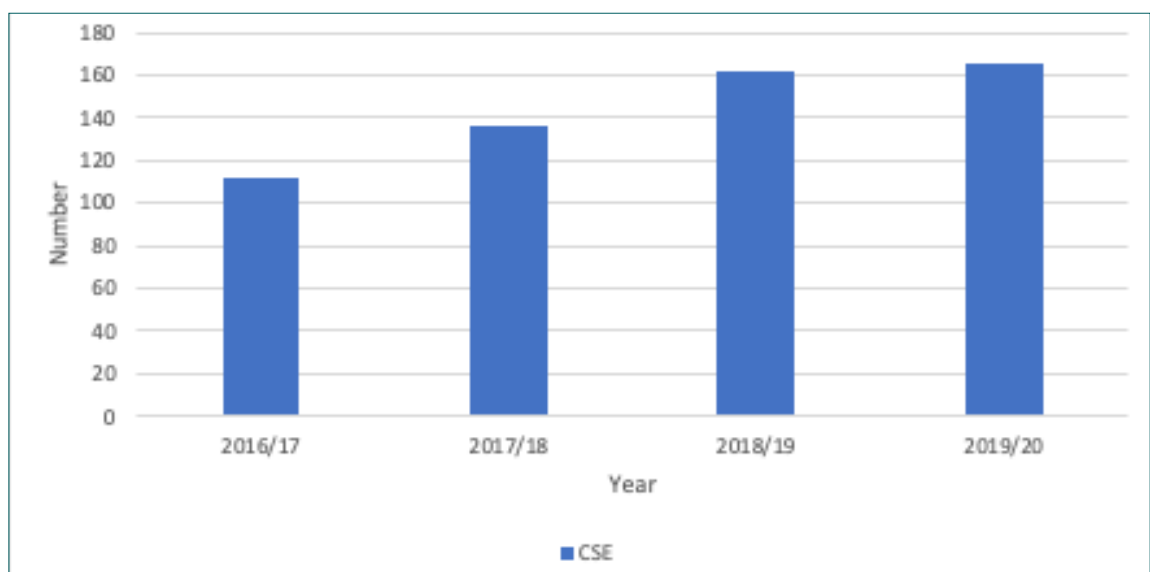


5.33. Children's Social Care

- 5.34. There has been a notable increase in MASH referrals this year 2019/20 there were 17,725 MASH contacts, which is a 24.6% increase from 14,221 in 2018/19. This corresponds with the increase in referrals shown in the social care activity chart below.

Chart 7 – **Children Social Care Activity 2015/16 to 2019/20**

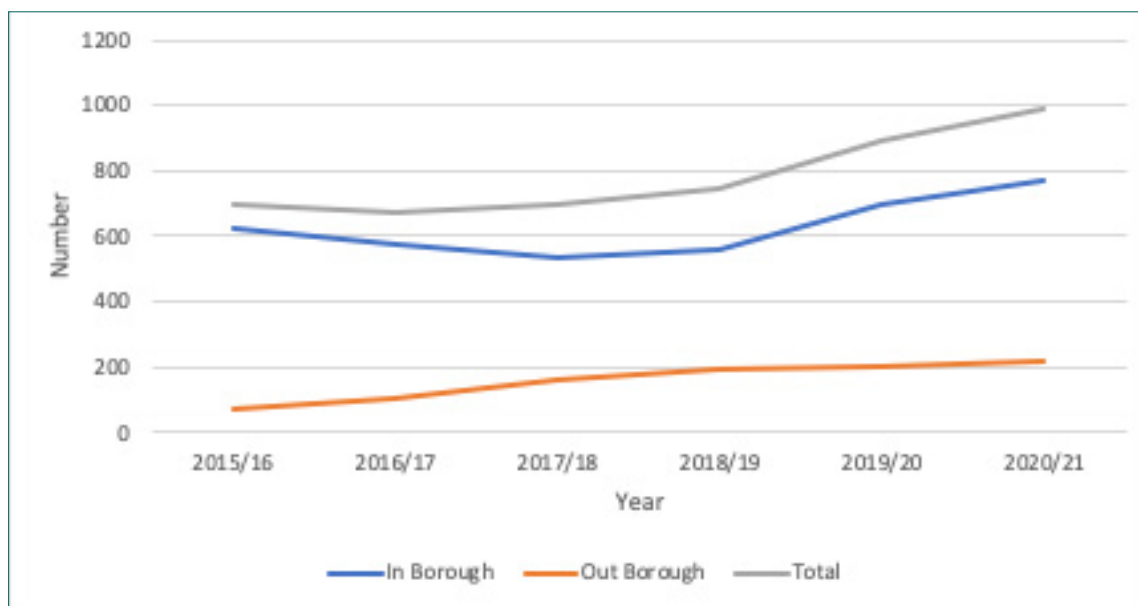
- 5.35. Practice changes embedded within the MASH and a sharper focus on domestic abuse and neglect account for the rise in referrals.
- 5.36. The number of children in need has slightly reduced from 2018/19 to 2019/20 this correlates with a significant increase in referrals to the early help family hub. Sustaining reduced demand for statutory social care is linked to having a strong and effective early help service which is better for children and families and more cost effective as it reduces the need for more intensive statutory activity.
- 5.37. There has been a year on year increase in the identification of exploitation, with a notable increase in young people at risk of criminal and sexual exploitation. In 2019/20, 166 children and young people, were identified as being at risk or experiencing exploitation, this is a slight increase on last year (162) and continues an upward trend as indicated in the table below.

Chart 8 - **Child Sex Exploitation Profile 2016/17 to 2019/20**

- 5.38. Special Education Transport

- 5.39. There has been significant growth in the SEN Transport spend. The key driver has been the growth in number of children transported to out of borough provision, increasing from just 71 at the end of 2015/16 to a forecast of 219 for 2020/21, a 300% increase. There has also been an increase of in borough numbers of 143 across the same period.

Chart 9 – SEN Transport Numbers



- 5.40. There is significant variation in average in and out borough costs per pupil, £8.5k and £14.4k respectively and also Personal Travel Budgets which average out at £7.2k per pupil.

5.41. Pressures

- 5.42. There has been strong budget monitoring throughout 2019/20 with no significant movements between the quarter three and outturn reporting. The pressures were, therefore in line with the existing plan. The position has very much changed with the Covid-19 crisis; there's pressure on expenditure, income is down and savings programmes have been slipped in 2020/21. It is clear that a proportion of this will not be short lived and these pressures will persist into 2021/22 and beyond.
- 5.43. Nevertheless, £2m of unidentified pressures are also included in the overall forecast position. It is unlikely that additional pressures won't emerge during the budget setting process and for example, there is already some uncertainty over the impact of the TfL/Government decision to cease free travel to the under eighteens..

5.44. Capital financing

- 5.45. A thorough review of the capital financing commitments was undertaken as part of the 2020/21 planning. This reassessed the commitments arising from the historical schemes in the capital programme and was enabled for the future years in the publication of a ten year Capital Programme covering the period 2002/21 to 2029/30. This area is being reassessed in the light of the 2019/20 Outturn and is subject to a quarterly review

5.46. Levies

- 5.47. The financial impact of the new waste facility to be operated North London Waste Authority is being smoothed through reserves with the MTFP gradually bringing the budget up to full cost.

6 In Year Response to Financial Pressures Arising from Covid-19

- 6.1. There is great uncertainty at present with the additional cost, lost income and impact on savings programmes under continuous review and no detailed commitment that Government will meet the costs. The impact on the medium term is therefore far from clear and it will be necessary to take immediate steps in year.

6.2. Approach to address the Financial Implications of Covid-19

- 6.3. To complement the longer-term strategy, it is imperative that a number of immediate steps are taken in 2020/21 to ensure that the Council remains financially resilient. A number of workstreams have been identified to mitigate the impact of Covid-19 on the Council's financial position during 2020/21:

Reduce costs/update forecasts:

- Review the existing Covid19 expenditure and income forecasts in order to identify how to reduce expenditure, reduce likelihood of income loss.
- Acceleration of the MTFP existing savings and income proposals for 2021/22 onwards
- Accelerate any newly identified savings and income proposals in the current year
- Ensure that 2020/21 budget savings are implemented, find substitute savings where these are at risk.
- Maintain spend within the existing budget envelope for key demand areas as far as possible; identify management action to reduce in year cost pressures. (This will have the impact of protect the £3m contingency in Corporate.)

Increase income:

- Increase income to replace lost income, including increasing income from fees and charges mid-year (September 2020)
- Re-focus income collection approach to reduce the impact of bad debt on the end of year position in particular for council tax and business rates. Maximise income collection through ensuring the collection base is accurate.

Capital:

- Capital - expenditure this year to calculate interest costs and set this funding aside.
- Capital expenditure - identify which expenditure is "in contract" and which can be paused

Reserves

- Comprehensive review of the Council's reserves.

Opportunistic

- Review specific opportunities and costs arising in year as a result of Covid-19 (e.g. channel shift, home working)
- Acceleration of review of operational building requirements
- Identify where grant can be used to substitute existing spend.
- Accelerate the identification of properties that can be sold on the open market (not to HRA as this does not provide flexibility) which can be re-invested to reduce borrowing costs, fund transformation.

- 6.4. Where the impact of actions to reduce expenditure or generate additional income is beyond the current financial years, these will come forward as early savings for the MTFP and base budgets adjusted.

7 Approach

7.1. The following section sets out the central approach to developing the Medium Term Financial Plan for 2021/22 to 2025/26. However, as set out earlier there is considerable financial uncertainty as a result of the worldwide pandemic. It is essential to have a Plan B and section 8 of this Strategy considers a number of Scenarios to which the Council will need to develop further actions.

7.2. Foundation analysis

7.3. During May and June the groundwork has been undertaken which is primarily the review of the Borough Profile and extensive benchmarking to give a clear context in which to identify areas for investment and redirection of resources, opportunities for efficiency and income generation and reduced service. Service level benchmarking has primarily been CIPFA/CFO Insights budget data for 2019/20 focussed on the Council's ten London "nearest neighbours. This work will be led by the Knowledge and Insights Team.

7.4. This should identify areas to drill down into further detail and for further analysis to be undertaken. This will be a joint piece of work with the Council's co commissioning partner. At this stage it is anticipated that this further benchmarking and analysis will cover Adult Social Care, ICT/ Back Office Services and Income.

7.5. Workshops

7.6. Across June and July there will be a series of focussed workshops covering the following themes (these may be amended following the benchmarking work and further analysis). This is in contrast to the workshops which were organised departmentally and each covering all themes for 2020/21. Again, though the expectation is for engagement beyond Executive Director and Director Level. The follow up work to the workshops is set out in the next Section of the Strategy, these are very much the start of the process to develop efficiencies and not one off sessions. These workshops will be supported to bring in external insights and initiatives.

7.7. Themes/areas of focus

7.8. Demand Management

7.9. The key areas of focus will be Adult Social Care, SEN Transport. These are two areas which are significant cost drivers for the Council; for the existing Medium Term Financial Plan £20.959m was added to the budget for Adult Social Care across the five years and £4.600m for SEN Transport. There will be a range of short term and medium term strategies required, so essential to consider both of these across the full life of the five year plan. This work will also consider approaches for prevention as well as demand that is already in the system.

7.10. Adult Social Care

7.11. The council has naturally been intervening over a number of years to mitigate the impact of rising demand. Some of the key strategies have been through step down provision, reablement, se of aids and adaptations to property, use of direct payments, increasing support to carers, strength based approaches to bring in family and community support, and developing community capacity.

7.12. A great deal of work has also been undertaken on supply and value for money. This is through support and constructive challenge to providers including thorough review of these organisation especially those is less developed provision. This needs to be developed to enable people to access provision closer to home and certainly in borough. There's extensive use of direct payments which controls spend and gives greater choice and possibly minimal opportunity to

extend this further. Another area of focus will be working with Learning Disability and Mental Health providers to avoid crisis which can use up a disproportionate level of resource.

- 7.13. New models of care also need to be considered, reducing reliance on residential care and moving to more and better sheltered accommodation/supported living schools and further investment in assistive technology.

7.14. SEN Transport

- 7.15. The focus of this work needs to be on provision of great in Borough school places with the average in Borough cost currently £8.5k versus Out borough at £14.4k and to direct more children to Personal Travel Budgets which is the most cost effective option currently averaging £7.2k per pupil.

7.16. Children's Social Care

- 7.17. One of the key strategies has been to develop the Early Help Family Hub and launch the children's portal. By investing and sustaining a strong early help offer children and families are far less likely to need statutory social work services
- 7.18. In order to manage demand and reduce the number of children in care the Council have invested in an Edge of Care Service to prevent family breakdown and support reunification of children back home as quickly as possible when it is safe to do so.
- 7.19. Reducing reliance on external placements such as independent fostering agencies and residential homes by increasing the numbers of in-house foster carers has been a strategy that has been in place for many years. The service continues to invest in strong recruitment campaigns to attract new in-house foster carers each year. However, as new carers are approved and join us there is natural movement as established carers leave. This year capital investment has been identified to increase the size of some family homes to enable established in-house carers to look after more foster children.
- 7.20. Families are supported through receipt of direct payments to assist children with special education needs and disabilities (SEND). There have been joint commissioning arrangements in place for many years with the CCG, education and social care to share the costs of complex care packages this process is managed through an agreed protocol and a monthly panel chaired by the Director of Children and Family Services.

7.21. Housing/Temporary accommodation

- 7.22. Pre-pandemic Cabinet agreed a new approach to reducing homelessness so that it becomes something that is rare, brief and non-recurring alongside a significantly reduced level of temporary accommodation and when it is used it is for emergency, short term housing only. The approach is predicated on a greater focus on upstream prevention, significant improvements to access to, quality of and sustainability of housing in the private rented sector alongside a policy framework which gives clarity about how to access the different range of housing products in the Borough. This was due to create significant savings in temporary accommodation over a 5 year period.
- 7.23. During the pandemic the Council suspended its statutory housing role to take into accommodation rough sleepers and those at risk of rough sleeping. At the same time the Housing team was unable to support residents in TA to move on in the way they would normally and council housing and Housing Gateway lettings were suspended. This has created a backlog of pressures alongside a potential increase in those at risk of homelessness when the suspension of possession proceedings are lifted. It will take some time to address this situation affecting the timescales with the original 5 year plan. The impact of the pandemic is being assessed and a revised 5 year financial plan will be agreed during 2020/21.

7.24. Capital Financing

- 7.25. Review of ten year Capital Programme. £23.075m was added into the capital financing budget to meet the historical Capital Programme commitments as well as those arising from the new ten year programme. As well as extending the Council's borrowing to approaching £2bn, this is putting a strain on the revenue resources too.

7.26. Channel Shift/use of CRM/Web

- 7.27. The Council has been modernising its Web access and is in the process of implementing a new Customer Management Resources (CRM) system (part of the Ten Year Capital Programme) to both rationalise existing systems and improve the way in which the council engages with its residents. System thinking and transformation needs to be undertaken to identify savings. Benefits realisation has neither been defined nor delivered and systemic service by service review is necessary.

7.28. Commercial

- 7.29. The Council approved its Commercial Strategy in September 2018 with the objectives of maximising commercial opportunities as Government support drops and way and all councils need to become more self financing. This will remain a key strand of the Council's financial strategy.

7.30. <https://new.enfield.gov.uk/services/your-council/commercial-strategy/>

- 7.31. The Commercial Strategy includes seven areas of focus, some of which are explicitly discussed below:
- i. Commissioning
 - ii. Procurement
 - iii. Contact management
 - iv. Assets and investments
 - v. Income generating services
 - vi. Traded services
 - vii. Trading companies
- 7.32. A Culture and Capability focus has subsequently been included in acknowledgement of the 'One Council' approach outlined in the strategy, and the necessity of officers across the Council understanding commerciality, having the ability to develop commercial ideas, and the drive to deliver them. We believe this this is an essential component in being truly commercial and delivering our MTFP objectives.

7.33. Property

- 7.34. There are two elements to this theme. First is the need to rationalise the office estate and the efficiencies this will generate and second is the output from the Asset Management Strategy agreed by Cabinet in 2019. The council needs to be clear on which assets generate value and should be held and maintained and those which are not adding value and need to be developed, backed up by a sound business case or disposed of.

7.35. Organisational Structure

- 7.36. The Council currently has an annual salary bill of £134.7m and it is appropriate to regularly review how these resources are utilised to deliver essential services. Across the organisation, there is significant variation in spans of controls of employees and the number of management tiers.
- 7.38. The Council has engaged EY to compare the Council's pay structures with appropriate comparator and high performing boroughs, where possible. The Council's terms and conditions of employment, including pay scales are part of the NJC agreement. It is important to ensure that the structures are fit for purpose and match the ambitions of the Council as well as representing value for money.

- 7.38. In year, it is natural that the Council reviews long-term vacancies, number of heads of services, use of honoraria, agency workers, market force supplements, call out rates and overtime spend. The Council will perform this review as part of in year savings. Any long-term vacant post that does not perform a critical role for the Council will be deleted in time for the new financial year.
- 7.39. All structures will need to be reviewed to ensure that only one service area has responsibility and delivers a service activity.
- 7.40. The Council already has a plan to review each directorate systematically for use of agency spend, with an assumption that all agency worker assignments will be ended and be removed unless specific justification for each position is given.
- 7.41. It is important to explore how to prioritise and develop talent within the Council apprentices and trainees. Too often, structures become more expensive because of lack of internal development, hiring experienced but not necessarily high performing staff at the top of the scale and not building from the 'bottom up'. Career pathways for existing staff must be a priority. It is also a great time to prioritise entry level recruitment encouraging university talent in such a challenging employment market, so the Council needs to advertise its exciting opportunities widely.
- 7.42. Development of savings and income generation proposals
- 7.43. This will be the key activity for officers across July and August. Lead officers will be identified for each of the themes explored in the workshops.
- 7.44. Review of Investment, Growth and Pressures.
- 7.45. It is a very unstable environment in which to agree a Strategy and development savings and income generation proposals. There are a number of other activities which will need to take place throughout the process. Number one is a frequent refresh of all of the assumptions in Section 5, the first of which will be reported to Cabinet in September.
- 7.46. At a time of such great financial pressure it is difficult to envisage how it will be possible to invest in all of the Council's objectives. However, the recommendation of the Poverty and Inequality Commission and Climate Strategy will feature in resourcing decisions and certainly savings proposals won't come forward that adversely impact on the aspirations of the Commission.
- 7.47. Community Engagement
- 7.48. This is an area which is under review but is currently envisaged to take place immediately the Draft Budget Proposals are approved at Cabinet in December.
- 7.49. Engagement will be more effective when there is a specific set of proposals on which to garner views. The engagement will be digital and driven through the Council's website which will target 40,000 registered users.
- 7.50. The Community Engagement will be supported/promoted through presentations to interest groups, provision of briefing materials to enable the budget to be covered at Ward Forums.
- 7.51. However, it is worth noting there is no statutory requirement to consult on the budget proposals.
- 7.52. The only legal requirement under Section 65 of the Local Government Finance Act 1992 is to consult with Business Ratepayers.
- <http://www.legislation.gov.uk/ukpga/1992/14/section/65>
- 7.53. Scrutiny
- 7.54. Scrutiny will be given an update on progress in the autumn and then will be given the opportunity to review all of the Cabinet proposals in the light of the community engagement responses in January.

8 Scenario Planning

8.1. Approach to address the Financial Implications of Covid-19 in medium term.

- 8.2. The future budget position and funding uncertainties means that the Council needs to work with a budget that can respond to these uncertainties at short notice. Therefore, the Council needs to plan for a number of eventualities.
- 8.3. The following three scenarios will be considered alongside the main/best case set out earlier in the Strategy:
- 8.4. **Least worst case** – this assumes that the Council's costs do not exceed the initial forecast of £68m but that full Government support is not forthcoming and that £30m is drawn down from reserves which will need to be replenished over the medium term. This would require base spend reductions **of £6m** on top of the MTFP Best Case £18.813m which would have great potential to require service reductions. (i.e. £24.8m savings target 2021/22).
- 8.5. **Middle Case** - this assumes that the Council's costs do not exceed the initial forecast of £68m but that full Government support is not forthcoming and that £40m is drawn down from reserves which will need to be replenished over the medium term and that the adverse impact on income persists beyond 2019/20 initially at £6m but recovering over time. This would require base spend reductions **of £14m** on top of the MTFP Best Case £18.813m which would have great potential to require significant service reductions. (i.e. £32.8m savings 2021/22)
- 8.6. **Worst Case** - this assumes that the Council's costs do not exceed the initial forecast of £68m but that full Government support is not forthcoming and that £50m is drawn down from reserves which will need to be replenished over the medium term and that the adverse impact on income persists beyond 2019/20 initially at £6m but recovering over a longer period of time. This would require base spend reductions **of £16m** on top of the MTFP Best Case £18.813m which would have great potential to require severe service reductions. (i.e. £34.8m savings 2021/22).
- 8.7. Options to address each of these scenarios will need to be developed alongside the main MTFP programme.

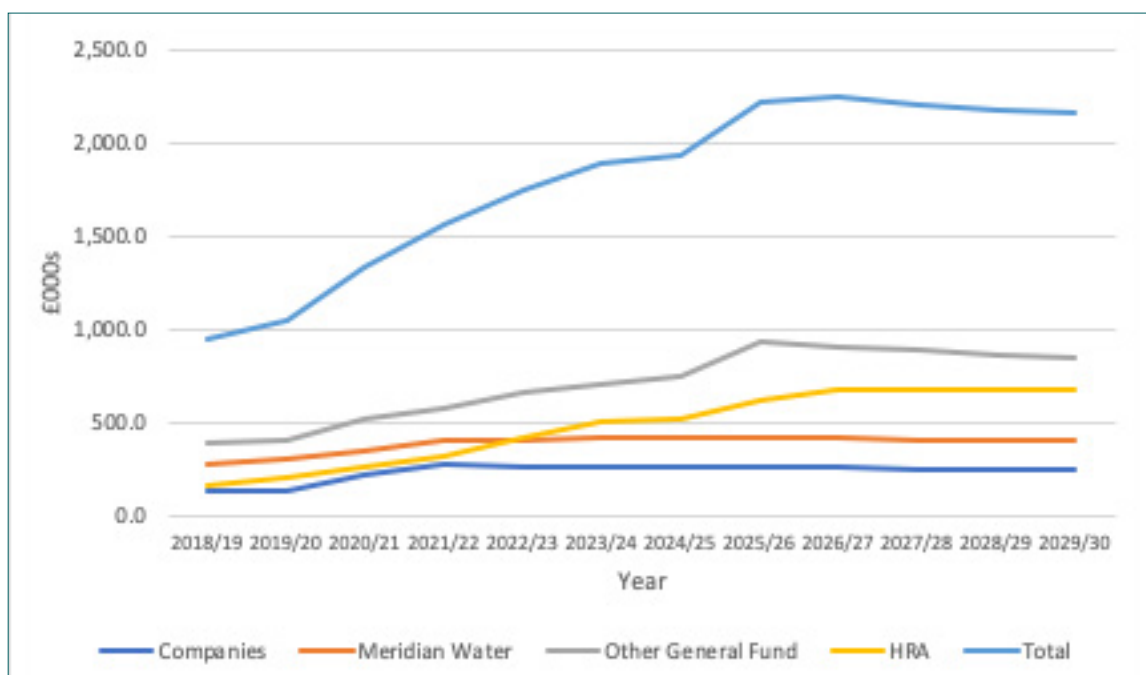
9 Capital Strategy

- 9.1. The Council agreed its Capital Strategy and Ten Year Capital Programme 2020/21 to 2029/30 in February 2020. This was a significant development with the Programme previously being agreed for a three year period only.
- 9.2. The Capital strategy, which explains how the Council invests its capital funds and the various sources of funding and how this facilitates the delivery of its objectives.
- 9.3. The main governance of the Capital Strategy is through the Capital Finance Board which:
 - Reviews and recommend to Executive Management Team (EMT), all new General Fund Capital projects,
 - Ensures capital resources are viewed corporately demonstrating a clear link to Corporate objectives,
 - Ensures any revenue costs are identified and considered in the Treasury management strategy and the Council's MTFP,
 - Develops a capital strategy which supports the delivery of the Councils Corporate objectives, and
 - Reviews new capital project requests on behalf of EMT.
- 9.4. In the move to a Ten Year Programme for 2020/21 to 2029/30 the Board reviewed every scheme.

10 Treasury Strategy

- 10.1. The Council agreed its Ten Year Treasury Management Strategy 2020/21 to 2029/30 in February 2020.
- 10.2. Similar to the work on the Capital Strategy this was the first time the Council agreed a Treasury Strategy over a ten year period, only two to three being the case previously. The Council rightly has high ambitions for the regeneration of the Borough and the ten year Strategy has given greater visibility to the longer term Capital Financing Requirement of the Council.
- 10.3. The Capital Financing Requirement is set to increase to £2.1bn by 2029/30.

Chart 10 – **Capital Financing Requirement 218/19 to 2029/30**



- 10.4. Clearly the Council will not wish to commit to this level of borrowing and alternative means of delivering the schemes in the Capital Programme will need to be identified.
- 10.5. The Ten Year Strategy will be reviewed and updated alongside the development of the MTFP and Capital Programme.

11 Timetable

- 11.1. Work on the Medium Term Financial Plan has already commenced with the foundation analysis work underway and dates being set for workshops to explore the six themes. The high level timetable is set out below culminating with approval of the MTFP along with Capital Strategy and Ten Year Capital Programme, Treasury Strategy and £0 Year HRA Business Plan and Rent Setting Report at Council in February 2021.

Date	Report/Announcement	Body	Lead
June 2020	Foundation analysis, confirmation of themes for development	Knowledge & Insights Team/EY	Director of Finance & Commercial
June/July 2020	Theme Workshops	Theme workshops	Named directors
July 2020	MTFS	Cabinet	Cabinet Member for Finance/S151 Officer
July/August 2020	Formulation of proposals		Chief Executive/Executive Directors
September 2020	Quarter One Monitoring, In year Savings and Early MTFP Proposals	Cabinet	Cabinet Member for Finance/S151 Officer
Autumn 2020	Autumn Budget	Treasury	Chancellor of the Exchequer
December 2020	Local Government Finance Settlement	MHCLG	Secretary of State
December 2020	Draft MTFP, Capital Programme		Cabinet Member for Finance/S151 Officer
January 2021	Draft MTFP – Savings Proposals	Overview & Scrutiny	Cabinet Member for Finance/S151 Officer
January 2021	Draft Treasury Strategy	Audit & Risk Management Committee	S151 Officer
February 2020	MTFP, Capital Strategy & Programme, Treasury Strategy, HRA Business Plan	Cabinet	Cabinet Member for Finance/S151 Officer
February 2020	MTFP, Capital Strategy & Programme, Treasury Strategy, HRA Business Plan	Council	Cabinet Member for Finance

12 Delivery

- 12.1. There is a strong financial management framework in place and the general approach will continue albeit there is some room for improvement.
- 12.2. All savings and pressures will be RAG rated during the budget setting process with clear delivery plans in place. These will form the basis of the Savings Tracker which will be available for review by Senior Management immediately the budget is set. This will be regularly reviewed and is the key tool to ensure all the plans are on track prior to the formal financial monitoring.
- 12.3. On a monthly basis service managers review their forecasts through BPC and take action as possible supported by the Business Finance Partners. There is monthly reporting to Senior and Departmental Management Teams. The Finance Team are reviewing their processes and training materials to continually improve the standard and quality of financial management.
- 12.4. On a Quarterly basis there is reporting through to the Executive Management Team (EMT) and Cabinet.
- 12.5. A Budget Pressures Challenge Board was established in 2018 to focus on specific pressure areas and this will come back into operation after the first quarter monitoring.
- 12.6. The Council's Audit & Risk Management Committee have focussed attention on financial resilience and there will be further reports to the Committee during 2020/21.

London Borough of Enfield**Cabinet****Meeting Date: 15th July 2020**

Subject: Quarter 4 Performance Report
Cabinet Member: Cllr. Ian Barnes
Executive Director: Fay Hammond, Executive Director Resources

Key Decision: Non Key

Purpose of Report

1. This is the quarterly report on the Corporate Performance Scorecard that reflects the Council priorities as outlined in the new Council Business Plan. The report attached at Appendix 1 shows the Quarter Four performance for 2019/20 and compares it to the Council's performance across the previous four quarters for a series of Key Performance Indicators (KPIs).
2. 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.

Proposal(s)

3. Cabinet is asked to note, for information only, the progress being made towards delivering the key priority indicators for Enfield.

Reason for Proposal(s)

4. The report is part of the Quarterly timetable for Cabinet to review performance.

Relevance to the Council's Corporate Plan

5. The performance measures are grouped under the Council's Corporate Plan themes and our guiding principles.

Background

6. Information is provided in line with the previous quarterly information for 2019/2020. An updated set of performance indicators will feature in the 2020/2021 performance report.
7. 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

8. The purpose of the Corporate Performance Scorecard is that it has been developed to demonstrate progress towards achieving the Council's aims and key priorities as set out in the Council Business Plan. The report is a management tool that supports Council directorates and the Executive Management Team (EMT) in scrutinising, challenging and monitoring progress towards achieving the Council's aims.
9. Performance information is reported quarterly to the Departmental Management Teams (DMT) within each directorate and then to the Executive Management Team (EMT) and Cabinet. In addition, detailed management and operational performance information is monitored more regularly
10. The Corporate Scorecard is reviewed annually with departments and EMT to consider the KPIs that should feature in the scorecard for the coming year. Targets are set based on considering the previous 3 years performance, direction of travel, local demand and by considering available resources to deliver services. The review of targets will be completed again ahead of the start of the financial year and further amendments and additions will be considered at this stage.
11. Targets allow us to monitor performance. We apply a standard methodology which the vast majority of KPIs are then rated against. KPIs are rated at quarterly intervals as Red, Amber or Green (RAG). We have included a key on the Scorecard to explain these definitions, these are as follows:
 - a. Red: The KPI is behind/below target and is varying by over 10% from its target.
 - b. Amber: The KPI is narrowly missing target and/or there is information that performance will be on track in future quarters;
 - c. Green: The KPI is meeting/exceeding its target.
- 12. Under Performing KPI Action Plans:** Appendix 2 focuses on a selection of priority KPIs that are underperforming. These priority KPIs are selected following discussion at EMT where KPIs that have been behind target for a sustained period are selected. This selection is then discussed and reviewed with the Deputy Leader of the Council. Individual meetings are then held with the owners of these KPIs and the owners are asked to draw up Action Plans to provide context and detail how performance will be improved. KPIs will continue to be subject to these Action Plans until an upturn in performance is realised and that they have been rated Green for 2 quarters.
13. The KPIS subject to additional challenge where an Action Plan has been developed are as follows

- Planning
- Temporary Accommodation
- Telephony and Customer Services
- Sickness Absence
- Complaints, Freedom of Information Requests and Members Enquiries

14. **The Waste** KPIs remain on a watch list and under scrutiny. We are reviewing to see the impact that the current service changes that are taking place in this area have, as it is envisaged there will be an upturn in performance. The Waste and Recycling measures are being monitored through the Waste Implementation Board.

Main Considerations for the Council

15. There are several key trends to note within the outputs and comments within the Q4 performance report

Safeguarding Implications

16. A safeguarding section relating to the Council's progress towards achieving its key performance indicators is set out in this report

Public Health Implications

17. The scorecard includes several health and wellbeing KPIs that aim to address the key health inequalities in Enfield.

Equalities Impact of the Proposal

18. 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.

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

Environmental and Climate Change Considerations

20. An Environmental and Climate Change Section relating to the Council's progress towards achieving its key performance indicators is set out in this report

Risks that may arise if the proposed decision and related work is not taken

21. This is for Cabinet to review progress in terms of Enfield achieving its corporate performance indicators

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

22. This is for Cabinet to review progress in terms of Enfield achieving its corporate performance indicators

Financial Implications

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

Legal Implications

24. 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.

Workforce Implications

25. The scorecard includes several KPIs that report on staff sickness within Enfield

Property Implications

26. None

Other Implications

27. None

Options Considered

28. Not to report regularly on the Council's performance in a public report. 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.

Conclusions

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[Email]
[0208 132 1357]

Date of report: 1st June 2020

Appendices

Appendix 1: Corporate Scorecard

Appendix 2: Action Plans on under achieving KPIS

Background Papers

The following documents have been relied on in the preparation of this report:

Appendix 1: Corporate Scorecard

Appendix 2: Action Plans on under achieving KPIS

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EMT Review: Q4 2019-20 Performance Review

Report Author: Sam Buckley

Generated on: 1st June 2020



Key: For the purpose of this report, Key Performance Indicators (KPIs) will be RAG (Red, Amber, Green) rated as per the following methodology







Where the KPI is meeting/exceeding its target, it will be marked as GREEN

Where the KPI is narrowly missing target and/or there is information that performance will be on track in future quarters it will be marked as AMBER

Where KPIs are behind/below target and is varying by over 10% from its target it will be marked as RED

Summary of Indicator Status in the Report (Excluding the Budget Monitor)	Q3 2019-2020 (October-December 2019)	Q4 2019-2020 (January-March 2020)
Number Key Performance Indicators rated as Red	18 (22%)	13 (17%)
Number Key Performance Indicators rated as Amber	9 (11%)	12 (16%)
Number Key Performance Indicators rated as Green	35 (43%)	32 (42%)
Data only Indicators/Most recent Quarterly data unavailable	20 (24%)	19 (25%)

1. Resource Management:





Financial Indicator	Status	Key Highlights
Income & Expenditure Position – General Fund year end forecast variances		Year-end variances of £5.6m overspend in relation to General Fund net controllable expenditure.
Progress to Achieving Savings MTFP (current year)		Savings monitoring has identified a total of £1.7m considered a high risk rated, of which £1.4m has been resolved in the MTFP for 2020/21. And the remaining £0.3m relates to in year loss of income from delays in cemeteries projects which should be achieved in 2020/21 onwards.
Income & Expenditure Position – HRA		The HRA is projecting a £3.2m underspend position at year-end outturn.
Income & Expenditure Position – DSG		The DSG outturn is £4.9m overspent at year-end outturn against budget. Therefore, the cumulative deficit is forecast to be £4.5m and will be the first call on the 2020/21 grant allocation.
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.
Balance Sheet - General Fund balances year end projections		The outturn for General Fund balances will meet the Council's Medium Term Financial Plan target based on the use of uncommitted reserves to meet one-off overspends in 2019/20.


2. Good Homes in Well Connected Neighbourhoods

(a) Planning

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20			Notes
	Value	Value	Value	Value	Value	Target	Annual Target 2019/20	
NI157a BV109a % MAJOR applications determined within target	80%	75%	66.7%	100%	100%	90%	90%	Jan: 0/0; Feb: 6/6; Mar: 0/0; Q4: 6/6 (100%); 2019/20 total: 24/28 (85.7%)

Indicator
NI157b BV109b % MINOR applications determined within target
NI157c BV109c % OTHER applications determined within target
ENV247 % 2 year rolling MAJOR applications determined within target
ENV247a % 2 year rolling MINOR applications determined within target
ENV247b % 2 year rolling MINOR & OTHER applications determined within target
ENV319 Undetermined applications validated over 6 months ago

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value
56.1%	75.5%	79.5%	93.9%
74.8%	85.8%	87.6%	91.9%
79.3%	75.4%	75.4%	79.3%
75%	73.5%	72.6%	73.4%
80%	79%	78.4%	78.6%
366 	304 	342 	350 

Q4 2019/20	Annual Target 2019/20	Notes
Value	Target	
87.8%	86%	86% Jan: 48/53; Feb: 48/56; Mar: 48/55; Q4: 144/164 (87.8%). 2019/20 Total: 515/614 (83.9%). Comments: Improved performance seen from September 2019 in line with Development Management Performance Action Plan. This improved performance has been sustained throughout the rest of the financial year.
87.4%	88%	88% Jan: 84/96; Feb: 76/92; Mar: 82/89; Q4: 242/277 (87.4%). 2019/20 Total: 1037/1179 (88%).
81.7%	86%	86% Q4: 49 of the 60 major planning applications determined within the last 24 months were processed within 13 weeks.
75%	85%	85% Q4: 1,015 of the 1,353 minor applications determined within the last 24 months were processed within 8 weeks.
79.2%	85%	85% Q4: 2,712 of the 3,424 minor and other applications determined within the last 24 months were processed within 8 weeks.
346 	Data Only	This is a data only measure with no target. Arrows indicate an increase/decrease in volumes. Value reflects the position on the last day of the quarter. Includes all applications validated on or after 01/04/2015 to date where no decision is recorded.

(b) Section 106 Agreements

Indicator
ENV261a % Section 106 Agreements closed within 6 months of the date of resolution

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value
100%	33.3%	75%	100%

Q4 2019/20	Annual Target 2019/20	Notes
Value	Target	
100%	90%	90% Q4 2019/20: 2 of 2 (100%) cases closed within timeframe. 2019/20 Total: 10/14 (71.4%)

(c) Housing

Indicator
NI156i Number of households living in temporary accommodation

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value
3410	3410	3428	3446

Q4 2019/20	Annual Target 2019/20	Notes
Value	Target	
3474	3210	3210 There has been a small increase in Quarter 4

Indicator
SGB144b Families with children in Bed and Breakfast accommodation for more than 6 weeks, excluding those pending review
AUD FC003 Recovery of Properties that have been unlawfully used, including those fraudulently obtained, sublet, or abandoned (Council and TA properties)

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value
1	0	0	1
104	36	54	71

Q4 2019/20		Annual Target 2019/20	Notes
Value	Target		
0	0	0	Quarter 4 total shows as 0 as this was the position as at March 2020. 1 family in B&B in January and February during Quarter 4 2019/20
97	100	100	Figures reported are cumulative (Target 25 per quarter). Q1 2019/20: 36 properties recovered (27 Council and 9 TA) Q2 2019/20: 18 properties recovered (7 Council and 11 TA) Q3 2019/20: 17 properties recovered (12 Council and 5 TA) Q4 2019/20: 26 properties recovered (16 Council and 10 TA) Annual Total: 97 (62 Council/35 TA)

(d) Council Homes

Indicator
HO002b Council Housing - Current Tenants: Total Arrears
TP150 Responsive repairs completed by agreed target date - (YTD)

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value
£2,286,408	£2,167,849	£2,288,098	£2,310,884
92.7%	94.6%	93.6%	92.4%

Q4 2019/20		Annual Target 2019/20	Notes
Value	Target		
£2,104,342	£2,300,000	£2,300,000	March 2020 Current tenant arrears: £2,104,342 March 2019: Arrears £2,286,408.
90%	98%	98%	Data outturns are inclusive of all term contractor repairs that were raised from April 2019 and completed by the end of March 2020. A total of 26,282 responsive repairs were completed in time from a total of 29,210 repairs completed. This is a cumulative total for the year.

3. Build our Local Economy to Create a Thriving Place

(a) Education & Training

Indicator
SCS117 % of 16-17-year olds not in education, employment or training (NEET) AND Not Known (NK)

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value
5.2%	6%	Q2 Data is not reported as it is not statistically valid	5.2%

Q4 2019/20		Annual Target 2019/20	Notes
Value	Target		
3.5%	7%	7%	NEETs: Total 111 (1.3% of the total) (73 male and 38 female). 73 (65.8%) are seeking employment and training, 14 (12.6%) illness, 7 (6.3%) not ready for work or learning and 3 (2.7%) teenage parents; the remainder of the cohort is made up of low numbers for 5 other reasons. Not Knowns Total 186 The overall number of 16-17-year olds within the cohort (academic year 12-13) is 8,480



Indicator


Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value

Q4 2019/20		Annual Target 2019/20	Notes
Value	Target		
			NEET snapshot by ward : Lower Edmonton: 14, Enfield Highway: 11, Enfield Lock: 11, Edmonton Green: 9 NEET: England average = 2.8%, SN = 2.6%, London 1.9% NK: England average = 2.3%, SN = 2.5%, London = 1.8%

(b) Safeguarding Children

Indicator
LAC18 (PAFCH39) Children looked after (CLA) per 10000 population age under 18
NI060A Percentage of C&F Assessments for children's social care that were authorised within 45 working days of their commencement
SG11 (CS20) No of children on the Child Protection Plan per 10,000 Children
NI065 Percentage of children becoming the subject of Child Protection Plan for a second or subsequent time - in the past two years
YOU NI 043.2 Number of Young People sentenced at Court that are given a Custodial sentence in the Month

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value
45.4	46	47.5	46.5
74.1%	93.0%	90.5%	90.8%
35.1	35.7	31	28.3
8.0% 	11.5% 	8.2% 	10.9% 
7	1	3	2

Q4 2019/20		Annual Target 2019/20	Notes
Value	Target		
46.7	50	50	2019/20 46.7 Looked After Children (LAC) per 10,000 population under 18 (note new under 18 population figures published by the Department for Education - 84,497 (from was 84,211) 395 LAC at the end of March, and 12-month average for 2019/20 also 395 per month (39 - 9.9% of the LAC at March have a disability) 2018/19 382 LAC at March 2019 and average of 356 per month in 2018/19
87.4%	80.0%	80.0%	Significant improvement in performance have been made since Q4 last year (2018/19) following investment made to increase the Number of Social Workers. Vulnerable Children continue to have needs asessed in a timely manner.
24	45	45	Rate of children per 10,000 with a CP plan at end of March: 24 (CPP/ Enfield under 18 population of 84,497) The March figure of 203 CPP is the lowest for the past 3.5 years. 7 new CPP 25 cessations Rate as at March 2019, 35.1 (296).
12.2% 			This is a data only measure with no target. Arrows indicate an increase/decrease in volumes. This indicator relates to children who have had a previous Child Protection Plan in the past two years. Of the 280 children who became subject to a CPP during the past 12 months, 34 had previously been on a CP Plan in the past two years. This comparative performance when compared regionally and nationally.
6	9	36	2019/20: 12 Young People sentenced at Court and given a custodial sentence (of these, 6 sentenced in Quarter 4: January - 3; February - 1; March - 2) 2018/19 28 in total sentenced in the year

(c) Libraries, Arts & Culture

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20	Notes
	Value	Value	Value	Value	Value	Target		
LM04 Enfield Library Visits	357,046	369,380	332,145	345,840	312,574	312,500	1,250,000	2019/20: Target 1,250,000 - equal to 312,500 per quarter (although Q4 shows as 26 below target, visitor data for March is not yet included for Ponders End and this likely to increase the total by about 1,000 even allowing for closure during the month due to Covid) We closed thirteen of our community libraries on 20th March to support staff and reduce the libraries offer to four main hub libraries. Following central government official library direction on 24th March, we closed all our libraries to the public. We have continued to offer online services and engaging with customers from eBooks and newspapers to fun things to do with the family, learning courses etc.
LM07.021 Enfield Town Library and Community Libraries (Issues & Renewals)	56132	68911	75780	70337	66934	56500	226000	2019/20: Overall target for all libraries - 758,000. Target Enfield Town and community libraries: 226,000 (56,500 per quarter) Q4 has seen a decline in issues and renewals due to the outbreak of the Coronavirus.
LM07.022 Edmonton Green Library and Community (Issues & Renewals)	33326	33863	34756	37757	37668	28500	114000	2019/20: 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)	44883	62382	66507	63201	63569	45000	180000	2019/20: 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)	16524	20115	20537	17337	17139	16875	67500	2018/19: Overall target for all libraries - 758,000. Target for OUC and community libraries: 67,500 (16,875 per quarter)

(d) Physical Activity

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20	Notes
	Value	Value	Value	Value	Value	Target		
ENV318 Satisfaction with Leisure Centre Users	73.1%	74%	63.6%	69.1%	67.1%	77%	77%	January - 60.2% (52 Forms recorded) February - 74% (63 Forms recorded) Q4 - 67.1% Q4 figures are based on January and February satisfaction as the government instructed all leisure centres and fitness centres to close on 20 March due to Covid 19. Almost all staff at Fusion, the charity which operates the leisure centres on behalf of the Local Authority, were placed on furlough

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20	Notes
	Value	Value	Value	Value	Value	Target		
								and are not currently working. This means that the monthly report from Fusion covering the month of March is not available to report on the required customer feedback information. All quarterly satisfaction data calculated by adding monthly percentages and dividing by three. Each month calculated by averaging satisfaction in nine categories: Staff, Range of Activities, Building Condition, Cleanliness, VFM, Equipment, Ease of Booking, Ease of Gaining Information and Website.
ENV335 Number of Visitors to the Active Enfield Programme (Young People)	2,899	2,296	1,438	2,695	2,485	2,250	9,000	2019-2020 - 8,914 visitors against an annual target of 9,000. The Active Enfield Programme sessions were cancelled for the last 2 weeks of March because of Covid 19, hence the numbers are slightly lower than Q4 of the previous year.
ENV336 Number of Visitors to the Active Enfield Programme (Older People)	9,228	6,812	3,141	7,953	7,117	6,250	25,000	2019-2020 - 25,023 visitors against an annual target of 25,000. The Active Enfield Programme sessions were cancelled for the last 2 weeks of March because of Covid 19, hence the numbers are slightly lower than Q4 of the previous year.

4. Sustain Strong and Healthy Communities

(a) Adult Social Care

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20	Notes
	Value	Value	Value	Value	Value	Target		
PAF-AO/D40s Number of clients reviewed in the year (of clients receiving any long-term service)	73.3%	21.9%	40.3%	47.8%	55.1%	80.0%	80.0%	2019/20: 2,535 of 4,598 clients (55.1%) receiving long term support had a review within this year. This number is lower than last year, but this has been impacted by events such as the significant introduction of a new software system (Q3) and the recent Covid-19 pandemic (Q4). However, for the duration of the lockdown period the Council has continue to make regular contact by phone or face to face where necessary with our most vulnerable clients, with each one individually risk assessed to determine the appropriate level of ongoing contact. The official review figures do not reflect this contact. 2018/19: 3351/4570 (73.3%)
NI130s(%LTSs) Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support	100%	100%	100%	100%	100%	100%	100%	2860 Current clients with LTS receiving Self Directed Support

Indicator
NI130s(LTS-DP%) Percentage of current clients with Long Term Support (LTS) receiving a Direct Payment
NI131 (F10) Delayed transfers of care (days): Profile within Each Quarter
NI131 (F11) Delayed Transfer of Care - Days Delayed (SOCIAL CARE Delays): Profile within Each Quarter
NI135 Carers receiving needs assessment or review and a specific carer's service, or advice and information (Including Carers Centre)
NI145 Adults with learning disabilities in settled accommodation
NI146 % of Adults with learning disabilities in employment
PAF-AO/C72 New Admissions to supported permanent Residential and Nursing Care (65+) per 100,000 population over 65

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value
61.0%	62.9%	63.0%	62.6%
1050	928	1279	1503
233	181	278	657
46.86%	16.96%	28.84%	36.41%
85.8%	85.1%	87.3%	85.3%
18.28%	18.39%	18.96%	18.57%
478.3	121.1	258.2	381.5

Q4 2019/20	Annual Target 2019/20	Notes
Value	Target	
59.5%	61.0%	61.0%
848	Data Only	
396	Data Only	
42.32%	48.00%	48.00%
83.6%	81.0%	81.0%
16.12%	17%	17%
461.5	479.8	479.8

2019/20: 1702 of 2860 clients currently receive Direct Payment (59.5%). As face to face contact is needed to set up DPs, these have been suspended in favour of temporary Council managed accounts. These will transition into DP's once the current pandemic is over. The number of new referrals has also decreased, which will be temporary and once referral figures return to normal levels, we anticipate that our figures will once again be over 61%. We had the best figure nationally when looking at 2018-19 performance for direct payments.

2018/19: 1670/2736 (61%)

This represent data until February 2020, which is the latest available. Due to the pandemic, **Data collection for March to June 2020 has been suspended nationally due to this we have removed the RAG status, and this is a data only measure**, 848 for Quarter 4 represents the delays (and target) for January and February.

This represent data until February 2020, which is the latest available. Due to the pandemic, **Data collection for March to June 2020 has been suspended nationally due to this we have removed the RAG status, and this is a data only measure** data collection for March to June 2020 has been suspended nationally. 396 for Quarter 4 represents the delays (and associated target) for January and February.

2019/20: 2410 carers receiving a needs assessment of 5695 clients receiving a service (42.3%). Although lower than last year, this still represents the second highest end of year figure for this indicator. As with service users, we have continued to make regular contact with our registered carers, risk assessing those who are most vulnerable and maintaining regular contact to ensure their needs as carers continue to be met. This contact is also not reflected in the official assessment or review figures.

2018/19: 2763/5896 (46.7%)

2019/20: 716 adults with learning disabilities of 856 (83.6%) known to ASC in settled accommodation. The 2018-19 data placed Enfield 32nd (out of 152) nationally for this indicator.

2018/19: 709/826 (85.8%)

2019/20: 138 adults with learning disabilities of 856 (16.1%) known to ASC in employment, which will have been impacted by the current pandemic. We had the 7th best figure nationally when looking at 2018-19 performance.

2018/19: 151/826 (18.3%) - Target not set for this indicator in 2018/19 and therefore no colour status for Quarter 4 2018/19

2019/20: 202 admissions of 43,772 population 65+. This represents a reduction on the previous year (210 admissions)

Indicator
PAF-AO/C73 New Admissions to Residential and Nursing Care 18-64 (per 100,000 population).

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value
6.82	2.44	3.41	4.87

Q4 2019/20		Annual Target 2019/20	Notes
Value	Target		
5.85	5.85	5.85	2019/20: 12 admissions of 205,235 population 18-64. This represents an improvement against last year (14 admissions), when we ranked 29th (out of 152) for this indicator, which puts us in the top 20% nationally.

(b) Public Health

Indicator
DAAT-001 NDTMS Partnership Successful Completion Rate (%) for all Drug users in treatment (aged 18+), excluding alcohol-only users:
PH002c New Baby Reviews completed (10-14 days after birth)
PH002o Proportion of Young People exiting treatment in a planned way of all treatment exits (EMT)
PH003i % completed treatment within a month of diagnosis at Enfield Sexual Health Clinics
PH003x Number of Children that received at least one Fluoride Varnish

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value
18.9%	18.6%	18.3%	20.0%
98%	99.3%	97.25%	96.6%
85%	90%	90%	81%
90%	95%	97%	92%
Not collected at Q4	1,400	2,099	3,248

Q4 2019/20		Annual Target 2019/20	Notes
Value	Target		
No Q4 Data currently available	20.0%	20.0%	Information for these KPIS is a quarter behind and so Q3 position is shown, By the end of Q3 a total of 20%, which represents 173 successful completions of 853 drug users in treatment.
No Q4 Data currently	92%	92%	Information for these KPIS is a quarter behind and so Q3 position is shown, Q3 2019/20: 96.6%: Actual numbers - 1,158 New baby reviews completed out of 1,199 births London Average: 93.2%, England: 86.5%
No Q4 Data currently	77%	77%	Information for these KPIS is a quarter behind and so Q3 position is shown, From April until the end of December 2019 a total of 95 young people exited treatment in a planned way out of a total of 118 treatment exits overall.
No Q4 Data currently	90%	90%	Information for these KPIS is a quarter behind and so Q3 position is shown, Performance against this measure continues to be line with the contractual target.
No Q4 Data currently	3,258	3,258	Information for these KPIS is a quarter behind and so Q3 position is shown, please note that this figure spans over 2 academic years. The first round of fluoride varnish applications is carried out around October/November time and the second round April/May. Therefore, Q1 and Q2 data relates to 2018/19 academic year and Q3 is the current academic year 2019/20.

(c) Waste, Recycling and Cleanliness

Indicator
NI191 Residual Waste Per Household (kg)

Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
Value	Value	Value	Value
633 kg per h/h	163 kg per h/h	322.7 kg per h/h	486.9 kg per h/h

Q4 2019/20		Annual Target 2019/20	Notes
Value	Target		
No Q4 Data available due to Statutory	600 kg per h/h	600 kg per h/h	Provisional Data Cumulative total to Q3, 486.9 kg per household

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
	Value	Value	Value	Value
NI192 % of household waste sent for reuse, recycling and composting	29.3%	35.1%	35.1%	30.8%

Q4 2019/20		Annual Target 2019/20	Notes
Value	Target		
timeframes. The KPI is reported one quarter in arrears			(Quarter 3 = 164.1 kg per household)
No Q4 Data available due to Statutory timeframes. The KPI is reported one quarter in arrears	37%	37%	Year to Date (1st April - 31st December 2019): 30,849.34 tonnes sent for recycling of 91,526.2 tonnes collected (33.7%) Q3 Provisional: 9,100.94 tonnes sent for recycling of 29,556 tonnes collected (30.8%) Recycling rates have generally been declining since 2016/17 and quarter 4 report (that shows quarter 3 data) shows a downward trend continues with performance remaining below the 37 percent recycling target. An opt-in paid for fortnightly garden collection, along with a free weekly food recycling service was introduced in November 2019. At the end of quarter 4, alternate weekly collections for refuse and dry recycling were introduced. The changes made to the operational collection arrangements will result in behavioural change of residents and consequently will improve recycling performance in the long term.

(d) Community Safety

Indicator	Q4 2018/19				Q1 2019/20				Q2 2019/20				Q3 2019/20				Q4 2019/20		Notes
	Value		Value		Value		Value		Value		Value		Target						
Please note in this section there are no targets, the arrows indicate whether volumes have increased, decreased or remained the same since the last quarter. An arrow pointing up means that the volume has increased since the last quarter, a downwards arrow indicates a lower volume from the last quarter																			
CS-SSCB009 Burglary - Residential Offences	739	↑	640	↓	528	↓	797	↑	743	↓	The UK entered Covid-19 lockdown on 23rd March 2020: In the 12 months to end of March 2020, there had been an annual 8.3% increase in Residential Burglaries, compared to the year before. In quarter 4 there has been a 0.5% increase in offences, compared to the same quarter last year. This is the lowest quarterly percentage increase in 2019/20 and this may be due to the downward seasonal trend in Burglaries seen in this quarter and the same time last year. While March 2020 recorded the lowest numbers of Burglaries in quarter 4 with 204 offences, overall there were just 4 more offences than there were in the same quarter last year. The recording of lower numbers in March 2020 maybe due to the Covid-19 lockdown restrictions put in place on the 23rd March 2020.								
CS-SSCB010 Domestic Abuse Incidents	1,394	↓	1,439	↑	1,602	↑	1,446	↓	1,420	↓	The UK entered Covid-19 lockdown on 23rd March 2020: When the whole year to end of March 2020 is compared to the year before, there has been a 4.1% overall increase. During the last year, quarter 2 (Jul-Sep 2020) had the highest numbers of incidents). The increase when quarter 4 is compared to the same quarter last year is 1.9%. The highest monthly number of incidents in quarter 4 were in March 2020 with 509 Domestic Abuse Incidents recorded.								
CS-SSCB011 Domestic Abuse Violence with Injury Offences	240	↓	220	↓	251	↑	242	↓	211	↓	The UK entered Covid-19 lockdown on 23rd March 2020: When the last 12 months to the end of March 2020 is compared to the previous year there has been an overall 0.6% (n=6 offences) decrease in the number of Domestic Abuse Violence with Injury offences. The number of offences in quarter 4 this year, have decreased by 12.1% (n=29 offences), compared with the fourth quarter of last year. The average number of offences has decreased from 80 in quarter 4 - 2019 to 70 in the same quarter this year. Despite the decline, March 2020 has								

Indicator	Q4 2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20	
	Value		Value		Value		Value	
CS-SSCB012 Serious Youth Violence	108	↓	120	↑	118	↓	153	↑
CS-SSCB013 Anti-Social Behaviour Calls	1,887	↓	2,523	↑	2,670	↑	2,283	↓
CS-SSCB014 Hate Crime Overall Total	112	↓	137	↑	129	↓	132	↑
CS-SSCB015 Non-Domestic Abuse Violence with Injury Offences	418	↑	479	↑	426	↓	421	↓
CS-SSCB016 Violence against the Person Offences	2,159	↓	1,967	↓	1,996	↑	1,959	↓
SGB500 Number of knife crime offences YTD	155	↑	200	↑	182	↓	230	↑
SGB501 Number of knife possession offences YTD	45	↓	50	↑	52	↑	32	↓

Q4 2019/20		Notes	Annual Target 2019/20
Value	Target		
		the highest number of offences in the reporting quarter with 86 offences. This may be due to the lockdown imposed on the 23rd March 2020.	
103	↓	The UK entered Covid-19 lockdown on 23rd March 2020: Overall, when the year to end of March 2020 is compared to the previous year, there has been a 29.8% increase in Serious Youth Violence victims (114 more victims). When the quarter ending March 2020 is compared to the same quarter last year there has been a 4.6% decrease. This is the only quarter in 2019/20 that has recorded a decline, with 5 less victims when compared to the same quarter last year. February 2020 had the same number of victims as February 2019 with 27 recorded both years, while March 2020 recorded 33 victims compared to 42 recorded last March.	
2,291	↑	The UK entered Covid-19 lockdown on 23rd March 2020: Year on year Antisocial Behaviour calls have increased by 9.9%, rising from 8892 calls in 2018/19 to 9772 calls in 2019/20 (+880 calls). When quarter 4 this year is compared to the same quarter last year, there has been a 21.4% increase equating to 404 more calls this quarter - this is the highest quarterly percentage increase this year. The average monthly number of calls in quarter 4 last year was 629, the average increased to 764 in quarter 4 this year. This higher average was due to the higher number of calls recorded in March 2020 with 930 in the month, possibly contributed to the lockdown introduced this month. The only other time in the last year that there were more than 900 calls per month was in June and July 2019 during the unusually hot summer weather.	
134	↑	The UK entered Covid-19 lockdown on 23rd March 2020: Hate Crime offences increased year on year by 9.4%, with 45 more offences rising from 478 to 523 by end of the 12 months to March 2020. There was a 19.6% increase in quarter 4, compared to the same quarter in 2018/19, increasing by 22 offences (from 112 last year to 134 this year). 56 offences were recorded in March 2020, which is the highest monthly number of offences in the year 2019/20 - 51 of these offences were Racist and Religious Hate crime.	
415	↓	The UK entered Covid-19 lockdown on 23rd March 2020: When the rolling 12 months to the end of March 2020 is compared to the previous year, there was an overall 11% increase in Non-Domestic Abuse Violence with Injury offences. There was a decrease in the number offences in quarter 4 this year by 0.7% (n=3) compared with the fourth quarter of last year. There were 151 offences recorded in March 2020, which is the highest monthly number in the quarter.	
1,871	↓	The UK entered Covid-19 lockdown on 23rd March 2020: Overall when the last 2 rolling years to the end of March 2020 are compared, there has been a 7.8% increase in Violence against the Person offences in Enfield compared to 2.8% increase in London in the same period. While there were 7958 offences recorded in 2019/20 compared to 7385 the previous year, despite the increase in numbers there has been a declining trend throughout 2019/20. When quarter 4 is compared to the same quarter in 2018/19 there has been a 13.3% decrease.	
156	↓	The UK entered Covid-19 lockdown on 23rd March 2020: Overall when the year ending March 2019 is compared to the year ending March 2020, there has been a 27.2% increase, rising by 167 Knife Crime offences from 614 to 781. There has been an increase of a single offence (n=0.6%) in quarter 4 this year when compared with the same quarter last year. There was a consistent monthly average of 52 offences when the 2 quarters are compared.	
35	↑	The UK entered Covid-19 lockdown on 23rd March 2020: By the year ending March 2020 there has been a 7.6% decrease in Knife Possession offences in the borough with a 12.7% decrease in London. There was a 22.2% decrease when quarter 4 this year is compared to the same quarter in 2018/19, decreasing by 10 offences from 45 last year to 35 this year. In quarter 4 this year February recorded the lowest number of offences in the whole year with 3 recorded, while the following month March 2020 recorded a significantly higher 17 offences.	

5. Communicate with You

(a) Customer Experience

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20	Notes
	Value	Value	Value	Value	Value	Target		
CE 007 Customer Satisfaction: Webchat	75.0%	75.7%	76.3%	72.3%	70.7%	85.0%	85.0%	Rating in Q4 2019/20 dipped due to new staff still in process of being fully trained.
GWH 002 Gateway Telephones - Answer Rate	76.9%	77.7%	85%	77.9%	91.3%	88%	88%	Additional staff were recruited to address service demands; these staff were in place and trained resulting in the significantly improved performance in Q4 2019/20.
GWH 003 Gateway Telephones - Average Wait Time	00h 07m 17s	00h 06m 52s	00h 04m 12s	00h 06m 41s	00h 02m 59s	00h 03m 00s	00h 03m 00s	Additional staff were recruited to address service demands; these staff were in place and trained resulting in the significantly improved performance in Q4 2019/20.
GWH 014b Customer Services: % of Calls Answered Within 5 Minutes	68.27%	69.97%	82.9%	69.17%	98.13%	90%	90%	Additional staff were recruited to address service demands; these staff were in place and trained resulting in the significantly improved performance in Q4 2019/20.

(b) Corporate Measures

(a) Complaints, MEQs, FOIs

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20	Notes
	Value	Value	Value	Value	Value	Target		
COMP 01a Initial Review Complaints - Council Overall (% inside target)	New Indicator from July 2019. Information not available for this period.		81.9%	83.1%	82.2%	95.0%	95.0%	Quarter 4: 456 of 555 Initial Review Complaints inside target: 82.2% 2019/20: 1,325/1,609 (82.3%)
FOI 01a All Departments - FOIs answered within 20 days	79.7%	70.4%	81.8%	94.2%	82.5%	100.0%	100.0%	Q4 2019/20: 340 of 412 (82.5%) within timescale for all departments. Year to date: 1,307/1,593 (82%). Q4 2018/19: 298 of 374 (79.7%) within timescale for all departments.
MEQ 01a All Departments - MEQs closed within 8 days	79.7%	73.3%	83.9%	86.6%	76.8%	95.0%	95.0%	Q4 2019/20: 1,273 of 1,657 inside target (76.8%) YTD: 5,437 / 6,801 (79.9%)

(b) Sickness Absence

Annual - Council Overall

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20	Notes
	Value	Value	Value	Value	Value	Target		
BV012a Average Sick Days - Council Staff (rolling 4 quarters)	9.07	9.03	9.08	8.99	8.99	7.96	7.96	Annual sickness 1st April 2019 - 31st March 2020 Average sickness days per employee in 2019/20 in each Department Chief Executives: 6.03 days Resources: 7.73 days People: 7.04 days Place: 12.00 days
BV012b Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)	3.13	3.12	3.15	3.28	3.39	2.80	2.80	
BV012c Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)	5.94	5.91	5.93	5.71	5.60	5.16	5.16	

Monthly by Department (Targets 0.66 day per month; 1.99 days per quarter)

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20	Notes
	Value	Value	Value	Value	Value	Target		
HR0008a Average Sick Days per FTE per Month - Chief Executive's	1.77	1.51	1.29	1.67	1.56	1.99	7.96	Quarter 4 - Average sickness days per FTE each month January - 0.51 days February - 0.37 days March - 0.68 days
HR0008bb Average Sick Days per FTE per Month - Resources	2.31	2.14	1.94	1.84	1.81	1.99	7.96	Quarter 4 - Average sickness days per FTE each month January - 0.54 days February - 0.53 days March - 0.74 days
HR0008cc Average Sick Days per FTE per Month - People	2.59	1.85	1.63	1.53	2.03	1.99	7.96	Quarter 4 - Average sickness days per FTE each month January - 0.71 days February - 0.55 days March - 0.77 days
HR0008dd Average Sick Days per FTE per Month - Place	3.04	2.52	2.91	3.18	3.39	1.99	7.96	Quarter 4 - Average sickness days per FTE each month January - 1.21 days February - 1.05 days March - 1.13 days

(c) Payment of Council Invoices

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
	Value	Value	Value	Value
INV004 Invoices Council Overall: Invoices Paid within 30 days	95.7%	95.9%	96.6%	97.4%
INV004 CEX Group: Invoices Paid within 30 days	95.7%	96.7%	96.3%	97.9%
INV004 PEOP People Group: Invoices Paid within 30 days	95.2%	95.6%	96.6%	97.2%
INV004 PLACE Group: Invoices Paid within 30 days	96.6%	96.5%	96.6%	97.3%
INV004 RES Resources Group: Invoices Paid within 30 days	96.8%	95.7%	96.8%	98.3%

Q4 2019/20	Annual Target 2019/20	Notes
Value	Target	
97.5%	100.0%	2019/20: 74,500 inside target of 76,921 paid (96.9%)
98.1%	100.0%	2019/20: 2,524 inside target of 2,595 paid (97.3%)
97.5%	100.0%	2019/20: 46,794 inside target of 48,375 paid (96.7%)
97.0%	100.0%	2019/20: 16,155 inside target of 16,673 paid (96.9%)
98.0%	100.0%	2019/20: 9,027 inside target of 9,278 paid (97.3%)

6. Work with You

Borough Information

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20
	Value	Value	Value	Value
PH003v NHS Indicator - A&E Attendance: % where less than 4 hours from arrival to admission, transfer or discharge	84.3% ↓	86.4% ↑	85.4% ↓	80.3% ↓
RLCPI 0012 Employment rate in Enfield - working age Population	69.2% ↓	67.0% ↓	64.5% ↓	65.9% ↑

Q4 2019/20	Annual Target 2019/20	Notes
Value	Target	
79.0% ↓	Data Only	This is a data only measure. Q4 2019/20: 79.0% (34,693 attendance seen within 4 hours; 43,930 attendances). This represents an 11% decrease in attendances compared to Q3 2019/20, and Q4 2018/19) Figures for North Middlesex University Hospital
No Quarter 4 Data Available	Data Only	This is a data only measure. 65.9% is the latest figure available and covers the period January 2019 - December 2019 for those aged 16-64. Employment rate for London - 74.5%. The unemployment rate for Enfield is 6.0% (9,600 claimants) compared to 4.6% for London over the same period.

7. Work Smartly for You

[a] Council Tax and Business Rates

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20	Notes
	Value	Value	Value	Value	Value	Target		
BV009 % of Council Tax collected (in year collection) Combined	95.73%	29.16%	55.09%	81.40%	95.50%	95.73%	95.00%	End of March collection rate 95.50% - (154,449,469 collected / 161,727,193 net debit). Current target of 95.73% represents actual collection rate at March 2019.
BV010 % of Business Rates collected (in year collection)	99.03%	27.47%	55.92%	82.18%	98.6%	99.03%	98.9%	End of March collection rate 98.6% - (117,684,778 collected / 119,355,759 net debit). Current target of 99.03% represents actual collection rate at March 2019.

[b] Benefits Processing & Support

Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20	Notes
	Value	Value	Value	Value	Value	Target		
BV079b(i) % of Housing Benefit Overpayments recovered.	77.59%	72.04%	77.61%	75.11%	77.52%	83.00%	83.00%	2019/20: £7,397,610 recovered of £9,542,458 overpayments identified (77.52%). Overpayments raised this year have been volatile and now average £800k raised per month due to DWP data matching. (As we generally clawback overpayments from on-going benefit collection will take time to increase back to the target level. Given the increase in debt the yearend target cannot be met). A action plan on how performance on this measure will be improved will be generated ahead of the Q1 2020-2021 report.
FCRCP32 Processing New claims - Housing Benefit (average calendar days - cumulative)	21.43	22.63	22.22	21.76	23.21	23	23	2019-2020: 2188 new claims / 50792 days - Average 23.21.
FCRCP33 Processing Times for Benefit Change in Circumstances (average number of calendar days) Cumulative YTD	5.19	3.75	3.82	4.29	3.85	7	7	2019-2020: 101535 new claims / 390817 days - Average 3.85.

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Appendix 2: Action Plan Subject:
Planning Applications: Major, Minor and Others
Lead Director: Executive Director Place



Two Year Trend	Commentary																											
<p>% MAJOR applications determined within target</p> <table><tr><th>Quarter</th><th>% MAJOR applications determined within target</th><th>Target (Quarters)</th></tr><tr><td>Q1 2018/19</td><td>87.5%</td><td>90%</td></tr><tr><td>Q2 2018/19</td><td>60%</td><td>90%</td></tr><tr><td>Q3 2018/19</td><td>62.5%</td><td>90%</td></tr><tr><td>Q4 2018/19</td><td>80%</td><td>90%</td></tr><tr><td>Q1 2019/20</td><td>75%</td><td>90%</td></tr><tr><td>Q2 2019/20</td><td>66.7%</td><td>90%</td></tr><tr><td>Q3 2019/20</td><td>100%</td><td>90%</td></tr><tr><td>Q4 2019/20</td><td>100%</td><td>90%</td></tr></table>	Quarter	% MAJOR applications determined within target	Target (Quarters)	Q1 2018/19	87.5%	90%	Q2 2018/19	60%	90%	Q3 2018/19	62.5%	90%	Q4 2018/19	80%	90%	Q1 2019/20	75%	90%	Q2 2019/20	66.7%	90%	Q3 2019/20	100%	90%	Q4 2019/20	100%	90%	<p>A detailed development management performance action plan was produced in March 2019 and is regularly updated to focus on a range of actions to improve performance. Evidence through the graphs to the left suggests that these initiatives have continued to take effect with targets for determination times hitting or exceeding targets throughout Quarter 3 and Quarter 4 for Minor and Major applications.</p> <p>The Charts and tables to the left show historical performance across the last 8 Quarters. The graphs on the following page demonstrate a clear upturn in performance for Q4 with targets being exceeded for minor and major applications</p>
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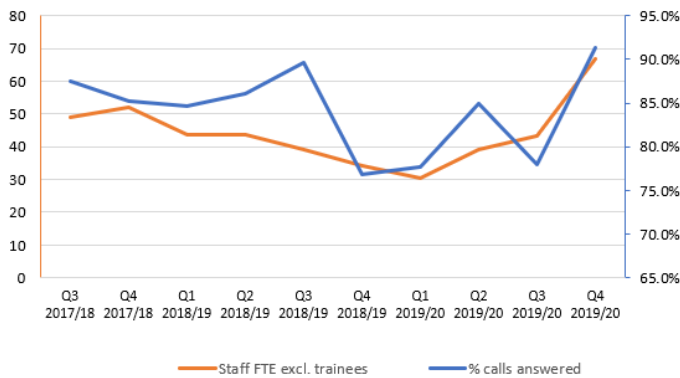
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This ran to March 2020 however will be reconvened as necessary</p> <ul style="list-style-type: none">Recommendations from a recent internal audit by PwC being used to improve internal systemsDecember 2019- January 2020 another significant recruitment campaign launched in December 2019 following on from the autumn 2019 campaign. This has yielded some further success with 4 Senior Planning Officer roles filled however some key posts (including a Principal Planning Officer and Conservation post) remaining vacantA mini-restructure in spring 2020 has enabled one agency Principal Planner to move to a fixed term contract and has made the Strategic Applications Manager role a permanent one. This is currently under recruitmentAuthority has been given to use interim agency support while rolling recruitment continuesHoS working closely with HR / Recruitment to enhance recruitment campaigns and maximise reach and attractiveness of postsSuccessful recruitment to posts over the past 18 months has contributed to reduction in caseloads, improved performance and an improvement in team moraleAn Operational Support officer has been trained to provide more regular 'in month' performance data to Planning Service managers so that they can mitigate issues within the month and optimise performance and this has assisted improve performance on a weekly basisFocused performance meetings continue to target decision dates and ensure extensions of time are secured where necessary. Weekly Strategic Applications Meetings are held to track major applications and monitor performanceImproved communication has been put in place with staff through team meetings and 1:1s to increase importanceWith sustained improvement on performance on determination times, focus is now turning to pre-application performance and addressing a backlog of undetermined applicationsCOVID 19 has seen a reduction in the number of applications received (notably smaller, household applications) and has had an impact on fee income; however workload
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Two Year Trend	Commentary
	<p>on larger applications continues and the reduction in smaller applications provides opportunity to address backlogs and improve pre-application performance</p> <p><u>Timescales for Improvement</u></p> <ul style="list-style-type: none"> • We anticipate that we will see recent performance sustained throughout 2020-2021 on: <i>NI157a % Major Applications determined within target,</i> <i>NI157b % Minor applications determined within target</i> <i>NI157c % Other Applications determined within target</i> <p>The 2 year rolling figures will take longer to see an improvement in the figures as previous lower performance will impact these figures for at least the next few quarters; however improvement is already observable in the figures</p>

Action Plan Subject: Telephony and Customer Services
Lead Director: Executive Director Resources

Two Year Trend

Correlation between Customer Services staffing level & % of calls answered



Commentary

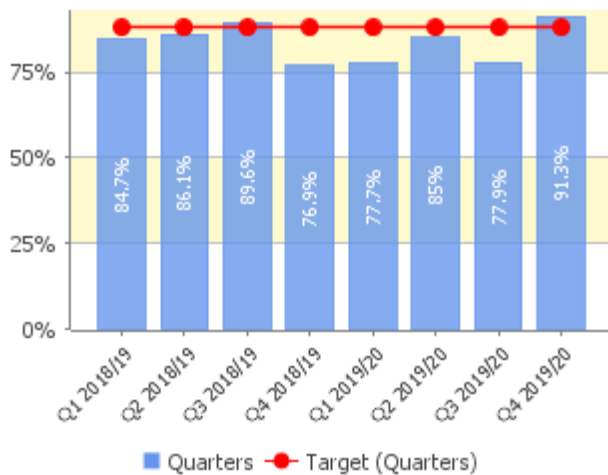
Context:

Customer Services is currently measured on how many customer calls and webchats are answered, as well as how long customers wait and level of customer satisfaction.

Call answer rates and wait times are determined largely by whether there are enough staff to meet the demand.

This correlation is illustrated in the first chart.

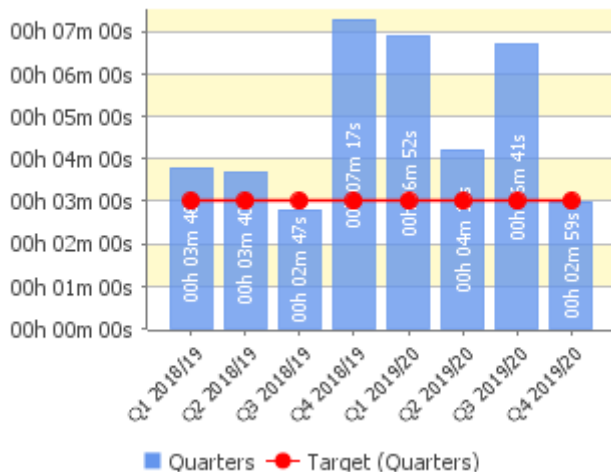
Gateway Telephones - Answer Rate



The next three charts demonstrate the impact of the additional staff which were recruited to address service demands; these staff were in place and trained resulting in the significantly improved performance in Q4 2019/20.

The conversion from a standard desktop operated contact centre to a modern laptop setup not only increased speed and improved productivity, but also enabled all contact centre employees to work remotely from home right from the beginning of the Covid19 lockdown measures (23.03.2020) without any interruption in the service delivery.

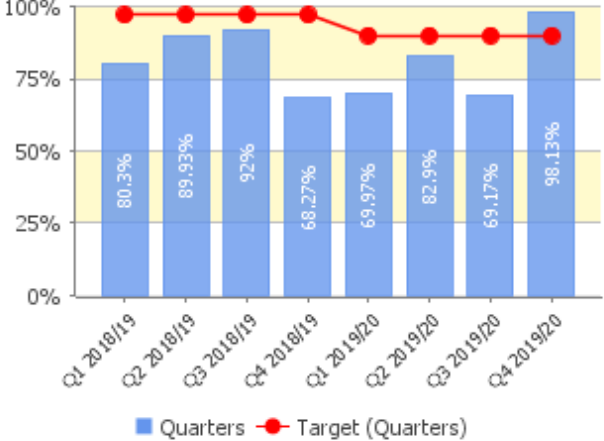
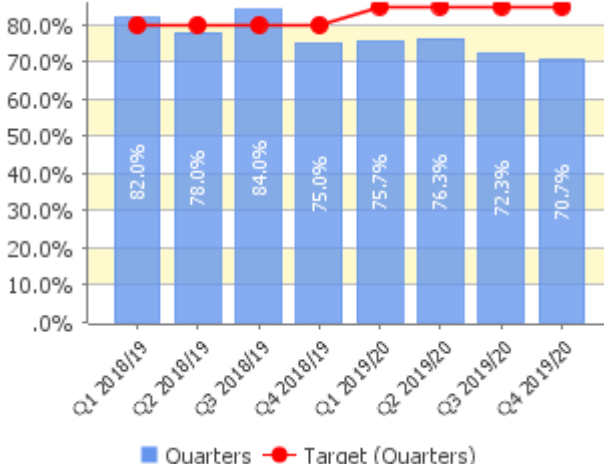
Gateway Telephones - Average Wait Time



April performance continued to stay above target, too; as is the performance in May so far.

The final chart relates to the Customer Satisfaction for Webchat. The rating in Q4 2019/20 dipped due to new staff still in process of being fully trained.

The performance in April improved to 75%, May is expected to show a further improvement.

Two Year Trend	Commentary																																				
<p data-bbox="193 383 746 434">Customer Services: % of Calls Answered Within 5 Minutes</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>% of Calls Answered Within 5 Minutes</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>80.3%</td> </tr> <tr> <td>Q2 2018/19</td> <td>89.93%</td> </tr> <tr> <td>Q3 2018/19</td> <td>92%</td> </tr> <tr> <td>Q4 2018/19</td> <td>68.27%</td> </tr> <tr> <td>Q1 2019/20</td> <td>69.97%</td> </tr> <tr> <td>Q2 2019/20</td> <td>82.9%</td> </tr> <tr> <td>Q3 2019/20</td> <td>69.17%</td> </tr> <tr> <td>Q4 2019/20</td> <td>98.13%</td> </tr> </tbody> </table> <p data-bbox="300 853 639 882">■ Quarters ● Target (Quarters)</p> <p data-bbox="300 947 663 976">Customer Satisfaction: Webchat</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Customer Satisfaction: Webchat</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>82.0%</td> </tr> <tr> <td>Q2 2018/19</td> <td>78.0%</td> </tr> <tr> <td>Q3 2018/19</td> <td>84.0%</td> </tr> <tr> <td>Q4 2018/19</td> <td>75.0%</td> </tr> <tr> <td>Q1 2019/20</td> <td>75.7%</td> </tr> <tr> <td>Q2 2019/20</td> <td>76.3%</td> </tr> <tr> <td>Q3 2019/20</td> <td>72.3%</td> </tr> <tr> <td>Q4 2019/20</td> <td>70.7%</td> </tr> </tbody> </table> <p data-bbox="300 1417 651 1447">■ Quarters ● Target (Quarters)</p>	Quarter	% of Calls Answered Within 5 Minutes	Q1 2018/19	80.3%	Q2 2018/19	89.93%	Q3 2018/19	92%	Q4 2018/19	68.27%	Q1 2019/20	69.97%	Q2 2019/20	82.9%	Q3 2019/20	69.17%	Q4 2019/20	98.13%	Quarter	Customer Satisfaction: Webchat	Q1 2018/19	82.0%	Q2 2018/19	78.0%	Q3 2018/19	84.0%	Q4 2018/19	75.0%	Q1 2019/20	75.7%	Q2 2019/20	76.3%	Q3 2019/20	72.3%	Q4 2019/20	70.7%	<p data-bbox="858 313 1297 349"><u>Timescales for Improvement</u></p> <ul style="list-style-type: none"> Intensive work is taking place to improve the experience of Housing customers who represent 20% of calls, by establishing a Housing Resolution Centre, investing in staff training, team working, new systems and processes across the two services, and the insourcing of repairs, all of which will start to reduce demand caused by avoidable contact and improve customer services KPIs. A new higher graded job description has been agreed for which empowers staff to resolve more enquiries at first contact, six additional posts have been added, and once staff are appointed to these new posts, they will be co-located in Edmonton Green with the rest of the Housing Service. Over the next 12 months the 3 core systems that Customer Services uses – CRM, telephony and the website - are all being upgraded, to support staff in delivering the best positive customer experience. Customer Services have developed a separate action plan to address the webchat performance which includes training for staff, revising the survey questions that are asked to get feedback to allow us to understand where there are issues and also undertaking reviews and audits of staff. Full feedback will be included in the next performance report at Q1. Quarter 1 performance has been encouraging so far for Quarter 1 2019-2020.
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Action Plan Subject: Complaints, FOI's and Complaints
Lead Director: Director of Law and Governance

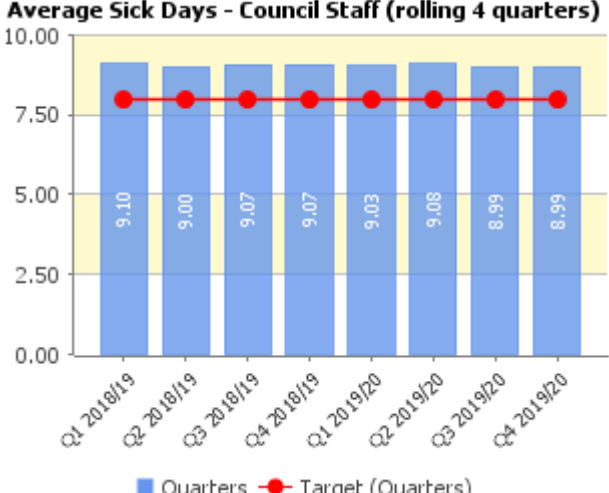
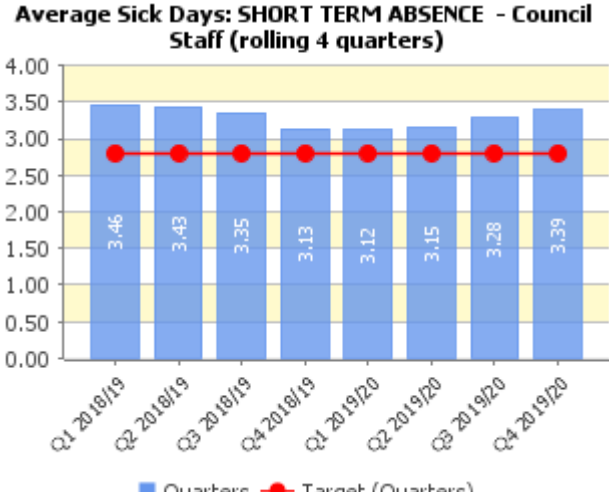
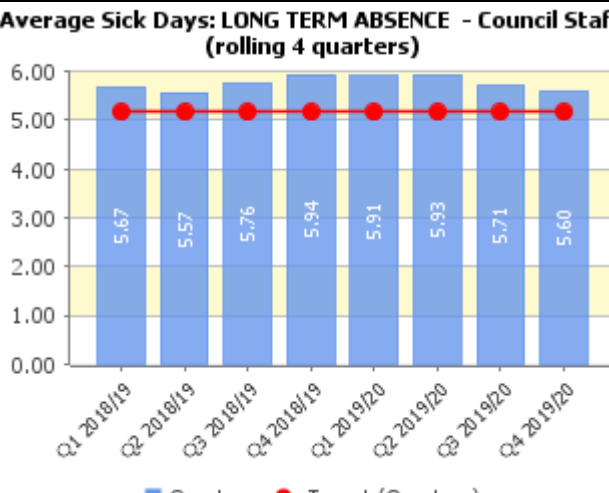
Two Year Trend	Commentary																											
<div><p>Initial Review Complaints - Council Overall (% inside target)</p><table><thead><tr><th>Quarter</th><th>Performance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q1 2018/19</td><td>-</td><td>90.0</td></tr><tr><td>Q2 2018/19</td><td>-</td><td>90.0</td></tr><tr><td>Q3 2018/19</td><td>-</td><td>90.0</td></tr><tr><td>Q4 2018/19</td><td>-</td><td>90.0</td></tr><tr><td>Q1 2019/20</td><td>-</td><td>90.0</td></tr><tr><td>Q2 2019/20</td><td>81.9</td><td>90.0</td></tr><tr><td>Q3 2019/20</td><td>83.1</td><td>90.0</td></tr><tr><td>Q4 2019/20</td><td>82.2</td><td>90.0</td></tr></tbody></table><p>■ Quarters ■ Target (Quarters)</p></div>	Quarter	Performance (%)	Target (%)	Q1 2018/19	-	90.0	Q2 2018/19	-	90.0	Q3 2018/19	-	90.0	Q4 2018/19	-	90.0	Q1 2019/20	-	90.0	Q2 2019/20	81.9	90.0	Q3 2019/20	83.1	90.0	Q4 2019/20	82.2	90.0	<p>The charts to the left show the current performance for Freedom of Information Requests (FOIS), MEQS and Complaints. The red line relates to the target.</p> <p>Initial reviews a slight drop on Q3 0.9% with the biggest drop being with co-ordinated complaints, with only 53% being completed in January on time, this was rectified and back to 100% by February. The worst month being January, impacted by office closures and less staff around over the Christmas period. The impact off waste services changes, impacted on the ability to respond to all queries on time due to the increased volume of queries.</p>
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<div><p>All Departments - FOIs answered within 20 days</p><table><thead><tr><th>Quarter</th><th>Performance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q1 2018/19</td><td>68.2</td><td>100.0</td></tr><tr><td>Q2 2018/19</td><td>63.5</td><td>100.0</td></tr><tr><td>Q3 2018/19</td><td>79.2</td><td>100.0</td></tr><tr><td>Q4 2018/19</td><td>79.7</td><td>100.0</td></tr><tr><td>Q1 2019/20</td><td>70.4</td><td>100.0</td></tr><tr><td>Q2 2019/20</td><td>81.8</td><td>100.0</td></tr><tr><td>Q3 2019/20</td><td>94.2</td><td>100.0</td></tr><tr><td>Q4 2019/20</td><td>82.5</td><td>100.0</td></tr></tbody></table><p>■ Quarters ■ Target (Quarters)</p></div>	Quarter	Performance (%)	Target (%)	Q1 2018/19	68.2	100.0	Q2 2018/19	63.5	100.0	Q3 2018/19	79.2	100.0	Q4 2018/19	79.7	100.0	Q1 2019/20	70.4	100.0	Q2 2019/20	81.8	100.0	Q3 2019/20	94.2	100.0	Q4 2019/20	82.5	100.0	<p>FOIS: For Quarter 4 for FOIs, performance was 82.5% answered in 20 working days against a target of 100%. There has been a drop in % completed in Q4 compared to Q3 of 11%. The worst month being January, impacted by office closures and less staff around over the festive period. Again the impact of increased demand from the Waste changes had an impact.</p> <p>Additional analysis is being undertaken to look at trends in terms of commonly asked questions and requests and this will form part of the action plan for the next quarters performance report.</p>
Quarter	Performance (%)	Target (%)																										
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<div><p>All Departments - MEQs closed within 8 days</p><table><thead><tr><th>Quarter</th><th>Performance (%)</th><th>Target (%)</th></tr></thead><tbody><tr><td>Q1 2018/19</td><td>75.3</td><td>90.0</td></tr><tr><td>Q2 2018/19</td><td>65.9</td><td>90.0</td></tr><tr><td>Q3 2018/19</td><td>80.3</td><td>90.0</td></tr><tr><td>Q4 2018/19</td><td>79.7</td><td>90.0</td></tr><tr><td>Q1 2019/20</td><td>73.3</td><td>90.0</td></tr><tr><td>Q2 2019/20</td><td>83.9</td><td>90.0</td></tr><tr><td>Q3 2019/20</td><td>86.6</td><td>90.0</td></tr><tr><td>Q4 2019/20</td><td>76.8</td><td>90.0</td></tr></tbody></table><p>■ Quarters ■ Target (Quarters)</p></div>	Quarter	Performance (%)	Target (%)	Q1 2018/19	75.3	90.0	Q2 2018/19	65.9	90.0	Q3 2018/19	80.3	90.0	Q4 2018/19	79.7	90.0	Q1 2019/20	73.3	90.0	Q2 2019/20	83.9	90.0	Q3 2019/20	86.6	90.0	Q4 2019/20	76.8	90.0	<p>Further Comments: Waste services create approximately 80% of the complaints workload for the team and the impact of the services changes over the last 6 months has affected the ability for the waste team and C&I to respond as effectively as they would like to these complaints as the volume has increased</p> <p>Impact of COVID from February/March started to impact on the statistics in March, but this will be seen more in the next quarter as the impact for some service areas to respond to FOIs and Complaints has been seriously comprised by the work they have needed to do for COVID, particularly Adult social care and Finance.</p> <p>Changes to processes during the last quarter due to COVID, in that we stopped sending weekly reports and formal reports, will have had an impact</p>
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Two Year Trend	Commentary
	<p>on responses being completed on times. This will also be seen in Q1 for 2020/21. However, from the 1st June we have resumed sending weekly reports to services and management and reinstated a revised chaser schedule</p> <p>To improve the service and % rates, working closely with officers to ensure accurately logging of all complaints, FOIS and SARs. Karen Hale as the new complaints managers since 6th April, is currently reviewing all processes and meeting with service areas to ensure we work as effectively as possible to get complaints and FOIs completed as quickly as possible, but also improve the quality of these responses, so we can try and reduce the number of Final complaints and the number of FOIs that go to internal review</p> <p>For SARS for Q4, we have seen an increase in the % completed on time compared to Q3, from 65.5% to 71%,</p> <p>A new suite of Power BI dashboards has been created for services to assist them in having an up to date picture of all outstanding FOIS allowing them to be able to more effectively target on a daily basis those that remain open and are approaching the deadline.</p> <p>MEQs: Quarter 4 for MEQ's performance was 76.8% answered in 8 working days against a target of 95%. This is a dip in performance of 9.8% from the previous quarter where the response rate was 86.6%.</p> <p>The dip in performance is in part due to the impact of covid-19 and the need for services to focus on the covid response. The impact of this will also be seen in Q1 for 2020/21.</p> <p>Changes to waste services fortnightly collections saw an increase in enquires and a dip in performance where only 52% of waste enquiries were answered within 8 days, this should improve next quarter.</p> <p>MEQ co-ordinated cases increased to 87 for the quarter compared to Q3 when there were 66, this is where a response is required from more than one department, this remained at 100% answered within 8 days. The breakdown by department was as follows:</p>

Two Year Trend	Commentary														
	<p>Q4 (01/01/2020 – 31/03/2020)</p> <table> <tr> <th data-bbox="847 344 1114 376">MEQ</th><th data-bbox="1118 344 1259 376">% in Time</th></tr> <tr> <td data-bbox="847 383 1114 409">Chief Executive</td><td data-bbox="1118 383 1259 409">83.00</td></tr> <tr> <td data-bbox="847 416 1114 443">Resources</td><td data-bbox="1118 416 1259 443">88.00</td></tr> <tr> <td data-bbox="847 450 1114 477">People</td><td data-bbox="1118 450 1259 477">86.00</td></tr> <tr> <td data-bbox="847 483 1114 510">Place</td><td data-bbox="1118 483 1259 510">74.00</td></tr> <tr> <td data-bbox="847 517 1114 544">Co-ordinated</td><td data-bbox="1118 517 1259 544">100.00</td></tr> <tr> <td data-bbox="847 551 1114 577">TOTAL MEQ's</td><td data-bbox="1118 551 1259 577">77.00</td></tr> </table> <p>Additional analysis is being undertaken to look at trends in terms of commonly asked questions and requests and this will form part of the action plan for the next quarters performance report.</p>	MEQ	% in Time	Chief Executive	83.00	Resources	88.00	People	86.00	Place	74.00	Co-ordinated	100.00	TOTAL MEQ's	77.00
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Action Plan Subject: Sickness Absence

Lead Director: Director of Human Resources & Organisational Design

Two Year Trend	Commentary																		
<p>Average Sick Days - Council Staff (rolling 4 quarters)</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Sick Days</th> </tr> </thead> <tbody> <tr><td>Q1 2018/19</td><td>9.10</td></tr> <tr><td>Q2 2018/19</td><td>9.00</td></tr> <tr><td>Q3 2018/19</td><td>9.07</td></tr> <tr><td>Q4 2018/19</td><td>9.07</td></tr> <tr><td>Q1 2019/20</td><td>9.03</td></tr> <tr><td>Q2 2019/20</td><td>9.08</td></tr> <tr><td>Q3 2019/20</td><td>8.99</td></tr> <tr><td>Q4 2019/20</td><td>8.99</td></tr> </tbody> </table> <p>■ Quarters ● Target (Quarters)</p>	Quarter	Average Sick Days	Q1 2018/19	9.10	Q2 2018/19	9.00	Q3 2018/19	9.07	Q4 2018/19	9.07	Q1 2019/20	9.03	Q2 2019/20	9.08	Q3 2019/20	8.99	Q4 2019/20	8.99	<p>Please note the following definitions for the purposes of this report.</p> <p>FTE: Full Time Equivalent is the hours worked by one employee on a full-time basis.</p> <p>Average FTE Days: This is the number of FTE working days lost to sickness absence divided by the number of FTE employees in the Service.</p> <p>The rolling 4 quarters for sickness absence up to Quarter 4 (January – March 2020) is in the chart on the left-hand side. Current Council wide performance is above target with 8.99 FTE days being lost to sickness every year. The target is 7.96 FTE days lost which was the London average in 2018/19.</p>
Quarter	Average Sick Days																		
Q1 2018/19	9.10																		
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<p>Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters)</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Sick Days</th> </tr> </thead> <tbody> <tr><td>Q1 2018/19</td><td>3.46</td></tr> <tr><td>Q2 2018/19</td><td>3.43</td></tr> <tr><td>Q3 2018/19</td><td>3.35</td></tr> <tr><td>Q4 2018/19</td><td>3.13</td></tr> <tr><td>Q1 2019/20</td><td>3.12</td></tr> <tr><td>Q2 2019/20</td><td>3.15</td></tr> <tr><td>Q3 2019/20</td><td>3.28</td></tr> <tr><td>Q4 2019/20</td><td>3.39</td></tr> </tbody> </table> <p>■ Quarters ● Target (Quarters)</p>	Quarter	Average Sick Days	Q1 2018/19	3.46	Q2 2018/19	3.43	Q3 2018/19	3.35	Q4 2018/19	3.13	Q1 2019/20	3.12	Q2 2019/20	3.15	Q3 2019/20	3.28	Q4 2019/20	3.39	<p>The annual target relates to 0.66 days per FTE per month and 1.99 FTE per quarter. The departmental breakdown of sickness for Quarter two shows the following:</p> <p>Average Sick Days per FTE for the Chief Executive's Directorate is 1.56 which is below the 1.99 target and an improvement on Quarter 3. This relates to 43 individuals who had a period of sickness in the period.</p>
Quarter	Average Sick Days																		
Q1 2018/19	3.46																		
Q2 2018/19	3.43																		
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<p>Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters)</p>  <table border="1"> <thead> <tr> <th>Quarter</th> <th>Average Sick Days</th> </tr> </thead> <tbody> <tr><td>Q1 2018/19</td><td>5.67</td></tr> <tr><td>Q2 2018/19</td><td>5.57</td></tr> <tr><td>Q3 2018/19</td><td>5.76</td></tr> <tr><td>Q4 2018/19</td><td>5.94</td></tr> <tr><td>Q1 2019/20</td><td>5.91</td></tr> <tr><td>Q2 2019/20</td><td>5.93</td></tr> <tr><td>Q3 2019/20</td><td>5.71</td></tr> <tr><td>Q4 2019/20</td><td>5.60</td></tr> </tbody> </table> <p>■ Quarters ● Target (Quarters)</p>	Quarter	Average Sick Days	Q1 2018/19	5.67	Q2 2018/19	5.57	Q3 2018/19	5.76	Q4 2018/19	5.94	Q1 2019/20	5.91	Q2 2019/20	5.93	Q3 2019/20	5.71	Q4 2019/20	5.60	<p>Average Sick Days per FTE for the Resources Directorate is 1.81 which is below the 1.99 target and an improvement on Quarter 3. This relates to 230 individuals who had a period of sickness in the period.</p> <p>Average Sick Days per FTE for the People Directorate is 2.03 which is above the 1.99 target and is an increase on Quarter 3. This relates to 159 individuals who had a period of sickness in the period.</p> <p>Average Sick Days per FTE for the Place Directorate is 3.39 which is above the 1.99</p>
Quarter	Average Sick Days																		
Q1 2018/19	5.67																		
Q2 2018/19	5.57																		
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Two Year Trend								Commentary
								target but is a decrease on Quarter 3. This relates to 230 individuals who had a period of sickness in the period.
(ii) Sickness Absence - Avg FTE Days Lost per FTE								<p>The Place department has continued to show the highest sickness rates and along with the People department.</p> <p>A breakdown in the sickness rates for Place is to the left.</p> <p>It should be noted that the Place department has a large manual workforce where sickness absence levels does tend to be higher. This trend is not just within Enfield Council and is typical within this workforce category. The areas that have the highest absence rates are within Property and Economy and Housing and Regeneration. Property and Economy has seen a recent increase in absence rates.</p> <p>A deep dive analysis has been completed, this runs up to Quarter 2 to help inform actions and strategies to address absence. For the Place department that has seen the higher absence rates the findings are:</p> <p>For male employees the main reasons for absence are musculoskeletal problems followed by anxiety, stress and depression.</p> <p>For female employees, anxiety, stress and depression are the highest reason for absence followed by injury and fracture</p> <p>It should be noted that the total headcount for the Place department has increased over the last year which may account for some of the rise in sickness, this is due to structural changes across the Council.</p> <p>A review of return to work interviews has been completed which should occur when an officer returns to work and Place is the best performing department in undertaking these.</p> <p>A review of manual and non-manual staff absence has taken place and the volume and incidents of manual staff absence have reduced this year in comparison to last year.</p>
Indicator	Q4 2018/19	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20		Annual Target 2019/20	
	Value	Value	Value	Value	Value	Target		
HR0008dd Average Sick Days per FTE per Month - Place	3.04	2.52	2.91	3.18	3.39	1.99	7.96	
RES006 Environment & Operations	3.08	2.85	3.59	3.49	3.50	1.99	7.96	
RES011 Property & Economy	1.38	0.69	0.76	2.51	4.24	1.99	7.96	
RES012 Housing and Regeneration	4.19	3.05	2.90	3.53	3.77	1.99	7.96	
RES013 Planning	1.04	0.12	0.22	0.57	0.72	1.99	7.96	

Two Year Trend	Commentary
	<p>Specific support is being given to staff across these areas including increased training and support.</p> <p>As a result of the deep dive the actions below have been refreshed.</p>

Next Steps, Additional Analysis and Further Actions:

- Staff that have reached trigger points for sickness are reviewed by the services and cases of long term absence or frequent occurrences are being actively managed. Managers of these staff are being supported by HR.
- The OD team have commissioned a series of Mental Health workshops for both employers and employees. The pilot commenced at the end of 2019. Following feedback from attendees, the L&OD service is now commissioning a new provider to deliver practical training for staff and managers. This second pilot is due to start in June 2020.
- HR and Knowledge & Insight are working closely together to ensure management sickness absence reports are provided to all Directors on a monthly basis.
- HR Advisers will continue to have regular review meetings Directors and managers to ensure there is an agreed action plan for each case.
- Long term sickness absence over 100 days will be revisited and an action plan developed to address these.
- Six monthly sickness absence reports will be shared with EMT with progress updates where there are identified concerns. Knowledge & Insight will support HR with the production of these reports.

Council Housing

- A sickness absence review board has been established to review all sickness within Council Housing.
- HR continuing to monitor absence in all areas of housing, and support managers in addressing frequent and long-term absence
- Monthly absence reports will be cascaded to Directors and reviews will take place with HR officers, to ensure action plans are in place to reduce high level of sickness absence and ensure all current cases are being effectively managed.
- There are three longer term absence cases which have been directly impacted by Covid-19 with the employees having operations or specialist / consultant appointments cancelled
- The majority of the Housing Team now have stable leadership with clear direction and a consistent approach to supporting attendance in the workplace.
- Still some outstanding coaching to be delivered and these are planned to take place in Qs 1 and 2.
- Key managers from this area attended Mental Health awareness training in Q3
- There are four complex cases in the Homelessness team. HR Advisers are working with the relevant managers but due to the current pandemic there are delays to specialist appointments; face to face counselling and cancer treatments.
- Bespoke training will be delivered to the Homelessness management team in Q2.
- There is an on-going series of Organisational Development activities aimed at supporting:
 - Senior & Middle Managers across Housing
 - Additional support for the Neighbourhoods Team where morale is low.
 - Facilitated session for Housing Property Services team looking at behaviours and organisational culture. This is following some issues identified within the team and a desire to ensure that we mould and shape the culture of the service particularly as we grow the team significantly through the insourcing of repairs.

- Team building intervention for the Sheltered Housing Service who are a dispersed workforce and need to focus on improved communication and a team ethos.
- The service continues to undergo significant change with physical changes planned for Edmonton Green to accommodate the new Housing Resolution Centre. There has been an increase in headcount due to the insourcing of the repairs service; and a change in leadership..

Property & Economy

- Recommend a sickness board is formed to consider all sickness absence within the portfolio under this Director.
- HR are working with the relevant managers to ensure all cases are proactively managed.
- Recruitment activities are on-going on the appointment of new managerial roles across services including Cleaning.
- It is anticipated that sickness absence will increase following the in-sourcing of Norse. However, work is planned to support these new managers and team leaders that were TUPE'd to the council in this Service to ensure they are trained and supported to proactively manage sickness absence.
- HR induction has taken place for the 3 new Cleaning Managers including sickness absence management.
- There are eight long-term Cleaning cases that transferred to the Council and these will be dealt with as a priority. HR Advisers have been allocated to each case.
- New managers are now in place for Leisure & Culture and Facilities Management who will support absence management and renewed focus in these areas. The Senior HR Advisor is meeting with both new managers to progress and prioritise all outstanding cases in their respective services.

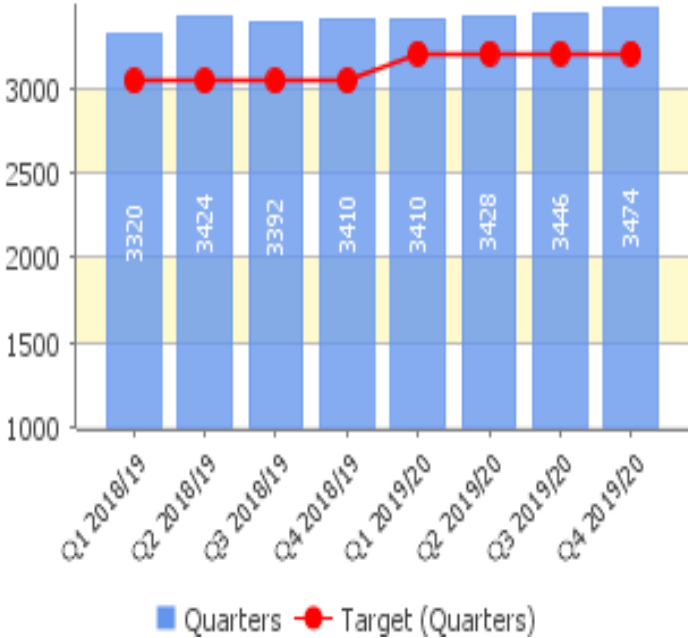
Environment Operations

- There continues to be on-going monthly sickness board meetings with the Director, managers and HR to discuss progress all long-term cases. This is having a positive impact as managers are progressing individual case reviews, OH referrals and hearings in a timely manner.
- All long-term cases are being actively managed with managers with appropriate support from HR
- Long-term absence is now reducing. Three cases have been resolved by ill-health retirements.
- Over the next period focus will concentrate on medium and short-term absence cases and interventions agreed.
- Recruitment has been completed in the Parks service to reduce the number of agency workers. All new recruits have completed their induction including service expectations and procedures in relation to sickness absence.
- New front-line supervisors in Waste Services have completed an induction with HR and are receiving HR support in relation to absence management and processes.

Timeframes for Improvement

- As managers start to address sickness absence and record this information more accurately, there may be a slight rise in the short to medium term of our absence figures. It is anticipated through the activities that result from the deep dive exercise, and the reporting of sickness absence on a 12-month rolling year, these figures should show a reduction by December 2020.
- Priorities will be initially focussed on long term sickness absence across the council.
- However, it is important to note, that the effect of Covid-19 may have an adverse impact on the Council's ability to reduce sickness absence whilst the pandemic situation continues.
- It is anticipated that by addressing the root causes of work-related stress and supporting staff through mental health and wellbeing, this will significantly improve the overall attendance and sickness absence figures.
- Further analysis will be provided looking at sickness patterns around the manual workforce as part of next performance review and action plan. At this stage we will have a full end of year sickness period to report on.

Action Plan Subject: Temporary Accommodation
Lead Director: Executive Director Place

Two Year Trend	Commentary																		
<p data-bbox="197 322 735 394">Number of households living in temporary accommodation</p>  <table border="1" data-bbox="124 412 815 1048"> <thead> <tr> <th>Quarter</th> <th>Number of households</th> </tr> </thead> <tbody> <tr> <td>Q1 2018/19</td> <td>3320</td> </tr> <tr> <td>Q2 2018/19</td> <td>3424</td> </tr> <tr> <td>Q3 2018/19</td> <td>3392</td> </tr> <tr> <td>Q4 2018/19</td> <td>3410</td> </tr> <tr> <td>Q1 2019/20</td> <td>3410</td> </tr> <tr> <td>Q2 2019/20</td> <td>3428</td> </tr> <tr> <td>Q3 2019/20</td> <td>3446</td> </tr> <tr> <td>Q4 2019/20</td> <td>3474</td> </tr> </tbody> </table> <p data-bbox="277 1010 660 1048">■ Quarters ● Target (Quarters)</p>	Quarter	Number of households	Q1 2018/19	3320	Q2 2018/19	3424	Q3 2018/19	3392	Q4 2018/19	3410	Q1 2019/20	3410	Q2 2019/20	3428	Q3 2019/20	3446	Q4 2019/20	3474	<p data-bbox="852 300 1490 465">Quarter 4 showed that Enfield had 3474 households in Temporary Accommodation (TA). This is a slight increase from the end of year and Quarter three figure of 3446. Demand continues to place pressure on the service</p> <p data-bbox="852 501 1278 568"><u>COVID pandemic - Emergency Accommodation provision</u></p> <p data-bbox="852 600 1490 869">The country went into lockdown on 22 March 2020, following this the closure of all rough sleeper shelters by 27th March 2020. In preparation to house rough sleepers and single people at imminent risk of rough sleeping we began the process of procuring/negotiating room/studio/1-bedroom accommodation from the following provision:</p> <ul data-bbox="900 904 1490 1122" style="list-style-type: none"> • Registered Providers • Empty council stock • Use of refurbished decants (regen areas) • Negotiation with Travelodge (Edmonton) • Nightly let accommodation • Supported housing providers <p data-bbox="852 1151 1490 1384">From contacting the above providers, a listing was created of suitable accommodation to support both COVID symptomatic and non-symptomatic cases to ensure safety for a lock down period of up to 12 weeks. The Allocations scheme was suspended for a period to aid using council stock for emergency use.</p> <p data-bbox="852 1420 1490 1554">In relation to family size units the government issued a moratorium for evictions in the private rented sector, therefore stopping any further bailiff warrants for the period of lock down.</p> <p data-bbox="852 1590 1474 1657"><u>Update on Service Design for homeless and Prevention Services</u></p> <p data-bbox="852 1688 1490 2018">In preparation for the new service redesign, new ways of delivering homelessness and prevention Services started in January 2020 with new teams and more experienced caseworkers working on the front line at John Wilkes House to receive enquiries, offer advice and take on casework with minimum hand offs. This means new customers have one caseworker dealing with homelessness prevention and any follow up homeless application. The new Service Model is more</p>
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efficient, enabling caseworkers to undertake 'outreach' homelessness prevention surgeries, co-located with the Council's front-line MASH and Children's Services' Early Help Services. Standing Together Domestic Abuse charity has been reviewing Enfield's approach to Domestic Abuse in housing cases through research, surveys, interviews and workshops with staff and partners to inform Enfield's new service model. Pending their recommendations, a new risk based domestic abuse checklist has been designed to support and improve our response to those facing domestic abuse.

The Covid pandemic led to a rapid redesign of the service offer. All services are now provided through a central phone line with the number advertised to other agencies and through our website. Calls are monitored to ensure that all calls are answered within 5 rings. Once someone is registered with the service, they are able to contact their caseworker directly by phone or email. Alternative solutions have been found for submitting documents and signing agreements, meaning that we are able to provide the service remotely. The lessons for this are now being built into the future service model.

Cabinet agreed on the January 22nd, 2020 for the following to take place with the associated timeframes:

- New service design restructure – starting June 2020
- Join Capital Letters – April 2020
- Establish Enfield Let (subject to approval)
- Use of Single Homelessness Program (SHPS) – April 2020

We envisage that the new structure will be partially in place by June 2020 with a fully staffed structure by end September 2020. The timescale is subject to union and staff consultation.

Timescales for Improvement:

In terms of seeing an improvement in the TA figures, this will only be realised through the service design.

Positive Actions undertaken in Quarter 4

Other positive actions include:

- 40 rough sleepers housed (verified)
- Moved on 30 families from TA
- Prevented 98 families from going into TA

	<ul style="list-style-type: none">• Reduction in TA void property income loss of £196k• Close working with our TA Income Recovery Team colleagues resulted increased collection of rent by £235k
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London Borough of Enfield**Cabinet****15 July 2020**

Subject: Homelessness in Enfield (3)
Cabinet Member: Cllr Needs
Executive Director: Sarah Cary, Executive Director Place

Key Decision: KD4682

Purpose of Report

1. This is the third Cabinet Report on Homelessness in Enfield. The first report in September 2019 set out the vision for a new approach to homelessness in Enfield including outlining a vision for proposed changes to the Allocations Scheme which fundamentally addresses the question of who social housing is for. The second report in January sought approval to establish key partnerships with interventions to maximise private rented accommodation and the support for residents necessary to deliver on this together with the outline service model for the Councils service to drive prevention and early intervention.
2. This report sets out our approach to ensuring that residents have access to properties from a wide range of tenures from social rent to shared ownership. The three policies represent a coordinated approach to the housing market in Enfield. We are determined to enable everyone to access a stable, secure and decent home regardless of tenure. Our strategy is therefore to:
 - Step in to prevent people from becoming homeless at the earliest possible stage, rather than waiting until they have a crisis
 - Equip people with the skills to manage a tenancy in the PRS through training and support
 - Reshape the housing market to improve access to housing in the private rented sector for residents whilst improving quality
3. The Allocations Scheme incentivises residents to work with us to prevent homelessness. We want everyone to have a safe and secure home but there is simply not enough social housing to meet the needs of everyone in the borough. This means that solutions need to be rooted in the private rented sector. The Allocations Scheme supports this approach by rewarding residents who make a success of living in the private rented sector.
4. The Placements Policy sets out the way in which we will offer residents homes in the private rented sector and ensure that these are both suitable for the household and sustainable in the longer term. It also covers the way in which we will prioritise households for accommodation within Enfield in situations where there is not enough housing within the borough. Our policy though remains not

to place families out of the borough unless this is either what they want or where there is no suitable alternative.

5. The Intermediate Housing Policy sets out our approach to ensuring that residents can access a range of tenures that are not covered by the Allocations Policy. This recognises that the limited supply of affordable housing can only be available for those with the most acute housing needs. The policy prioritises intermediate housing for workers in essential services in Enfield and goes some way to recognise the need for housing for these residents who have done so much during the pandemic.
6. The draft Allocations Scheme was subject to a consultation with residents and stakeholders. The consultation ran from December 2019 to April 2020. This report sets out the results of consultation and the proposed Allocations Scheme for approval having regard to an equality impact assessment which is included as an appendix to this report. As a result of the consultation we are amending our plans as follows:
 - The proposal to count living rooms as bedroom for properties in the private rented sector has been removed.
 - Lowering the threshold for minimum points to be able to bid from 150 points to 100 points
 - Removing the greater priority given to households in employment
7. The impact of Covid has led to a reappraisal of our plans for the service and how services will be delivered in future. We have re-evaluated the impact for residents of the new allocations scheme in the light of the issues highlighted by the pandemic and the measures taken to prevent the spread of the virus.
8. We are conscious of the role that overcrowding plays in both the sustainability of the lockdown measures and in the ability of residents to be able to self-isolate where necessary. Recent figures on mortality from Covid for residents from BAME communities have added physical risk to the dangers of overcrowding. This has resulted in our changed approach to the rooms counted as bedrooms in the private rented sector for both the Allocations Scheme and the Placements Policy and in the level of priority given to overcrowded households.
9. Government policy on social housing allocations is continuing to evolve. New statutory guidance has been issued on the prioritisation of members of the armed forces and their partners or spouses. This has been incorporated into the new allocations scheme.
10. We are aware of forthcoming legislation on domestic abuse. This will impact on the Allocations Scheme; however, the legislation has not been finalised. We are therefore requesting that authority be delegated to the Cabinet Member for Social Housing to approve amendments to the scheme.
11. The new policies will see the following benefits for residents:
 - Increased transparency in the allocation of social rented homes based on enduring housing needs such as disabilities and long-term health conditions
 - Increased priority for those that are overcrowded
 - Increased access to a range of properties, both existing and in development
 - A prioritisation of essential workers in Enfield for intermediate housing

- Local letting schemes for new build properties to enable residents to directly benefit from regeneration activity
- Increased priority for homeless households who move into the private rented sector rather than remaining in temporary accommodation
- Fewer households living in temporary accommodation

Proposal(s)

12. Cabinet is requested to:

- Recommend approval of the Allocations Scheme, set out in Appendix 1, to full Council
- Approve the Placement Policy for temporary accommodation and private rented sector offers, set out in Appendix 2
- Approve the Intermediate Housing Policy set out in Appendix 3
- Delegate authority to the Cabinet Member for Social Housing to approve minor amendments to the Allocations Scheme, Placement Policy and Intermediate Housing Policy

Reason for Proposal(s)

13. The human cost of homelessness and households spending years in temporary accommodation is enormous. At the same time the financial cost to the council of an ever-increasing number of households in temporary accommodation is growing from its current level of £6.9M per year. The proposals outlined represent a shift in focus and investment in the prevention of homelessness and support for residents to proactively reduce the number of households reaching crisis point.
14. Our current allocations scheme is focused on immediate housing need. This means that households who have an enduring need for support and services other than housing itself cannot be prioritised. The principle behind the new scheme is that those households who have an enduring need should be given greater priority for housing. This means that we will take a coordinated approach to the prioritisation of households, working with Adult Social Care and Children and Family Services to ensure that we are prioritising those households who have a long term need rather than a short term crisis where the household's situation may improve with time. We anticipate that this will also help to reduce the pressures on other Council services.
15. The impact of Covid has meant that we have had a sudden rise in the number of single people approaching us for help and who we have accommodated on the basis of their risk of rough sleeping as required by Government. This has led to us accommodating over 200 people in short term emergency housing. The step down and move on for this group is covered in our Local Delivery Plan elsewhere on this agenda. The current Allocations Scheme includes provision for rehousing rough sleepers on a 'housing first' basis alongside a package of support.
16. The pandemic has also highlighted the role that overcrowding plays in the sustainability of the lockdown for many of our poorest households. Recent figures on mortality from Covid for residents from BAME communities have also added physical risk to the dangers of overcrowding for these communities. The Allocations Scheme gives additional priority to social housing tenants who are overcrowded. For private rented tenants, we are working to improve access to the private rented sector to make it easier for them to move to a more suitable home. The Placement Policy sets out our approach to this.

Relevance to the Council's Corporate Plan

17. Good homes in well-connected neighbourhoods

The policies are intended to ensure that the Council and residents can make the best use of existing housing, across a wide range of tenures and links to our wider Housing and Good Growth Strategy.

18. Sustain strong and healthy communities

The allocations scheme gives far greater priority to households who have disabilities or health needs. This will be of particular benefit to families with disabled children.

19. Build our local economy to create a thriving place

The policies are an intrinsic part of our Homelessness and Rough Sleeping Prevention Strategy. We aim to improve access to safe and affordable housing for all residents through a range of initiatives and strengthen residents' ability to sustain the housing through support and training.

Background

20. Enfield Council's Housing and Good Growth Strategy to 2030 sets out the vision and housing policy to help more people realise their aspirations.

21. This report sets out the overarching framework for ensuring that residents have access to safe and affordable housing across a range of tenures:

- The Allocations Scheme sets out our approach to the allocation of social rented housing across both Council owned and registered provider (housing association) owned properties.
- The Placements Policy sets out our approach to offering residents private rented sector homes either as temporary accommodation or as a permanent home.
- The Intermediate Housing Policy sets out our approach to shared ownership and the various form of discounted market rent

22. The last few months have placed residents and services under extreme pressure. The full impact of the Covid pandemic has yet to be felt but the short-term impacts have been profound. The immediate impact was a halt to evictions in the private rented sector, but also to our ability to let social rented properties. This meant that we stopped new social housing lets to focus on the provision of short-term emergency housing. Revised government guidance in early May enabled us to resume social housing lettings.

23. The lockdown has also seen unprecedented numbers of single homeless people and childless couples approaching us for help. In line with government guidance, we have been providing emergency accommodation although we may not have a statutory responsibility towards this group. As approved by Cabinet in January, we are mobilising the contract with the Single Homelessness Prevention Service. This will enable us to provide support and permanent housing to around 500 single homeless people each year, regardless of government policy in this area. In advance of the start of the contract we are working to ensure that we can secure permanent homes for all those who are currently in emergency accommodation.

24. In response to this we have launched the Landlord Advice Line. This provides advice to landlords as a way of de-escalating situations and as an early

intervention tool to prevent homelessness in the future. This complements the Housing Advice Line which is now open for any resident concerned about their housing situation.

25. As the lockdown is progressively lifted, we expect to see a surge in the number of people approaching us for help, driven by both the economic and social pressures of the pandemic. We are expecting to see large increases in request for help from people fleeing domestic abuse and from those losing their tenancy.
26. Because of this, we are moving forwards with the establishment of the Housing Advisory Service as outlined in the January Cabinet paper. We are working closely with other services to ensure that we can maximise the benefits to residents through the colocation of services including the Domestic Abuse Hub and Children and Family Services. The service model has been adapted as we apply learning from providing services during the pandemic. In moving the service to being telephony based we have managed to improve access for residents. Initially this was part of our emergency response but has now been incorporated into a longer-term plan to channel shift the service to being telephone and internet based. The intention is to improve the accessibility of the service by ensuring that residents can contact us without needing to travel to a set location.
27. A key theme of the draft Equality, Diversity and Inclusion Policy (A Fairer Enfield) is to reduce the number of households living in temporary accommodation. The implementation of the new Allocations Scheme is a critical part of our approach to reducing the number of households living in temporary accommodation. The Placement Policy sets out our approach to securing suitable, affordable housing for them to move on to.
28. As outlined in our Homelessness Prevention Strategy, the Council is committed to using all its resources and creativity to make the experience of homelessness rare, brief and non-recurring. We are determined to enable everyone to access a stable, secure and decent home regardless of tenure.

Main Considerations for the Council

The Allocations Scheme

29. By law, the Council must publish how it intends to make sure that social housing goes to those who need it most. This is set out in an allocations scheme. We allocate accommodation when we:
 - select people to be a secure, flexible or introductory tenant of the Council;
 - nominate people to be a secure, flexible or introductory tenant of another council;
 - nominate a person to be an assured, flexible or introductory tenant of a housing association (legally known as a Registered Provider).
30. The allocations scheme is designed to give priority for housing to those people that are most in need of help. In looking at need, we want to ensure that we look at the lifetime needs of a household rather than just looking at their immediate situation. In developing the approach, we have two aims:
 - To allocate council homes according to the lifetime needs of a household
 - To support residents to improve their housing situation without social housing

31. The allocations scheme is an integral part of the Homelessness Transformation Programme as it provides the service with the necessary tools and incentives to support residents to adopt behaviours that will support positive housing outcomes. Above all we want to ensure that the route into a Council or housing association home for those without additional needs is to be a successful tenant in private rented sector. We want to end the use of temporary accommodation as a long-term solution to people's housing needs and to ensure that all residents have access to a stable, secure and decent home.

Case Studies

The Housing and Growth Strategy set out some case studies of different households and what types of tenure they would be able to afford. The examples below illustrate how the proposed policies would impact on these households.

Nadia is a full-time nurse in Enfield, earning £37,000 per year. She has one son, Max, who is 13 years old. Nadia could afford to rent a 2-bed flat on London Affordable Rent (LAR), which would be 28.6% of her net income. Nadia could also afford to rent a 2-bed flat on an intermediate rent, which would be a maximum of 37% of her net income.

Nadia would be eligible to apply for intermediate housing and would be in the top band. She would therefore be prioritised for intermediate rented housing. If she applied for social housing, she would not be able to bid for social rent or London Affordable Rent homes but would be able to bid for other tenures.

Mo is a full-time teacher who lives with his partner, Amy, who works as a nurse part-time. Together, they earn £58,000 per year. They have three children, the youngest is still in nursery. Mo and Amy could afford to rent a 4-bed house on an intermediate rent, which would be 27.8% of their net income. They could also afford to rent a 4-bed house in the Private Rented Sector (median private rent), which would be 34.2% of their net income. With a 5% deposit of £6,500, they could also consider a shared ownership flat (25% share), which would be around a third of their net income.

Mo and Amy would be eligible for intermediate housing and would be in the top band. They would be prioritised for both intermediate rent and shared ownership properties. If they applied for social housing, they would not be able to bid for social rent or London Affordable Rent homes but would be able to bid for other tenures.

Eve and Jordan live in Enfield with their two sons. Eve works in a shop, earning the minimum wage and Jordan cares for their children. The family could afford to rent a 2-bed flat on London Affordable Rent (LAR), which would be 29% of their net income*.

Eve and Amy would be eligible to join the housing register for social housing and would not be restricted on the tenures that they are able to bid on.

Ray works part time in a café and has a son and daughter. Ray could afford to rent a 3-bed flat on London Affordable Rent (LAR), which would be 35.5% of his net income

Ray would be eligible to join the housing register for social housing and would not be restricted on the tenures that he is able to bid on.

Key Changes

Who is Housing for?

32. The Council has different obligations to homeless households depending on when they became homeless. We want to ensure that the Council's policies support residents to make the most of the opportunities open to them. Under the current allocations scheme residents who move out of temporary accommodation lose their points of the housing register. The new scheme is intended to reward residents who move out of temporary accommodation into the private rented sector and to give them an annual increase in points for sustaining the tenancy.
33. Changes to the way in which the Council undertakes regeneration will also have an impact as roughly a third of allocations currently go to people being decanted as part of a regeneration scheme. Under the new plans decants will not commonly be required prior to regeneration. This means that under the new scheme, there will far fewer homeless applicants and fewer decants. This prompts the wider question of who social housing is for.
34. The proposed scheme is intended to take a more holistic view of need and to prioritise those household who have an enduring need for social housing rather than looking at a specific point in time. Key to this will be ensuring a coordinated approach between Housing, Children's Services and Adult Social Care. The new allocations scheme enshrines this approach by prioritising those who need or receive care services.
35. This is a new approach and will be reviewed once the scheme has been operating for twelve months. We are therefore seeking delegated authority for the Cabinet Member for Social Housing to amend the scheme.
36. The implementation of the new scheme is dependent on the implementation of new software. This is due to be in place by December 2020, but the exact timing of the implementation is therefore subject to change.

Income Thresholds

37. The old Allocations Scheme includes an income threshold of £40,000 for households without children or £70,000 for households with children. Households above the income threshold are not eligible to join the housing register.
38. The new Scheme has a more graduated approach. The new threshold is set at the minimum income required to be able to afford shared ownership properties in Enfield (currently £37,000). This will change as house prices in the borough change and the scheme sets out how this will be calculated. Households below the threshold would be able to bid on any properties that they are able to afford, including Council homes. Households above the threshold would not be able to bid for Council homes at social rent or London Affordable Rent levels but would be able to bid for housing association homes at higher rent levels.

Homeless Applicants (pre-November 2012)

39. Applicants who were accepted as homeless before November 2012 are entitled to an offer of social housing (either a council or housing association home). Under the new scheme a household in temporary accommodation will receive one suitable direct offer of a social rented home. However, if they move into the

private rented sector, they can increase their points and retain the right to bid for properties through the choice-based lettings system.

Homeless Applicants (post 2012)

40. Applicants who were accepted as homeless after November 2012 can be offered a private rented home and are not entitled to social housing. Under the new scheme an applicant in temporary accommodation will be made an offer of private rented accommodation and this will discharge our duty towards them. However, if they work with the service to secure a privately rented home (found either by themselves or by the Council) then they can increase their points and receive an annual uplift. This means that they will be able to continue to bid for social housing after they have moved into a privately rented home.

Applicants with Disabilities

41. Government figures suggest that the number of people with disabilities and medical conditions on the housing waiting list in England has risen by almost 11,000 in two years. They show 119,621 disabled people or people with a medical condition were left waiting for an accessible home by their local authority in 2018/19, a rise of more than 10% since 2016/17
42. As a result, the new allocations scheme gives greater priority to households with disabilities. The current allocations scheme gives priority to applicants with disabilities for one-bedroom properties. The new allocations scheme broadens the scope to include all property sizes. This means that the new scheme enables the prioritisation of families with disabled children. There is also an emphasis on ensuring close coordination with health and care services. A new priority group is included:
- *Where a member of the household has been diagnosed with either a mental health illness; learning disability; physical disability, sensory impairment or long-term condition and they:*
 - *will receive support from social care services; or*
 - *could be in need of social care services in the absence of settled accommodation; and*
 - *have a significant need for a social tenancy because their current housing circumstances are having a severe negative impact on their health condition and wellbeing.*
43. Eligibility will be determined by multi agency panels to ensure the coordination of services. The terms of reference for the panels are set out at Appendix D of the Allocations Scheme.

Income Thresholds and Tenure

44. The new scheme introduces an income threshold. The threshold is based on the entry point for shared ownership in Enfield. The formula is based on the principle outlined in the Housing and Growth Strategy 2020 that no one should pay more than a third of their income on housing costs. There are also different thresholds for different tenures, reflecting both their affordability and the grant criteria for building these homes.

Supported and Sheltered Housing

45. The new allocations scheme simplifies the criteria for allocating sheltered and supported housing. Priority is based on using the housing points from the main scheme multiplied by assessed support need.

Garden Rule

46. The garden rule preventing the allocation of properties to households without young children is removed. This will enable the allocation of properties to larger families without young children.

Flats above the ground floor

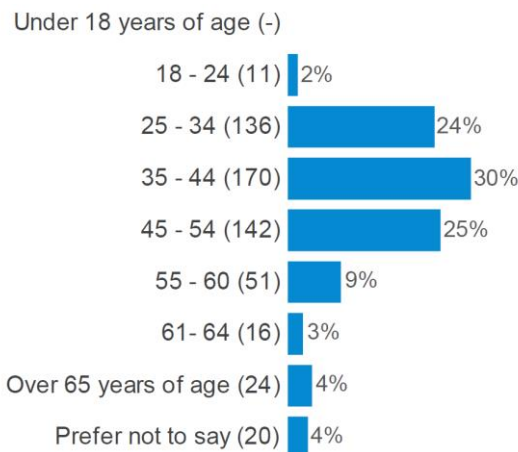
47. The new scheme gives priority to people living in high rise properties who would be unable to escape in the event of a fire. All council properties require people to be able to self-evacuate their homes, in the event of a fire. This means tenants must be able to leave their flat, without assistance. If an applicant is unable to do this, they must declare this on the application. If they have a mobility problem, under the new scheme, we will carry out an assessment known as a Personal Emergency Evacuation Plan. This will determine their suitability for housing according to their level of mobility and the support they require.
48. If an applicant is able to self-evacuate their flat unaided, but has mobility problems, which would mean that they would be unable to use a staircase to evacuate the building, they will not be able to bid for properties above ground floor level unless the building has a full sprinkler system. This is to ensure their safety.
49. This will impact on our existing tenants. As part of our new approach to Health and Wellbeing we have identified a small number of residents who may have difficulty in self-evacuating. We undertake person centred fire risk assessments such households and mitigation measures include fire prevention/suppression measures or potentially rehousing. The new scheme will enable us to prioritise these residents for a transfer to suitable accommodation.

Public Consultation on the Allocations Scheme

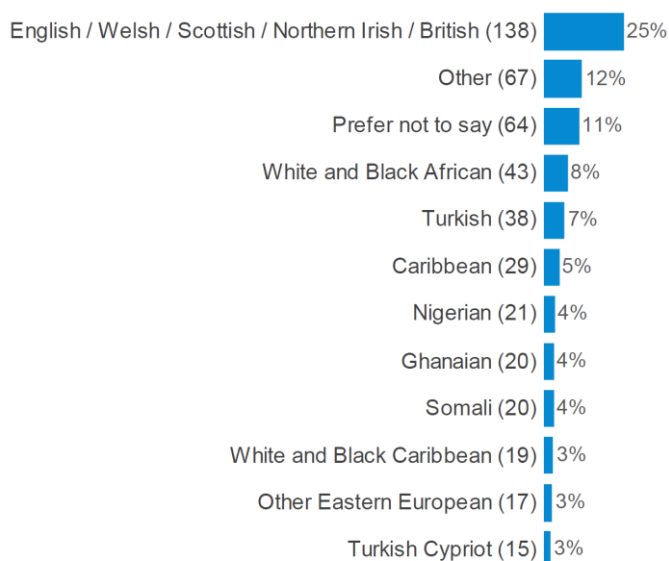
50. The public consultation ran from December to April. In addition to the usual channels we directly contacted all of those on the housing register or in temporary accommodation and leafletted current tenants.

The Response

51. This consultation produced a strong response with 577 responses. 59% of responses were from people who had been directly contacted by email or letter because they are directly affected by the proposals. 70% of respondents receive welfare benefits. Unusually, the consultation produced a strong response from younger residents with 26% being under 35 years old and another 30% aged between 35 and 44 years. The full breakdown was:



52. 74% of respondents were female and 37% had some form of illness or disability. There was a good spread in terms of ethnicity with most responses being from people from a minority background:



53. We are therefore confident that we have managed to capture the views of those who are most affected by the proposals. The full results of the feedback are shown at the annex and as a result we intend to amend our approach as follows:
54. Reduce the points threshold for bidding from 150 points to 100 points
55. Remove completely the proposal to count living areas as bedrooms in the private rented sector when calculating overcrowding

Who is Housing for?

56. There was strong support for limiting access to social housing to those with lower incomes with 78% of people supporting the proposals. Residents were also supportive of Key Workers being allowed to join the housing register (61%) for affordable housing but were split on whether they should receive priority (43% wanted greater priority whilst 41% were opposed). However, it does indicate support for keyworkers being prioritised for discount market rent products as part of Build to Rent schemes being addressed through the Intermediate Housing Policy. There was strong support for the minimum age for holding a tenancy being raised to 18, with 75% being in favour of the proposals.

57. The proposal to remove intentionally homeless applicants from the register had a lower level of support with 52% agreeing and 27% disagreeing with the proposal. Residents were more supportive of the New Generation scheme for the children of Council tenants with 67% agreeing with the proposals. This would enable the continuation of the scheme to allocate smaller properties to the children of Council tenants who are overcrowded whilst living with their parents.
58. Of those residents already on the housing register, only 22% believed that their current priority in the scheme reflects their current position. 44% believed that moving away from the quota system would better reflect housing need with 22% disagreeing.
59. The area that residents were opposed to was counting living areas as bedrooms for households in the private rented sector. 31% of residents supported the proposal whilst 52% disagreed. We have also considered the impact of Covid on residents living in overcrowded homes, and as a result have removed this from the proposed scheme.
60. There was a mixed response to the idea of preventing people with a low number of points (150) from bidding. 48% were supportive of the proposals whilst 40% disagreed. In order to take account of the range of opinion we propose reducing this threshold to 100 points.
61. The idea of looking at a household's long term needs to determine priority was supported by 83% with only 6% disagreeing with the proposals.

Homeless Households

62. 56% of residents agreed with the proposal to support residents in the private rented sector to sustain their tenancy with only 17% disagreeing. 64% of residents agreed with the proposal to make a single offer of a social rented tenancy to homeless households who are currently in temporary accommodation and applied before November 2012.
63. 47% of residents agreed with the proposal to reward households who move out of temporary accommodation into the private rented sector with additional points with only 24% disagreeing.

Applicants with health problems or disabilities

64. There was exceptionally strong support for the proposal to prioritise households receiving support from adult social care with 89% agreeing with the proposals. Only 2% disagreed with the proposals.
65. 70% of residents agreed with the proposals around additional rooms for carers with 74% agreeing with reserving wheelchair adapted homes for wheelchair users.

Flats above the ground floor

66. There were a number of comments within the survey from residents living in properties above the ground floor who said they were effectively housebound. They were very supportive of the proposal to prioritise vulnerable residents in high rise blocks. This area has also generated considerable interest from housing associations in the borough and we are discussing the implications with them.

The Placement Policy

67. The Placement Policy sets out how we ensure that the accommodation we find for people meets their needs. It covers both temporary accommodation and the private rented sector. Wherever possible accommodation will be in borough. However, the policy also sets out the circumstances in which we would consider out of borough placements and the support that would be provided in these circumstances. It also sets out the minimum standards that residents can expect from the accommodation we secure for them.
68. Although the placement policy sets out how we ensure that the accommodation we find for people meets their needs, we currently work with all London boroughs and out of London local authorities in ensuring that placements are made sensitively. This is in line with the proposed Local Government Association (LGA) good practice work on out of borough placements and the impact for children.
69. We are working with the LGA on the development of proposals to lessen the impact of out of borough placements on children. Enfield Council's policy is to only make out of borough placements where absolutely necessary, but there are occasions where there is no alternative. The LGA proposals will cover
 - Suitability of accommodation
 - Vulnerable Households
 - Resettlement Support
 - Transfer of responsibility when a duty is ended out of area
 - Children's Education
 - Blocks and PDR Developments
 - Notifications
70. Whilst we are committed in principle, this is likely to lead to additional costs for the service. Where necessary we will lobby for additional resources to ensure that we are able to fully implement the guidance once published.
71. Enfield is also a participant in Setting the Standard (STS). This is a pan-London programme for reporting and checking the standard of Bed and Breakfast (B&B) and other nightly paid temporary accommodation (TA) – primarily studio accommodation – used by London boroughs. The system includes a web-based referencing system that can be used by boroughs to check that the accommodation it uses meets a suitable standard in relation to property conditions. It is a voluntary agreement between boroughs with four clear objectives:
 - Ensuring that all properties secured for vulnerable people in higher-risk TA meet a suitable and safe property standard;
 - Enabling boroughs to place households in accommodation with confidence, particularly when placing across borough boundaries;
 - Creating efficiencies in inspections and enforcement action by avoiding multiple inspections by different boroughs; and
 - Delivering a common minimum inspection standard using the agreed STS guidelines.
72. At the moment STS only applies to single room accommodation. The intention is to roll the scheme out to cover all temporary accommodation in the longer term.

73. The Placement Policy also extends our existing minimum standards for leased temporary accommodation to include all forms of temporary accommodation and placements into the private rented sector. Properties will be subject to regular inspections once the new staffing structure is in place.

The Intermediate Housing Policy

74. Intermediate housing consists of homes for sale and rental homes provided at a cost above social rent, but below market levels subject to the criteria in the Affordable Housing definition above. These can include:
- First Homes (subject to approval of the scheme under consultation)
 - London Living Rent
 - Discount market rent (Build to Rent schemes)
 - Shared equity
 - Shared Ownership which might extend to the Right to Shared Ownership in future Affordable Housing programmes
75. Current and planned future housing stock in Enfield includes these housing products, but we do not currently have a policy which sets out how people can access this type of housing, or who is prioritised. Intermediate housing is not allocated via the Council's Housing Allocations Scheme – neither the existing Scheme, or the draft revised Scheme which has been published for public consultation.
76. The objectives of this policy are to ensure that we:
- Establish clear criteria to determine who is eligible for intermediate housing in the borough
 - Establish clear criteria for prioritising applicants for intermediate housing in the case that there is more than one applicant for a property
 - Prioritise applicants to help ease pressure on social housing where possible and to ensure that intermediate housing is targeted to those with the greatest need
77. The policy is designed to support the delivery of affordable housing through cross subsidy. In order to support this the policy requires that schemes provide:
- An affordable housing mix of 70/30 split in favour of rented accommodation
 - An Intermediate product should be no greater than 70-80% of market rent and no greater than 40% of household income
 - London Living Rent should be genuinely affordable with rents no greater than 40% of household income
78. Residents will be prioritised for housing in seven bands according to need and the ability to 'free up' existing tenancies:
- Priority 1: Workers in essential services that work in Enfield
 - Priority 2: Social and affordable housing tenants in Enfield
 - Priority 3: Members of the armed forces
 - Priority 4: Enfield residents on housing needs register

- Priority 5: Enfield residents
- Priority 6: Non-Enfield residents who work in the borough
- Priority 7: London resident

79. To improve accessibility for local residents, the policy sets clear guidelines for the marketing of intermediate products in order to ensure that those who need the product most in the borough are able to express an interest first.
80. The Council will therefore require developers and housing providers to deliver new intermediate homes at price points that ensure that households can access and afford them. The Council will also require developers to take account of incomes on a borough-wide basis but also at a ward-specific level.
81. Intermediate housing is a relatively new area for the Council and our policy will continue to evolve over time as we learn from experience. Cabinet is therefore requested to delegate authority to the Cabinet Member for Social Housing to approve amendments to the Intermediate Housing Policy.

Safeguarding Implications

82. Staff in homelessness services often work with adults and/or children and young people who are vulnerable to abuse. It is the responsibility of each member of staff to recognise the signs of potential abuse and to take action if they suspect that someone is being abused. Safeguarding is therefore an intrinsic part of any service working with those in housing need. The Housing Advisory Service includes provision for specialist support for officers supporting vulnerable households. As we implement the new service model, we will be providing staff with a new toolkit and training in order to ensure that we maintain effective processes in place to protect vulnerable residents.

Public Health Implications

83. Poor quality housing and homelessness have been identified as key factors in health inequality. Through reducing the number of households reaching crisis point and increasing the supply and quality of rented homes we will help to reduce the impact of homelessness and poor housing on the health and wellbeing of our residents.

Equalities Impact of the Proposal

84. The Enfield Poverty and Inequality Commission made a number of key recommendations on housing and homelessness, with a particular emphasis on early intervention to prevent housing problems and to ensure that the private rented sector works for residents. The proposals on the Allocations Scheme, Placement Policy and Intermediate Housing Policy are designed to help the Council to address these recommendations.
85. The Council will shortly be consulting on A Fairer Enfield which will set out our Equality, Diversity and Inclusion Policy. One of the key actions arising from this is the disproportionate number of BAME households living in temporary accommodation. The Allocations Scheme is designed to assist residents in securing a permanent home without penalising them for moving out of temporary accommodation.
86. The Equality Impact Assessment identifies that the Allocations Scheme will impact the following protected groups:

Age

87. The revised housing allocations scheme may have an impact on young people aged 16 and 17, as they are not able to hold a social tenancy until they are 18 years of age. In the previous allocations scheme, 16 and 17 year olds may have been eligible to obtain a social tenancy from willing landlords if they had a guarantor, however this will now only apply in exceptional circumstances.
88. The purpose of this is that young people aged 16 and 17 should be supported into other more appropriate housing options, including where possible for children's services to work with the young person and their family so that they can remain in their family home. Alternatively, foster care or residential care would be considered the more appropriate option.
89. There is a positive differential impact on families with children over the age of 15. In the previous allocations policy, families with children under the age of 15 were the only group eligible for houses containing gardens. As houses with gardens tend to be larger properties and are in short supply, removing this limitation means that eligible families with children of all ages will have equal opportunity to obtain larger houses.

Disability

90. The revised housing allocations scheme will have a positive impact on people with disabilities.
91. The current housing allocations scheme looks to allocate homes based on quotas and points. Once a quota has been filled no further allocations can be made to this group. The revised scheme proposes to remove the quotas to focus solely on a points-based allocations system to better reflect the level of need and provide more transparency to the way in which we allocate homes.
92. The scheme proposes to change the way people are prioritised during the allocation process. This will have a positive impact on applicants with disabilities as their long-term needs will be met and take higher priority to make sure their home is suitable for them in the long run. We want to ensure people with disabilities can access a home that is suitable for their particular needs. Those with children who have a disability will be given a high priority under the new scheme.
93. The revised allocations scheme will have a positive impact on those with disabilities through changing how wheelchair adapted homes are allocated. In the current scheme, people with a disability who need access to a home that suits their needs are categorised as 'mobility applicants', however, homes in this group are specifically wheelchair-adapted. The revised scheme proposes to change this so that applicants who require a wheelchair-adapted home are the only ones chosen for these properties. People with mobility needs who are not wheelchair users will be able to bid on level access homes and may be awarded health and wellbeing points, depending on their needs.

Ethnicity

94. The revised housing allocations scheme will have a positive impact on people from BAME backgrounds. There is a disproportionate number of people from BAME backgrounds on the housing register and/or living in temporary accommodation. There are approximately 1026 Black applicants (African, Caribbean and Other) on the housing register, in comparison to just 484 White

UK applicants. From the 2612 housing register applicants with ethnicities data recorded, applicants with a black background make up 39.3% of applicants, whereas the White UK group make up 18.5%. When comparing the demographics with the borough of Enfield, the White UK group make up 40.5% of the total population.

95. For homeless applicants, the new points system will give greater priority to households moving out of temporary accommodation. This is part of a wider offer that includes pre tenancy training and on-going support to assist households in the private rented sector. All homeless households will benefit from firstly moving into a stable home rather than temporary housing, and then from getting greater priority through the points system for social housing which will increase over time. The emphasis on moving people into permanent homes in the private rented sector will therefore have a positive effect on BAME households as they are overrepresented in both the housing register and temporary accommodation.
96. BAME households may also benefit from the introduction of income thresholds for different tenures as they are more likely to have a lower socio-economic status. Therefore, the allocations scheme will have a significant impact as the scheme looks to benefit those with lower incomes.

Socio Economic Deprivation

97. The revised housing allocations scheme will have a positive impact on people who are socio-economically disadvantaged.
98. The new scheme proposes the introduction of income thresholds so that social housing is available for those who are unable to afford rent or buy privately. Household income is assessed and those earning under £37,000 are eligible to be on the housing register, unless eligible for reasonable preference. Those who are eligible for reasonable preference are able to go on the housing register but would not be considered for social rented homes or London Affordable Rented homes.
99. This will apply if their gross household income is more than 10.5% of the average house price in Enfield (as published by the Office for National Statistics). This calculation is based on the minimum entry level for shared ownership in the borough. The income threshold will be set annually based on the figures for March.

Environmental and Climate Change Considerations

100. None

Risks that may arise if the proposed decision and related work is not taken

101. The risk of not proceeding is that the number of households in long term temporary accommodation will continue to rise. This is currently costing the Council £7.9M per annum. The increase in numbers will drive an ongoing increase in cost.
102. Not approving the Placement Policy will leave the Council open to legal challenge.
103. Not approving the Intermediate Housing Policy could impact residents' ability to access these tenures.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

104. The key risks include the risk of producing a policy that is not legally sound. This risk is mitigated by receiving Legal support throughout the policy development process. The Allocations Scheme has been reviewed by Counsel to minimise the risk of legal challenge
105. Another risk of the policy is failing to prioritise households correctly. This has been mitigated by consulting internally and externally to create a priority cascade that targets households most in need whilst providing an incentive for residents to make best use of the available housing.

Financial Implications

106. There are no financial implications from the introduction of the new allocations scheme because the implementation will be delivered within existing resources. Any financial impact that results as an outcome of the new scheme should have a positive impact on the Homelessness service because it will reduce the number of people in TA thus reducing service costs. The effects of the policy will be monitored and reported as part of the overall monthly budget monitoring.

Legal Implications

Allocation Scheme

107. Section 166A(1) of the Housing Act 1996 (as amended) ("the Act") says that every local authority must have a scheme ("Housing Allocation Scheme") for determining priorities and the procedures to be followed in allocating housing accommodation. A local authority can only allocate housing in accordance with their housing allocation scheme (section 166A(14)) and must publish a statement of the authority's policy on offering applicants a choice of accommodation or the opportunity to express preferences about the accommodation to be allocated to them. All aspects of the allocation process must be covered in the scheme, including the people by whom decisions are taken.
108. When preparing or modifying a housing allocation scheme a local authority must ensure that the scheme complies with the requirements of Part 6 of the Act and ensure that any major change of policy has been through a consultation. The proposed new scheme has been through a consultation process.
109. In framing the Housing Allocation Scheme the local authority must have regard to their duties under the Equality Act 2010 to ensure the scheme is free from unlawful discrimination. Similarly, the local authority must have regard to their duty pursuant to section 11 Children Act 2004. The duty obligates the local authority to ensure their functions (in this regard housing allocation functions and framing and implementing the allocation scheme) are discharged having regard to the need to safeguard and promote the welfare of children.
110. Where a local authority decides to alter its allocation scheme which will reflect a major change in policy, the authority must undertake a consultation exercise. However, where a minor alteration is required, a consultation is not necessary and the decision to alter the scheme can be taken by reference to the council's constitution.
111. Advice on the draft allocation scheme has been obtained from a QC who has advised that the scheme is lawful. Although it is important to state that no housing allocation scheme can ever be free from legal challenge.

Placement Policy

112. Section 208(1) of the Housing Act 1996 says local housing authorities shall, in discharging their housing functions under Part 7 of the 1996 Act, in so far as is reasonably practicable, secure accommodation within the authority's own district. While out of borough placements are not prohibited, the Homelessness (Suitability of Accommodation) (England) Order 2012 requires authorities to take into account the distance of the accommodation being offered from its district and the disruption to caring responsibilities or the education of any member of the household. The Supreme Court in the case of *Nzolameso (Appellant) v City of Westminster (Respondent)* [2015] UKSC 22, said that local authorities should have an up to date policy for securing sufficient units of temporary accommodation to meet the anticipated demand and a policy for allocating accommodation to people housed out of the area. The Placement Policy is in line with the council's legal obligations.

Intermediate Housing Policy

113. All Intermediate housing related products must be affordable and comply with the criteria set out in The London Plan. In addition to the relevant income caps, local authorities may set their own eligibility criteria for intermediate housing reflecting local needs. The local authority will need to ensure that the policy complies with The London Plan and the council's eligibility criteria does not offend the Equality Act 2010.
114. In addition, the Intermediate Housing Policy needs to comply with planning policy definitions of intermediate housing, as set out in the National Planning Policy Framework and the London Plan, which is outlined in the Intermediate Housing Policy. Compliance for new developments with the Intermediate Housing Policy will be sought through planning obligations, pursuant to section 106 of the Town and Country Planning Act 1990 (as amended)

Workforce Implications

115. None

Property Implications

116. None

Other Implications

117. None

Options Considered

104 Allocations

The primary option considered is to continue with the current approach. This would see an increasing number of households staying in temporary accommodation for long periods. This would also prevent the Council from being able to assist other groups in need.

105 Placement Policy

The Placement Policy codifies the approach to the use of the private rented sector. The transformation programme is based on making best use to the private rented sector. Without a formally approved policy there is a risk of legal challenge.

106 Intermediate Housing Policy

Not having an Intermediate Housing Policy would restrict the Council's ability to ensure new provision of affordable housing through developments and restrict access to properties for Enfield residents.

Conclusions

- 107 Cabinet is requested to approve the implementation of the Intermediate Housing Policy and Placement Policy. Cabinet is requested to recommend approval of the Allocations Scheme to full Council.
-

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Date of report 01/06/2020

Appendices

1. **Allocations Scheme**
2. **Placement Policy**
3. **Intermediate Housing Policy**
4. **Allocations Scheme EQIA**

Background Papers

The following documents have been relied on in the preparation of this report:

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1. Introduction

By law, the Council must publish how it intends to make sure that social housing goes to those who need it most. This is set out in an allocations scheme. We allocate accommodation when we:

- select people to be a secure, flexible or introductory tenant of the Council;
- nominate people to be a secure, flexible or introductory tenant of another council;
- nominate a person to be an assured, flexible or introductory tenant of a housing association (legally known as a Registered Providers).

It is designed to give priority for housing to those people that are most in need of help. In looking at need, we want to ensure that we look at the lifetime needs of a household rather than just looking at their immediate situation. In developing the approach, we have two aims:

- To allocate council homes according to the lifetime needs of a household
- To support residents to improve their housing situation without social housing

The allocations policy sets out how we will make sure that housing goes to those who can't meet their own needs. We also need to ensure that existing tenants can benefit from the opportunities created through our regeneration schemes and new housing. We want to make sure that the way in which we allocate homes is fair and transparent and that, as far as possible, we enable residents to have choices over where they live and in what type of housing. The allocations scheme does this in three ways:

- a) it sets out who is eligible to be considered for social housing
- b) it sets out the relative priority given to households with different needs
- c) it sets out how residents can choose which homes they want to live in

1.1. What to do if you disagree with our decisions

We aim to provide a high-quality housing assessment and allocation service.

However, we recognise that sometimes things go wrong. We are always looking to improve our services and we use complaints, along with other feedback, to help us to do this.

Complaints may be about delay, lack of response, rudeness, failure to consult or about the standard of service you have received. We encourage people to tell us if they feel we have not treated them fairly or politely, have not done something we should have done, or have done something badly. Making a complaint will not put someone at a disadvantage, now or in the future.

You can complain using any of the following methods:

By phone

- Enfield Council's Customer Services on 020 8379 1000 (Calls may be recorded)
- Textphone - 020 8379 4419

In writing

- Using the complaints form on Enfield Council's website or at a local library or the Enfield's Civic Centre
- E-mailing us at complaints@enfield.gov.uk
- By letter to: Enfield Council Housing, Civic Centre, Silver Street, Enfield, EN1 3XA

1.2. Amendments to this scheme

To make sure that the allocations scheme is operating fairly and within the law, minor amendments will be agreed by the Director of Housing and Regeneration in consultation with the Cabinet Member for Social Housing to address practical issues or changes made necessary due to further legislation or case law, or to refine the operation of the scheme.

1.3. Temporary Suspension of the scheme

There may be occasions where it becomes necessary to suspend the allocations scheme in order to comply with government guidance (both statutory and non-statutory) or to enable the Council to meet an urgent need. Any decision to suspend the allocations scheme will be taken in accordance with the Council's procedures and constitution. In these circumstance allocations will be made through the Emergency Panel.

2. Who can apply?

Because of the shortage of social rented housing, joining the housing register is only open to those people who can clearly demonstrate that they meet one of the criteria set out in Section 7.

Anyone aged sixteen or above can apply to join the housing list, unless you are ineligible or disqualified. Applicants will be ineligible if they are:

- A person that the Government says cannot be on the list (this includes people who are subject to immigration control and do not have permission to be in the UK, or whose immigration status does not allow them to benefit from government help). These rules are summarised below.
- Unsuitable to be a tenant because they, or a member of their household who lives with them, have engaged in unacceptable behaviour. This is defined below.

Applicants aged under eighteen will normally be subject to a maximum of 50 points unless they are awarded points by one of the Housing Panels.

2.1. Immigration Status

The Government says that in general we cannot allocate housing to persons who need leave to enter or remain in the UK – and this applies to all persons except British citizens and persons with a right to reside in the UK under European law.

This means that if an applicant is not entitled to access public funds because of their immigration status they will not be able to register for housing. This includes households who:

- are subject to immigration control

- only have a right to reside in the UK because they (or a member of their household) are a jobseeker
- are not habitually resident in the UK
- are not eligible if they are subject to immigration **control** or they are a person from abroad which the Secretary of State has prescribed as ineligible

This includes people from abroad who are subject to immigration control under the Asylum and Immigration Act 1996, and people prescribed as ineligible for an allocation in any regulations made by the Secretary of State unless they are:

- already a secure or introductory tenant of the Council or an assured tenant of housing allocated to them by a Council; or
- in a class prescribed by regulations made by the Secretary of State

2.2. Behaviour

If an applicant, or a member of their household has been involved in unacceptable behaviour, and they have reasonable preference, then they will be restricted to a maximum of 30 points. Applicants without reasonable preference will be removed from the Housing Register. Unacceptable behaviour means behaviour serious enough to make you an unsuitable tenant of the Council or other housing provider.

This includes:

- supplying false or misleading information on their housing application
- paying money or attempting to pay money, to obtain a tenancy with either a Council or a housing association
- deliberately damaging or allowing someone else to damage their home
- subletting any Council or housing association tenancy
- being convicted of, or had legal action taken against them for violence, racial harassment, threatening behaviour, any physical or verbal abuse towards staff and residents in their neighbourhood.

Legal action includes unspent convictions, serving of injunctions, notice of intention to seek possession, court order, or revocation of licence to occupy.

Decisions on unacceptable behaviour will be taken by the Manager of the Allocations Team following recommendations from officers. Appeals will be considered by the Head of Housing Services.

This does not apply to people who suffer from a mental illness, if the behaviour was directly caused by their mental illness. In these circumstances the Council will usually require medical evidence which will be assessed by the Medical Assessment Team.

You will need to demonstrate a positive change in behaviour if you want your application to be reconsidered. We will review your application:

- after 12 months if you supplied false or misleading information on your housing application
- after five years in the other circumstances, provided there has been no repeat occurrence
- or once a conviction becomes spent.

Earlier reviews may be considered on a case by case basis by the Manager of the Allocations Team following recommendations from officers.

2.3. Income and Savings

Applicants will not be eligible to apply if their household income is high enough to afford to rent or buy privately and they are not eligible for reasonable preference.

This will apply if their gross household income is more than 10.5% of the average house price in Enfield (as published by the Office for National Statistics). This calculation is based on the minimum entry level for shared ownership in the borough.¹ The income threshold will be set annually based on the figures for March.

Applicants will not be eligible if they have savings or assets over £10,500 and are not entitled to reasonable preference. This is based on the average amount needed for a deposit for a shared ownership property in Enfield. Assets include property or an interest in a property in the UK or elsewhere. If they have recently owned a home, they will be asked for evidence of the sale and details of any capital gained to help decide whether they qualify to be placed on the housing register. We will disregard any lump sum received by a member of the Armed Forces as compensation for an injury or disability sustained on active service.

Applicants who are eligible for reasonable preference and who are subject to the income and savings criteria will not be allocated social rented or London Affordable Rented homes but will be eligible for other tenures. More detail on the types of tenancies available can be found at 3.1.

The following people will be exempt from the income and savings criteria:

- Care leavers
- People who have more bedrooms than you need and are seeking to move to a smaller property
- Existing Council or Housing Association tenants who need to move because their circumstances put either your own or other people's lives or health at risk (for instance living in a high-rise block but being unable to manage stairs in an emergency)

Applicants will also be exempt if they are an Enfield Council or housing association tenant and have either:

- been awarded Decant Status
- are under-occupying (have more bedrooms than they need)

¹ The affordability calculation is based on taking a 25% share of a shared ownership property as the cheapest option after affordable and social rent. Shared ownership properties are around 75% of the average house price in Enfield (currently £388,000) giving an average cost for shared ownership of £291,000. A 25% share is therefore worth £72,750. Including the rental element of shared ownership, a household would need to have gross earnings of £37,000 pa to be able to afford a shared ownership property. This equates to 10.5% of the average house price in the borough. This takes into account the Council's view that households should not have to spend more than 33% of their income on housing.

Any specific grounds for waiving the income and savings threshold can be considered by the Exceptions and Special Applications Housing Panel.

2.4. Local Connection

Applicants need to have a local connection with Enfield to be considered for housing. A local connection is where they:

- Have lived in Enfield for 3 of the last 5 years; or
- Have been in permanent employment (16 hours or more per week) in Enfield for the previous 3 years; or
- Have a close family member (mother, father, brother, sister, son or daughter) who has lived in Enfield for the previous 3 years; or
- Need to move to Enfield as a registered carer to give care or support to someone who has lived in Enfield for the previous 3 years; or to receive care or support from someone who has lived in Enfield for the previous 3 years. We will require evidence to support your application, normally either that you are in receipt of Carers Allowance or a copy of your Carers Assessment from Enfield Council's social care services.
- Any other case as determined by the Exceptions and Special Applications Housing Panel

There are some people who do not need to meet this requirement. They are people who:

- Are Enfield Care Leavers (who may have been placed in care outside the borough)
- Are living in a refuge or other form of safe temporary accommodation in Enfield
- Have been placed by Enfield Council in a refuge or other form of safe temporary accommodation outside of Enfield and had been living in Enfield continuously for at least 3 years immediately prior to moving into the refuge or other form of safe temporary accommodation
- Are receiving care in Enfield who have been referred by Enfield Council into a hospital or residential care home outside of Enfield
- Were placed in supported housing by Enfield Council or the Enfield Primary Care NHS Trust, are continuing to receive services from the Council and/or the Enfield Primary Care NHS Trust and who have been assessed as ready to move on to independent housing
- have an exceptional reason for needing to live in Enfield, because they need medical treatment which is vital to their long-term health and this is only available in Enfield (as determined by the Council's Medical Assessment Service as part of a health and wellbeing assessment)
- are currently serving in the Regular Armed Forces or who were serving in the Regular Forces at any time in the 5 years preceding their application for an allocation of social housing
- bereaved spouses or civil partners of those serving in the Regular Forces where (i) the bereaved spouse or civil partner has recently ceased, or will cease, to be entitled to reside in Ministry of Defence accommodation following

the death of their Service spouse or civil partner, and (ii) the death was wholly or partly attributable to their service. have a serious injury, illness or disability resulting (wholly or in part) from service in the reserve forces

- divorced or separated spouses or civil partners of Service personnel who need to move out of accommodation provided by the Ministry of Defence
- have been assessed and recommended for housing by Enfield Council's Fostering or Adoption Panels as an approved Foster Parent, an approved family or friend's foster carer or an approved adoptive parent
- are under-occupiers (existing tenants in Enfield Council housing with more bedrooms than they need).
- Are existing Enfield Council tenants needing to move because the home they are currently living in is affected by estate regeneration work.
- moved outside the borough into private rented accommodation arranged through Enfield Council's homelessness prevention scheme within the last five years.
- are within one or other of the reasonable preference groups, as set out in Appendix A
- are likely as a result of some personal characteristic to suffer unlawful discrimination if required to establish the full residency requirement. In such a case the Council may, depending on the circumstances, reduce the period of necessary residence or disapply it altogether to avoid any discriminatory effect.

For people placed in accommodation outside of the borough by the Council in meeting its statutory homelessness duties, the time spent in temporary accommodation outside the borough will count towards time spent in Enfield.

2.5. Who can be included in the application?

Applicants can only include people who normally live with them as a member of their household on the application. Applicants and any members of their household can only be on one housing application.

Applicants can include the following people on their application if they normally live with them or could reasonably be expected to do so:

- their partner or spouse,
- children (people under 18 years old) dependent on them and/or their partner who live with them more than half of the time (51% or more of the time)
- siblings
- adult sons and daughters
- other adults who are dependent on them

Other adults who give or receive substantial long-term care from the applicant or other members of their household can be included. The person cared for must have care needs confirmed by assessment of adult social care, which cannot be provided by visiting carers. The care needs must be substantial, that is a need for personal care with basic daily activities (dressing, feeding, bathing, toileting), or an inability to live independently as assessed by Enfield Council's Medical Assessment Service.

Applicants cannot include anyone else (other than the above list) who lives with them on the application for rehousing, although they can make their own housing applications. We recommend that applicants carefully consider how many people to include on the application.

Where a household qualifies for the housing register because they are **homeless**, the application can include anyone who we accepted as part of the original homelessness application. For families with children aged 22 or older, we will encourage them to seek alternative independent housing if possible, in order for the household to be able to bid for smaller properties, and so increase the chance of the being rehoused in a reasonable timeframe.

If the applicant is a current Enfield Council or Housing Association tenant in Enfield applying for a transfer, all tenants should be included in the application.

3. Properties

3.1. Tenure and Rent Levels

The allocations policy covers a range of different tenures and rent levels. The majority of properties are either Social Rent secure tenancies (from the Council) or Affordable Rent assured tenancies at up to 80% of market rent levels (from housing associations). An increasing number of homes are either London Affordable Rent (at similar levels to Social Rent) or London Living Rent (set at a third of median income for the borough).

Different tenure types are aimed at different income levels and there are restrictions in place through the grant regime used to build the homes. Applicants with incomes over 10.5% of the average house price in Enfield will not be allocated Social Rented or London Affordable Rent homes. The income thresholds for different tenure types are set out below:

Tenure	Minimum Income	Maximum Income
Social Rent	N/A	10.5% of the average house price in Enfield
London Affordable Rent	N/A	
London Living Rent	£25,000	£60,000
Intermediate Rent	£18,100	£90,000
Affordable Rent	N/A	£85,000
Market Rent	N/A	N/A

3.2. Size of home

We will work out the size of home suitable for the applicant and their household. Applicants will be able to bid for properties smaller than this (by one bedroom) but not larger. Where an applicant has been awarded points for overcrowding, they will be unable to bid for the same size property as they currently occupy. We calculate the number of bedrooms that a household will need by following the steps below **in order**

Step 1: One bedroom for the applicant, and partner/spouse (*if any*)

Step 2: One bedroom for any additional adult couple

Step 3: One bedroom for any two additional people of the same sex

Step 4: One bedroom for any two additional people of the opposite sex aged nine and under

Step 5: One bedroom for any additional person

This calculation will not be used where there are safeguarding concerns. In these circumstances the size of property will be determined by the Manager of the allocations team following a case conference and recommendations from Adult Social Care or Children's Services.

3.3. Additional Bedrooms

Additional bedrooms will be allowed in the following circumstances (unless the bedroom standard already allows a separate room for the relevant individual):

- sharing with another family member whose care needs or behavioural problems severely affect the applicant's ability to sleep, which in turn negatively impacts on their employment or mental health. In the case of children, this may also apply to schoolchildren whose ability to study and complete homework is negatively impacted. Supporting evidence would need to be provided from the Council's Adult Social Care or Children's Services.
- where grandparents and grandchildren would otherwise be sharing,
- the applicant, or a member of their household (adult or child), need overnight care (and they do not have a carer in your household). This will need to be confirmed as part of an assessment for Health and Wellbeing. Applicants will need a Community Care Assessment to show that they need permanent and substantial overnight care on a regular basis. This would include assistance to turn in bed because they cannot do this themselves to reduce the risk of pressure areas, changing of incontinence aids, liquid feeds. Applicants will be asked to provide occupational therapy and community care reports to support their request for an additional bedroom.
- the applicant, or a member of their household (adult or child), need major medical equipment for the long term, such as home dialysis, equipment for percutaneous external gastrostomy feeding, long term large assistive. This will need to be confirmed as part of their assessment for Health and Wellbeing.

People who are in receipt of formal overnight care (provided by NHS continuing care nurses, visiting agency carers, etc) cannot be considered for an additional bedroom.

Applicants must also be able to demonstrate to the Council they can afford the rent from earned income and/or benefits.

3.4. Under Occupiers

Council and housing association tenants under-occupying their home, who would normally qualify for one bedroom and are giving up a 3, 4 or 5 bedroom house or flat, may be offered a 2 bedroom home.

3.5. Flats above the ground floor

All council properties require people to be able to self-evacuate their homes, in the event of a fire. This means tenants must be able to leave their flat, without assistance. If an applicant is unable to do this, they must declare this on the application. If they have a mobility problem, we will carry out an assessment known

as a Personal Emergency Evacuation Plan. This will determine their suitability for housing according to their level of mobility and the support they require.

If an applicant is able to self-evacuate their flat unaided, but has mobility problems, which would mean that they may not be able to use a staircase to evacuate the building, we will carry out a person centred risk assessment to determine the types of property they are suitable for. This is to ensure their safety and the safety of other residents.

We are currently in the process of replacing all of our lifts. Until this programme is completed it is not sensible to allocate properties above the ground floor in some particularly affected blocks to people who cannot manage stairs.

3.6. Wheelchair-adapted properties

These properties are for people who have been assessed as requiring a wheelchair adapted home and have been awarded a health and wellbeing need to move following an assessment with the Medical Assessment Officer. The homes we reserve for this group are specifically those which have been adapted to cater for a tenant who requires a wheelchair. All wheelchair-adapted homes are allocated by making a direct offer.

We will carry out a health and wellbeing assessment, which includes an assessment by an Occupational Therapist, to confirm the need for a wheelchair-adapted home.

All wheelchair-adapted homes are allocated by making a direct offer. When an adapted property becomes available, we will consider whether it is appropriate for applicants in the following order of preference:

- a) Applicants with a high health and wellbeing need
- b) Former Armed Services or Reserved Services personnel who have a serious injury, medical condition or disability sustained as a result of their service and need a home which is wheelchair-adapted
- c) Existing social or affordable rented tenants who need a transfer or need to be housed because they are currently living on an estate which is to be rebuilt/regenerated and who are a wheelchair-user
- d) All other applicants assessed as having a health and wellbeing need to move and requiring a wheelchair-adapted home.

Within each of these three categories, the household with the earliest health and wellbeing assessment which concluded a wheelchair-adapted home was needed will be given highest priority and first considered for the direct offer. The applicant with the highest level of priority will not always be the applicant offered the property that has become available, as an adapted property will only be offered to an applicant for whom the property meets their requirements.

3.7. Specialised Housing

This covers housing for specific groups either provided or commissioned by the Council. It includes retirement housing (sheltered) and extra care schemes as well as schemes developed for people with specific needs. Applicants will be assessed

for both their housing and support needs. The decision to award points rests with the Joint Assessment Panel. Full details of how priority is calculated are detailed at Appendix F.

3.7.1. Retirement Living

To be eligible for retirement homes, applicants or their partner must be over 60 years of age, or over 55 if registered disabled, and in need of housing support. Applicants should be able to live independently, with the provision of housing support, but not be in need of 24 hour care. They should be able, and prepared, to live within a close community without presenting unmanageable risks to themselves and others.

All homes to people in this group are allocated by making a direct offer.

3.7.2. Extra Care Housing

Extra care housing is specialist assisted living designed for people aged over 65. These schemes have a dedicated care and support team available 24 hours a day for help with personal care and housing support. To qualify, in addition to the criteria set out in this Scheme generally, applicants must be aged 65 or over; have substantial or critical community care needs; and be assessed by adult social care as needing of the extra care services provided by the scheme.

All homes to people in this group are allocated by making a direct offer following a nomination from Adult Social Care.

3.7.3. Specialised Housing

The Council provides specialised housing for residents with specific needs. This accommodation is provided both in partnership with local housing associations and through the Council's new build programme. All homes to people requiring Specialised Housing are by direct offer following a nomination from Adult Social Care.

3.8. What happens if I don't bid?

We expect everyone who has been given priority to bid, to make bids for a home when suitable homes become available. If an applicant does not place any bids, we will contact them to find out why.

If they are eligible for a 1 or 2 bedroom home, we will contact them if they have not placed any bids over the last three months. If they are eligible for a larger property, we will contact them if they have not placed any bids over the last six months. This reflects the fact that there are few larger properties available.

If an applicant is not bidding, they will be offered help and support by the Council which includes:

- help with finding out whether a home being advertised is suitable for their needs
- help with placing a bid
- understanding their expectations about the kind of council or housing association home they are looking for and the availability of these homes

- advice on alternative housing options

If they still do not place any bids, we will remove them from the register after six months and cancel the application.

For homeless households who applied before November 2012 and are living in temporary accommodation, we will make one direct offer of accommodation.

Households choosing to move into the private rented sector will be able to continue to bid through Home Connections. This is because we need to minimise the amount of time households spend in temporary accommodation and minimise the cost of temporary accommodation to the Council.

If we cancel an application because an applicant has not been bidding, they will be unable to apply again for 2 years.

4. What happens next?

The Housing Allocations Team will start shortlisting successful bidders after the deadline for bidding has closed.

We will contact the bidder who has the highest level of points to invite them to view the property. Where two or more people bid who have the same level of points, the offer will be made to the household who has been longest on the Housing Register and/or for existing tenants, the length of their tenancy.

The viewing must take place within the timescale given. Viewings may be offered either in person or virtually through pre-recorded video or via a real time video link. If an applicant is not able access any of these, or needs help to view a property, they must let the Allocations Team know. If they do not do this, they will be treated as having refused the property.

If an applicant accepts the property, they will be given advice on moving in and their application on the housing register will be closed. If the property is refused it will be offered to the next bidder with the highest priority.

All offers will be conditional on providing further information or supporting evidence in order that we can then check the points awarded. Applicants should gather all documents required in advance to avoid losing an offer of a home.

We will confirm:

- the property meets the applicant's needs in terms of size and assessed need
- they are eligible to be made an offer
- their priority for housing.

To do this, we may contact individuals or organisations whose details have been provided on the application, as well as any other relevant parties whose details come to light during our enquiries.

If you do not provide the information required within the timeframes requested, then the offer may be withdrawn, and the application may be cancelled. If this happens, the household would need to reapply to join the housing register.

Where appropriate, any information provided may be shared with partner housing associations (registered housing providers or registered social landlords).

An offer will be withdrawn if fraudulent information is uncovered.

4.1. Sensitive Lettings

We will sometimes use a sensitive lettings approach to decide how to let properties. Examples of where this approach could be applied to the allocation of properties are set out below:

- a. an outgoing tenant has caused a serious nuisance
- b. there has been a high level of recorded incidents of harassment/nuisance in a block or part of an estate.
- c. there is a high concentration of vulnerable households in a block, estate or area who may be susceptible to exploitation

Where a vacant property has been identified as being covered by the sensitive lettings approach applicants will not be considered if:

- they have a history of causing nuisance or anti-social behaviour.
- there is a risk that your health or social needs could have a serious negative impact on the local community.

We will conduct regular reviews of our approach to sensitive lettings to ensure that it is being used effectively and fairly.

4.2. Local Lettings Policies

The Council may also decide to apply a local lettings policy to a particular area or development.

Local lettings policies will be reviewed regularly to make sure that we continue to give priority in our allocations to the groups the law says we must give priority to.

4.3. Estate Regeneration & Development Schemes

As part of our commitment to ensure that local residents are able to benefit from our new build and estate regeneration programmes priority for new properties may be given to existing Council secure tenants living within a defined local area in the following order:

- a. Secure tenants of Enfield Council who have been awarded Decant Status
- b. Secure tenants of Enfield Council who are under occupying their home and are seeking to move to a smaller property
- c. Secure tenants of Enfield Council with housing need
- d. Secure tenants of Enfield Council without housing need
- e. Secure tenants of Enfield Council from elsewhere

The policy will apply to all new build properties let for the first time. Subsequent lets will be through the normal allocations scheme.

4.4. Sustainable Neighbourhoods

The Director of Housing and Regeneration can set up local lettings plans to help the Council deliver on its priorities, tackle social issues and create sustainable neighbourhoods. To do this, it may give priority to different groups of applicants who may not have priority in the wider allocation scheme, give additional priority to certain

groups of applicants that are already owed some priority or vary how the Council assesses bedroom need.

5. Direct Offers

A direct offer is where we match a household to a suitable home and make an offer without anyone bidding for that property. Direct Offers are designed to help people to find a home if they need to do so urgently or have been unable to find a home themselves. The Council is only able to make a direct offer if a suitable home, which meets the household's need, becomes available.

The following households will be made a direct offer to support them to move into their new home more quickly. These households will be made one reasonable offer:

- Households who applied as homeless before 9th November 2012 and are living in temporary accommodation.
- People who have been assessed by the rough sleeper's panel
- People with a high health and wellbeing need or an urgent need to move
- People referred through Multi Agency Public Protection Arrangements

The following people will be made up to two direct offers of a suitable home:

- People applying for older persons housing
- People who have been diagnosed with a mental health illness; a learning disability; or a physical disability and have been assessed by the relevant Enfield housing panel as requiring a social or affordable rented tenancy

There is no limit on the number of offers that the following people will be made because it is in the Council's (and other residents') interest that they move.

- Existing Council or Housing Association tenants who are under-occupying their home
- Individuals who are unable to self-evacuate their home, without assistance or utilise stairs to evacuate a building

Exceptions to the Allocation Policy, and appeals against decisions made, will be decided by the Exceptions and Special Applications Housing Panel. Exceptional reasons include:

- the lease of the home currently occupied is about to come to an end and no other housing options are available
- the household has assessed disability needs requiring an urgent move
- financial hardship.

When making a direct offer, we will take into account any recommendations made in a health and wellbeing assessment and occupational therapy assessment, and the area and type of home the applicant has expressed a preference to live in. However, offers will be made based on the housing that becomes available, and it is not always possible to meet all the preferences that the applicant has. Refusing a direct offer of a home on the grounds that it is not in the area of preference will not be accepted as a reason.

6. Reciprocal arrangements with housing associations on direct offers

In exceptional circumstances the Council may agree to assist housing association tenants on a reciprocal basis by making the housing association tenant one direct offer of suitable alternative accommodation. If the direct offer is unreasonably refused the reciprocal arrangement concerned will be cancelled.

Enfield Council expects housing associations to respond to the exceptional and emergency needs of their tenants by using their own housing stock. All reciprocal arrangements are agreed on a discretionary basis and the Council retains the right to decline a request.

Reciprocal arrangements are only agreed when there is no material loss to the Council in terms of available housing stock. A reciprocal offer in most cases means that the Council will expect back a property of equal or larger size than the home offered. The home must also be comparable in terms of quality and type.

In exceptional circumstances, the Council may agree to accept two smaller homes in exchange for a larger home of the same number of bedrooms. This will only be considered where there is no other re-housing option available to the applicant and where there is a strong welfare reason to support the request.

The Council expects to receive back the replacement home within twelve months of the housing association tenant's start date for their new tenancy.

The housing association concerned will be required to provide a written commitment to the terms of the reciprocal, as agreed by Enfield Council.

7. Other Arrangements

Enfield Council works with a range of other housing providers to meet the needs of residents. As part of this we participate in schemes where we are able to nominate Enfield residents for housing in other boroughs. In exchange, Enfield Council will accept nominations from other boroughs for accommodation in Enfield who are signatories to the reciprocal arrangements. An example of a scheme of this nature is housingmoves – the Pan-London Mobility Scheme for London. Approval for Enfield Council joining reciprocal schemes will rest with the Director of Housing and Regeneration, in consultation with the Cabinet Member for Housing.

8. What happens if I refuse an offer of a home?

In most circumstances, we will cancel the application and will not make any further offers of accommodation if an applicant refuses, or are deemed to have refused, two offers of a home allocated through either the choice-based lettings website or through a direct offer.

In some circumstances, the action will be taken after one offer of accommodation is made and refused. This includes the following circumstances:

- Where we have agreed a transfer of an existing social or affordable rented tenant for Exceptional and Emergency reasons
- Enfield New Generation Scheme applicants
- Applicants have been awarded a high or medium health and wellbeing priority (and no other housing circumstances apply)

- The applicants are living in the private rented sector or with family or friends lacking 3+ bedrooms or lacking 2 bedrooms
- Applicants living in temporary accommodation

For applicants with Decant Status who refuse two offers of a social or affordable rented home, if those 2 offers were made through bidding, we will make a direct offer of accommodation as a third and final offer. Following the final offer of accommodation, they will be given the option of moving into one of the new properties on the existing estate once the regeneration work is complete. As a last resort, a Possession Order will be sought to protect the Council's and other tenants' interests in ensuring the estate regeneration programme is not held up.

For people needing an adapted home, the Council will try to meet all needs possible through assisting with adaptations to suitable homes. However, we may require applicants to make compromises. For example, a suitable home may not always be in the area of the borough which the applicant would prefer to live in. We will not cancel applications after two refusals, if they are demonstrating flexibility on the area of the borough in which they will live. If they do not compromise on the area of choice, then the application will be cancelled after 2 offers have been made.

If an application is cancelled, the applicant will have to make their own arrangements to find a suitable home. If we cancel an application after they have refused an offer of a home, they will be unable to apply again for 2 years.

9. The Points System

We use a points system for assessing applications for council and housing association homes. People who qualify for our housing register will be awarded points to measure their housing priority by their circumstances.

Due to the severe shortage of housing in Enfield, only applicants with 100 points or more are eligible to bid. This figure will be reviewed periodically and, depending on the supply of housing, may be increased or reduced. The maximum number of points within the scheme is 1000.

Full details how we determine the points awarded for different people are set out below. A summary table can be found in Appendix A.

9.1. Homeless or Threatened with Homelessness

Given the extreme shortage of social rented housing, the immediate solution for households becoming homeless is the private rented sector. The allocation scheme reflects this and is intended to improve the opportunities for households in the private rented sector to access social housing. The Council is committed to ensuring that residents have access to a high quality, affordable private rented sector. We will work with households at risk of becoming homeless to try and prevent them from losing their home and assist residents to access the private rented sector and support them in sustaining their tenancies.

Points are only given to those people who are (or would have been) owed the main homelessness duty under homelessness law. This means that they are:

- eligible for housing assistance, and

- became homeless through no fault of their own (unintentionally homeless), and
- are in one of the priority-need groups

If they do not have a local connection to Enfield (see Section 2.4) and are not one of the people exempt we will assess their situation and refer them to the relevant local authority.

Households who chose to move into a private rented sector tenancy outside the borough will not be subject to the local connection criteria and will therefore retain their priority for five years.

9.1.1. If you are threatened with homelessness

Applicants who have been assessed as being threatened with homelessness are eligible for 200 points if they sustain their existing home for 6 months. An additional 100 points will be awarded if they sustain the tenancy for a further 6 months and they will increase their points by 10% each year on the anniversary of the application to the Housing Register.

9.1.2. If you became homeless before 9th November 2012

Households who became homeless before 9th November 2012 are entitled to be made an offer of social housing. This will be through one direct offer of suitable accommodation. However, if the household moves into the private rented sector, they will increase their points to 750 and be able to choose which properties to bid on through the choice-based lettings system.

9.1.3. If you became homeless after 9th November 2012

Households who became homeless after 9th November 2012 are not entitled to an offer of social housing and will be given 200 points. They can increase their points by choosing to move into a private rented sector tenancy and sustaining this for six months. They will gain 50 points at the start of the tenancy and after six months in their new home will gain an additional 50 points. They will also increase their points by 10% each year on the anniversary of the start of the tenancy. We will help applicants to identify suitable properties to rent and offer training and support to help them to sustain your tenancy.

For applicants who choose to remain in temporary accommodation the Council will make a suitable offer of private rented accommodation. This will end our duty towards them, and they will no longer qualify for social rented housing.

Reference will be made as appropriate to the Council's Placement policy for temporary accommodation and private rented sector offers.

9.2. Applicants Living in Insanitary or Unsuitable Housing

When determining whether a private rented sector home is unsuitable, we will use the Housing Health and Safety Rating System (HHSRS) and Part X (10) Housing Act 1985 when assessing eligibility for this priority. We will consider whether the private rented sector property could be made suitable through repairs or adaptations, and

whether or not the household could afford alternative suitable accommodation in the private rented sector.

9.3. Overcrowded Applicants

We will assess the number of bedrooms a household needs, and we will compare this with the number of rooms that are currently available for the sole use of the household and which could be used as bedrooms in their existing accommodation. We will count any rooms other than bathrooms, toilets, kitchens and utility rooms as a bedroom. This will exclude one living room per property. This means any additional rooms such as a second living room/ dining room will be counted as a bedroom. We use this information to determine whether the household is overcrowded, and the level of overcrowding. The Council reserves the right to decide how households can make best use of the rooms available to them and to change their application accordingly.

9.4. Health and Wellbeing

Health and wellbeing priority will be considered where the applicant, or a member of their household, has a long-term health and wellbeing issue which is being affected by their current housing. Health and wellbeing priority will not be considered where this is a temporary health or common wellbeing issue, such as pregnancy; asthma, a common cold; flu; cough; or a medical condition which would be resolved such as a broken leg. People who need to recover from the effects of violence or threats of violence, or physical, emotional or sexual abuse will be considered under the wellbeing category.

If an applicant wants to be assessed for health and wellbeing points they need to complete a health and wellbeing self-assessment. We will carry out a health and well-being assessment based on the medical evidence provided. This will be done by either the Council's Medical Assessment Officer, or we will arrange for an approved medical professional to review the information. We may request supporting evidence from professionals involved in any treatment. Applicants should not ask their GP or anyone else to write to us. We will use the information provided by relevant professionals as part of our holistic assessment. The Medical Officer will make the final recommendation on health and wellbeing priority for housing allocation.

We will reassess health and wellbeing need if an applicant's circumstances have changed significantly since they were last assessed, for example if they have been diagnosed with a new health problem, or their independence has reduced.

Details of how we assess health and wellbeing needs is set out in Appendix B.

9.5. Need to move to a particular locality

9.5.1. Under Occupation

The Council is committed to making the best use of our housing stock to meet the needs of as many of our residents as possible. Residents who want to move to a smaller property will therefore get a high priority for a transfer. The Council offers a range of incentives to encourage people to move to a smaller home.

9.6. Regeneration Programme

The Council has an extensive regeneration programme. Wherever possible replacement homes will be built before the demolition of existing homes. This means that in principle tenants should not need to move more than once. However, we recognise that the disruption and inconvenience caused may mean that residents want to move before construction of the new homes is complete.

Where there is a need to move to enable demolition or major works, residents will be awarded Decant Status. This status will give tenants 800 points. Where they are looking to move to a replacement block this will be by direct offer. Where they are looking to move off the estate, allocations will be through choice based lettings.

Tenants choosing to move off the estate whilst works are ongoing will retain the right to return at the point where properties are being let for the first time.

9.7. Panel Assessments and Referrals

Applicants may be awarded points by one of the specialist panels. Details of these panels can be found in Appendix B.

The specific areas considered by Panels are:

Care leavers

Single people who are under 25 and leaving Enfield Council's care will be awarded 800 points.

Households and people with disabilities or health needs

Where a member of the household has been diagnosed with either a mental health illness; learning disability; physical disability, sensory impairment or long-term condition and they:

- will receive support from social care services; or
- could be in need of social care services in the absence of settled accommodation; and

have a significant need for a social tenancy because their current housing circumstances are having a severe negative impact on their health condition and wellbeing.

These households will be awarded 700 points

Moving on from supported housing

People with support needs currently living in supported accommodation who have been assessed as needing an independent home.

These people will be awarded 650 points

Emergency and Exceptional need to move

This is where someone has an emergency and exceptional priority and requires an urgent move. This could include households under the National Witness Mobility Scheme; Council Tenants needing to move because where they are living puts their own or others lives at risk; Enfield child protection cases; or households fleeing

domestic violence who have been referred by Enfield MARRAC as being at the highest levels of risk, who are assessed as having an exceptional reason for requiring a social or affordable rented home and no other housing solutions are available.

These applicants will be awarded 1000 points and are made a direct offer because of the urgency of their circumstances.

People referred through Enfield's established Multi Agency Public Protection Arrangements (MAPPA)

These people will be awarded 650 points and will be made a direct offer.

9.8. Council Transfers for Exceptional and Emergency Reasons

Council tenants may be considered for an Exceptional or Emergency Transfer known internally as 'Management Transfers') in the following circumstances:

- Child abuse from within the family or within the neighbourhood
- Threat of violence or actual violence
- Rape or assault within the home or immediate locality
- Unnatural death (suicide or murder within the home)
- Irretrievable breakdown in the relationship with neighbours
- Threat of or actual gang violence where this is confirmed after a full investigation with police reports and all available legal remedies have been exhausted.
- Where the tenant's circumstances put either their own or other people's lives or health at risk (for instance living in a high-rise block but being unable to manage stairs in an emergency)

Urgent moves in these circumstances will be considered and agreed by the Head of Housing Services or the Principle Housing Neighbourhood Manager. The decision will be based on an investigation undertaken by housing management staff to gather evidence of the reason for needing to move urgently and any health and well-being assessment available.

We will usually make one offer of a similar type of home to that currently occupied to applicants approved for a transfer for an exceptional or emergency reason unless moving from the type of accommodation is the reason for the move. For example, a tenant who is living in a high-rise flat will be offered an alternative high-rise flat. The senior officer agreeing the move should their discretion to alleviate severe overcrowding at the same time.

9.9. Additional Preference Groups

Applicants will be entitled to additional points if they meet the requirements set out below. Additional preference points are not available to homeless applicants.

9.9.1. Armed Forces

An additional 50 points will be awarded to people who are either:

- a former member of the regular armed forces;
- a member of the regular or reserve forces who is suffering from a serious injury, illness or disability related to their service; or
- a bereaved spouse or civil partner who must leave forces accommodation following their partner's death in service.

9.9.2. Exceptions and Special Applications

There may be exceptional circumstances giving rise to a housing need not described or anticipated by this scheme. The Exceptions and Special Applications Housing Panel (ESAHP) will consider these cases. The panel is chaired by the manager of Enfield Council's Assessments and Allocations Team. Appeals against Panel decisions will be heard by a Head of Service from within Housing and Regeneration who has not been previously involved.

The Panel has the powers to take the following action in exceptional circumstances regarding an applicant, where the applicant's housing needs justify this course of action:

- Increase the points awarded to applicants
- Award a direct offer to an applicant

9.10. Reducing the level of housing priority

Health and Well-being priority can be reduced if there is evidence that your health has improved substantially.

People on the housing register will have their priority for housing reduced to zero points if they have rent arrears and owe more than eight times the weekly accommodation charge; or they have not maintained a repayment agreement for 6 months. Their application will become inactive until the arrears are cleared or an agreement to repay them has been maintained for 6 months.

Exceptions to this will be considered on a case by case basis, for example where the case for housing is urgent or it is in the Council's interest for the applicant to move from their current home (for example, households whose Council home they are currently living in is affected by estate regeneration work, households under occupying their existing Enfield Council home who are moving to a smaller property, or tenants who's circumstances put either their own or others' lives at risk) or where an applicant has suffered unavoidable debt, such as having to pay for funeral costs. This decision will be taken by the Exceptions and Special Applications Housing Panel (ESAP)

9.11. Removing People from the Housing Register

We will remove applicants from the housing register if:

- they have been housed in a council or housing association property since making their application
- they are a homeless applicant who became homeless after November 2012 and have been made an offer of a private rented home
- their circumstances have changed, and a new application needs to be completed

- they no longer require housing
- they had a change in their immigration status and are no longer eligible to be on the housing register
- they are not eligible because they are a person prescribed by the Secretary

Applicants will qualify for the housing register if they meet one of the criteria set out below. Applicants may meet more than one of the criteria set out under each of the groups, in which case, they will be put in whichever category would award them the highest level of points. Applicants will not be awarded points from more than one of the below boxes at any one time. The maximum number of points available is 1000.

of State in regulations as ineligible, as set out in Section 2.1

- they have not been bidding on properties (see Section 5.4)
- they have refused direct offers of suitable accommodation (see Section 5.5)

Appendix A: Points Summary Table

		Who is eligible?				
		Council Tenants	Housing Association Tenants	Private rent tenants	Applicants owed the main homelessness duty	Other applicants
	Reasonable Preference Group					
1.	Homeless or threatened with homelessness The main homelessness duty means that applicants are: <ul style="list-style-type: none"> • Eligible for housing assistance and • Became homeless through no fault of their own (unintentionally homeless) and • In one of the priority-need groups and • Have a local connection to Enfield or no local connection elsewhere 					
1.1	Applicants who are homeless or threatened with homelessness are eligible for points for up to 56 days prior to losing their accommodation and for four months afterwards (no longer than six months in total). Applicants will be eligible for these points if they have no accommodation that they can reasonably occupy. During this period applicants are offered advice on how best to meet their housing needs.		50	50	50	50
1.2	Homeless applicant who was, or would have been, owed a main homelessness duty under the homelessness legislation, and has been assisted by the Council to retain their home and has sustained their existing tenancy for six months.			200	200	
1.3	Homeless applicant who was, or would have been, owed a main homelessness duty under the homelessness legislation, has been assisted by the Council to retain their home and has sustained their existing tenancy for twelve months. These applicants are entitled to a 10% uplift in points on each anniversary of the application.			300	300	
1.4	Homeless applicant living in accommodation provided by Enfield Council owed a full homelessness duty who became homeless prior to November 2012. These applicants are given one direct offer of accommodation.				650	
1.5	Homeless applicant owed a full homelessness duty who became homeless prior to November 2012 and has moved into private rented accommodation. These applicants can bid through the choice-based lettings system.			750		
1.6	Homeless applicant living in accommodation provided by Enfield Council owed a main homelessness duty under the homelessness legislation, who became homeless after November 2012 and is living in temporary accommodation.				200	
1.7	Homeless applicant who was, or would have been, owed a main homelessness duty under the homelessness legislation, who became homeless after November 2012 and has moved into private rented accommodation.			250		
1.8	Homeless applicant who was, or would have been, owed a main homelessness duty under the homelessness legislation, who applied after November 2012, has moved into private rented accommodation and sustained the tenancy for 6 months These applicants are entitled to a 10% uplift in points on each anniversary of the application			300		
1.9	Applicant is intentionally homeless but in priority need and the Council is		50	50	50	50

	providing temporary accommodation for a set period to give the applicant a reasonable opportunity of securing alternative accommodation. Applicant is removed from the register at the end of this period.					
1.10	Non- priority-need applicants		50	50	50	50
1.11	Homeless applicants who are owed a homelessness duty by another borough but have been placed in temporary accommodation in Enfield		50	50	50	50
1.12	Applicant is sleeping rough and been assessed by the Rough Sleepers Panel as being able to sustain permanent accommodation. These applicants are made direct offers					650
2.	Insanitary of unsuitable housing					
2.1	Applicant who shares facilities (including bath/shower, toilet and food storage/preparation area if they are not provided with meals) with other people who are not on the housing application and they have dependent children or a pregnant woman living as part of the household (these points are not available for tenants, or in some cases owners, of homes with self-contained facilities)	50	50	50		
2.2	Applicant is a private sector tenant renting a property where a move is desirable as their housing situation could seriously affect their health and wellbeing. The Council will assess the case and determine whether: <ul style="list-style-type: none"> there are significant hazards in your property, and/or the property is uninhabitable, and/or they are living in conditions that the Council should be able to improve through informal or formal enforcement activity 			50		
2.3	Applicant is a private sector tenant renting a property and they have an urgent need to move because there is an immediate threat to their health and wellbeing. The Council will assess the case and determine whether: <ul style="list-style-type: none"> there are significant hazards in the property, and/or the property is uninhabitable, and/or they are living in conditions that the Council is unable to improve through informal or formal enforcement activity 			300		
3.	Overcrowding Applicants current home is too small for them					
3.1	1 bedroom lacking	200	200			
3.2	2 bedrooms lacking	550	550	150		150
3.3	3 or more bedrooms lacking	600	600	250		250
4.	Health and Wellbeing					
4.1	Applicant has a high health and wellbeing need These applicants are made one direct offer	1000	1000	1000		1000
5	Need to move to a particular locality					
5.1	Applicant is an existing Council or housing association tenant and their current home is too big for them: <ul style="list-style-type: none"> 3+ bedrooms too big 2 bedrooms too big 1 bedroom too big These applicants are made direct offers.	800 700 550	800 700 550			
5.2	Applicants in an existing Council Tenant whose home is part of an agreed estate regeneration scheme and/or who have been awarded Decant Status.	700				
5.3	Applicant has a legal right to succeed to an Enfield-owned social or affordable rented home which is larger than required; or has no legal right but we would owe them a full homelessness duty if they were evicted. We require the applicant to move to smaller accommodation <ul style="list-style-type: none"> Applicant is releasing a home with 3 or more bedrooms Applicant is releasing a 2-bedroom home These applicants are made direct offers.	800 800 700				
5.4	Applicant is a single person under 25 leaving Enfield Council's care					800

5.5	Applicant is approved by Enfield's Fostering and Adoption Panel to be a foster parent, family or friend's foster carer or adoptive parent (for a home of 3 or more bedrooms)	800	800	800		
5.6	Applicant or member of the household has been diagnosed with either a mental health illness; learning disability; physical disability, sensory impairment or long-term condition. The individual: <ul style="list-style-type: none"> will receive support from social care services; or could be in need of social care services in the absence of settled accommodation; and has a significant need for a social tenancy because their current housing circumstances are having a severe negative impact on their health condition and wellbeing. 	700	700	700		700
5.7	Enfield Council employee whose social or affordable rented home goes with their job and the Council has agreed to move them to an alternative social or affordable rented home because of ill health or retirement <ul style="list-style-type: none"> if releasing a 3-bedroom home or home occupied is needed for another employee otherwise 	750 650				
5.8	Applicants with support needs currently living in supported accommodation who have been assessed as needing an independent home.	650	650	650		650
5.9	Applicants referred through Enfield's established Multi Agency Public Protection Arrangements (MAPPA) <i>These applicants are made a direct offer.</i>	650	650	650		650
5.10	New Generation Scheme applicants for studio or one-bedroom homes: Single people and couples without children living with their parents in an Enfield Council home meeting the following criteria: <ul style="list-style-type: none"> aged between 25 and 60 have lived with parent(s) continuously for at least 3 years and the parent(s) has lived in a council property owned by Enfield for at least 3 years the accommodation in which the applicant is living is overcrowded. 	450				
5.11	Key workers Enfield's Key Workers are people in professions that are important to maintaining local services, particularly in health, education and community safety. Enfield uses the Government's definition of Key Worker that is set out in its Homebuy literature. This can be found on the Homebuy website: http://www.homebuy.co.uk/key_worker_eligibility.aspx Key Workers can purchase homes at a below market level price. A key worker can apply for Council or housing association homes in Enfield provided their main place of work is in Enfield. Applicants who have sufficient finances to resolve their housing need by renting or buying in the intermediate housing sector (e.g. below market rent or shared ownership) or the private sector will be given information and advice on alternative housing options.	300	300	300		300
6.	Emergency and Exceptional					
6.1	Applicant has an emergency and exceptional priority and requires an urgent move. This could include households under the National Witness Mobility Scheme; Council Tenants; Enfield child protection cases; or households fleeing domestic violence who have been referred by Enfield MARRAC as being at the highest levels of risk, who are assessed as having an exceptional reason for requiring a social or affordable rented home and no other housing solutions are available. These applicants are made a direct offer.	1000	1000	1000		1000

Additional Preference Groups

Applicants are eligible for additional points dependent on their circumstances. Additional preference points will only be awarded in addition to points gained	Who is eligible?
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through the Reasonable Preference categories. Health and Wellbeing points are not available to applicants who have points awarded as being Homeless or Threatened with Homelessness.						
		Council Tenants	Housing Association Tenants	Private rent tenants	Applicants owed the main homelessness duty	Other applicants
	Additional Preference Group					
7.	Health and Wellbeing					
7.1	Medium Health and Wellbeing need	150	150	150		150
7.2	Low Health and Wellbeing need	50	50	50		50
8.	Armed Forces					
8.1	<p>The applicant is either:</p> <ul style="list-style-type: none"> • A former member of the regular armed forces • A member of the regular or reserve forces who is suffering from serious injury, illness or disability related to their service • A bereaved spouse or civil partner who has had to leave forces accommodation following their partners death in service 	50	50	50		50

Appendix B – Health and Wellbeing Assessments

Detail considered as part of a health and wellbeing assessment

During the assessment, the Medical Assessment Officer will consider:

- how and to what extent the applicant's current living conditions may affect their illness, disability or wellbeing;
- the applicant's housing need;
- how the health or wellbeing issue affects the applicant or member of the household;
- the severity of the health or wellbeing issue and how long it has lasted;
- the cumulative effect on the whole household where there is more than one person in the applicant's household with a severe illness or disability;
- past health issues and the extent to which the applicant's symptoms have been controlled or improved by treatment;
- the availability of 'in-situ' solutions such as aids and adaptations to enable the applicant to continue living in their present home;
- the need for 'in-situ' solutions such as aids and adaptations in any future home;
- Nil health and wellbeing points will be given if the applicant or a member of their household is waiting for the outcome of a medical condition if it's unclear how they will be affected in the long term.
- the applicant's financial and other resources, including whether they are entitled to disability benefits. Applicants will not receive an automatic award of health and wellbeing priority if they are receiving disability benefits.

The Medical Assessment Officer may recommend a particular type of home that is suitable for the applicant based on the assessment.

We will inform the applicant of the outcome of their health and wellbeing assessment in writing. If no health and wellbeing points are awarded, we will inform the applicant to refer to the Council's website for other housing options available to them.

Poor quality homes and disrepair

Where there is disrepair and the applicant states that the health and wellbeing issue is related to the poor state of repair of the property then we will expect the property owner, landlord or Agent to remedy the disrepair.

We are committed to improving poor quality housing, whatever the tenure. Our Private Sector Housing Team can arrange property inspections, and the council website offers advice and support to owners and landlords on how to make homes safer. Where necessary, we will take enforcement action. This may include issuing a statutory notice ordering the landlord to undertake the work to repair the home. Where the landlord does not carry out the repairs, we may carry out the works in default or take action to prosecute the landlord.

Applicants who move into unsuitable housing and request housing assistance from Enfield Council

Applicants with a pre-existing medical condition who move from suitable housing into accommodation that does not meet their needs will be expected to find their own longer-term housing solution, including in the private rented sector. The provision in this Allocations Scheme is designed to prevent applicants from deliberately worsening their housing conditions to take advantage of the health and wellbeing criteria to enhance their housing priority. In these cases, no health and wellbeing priority will be awarded. Applicants are expected to refer to the Council's website for help and advice in finding somewhere else to live.

Level of health and wellbeing priority

Where we assess that the applicant does have a health and wellbeing need, we will award either high, medium or low health and wellbeing priority, depending on their circumstances.

High	<p>This is where the applicant has an urgent need to move, because current living conditions:</p> <ul style="list-style-type: none"> • put the applicant's life at risk if they do not move, or • cause the applicant to be completely housebound and they would regain substantial independence if an alternative property were made available, including needing a wheelchair-adapted home because the applicant is a wheelchair user, or • put the lives of others at risk (for instance they are unable to self-evacuate from a building in the event of a fire) <p>In some circumstances, applicants will also be awarded a high level of points if medical treatment vital to the long-term or life-long health of the applicant is only available in Enfield.</p> <p>Applicants with high health and wellbeing priority do not need to meet the requirements of the Reasonable Preference criteria.</p>
Medium	<p>An applicant's need to move is less urgent and not life threatening but their living conditions are unsuitable and if left unresolved, their quality of life will deteriorate. Applicants assessed as having a medium level of priority are eligible for additional points provided that they meet one of the other Reasonable Preference criteria.</p>
Low	<p>The applicant's living conditions cause them difficulty in carrying out their daily activities, but this is neither life threatening nor would greater harm or progression of the illness be caused if they did not move. Applicants assessed as having a low level of priority are eligible for additional points provided that they meet one of the other Reasonable Preference criteria.</p>

No award	<ul style="list-style-type: none"> • The applicant's current housing situation has no adverse impact on the health issues presented, or • a move would offer no improvement; or a solution, other than moving into a social or affordable rented home is available, such as the adaptation of their current home, or a move to an appropriate private rented home.
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Appendix C – Who makes decisions?

Type of decision and / or assessment	Who makes the decision
Determining eligibility and qualification for a Council or housing association home	Enfield's Housing Assessment and Allocations Service: Officer level
Deciding that an application should be cancelled	Enfield's Housing Assessment and Allocations Service: Officer level
Assessing and prioritising housing applications	Enfield's Housing Assessment and Allocations Service: Officer level
Assessing the size of home needed by an applicant	Enfield's Housing Assessment and Allocations Service: Officer level
Agreeing an extra bedroom for an applicant based on their assessed need.	Enfield's Housing Assessment and Allocations Service: Manager level (PO grade and above)
Deciding to accept someone not in the immediate family on an application	Enfield's Housing Assessment and Allocations Service: Manager level (PO grade and above)
Awarding health and wellbeing priority based on assessed need	Enfield's Housing Assessment and Allocations Service: Manager level (PO grade and above) following advice from the medical assessment team
Decision that an applicant has an emergency and exceptional priority and requires an urgent move (excluding management transfers for existing Council tenants)	Enfield's Housing Assessment and Allocations Service: Manager level (PO grade and above)
Decision that an applicant has an emergency and exceptional priority (for existing Council tenants)	Enfield's Housing Assessment and Allocations Service: Manager level (PO grade and above)

Requires an urgent move - management transfers for existing Council tenants	Head of Housing Services or Principal Neighbourhood Manager
Assessing housing and support needs – people with mental health problems	Medical Assessment Team will assess and make a decision as to whether the case is referred to the Adult Social Care Panel
Assessing housing and support needs – people with learning difficulties	Adult Social Care Panel
Deciding which Council and housing association homes are to be let by direct offer or through the choice-based lettings scheme	Enfield's Housing Assessment and Allocations Service: Manager level (PO grade and above)
Shortlisting applicants who have bid for vacant Council or housing association homes via the choice based letting system	Enfield's Housing Assessment and Allocations Service: Officer level
<p>Conducting a review of a decision we have made on an applicant's case</p> <p>The council will usually deal with reviews of homelessness and housing allocation decisions internally. However, we may sometimes ask an external organisation to conduct the review on our behalf. The council will ensure that any contractual arrangements with an outside organisation is taken in accordance with the council's constitution and applicable law.</p>	<p>Enfield's Housing Assessment and Allocations Service:</p> <p>Review Officer</p> <p>or</p> <p>Manager level (PO grade and above) will approve where the review has been carried out by an external party.</p>
Deciding where and when local lettings plans will be put in place and agreeing the content of letting plans	Director of Housing and Regeneration with the approval of Cabinet Member for Housing
Determining the points threshold for applicants to be able to bid on homes	Director of Housing and Regeneration with the approval of Cabinet Member for Housing
Appeals against Panel decisions.	A Head of Service (HOS1 or above) will determine appeals against Panel decisions.

Appendix D – Enfield’s Housing Panels

Some Allocations points are awarded by a Housing Panel. There are several Housing Panels covering different types of referral route. The Panels are:

1. Adult Social Care

Considers referrals where the household is receiving, or may be in need of, support from Adult Social Care. The Criteria for the award of points are set out in Appendix A, sections 5.6 and 5.8.

2. Children and Family Services

Considers referrals where the household is receiving, or may be in need of, support from Children and Family Services, or where a referral has been made from the Fostering and Adoption Panel. The Criteria for the award of points are set out in Appendix A, sections 5.5, and 5.6.

3. Specialist Housing

Considers referrals from Adult Social Care for Extra Care or Specialist Housing to assess suitability for an offer.

4. Rough Sleepers

Considers referrals from the Enfield Council’s Rough Sleepers Team. The Criteria for the award of points are set out in Appendix A, sections 1.12 and 5.8.

5. Housing Options Transfer Panel

Considers referrals from the Neighbourhoods Team for transfers. The Criteria for the award of points are set out in Appendix A sections 2.1, 3, 4.1, 5.1, 5.2, 5.3, 5.10, 6.1.

6. Emergency and Exceptions Panel

No Allocations Policy can cover every eventuality. The Emergency and Exceptions Panel considers whether the nature of the application is so exceptional or urgent that the existing scheme should not be applied. In these circumstances the Panel has the power to award points to enable a direct offer to be made.

Terms of Reference

Each Panel will consist of one chair and at least two other Senior Officers. The Exceptions and Special Applications Panel must be Chaired by one of the Heads of Service set out below. Attendance at Panels may vary according to the nature of the cases being considered. Additional sub Panels may be set up to consider specialist areas, but all Panels must comply with the terms of reference set out below.

Chair

Head of Housing Advisory Service or
Assessments and Allocations Team Leader or
Head of Outreach, Head of Sustainable Housing or Head of Service Development or
Head of Housing Services

Panel Members

Representatives from the nominating service as appropriate
Representatives from Housing Services as appropriate
Representatives from the Housing Advisory Service

Quoracy and Meetings

To be quorate the Panel must include a chair and two other officers. Panel meetings may be held in person or remotely. Meetings will be minuted and decisions recorded in the minutes.

Criteria

Apart from the Emergency and Exceptions Panel, the criteria for the award of points is set out in the allocations scheme. The role of each panel is to ensure that the criteria is being correctly applied to applicants.

Referrals

The Panels will consider referrals directly from an applicant, or from any support agency, any statutory agency, any voluntary agency, a Housing Officer, any Officer from the Homelessness and Housing Options team, and/or, from the customer's medical representatives. Referrals must be in writing.

Meetings

At the Panel meeting, the Panel will consider the referral letter and the customer's file, plus a printout of an applicant's records to ensure a transparent and equitable decision is made on all cases. It is important that written material is considered at the meeting but the applicant and or their representative can be asked to attend. If further information or clarification is required, then no decision on that case will be made and the case will be deferred, and additional written material sought to allow a correct decision to be made.

Decisions

Minutes will be produced of each Panel meeting and the outcome of the Panel decision will be recorded onto an applicant's account within 24 hours. The applicant will be advised within 48 hours in writing of the outcome of the Panel's decision.

Where a Panel believes that although the applicant does not meet the criteria for awarding points, they should still be awarded priority, a referral should be made to the Emergency and Exceptional Panel for consideration.

An applicant will have a statutory right to review the decision made by the Panel and this statutory review will be undertaken by a Review Officer within the Housing Advisory Service.

Emergency and Exceptions Panel Criteria

The criteria (one or more must apply) for emergency awards are:

- a) Likelihood of admission to residential care of a family member if re-housing is not made
- b) Likelihood of a child being accommodated by the local authority if re-housing is not made
- c) Discharge from hospital or residential care is required and is prevented by the housing situation
- d) A child experiencing abuse needs to be moved away from the perpetrator
- e) The applicant, or member of their household, is at serious risk of harm either to themselves or to other people in their present accommodation
- f) The housing application does not fall within a single priority need group and could possibly fall into two priority needs groups.

In addition, the one or more of the following conditions also must be met:

- a) The applicant has severe financial hardship

- b) The applicant's wellbeing is seriously affected by their housing situation
- c) The applicant cannot reasonably be expected to find accommodation for him or herself.

The Panel has discretion to award points outside of the above criteria in the following circumstances:

- a) Households under the National Witness Mobility Scheme
- b) Enfield child protection cases
- c) Households fleeing domestic violence who have been referred by Enfield MARRAC as being at the highest levels of risk

Appendix E – Specialised Housing

All allocations to specialised housing are by direct offer.

Retirement Homes (Sheltered Housing)

To be eligible for retirement homes, you or your partner must be over 60 years of age, or over 55 if registered disabled, and in need of housing support. You should be able to live independently, with the provision of housing support, but not be in need of 24-hour care. You should be able, and prepared, to live within a close community without presenting unmanageable risks to yourself or others.

If you express an interest in sheltered housing whilst making or updating an application for housing, this information will be passed to our Older Persons Team.

They will:

- Contact you to find out some more information about you and may visit you at home to complete a questionnaire with you.
- Present a report to the Joint Assessment Panel; the report will include details of any person(s) or agency providing you with support.
- Take account of the Panel's recommendation and decide if you are eligible to bid for retirement housing and can be awarded retirement housing points from the table below.
- If you are not accepted by the Sheltered Housing Panel, then you will be given details on how to appeal that decision in the outcome letter, though you may still be able to bid for general needs housing.

Your assessed housing need will be used in the same way as for general needs housing, but we will also consider your need for support.

Your support needs will be assessed against the following table. You can be awarded support points for more than one criterion.

Criteria	Support Points	How do we assess?
Social inclusion	3	We will consider how difficult it is for you to be involved or get out and about in your local community.
Age over 75 years or 80 years plus	3 4	We will award additional points relating to your age
Being in receipt of a care package	4	We will consider any formal care package you are receiving.
Safeguarding risk	5	We will consider any identified safeguarding concerns

Your overall priority for retirement housing is a combination of your housing need and your support need and is calculated by multiplying your housing needs points by your support points.

Extra Care Schemes

Extra care housing is specialist assisted living designed for people aged over 65. These schemes have a dedicated care and support team available 24 hours a day for help with personal care and housing support. To qualify, in addition to the criteria set out in this Scheme generally, you must be aged 65 or over; have substantial or critical community care needs; and be assessed by adult social care as needing of the extra care services provided by the scheme.

Other Specialised Housing

The Council provides a range of specialised housing for residents with specific needs. This accommodation is provided both in partnership with local housing associations and through the Council's new build programme. All homes to people requiring Specialised Housing are by direct offer following a nomination from Adult Social Care.

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Placement Policy for temporary accommodation and private rented sector offers

Scope	This policy explains how we will assist homeless households in finding accommodation, in accordance with Part VII of the 1996 Housing Act and the Homelessness Code of Guidance. It describes how we determine the suitability of temporary accommodation and also of private rented sector offers. This policy applies to both existing and future applicants.
Approved by	
Approval date	
Document Author	
Document owner – Corporate	Director of Housing and Regeneration
Document owner – Portfolio Holder	Cabinet Member for Social Housing
Review	We will keep this policy under constant review. We will update it based on any changes in legal or local context.

1. Introduction

Enfield Council is committed to using all its resources and creativity to make the experience of homelessness rare, brief and non-recurring. We are determined to enable everyone to access a stable, secure and decent home regardless of tenure.

This policy covers two elements of our strategy:

- Our use of short-term temporary accommodation
- Our use of the private rented sector to provide a sustainable solution for people experiencing homelessness

At the current time 80% of Enfield households in temporary accommodation have been there for more than two years, and we have 3,500 households living in temporary accommodation. We want to ensure that in future no household spends longer than six months in temporary accommodation. This aspiration is reflected in both the nature of the temporary accommodation we will provide and the range of accommodation in the private rented sector that we offer.

This policy sets out how we determine the suitability of accommodation for households we place into either the private rented sector or temporary accommodation. Whilst we will always try to secure accommodation within Enfield we are working in a context of an acute shortage of affordable housing across London and the South East. The severe shortage of housing, rising rental costs, and acute pressures on local government funding mean that in some cases, we may need to discuss moving further away.

This policy applies to all those households who have been referred to the Market Management Team by the Housing Advisory Service. The policy does not cover households who have secured their own accommodation in the private rented sector as the Council will not have been able to assess the suitability of accommodation in these circumstances.

This Policy may be amended according changing levels of need or legislation. Any changes must be approved by the Cabinet Member for Social Housing.

2. Temporary Accommodation Offers

Temporary accommodation is not a long-term solution for residents. Our aim is that no household should spend longer than six months in temporary accommodation. We aim to ensure that the accommodation we offer, meets the needs of the household and meets the suitability criteria set out below.

We will usually only make one offer of temporary accommodation to a household, usually as an emergency response or where we have been unable to secure a suitable and affordable home. The household will be expected to accept it on the date it is made.

2.1. Moving from one temporary accommodation to another

In some cases, a household living in temporary accommodation may have to move to a different unit of temporary accommodation. Depending on the type of the accommodation and changes in the housing market, we may expect the households to move with very short notice. In that case, we will give one offer of suitable alternative accommodation. If the household refuses the offer, we will not offer further accommodation and our duty to the household will come to an end.

3. Private Rented Sector Offers

We aim to prevent and relieve homelessness through assisting households to stay in their existing accommodation. Where this has not been possible and a household is either in temporary accommodation or will lose their existing accommodation, we will assist them into a suitable private rented home as quickly as possible. This means that we will arrange for a private rented sector landlord to make an offer of an assured short-hold tenancy in the private rented sector for a period of at least 12 months. We will evaluate each offer both with regard to needs of the household and the nature of the accommodation to be offered.

For applicants owed the statutory homelessness prevention or relief duty and who are assessed as being able to sustain a tenancy, a maximum of three reasonable offers of affordable private rented housing will be made. Individual circumstances are considered in making these offers, including time scale, affordability, household preferences and needs. If a household is actively engaging with the Council but a choice of suitable offers has not been available but is expected to be, we will consider extending the statutory relief casework period. An acceptance of any suitable offer will end the Council's statutory duty. Ultimately a final suitable offer will be made, and the household will be notified in writing and the Council's statutory duty will be formally ended, whether the offer is accepted or refused. Where we have not been able to prevent or relieve homelessness, and a household is owed the main homeless duty, we will usually bring our duty to an end with one suitable offer of private sector accommodation.

If the household wants a certain type of property in the private rented sector or in a specific area, we may advise them to conduct their own search. This enables households to choose the property they want to live in. If they find a property and it meets the suitability criteria, we will assist them in signing the tenancy agreement. Households must not sign any tenancy agreement before we determine that the property is suitable, and the tenancy complies with certain conditions.

4. Suitability

We need to ensure that the accommodation we offer is suitable for the households we seek to place. In determining whether a property is suitable we will balance the needs of the household with the nature of the accommodation being considered. A key factor in determining location is the availability of suitable affordable housing. Where there is a shortage of suitable affordable accommodation within the borough, the factors considered to prioritise households are set out at 4.4 onwards.

4.1. Size of Accommodation

Accommodation must be of appropriate size household. We calculate the number of bedrooms that a household will need by following the steps below **in order**

Step 1: One bedroom for the applicant, and partner/spouse (*if any*)

Step 2: One bedroom for any additional adult couple

Step 3: One bedroom for any two additional people of the same sex

Step 4: One bedroom for any two additional people of the opposite sex aged nine and under

Step 5: One bedroom for any additional person

This calculation will not be used where there are safeguarding concerns. In these circumstances the size of property will be determined by the Housing Coordinator following a case conference and recommendations from a social worker from Adult Social Care or Children and Family Services.

4.2. Standard of Accommodation

All properties offered must meet the requirements set out in Enfield Council's Minimum Property Standards. These are set out at Appendix 1 – Minimum Standards

4.3. Affordability

Before making an offer of accommodation, we will assess each household's income and expenditure. This is in order to ensure that the household can afford to pay the rent for the property.

We will aim to secure properties for rent within the Local Housing Allowance rate as far as reasonably practicable so that they are affordable for people receiving housing benefit/ universal credit. Given the context of rapidly rising rents in Enfield, although we will first always aim to procure within the borough, we may also need to procure accommodation out of London in order to continue to provide affordable accommodation.

In cases meeting the criteria set out in our Discretionary Housing Payments (DHP) Policy, we may award a time-limited DHP to pay for shortfalls in Housing Benefit/ housing element of Universal Credit and Local Housing Allowance. The DHP Fund is a short-term emergency fund, awarded whilst the household takes action to resolve their housing problems in the longer term. This can include taking steps to find work; or taking steps to maximize their welfare entitlements.

4.4. Location

Enfield Council's policy is to house residents in accommodation within the borough wherever possible. However, there are occasions where we will support households to move to accommodation outside of the London Borough of Enfield:

- Where there is an ongoing threat to the safety of a household if they remain in Enfield

- Where there is no suitable affordable accommodation within Enfield available

Where we are offering accommodation outside Enfield, we will support households in finding accommodation out of the borough. Where possible this will be close to Enfield, taking account of affordability and other factors set out in this policy. However, in some cases we may need to source accommodation further away due to a lack of suitable and affordable accommodation in the area.

We will consider the factors below when determining the suitability of the location of the accommodation. The household may be asked to provide additional or updated information relating to their current circumstances to assist the Council in its determination. We will refer to these factors when we explain to a household why they are being offered particular accommodation, and why an alternative was not offered if there is more than one property available.

If accommodation is sourced outside of Enfield we will notify the host authority by way of a Section 208 (Housing Act 1996) notice to advise of the placement within 14 days, detailing the address and family makeup.

4.4.1. Employment

When a member of the household or someone who is reasonably expected to live with the household, is in paid employment, we will consider the need to reach their normal workplace from the accommodation being considered. This also applies to people who have a confirmed start date of employment or are enrolled on a work readiness programme in Enfield.

We will give priority for accommodation in Enfield and its vicinity to households where a member of the household or someone who is reasonably expected to reside with the household, is in paid employment and a move out of Enfield would result in termination of this employment with no prospects of finding employment in the new location.

4.4.2. Caring responsibilities

We will consider caring responsibilities on an individual basis when determining what would be a reasonable location for the household to live.

We will consider households with members who are registered carers in receipt of carer's allowance and provide care for a member of the family who is not part of the household but who resides in Enfield. We will give priority for accommodation in Enfield and its vicinity to the carer's household if the person being cared for would require statutory health and social support if the care ceased.

4.4.3. Education

We will take the age of the child and the stage of their education into consideration. If households include children who will take statutory exams within an academic year, we will aim to assist them in finding accommodation within a reasonable travelling distance from their school. This includes children enrolled in GCSE, AS or A level courses or post 16 vocational qualifications in schools based in Enfield. Households

that include children who are not taking statutory exams within an academic year may have to move further away. In such a case, we would advise that the children change schools.

We will give priority for accommodation in Enfield and its vicinity to households with children taking statutory exams within the academic year. We will also give special consideration to households with children with Special Educational Needs and Disabilities (SEND) who are receiving educational support from Enfield Council. We will give priority for accommodation in Enfield and its vicinity if changing school would be detrimental to their education and well-being (for example, if they could not receive special educational needs support elsewhere). In some specific cases the family could benefit from a coordinated move to another area, if a move would allow the family to live closer to specialist educational support. Housing services will work in partnership with children's services to determine this.

4.4.4. *Children subject to a child protection plan*

We will consider any cases where children are subject to a child protection plan on an individual basis. Social workers will advise on these cases, in order that we consider all safeguarding concerns and determine whether the household should be prioritised to stay in the borough. In some cases, the children may benefit from a move out of the borough, as that could eliminate the threat to their well-being.

4.4.5. *Adults in education*

We will take into account the needs of any adult in the household who is in education. This includes adults in higher or adult education, vocational and professional training, or a recognised apprenticeship.

4.4.6. *Medical facilities, medical and health issues*

We will take into account individual medical and health needs. We will consider any ongoing treatments and the implications of transferring to healthcare providers closer to new accommodation.

When determining suitability with regard to the household's medical needs, we will consider whether the medical condition itself makes the housing and location offered unsuitable. If the household cites previously unidentified medical grounds as the reason for refusing the accommodation, we will ask the household to submit evidence within a reasonable time period.

We will give priority for accommodation in Enfield and its vicinity to households with members who meet at least one of the following conditions:

- have a severe and enduring physical or mental health condition requiring regular specialist care that a move from Enfield and its vicinity would significantly disrupt
- have an enduring physical or mental health problem where a loss of local support network would severely impact their well-being

4.4.7. Services, amenities and transport

We will consider accessibility to local services, amenities and transport.

4.4.8. Wider community support networks

We understand that some households rely on local support networks in their daily lives more strongly than others. The nature of the support varies. It includes but is not limited to childcare, membership of a religious community, or support for recovering drug addicts. We will consider any such circumstances on an individual basis. Therefore, we will take into account situations where a loss of local support networks would be significantly detrimental to the wellbeing of the household.

5. Support for Households

We will offer all households who move out of the borough and its vicinity relocation support. This is when households are moving further away than a neighbouring borough. The level of support will depend on the individual and collective needs of the household and the location.

Relocation support may include information on:

- local schools
- Special Educational Needs support
- local child care
- local GPs
- housing benefit as well as any other benefits the household may be entitled to
- information on their new local council, Council Tax, registering to vote and relevant local services
- community care services and social groups
- where relevant, information on local employment opportunities.

In some cases, we may offer one-off payments to help with relocation costs.

6. Right to Review

Households have a statutory right to request an internal review regarding decisions we make on several issues. One of these is suitability of accommodation. If the outcome of the review is in the household's favour, this means that the decision to end our duty is set aside and we will then make a further offer of temporary accommodation.

If the household is not satisfied with the outcome of the review, they can appeal to the County Court, but only if the Council has made a legal error when making the decision. An appeal must be brought within 21 days of notification. If the applicant has not been notified of the outcome within the prescribed time period, an appeal must be brought within 21 days of when they should have been notified.

The following reasons are **unlikely** to be considered as acceptable reasons for refusal:

- the quality of decoration/furniture

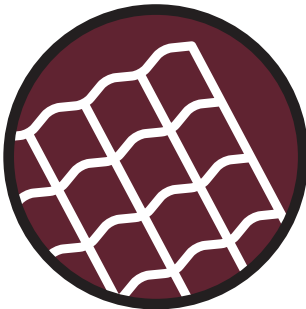
- provision of parking
- lack of access to a garden
- any medical condition that is not directly impacted by the particular accommodation offered.

7. Tackling fraud

It is an offence for any resident to knowingly make a false statement intended to induce the Council to believe that they or any others are entitled to accommodation. Where we suspect that a fraud may have been committed, this matter will be investigated and may lead to criminal proceedings being instigated.

Enfield Council's **TEMPORARY AND PRIVATELY** **RENTED ACCOMMODATION** **MINIMUM PROPERTY STANDARDS**





1 INTRODUCTION

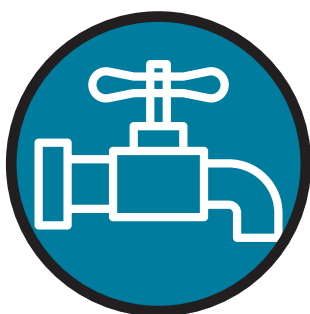
Set out below are the minimum property standards that all Homes (The Homes) shall meet.

The Home is likely to be the main residence for the Service User family placed in it for a considerable period of time so the following standards must be met.

The Homes shall not contain any Category 1 hazards under the Housing Health and Safety Rating System as set out in the Housing Act 2004 and associated guidance. Where the Home is a flat, all flats in the building of which it is part shall also conform to the appropriate fire protection standard.

Conversions of houses or other buildings into flats require both planning permission and building control approval. Loft and other conversions require building control approval. We may ask for proof of any required permissions and/or approvals.

Accommodation above restaurants, fast food outlets or commercial premises where hazardous substances are kept shall not be acceptable for the Scheme. Neither are flats above noisy, late night opening premises such as minicab offices, clubs or pubs acceptable for the Scheme.



2

EXTERNAL PROPERTY STANDARDS

2.1 ACCESS

All Homes shall have:

- Safe, well lit and easy access with no obstructions.
- Paths and yards (if present) which are reasonably surfaced so as not to present a tripping hazard and which shall be adequately drained so as not to retain standing water.
- Access stairways (if present) which are secure and not unreasonably steep, any stairway or step shall not vary from current building regulation requirements in such a way as to present an unreasonable level of hazard to users.
- Access stairways (if present) which have an adequate and securely fixed handrail.

2.2 COMMUNAL AREAS

(WHERE APPLICABLE)

All communal areas shall be:

- Clean, tidy, well-lit and well maintained.
- Maintained by a responsible landlord or managing agent who shall be identified and monitored.

2.3 ROOF

(WHERE APPLICABLE)

All Homes shall have:

- A roof or roofs which are watertight, free from all defects, loose or missing tiles/slates, etc.

2.4 GUTTERING

(WHERE APPLICABLE)



All Homes shall have:

- Adequate drainage from roofs.
- Downpipes secured to walls, gutters and downpipes which are free from blockages and leaks and in good repair.



2.5 GARDEN

(WHERE APPLICABLE)

All gardens shall:

- Be cleared of rubbish and have all vegetation, shrubs and trees reasonably kept.
- Have their walls and fences in good order.
- Have gates (if present) that operate well with gate posts/pillars that are secure.
- Have sheds or ancillary buildings (if present) which (are empty at acquisition), in good repair and safe.



2.6 RUBBISH DISPOSAL

All Homes shall have:

- Sufficient bins provided for a normal household's use, depending on the size of the Home, in a clearly defined and easily cleaned bin storage area or adequate refuse storage and disposal facilities.

3

INTERNAL PROPERTY STANDARDS

3.1 DOORS

Doors shall meet the following standards:

- All external front (main entrance) doors and frames shall be of exterior grade quality and should be reasonably secure from access by burglars. They shall have a British Standard 5-lever mortice dead lock with an additional “Yale type” latch, or where purpose made UPVC/composite door has integral door locking mechanism.
- All other external doors shall have a five lever mortice lock,
- All external front doors shall open freely, have a bell or adequate knocker fitted and be clearly numbered,
- All internal doors shall open, close and fasten properly and have their keys removed, bathrooms and toilets should be provided with a courtesy latch that could be forced open by an adult if a child accidentally locks themselves in.
- All doors with glass panels shall be fitted with safety glass or safety film.

3.2 STAIRCASES

(WHERE APPLICABLE)

All staircases shall have:

- Gaps between their spindles and gaps between their balustrades which are no more than 100mm
- All gaps between treads and risers filled in.
- A two-way light switch provided in all stairwells/hallways with more than one floor so that the light can be switched off/on from either floor or floors.

- Be free from obstruction and not unreasonably steep.
- A suitable handrail.
- All staircases should where possible conform to current building regulations. Any stairway or step should not vary from current building regulation requirements in such a way as to present an unreasonable level of hazard to users.

3.3 WALLS AND CEILINGS

Walls and ceilings shall meet the following standards:

3.3.1. DAMPNESS

- All Homes shall be free from damp, mould, condensation, etc.
- Condensation occurs sometimes in all homes. Condensation problems due to structural features shall not be so pervasive as to constitute a health hazard or be a statutory nuisance.

3.3.2. PLASTER

- All plaster shall be sound and show no movement when examined.

3.3.3. DECORATION AND FURNISHINGS

- The property is in good decorative order.
- Furniture and soft furnishings provided by the landlord are in good condition at the start of a tenancy and comply with the Furniture and Furnishings (Fire Safety) Regulations 1988 (as amended).



3.4 WINDOWS/ GLAZING



The following requirements shall apply to windows and glazing:

- All windows that are accessible from the ground level are resistant to unauthorised entry: of a strong construction, well-fitted, in good condition, and fitted with suitable window locks and restrictors that can be easily released in the event of a fire.
- Overlook windows in bathrooms and toilets shall be glazed with obscure glass or treated with plastic film to provide privacy.
- New or replacement glazing installed after April 2002 shall consist of energy saving sealed double-glazing and comply with Building Regulations. To prove compliance, it shall have:
 - a) A certificate showing that the work has been carried out by an installer registered with the FENSA scheme, or
 - b) A certificate from the local authority confirming that the installation has been approved under the current Building Regulations.
- All main habitable rooms (living rooms and bedrooms) shall have a reasonable glazed window area allowing reasonable levels of natural light.

3.5 VENTILATION

The following standards shall apply:

- Windows in all main habitable rooms (i.e. living rooms and bedrooms) can be opened with ease.
- This requirement also applies to kitchens, bathrooms and WC cubicles if they rely on natural ventilation (openable parts of windows should be easy to operate).
- If a kitchen, bathroom or a WC is an internal room it shall have mechanical extract ventilation.

3.6 INSULATION



The following standards shall be met:

- All accessible loft spaces shall have a minimum of 270mm Rockwool insulation (or equivalent) properly laid.
- All hot water tanks should be foam lagged or have a good quality insulating cylinder jacket, which has been properly fitted.
- All water tanks and pipes which may be liable to damage by frost shall be adequately protected with lagging.

3

3.7 HEATING AND HOT WATER SYSTEMS



- An adequate, efficient and economic source of heating is provided throughout the property, provided through central heating or economical, hardwired electric heating which can be individually controlled by tenants. These heaters are not fuelled by portable bottled gas or paraffin.
- If water heating is by electricity it shall be of reasonable capacity and have an on and off peak tariff.
- All pipework to the boiler should be boxed in appropriate to its location.
- All gas heating systems shall have a 'Homecare 2'. British Gas Service Agreement or equivalent.
- All heating systems shall have a timer and thermostat.
- All hot water systems shall be able to operate independently from the heating system.
- Landlords shall provide a gas safety certificate and copy of the annual Gas Safe service agreement every year. A copy of the safety certificate shall be given to the Service User; The report should not have any items requiring attention.
- Operating instructions for heating/hot water system shall be provided to Service Users.

3.8 ELECTRICAL ITEMS

All Homes shall meet the following standards:

- All Homes shall have a current NICEIC or NAPIT electrical safety report. This report must have no items marked as requiring urgent attention or investigation.
- All electrical wiring shall be covered.
- All surface mounted wiring shall be enclosed in suitable plastic conduit.
- All RCD consumer unit shall be housed in a cupboard.
- A fused spur is provided for the boiler and cooker.' It implies one is required for a washing machine and fridge. shall be provided.
- Portable Appliance Testing (PAT) is required annually every 5 years every 5 years for all electrical appliance supplied (e.g. electric cookers). Smoke alarms should be checked and tested at the same time.

An adequate number of sockets shall be required and the following shall be appropriately spaced:

- Living room. 2 double sockets as a minimum
- Double bedrooms. 2 double sockets as a minimum
- Single bedrooms. 1 double socket as a minimum
- Kitchen. 2 double sockets at worktop height as a minimum, 1 socket for a fridge and one socket for a washing machine
- Landing. 1 socket as a minimum.



3.9 FURNITURE

The following items shall be provided:

- Carpets or other suitable flooring, curtains, net curtains, cooker and fridge/freezer or a separate fridge and freezer. In the case of the latter items, size shall be dependent on the size of the Home concerned, i.e. a larger cubic volume is required for a four-bedroom house than a one bedroom flat.
- At the discretion of the AO beds may be requested.
- Any furniture shall comply with the Furniture and Furnishings (Fire Safety) Regulations 1988 (as amended).

3.10 FIRE SAFETY



The following standards shall apply:

- All front doors to flats which lead off a communal hallway shall be half hour fire resistant doors, designed to meet BS476 and Part 22.
- A half hour fire door complying with BS476, Part 22 shall be provided for the kitchen. If one cannot be fitted on the kitchen then a fire door must be fitted to nearest door that is a break point to the remainder of the property e.g. If the kitchen is open plan off the lounge and the lounge is entered from the hallway, then this would apply to the lounge door leading to the hallway. If there is a bedroom or another room off the kitchen or (if applicable) off the open plan area to the kitchen, then a fire door must also be fitted to each room.
- All doors with glass panels are fitted with safety glass or safety film.
- A heat detector should be installed by the landlord in the kitchen and must be hardwired and wired into the mains wired smoke alarms.
- The preferred standard for smoke alarms shall be electrically operated interlinked smoke alarms installed to each floor complying with BS5839, Part 6 and conforming to Grade D, Type LD2.
- Smoke alarms with removable batteries shall not be acceptable under any circumstances.
- All properties that use fuel-fired heaters or appliances or fireplaces or attached garage to be equipped with a CO detector.

4 ROOM STANDARDS

4.1 KITCHENS

Kitchens shall meet the following minimum standards:

4.1.1. COOKER

- All rings shall operate.
- If free standing, the cooker shall be chained to the wall.
- The oven shall be clean and provided with shelves.
- Gas cookers shall be annually serviced and certificated.

4.1.2. SINK

- Splash backs shall be tiled to a minimum of 300mm (two tiles high).
- Sinks and worktops shall be sealed around edges with silicone sealant.
- All waste pipes and traps shall be free of defects with no leaks or drips.
- Any holes around waste pipes and traps shall be sealed so as to prevent the ingress of vermin.
- Taps shall be in good condition (i.e. no dripping) and easy to operate by children or people with finger mobility problems.
- Kitchen units - There is an adequate number of kitchen units for the size of the property with backs and bases, secure doors and handles, which open and close freely and are free from defects.
- There must be adequate work surface space for the size of the Home.

4.1.3. KITCHEN UNITS

An adequate number of units shall be provided, below is the suggested guidance:

- There shall be a minimum of two fitted floor unit (excluding the sink unit) where an area space is adequate.
- There shall be a minimum of two drawers.
- There shall be a minimum of two fitted wall units, where an area space is adequate.

4.1.4. FRIDGE/FREEZER OR FRIDGE AND FREEZER

- The adequate fridge/freezer or fridge and freezer shall be clean and in good working order,

4.1.5. WASHING MACHINE

Washing machines are not required but there shall be:

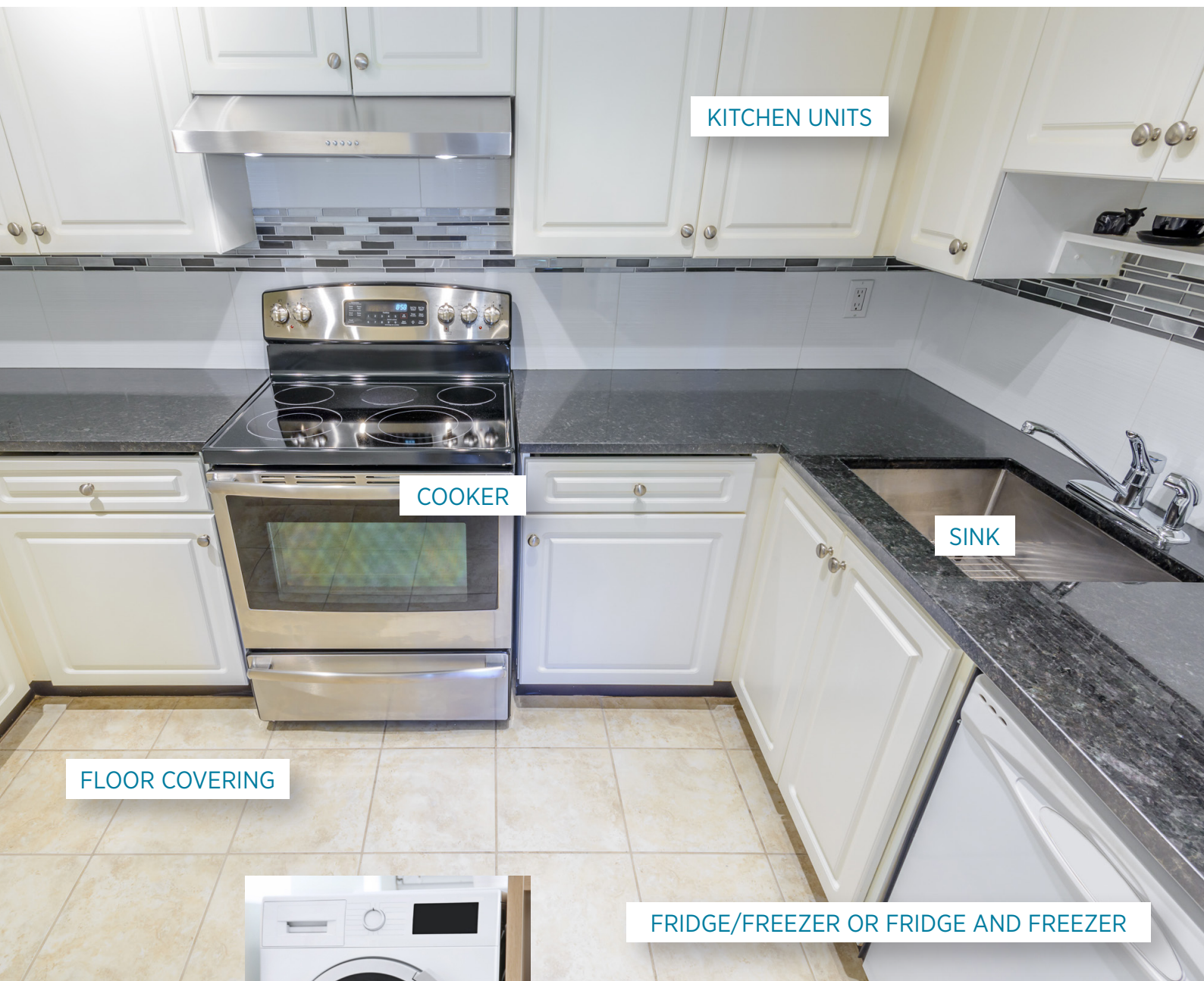
- Sufficient space for a washing machine to be installed under a work surface in the kitchen or equivalent position,
- Appropriate fittings to allow such installation to take place, and
- A non-return valve fitted to the waste pipe.

4.1.6. FLOOR COVERING

- Floor covering shall be of the vinyl type or tiled and shall be free from all defects.

4.1.7. STOPCOCK

- Location of stopcock should be identified.



KITCHEN UNITS

COOKER

SINK

FLOOR COVERING

FRIDGE/FREEZER OR FRIDGE AND FREEZER



WASHING MACHINE

4

4.2 BATHROOMS

The following standards shall be provided:

4.2.1. FLOOR COVERING

Floor covering shall be vinyl type or tiled and shall be free from defects.

- Floors shall be sealed around their edges with silicone sealant.

4.2.2. BATH

- The bath shall be fitted securely and there shall be no leaks.
- Bathrooms shall be tiled to a height of 300mm around bath and well sealed at the joints.
- All bath panels shall be free of defects.

4.2.3. SHOWERS

- Showers are not essential but where provided the landlord shall ensure that their normal use will not damage the Home, through water ingress or otherwise.
- Separate shower cubicles shall be tiled to a height of 1.8 metres.
- All shower bases shall be adequately sealed and a curtain/door provided.
- Generally, the standard to be reached in a shower room is one where normal usage will not lead to any water ingress into the structure of the Home over the period of the lease.

4.2.4. SHOWERS FITTED ABOVE BATHS

- Tiling shall be of a sufficient height to protect the decoration of the wall (1.8 metres +).
- A shower door or curtain shall be provided and shall be of a sufficient standard to prevent water damage to the floor.
- A wall bracket shall be provided for shower attachments.
- The provision of a bath rather than a shower shall be strongly preferred. Homes with showers only shall be considered but only in exceptional circumstances; and shall be accepted in the absolute discretion of the AO.

4.2.5. WASHBASIN

- The splash back shall be tiled to a minimum of 300mm (two tiles high).
- Washbasins shall be sealed around the edges with bathroom grade silicone sealant.
- Waste pipes and taps shall be free of defects with no leaks or drips.
- Taps to be easy to operate.
- Taps shall be in good condition (i.e. no dripping) and easy to operate by children or people with finger mobility problems.
- Light fittings shall be of a sealed type appropriate for bathrooms.

4.2.7. TOILET

- The toilet shall be clean, secure, free of defects, with a secure seat and the cistern shall fill at a reasonable rate.
- The floor covering in separate WC closets shall be free of all defects. Vinyl flooring or tiles shall be preferred with sealing at the edges with silicone. Carpet shall not be acceptable.
- A toilet roll holder shall be provided.



4

4.3 LIVING ROOM AND BEDROOMS

4.3.1. SIZE/LAYOUT

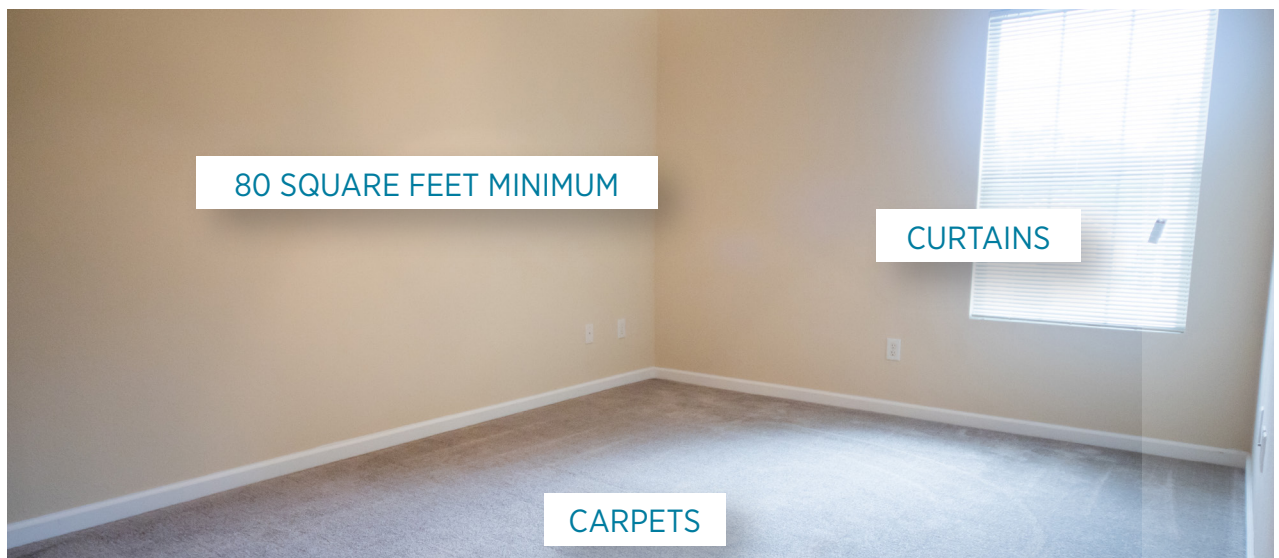
- Living rooms shall be at least 70 square feet in area and large enough to comfortably contain a sofa 2 armchairs and a television.
- Double bedrooms shall be at least 70 square feet in area.
- Single bedrooms shall be at least 50 square feet in area.
- Bedrooms accessed off another bedroom shall not count as a separate room.
- Rooms of less than 50 square feet cannot be used as living rooms or bedrooms.

4.3.2. CARPETS

- Carpets (or other suitable flooring) shall be provided. It shall be clean, of reasonable quality and free from all defects such as excessive wear, loose seams, tainting, bare patches and so on.
- Laminate or other wooden flooring shall not be acceptable, in flats above ground floor level unless the floor is of a solid concrete construction, because of potential noise disturbance.

4.3.3. CURTAINS

- Curtain rails shall be securely fitted above all windows.
- Curtains shall be clean, free from defects and when drawn at night prevent external viewers seeing into the room concerned, Net curtains shall be fitted to all windows.
- Blinds shall be accepted in the absolute discretion of the AO.



5



PEST CONTROL STANDARDS

The property should be free from pest infestations throughout. Where an infestation is present, the provider should assess it having regard to the extent of the infestation and the effectiveness of any treatment in progress. Where treatment is absent or inadequate, they must engage the services of a reputable pest control operator to eradicate the problem at source and undertake periodic routine inspections. The manager should then keep a log book of periodic pest control treatments and keep it available for inspection by the Council. The access holes should be filled where possible to reduce the chances of pests entering the property.







Intermediate Housing Policy

Scope	<p>This policy explains what falls within the description of intermediate housing, who it is intended for, eligibility criteria, priorities for new supply and how it can be accessed in the Borough.</p> <p>This is intended to inform the consideration of planning applications and the extent to which they meet our local needs.</p>
Approved by	<i>Cabinet</i>
Approval date	<i>15th July 2020</i>
Document Author	Strategy, Partnership, Engagement and Consultation Hub
Document owner – Corporate	Director of Housing and Regeneration
Document owner – Portfolio Holder	Cabinet Member for Social Housing
Review	We will keep this policy under constant review. We will update it based on any changes in legal or local context.

1. INTRODUCTION

Enfield Council's Housing and Good Growth Strategy to 2030 sets out the vision and housing policy to help more people realise their aspirations of homeownership. Affordability is the main challenge with residents unable to afford a mortgage at a reasonable proportion of their earnings or the ability to be able to offer a deposit.

The main challenge is for residents in the private rented sector. Over half of all Housing Benefit claimants in Enfield live in the private rented sector and nearly two-thirds of these are working. Many of these residents will not have priority need for social housing. For this reason, this policy seeks to expand the prioritisation of applicants for intermediate housing, define the income eligibility range for applicants in the Borough and the role of Registered Providers (RPs) in providing Intermediate Housing in Enfield.

In the current context, meeting housing need through types of intermediate housing, provides an important role in supporting the business models of many housing associations and developers. The Allocations Policy for council owned housing and Registered Providers stock, prioritises housing for those with a long-term need and where this need cannot be met by the applicant in the housing market. The Intermediate Housing policy outlines how those that cannot meet their own needs in the market and who are not in sufficient priority need to be eligible for social housing, can access alternative low-cost accommodation.

The objectives of this policy are to ensure that we:

- Work within the Planning Policy Guidance setting out the levels of discount market rent in Build to Rent schemes and how these will be prioritised to residents and allocated.
- Establish clear criteria to determine who is eligible for intermediate housing in the borough
- Establish clear criteria for prioritising applicants for intermediate housing in the case that there is more than one applicant for a property
- Prioritise applicants to help ease pressure on social housing where possible and to ensure that intermediate housing is targeted to those with the greatest need
- Design access arrangements – through establishing an intermediate housing register to which people can register their interest and requires providers of intermediate housing in the borough to market their units to applicants in the first instance and let them in accordance with the Council's Priority Bands (see below)
- Support a range of other innovative and varied products, including lower cost market housing and private rented schemes, which is not classified as Intermediate Housing but may still be affordable to those on low to average incomes.

2. DEFINITION OF INTERMEDIATE HOUSING

Intermediate housing consists of homes for sale and rental homes provided at a cost above social rent, but below market levels subject to the criteria in the NPPF definition above. These can include:

- First Homes
- London Living Rent
- Discount market rent (within Build to Rent schemes)
- Shared equity
- Shared Ownership which might extend to the Right to Shared Ownership in future Affordable Housing programmes

The Allocation Policy outlines different intermediate tenure types which are aimed at different income thresholds as set out below:

Tenure	Minimum Income as at April 2020	Maximum Income as at April 2020
London Living Rent	£25,000	£60,000
Intermediate Rent (includes Discount Market Rent)	£18,100	£60,000

London Living Rent (LLR)

LLR is intended to be an affordable “rent to save” tenure for gross annual household incomes of £60,000 per annum. The homes will be offered on tenancies of a minimum of three years and up to ten years at intermediate rent levels. It is a type of intermediate rent based on one third of ward median income paying rent on a two- bed property to support Londoners to save and move into homeownership. LLR homes in the borough will be expected to be subject to the same intermediate housing policy as set out in this document. Providers will be expected to satisfy themselves that households can afford to both pay the rent (without recourse to Housing Benefit) and accumulate savings, using standard affordability tests.

Discount Market Rent (DMR)

DMR is an Intermediate Rent for household incomes of less than £90,000. The required discount is agreed with the planning authority and could be a ‘blended’ range based on market rent up to 80%; or based on proportion of median incomes and may apply to a specified proportion of homes rather than specific units.

3. BUILD TO RENT

The Draft London Plan (in particular H13) are aligned with the 2017 Affordable Housing SPG, which defines Build to Rent (BtR) and explains how its distinct economics should be taken into account when assessing applications.

The Mayor of London expects at least 30% of Discount Market Rent homes to be provided at an equivalent rent to London Living Rent with the remaining 70% at a range of genuinely affordable rents. BtR providers intending to retain long-term ownership of a whole block are not required to sell LLR properties as shared ownership.

BtR schemes are coming forward in the Borough and it is important that we have a framework to guide schemes pending the finalisation of the Local Plan. Each BTR application will need to be assessed on its individual site circumstances to address the needs of local affordability. In general – and pending finalisation of the Local Plan – we will seek discount market rent levels at no greater than 70-80% of market rent, with scheme mixes favouring family households.

The affordable housing ‘offer’ on Build to Rent developments will comprise discounted market rent, usually managed by the Build to Rent provider. Rents could be set at the LLR level at the start of each tenancy, or the discount to market rents could be fixed at a rate that makes the rent equivalent to the LLR rate for the initial letting, with this discount then being applied to the current market rate for the development at the start of each new letting.

4. REGULATORY & LEGAL CONTEXT

Our approach to setting criteria for households in accessing intermediate housing products is in accordance with the London Plan and National Planning Policy Framework (NPPF).

GLA eligibility criteria for intermediate housing products are as follows:

- The costs (including service charges) of intermediate ownership products such as London Shared Ownership and Discounted Market Sale (where they meet the National Planning Policy Framework and London Plan definition of affordable housing) should be affordable to households on incomes of £90,000 or less
- The costs for all intermediate rented products (including London Living Rent, Discounted Market Rent, Affordable Private Rent and Intermediate Rent) should be affordable to households on incomes of £60,000 or less.
- For dwellings to be considered affordable, annual housing costs, including mortgage payments (assuming reasonable interest rates and deposit requirements), rent and service charge, should be no greater than 40 per cent of a household's net income.
- Local planning authorities should seek to ensure that intermediate provision provides for households with a range of incomes below the upper limit average housing costs (including service charges for Shared Ownership and Discounted Market Sale homes), should be affordable by households on annual incomes of £56,200 a year. This is calculated as the mid-point of the of the upper income threshold of £90,000 and a lower threshold of £22,400 that was derived by increasing the previous year's threshold by RPI.
- On this basis, average housing costs for Shared Ownership and Discounted Market Sale, including service charges, should be no more than £1,311 a month or £303 a week (calculated on the basis of 40 per cent of net income, with net income being assumed to be 70 per cent of gross income of 56,200), the same as in the previous AMR.
- Similarly, for intermediate rent products average housing costs, including service charges should be affordable by households with an annual income of £41,200, resulting in maximum housing costs of £11,536 a year, which is £961 a month or £222 a week.

5. INFLUENCING THE DESIGN OF NEW SCHEMES IN THE BOROUGH

Subject to viability, this policy should be used as guidance for developing new build homes in accordance with:

- An affordable housing mix of 70/30 split in favour of rented accommodation.
- An Intermediate product should be no greater than 70%-80% of market rent and no greater than 40% of net household income.
- London Living Rent should be genuinely affordable with rents no greater than 40% of net household income.

Applicants who have sufficient finances to resolve their housing need by renting or buying in the intermediate housing sector (e.g. below market rent or shared ownership) or the private sector will be given information and advice on alternative housing options.

6. WHO IS ELIGIBLE FOR INTERMEDIATE HOUSING

Eligibility criteria are required to ensure that intermediate housing is allocated to those who need the product and for whom it is a financially viable option. When a number of individuals

and households express an interest in the same property there are priorities, set out below, to determine who should be the beneficiary.

Eligibility for intermediate housing will be restricted as per the GLA's criteria¹

- People with a gross household income of no more than £90,000 per annum.
- People who are unable to purchase a suitable home to meet their housing needs on the open market.
- People who do not already own a home or who will have sold their current home before they purchase or rent.
- Priority will go to Armed Forces personnel (serving military personnel and former members of the British Armed Forces discharged in the last 2 years).

Intermediate housing is a product designed to help those who have difficulty entering or moving within the housing market. For this reason, applicants for intermediate owned housing products such as shared ownership must generally be first-time buyers, the exceptions being:

- when applicants are using shared ownership to move from or within a regeneration area, as provided for in an Estate Renewal Rehousing and Payments Policy, or
- when applicants are accessing shared equity products so as to downsize or are purchasing intermediate products to move into a larger home to meet their household needs.

In these cases, the applicant may well already own property. However, the housing product being purchased as an intermediate product must be the only property the purchaser will own in the UK. Applicants must, in all cases, be resident in the UK for tax-purposes. Intermediate housing for rent will be limited to applicants with a gross household income of less than £60,000, but targeted at households with a maximum income of £40,000 for 1 and 2 bed properties.

The Draft London plan further states that if boroughs wish to set eligibility criteria for intermediate housing below these levels, they should automatically cascade out to the London-wide eligibility criteria within three months to ensure that units are not left vacant. Re-sales and re-lets should be available to those meeting the London-wide income caps and not be restricted by local eligibility criteria.

In line with this, we shall ensure that planning agreements state that for the first three months of marketing intermediate housing products, eligibility will be further restricted to people living and/or working in the London Borough of Enfield.

We may consider restricting eligibility to certain groups on sites where this is particularly appropriate e.g. development on hospital land to provide housing for health workers or developing on school land to provide housing for teachers and teaching assistants.

We may also restrict eligibility to certain properties if they serve a special need, such as being wheelchair accessible.

7. WHO WILL HAVE PRIORITY FOR INTERMEDIATE HOUSING PRODUCTS IN THE BOROUGH

The Council is committed to the offer that residents in the Borough should benefit from new affordable housing to rent or to own in the borough, and the priorities and marketing bands

¹ Correct as of July 2017

below are in place to ensure this. Recognising the significant impact of Covid-19, measures are being considered within this policy which support the principle of “**Homes for Heroes**” whereby key workers in the NHS and emergency services should be prioritised for new homes at intermediate tenures and increased access to well managed discount market rented and affordable low-cost home ownership.

Priorities are defined to allocate properties when a number of individuals who meet the eligibility criteria have expressed an interest, and are as follows:

Priority 1 : Workers in essential services that work in Enfield

- Priority will be given to workers in essential services. For the purpose of this policy, this includes:
 - Social workers, youth offending managers and case workers, nursery nurses, educational psychologists, and therapists (e.g. occupational therapists), care workers
 - Clinical NHS staff (with the exception of doctors and dentists)
 - Teachers, teaching assistants and nursery nurses in schools and further education/sixth form colleges
 - Police officers, Community Support Officers and some civilian staff
 - Firefighters and other uniformed staff below principal level in Fire and Rescue Services

Priority 2 : Social and affordable housing tenants in Enfield

- Priority will be given to current Council and housing association tenants who have the means to be able to sustain an intermediate housing product.

Priority 3: Members of the armed forces

- Priority will be given to those applicants who are either:
 - A former member of the regular armed forces
 - A member of the regular or reserve forces who is suffering from serious injury, illness or disability related to their service
 - A bereaved spouse or civil partner who has had to leave forces accommodation following their partners death in service

Priority 4: Enfield residents on housing needs register

- Priority will be given to Enfield residents on the housing needs register. If there are two or more applicants at this level of priority, then priority on the housing needs register will be assigned in order of gross salary (with the lower income household receives greater priority) and lastly in order of date of application.

Priority 5 : Enfield residents

- Priority will be given to Enfield residents that have lived in the borough for the preceding three years; in line with the allocation scheme.

Priority 6: Non-Enfield residents who work in the borough

- Priority will be given to non-Enfield residents who work in the borough, not in essential services as set out in priority 1 but meet the criteria for Band 1.

Priority 7: London resident

- Priority will be given to any London resident.

Further to the priority cascade set out above, household size and income levels will be taken into consideration. Where several applicants are in the same priority band, precedence will be given to households on the lowest income who meet the affordability criteria, and then to the applicant who first expressed an interest in the property via the Intermediate Housing Register or Homes for Londoners tool.

The Council can, at its discretion, grant additional priority in exceptional cases and could include households who are threatened with homelessness, or where a household member is a victim of domestic violence.

If the above priority bands operate in such a way as to result in unlawful discrimination, the council may, depending on the circumstances, disapply the criteria so as to avoid any discriminatory effect.

8. MARKETING INTERMEDIATE HOUSING

To improve accessibility for residents, this policy sets clear guidelines for the marketing of intermediate products in order to ensure that those who need the product most in the borough are able to express an interest first.

Intermediate housing will be marketed in the following order, by band:

	Time Period	Criteria
Band 1	Pre-completion and 3months post -completion	Those living or working in Enfield with a minimum annual income of £18,100 for 1 and 2 bed properties and £60,000 for larger properties.
Band 2	-6 months post completion	Those living or working in London with a maximum annual income of £60,000 or £90,000 for non-rented intermediate.
Band 3	From 6 months post completion	Those living or working in London with a maximum annual income of £90,000.

The Council will therefore require developers and housing providers to deliver new intermediate homes at price points that ensure that households on incomes as set out above face housing costs, including mortgage costs, rent charged and service charges, that do not exceed 40% of their net household income. The Council will also require developers to take account of incomes on a borough-wide basis but also at a ward-specific level.

For the first three months of marketing, in instances where there are multiple customers looking to purchase or rent a home, we will expect providers to allocate intermediate housing units in accordance with the priority cascade. We expect providers to inform Enfield Council when the marketing of properties commences and agree to provide a marketing plan within the S106 agreement.

Recognising the individual characteristics of local housing markets, eligibility for intermediate housing may be set locally and will be reviewed on an annual basis in line with changes to the market and local demographics. Further intermediate housing policy will also be developed for Meridian Water, to provide for the right mix and tenure for the Edmonton area and enable delivery of strategic housing priorities.

Section 1 – Equality Analysis Details

Title of service change / policy or budget change/project plan that you are assessing	Revised Housing Allocations Scheme
Team/ Department	Housing
Lead officer(s) name(s) and contact details	Richard Sorensen, Homelessness Transformation Programme Manager Richard.Sorensen@enfield.gov.uk
Project sponsor	Joanne Drew
Date of EQIA completion	12/05/2

Section 2 – Summary of Proposal

Please give a brief summary of the proposed project plan or change to service / policy/ budget.

Please summarise briefly:

What is the proposed project or change?

What are the reasons for the proposal or change?

What outcomes are you hoping to achieve from this change?

Enfield's Housing Register is a local register of housing need. All applicants seeking social housing in Enfield must apply through its Housing Register. The demand for housing exceeds supply and the Housing Register exists to enable the Housing Allocations Policy to prioritise those households that are in greatest need and to maximise their opportunities for rehousing.

There are two primary routes onto the Housing Register:

- Homeless applicants to whom the Council has accepted a main housing duty are automatically entered onto the register
- Other residents can apply to join the Housing Register via an online portal

The Current Scheme – Homeless applicants

Homeless applicants make up the majority (roughly 75%) of households on the register. There are currently just under 3,300 households in temporary accommodation awaiting rehousing, with an average length of stay of 2.5 years in nightly paid accommodation. Currently 2800 households (86% of the total) have been in temporary accommodation more than 6 months with 1500 households having been there for three or more years.

Homeless applicants are awarded 200 points on the register, which although low is sufficient for a small number of households (150) to be successful each year in securing social rented housing. Where a household moves out of temporary accommodation the existing scheme penalises them by removing their priority for housing.

Roughly 50% of homeless applicants have become homeless due to the loss of a tenancy in the private rented sector. Temporary accommodation is therefore seen as a more secure option for residents due to their previous experience.

This combination of factors is driving a year on year increase in the number of households living in temporary accommodation.

The Current Scheme – other applicants

The current scheme is based on a quota system. Applicants are categorised into six groups:

1. Tenants living in Council and Housing Association Homes
2. Estate Regeneration Tenants with Decant Status
3. Special Applications and Quotas
4. Households in temporary accommodation
5. Mobility applicants (direct offers)
6. Sheltered Housing applicants (direct offers)

Applicants are also awarded points to reflect their assessed needs. Each year the council published a lettings plan setting out the number of homes expected to become vacant and the proportion of these to be let to each group. Once the quota is reached for a group, applicants within this group are unable to bid for homes. Taking 2019-20 as an example, this meant:

1. Tenants living in Council and Housing Association Homes - 96 homes
2. Estate Regeneration Tenants with Decant Status – 188 homes
3. Special Applications and Quotas – 168 homes
4. Households in temporary accommodation – 150 homes

Changes to the estate regeneration programme will mean a reduced need for existing tenants to be decanted.

Proposed Changes

Our revised Housing Allocations Scheme is the Councils response to the challenge of addressing the housing needs of a wide range of different households whilst recognising that for most people, the private rented sector is the only option currently available.

It is designed to give priority for social housing to those people that are most in need of help. In looking at need we want to ensure that we look at the lifetime needs of a household rather than just looking at their immediate situation. In developing the new approach, we have two aims:

- To allocate council homes according to the lifetime needs of a household
- To support residents to improve their housing situation without social housing

Quota System

The largest single change to the Allocations Policy is the removal of the quota system. This means that the allocations system will be driven by the assessed needs of applicants rather than the quota system.

Homeless applicants

For homeless applicants, the new points system will give greater priority to households moving out of temporary accommodation. We recognise that for many applicants this will feel more risky than remaining in temporary accommodation and it is therefore right that these households should be rewarded.

Other applicants

The proposed changes are designed to give greater priority to those households who's needs extend beyond a point in time. The scheme places greater emphasis on the overall needs of a household and their need for other support.

Section 3 – Equality Analysis

This section asks you to consider the potential differential impact of the proposed project plan or change to service/policy/budget on different groups with a 'protected characteristic', and what mitigating actions should be taken to avoid or counteract any negative impact.

"Differential impact" means that a particular group will be significantly more affected by the change than other groups. Please consider both potential positive and negative impacts, and, where possible, provide evidence to explain why this group might be particularly affected. If there is no differential impact for that group, briefly explain why this is not applicable.

Please consider how the proposed change will affect the following protected characteristics:

Age

This can refer to people of a specific age e.g. 18 year olds, or age range e.g. 0-18 year olds.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people of a specific age or age group (e.g. older or younger people)?

Please provide evidence to explain why this group may be particularly affected.

The revised housing allocations scheme will have a positive differential impact on families with children over the age of 15. In the previous allocations scheme, families with children under the age of 15 were the only group eligible for houses containing gardens. As houses with gardens tend to be larger properties and are in short supply, removing this limitation means that eligible families with children of all ages will have equal opportunities to obtain larger houses.

The new scheme limits the ability of 16 and 17 year old to bid for properties,

although they are still able to join the housing register. This is because they would normally be housed under the provisions in the Children Act. The Exceptions Panel has the ability to award points in exceptional circumstances.

Mitigating actions to be taken

The service will work closely with Childrens Services to ensure that there is a joined up approach to the provision of accommodation to young people through co-location of services and case conferences.

We will monitor the impact of removing the 'garden rule'.

We will monitor the provisions for 16 and 17 year olds.

Disability

A person has a disability if they have a physical or mental impairment which has a substantial and long-term adverse effect on the person's ability to carry out normal day-day activities.

This could include:

Physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people with disabilities?

Please provide evidence to explain why this group may be particularly affected.

The revised housing allocations scheme will have a positive impact on households with disabilities.

Government figures suggest that the number of people with disabilities and medical conditions on the housing waiting list in England has risen by almost 11,000 in two years. They show 119,621 disabled people or people with a medical condition were left waiting for an accessible home by their local authority in 2018/19, a rise of more than 10% since 2016/17. The public consultation produced a strong response with 577 responses, and 37% of responses indicating that they had some form of illness or disability.

The Current Scheme

The current scheme is driven by the quota system. This means that for households who do not require a wheelchair adapted property there is an upper limit beyond which residents are unable to bid. In 2019-20, the limit was reached in February for applicants with medium medical priority. This meant that applicants were unable to bid until April 2020.

There is no provision within the existing scheme for residents with limited mobility living in high rise buildings.

There is provision within the scheme for applicants with disabilities or health needs, but this is limited to households needing one bedroom. Larger households cannot be prioritised for housing. This means that households with children who have disabilities cannot be prioritised for housing.

The quota system includes a single category for applicants with limited mobility. This encompasses a range of needs from fully wheelchair accessible properties through to level access properties. This means that applicants needing a wheelchair adapted property are competing against those with a lower need for adaptations.

Proposed Changes

The new scheme removes the quotas to focus solely on a points-based allocations system. This will better reflect the level of need and provide more transparency to the way in which we allocate homes. This also means that there is no upper limit on the number or proportion of homes that are available to disabled applicants.

The new scheme gives priority to residents with limited mobility living in high rise buildings.

Households who include someone who has been diagnosed with either a mental health illness; learning disability; physical disability, sensory impairment or long-term condition can be prioritised regardless of the size of property they require.

The new scheme differentiates between wheelchair adapted properties and other adaptations. Wheelchair adapted properties will be reserved for households who specifically need them.

The new scheme is based on the assessment of a household's lifetime need rather than a specific point in time. This will therefore give higher priority to those who have an urgent need to move due to health or disability reasons. Those with an urgent need to move on grounds of illness or disability will therefore have relatively higher priority than they do under the current scheme.

Mitigating actions to be taken

We will monitor the implementation of the revised scheme to ensure that the scheme is not having a differential impact on people or households with protected characteristics.

Gender Reassignment

This refers to people who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex by changing physiological or other attributes of sex.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on transgender people?

Please provide evidence to explain why this group may be particularly affected.

There is a lack of available data in this area. However, we do not believe that the revised housing allocations scheme will have a differential impact (positive or negative) on transgender people. Properties will be allocated on the basis of need rather than household characteristics.

Mitigating actions to be taken

We will monitor the implementation of the revised scheme to ensure that the scheme is not having a differential impact on people or households with protected characteristics.

Marriage and Civil Partnership

Marriage and civil partnerships are different ways of legally recognising relationships. The formation of a civil partnership must remain secular, where-as a marriage can be conducted through either religious or civil ceremonies. In the U.K both marriages and civil partnerships can be same sex or mixed sex. Civil partners must be treated the same as married couples on a wide range of legal matters.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people in a marriage or civil partnership?

Please provide evidence to explain why this group may be particularly affected

The revised housing allocations scheme will not have a differential impact (positive or negative) on people in a marriage or civil partnership. Properties will be allocated according to assessed need rather than household characteristics.

Mitigating actions to be taken

We will monitor the implementation of the revised scheme to ensure that the scheme is not having a differential impact on people or households with protected characteristics.

Pregnancy and maternity

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth, and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or**

negative] on pregnancy and maternity?

Please provide evidence to explain why this group may be particularly affected

The revised housing allocations scheme will not have a differential impact (positive or negative) on pregnancy and maternity. Properties will be allocated according to assessed need rather than household characteristics.

Mitigating actions to be taken

We will monitor the implementation of the revised scheme to ensure that the scheme is not having a differential impact on people or households with protected characteristics.

Ethnicity

This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people of a certain race?

Please provide evidence to explain why this group may be particularly affected

The revised housing allocations scheme will have a positive impact on people from minority ethnic backgrounds.

The Current Scheme

The Housing Register

There is a disproportionate number of people from BAME backgrounds on the housing register. There are approximately 1026 Black applicants (African, Caribbean and Other) on the housing register, in comparison to just 484 White UK applicants. There are 2612 housing register applicants with ethnicities data recorded. Applicants with a black background make up 39.3% of applicants, whereas White UK group make up 18.5%. When comparing the demographics with the borough of Enfield, White UK group make up 40.5% of the total population.

Homeless Applicants

People from BAME backgrounds are more likely to approach our homelessness service for help. During 2018-19, we assessed 2918 households under the Homelessness legislation.

Applicants identifying as black make up the largest single group with 33% with 57% of applicants identifying as being from a non-white background. A full breakdown is set out below:

Ethnicity	%
White	30
Black / African / Caribbean / Black British	33
Asian / Asian British	4
Mixed / Multiple ethnic groups	3
Other ethnic groups	17
Not known	13

This means that the allocation policy will have a disproportionately positive impact on people from BAME backgrounds.

Overcrowding and Covid

The impact of the Covid pandemic on BAME communities has been profound. Research by UCL into mortality rates from Covid has demonstrated that there is an increased risk of death with BAME communities being nearly twice as likely to die than the white population. Many of the overcrowded households in the borough are from BAME communities. For BAME households this has meant an increased risk as it is far more difficult to maintain lockdown measures when the household do not have enough space to live in.

Proposed Changes

The Housing Register

The new scheme is based on the assessment of a household's needs over an extended period. This will increase the level of transparency in the allocation of properties. Overall, we expect the proposals to have a positive impact on households from BAME backgrounds. This is primarily because of their overrepresentation on the Housing Register, driven by wider socio-economic factors. The proposed changes should benefit all households equally regardless of their background.

Homeless Applicants

For homeless applicants, the new points system will give greater priority to households moving out of temporary accommodation. This is part of a wider offer that includes pre tenancy training and on-going support to assist households in the private rented sector. All homeless households will benefit from firstly moving into a stable home rather than temporary housing, and then from getting greater priority through the points system for social housing which will increase over time.

Overcrowding and Covid

The Allocations Scheme gives priority to social rented tenants living in overcrowded households, with the level of priority rising according to the level of overcrowding. The draft Allocations Scheme and the Placement Policy have been amended to prevent overcrowding when assessing the needs of a household and in the allocation of properties regardless of tenure. This will have a disproportionately positive impact on BAME households.

Local Connection

The introduction of a local connection requirement may have a negative impact on travellers, Gypsies and refugees who may find it harder to establish a local

connection with Enfield. This is mitigated by the exception granted to those groups who may be discriminated against by the provision. Under these circumstances the local connection requirements may be reduced or removed. Local connection requirements do not apply to those who are entitled to reasonable preference.

Mitigating actions to be taken

We will monitor the implementation of the revised scheme to ensure that the scheme is not having a differential impact on people or households with protected characteristics.

The proportion of households on the housing register for whom we hold monitoring data is relatively low, with around 2600 applicants with ethnicities data recorded out of nearly 4500. As part of the implementation of the new scheme we will seek to increase the proportion of households for whom we hold monitoring data.

A number of measures will be taken to ensure that applicants are not disadvantaged including:

- Providing appropriate advice and assistance
- Translating documents on request
- Providing information in other formats on request
- Partnership working with support agencies
- Undertaking monitoring and regular reviews of the allocations policy

Religion and belief

Religion refers to a person's faith (e.g. Buddhism, Islam, Christianity, Judaism, Sikhism, Hinduism). Belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who follow a religion or belief, including lack of belief?

Please provide evidence to explain why this group may be particularly affected.

The revised housing allocations strategy will not have a differential impact (positive or negative) on people who follow a religion or belief, including lack of belief as allocations will be made on the basis of need rather than protected characteristics.

Mitigating actions to be taken

We will monitor the implementation of the revised scheme to ensure that the scheme is not having a differential impact on people or households with protected characteristics.

The proportion of households on the housing register for whom we hold monitoring data is low, and equalities data is not currently collated on religion, sexual orientation or gender reassignment. As part of the implementation of the new scheme we will seek to increase the proportion of households for whom we hold monitoring data.

Sex

Sex refers to whether you are a man or woman.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on men or women?

Please provide evidence to explain why this group may be particularly affected.

The revised housing allocations strategy will have a differential impact (positive or negative) on women.

Women applying for housing are more likely to have dependent children and therefore require family-sized homes whilst men applying for housing more likely to require studio or 1-bedroom home. The gender split therefore relates to the profile of different property sizes. The proposed Housing Allocation Scheme, like the current scheme, gives priority to council tenants at risk of violence and to referrals from women's refuges and therefore meets the needs of those at risk of violence against women and girls

The current policy includes provision for greater priority for those in employment. The new scheme removes this provision. Because of parenting responsibilities, proportionately fewer women may be able to work than men, or work the same hours, or earn as much. In removing the greater priority given to working households, the scheme will have a disproportionately positive impact on women.

Mitigating actions to be taken

We will monitor the implementation of the revised scheme to ensure that the scheme is not having a differential impact on people or households with protected characteristics.

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Sexual Orientation

This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people with a particular sexual orientation?

Please provide evidence to explain why this group may be particularly affected.

The revised housing allocations strategy will not have a differential impact (positive or negative) on people with a particular sexual orientation as allocations will be made on the basis of need rather than protected characteristics.

Mitigating actions to be taken

The proportion of households on the housing register for whom we hold monitoring data is low, and equalities data is not currently collated on religion, sexual orientation or gender reassignment. As part of the implementation of the new scheme we will seek to increase the proportion of households for whom we hold monitoring data.

We will monitor the implementation of the revised scheme to ensure that the scheme is not having a differential impact on people or households with protected characteristics.

Socio-economic Deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, poor health, lone parents, low academic qualifications or living in a deprived area, social housing or unstable housing.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who are socio-economically disadvantaged?

Please provide evidence to explain why this group may be particularly affected.

The revised housing allocations strategy will have a positive impact on people who

are socio-economically disadvantaged.

The new scheme proposes the introduction of income thresholds so that social housing is available for those who are unable to afford rent or buy privately. Household income is assessed and those earning under £37,000 are eligible to be on the housing register, unless eligible for reasonable preference. Those who are eligible for reasonable preference can bid for some properties but not for those with rents at Social Rent or London Affordable Rent levels.

The calculation is based on the entry level to shared ownership and will apply if their gross household income is more than 10.5% of the average house price in Enfield (as published by the Office for National Statistics). This calculation is based on the minimum entry level for shared ownership in the borough. The income threshold will be set annually based on the figures for March.

The revised scheme has the effect of reserving the properties with the lowest rent levels for those with the lowest incomes.

Mitigating actions to be taken.

There is very little data held in this area. As part of the implementation of the new scheme we will seek to increase the proportion of households for whom we hold monitoring data.

We will monitor the implementation of the revised scheme to ensure that the scheme is not having a differential impact on people or households with protected characteristics.

Section 4 – Monitoring and Review

How do you intend to monitor and review the effects of this proposal?

Who will be responsible for assessing the effects of this proposal?

Equalities data on ethnicity and disability is currently captured for some applicants but is not comprehensive. Equalities data is not currently collated on religion, sexual orientation or gender reassignment.

In future, applicants will be asked the Council's standard monitoring questions in relation to religion, sexuality and gender reassignment, as well as the standard Council equalities questions on age, gender, ethnicity and whether the applicant or household has a disability.

The Head of the Housing Advisory Service will have overall responsibility for the implementation of the mitigating actions. A full review of the impact of the revised allocations scheme will be carried out once the scheme has been in operation for

twelve months.

Approval by

Name

Signature

Section 5 – Action Plan for Mitigating Actions.

Identified Issue	Action Required	Lead officer	Timescale/By When	Costs	Review Date/Comments

London Borough of Enfield**Cabinet****15 July 2020**

Subject: Rough Sleepers Local Delivery Plan
Cabinet Member: Cllr Needs
Executive Director: Sarah Cary, Executive Director Place

Key Decision: 5166

Purpose of Report

1. Cabinet is asked to approve the local delivery plan for rough sleepers and to support our efforts to secure funding to deliver the plan.

Proposal(s)

2. Cabinet is asked to:
 1. agree the approach on the support and accommodation of rough sleepers
 2. support the efforts to secure funding to implement the plan
 3. support efforts to secure government policy change as set out in paragraphs 30 and 31 of this report

Reason for Proposal(s)

3. On Thursday 26th March, Dame Louise Casey wrote to all local authorities. Her letter requested that all rough sleepers be accommodated by the weekend as part of the national response to the Covid pandemic. This included closing dormitory style accommodation such as night shelters.
4. By 21 May the Council had provided emergency accommodation to some 200 residents, who were entrenched rough sleepers, new to rough sleeping or at risk of rough sleeping.
5. The number of people we have provided emergency accommodation to continues to grow daily. Funding settlements to date are insufficient to meet the costs of the emergency measures required by government during the pandemic and to support them going forward.
6. Cabinet is asked to approve the Local Delivery Plan for rough sleepers and to support our efforts to secure funding to deliver the plan. This plan has been submitted to the MHCLG by the deadline of 4th June subject to the approval of Cabinet at this meeting.
7. The Everyone In programme has led to us being able to accommodate an unprecedented number of entrenched rough sleepers. This represents a once in a lifetime opportunity to effectively end rough sleeping in the borough.

Relevance to the Council's Corporate Plan

8. **Good homes in well-connected neighbourhoods**

The plan will help to create a sustainable pathway for rough sleepers back into the wider community. It will increase the provision of supported housing for rough sleepers and connect residents with the services they need to sustain their housing.

9. Sustain strong and healthy communities

Rough sleeping is a key factor in health inequality. The average age of death for rough sleepers is currently 44 years for men and 42 years for women. This is 30 years lower than that of the general population. Bringing rough sleepers into accommodation should therefore have a major impact on their quality of life and life expectancy

10. Build our local economy to create a thriving place

Employment support will be at the heart of the service offer, particularly for those with no recourse to public funds. The plan will help to support residents into employment.

Background

11. In 2018 the Government's published its rough sleeping strategy. This committed the Government to ending rough sleeping by 2027. Enfield published its Homelessness Prevention Strategy in 2019 which sought to address the rise in rough sleeping experienced in the Borough.
12. Enfield Council has been successfully running a 22-bed night shelter during the winter months. Earlier this year we secured funding to extend this provision to run throughout the year.
13. On Thursday 26th March, Dame Louise Casey wrote to all local authorities. Her letter requested that all rough sleepers be accommodated by the weekend as part of the national response to the Covid pandemic. This included closing dormitory style accommodation such as night shelters.
14. This presented our services with the challenge of bring all rough sleepers off the streets and finding accommodation for the 22 people using the night shelter by Friday 27th March.
15. Staff from across the Council worked extremely hard to achieve this and we moved all of the rough sleepers into self-contained nightly paid accommodation. The following week we took over the running of the Edmonton Green Travelodge as well as more traditional booking of nightly paid accommodation.
16. Since then we have seen a steady stream of arrivals, both of people who have been sleeping rough for some time and those are new to rough sleeping. By 21st May we had accommodated 111 entrenched rough sleepers and a further 83 people who were at risk of rough sleeping.
17. We are aware that there are still 17 rough sleepers in the borough, mainly living in encampments, who have refused all offers of assistance. We are continuing our efforts to bring them into temporary accommodation.
18. The Edmonton Green Travelodge is the first port of call. Residents are accommodated at the Travelodge whilst their needs are assessed. Those with medium or high support needs remain at the Travelodge whilst those with lower needs are moved on to nightly paid temporary accommodation. This

ensures that we are able to ensure that residents do not slip back into rough sleeping.

19. These arrangements are temporary.

Next Steps – Local Delivery Plan

20. The Local Delivery Plan, submitted as a draft to MHCLG on the 4th June, sets out the measures that we intend to take to support rough sleepers into permanent housing. This is not without cost, and despite lobbying for additional resources, the funding available is inadequate. To date we have received £18,000 from MHCLG to support rough sleepers during the pandemic.
21. We want to ensure that all the people we have accommodated during the pandemic have access to permanent housing.
22. In moving people into more permanent housing, there are a number of different issues to address. Around 79 of those that we have accommodated have no recourse to public funds. This has implications for the nature and funding of provision for this group as employment support will need to be paramount. We have received just over £200k from MHCLG to provide support to this cohort but the costs of accommodation, in particular for those with high support needs, will not be met from this fund. Our ability to help non-European Union nationals is also restricted in law. The nature of the help we are legally able to offer this group is therefore restricted.
23. We have assessed the support needs of each person and are developing support plans to sit alongside them. The local delivery plan includes a range of different types of accommodation to address the various needs identified.

Main Considerations for the Council

24. There is a wide range of different support needs ranging from those who will be able to manage a tenancy unaided through to those with high support needs. The plan therefore breaks down the different types of accommodation we need for different groups and sets out how we intend to secure this.
25. The situation for those people with no recourse to public funds (NRPF) is complex both from a legal perspective and our ability to provide services/housing. We were requested by government to house all rough sleepers as part of the response to the pandemic. However, those with NRPF are not able to claim housing benefit and this means that there is an additional cost to the council. This is compounded by the legal restrictions on us being able to offer services to those with NRPF beyond the emergency response.
26. The Delivery Plan sets out how we intend to ensure that we are able to ensure that people do not simply revert back to sleeping rough at the end of the emergency measures. Our approach is time limited, driven both by the ongoing cost to the Council and the legal position, but we aim to ensure that none of this cohort return to rough sleeping.
27. The cost to Enfield of housing all of those in need during the pandemic has been calculated at £945,000. These costs include the salaries of those staff who have been seconded into delivering our response as well as the additional accommodation cost. We estimate that it will cost an additional £1.4M to ensure that none of the people we have accommodated return to rough

sleeping. This figure includes staffing and accommodation costs and a phased approach to securing move on accommodation.

28. The government has announced additional funding that has the potential to cover much of the cost of both our emergency response and the provision of longer-term housing. However, it is currently unclear as to how this money can be accessed and there are significant gaps. The government has made it clear that it will not cover the cost of non-EA nationals with no recourse to public funds. For EA nationals the funding will only enable the provision of services for three months. As at 28 May we had accommodated 70 EA nationals and 10 non-EA nationals.
29. The pandemic created the opportunity to bring the majority of rough sleepers into accommodation. This represents a once in a lifetime opportunity to effectively end rough sleeping in the borough. The legacy of covid for this group of people will be determined by the effectiveness of our response.
30. Addressing Rough Sleeping and preventing future homelessness is about funding for housing which we will continue to lobby for. However, there are also policy changes that would create the conditions to enable a shift and deliver a long-term future without Rough Sleeping. We are therefore calling for the following in our Local Delivery Plan:
 - Continue the increase in LHA levels, or to increase them further, to meet market rents and increase the supply of PRS lets for this group.
 - Continue restrictions on evictions. We will ask that plans to stop Section 21 “no fault” evictions are brought forward, before the lockdown measures are lifted.
 - Undertake a fundamental review of the way in which Boroughs use and procure temporary accommodation with a view to ensure London has the right accommodation to meet the needs of its citizens and that markets are not distorted further as a result of the short supply of accommodation in place.
31. We also note and support the call to Government by the charity sector and advocacy organisations for people without recourse to public funds to have restrictions lifted to enable them to access funding including Universal Credit. In this spirit Cabinet is asked to endorse the attached letter to the Homelessness Minister from London Councils and the GLA outlining the required changes.

Safeguarding Implications

32. This is a highly vulnerable group of residents. Safeguarding issues are therefore paramount in both the design and delivery of services to rough sleepers.

Public Health Implications

33. Rough sleeping is a key factor in health inequality. The average age of death for rough sleepers is currently 44 years for men and 42 years for women. This is 30 years lower than that of the general population. Bringing rough sleepers into accommodation should therefore have a major impact on their quality of life and life expectancy.

Equalities Impact of the Proposal

34. A full Impact Assessment will be developed for the delivery plan.

Environmental and Climate Change Considerations

35. None

Risks that may arise if the proposed decision and related work is not taken

36. The alternative options would be:

- To simply end the provision of accommodation. This would see the majority returning to rough sleeping and the reestablishment of encampments across the borough. This option has been ruled out as unacceptable.
- To continue the existing arrangements. The costs of this would be significantly higher than moving people into other forms of housing and would mean placing people out of borough for an extended period.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

37. The key risk is that we are unable to secure sufficient funding to secure accommodation for all those we have housed to date. This is particularly relevant in considering the housing options for those with no recourse to public funds.
38. The mitigation for this is the emphasis on employment support for this cohort and the time limited nature of the support being offered.

Financial Implications

39. Using the London Councils model to calculate the costs of the next steps outlined in our Delivery Plan we have been able to further validate our figure of a cost pressure of £3-£5m. This incorporates the general increase in homelessness presentations and difficulty of moving tenants on in a pandemic as well as the costs of accommodating Rough Sleepers until their rehousing is secured as well as acknowledging the difficult market conditions and often complex casework involved with this group and this is reflected in the authorities recent returns to the MHCLG.
40. The authority has received £18k in direct funding for rough sleepers and £17.9m in general funding for Covid-19 and whilst this is much welcomed, the pressures that the Council face means the funding is still significantly short of the providing the financial assurance required to deal with the impact of the crisis, meaning that the funding cannot be allocated purely to be used for the Temporary Accommodation and Rough Sleeping pressure.

Legal Implications

41. The Housing Act 1996 Part 7 places a duty on local authorities to house homeless people. Local authorities can only assist people who meet the criteria in the Act. Broadly speaking, this includes people who are homeless, vulnerable and those who have eligible immigration status. The Act also places a duty on local authorities to take and investigate a homeless application and reach a decision as to whether a duty is owed. Whilst the government advised local authorities to accommodate the homeless on public health grounds, the local authority will need to consider whether by accommodating a homeless person, this has triggered the functions under the Act. Each case will need to be considered on its facts. There may also be people who have been accommodated but who would not otherwise be legally

entitled to accommodation due to their immigration status. The local authority will need to be alive to this and have the resources in place to process applications and have accommodation readily available.

Workforce Implications

42. **None**

Property Implications

43. **None**

Other Implications

44. **None**

Options Considered

45. The alternative options would be:

46. To simply end the provision of accommodation. This would see the majority returning to rough sleeping and the reestablishment of encampments across the borough. This option has been ruled out as unacceptable.

47. To continue the existing arrangements. The costs of this would be significantly higher than moving people into other forms of housing and would mean placing people out of borough for an extended period

Conclusions

48. Cabinet is requested to approve the Local Delivery Plan.

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Date of report 02/06/2020

Appendices

Rough Sleepers Delivery Plan



A Better Future for Rough Sleepers in Enfield

Local Delivery Plan 2020



THE REALITY OF LIFE AS A ROUGH SLEEPER

Ms Y is a Polish national who has been in the UK for over a decade. Ms Y first became known to our rough sleeping service in April 2019. She has suffered a history of domestic violence, is a chronic alcoholic and has been manipulated by men on many occasions. We arranged for Ms Y to stay with her sister in Islington. However, in November 2019 we became aware that Ms Y had been hospitalised following a further incident of domestic violence. Our Rough Sleeper Navigator visited Ms Y in hospital, and we arranged for her to stay in a Shelter run by Solace. Ms Y was asked to leave the Shelter after she allowed her abusers to know where she was staying.

Ms Y returned to rough sleeping, but following intervention from the Rough Sleeper Service, Ms Y was persuaded to move into the Edmonton Travelodge on 23 April 2020. Following work with her support worker and partner agencies, Ms Y was granted EU settled status. She now has recourse to public funds and therefore access to housing.

Ms Y does not meet the threshold for assistance from social services. However, she requires stable accommodation and intensive support to ensure that she does not return to rough sleeping, including addressing entrenched issues regarding self-worth and her choices regarding health and accommodation.

Mr X is a gentleman in his late forties who came to the UK from Ireland around 20 years ago. He states that he worked in the music industry until his heroin addiction prevented him from working. His addiction resulted in a chaotic lifestyle, and he has struggled to engage with services, keep appointments and follow advice given.

Mr X became known to the Rough Sleeper services in London in 2017. He was found rough sleeping in Enfield in March 2020 after being released from prison. Following his release from prison, he was hospitalised and diagnosed with type 1 diabetes, PTSD and high blood pressure. He needs to inject Insulin four times a day and due to his alcoholism, Mr X struggles to take his medication regularly and is in denial about his alcohol and drug use. Mr X has been prescribed Subutex but uses on top. Mr X is struggling to cope with life at the moment, and his health and addiction problems are compounded by a relationship break down with his ex-partner.

After being found rough sleeping, Mr X was housed in the Enfield Winter Shelter and then rehoused into the Edmonton Travelodge following the closure of the Winter Shelter due to COVID-19 guidance on social distancing. Staff in the Travelodge, along with Rough Sleeper Support Officers, have given Mr X ongoing support. He has been linked in with "Enable" substance misuse service but requires regular encouragement to engage.

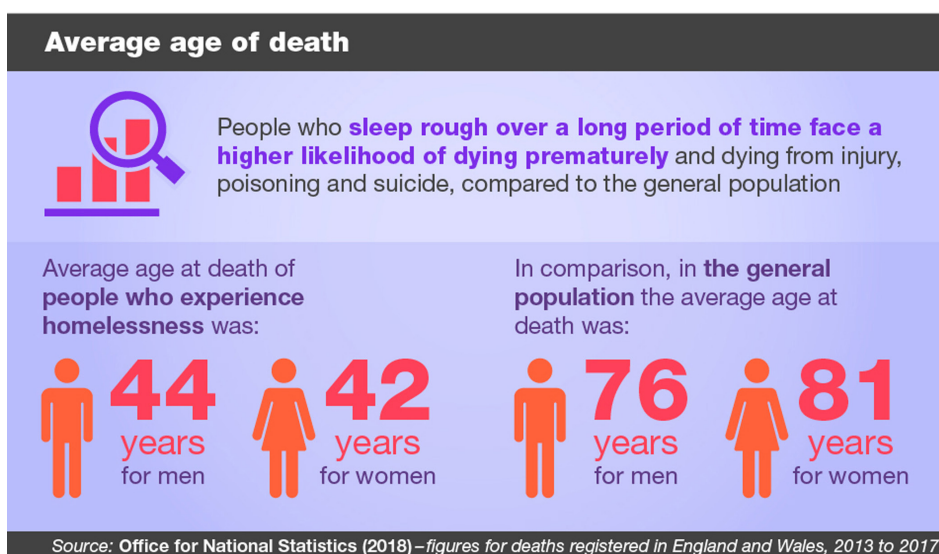
Ms X does not meet the threshold for assistance from social services. However, he requires stable accommodation to get his life back on track. He requires intensive support, including substance misuse services, emotional support and help to care for himself such in terms of personal care and sourcing/cooking food. Mr X will require a support worker to help coordinate the services he is linked into, and to contact him regularly to ensure he is engaging with these services.

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2. PROFILE OF ROUGH SLEEPING IN ENFIELD

2.1 **Impact of rough sleeping:** Rough sleeping is a key factor in health inequality.



Bringing rough sleepers into accommodation has a major impact on their quality of life and life expectancy.

- 2.2 **Pre COVID-19:** On the night of 28 November 2018, Enfield's Rough Sleeper count reported 78 rough sleepers bedded down on the streets of Enfield. This was the fourth highest number of rough sleepers in London and the seventh highest number in England. In response to this challenge, Enfield bid for funding from the MHCLG and the GLA in order to set up a new Rough Sleeper Service with the aim of ending rough sleeping in Enfield. In 2019/20, we secured almost £500k in funding. We set up a new team, including a Rough Sleeper Coordinator, a Rough Sleeper Navigator, two Outreach Workers and three emergency bed spaces for rough sleepers. In addition, we set up a successful 22 bed Winter Night Shelter and secured 20 additional emergency bed spaces during the winter months.
- 2.3 During 2019/20 we housed more than 150 rough sleepers (with support) found bedded down in Enfield. On 27 November 2019 Enfield's Rough Sleeper count reported 24 rough sleepers bedded down on the streets of Enfield – the second highest decrease in rough sleeping in London.
- 2.4 Currently, we estimate that we have approximately 17 rough sleepers bedded down on any one night. These are predominately entrenched rough sleepers who have refused offers of accommodation and support.
- 2.5 By the start of March 2020, Enfield had put in place ambitious plans to achieve the goal, set out in our Preventing Homelessness and Rough Sleeping Strategy 2020-2025, to end rough sleeping in Enfield. To date, we have secured over £900k in funding to build upon our previous success. We are developing new initiatives such as a 24/7 year-round Somewhere Safe to Stay Hub, 15-20 Housing First model units for entrenched rough sleepers with high support needs, and a resettlement worker to support rough sleepers into longer-term accommodation.



3. COVID-19 TIMELINE

- 3.1 In March 2020, the Government put plans in place to protect London's rough sleepers following the lockdown. On 27 March, Dame Casey wrote to local authorities asking that they house all rough sleepers, and those in dormitory style shelters, by the following weekend. Staff in Enfield worked extremely hard to achieve this goal by procuring emergency accommodation, along with specialist and wraparound support, for all rough sleepers. We rehoused rough sleepers from Winter Shelters in the Borough into self-contained accommodation and offered self-contained accommodation to all those sleeping rough. We worked with our partners in the third sector, the NHS, Adult Social Care and Public Health to provide support services to all those housed since lockdown.
- 3.2 As of 28 May 2020, Enfield had a total of 118 rough sleepers in emergency accommodation in the Borough. Of the rough sleepers in emergency accommodation, 102 were housed post lockdown and 16 were housed pre-lockdown. A total of 22 were rehoused out of our Winter Shelters the weekend following the Government announcement on 27 March.
- 3.3 As of 28 May 2020, we had housed 80 rough sleepers new to our streets. These rough sleepers were helped to access our emergency accommodation, along with support from Outreach Workers. The number of new rough sleepers in Enfield has increased since lockdown. We are seeing around 1.5 new rough sleepers a day. Evidence suggests that a significant proportion of these new rough sleepers are European Economic Area (EEA) nationals, who were previously working in the unregulated employment sector and do not receive welfare benefits. Provisional information suggests that, as employment opportunities have dried up due to the COVID-19 pandemic, more individuals from this group have been forced into rough sleeping. In addition, we have seen an increase in sex workers sleeping rough. We are working with the Salvation Army and the Community Safety Team to assist this vulnerable group with accommodation and support.
- 3.4 We have made an offer of accommodation and support to all existing and new rough sleepers found in Enfield. However, a small group of around 17 rough sleepers remain bedded down in Enfield. These are primarily entrenched rough sleepers, living in encampments, who have refused offers of accommodation and support on many occasions. It remains a priority to continue to engage with this group, and to coordinate multi-agency plans to bring the occupants of these encampments into our accommodation provision. Ongoing work is taking place with our partners in Mental Health Services, Adult Social Care, the Police, Strategic Property Services, Thamesreach and others to target these rough sleepers.
- 3.5 In addition to the above, approximately 86 single people and couples deemed not to be in "priority need" have been housed in emergency accommodation after applying as homeless to the Housing Advice and Options team since lockdown. Due to the risk of COVID-19 infection to anyone rough sleeping, and the need for all Borough residents to comply with Government guidance on self-isolation, Enfield has used its Emergency Housing Policy to house anyone who genuinely does not have anywhere to go and is at risk of rough sleeping, regardless of whether they are deemed to be "in priority need" under the homelessness legislation.
- 3.6 Approximately 90% of rough sleepers are now registered with a GP. Staff in the Edmonton Travelodge, together with the Rough Sleeper Service, the NHS and Public Health are working to ensure that all rough sleepers register with a GP.



HM Government

27 March: Councils asked to house all rough sleepers by weekend. Enfield secures emergency accommodation and works with partners to provide support



Adult
Social
Care



Public Health
England



28 May 2020

118

rough sleepers in emergency accommodation -
16 pre lockdown,
22 from shelters and
80 new



28 May 2020

1.5

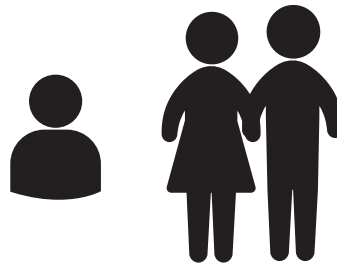
new rough sleepers on average in Enfield a night - majority EEA nationals not in receipt of benefits



Small group of

17

rough sleepers remain bedded down in Enfield - work on-going to reach them



86

singles and couples deemed "priority" need placed in emergency accommodation after applying as homeless in addition to the
118 rough sleepers housed



90%

rough sleepers registered with GP - goal is for all to be registered

4. EMERGENCY ACCOMMODATION PROVISION

- 4.1 On 7 April 2020, Enfield commissioned the Edmonton Travelodge on a three-month lease and arranged for on-site staffing support to help meet the additional demand for accommodation and support for those found rough sleeping and at risk of rough sleeping during the COVID-19 pandemic. Enfield procured 71 rooms to house rough sleepers and those at risk of rough sleeping during the COVID-19 crisis and provided 20 rooms to our partner in the North London Housing Group, Haringey Council, to assist with their emergency provision during the crisis. Since 7 April, Enfield has housed 74 rough sleepers in the Edmonton Travelodge. Of these, 24 have moved out into alternative accommodation (including alternative emergency accommodation for rough sleepers with no, or low support needs). Our contract with the Travelodge runs until 31 July 2020. In order to avoid a “cliff edge” situation on this date, we have left open the possibility of negotiating an extension of the contract on a month by month basis. In the event that the Travelodge requires the hotel back on this date, we will prioritise longer-term move on accommodation for this group, or find alternative emergency accommodation in the interim.
- 4.2 In addition to the above, we have 68 rough sleepers housed in emergency self-contained accommodation. This provision is a combination of spot purchased nightly paid accommodation, hotels and vacant regeneration properties renovated to provide emergency accommodation.



7 April 2020

Edmonton Travelodge - Enfield procured

71

rooms to house rough sleepers and those
at risk of rough sleeping

20

rooms provided to London Borough of Haringey



In addition

68

rough sleepers housed in
emergency self-contained
accommodation



Since 7 April 2020

74

more rough sleepers housed in the
Travelodge



24 of the **74**

have now been housed in alternative
accommodation through Enfield's
sustainable move on programme

5. OUR STRATEGY AND LOCAL DELIVERY PLAN

- 5.1 Ending Rough Sleeping and making homelessness something that is rare, brief and non-recurring are the ambitions set out in our Preventing Homelessness and Rough Sleeping Strategy (2020-2025) which was agreed in 2019. This was an important priority for Enfield that we were gearing up to deliver in-house.
- 5.2 With COVID-19 we needed to reprioritise our focus to prevent unnecessary deaths during this public health emergency. Our primary objectives were to:
- Focus on people with a history of rough sleeping, and those imminently at risk of rough sleeping, who were on the streets or in emergency accommodation where it is difficult to self-isolate or socially distance, such as shelters and assessment centres
 - Make sure that these people had access to the facilities that enable them to adhere to public health guidance on hygiene or isolation, including en-suite facilities and no shared sleeping spaces – to prevent and reduce infection
 - Utilise powers and funding in place as a result of the COVID-19 emergency to assist, where appropriate, those with no recourse to public funds (NRPF) who require shelter and other forms of support
 - Provide support to those accommodated to both enable them to remain protected from COVID-19, and to meet their wider needs.
- 5.3 It is essential that we plan, along with our partners, for the next stages of the emergency as lockdown is lifted and, potentially, social isolation measures are eased. Planning is also needed for potential future lockdowns. We all have a responsibility to ensure that all rough sleepers, and those at risk of rough sleeping, continue to be protected from COVID-19. This is a “once in a lifetime” opportunity to resolve rough sleeping in Enfield, to work with those housed in emergency accommodation to find longer-term, settled accommodation, and to find multi-agency solutions for the entrenched cohort of rough sleepers still bedded down in Enfield.
- 5.4 This delivery plan sets out the next steps that Enfield, including housing, community safety, adult social care and safeguarding services will take, together with our partners, the GLA, the NHS, Public Health England and the Community Police Service, to find longer-term accommodation and support for all those placed in emergency accommodation during the crisis. The plan will be overseen by the Rough Sleepers Board that has been developed for this purpose. The Board consists of local partners who have a role in ending rough sleeping in Enfield. Delivery Plan outcomes will be monitored by the Board.

6. PRINCIPLES

6.1 Enfield, along with the majority of other London Local Authorities through the Housing Directors Group, the GLA and the NHS have agreed to take forward a pan London Rough Sleepers Strategy with the following principles:

- No-one who has been placed in emergency accommodation in response to the COVID-19 public health crisis is asked to leave that emergency accommodation without an offer of support to end their rough sleeping (the “In For Good approach” taken in London for rough sleepers in severe weather emergency provision)
- We will lobby for funding to ensure that there is capacity and capability to deliver and implement In For Good offers of support
- Continued protection from COVID-19 is provided for those who need it, using a cohorting approach of care, protect and prevent
- Responsibility is shared fairly across London boroughs, and that none are disproportionately impacted as a result of hosting rough sleepers from outside their boroughs during the emergency
- The London-wide approach supports and complements the efforts of individual boroughs and providers, and vice versa
- There is an integrated housing approach with health and care to secure access to services and continuity of care
- The roll out of accommodation and support to those housed in emergency accommodation during the crisis will be gradual, to avoid a ‘cliff edge’ situation and intense pressure on services as lockdown is lifted.



7. AIMS AND OBJECTIVES OF THE ENFIELD COMMITMENT

- 7.1 All rough sleepers will have a support plan in place assessing their needs and with next steps actions. Overall, we are seeking to deliver the following:

ON HOUSING OUTCOMES:

1. Settled and sustainable re-housing for those who have a local connection
2. Move on accommodation with support for NRPF EEA nationals to enable them to secure benefits
3. Information, advice and guidance for those NRPF without leave to remain, with emergency accommodation during the life of the pandemic in accordance with our legal obligations
4. Prevention and early intervention support for those at risk or potentially at the beginning of a rough sleeping journey

ON HEALTH OUTCOMES:

1. All rough sleepers to be registered with a GP
2. All rough sleepers to have a support plan addressing health concerns and with prevention measures for those with underlying conditions or ill health to prevent the need for crisis calls to the NHS
3. Residents with addictions to be referred to specialist services with support to enable them to stick with programmes

ON EMPLOYMENT OUTCOMES:

1. % of residents signing up for employment and training support including from our Beam offer
2. % of work ready residents NRPF accessing employment

ON MEANINGFUL PARTICIPATION OF THE COMMUNITY IN CONTRIBUTING TO ENDING ROUGH SLEEPING:

1. Number of volunteer organisations engaged with rough sleepers

8. LOCAL DELIVERY PLAN – A TRUE PARTNERSHIP APPROACH

Group	Responsibility
Rough Sleeping Board	<p>Joint working with other services, our partners in the third sector, the NHS, and Public Health to identify the risks and challenges and seek solutions to ensure the effective delivery of the Local Delivery Plan.</p> <p>To assist with identifying any additional resources required to achieve the plan and to feed into any campaign to lobby the Government for additional resources.</p>
Mayor's Life Off the Streets taskforce (GLA, London Councils, MHCLG, boroughs and providers)	To provide expertise in shaping the delivery plans of the strategy, to oversee these and evaluate and monitor the strategy's success.
North London Housing Partnership	<p>To facilitate effective joint working between the North London LAs and to develop a joint regional plan to find longer term accommodation and support for all those placed in emergency accommodation during the crisis.</p> <p>To assist with identifying any additional resources required to achieve the plan and to feed into any campaign to lobby the Government for additional resources.</p> <p>To deliver/continue sub-regional initiatives such as North London Housing Partnership (NLHP) EEA Hub and the Clearing House.</p>
GLA	<p>To help facilitate Enfield's local delivery plan by developing initiatives and provision at a pan-London level.</p> <p>To provide continuing strategic direction, including through the Life off the Streets taskforce and health inequalities strategy.</p>
MHCLG	To support the implementation of Enfield's Local Delivery Plan through its programmes and expert rough sleeping advisers. The Government's Taskforce on rough sleeping during the pandemic and next steps will provide support and oversight.
NHS	To support the implementation of Enfield's Local Delivery Plan through NHS provision and the London Covid Homeless Health Delivery Group.
Public Health	To support the implementation of Enfield's Local Delivery Plan.

9. WHERE ARE WE NOW AND THE KEY CHALLENGES WE FACE

9.1 As a result of the Government call to bring all rough sleepers in we have housed the following rough sleepers in emergency accommodation, either at the Edmonton Travelodge or in dispersed accommodation:

- **118** verified rough sleepers with a local connection
- Approximately **60** verified rough sleepers with NRPF because they do not have the right to reside in the UK and haven't claimed "settled status" **10** verified rough sleepers with NRPF because they are subject to immigration control

In addition, **86** single people and couples that have been accommodated because of their risk of rough sleeping

- The COVID-19 emergency has increased the number of new rough sleepers and returners to rough sleeping coming onto the streets. In Enfield, we are seeing approximately **1.5** new rough sleepers per night. This includes people who have lost employment, those fleeing domestic abuse and those with NRPF
- Approximately **70** rough sleepers housed in our emergency provision have NRPF and are therefore not entitled to benefits or housing support. This means that their longer-term housing options are limited. Approximately **60** of these are EEA nationals who are not subject to immigration control, but do not have "the right to reside" in the UK. EEA nationals can get recourse to public funds in some circumstances if they claim settled status or find "genuine and effective" regulated work. EEA nationals can claim settled status if they can show that they have lived in the UK for five years or more. EEA nationals may require support and training to find work. In some circumstances, EEA nationals may ask for support to return to their home country
- Approximately **10** rough sleepers have NRPF because they are subject to immigration control. Unfortunately, their longer-term housing options are very limited. Rough Sleepers with NRPF may require advice and assistance on their immigration status, or their application for immigration status. Only organisations registered with the Office of Immigration Services Commissioner (OISC) can lawfully provide immigration advice. In some circumstances, non-EEA rough sleepers will face restrictions on their right to work in the U.K. Non-EEA rough sleepers may ask for support to return to their home country.



10. THE HOUSING ADVISORY SERVICE MODEL FOR DELIVERY

- 10.1 The Housing Advisory Service provides the following Rough Sleepers Service model which is part funded by MHCLG/GLA specific grants.
- 10.2 The Enfield Rough Sleeper Team has two Outreach Workers, a Rough Sleeper Navigator and two specialist “In Reach” Support Officers funded from our 2020/21 Rough Sleeper Initiative funding to carry out welfare checks and identify any support needs for rough sleepers in our emergency bed spaces. Where appropriate, rough sleepers are referred to support services such as the “Enable” Substance Misuse service, Mental Health Services, GPs, and other services. Any rough sleeper in our emergency bed spaces who has no recourse to public funds is assessed and referred to the “Enfield Stands Together” Community Hub if they require assistance to access food. The Enfield Rough Sleeper Service is currently recruiting four further Support Officers to help support rough sleepers housed in emergency bed spaces.
- 10.3 The Enfield Rough Sleeper Team are working with our partners to ensure that a “Support Plan” is completed for every rough sleeper outlining the actions that will be taken to ensure that every rough sleeper is linked with the support services they need and a plan is put in place to help find move on accommodation with the appropriate support.
- 10.4 The Edmonton Travelodge has 24/7 on-site staffing support. Meals are provided for all residents in the Travelodge. On-site staff are working together with the Rough Sleeper Service to complete support plans for each resident.
- 10.5 “Enable” Drug and Alcohol Service have been commissioned by Enfield Council to provide support for residents with substance misuse problems. On-site Travelodge Support Workers and the Rough Sleeper Service are referring those with substance misuse issues to Enable and it is working with those referred, including the prescription of opiate substitutes where appropriate.
- 10.6 On-site staff at the Travelodge and the Rough Sleeper Service are working with Public Health and the NHS to ensure that all rough sleepers are registered with a GP and are therefore able to access primary health care. A total of 90% are now registered with a GP and officers are working hard to ensure that the remaining rough sleepers register as soon as possible.



11. MOVE ON ACCOMMODATION PROVISION

- 11.1 Enfield will ensure, as far as it can within its legal powers, that no-one who has been placed in emergency accommodation in response to the COVID-19 public health crisis is asked to leave that emergency accommodation without an offer of support to end their rough sleeping. As of 4 June 2020, we estimated that we would require a total of 238 units of move on accommodation in order to house rough sleepers and those at risk of rough sleeping during the COVID-19 pandemic. Our plan for securing accommodation will include:
- 11.2 **Supported Accommodation** – approximately 60 rough sleepers in our emergency provision have reported that they have support needs – mental health, substance misuse, physical health problems, or multiple needs. Of these, approximately 30 have high support needs. This cohort of rough sleepers will struggle to sustain general needs accommodation and will require supported accommodation.
- 11.3 We have developed a proposal with One Housing Group to commission two Supported Housing schemes in Emerald House and Park Avenue (22 units in total) to assist with move on and support for this cohort of rough sleepers with high needs. The two schemes could provide different levels of support, in particular mental health, substance misuse and dual diagnosis. In addition, Enfield is exploring leasing or purchasing (via Housing Gateway, which is wholly owned by Enfield Council) an additional building and commissioning on-site support for 20 further rough sleepers with support needs.
- 11.4 On 25 May 2020, the Government announced funding of £433m over four years to fund 6,000 units of accommodation, with support, for rough sleepers. A total of £160m will be made available in year one to fund 3,300 of these units to help “move on” rough sleepers housed in emergency accommodation during the COVID-19 crisis. Enfield will take all necessary steps to secure this funding in order to help fund our above plans to commission supported accommodation. If a gap in funding remains, we will lobby the Government for additional funding.

As of 4 June 2020, we estimated that we would require 42 units of supported accommodation to provide suitable move on accommodation to this cohort of rough sleepers.

- 11.5 **Council Lets – “Housing First Accommodation”** – Enfield’s new Allocation Policy has prioritised lets for entrenched rough sleepers with medium/ high needs who require stable accommodation with support. Our new local lettings plan has provisionally prioritised 20 one bed units for this group. We are currently identifying vacant one-bedroom properties suitable for letting to rough sleepers and those at risk of rough sleeping to prioritise for move on accommodation. Enfield has secured funding through the Rough Sleeper Initiative (Year 3) for a Level 3 social worker to enable Enfield to implement a “Housing First” model in these properties. The social worker will provide intensive support to approximately 15 – 20 rough sleepers with medium/ high needs in 2020/ 2021. This accommodation and support will be prioritised for rough sleepers identified by the multi-agency Rough Sleepers Panel. Plans to implement this new model will be brought forward to house and support those rough sleepers in emergency accommodation identified as most in need. In addition, entrenched rough sleepers who have benefited from intensive support and require stable accommodation will be referred through the panel for one-bedroom accommodation where appropriate.

A total of 20 Council homes have been allocated to help facilitate move on for this cohort of rough sleepers.

- 11.6 **Registered Providers** – Most Registered Providers suspended letting accommodation during the COVID-19 crisis. We are currently contacting Registered Providers operating in Enfield to identify any suitable lets for rough sleepers and those at risk of rough sleeping who are currently in emergency accommodation. Enfield will work with local Registered Providers to help meet the urgent need to house and support rough sleepers and those at risk of rough sleeping at this difficult time.
- 11.7 **Enfield Somewhere Safe to Stay Hub (SSTS Hub)** - Enfield has secured funding from the Rough Sleeper Initiative to provide a SSTS in Enfield in 2020/ 2021 for 20 rough sleepers, following the success of Enfield's Winter Shelter. The Enfield Winter Shelter was funded from November 2019 to March 2020 but closed on 27 March due to the need to rehouse all rough sleepers out of dormitory style accommodation. Enfield has met with the MHCLG to remodel the Hub so that residents can adhere to social distancing and social isolation guidance. The MHCLG has agreed to fund the redesigned Hub, which will involve using the current building at Unit 12, Claverings, creating approximately 15 "self-contained" sleeping spaces, and redesigning the building to ensure that residents can adhere to social distancing and social isolation guidance. The redesigned Hub will help us to assist rough sleepers from the EEA who have NRPF and whose housing options are therefore very limited. The Hub will allow us to assist this group, providing accommodation for up to two months, while we provide specialist support to help residents access employment, apply for settled status, claim benefits, find longer-term accommodation or voluntarily return to their home country.
- 11.8 **Ten additional emergency bed spaces** - Enfield has secured additional funding (£207K) from the Suspension of Derogation Fund to assist this EEA nationals who have NRPF. The Government has suspended the legislation that prohibits local authorities from providing accommodation and support for EEA rough sleepers that are ready for work until 31 December 2020. Enfield will use this funding to:
- Target support for those entrenched EEA rough sleepers still living in encampments in Enfield
 - Provide targeted support to enable EEA rough sleepers living in emergency bed spaces to end their rough sleeping
 - Secure 10 additional bed spaces to house EEA rough sleepers while we work with them to find longer-term solutions
 - In order to open the SSTS Hub in a short timeframe, we will need to carry out a survey of the current building at 12 Claverings, recruit staff in-house, carry out the necessary renovation works, and meet health and safety/building regulation requirements. A SSTS Hub Development Manager will be recruited into this role on an "acting up" arrangement as soon as possible.

- 11.9 **NLHP EEA Hub** – The NLHP operated a Shelter/Hub for EEA rough sleepers until March 2020. They have received funding from the Suspension of Derogation Fund to continue the Hub until 31 December 2020. However, the Hub was closed following the COVID-19 crisis and they are unable to use the original building. The NLHP hub was run by the Single Homelessness Prevention Service (SHPS) and they have developed significant experience in assisting EEA nationals to end rough sleeping. Enfield is working with the NLHP and the MHCLG to assist with the provision of a suitable building in Claverings, Edmonton.

The NLHP Hub will provide 10-15 units for rough sleepers across the North London area. The NLHP hub will complement the Enfield SSTS Hub, providing additional capacity for EEA rough sleepers to move out of emergency accommodation. Enfield is supporting this initiative given that the majority of EEA rough sleepers in the region are from Enfield and on the basis that sponsoring authorities retain responsibilities for rehousing and support.

Enfield Council will benefit from approximately three units of accommodation from this scheme.

The above funded SSTS Hub, 10 additional bed spaces and NLHP EEA Hub will provide approximately 28 units of accommodation to provide “transitional accommodation” for our cohort of EEA rough sleepers while we support them to find longer-term move on options. The funding provided by Government to cover these initiatives is due to end on 31 December 2020. However, as of 4 June 2020, we estimated that we would require approximately 60 units of longer-term move on accommodation for this group. The Government has not confirmed that further funding will be provided to cover the additional cost of providing emergency accommodation, move on accommodation or support for this EEA cohort. Our plan for moving on and supporting this cohort is outlined in the “wrap around support available” section below.

- 11.10 **Private Rented Accommodation (PRS)** – The PRS will provide the accommodation solution for some we have accommodated. However, during lockdown, local estate agents have closed, significantly reducing the supply of PRS accommodation in the Borough. Key challenges will be securing this type of accommodation within a short timescale and within LHA rates. In addition, many of those moving into the PRS will need floating support for a limited period to ensure that they can maintain their tenancy. This will require further funding for floating support services in Enfield.
- 11.11 The pause on eviction action has provided households with reassurance during this difficult time, but this may see an increased level of activity at the end of the period, just when we most require move on accommodation for rough sleepers and those at risk of rough sleeping.
- 11.12 Access to Universal Credit is a significant concern in Enfield. Delays in claims being paid and a high demand for benefit claims once the lockdown measures have been lifted will threaten many with homelessness and disincentivise landlords from letting to people on benefits although our new Landlord Advice line aims to provide a source of advice and assistance in this regard.

- 11.13 Enfield has an excellent track record of securing PRS accommodation for rough sleepers, including the provision of floating support when appropriate. Enfield will make efforts to procure PRS accommodation for those rough sleepers with no/ low support needs, including working together with partner LAs through the “Capital Letters” PRS programme. Enfield will face competition for one-bedroom properties for this cohort from other LAs and other organisations such as the GLA Pan-London provision. In order to achieve this aim, Enfield will lobby the Government to:
- Continue the increase in LHA levels, or to increase them further, to meet market rents and increase the supply of PRS lets for this group
 - Continue restrictions on evictions. We will ask that plans to stop Section 21 “no fault” evictions are brought forward, before the lockdown measures are lifted
 - Undertake a fundamental review of the way in which boroughs use and procure temporary accommodation with a view to ensure London has the right accommodation to meet the needs of its citizens - and that markets are not distorted further as a result of the short supply of accommodation in place.
- 11.14 As of 4 June 2020, we estimated that we would require 110 units of private sector rented accommodation as move on accommodation for those with no or low support needs.
- 11.15 In addition to the above, we will designate approximately 11 one bed properties in Brickfield House for move on accommodation as private sector lets for those with no or low support needs.
- 11.16 Support to reconnect to family and friends or voluntarily return to home country. We will offer mediation, support and assistance to approximately 55 of those accommodated to return to family and friends or voluntarily return to their home country if it is safe to do so.
- 11.17 Reconnection of rough sleepers with a local connection back to Enfield – Housing Directors have agreed a Pan-London protocol concerning the reconnection of rough sleepers housed by a local authority, but whose local connection lies with another local authority. Local authorities can refer anyone who is accommodated as part of the COVID-19 rough sleeper response to another authority with whom they have a safe local connection (where they do not have a local connection to the Borough that they are currently accommodated by).



This will be regardless of whether they are deemed to be “in priority need” under the homelessness law, or whether they are eligible for the local connection borough’s rough sleeping pathway. In some circumstances, where the local authority with the local connection has no rough sleeper pathway or support services available, the referring local authority will be required to support the reconnection i.e. through floating support. This situation is unlikely to be the case within the North London boroughs. Housing Directors have agreed to share the rehousing of those households with no connection to any authority.

It is difficult to estimate the number of rough sleepers who may potentially be referred to Enfield by other local authorities under the above protocol. However, it is important to note that neighbouring local authorities have been robust in their approach to quickly reconnect affected rough sleepers to Enfield thus far. We will work with our neighbouring boroughs in order to identify any potential “backlog” of affected rough sleepers currently unknown to us, and we will factor any additional accommodation and support provision requirements into our plan as soon as possible.

12. SUPPORT NEEDS OF ROUGH SLEEPERS IN EMERGENCY ACCOMMODATION

- 12.1 From an overall assessment of support needs the main requirements through Personalised Support Plans and Personalised Housing Plans are:
- 12.2 A total of 70 rough sleepers in our emergency provision have NRPF and therefore cannot access benefits. Those with NRPF require additional support, including the provision of food.
- 12.3 Approximately 52 of these are EEA residents who are available for work are not currently “subject to immigration control”, but are not “exercising EU treaty rights” and therefore have no recourse to public funds. We can assist some of these rough sleepers to become eligible for benefits by encouraging them to find “effective and genuine” work or to apply for settled status in the UK. EEA residents can claim settled status if they can show that they have lived in the UK for more than five years.
- 12.4 Approximately eight rough sleepers from the EEA are “not available for work” because they have high support needs. They will need significant support to become “available for work”.
- 12.5 Only a relatively small number of rough sleepers (approx. 10) have no recourse to public funds and are not from the EEA. This cohort are subject to immigration control, so move on options are very limited. In some circumstances we will assist this cohort by referring them to specialist immigration advice on their immigration status or any outstanding immigration application.
- 12.6 Where rough sleepers with NRPF are unable or unwilling to find work or claim settled status, some may wish to return home. In these circumstances support can be provided to facilitate a voluntary reconnection and, where needed, ongoing support in their home country.
- 12.7 Approximately 50% of all rough sleepers in emergency accommodation have reported that they have support needs (mental health, substance misuse or physical health problems). A significant proportion of these have multiple needs. Approximately one third of rough sleeper in emergency accommodation have disclosed they have mental health problems, approximately one third have disclosed that they have substance misuse support needs and just under one third have disclosed they have physical health problems.

13. WRAP AROUND SUPPORT AVAILABLE

13.1 Health and Wellbeing

A set of primary care standards were developed for Next Steps – Healthy Sustainability and Transformation Partnerships (STPs) to provide full coverage of health provision to all rough sleepers in emergency accommodation. Enfield is working together with our partners in the NHS, Public Health, and the UCLH “Find and Treat” service to implement screening and treatment of blood-borne health needs and a Health and Wellbeing audit of all rough sleepers in emergency accommodation and encampments. This will help identify gaps in health requirements and develop pathways to refer those in need to appropriate support and care services, and ensure all rough sleepers are registered with a GP.

The NHS is also providing outreach COVID-19 testing to hostels and hotel accommodation and have secured a triage connection for registration to primary care, medication, mental health, community health, GPs and drug and alcohol services. Enfield is working with our partners in the NHS, Public Health and the UCLH to arrange COVID-19 testing for all our residents in the Edmonton Travelodge and those rough sleepers living in our largest encampments.

Should a rough sleeper in emergency accommodation show symptoms of COVID-19, staff can access the London Coronavirus Response Cell (LCRC) to arrange testing for the symptomatic individual, all residents, and all staff.

Enfield is working with partners in the NHS, Public Health and the UCLH to survey the health needs of all rough sleepers in our emergency provision and secure referral and follow up pathways for physical health, mental health, and substance misuse issues that are identified. We have carried out COVID-19 testing for all residents and staff in the Travelodge (all tests negative).

Enfield has identified approximately 10 rough sleepers who may fall into the “shielded group” i.e. people with specific health issues that could put them in particular risk of contracting COVID-19. We are working with our partners in the NHS and Public Health to ensure that they are linked in with primary care provision, are able to follow Government guidance on isolation, and receive the care and support they need.

We are having discussions with the CCG in order to try to establish contractual agreements for a homeless/rough sleepers’ pathway in primary care. Evergreen Surgery (close to the Edmonton Travelodge) has been identified as a potential lead local surgery for an enhanced inclusion health/rough sleepers service.

13.2 Drug and Alcohol Services

Enfield Council has commissioned Enable to deliver drug and alcohol services in Enfield. Enable is working in partnership with our Rough Sleepers Team to offer an effective and flexible service for rough sleepers and those at risk of rough sleeping in emergency accommodation with substance misuse issues. Enable can carry out medical assessments, prescribe opiate substitutes and arrange rehab facilities if appropriate. Enable is already working with a significant proportion of our rough sleepers who have been referred to their service. Enable has confirmed that they have the capacity to meet the demand from our new cohort and we will continue to review the capacity of this service.

A pan-London substance service has been commissioned by the GLA, procured by the City of London, for those in the accommodation provided by the GLA and borough-commissioned hotels and Enfield is currently referring our rough sleepers to this service.

13.3 **Mental Health Support**

Rough sleepers with mental health issues will be referred to their GP in the first instance for help. Where we have concerns about a rough sleeper with high support needs due to mental health problems, we will refer them to Adult Social Care for a Care Act Assessment. Where rough sleepers are unwilling to engage, and we are concerned for their welfare, or they are in a mental health crisis, we will refer them to the acute mental health crisis team.

For rough sleepers who are not at crisis point, we are working with our partners in the NHS and Public Health to establish clearer pathways into, and links with, primary care, such as social prescribing link workers.

13.4 **Mental Capacity**

Rough sleepers are to be presumed as having capacity to make decisions about aspects of their lives until there is just cause to question decision making. A capacity assessment can be completed by any professional working with a rough sleeper using a mental capacity assessment template to record any findings and to ensure adherence with Mental Capacity Act 2005.

13.5 **Support to those with NRPF**

On 27 March 2020 the Government asked local authorities to house all rough sleepers by the following weekend and all new rough sleepers throughout the COVID-19 crisis. Since this announcement, we have housed approximately 70 people with NRPF. A total of 60 of these are EEA nationals and 10 are non-EEA nationals. During the COVID-19 pandemic, we have housed rough sleepers and those at risk of rough sleeping as a public health emergency measure, in order to prevent risk to life. However, since the crisis began, the Government has not changed the legislation that prohibits certain people from claiming public funds, such as assistance with housing and benefits. "New burdens" funding has therefore not been offered. Last year, the Government suspended legislation that prohibits local authorities from providing housing assistance to EEA nationals who are verified rough sleepers and "ready for work". For non-EEA nationals without leave to remain, EEA nationals who are not ready for work, or EEA nationals without a qualifying right of residence, we may not be able to assist them once the emergency measures are lifted. The legal issues surrounding this issue are complex.

We have received limited funding to provide short-term accommodation and support to approximately 28 of the EEA "ready to work" cohort. This funding expires on 31 December 2020 and the terms of the funding stipulate that in most circumstances, once the emergency measures have ended, the provision of assistance to this group should not exceed three months. The Government has not agreed to provide additional funding to cover emergency accommodation to the remaining cohort, or longer-term move on accommodation and support to all those with NRPF. Unfortunately, we are unable to claim back Housing Benefit to help cover the accommodation costs for this group. The approximate cost of providing emergency accommodation for this cohort over six months is £500k.

In light of the above legal and financial constraints, we will offer time limited accommodation and support (approximately three months) to those with NRPF once the emergency measures are lifted. During this time, we will work with them to access specialist immigration advice, claim settled status and find regulated employment where appropriate. Where we are able to support someone to gain access to public funds, or find appropriate employment, we will work with them to find longer-term move on accommodation. Where appropriate, we will work with them to reconnect to their home country.

Enfield is taking action to set up a Day Centre for EEA rough sleepers available for work in order to support them to end their rough sleeping. This will include assistance to register for settled status, assistance to find employment, assistance claiming benefits and help to find a suitable home, or a voluntary return home. A suitable building is being located to host this service. Enfield will work in partnership with the NLHP to provide this service as soon as possible, to allocate staff to work with EEA rough sleepers in advance of opening the Enfield SSTS Hub and the NLHP EEA Hub.

13.6 **Beam – employment support**

Enfield have commissioned an organisation called Beam to work with us to run a pilot programme of fundraising and personalised support to provide training for residents to help them into skilled, secure and well-paid work. The programme aims to assist 30 people who are homeless or threatened with homelessness. We plan to implement the programme as soon as possible in order to target rough sleepers who could benefit from this scheme.

13.7 **Modern Slavery**

Nearly 1 in 10 rough sleepers in London are victims of modern slavery according to new research by charity Hestia. It is of vital importance that those seeking to support rough sleepers are aware of the signs of possible modern slavery and who they should contact if they are concerned for a potential victim. There is a dedicated team at Enfield Council to investigate such concerns relating to modern slavery and trafficking. The modern slavery team can provide advice and support.

14. WHAT IS THE COST OF THIS PROVISION?

- 14.1 The provision of emergency accommodation and support to rough sleepers required to meet the Government's call to "bring everyone in" and enable all rough sleepers to follow Government guidelines during the COVID-19 crisis has necessitated significant additional costs for Enfield in the region of £945k.
- 14.2 In addition to the above, we estimate that the cost of providing move on accommodation and support to this group will be £1.4m.
- 14.3 The funding made available so far is limited and comprises:
- £3.2bn allocated nationally to local authorities to support the COVID-19 response. One of the purposes of this resource is to fund the response around rough sleeping. However, Enfield has received £17.9m against a forecast requirement of £68m so this funding is clearly insufficient
 - £18k COVID-19 emergency response funding
 - £207k Suspension of derogation funding – factored into the above costs.
 - £700k RSI (Y3) funding including funding for 1 x Housing First Social Worker, 1 x Rough Sleeper Resettlement Worker, and SSTS Hub – factored into the above costs
 - £160m Year 1 Supported Housing "Move On" fund. We will make a bid to this funding stream to help cover the costs of our move on accommodation.

15. GOVERNANCE AND CONTRIBUTORS TO LOCAL DELIVERY PLAN

- 15.1 This plan will be submitted to the Health and Wellbeing Board as well as obtaining Cabinet approval in July.

The multi-agency Rough Sleepers Board will work to deliver the plan ensuring quality outcomes.

Contributors to this plan:

- LB Enfield Homelessness Prevention Services
- LB Enfield Public Health
- LB Enfield Safeguarding and Modern Slavery
- LB Enfield Community Safety
- North Central London Clinical Commissioning Group
- Barnet, Enfield and Haringey Mental Health Trust
- North Middlesex University Hospital NHS Trust
- Metropolitan Police
- North Central London Clinical Commissioning Group (CCG).







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Luke Hall MP

Parliamentary Under-Secretary of State
Ministry for Housing, Communities and Local
Government
BY EMAIL

Date: 18 June 2020

Dear Luke,

The Greater London Authority and London's councils are engaged in the huge task of securing sustainable options for rough sleepers currently accommodated in hotels and other emergency accommodation, working closely with your officials from MHCLG. Your letter of 28th May, to local authority Chief Executives, indicates that you share our aim that no-one currently accommodated should need to return to the streets.

We offered everyone equal access to emergency accommodation and support, because it was the right thing to do in terms of the public health crisis, but also in response to your call on 26th March to local authorities to "make sure that we bring everyone in." As you will know, London not only has more rough sleepers than other areas of the country, but a far higher proportion who are non-UK nationals. This means that London faces particular pressures – both in covering the costs of emergency accommodation and as we seek move-on options for those we are collectively accommodating, a very high proportion of whom are non-UK nationals with no or limited access to benefits and homelessness assistance.

Your letter of 28th May urges local authorities to use their judgement to determine whether to accommodate these rough sleepers. In London at least, their numbers are such that, unless exceptional measures are taken by the Government and further funding is made available, we will simply be unable to offer everyone further support and so we urge you to reconsider this position. The Covid-19 crisis has placed extreme pressure on already-stretched local authorities, as the Local Government Association has recently highlighted. They cannot afford to accommodate non-UK nationals with no or limited entitlements on a discretionary basis over time. Even if cost was not an issue, this approach would be unfair to the individuals in question, leaving them in a state of limbo. So, we are keen to work with you to explore every option available to

avoid missing this once-in-a-lifetime opportunity to achieve a major and lasting reduction in rough sleeping.

Non-UK nationals normally account for about half of those sleeping on the streets of London. Initial data shows that they represent an even higher proportion of those accommodated by the GLA and local authorities in response to Covid-19. Although some will have similar entitlements to UK nationals, a significant proportion cannot lawfully access either welfare benefits or homelessness assistance in the UK. As a result, their accommodation and support options are extremely limited. This has long proved a major obstacle to resolving rough sleeping and is particularly acute in the current circumstances.

The Government must consider measures to enable this group to access appropriate support. Our proposals are as follows.

First, we urge the Government to review the impact of immigration-based exclusions from welfare and homelessness assistance and consider making changes to adapt to these exceptional times. We suggest that you suspend the Habitual Residence Test, so that European Economic Area (EEA) citizens do not need to prove their 'right to reside' to access benefits that will help them to cover living and housing costs. We also ask you to suspend the No Recourse to Public Funds (NRPF) condition, so that those currently subject to it can access benefits and homelessness assistance during this time.

Second, at the very least, support should be provided so that non-UK nationals are able to access specialist independent immigration advice or, if they wish to, return to countries of citizenship within the EEA. This advice is needed now, to maximise the chances of those in emergency accommodation achieving clear, secure immigration status – something that will result in improved housing options. However, due to the complexity of the immigration system, this support will likely need to continue after the current emergency and those receiving it may need interim accommodation. Government must fund this vital provision, potentially by reinstating Legal Aid for immigration advice, along with a commitment from the Home Office to handle the cases of those currently in emergency accommodation with compassionate and swift decision-making.

Finally, there are still significant numbers of people on the streets. Leaving it to local authorities to determine which of those individuals they can lawfully help is at odds with your letter of 26th of March. More importantly, it is unfair both to those sleeping on the streets, at a time when doing so is more dangerous than ever, and to local authorities. As your letter of 28th May notes, local authorities do provide accommodation on a discretionary basis during severe weather, but the current situation is very different. Far more people are in need of accommodation, with night shelters unable to operate. Meeting that need is placing local authorities committed to protecting both the health of these individuals and wider public health under unsustainable financial strain. We therefore urge you to issue clear and immediate

guidance for local authorities, emphasising that they should continue to provide emergency accommodation for all those currently homeless, irrespective of their immigration status. This must be accompanied by commitment of Government funding to cover these costs.

The measures outlined above will protect individuals from destitution and would be a step towards ensuring that nobody returns to the street as lockdown measures are relaxed.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Tom Copley'.

Tom Copley
Deputy Mayor for Housing
and Residential Development

A handwritten signature in blue ink, appearing to read 'Darren Rodwell'.

Darren Rodwell
Executive Member for
Housing and Planning

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London Borough of Enfield

Cabinet

Meeting Date 15 July 2020

Subject: Adoption of the Enfield Climate Action Plan

Cabinet Member: Cllr Ian Barnes, Deputy Leader

Executive Director: Sarah Cary, Executive Director Place

Key Decision: 5136

Purpose of Report

1. To provide an overview of Enfield's Climate Action Plan and seek approval for its adoption.

Proposal(s)

2. Adopt the Enfield Climate Action Plan.
3. Delegate responsibility for implementation of the Enfield Climate Action Plan to the Executive Director Place in consultation with the relevant Cabinet Member.

Note that whilst a number of the actions in the Enfield Climate Action Plan are already funded, others will require new funding commitments, including from central and regional government, and there will be full consideration of the financial implications as workstreams are progressed.

Reason for Proposal(s)

Adopt the Enfield Climate Action Plan	<p>The Enfield Climate Action Plan defines the scale of the Council's existing carbon emissions and then sets out a challenging but deliverable set of actions which will get us to our target of zero emissions by 2030.</p> <p>The Plan now requires endorsement by the Council's Cabinet so that it is adopted as a formal document which should be recognised and implemented.</p>
Delegate responsibility for implementation of the Enfield Climate	The Enfield Climate Action Plan needs senior operational leadership to make sure that it is successfully implemented.

Action Plan to the Executive Director Place in consultation with the relevant Cabinet Member.	Political oversight will be provided via regular consultation with and briefings to the relevant Cabinet Member.
Note that whilst a number of the actions in the Enfield Climate Action Plan are already funded, others will require new funding commitments, including from central and regional government, and there will be full consideration of the financial implications.	<p>The Council has already made its commitment to climate change clear and a number of the actions in the CAP are already funded, for example Energetik, LED lights on-street and new woodlands. Some actions will require additional resources and funding from within the Council, while others will need external funding, particularly from central and regional government.</p> <p>As with all Council decisions, as separate actions/reports are brought forward for approval, where required they will be supported by business cases and there will be full consideration of the financial implications.</p>

Relevance to the Council's Plan

Good homes in well-connected neighbourhoods

4. The CAP recognises that buildings, both Council and privately owned, are key carbon emitters and that transport also has a significant impact on climate change. Reducing the impacts of buildings will involve making them more energy efficient, including via high quality new homes and the retrofit of existing, as well as connecting them to sources or renewable and low carbon energy such as the Energetik network.
5. New homes will also need to be built with low embedded carbon and to standards, such as Passivhaus, which minimise the energy they use. We are committing to leading with our own developments, with the forthcoming Meridian Water Sustainability Strategy setting out how this will be achieved on our largest development site.
6. Well-connected neighbourhoods will be delivered by improving active and sustainable travel provision to encourage a shift away from private cars, while also encouraging less polluting vehicles.

Sustain strong and healthy communities

7. Reducing carbon emissions should be a collaborative effort so there will be opportunities for everyone to be involved and play their part. One of the elements of the CAP is engaging with young people so that they support the long-term delivery of a carbon neutral Enfield.

8. As for health, aside from reducing the occurrences of adverse weather which have direct impacts on residents and the services they receive, reducing carbon emissions is linked to air quality.
9. Build our local economy to create a thriving place
10. Taking the lead on low carbon approaches, for example to construction, will require expertise and a suitably trained workforce so going carbon neutral presents an opportunity for local people to gain new knowledge and skills.

Background

11. The Intergovernmental Panel on Climate Change report in 2018 served as a warning to the world about the urgent need to act on climate change to prevent catastrophic consequences for our community in Enfield and communities around the world.
12. This was not a hollow warning and transformation is taking hold in unprecedented wildfires in Australia, floods in Venice, droughts in New Zealand and devastating storm surges in the UK. Without action these will be just the start of a process that could prove unstoppable by human activity.
13. The action to remedy it must be local, national and global. As a major employer and influencer, the Council has acknowledged its responsibility and declared a climate emergency. In doing this we committed to:
 - Make Enfield Council a carbon neutral organisation by 2030.
 - Divest the Council from investment in fossil fuel companies.
 - Only use environmentally friendly products where we are able to do so.
 - Make our supply chain carbon neutral through ethical procurement.
 - Work with local partners and communities and positively promote changing behaviours in Enfield to limit activities scientifically linked to climate change.
14. To ensure we do not lose time in starting to deliver on the actions in the Climate Action Plan, it is being finalised having been informed by feedback helpfully received, including from local climate change organisations, residents and staff. Further engagement with all stakeholders will be an ongoing, and vital, part of this delivery.

Main Considerations for the Council

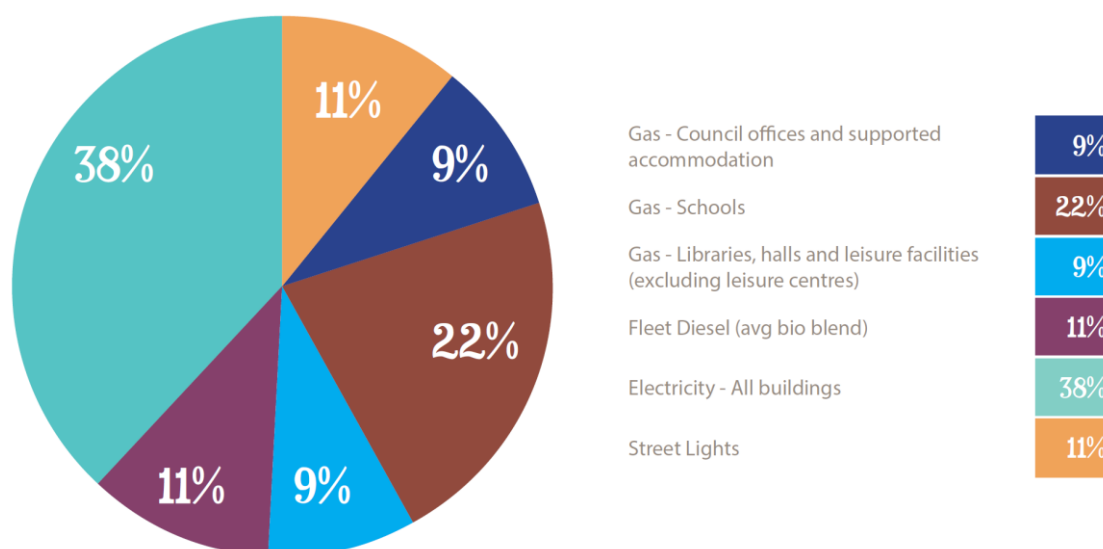
15. A Climate Change Task Force (CCTF) has been set up to support the Council in managing its response to the declared climate emergency. To do this the CCTF will:
 - Focus on activities which the Council can control and influence with a view to identifying opportunities to address climate change through specific and deliverable actions.

- Develop a strategy to deliver on the climate emergency pledge in relation to the following seven thematic areas.

16. In developing this strategy, the first task was to undertake a baselining exercise of the Council's carbon footprint over three 'scopes', an approach recognised globally in carbon management. These are a way of classifying the varied nature of emissions. The table below outlines what has been included in Enfield's new baseline:

Scope 1	Scope 2	Scope 3
Gas Council vehicle fleet	Purchased electricity	Council housing Staff business journeys Capital goods from construction Transmission and distribution losses from the grid Staff commuting Suppliers Outsourced services

17. Enfield has previously only reported its scope 1 and 2 emissions. Recognising the severity of the climate crisis and the need to work with our partners and across the borough, for the first time Enfield is working to establish the carbon footprint of its suppliers and those who deliver services on its behalf (scope 3). Whilst we are focusing on reducing scope 1 and 2 to zero by 2030, we need to influence others across the borough to do the same.
18. In order to monitor progress, this baseline will be updated annually.
19. For 2018/19 Enfield's scope 1 and 2 emissions have been calculated at 21,907 tCO₂e¹. The breakdown of these emissions was calculated to be:



¹ Tonnes of carbon dioxide equivalent is a measure of emissions which takes different outputs, for example amount of electricity used, and applies a standard multiplier to give a comparable figure.

20. The delivery of the actions within the strategy are based around:
 - A. Reducing our scope 1 and 2 emissions through direct action
 - B. Offsetting the remaining emissions through in borough programmes and investment
 - C. Undertaking a cultural change programme that places the climate at the heart of our decisions.
21. Whilst the focus in this initial CAP is on reducing the Council's own emissions, additional emphasis is given to borough wide activities – transport, housing and green spaces. Seven areas have been identified as immediate priorities:
 1. The Council's operations
 2. Travel
 3. Buildings
 4. Waste
 5. Energy
 6. Natural landscape
 7. Influencing others.
22. For each priority area the Council has identified a number of supporting actions and these are presented along with timescales. There are also performance indicators and targets which will allow progress to be monitored. This reflects our ambition that the CAP is a living document which is regularly reviewed.
23. It should be noted that there is also a separate chapter which looks at how the actions in the CAP will be financed. Whilst the details are to be determined as actions are further developed, achieving carbon neutrality and tackling emissions across the borough will be hugely challenging given the budgetary pressures on local government. This means that whilst we are committed to delivering on our plan, the Council's resources alone (including significant commitments to Energetik, LED streetlighting and reforestation) will not be enough. There will need to be ongoing work to access other sources of including grants from the Government and the Mayor of London.
24. The CAP is also a document which we want to be owned by a range of stakeholders including businesses, residents and organisations with an interest in climate change. The first step towards this has been via engagement with a range of people:
 - Councillors – briefings and draft CAP circulated for comment.
 - Climate change organisations – Representatives from a number of organisations (including eXtinction Rebellion, Enfield Climate Action Forum, Divest Enfield and Enfield Help The Climate, Fox Lane District Res. Assn.) responded to the draft CAP.
 - Public – The publication of the draft CAP was highlighted via the Council's website and social media. A public meeting was planned for 19 March 2020 but this was cancelled due to Covid-19.
 - Staff – There have been workshops and the draft CAP was publicised using internal communications.

The next planned engagement event will be a virtual launch of the CAP shortly after it is adopted. The aim is for people to be able to find out more about the CAP and consider what they can do to address climate change.

25. A key part of delivering the CAP is an extensive long-term engagement programme with all stakeholders, as set out in the Influencing Others section. This makes clear our intention to engage proactively with residents, businesses, schools and social care providers as well as regional and national government on the range of actions we need to take to become a carbon neutral organisation and to reduce emissions across the borough.
26. In terms of the public engagement, a range of responses on the draft CAP were received, including from a number of representative organisations as noted in 3.14. Appendix 2 includes an overview of the main themes arising from responses.
28. When considering all of the responses received, even where they have the potential to reduce emissions, it was in the context of the ongoing funding challenges faced by the Council and what we can reasonably control and influence at this time. The CAP reflects this and represents an achievable and manageable plan which delivers on the commitments made by the Council. However, as the actions are developed and delivered there will be new opportunities, which means (as noted above) some of the suggestions put forward will form part of our climate change work going forward.
29. As for the practicalities of delivering the CAP, a number of supporting workstreams have been identified; these group together related areas of work within the themes. In some cases, these have already started and, with senior management leading them, will be the mechanism for delivering the numerous actions. Two of these workstreams focus on the management and communications (including engagement) of the CAP. These will be led by a member of the executive management team, to ensure the CAP is a corporate priority and to deliver a climate change in all policies approach.

Safeguarding Implications

30. None identified as arising directly from reducing carbon emissions.

Public Health Implications

31. The World Health Organisation in its 2003 report '*Global climate change and health: an old story writ large*' noted that:
32. "Populations of all animal species depend on supplies of food and water, freedom from excess infectious disease, and the physical safety and comfort conferred by climatic stability. The world's climate system is fundamental to this life-support."

33. The climate change emergency that we currently face is having a direct impact on the world's life support, which in turn has a range of health impacts.
34. Some of these could be positive, for example more temperate winters leading to a reduction in the seasonal peak in deaths.
35. However, as recent events have shown, overwhelmingly these impacts will be negative including the direct impacts on health arising from adverse weather events, such as peaks in deaths attributable to respiratory illnesses in periods of high temperatures. Therefore, the CAP, seeks to drastically reduce the Council's own carbon emissions and lead by example to encourage others to do likewise. This will have a positive impact on resident's health.
36. The CAP has significant synergy with the Joint Health and Wellbeing Strategy (HWBS) which encompasses work on reducing smoking, increasing physical activity and improving access to healthy foods. As well as addressing the overall negative impacts of climate change, many of the actions in the CAP will have more direct health benefits addressing priorities within the HWBS such as:
 - Increasing the use of low carbon and zero carbon forms of transport reduces air pollution and, given our ambition for more people to walk and cycle, should also reduce the health damaging effects of motorised transport e.g. road traffic injuries, community segregation and noise and physical inactivity.
 - By encouraging a sustainable food offer within the borough we will contribute to better nutrition among residents as well as reduced carbon emissions.
 - Similarly, by reducing smoking among residents we will contribute to reducing the negative impact that tobacco production has on the environment as well as also achieve improved health outcomes.

Other positive health benefits to the CAP include:

- Improving the quality of housing stock, including providing better insulation, has a positive impact on mental health and could reduce incidents of conditions such as hypothermia and excess winter deaths.

In addition, consideration of reducing the impact of climate change amongst the most socially and economically vulnerable residents will also positively impact on health inequalities.

37. Given this, overall the actions proposed in the CAP will support Public Health's efforts to embed Health in all Policies across the Council.

Equalities Impact of the Proposals

38. The Enfield Climate Action Plan sets out a number of actions which will reduce carbon emissions both from the Council's operations but also more

widely across the borough. Reducing carbon emissions is universally beneficial and acting on climate change is urgently required to prevent catastrophic consequences (for example flooding and severe weather incidents) for our community in Enfield and communities around the world.

39. Given it is the most vulnerable in society, as well as those on low incomes, who tend to be most impacted upon by extreme events, addressing them through the actions set out in the CAP will have positive equalities impacts.
40. In terms of the specific actions set out in the CAP, where there are changes required to the way we, as a Council work, then these will be assessed with any negative equalities impacts identified and mitigated as far as possible, taking into account the importance of addressing climate change.

Environmental and Climate Change Considerations

41. The Climate Action Plan which accompanies the report sets out how Council operations will be carbon neutral by 2030.
42. The Climate Action Plan which accompanies the report provides a framework for making the borough carbon neutral by 2040.

Risks that may arise if the proposed decision and related work is not taken

Risk Category	Comments/Mitigation
Strategic	<p>Risk: There is significant change in national and / or regional climate change policy</p> <p>Mitigation: Irrespective of national and / or regional policy, the Council has committed to be carbon neutral by 2030. A priority of the CAP is 'Influencing others' which includes actions to influence national and regional government. In terms of whether the CAP is doing enough to reduce carbon emissions, the 2030 target date it aims to achieve is far more challenging than the UK national target date of 2050.</p>
Reputational	<p>Risk: The Council does not deliver against the targets in the CAP</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • The CAP is ambitious and delivering it will require taking bold and sometimes unpopular action. However, it is also realistic with actions which can be delivered in the timescales identified. • The Council already has a track record of success in respect of reducing carbon emissions and taking forward innovative approaches. • Implementation of the CAP will be overseen by a senior manager with a dedicated resource maintained to support

	<p>this.</p> <ul style="list-style-type: none"> • There will also be regular monitoring of the CAP to ensure that targets are being met and, where not, that remedial actions are put in place.
Regulatory	<p>Risk: Failure to comply with statutory requirements and / or there are conflicting priorities.</p> <p>Mitigation: The Council's response to climate change will be in line with current statutory requirements. Where these limit our ability to deliver on climate change commitments or there are conflicting priorities, we will seek to influence others to change these requirements.</p>
Sustainability / Environmental	<p>Risk: The Council does not deliver against the targets in the CAP</p> <p>Mitigation:</p> <ul style="list-style-type: none"> • The CAP is ambitious and delivering it will require taking bold and sometimes unpopular action. However, it is also realistic with actions which can be delivered in the timescales identified. • The Council already has a track record of success in respect of reducing carbon emissions and taking forward innovative approaches. • Implementation of the CAP will be overseen by a senior manager with a dedicated resource maintained to support this. • There will also be regular monitoring of the CAP to ensure that targets are being met and, where not, that remedial actions are put in place.

Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks

Financial	<p>Risk: Impact on Council funding in the absence of other funding sources limit the implementation of the CAP</p> <p>Mitigations:</p> <ul style="list-style-type: none"> • There will be a dedicated resource maintained to oversee implementation of the CAP. • Grants will be sought to fund the CAP as opportunities arise. It is envisaged that such opportunities will increase as central and regional government seeks to address their own targets for net zero carbon emissions. • The CAP includes a number of actions which should not have an impact on Council funding; they will simply involve new ways of working. • The CAP also includes actions which, following initial
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	<p>investment costs, will see long term net savings (for example the introduction of LED street lights).</p> <ul style="list-style-type: none"> • There will be opportunities for revenue generation, for example through energy generation and trading on the Council's expertise in some areas. • Continuing work to influence national and regional policy to make sure that climate change remains a priority and that funding for related activities, such a property retrofit programmes, are funded.
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Financial Implications

43. Achieving carbon neutrality and tackling emissions across the borough will be hugely challenging given the budgetary pressures on local government. There will be numerous conflicting demands on the Council's finite resources.
44. Nonetheless, despite these financial challenges, the Council has successfully invested in carbon reduction where there has been a clear business case. Council approved £5.236m for LED lighting for 2020/21 as part of its Capital Strategy to de-carbonise its infrastructure and generate £0.51m of revenue savings in the 2020/21.
45. Similarly, the Council's Ten-Year Capital Programme for 2020/21 and 2021/22 includes £19.28m and £13.25m respectively for Energetik, its wholly owned heat network company. The Council seeks to support a local carbon future, while generating more than £10m of interest payments above the cost of financing over the lifetime of its loans, besides building a sustainable and attractive business.
46. Funding has also been secured to create 60 hectares of new woodland in the north of the Borough.
47. A number of the actions in the CAP are already committed and funded, as highlighted above this includes committed investment, but some are new areas which need further development. This will include identifying the detailed financial implications of delivering these actions.
48. Where additional resources are required this will require the identification of funding sources, with some already identified in the CAP. As with all Council decisions, as separate actions/reports are brought forward for approval, where required they will be supported by business cases and there will be full consideration of the wider financial implications on the overall budget.
49. There will also be opportunities to reduce costs by operating more efficiently, for example by using less energy and water, and to generate revenue through climate change activities.

50. All opportunities for external resources will need to be explored, including grants from Central Government and the GLA. Examples of potential external funding sources include:
 - Accessing the renewable heat incentive (RHI).
 - Salix funding for specific projects.
 - Heat Networks Investment Project funding to further develop Energetik's heat network.
 - Office of Low Emission Vehicles funding for electric vehicle infrastructure.
51. It is also noted that there will be specific initiatives in focus areas (for example low carbon infrastructure and renewables) which, following internal capacity building as set out in the CAP, the Council will be well equipped to access.

Legal Implications

52. Section 3 LGA Local Government Act 1999 (as amended) requires an authority "to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness" ("the best value duty"). It also obliges the authority to consult certain groups of persons "for the purpose of deciding how to fulfil the duty" (s.3(2)). In line with this duty, this report seeks authority to publish a draft Climate Action Plan for the purpose of engaging with a range of stakeholders on how to fulfil its commitment to be carbon neutral by 2030.
53. The Climate Change Act 2008 requires the UK to achieve an 80% reduction in greenhouse gas levels (below 1990 levels) by 2050. The Prime Minister announced on 12th June 2019 that the UK will eradicate its net contribution to climate change by 2050. The Climate Change Act 2008 (2050 Target Amendment) Order 2019 amends the 2008 Act.
54. The Government's commitment to the Paris Agreement, and its ratification by the UK in November 2016 is another important consideration. The Paris Agreement is aimed at tackling climate change by cutting greenhouse gas emissions and keeping global temperatures "well below" 2°C above pre-industrial levels and to pursue efforts to limit warming to 1.5°C.

Workforce Implications

55. The Council's staff have been instrumental in developing the CAP and will be essential to its the successful implementation. The actions set out in the CAP include some which will require changes to the way we work as an organisation, including embedding a climate change in all policies approach, with climate champions supporting this.
56. While some of these changes might not be popular, initial engagement shows that staff see the overall benefits of reducing carbon emissions and support the Council taking action.

57. Where changes impact on contractual terms and conditions, staff engagement and consultation will be undertaken in line with statutory requirements and agreed HR policies.

Property Implications

58. Buildings and assets make up 89% of the Council's scope 1 and 2 emissions. Therefore, the CAP sets out measures to achieve significant reductions in these emissions through an energy efficiency investment programme:
- Light sensors in all council buildings by 2024 (date to be reviewed and updated following financial assessment)
 - LED lights in all council buildings by 2025 (date to be reviewed and updated following financial assessment)
 - Review building management practices to maximise the non-cost measures through efficient building management.
 - Comprehensively meter water usage across the largest buildings across the council's portfolio and install water saving devices in all council buildings
 - Where appropriate the council will install metering and sub-metering for all council buildings in the areas of energy and water by 2023
 - Further consolidate our council property estate, while continuing to provide good public services in appropriate locations.

This programme will see buildings and assets improved so the overall implications are expected to be positive.

59. At this time the detailed financial and funding implications of delivering the CAP are still to be determined and will be identified as separate actions are brought forward.

Other Implications

60. The key performance and data implications are:

<i>Implication</i>	<i>Mitigations</i>
Annual baseline refresh - Staff resources required to collect and collate updated baseline data.	<p>Dedicated resource maintained to oversee delivery of the CAP including baseline updates.</p> <p>The majority of the inputs into the baseline should be available publicly or locally because they are already regularly collected.</p> <p>A tool has been developed which should streamline the collation of the data inputs.</p>
Performance monitoring - Staff resources required to collect and collate	<p>Dedicated resource maintained to oversee delivery of the CAP including performance monitoring.</p> <p>The majority of the performance targets are</p>

performance data.	already reported either publically or locally. Any new targets will be monitored by the relevant service as part of their day to day activities.
Reporting – Regular performance reports and annual summary will require staff resources.	Where not already part of the Council's performance monitoring framework, the reporting of progress against CAP targets should become part of the existing monitoring regime to ensure appropriate oversight. Dedicated resource maintained to oversee delivery of the CAP including performance monitoring and annual reporting.

Options Considered

61. None – The Council has committed to tackling the climate change emergency, to do this requires a clear strategy with supporting actions.

Conclusions

62. The Council should adopt the Climate Action Plan because it will meet the commitment in the Climate Emergency Pledge for the Council to be carbon neutral by 2030. To ensure it is successfully delivered authority to implement it should be delegated to the Executive Director, Place.

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Date of report 19/06/20

Appendices

Appendix 1 – Enfield's Climate Action Plan 2020

Appendix 2 – Overview of main themes arising from draft CAP public engagement and related responses

Background Papers

None

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Enfield climate action plan 2020





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*Final draft Plan, scheduled for
decision at Cabinet July 2020*

Foreword

Our planet is facing an existential threat from climate change.

The Intergovernmental Panel on Climate Change report in 2018 served as a warning to the world about the urgent need to act on climate change to prevent catastrophic consequences for our community in Enfield and communities around the world.

Two years on and we continue to witness increasing climate change. The transformation is taking hold in unprecedented wildfires in Australia, floods in Venice, droughts in New Zealand and devastating storm surges in the UK. Without action these will be just the start of a process that could prove unstoppable by human activity.

The risks and dangers are not static, they evolve hand in hand with emerging situations. Studies have linked air pollution to significantly higher rates of death in people with Covid-19 and even a tiny, single-unit increase in particulate pollution levels in the years before the pandemic is associated with a 15% increase in the death rate.

The emergency is real and the action to remedy it must be local, national and global. In response to rising awareness and justified protest, Enfield Council has declared a climate emergency.

This plan is our response to that declaration.

The Council will be carbon neutral by 2030 but we must innovate to do this, taking bold and sometimes unpopular action to tackle the impact of climate change. Whilst the focus in this initial plan is on reducing the Council's own emissions, additional emphasis is given to borough wide activities, such as transport, housing and green spaces, and we have a new ambition for a carbon neutral Enfield by 2040.

Residents have the right to expect swift and decisive action, but the truth is we cannot do this alone. We must ensure our partners are brought with us and we must engage with our residents, Councillors, MPs and regional government in the delivery of this plan.

We need financial intervention and effective measures but frustratingly this government is not acting fast enough to meet its own climate targets. The problem we face is vast and multi-faceted, there will be costs and inconveniences inherent in the changes that we have to make – we all have to work together.

Our aim as an administration is to create a lifetime of opportunities in Enfield. By our actions, large and small, and those of our community, we will play our part in combating climate disaster and make sure future generations can take advantage of those opportunities.

This Plan has been guided by the Climate Change Task Force and developed with input from across the Council. It has also been informed by engagement with climate change organisations and the public.



Ian Barnes

Deputy Leader of
Enfield Council

*Chair of the Climate
Change Task Force*

Our vision for climate action

We will work with our staff, suppliers, residents, businesses, schools, statutory partners and Government to become a carbon neutral organisation by 2030 and create a carbon neutral borough by 2040.

To achieve this, we have developed a plan for climate action in the following areas:

1. The Council's operations
2. Travel
3. Buildings
4. Waste
5. Energy
6. Natural environment
7. Influencing others

This plan sets out the action we will take in each of these areas. The first area – the Council's operations – sets out how we will reduce the Council's own emissions to zero and we have set targets for how we will achieve this. This section covers how we will reduce carbon emissions the Council creates from the operation of our own buildings (including our libraries, civic centre, other council buildings and our maintained schools); from the goods and services we purchase; and from how our staff commute to work and travel during the working day.

The remainder of the plan focuses on the actions we intend to take across the borough to reduce carbon emissions from all sectors, either through direct initiatives, using our statutory powers or by influencing behaviour. This includes tackling emissions produced from people travelling across the borough, from homes and businesses and from how waste is produced, managed and disposed of. It also includes the plans we have for low carbon energy for Enfield and how we will look after the natural landscape across Enfield to capture carbon emissions and improve biodiversity. Our current target is to achieve carbon neutrality across the borough by 2040. We will be reviewing this regularly following further developments in national legislation, regulation and policy.

We have also set out how we intend to finance the actions we are committing to take. This is in the context of significant budget pressures for local government, with £178m cut from the Council's budget since 2010 and further additional pressure as a result of the Covid-19 crisis.



In summer 2019, we signed a Climate Emergency Pledge, which commits us to:

- Make Enfield Council a carbon neutral organisation by 2030.
- Divest the Council from investment in fossil fuel companies.
- Only use environmentally friendly products where we are able to do so.
- Make our supply chain carbon neutral through ethical procurement.
- Work with local partners and communities and positively promote. changing behaviours in Enfield to limit activities scientifically linked to climate change.

This plan sets out how we will deliver on this pledge.

Reporting our performance

We will review performance and publish our progress on an annual basis, using the key performance indicators set out in our plan. When we do that, we will invite the public and other stakeholders to comment on our performance and ask us questions about the progress we are making.



Enfield's emissions

Calculating the Council's emissions

Between September and November 2019, Enfield Council calculated a new baseline to measure the footprint of our own operations. This baseline will be the carbon emissions figure against which we will measure our progress over the next 10 years.

A carbon footprint is the total amount of emissions an organisation will emit in the delivery of its objectives. This may be in the form of energy use or an organisational fleet. We measure our carbon footprint over 3 areas:

SCOPE 1 – Carbon that is emitted directly from the council's gas usage and vehicle fleet.

SCOPE 2 – Carbon that is emitted from electricity usage in council buildings and street lighting.

SCOPE 3 – Carbon emissions from sources that the council does not own or control. This includes emissions associated with business travel, procurement, waste and water. It also includes estimated emissions from energy used by residents in council homes and capital goods for the construction of new homes.

We have previously only reported our scope 1 and 2 emissions. Recognising the severity of the climate crisis and the need to work with our partners and across the borough, for the first time we are establishing the carbon footprint of our scope 3 emissions as well. Whilst we are focusing on reducing scope 1 and 2 to zero by 2030, with support and financial assistance from Government, we also have an important role to play in reducing scope 3 emissions as well.

To make sure that the data is as complete as possible, we are using the financial year of 2018/19 as our baseline, using data from 1 April 2018 to 31 March 2019. To calculate our carbon footprint we have used our own data multiplied by the Government derived carbon factor for that particular emission to give the tonnes of carbon dioxide emitted. The calculation we apply is:

Energy (kWh) x carbon factor / 1000 = tonnes of carbon dioxide equivalent

Our emissions for 2018/19 totalled **21,907 tCO₂e**. This is our new 'baseline', which we need to get to zero by 2030.

By way of comparison:

21,907 tCO₂e is the equivalent of one person flying from London to Singapore and back 22 times¹.

Greggs Bakery, which has a large distribution centre in Enfield, has a global corporate footprint of 101,208 tCO₂e.²

This total provides the baseline for most areas of direct council activity.

We have also attempted to calculate our Scope 3 emissions for the first time. These include emissions over which we do not have direct control and so the data is harder to identify and analyse. Scope 3 emissions can be the most difficult to calculate and contain a higher degree of uncertainty than scopes 1 and 2. Further work will be undertaken during 2020 to more accurately calculate scope 3 emissions in areas of staff travel, waste, capital goods and procurement.

Over the next decade, the actions set out in this strategy are expected to reduce our emissions by around 16,057 tCO₂e. We calculate that we will need to offset the remaining 5,850 tCO₂e.

¹ www.icao.int/environmental-protection/Carbonoffset/Pages/default.aspx

² Delivering our Strategy, Greggs plc Annual Report and Accounts, 2018

The **21,907 tCO₂e** is broken down by scope as follows:

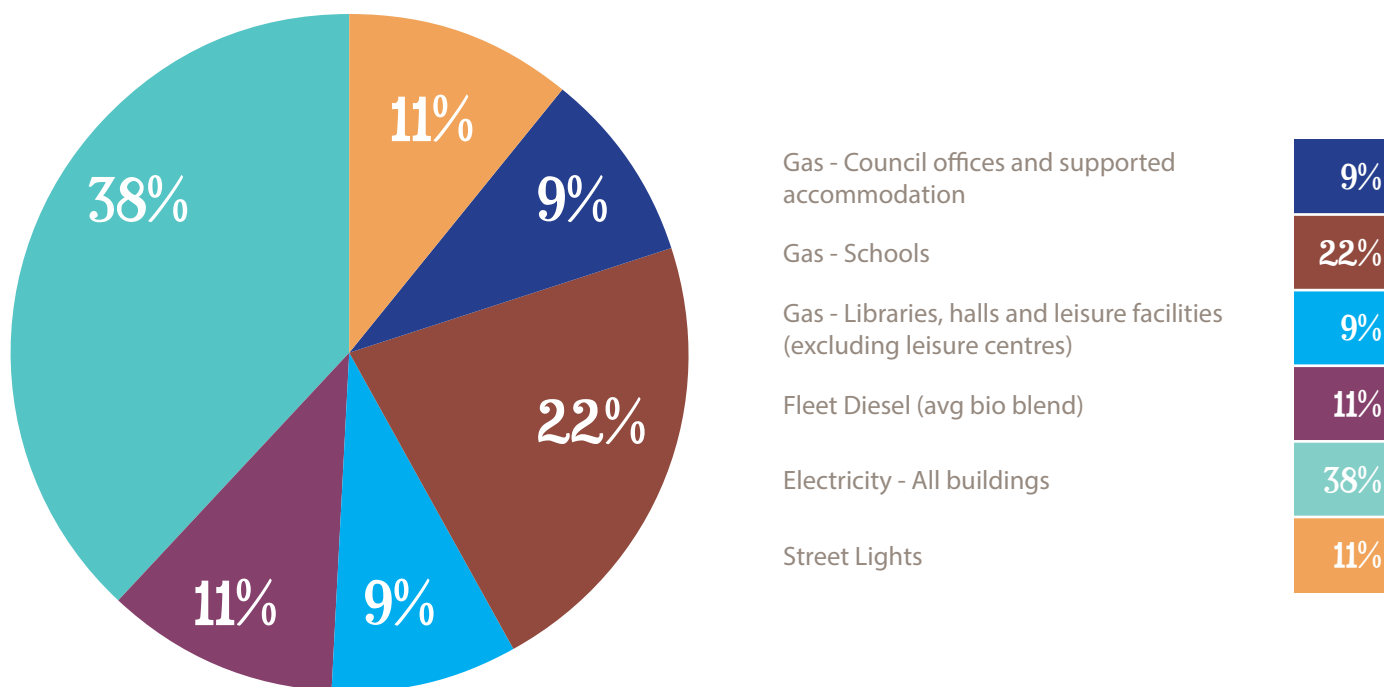
SCOPE 1– those emissions arising from the council's gas and fleet usage

Category	Tonnes of CO ₂ e emitted
Gas Council offices and supported accommodation	2,044
Gas Maintained Schools	4,763
Gas Libraries, halls and leisure facilities (excluding leisure centres)	1,922
Fleet Diesel	2,470
Total	11,199

SCOPE 2 - Carbon that is emitted from electricity usage in council buildings and street lighting

Purchased electricity	8,230
Street lighting	2,478
Total	10,708

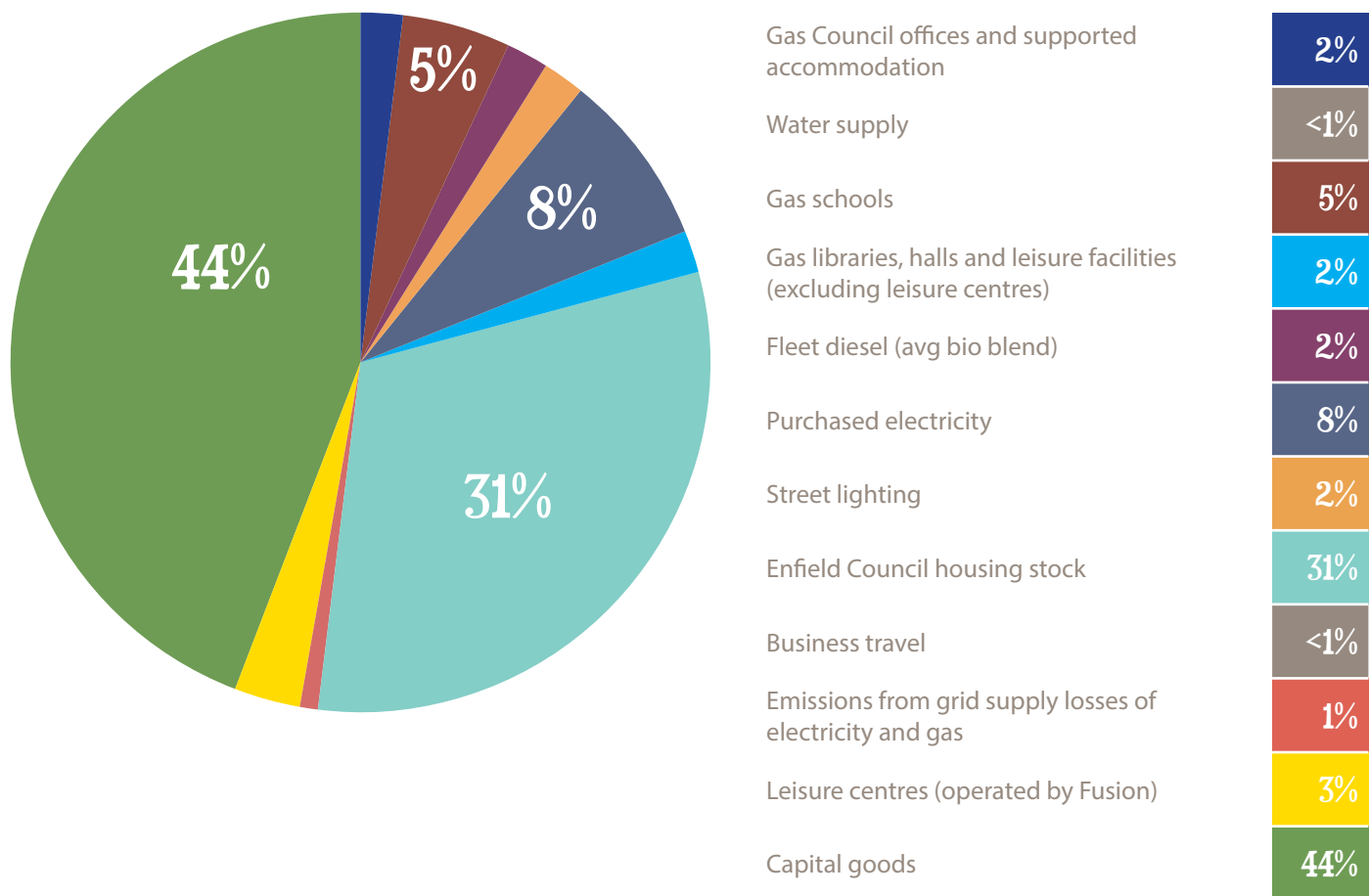
The Council's scope 1 and 2 emissions



81,257 tCO₂e of Scope 3 emissions is broken down as follows:

SCOPE 3 - 'Upstream' and 'downstream' emissions from the delivery of council operations	
Waste from Council buildings and schools	<i>We have identified a need for more accurate information to measure this and will review this by summer 2020</i>
Water from council buildings	49
Energy used by residents in council homes	32,237
Transmissions and distribution losses (calculation of carbon emissions resulting from energy lost through heat supply)	912
Business travel	140
Estimated staff commuting	<i>We will be undertaking a staff travel survey to estimate this by summer 2020</i>
Leisure centres (operated by Fusion)	2,479
Suppliers of goods and services	<i>We will be developing a new approach to procurement which allows us to estimate and evaluate carbon emissions from our suppliers by 2021. This will allow us to set a new baseline</i>
Estimated Capital goods (construction)	45,440
Total	81,257
Enfield Council's total carbon emissions	
Scopes, 1,2 and 3	103,164

All emissions from the Council's operations



Our approach to offsetting

Reducing emissions through direct action will be our main approach to becoming a carbon neutral organisation. But there will be a certain level of emissions which are currently not practically or financially possible to reduce within ten years. This includes emissions from our fleet which will be produced prior to the switch over to electric vehicles; and emissions from some heat systems. This will leave a gap between the emissions we continue to produce and our target of zero emissions. We have calculated this potential gap as 585 tCO₂e per year, based on the 2018/19 financial year. Carbon offsetting is one of the methods we can use. To achieve meaningful offsets, we will apply the following principles:

- Offsetting will be levied against the identified yearly carbon gap based on the figure of 585 tCO₂e per year. This will be reviewed on a yearly basis.
- If the council does not meet its yearly carbon reduction targets, the shortfall will be added to the carbon gap figure at the end of the financial year. If yearly performance is met then we will offset 585 tCO₂e for that year.

- We will keep our offsetting in-borough and in-house and seek accreditation.
- We will focus on three solutions:
 - ♦ Natural offsetting through green infrastructure - including wetlands, tree planting and expansion of the natural environment;
 - ♦ Solar installation based on a 0.9 tCO₂e saving for every 3.5 kWp of solar;
 - ♦ Wind technology, where viability will be investigated over the course of the next 3 years.

In future years we will use our understanding and learning from offsetting to look at offsets across the borough, how they can be identified and practically offset with a priority for in-borough offsetting. We will report on our offsetting progress on an annual basis.

Borough-wide emissions

Over the past decade, carbon emissions from the whole borough have decreased by 21.3%, despite our population increasing by 8%⁴. This is because of the increasing share of renewable power in the electricity grid and the increased efficiency of vehicles and machinery.

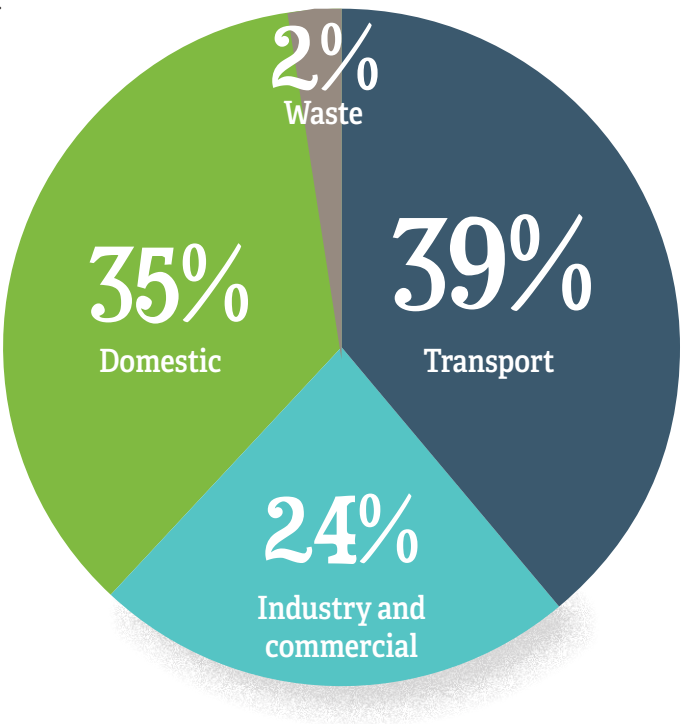
While the Council are committed to becoming carbon neutral by 2030, we anticipate that it will take longer for the whole borough to achieve carbon neutrality, which is why we have set a target to achieve this by the later time of 2040.

Carbon emissions from waste, transport, homes and industrial and commercial buildings will reduce at different rates so that for each area, carbon neutrality will be reached at different times. For example, the waste sector is likely to decarbonise faster than housing.

Government has set a national target to be carbon neutral by 2050. We believe action needs to be taken faster than this and are committed to use our statutory powers and our role as facilitator and influencer, to achieve carbon neutrality by 2040. We cannot achieve this alone, and it will require significant changes in national policy, technology, further grid decarbonisation and significant financial intervention from central Government.

This chart shows the emissions produced from waste, transport, industrial and commercial buildings and from homes across the whole of Enfield. These figures have been compiled from nationally available data collected for all local authorities across the UK, showing the emissions produced by all activity within the area – not just those the council is responsible for.³

Category	tCO ₂ e
Waste	16,087
Transport	364,743
Domestic	332,512
industry and commercial	226,098
Total	939,440



³ <https://scattercities.com/>
⁴ Central Trend ONS Household Population Projections

In setting our target of carbon neutrality for the borough by 2040, we have made the following assumptions:

- A net increase in green infrastructure of around 25%. This includes tree cover, green roofs, SUDs and general green space.
- Recycling rates of 65-75% achieved by the mid 2030's, with nothing sent to landfill and up to 25% of waste incinerated (with waste heat recovered).
- Deep retrofit of all council buildings and more than 50% of borough housing, with an increase in solar capacity from 400 kWh generated per household per year to around 1,550 kWh.
- Increased decarbonisation of the grid with most energy generated nationally by wind, solar, hydroelectric, nuclear and decentralised energy.
- Around 6,000 heat pumps installed every year and an expansion of the Council-owned Energetik community heat network. We expect to still be seeing some gas in the grid (around 6%). Data does not yet exist for hydrogen modelling.
- A fall of around 40% for heat demand in the industrial and commercial sector.
- 100% of cars and trains electrified, with a mix of biofuel and electrification of buses.
- The need to offset between 125,000 – 200,000 tCO₂e on a borough wide basis.

The actions contained within this plan mark the starting point of reducing borough-wide emissions. While we understand current emissions and where we need to be by 2040, we will need to set interim targets on that journey. We intend to do this from 2021 onwards. The timeline of progress contained within the strategy outlines some of these aspirations.

We also acknowledge the need for all stakeholders to offset along the journey to carbon neutrality. The Council intends to offset its own emissions within the borough, using a mix of natural measures and low carbon technology, such as wind and solar. Over the next 5 years we intend to monitor the progress of this offset strategy to learn lessons and investigate the feasibility of developing an accredited, borough-wide offset plan. However, our focus will always be to reduce emissions as much as possible before offsetting.



Our timeline to carbon neutrality



The journey to carbon neutrality

We will achieve carbon neutrality through investing in energy saving technology, electrifying our vehicle fleet and changing staff behaviour. We will also review and update our approach to procurement to ensure we assess and effectively evaluate the environmental impact of goods and services in order to minimise carbon emissions and reduce the risk of negative impact on the environment from goods and services we use or consume.

Where we cannot reduce emissions further through direct activity, we will offset those emissions through renewable energy and natural measures.

Through these key actions we predict we will halve our carbon footprint by 2026 and that by 2028 our footprint will be 25% of what it is today.

The timeline below outlines the major milestones we expect to achieve over the next twenty years. This will be updated periodically and is based on the assumptions that have been used in this strategy. Changes in technology, policy and consumer behaviour will impact on this timeline. As we get nearer to 2040, the planned actions are less certain and specific, but the trajectory of emissions has been calculated as to where we expect emissions from transport, waste, housing and commercial and industrial to be.

Year		Borough wide			
	Council	Transport	Waste	Housing / homes	Commercial and industrial
2020	Scope 1 and 2: 21,907 tCO₂e	Total Borough Footprint: 939,440 tCO₂e			
2020	<ul style="list-style-type: none"> Enfield Climate Action Plan published Local plan reflecting net zero regional and national policies published Council offices switched to 100% renewable energy Climate change and carbon integrated into all commercial and council decisions 			Publication of Enfield Local Plan outlining net zero development across the borough	
2021	<ul style="list-style-type: none"> Roll out of council wide carbon literacy programme. Green leases developed for commercial tenants New Council Low Carbon Retrofit Plan established Council and borough 10 year energy strategy published. Schools summit held 60,000 trees planted 47% reduction in street light emissions 	30% of population within 400m of Enfield cycle network		Two trained retro-fit coordinators in post	Establishment of borough wide low carbon partnership. All new non-domestic property to be BREEAM In use as a minimum
2022	<ul style="list-style-type: none"> Low carbon retrofit programme starts Expected reduction in emissions of 3,800 tCO₂e Council building retrofit programme commences 60 hectares of new woodland created 	55% of trips in borough made by sustainable means	49% recycling rate achieved	Energetik Energy Centre comes online	
2023	100% water metering at all council offices		Borough wide offset strategy initiated		

2025	Electric vehicle charging available for each council office site All council funds and investments (relating to pensions) divested of fossil fuels Enfield council reduces emissions by 52%	Transport emissions reduced by 35.7% (by 130,299 tCO ₂ e) 250 electric charging sockets installed	Emissions from waste reduced by 19.3% by 3,084 tCO ₂ e	Emissions from homes reduced by 23.5% by 72,674 tCO ₂ e Minimum of 4,000 homes supplied by Energetik 30k heat pumps installed across the borough	Emission from business reduced by 21.1% by 47,135 tCO ₂ e 80 local businesses members of the Enfield Climate Change Partnership
Total carbon reduction of: 264,503 tCO₂e by 2025					
2026	60% council fleet converted to electric				
2027	Council office refurbishment programme fully completed				
2028	Full scale review of progress				
2029	20% increase in solar capacity on council buildings				
2030	Enfield Council carbon emissions reduced by c.73% compared to 2019 Council offsets nearly 6,000 tCO ₂ e New climate action plan published, focus on being carbon positive	Transport emissions reduced by 58.9% 20 school streets established 5 rapid charging hubs across the borough	Waste emissions reduced by 33.5%	Emissions from housing reduced by 44.7% • Minimum of 8,000 homes supplied by Energetik • All Enfield council housing with a minimum SAP of 86	Emissions from business reduced by 35.17% Over 150 local businesses part of the Enfield Climate Change Partnership.
Total carbon reduction of: 464,765 tCO₂e					
2035	Potential carbon positive target for Enfield met. 100% of Enfield schools supplied by low carbon sources		Recycling rates of 75% needed		
Total carbon reduction of: 541,959 tCO₂e (transport, waste, domestic, industry and commercial)					
2040		Emissions from transport reduced by 79.5% (compared to 2019) Nearly 70% of trips made by sustainable means	Waste emissions reduced by 57.5%	6% of homes supplied by natural gas Emissions from homes reduced by 61.76% Solar capacity per household increased by 237%	Emissions from business reduced by 45.38%
Total carbon reduction from 2019: 616,919 tCO₂e					

The Council's Operations

Our vision

By 2030 Enfield Council's operations will all be supplied by renewable energy. We will emit the lowest amount of carbon possible through capital investment and training our staff and will transparently offset remaining carbon emissions where needed. In all decisions we make, we will ensure that the lowest amount of carbon possible is emitted.

This will mean:

- **We will reduce our emissions by nearly 75% before 2030.**
- **Council buildings will use the lowest carbon equipment available.**
- **Energy will be supplied exclusively from renewable sources.**
- **Our fleet will be 100% electric.**
- **We will offset emissions we cannot reduce in an honest and transparent way.**
- **We will make procurement decisions that prioritise carbon reduction.**

How Enfield Council, as an organisation, will become carbon neutral by 2030 is a key part of our climate action plan.

This means reducing the emissions the Council creates from the operation of our own buildings (including our libraries, civic centre, service centres and our maintained schools); those produced from the goods and services we purchase; and those produced by staff commuting to work and travelling during the working day.

This is a huge challenge and one that can only be achieved by making some radical changes to how we use our buildings, how we travel to and from work, how we look after existing council homes and build new ones, how we procure services and how we deliver our services day to day.

We already have a track record of driving emissions down as an organisation and influencing better behaviour across the borough, but more is needed. We need to

reduce energy use across our estate, switch to renewable energy and convert our fleet to 100% electric before 2030. We will also need to offset remaining emissions and plan to do so through continuing our pioneering work in enhancing biodiversity and increasing trees and other green infrastructure across our parks and open spaces.

Recent Successes

- With support from the RE:fit programme, retrofitted 18 council buildings with energy efficiency and low carbon energy generation measures.
- Started a programme to retrofit street lamps with LED bulbs. This will reduce energy usage by c.47%, a reduction of around 1,200 tCO₂e once fully rolled out.
- Confirmed that corporate Council buildings will use 100% REGO certified renewable electricity from October 2020.
- Purchased our first 3 fully electric vans in December 2019.
- Removed single-use plastic cups from council buildings.

Enfield Council reduced its emissions by around 50% between 2009 and 2019, halving our carbon footprint in 10 years. This was achieved by investing in our buildings to make them more energy efficient, investing in low carbon energy sources and consolidating our operations into fewer buildings.

42,000
tCO₂e in 2008/9,
down to
21,907
tCO₂e in 2018/19

Action: Achieve significant emissions reduction from council buildings and assets through an energy efficiency investment programme

Actions in detail	Completed by
Review and improve how we use our buildings to minimise carbon emissions through a staff behaviours campaign.	December 2020
Set new recycling targets for waste from council buildings and increase the quality of waste separation.	January 2021
Switch all street lighting to LED.	March 2021
Review building heating systems and operations, including a review of the feasibility of lower carbon systems.	March 2021
Install light sensors in all council buildings.	September 2023
Install sub-metering at the civic centre to comprehensively meter energy consumption on a floor by floor basis.	September 2023
Install water metering for all council buildings.	September 2023
Install Electric Vehicle charging points to serve all council owned office sites.	March 2025
Deliver a comprehensive refurbishment programme including LED lights in all council buildings, voltage optimisation, battery storage and replacement of office equipment (photocopiers, refrigerators, monitors) with the lowest energy versions.	September 2025
Using the available roof capacity available on council owned buildings, increase solar coverage by 2% per year.	September 2029
Convert the Council fleet to 100% electric as contracts come up for renewal. 60% of fleet.	March 2030 March 2026

Action: Ensure all procurement decisions prioritise low carbon and resilient options

Actions in detail	Completed by
Integrate climate assessment into the council decision-making process, focusing on carbon emissions and climate resilience.	June 2020 onwards
Survey the top 30 suppliers by value about their carbon footprints.	December 2020
Switch to 100% REGO certified renewable electricity supply. This means no longer buying energy generated from coal . Switch for council offices. Switch for the contract we offer to maintained schools. Switch for communal housing.	October 2020 October 2022 October 2022
Identify the 30 products we purchase which produce the greatest carbon emissions (by value or volume) in order to better understand our scope 3 emissions, and to set targets for emissions reductions for these largest emitters.	From March 2021

Provide advice to smaller suppliers on how they can assist the council's efforts to be carbon neutral.	From March 2021
Undertake an investigation to understand the embodied carbon from a) construction b) other products and services and identify lower carbon alternatives.	By March 2021
Survey the top 50 suppliers by value about their carbon footprints.	December 2021
Review opportunities for being supplied by green gas.	March 2023
Work with our top 30 suppliers to identify lower carbon alternatives.	March 2021-23

Action: Encourage and enable energy saving behaviour by council staff and those who use our buildings

Actions in detail	Completed by
Trial an internal carbon price with one Council department and extend that if it helps with decision-making.	From December 2020
Require carbon and climate impact to be considered when making decisions.	July 2020
Develop 'green' leases for commercial lessees to encourage better low carbon installation and operational behaviour.	March 2021
Implement a rolling carbon / climate literacy programme, prioritising teams with the greatest impact.	From March 2021
Achieve 100% divestment of fossil fuels from all council pension funds.	March 2025

Performance

Element	Monitoring	KPI	Baseline	Expected performance
Carbon footprint	Annual	1. % reduction in carbon emissions 2. Emissions per employee (tCO ₂ e/employee) 3. Emissions per home managed (tCO ₂ e/home).	1. 21,907 tCO ₂ e 2. 7.3 tCO ₂ e 3. 2.96 tCO ₂ e (2018/19 FY)	1. 7.3% - 9.1% reduction year on year 2. 1.83 tCO ₂ e/employee by 2030 3. 0.52 tCO ₂ e/home managed by 2030
Fleet	Annual	% of fleet that is fully electric	1% in 2018/19	60% by 2025/26
EV charge points at council offices	Annual	Number of sites with access to charging provision for council fleet and staff vehicles.	1 in March 2020	Charging provision at every Council office by 2025
Climate literacy	Annual	30% of staff who have completed climate related training.	0	300 staff by March 2021 30% of staff each year
Suppliers	Annual	% of respondents to carbon neutral suppliers survey.	0	2020/21 – 60% 2021/22 – 70% 2022/23 – 80%

Renewable energy on council buildings	Annual	Increase in on site renewable energy (kWh/annum).	55,512kWh/ annum in 2018/19	2% increase per year
Invest / divest	Rolling Internal carbon price (ICP) – reviewed at two years from 2022	<ul style="list-style-type: none"> • Increase in on site renewable capacity (kW/ annum). • Carbon reduction in pension fund (tCO₂e). 	Baselines are currently being calculated	<ul style="list-style-type: none"> • Up to 285 kW/annum • 100% by 2025

Divesting the Council's pension fund

Our climate emergency pledge commits the Council to divest from investment in fossil fuel companies.

Divestment is the process of removing an asset for financial, ethical or environmental reasons. In this case divestment is focused on the removal of fossil fuels from Enfield's pension funds.

The Council's Pension Policy and Investment Committee has already agreed to transfer £190m, nearly a fifth of the fund, into a low carbon fund, reducing the carbon exposure of this investment down from 12% to 3%. An additional 10% of the Fund is going to be invested in fossil free equities and renewable / clean energy funds.

The Committee has also established a set of Investment Beliefs and Values with the support of an ESG (Environmental, Social, Governance) expert. Building on this, the Committee has agreed to commission a specialist to assess the carbon impact of all of its investments and develop an Investment Strategy. This work will include setting out how the pension fund will invest in low carbon and fossil free equities and funds, taking into account the underlying need to ensure there is asset growth to support the current and future members of the pension scheme.

Action: The Council's pension fund will invest in low carbon and fossil free equities and funds

Actions in detail	Completed by
Further 10% of the pension fund is invested in fossil free equities and renewable / clean energy funds.	December 2020
Develop and agree a Pension Fund Investment Strategy which increases the level of investment in low carbon and fossil free equities and funds whilst still meeting obligations to pension fund members.	March 2021

Travel

Our vision

By 2030, we will have already transitioned to having a 100% electric fleet for the Council's operations. By 2040, the majority of journeys that originate in the borough will be made by methods that are either low carbon, or do not emit carbon.

This will mean:

- **There will be more high-quality cycling and walking routes and facilities, such as cycle parking, across the borough, encouraging everyone to enjoy active travel.**
- **There will be greater capacity on the public transport network, with buses powered by non-fossil fuels.**
- **There will be enough electric vehicle charging provision to enable people to choose electric vehicles if they have their own vehicle.**
- **Residents will be able to access shared mobility options, such as car clubs, and the use of private vehicles will be significantly reduced.**

Emissions from transport in Enfield account for an estimated 39% of the borough's total emissions.⁵ Shifting movement to low carbon transport, prioritising walking and cycling, will achieve the Mayor of London's target to increase active and sustainable mode share across London to 80%. It is also an important part of delivering the UK's commitment to have net zero emissions by 2050. We will develop planning policy and infrastructure which supports active travel, reduces private vehicle parking and increases electric vehicle charging provision, in line with the New London Plan.

Our approach to electric vehicle infrastructure is to deliver 250 additional charging sockets by 2025 based on the following principles:

- Continue to roll out rapid chargers in town centres and at strategic locations.
- Provide community charging points to serve smaller areas.
- Trial low cost and less obtrusive approaches to charging, such as lamp column chargers.
- Ensure new developments are electric vehicle ready.
- Work with third parties to provide publicly available charging on private land.
- Focus on meeting forecast demand, while avoiding cluttered streets and the promotion of vehicle use above active and sustainable travel.

Recent Successes

- Built over 30km of high-quality cycle routes on key corridors.
- Provided 5,000 cycle training spaces so that, in every school in Enfield, children in one school year will have a place.
- New Meridian Water train station opened in June 2019, with 5.5km of new track to enable two more trains per hour to run between Stratford and Meridian Water.
- Two School Streets have officially opened, making the environment immediately surrounding the schools healthier, safer and more pleasant for everyone.

⁵ Department of Business, Energy and Industrial Strategy, 2017

Low Traffic Neighbourhoods

Low traffic neighbourhoods involve introducing measures which reduce the number and speed of cars going through a neighbourhood. This encourages more people to cycle and walk, making the streets healthier and more pleasant for people.

School Streets

School street schemes are where cars are prevented from going up to the school gates at drop off and pick up times. Enfield launched its first two schemes in early 2020 and we plan to roll out more schemes across the borough in the coming years.

Play Streets

Play Streets are where local authorities use their existing powers under road traffic legislation to allow temporary street closures at regular weekly or monthly intervals, so that children are able to play out in the streets where they live. In Enfield there are currently 18.



Action: Work with partners to change the way people move around the borough so that they are less dependent on private vehicles and use public transport, walk and cycle more.

Actions in detail	Completed by
Complete delivery of the main Cycle Enfield routes.	December 2021
Roll out Low Traffic Neighbourhoods across the borough.	Ongoing to 2030
Continue to work with Transport for London, train operators and Network Rail to increase public transport service provision. This includes delivering new infrastructure across the borough.	Ongoing to 2030
Limit the provision of car parking spaces on new developments in line with the New London Plan and better manage existing kerbside space.	Ongoing
Support the provision of car clubs where it reduces car use and ownership.	Ongoing
Increase the provision of cycle parking on-street, at Council buildings and in new developments (in line with London Plan standards).	Ongoing
Introduce at least two new 'school streets' each year so that parents and children are encouraged to travel to school using active and sustainable transport.	March 2030

Action: Support staff to travel less and to choose low carbon travel when they do

Actions in detail	Completed by
Review staff mileage policy and approach to business travel.	By December 2020 for launch in March 2021
Deliver year on year investment in pool cars and pool bicycles.	From March 2021 onwards
Increase charges for staff parking at council offices.	March 2021
Reduce the number of available parking spaces at council offices for private vehicles.	March 2022
Install charging infrastructure at all council sites.	March 2025
Encourage staff to work from home when they can	Ongoing

Action: Reduce emissions from road-based transport

Actions in detail	Completed by
Include Electric Vehicle charging infrastructure in all new developments meeting the minimum London Plan threshold.	Ongoing
Work with TfL to increase the number of low and zero emission buses.	Review progress in 2022
Increase the provision of public highway and car park electric vehicle charging infrastructure to provide at least 250 sockets.	March 2025

Performance

Element	Monitoring	KPI	Baseline	Expected performance
Staff travel	Bi-annual	% of staff commuting and business journeys taken by active, efficient and sustainable modes – public transport, walking and cycle.	Methodology for calculating baseline currently being developed	Target to be set once baseline established.
Fleet	Annual	% of Council fleet that is fully electric.	1% in 2018/19	60% of fleet by 2026 100% by 2030
Modal shift	Annual	Trips made by active, efficient and sustainable modes – public transport, walking and cycling.	53% average from 2015/16 to 2017/18	2021 – 55% 2041 – 69%
Quality cycle network	Annual	Percentage of population within 400m of strategic cycle network by borough.	16% in 2018	2021 – 30% 2041 – 61%
Electric vehicle charging	Annual	Number of sockets on public highway and in public car parks.	19 in 2019	250 in 2025

Buildings

Our vision

By 2040 all buildings in Enfield will be able to achieve carbon neutrality through a combination of connecting to the Energetik heat network, a reduction in on site energy use, the roll out of renewables, commitment to the highest standards and transparent offsetting. They will also be resilient to the effects of a changing climate.

This will mean:

- **More buildings will be connected to the Energetik decentralised energy network.**
- **Enfield's own council housing stock will have a minimum SAP of 86 (Energy Performance Certificate B).**
- **All new builds will meet or exceed the carbon neutral standards set in the new London Plan.**
- **We will have a Local Plan for Enfield which focuses on net zero resilient buildings, including the requirement for all new build non-domestic buildings to BREEAM 'Outstanding' or equivalent.**
- **Residents of all housing tenures will have the knowledge and ability to decarbonise their homes.**
- **Buildings across the borough will be resilient to extreme weather events.**

Emissions from homes in Enfield account for an estimated 35% of the borough's total emissions.⁶ Estimating emissions from commercial premises is harder, but they also contribute to the boroughs' carbon footprint.

In the context of a changing climate with hotter summers and more frequent heatwaves in the UK it is also important that buildings are resilient to future climate.

To meet the challenge, we need to both ensure new buildings of all types are built to the highest sustainability standards; and retrofit existing buildings to significantly reduce the amount of carbon they emit and ensure they are resilient to extreme weather.

We want to achieve high standards for new homes. Currently, this can be achieved through the 'passivhaus' standard for domestic homes and BREEAM for non-domestic buildings. Energy standards in new building regulations will become tougher in the next few years, and the London Plan already sets higher planning requirements for large developments.

At Meridian Water, the Council-led regeneration scheme to build 10,000 new homes and create thousands of jobs, environmental sustainability is a cornerstone of the project. The roadmap for the project over the next 10 years focuses on reducing the carbon impact of the scheme in the following ways.



- There will be a progressive increase in energy standards for new homes being built, including the 'Passivhaus' standards and principles
- Homes will be built so that they are resilient to flooding and overheating.
- Homes will be connected to Energetik, our community heat network.
- Renewable energy generation will be included into the site.
- There will be a progressive reduction in the embodied carbon in construction materials. Local manufacturing (within Enfield and adjoining boroughs) and the use of natural, recycled, reused or refurbished materials will be increasingly prioritised.
- A low carbon transport system will minimise emissions from travel, including through cycle routes and cycle parking; creating walkable neighbourhoods; improving frequency of bus and rail connections; and creating high quality jobs and workspaces within the development.
- Low carbon consumption, decreasing waste and increasing recycling and composting will be encouraged through how neighbourhoods are designed and built.

⁶ Department of Business, Energy and Industrial Strategy, 2017

As well as setting high standards for new builds, we want to see large scale retrofitting of existing buildings in Enfield to make them more energy efficient and more resilient to extreme heat. Achieving this will require large financial intervention from Government, but it is possible.

Embodied emissions are the emissions associated with the construction of a building. This includes emissions from extraction, manufacture, transportation, assembly, maintenance, replacement, deconstruction, disposal and end of life aspects of the materials and systems that make up a building. These emissions can be substantial - for example, to construct a new two bedroom house generates about 80 tonnes of CO₂e⁷.

For developments we build, we will develop an approach for measuring the embodied carbon which will include:

- The carbon footprint of the most commonly used building materials in the development of a home.
- The emissions from the energy used in construction.
- Emissions from transport of construction materials to a site.

We expect to refine this measure over the next ten years, but we will set a baseline and targets for reducing embodied carbon emissions by 2021.

Many of our net zero aspirations and requirements for buildings will be contained within Enfield's Local Plan, which is due to be completed in December 2020.

Recent Successes

- Heat pumps installed in four Council housing tower blocks at Exeter Road, saving 170 families 50% on their annual heating bills.
- Insulated 343 homes through the Smart Homes project and accessed ECO funding to improve the energy performance of 101 flats at Scott House in Edmonton.
- Retrofitted 18 council buildings with energy efficiency and low carbon energy generation measures.
- The new Metaswitch Headquarters, under construction and owned by Enfield Council, is on track to achieve a BREEAM Excellent environmental standard.

Action: Deliver net zero emission new builds across Enfield

Actions in detail	Completed by
Connect first new homes on Meridian Water to the Energetik decentralised heat network.	In line with first Phase of development
Deliver a new local plan that is in line with the higher standards of the New London Plan in terms of climate change and net zero carbon homes.	December 2020
Require new homes to meet the net zero requirements outlined in the New London Plan or exceed this where the opportunity arises.	December 2020
Require developers to build net zero homes in line with the New London Plan, pushing for the highest standards and renewables before offsets are considered.	December 2020
Require every new development over 20 units in size to undertake post occupancy evaluation for two years after occupation on a percentage of properties and to supply performance data to Enfield's Planning and Climate Action teams.	March 2021
Ensure any new planning applications for council facilities are BREEAM 'Outstanding'.	March 2021
Develop an approach for measuring the embodied carbon for the Council's new developments.	March 2021

⁷ <https://citu.co.uk/citu-live/what-is-the-carbon-footprint-of-a-house>

Action: Deliver and encourage net zero emission retrofit across Enfield

Actions in detail	Completed by
Join the Coalition of Energy Efficient Buildings (CEEB) to develop new instruments to deliver low carbon retrofit across tenures in Enfield.	September 2020
Work proactively with housing associations and other housing providers to share knowledge and embed a zero carbon approach across mixed tenure homes.	To begin by December 2020
Develop a low carbon council housing retrofit plan.	March 2021
Identify and access funds for low carbon retrofit of Enfield schools.	March 2021
Ensure that Enfield always has two trained retrofit coordinators.	March 2021 onwards
Investigate whether Enfield can set higher EPC/SAP targets for private rented property.	March 2021
Research the impact of different low carbon retrofit approaches (eg Energiesprong) to understand which is the most suitable for the minimum SAP of 86.	September 2021
Retrofit council housing to increase SAP to a minimum score of 86.	March 2030

Action: Deliver net zero non-domestic properties across Enfield

Actions in detail	Completed by
Ensure that all non-domestic developments are built to BREEAM Outstanding.	December 2020
Enforce the standards set out in the New London Plan.	December 2020

Performance

Element	Monitoring	KPI	Baseline	Expected performance
Decentralised energy network	Annual	Number of homes connected.	200 in 2019	4,000 by 2025 8,000 by 2030
Home energy efficiency	Annual	Number of Enfield managed Council homes with a current EPC (no more than 18 months old).	Baseline currently being established	100% Enfield managed Council homes with up to date EPC (no more than 18 months old)
Retrofit	Annual	Minimum SAP score of Enfield managed homes of 86.	SAP 30.5	100% of homes with a SAP 86 score by 2030
Home energy efficiency	Annual	Number of private rented properties improved to meet minimum standards.	Baseline and targets to be established during 2020/21.	Baseline and targets to be established during 2020/21

Post occupancy reports for new builds	Bi-annual	Number or percentage of new builds with a post occupancy report.	0	10% on Enfield's development stock by 2022. 5% for all other developments over 20 properties by 2022.
Working with registered providers	Annual	Number of housing associations engaged on climate change.	0	100% by 2021
Non-domestic buildings	Annual	% of non-domestic new buildings meeting BREEAM Outstanding.	New target	100% of all new developments to meet BREEAM standard by March 2021.



Waste

Our vision

By 2040, people who live or work in the borough, and those visiting, will have reduced the amount of waste they produce. No waste will end up in landfill and waste will be used as a resource.

This will mean:

- **Waste will be recycled or composted from all buildings in Enfield.**
- **Businesses in Enfield will have reduced the plastic they sell to customers.**
- **Everyone in Enfield will understand the importance of keeping resources in use for as long as possible, getting the highest possible value from them whilst in use, and then recovering and regenerating products and materials at the end of their 'service life'. This is sometimes referred to as the 'circular economy.'**
- **Everyone will be encouraged to buy their food locally and to use land locally for growing food.**

Waste makes up around 2% of the borough wide footprint. Enfield is committed to reducing waste and increasing recycling. Our current Reduction and Recycling Plan (RRP), set out in the Mayor of London's Environment Strategy, details how the authority plans to achieve a 49% recycling rate by 2022.

We have introduced a separate food recycling service to over 89,000 kerbside properties and have adopted alternate weekly collection for refuse and recycling. The aim of these changes is to make significant steps towards our target for at least 49% of waste being recycled.

In line with requirements of the Mayor's Environment Strategy and the Resources and Waste Strategy for England, we collect all six main recyclable items:

- Paper
- Cardboard
- Plastic bottles, pots, tubs and trays
- Metal tins and cans
- Glass bottles and jars
- Food

We have a clear policy to prevent waste going to landfill. This is due to the toxic substances leaching into the soil, groundwater and waterways; and the release of methane from food and green waste when it is compacted down and covered.

Food waste in particular presents a methane risk, which has a short-term high impact on the environment; ensuring any biodegradable waste is not going to landfill will have a higher positive climate impact than letting it break down or compost in landfill.

The North London Waste Authority (NLWA) is responsible for making decisions on how waste is managed. It is made up of seven north London boroughs (Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest) and its primary function is to arrange for the transport and disposal of waste collected by these seven boroughs and to promote waste minimisation and recycling.

The NLWA will be building a new energy recovery facility at Edmonton EcoPark. This will save the equivalent of 215,000 tonnes of CO₂ which would be emitted if this waste was sent to landfill – the equivalent of taking 110,000 cars off the road.

The Council-owned decentralised energy network, Energetik, presents an opportunity to generate low carbon heat from this waste. Harnessing energy from residual waste is a key part of a holistic waste management system, with the Energetik facility future-proofed so it can use other energy sources. We will continue to work as part of the NLWA to promote waste minimisation, increase recycling rates, reduce the amount of residual household waste and prevent waste being sent to landfill.

Low Plastic Waste Zone in Southgate

We are working to reduce plastic in the borough, including through our support for Low Plastic Waste Zones. The North London Waste Authority (NLWA) and seven north London partner boroughs are working together to create these zones, and Enfield Southgate is one of the participating areas.

To be involved, businesses must demonstrate their commitment to reducing plastic waste to their customers. Over 50% of businesses in Southgate are compliant with the standard, and so the area is a designated Low Plastic Waste Zone.

Recent Successes

- Rolled out free weekly food waste collections to over 89,000 kerbside households across the borough, increasing the composting of food waste.
- Adopted alternate weekly collection for refuse and recycling.
- Invested in our decentralised energy network, Energetik, which uses waste heat to heat households across the borough.
- Partnered with Real Nappies for London to offer money-off vouchers and support for parents who are keen to try real nappies.
- Supported Enfield Southgate to become a Low Plastic Waste Zone.



⁸ <https://resourcelondon.org/what-we-do/innovation-and-development/flats-recycling-project/>

Action: Decrease waste and increase recycling rates across the borough

Actions in detail	Completed by
Create a waste strategy for flatted properties to expand and improve recycling and food composting, adopting the good practices and recommendations from the Resource London Flats Recycling Project ⁸ .	March 2021
Identify initiatives to increase local food production and opportunities for using land for growing, starting with Council owned land.	March 2021
Develop construction waste targets.	March 2021
Work with schools to help decrease waste and increase recycling and food composting.	2021-2023
Overhaul and improve the Council's own recycling and waste sorting and collection from council buildings, and intensify the campaign to educate all staff on recycling, to increase our corporate recycling rates and introduce circular economy principles.	2020-2023

Action: Reduce the consumption of single use plastics

Actions in detail	Completed by
Support the NLWA on all waste reduction campaigns, including low plastic zones initiative which encourages businesses to reduce the use of excessive and unnecessary plastic.	Ongoing
Expand Refill Enfield, whereby businesses are encouraged to offer free tap water, to prevent the need to purchase single use plastic bottles.	Ongoing
Run a campaign with residents to promote circular economy principles, increase recycling rates and reduce food waste within the home, reducing unnecessary packaging.	Ongoing
Identify where circular economy principles can be included in Enfield's procurement policies and processes and develop ways of measuring progress.	March 2021

Performance

Element	Monitoring	KPI	Baseline	Expected performance
Increase recycling rates	Yearly	% kerbside waste which is recycled, reused or composted.	36% in 2017/18	49% by 2022
Total Annual Household Residual Waste Collected per Household (kg/household)	Yearly	Total Annual Household Residual Waste Collected per Household (kg/household).	605kg per household for 2017/18	412kg per household by May 2022

Energy

Our vision

By 2030, Enfield will have laid the foundations for a low carbon energy future where businesses and homes are supplied by low or zero carbon energy. By 2040 the majority of homes in Enfield will be able to achieve low or zero carbon performance.

This will mean:

- **The borough will have a highly efficient decentralised energy network, able to supply homes and businesses.**
- **All new buildings will be supplied by non-fossil fuel energy.**
- **Residents of all housing tenures will be able to make the switch from a gas boiler to a low carbon heat source from a potential range of options.**
- **Energy across the borough will be on track to be fully decarbonised by 2050.**
- **All types of carbon energy supply will be considered for properties across the borough, including 'energy as a service.'⁹**

We will promote renewable and low carbon energy generation as well as the need to be ready for a more complicated energy future. This includes continuing to invest in the council-owned low carbon heating, Energetik, and also reviewing the council's land ownership to identify opportunities for renewable energy generation.

The way our homes and businesses are supplied with energy is changing and will continue to change rapidly over the course of this plan. As the Committee on Climate Change has established, the future of energy in the UK will become more complex and decentralised. Increased renewables, a decarbonised grid, further electrification and an increase in lower carbon products means that making decisions on energy supply is increasingly difficult.

In order to meet the UK's net zero targets by 2050, the Committee on Climate Change (the CCC) and National Grid state that there will need to be an energy mix that is both low carbon and which ensures security of supply for the coming decades. Nationally, this means:

- Gradual phasing out of gas boilers over 25-35 years.
- Increased heat pump installations.
- Expansion of renewable energy.
- Expansion and maintenance of decentralised energy systems and networks.
- Hydrogen boilers and a hydrogen gas grid utilising the existing gas network.

With Government assistance to fund further initiatives, Enfield is well placed to meet the requirements for a low carbon energy system. Our strategy takes the approach of diversification in line with Committee for Climate Change recommendations. This will mean generating heating and cooling from a range of sources, taking into account all available options.

Our work to date to install heat pumps for four of our council housing tower blocks means that we understand the capital cost and skills needed to do this; and Energetik is well placed to develop the borough's heat network. We will be future-proofing large developments by providing low carbon heat from a range of sources across the borough.

Regardless of the diversified options, the change to low carbon and renewable energy sources must be complemented by high levels of retrofit and building refurbishment to bring down energy demand overall. This requires financial assistance and support from regional and national Government. We see all of the following areas as part of Enfield's energy future:

Fabric and insulation

Switch to Renewables

Heat pumps to provide heating and summer cooling

Decentralised energy

Hydrogen



⁹ <https://www.rff.org/publications/issue-briefs/energy-service-business-model-expanding-deployment-low-carbon-technologies/>

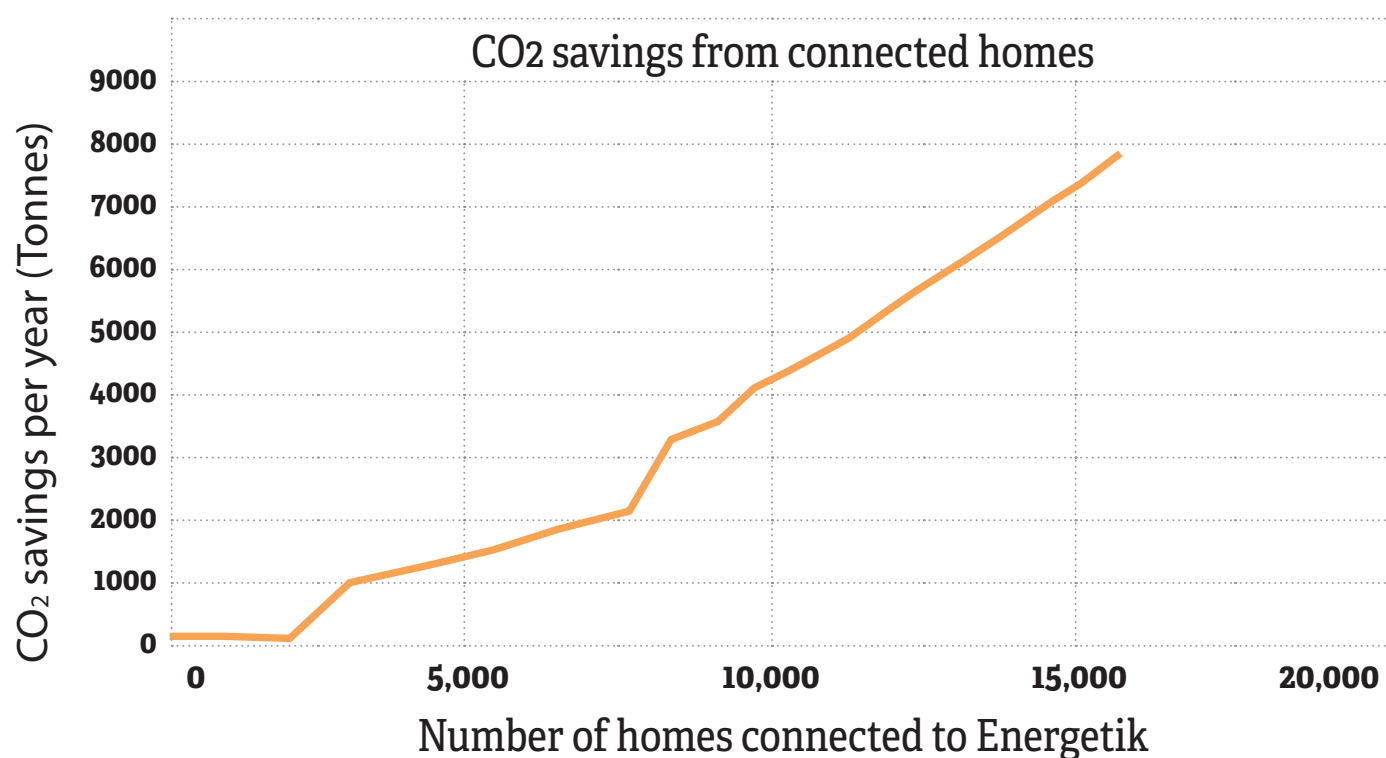
We have invested in the Council-owned company Energetik, a central energy centre generating heat, connected to a network of highly insulated pipes. A district heating network allows us to generate low carbon heat from a number of sources. Energetik was set up to supply heat and hot water to over 15,000 homes and businesses across North London. It already serves a number of housing developments in the borough including, Ladderswood (517 homes), Electric Quarter (167 homes), Alma Estate regeneration (1,000 homes), New Avenue (400) and will eventually support Meridian Water (10,000 homes).

Heating is supplied through four heat networks consisting of energy centres connected to insulated pipes that transport heat to homes and businesses in Enfield. These networks use different heat sources ranging from gas fired boilers to large scale heat pumps. In Enfield we have the option of connecting the Energetik network to a range of sources in future including heat from waste.

This future-proofed energy infrastructure can be extended to meet increasing energy demands and adapted for changes in heat generation technology.

Recent Successes

- Installation of 150kW of solar panels on the Civic Centre, providing renewable energy to the building.
- Connecting over 200 homes to low carbon heat networks through council owned company Energetik.



Action: Increase access to zero and low carbon energy across the borough

Actions in detail	Completed by
Continue to invest in Energetik with more homes connected each year.	Ongoing
Develop a 10-year energy strategy to deal with anticipated changes in energy markets over the next decade.	March 2021
Review the council's land ownership and identify viable renewable energy generation options, prioritising wind and solar.	April 2021

Performance

Element	Monitoring	KPI	Baseline	Expected performance
Low carbon installation	Yearly	Funding obtained for low carbon energy installation.	£0 in 2018/19	Under development
Decentralised energy network	Annual	Number of homes connected.	200 in 2019	4,000 by 2025 8,000 by 2030



Natural environment

Our vision

By 2030, we will have a natural environment that enhances biodiversity, provides significant protection against flooding and which helps to mitigate overheating in London. By 2040 we will have achieved a net increase in green infrastructure of 25% compared to today.

This will mean:

- **More green and blue infrastructure across the borough with examples including green roofs, new parks and better access to waterways, with high levels of carbon sequestration.**
- **More trees and tree canopy coverage across the borough, both in urban areas across the borough, and in the new woodland in the north, which could offset up to 230 tCO₂e each year.**
- **There will be a net gain in areas of biodiversity across the borough, not just in already biodiverse areas.**
- **We will have a robust and established programme of using the natural environment as one of our key offsetting options, not just for the Council, but for partners within the borough and beyond.**
- **The Greenbelt will play an enhanced role in biodiversity, carbon-offsetting and in helping to facilitate low-carbon living.**
- **Buildings and infrastructure across Enfield will be protected from flood damage and heatwaves.**

Enfield is one of London's greenest boroughs, including the Lee Valley Regional Park, 123 parks and public open spaces, 37 allotment sites, more than 300 hectares of woodland and 100 kilometres of rivers and streams. We have an important role to play in protecting and enhancing the borough's biodiversity, helping London to respond to the changing climate and helping to decrease carbon through green infrastructure.

As the summers of 2018 and 2019 demonstrated, our weather is becoming more extreme, with events such as heatwaves and flooding occurring more regularly and with higher intensity. Across the UK we will continue to expect:

- Hotter, drier summers.
- Milder winters.
- Changing rainfall patterns, with periods of dry weather and intense rainfall.
- More extreme, intense events such as heatwaves or extreme cold.

These changes are impacting on the council and its operations as well as the natural environment. Specific risks within Enfield include:

- 19 schools are at high risk of flooding.
- 5 hospital sites (private and public) are at high risk of flooding.
- Enfield Town is at significant risk of surface water flooding.
- The Eastern part of Enfield is at particular risk from flooding due to its position in the Lea Valley Floodplain. This has an impact on critical infrastructure.
- The areas in which there is the highest levels of deprivation correspond with the areas where there is the highest flood risk.

We need to respond to these risks through proactive flood alleviation work, as well as capitalising on the natural assets the borough has to help offset the emissions we cannot prevent in the coming years. Our approach to green infrastructure is about both mitigating and adapting to climate change. We are aiming to significantly increase carbon sequestration¹⁰ opportunities across Enfield.

Increasing provision of green and blue space in the borough will also be beneficial for health by providing opportunities for physical activity and through known benefits of green and blue space on mental health and wellbeing. Enhancing green and blue space across the borough is a vital part of our Council aim to deliver a lifetime of opportunities for everyone – now and in the future.

¹⁰ Carbon sequestration is the long-term storage of carbon in plants, soils, geologic formations, and the ocean.

Recent Successes

- Enfield Town Park wetlands completed in 2019, providing 5,000m³ flood storage, creating more than 1,000m² wetlands and enhancing wildlife habitat with wildflower planting.
- Broomfield Park wetlands completed in 2019, providing 3,000m³ flood storage, improving water quality, creating a new space for education and community involvement in nature, improving biodiversity and creating new natural habitats.
- Prince of Wales wetland completed in 2018, providing more than 3,000m³ available for flood storage, enhancing wildlife habitat and providing an educational resource for nearby schools.
- Firs Farm wetland completed in 2017, providing up to 30,000m³ of flood storage during extreme rainfall events, protecting 140 properties from flooding and enhancing wetland habitat.

Action: Increase green infrastructure across the borough

Actions in detail	Completed by
Develop a green infrastructure planting programme across urban areas, increasing the number of trees and other greenery, particularly where this is currently lacking.	December 2020
Plant 100,000 new trees through Enfield Chase woodland creation in the north of the borough.	March 2022
Deliver a 10-year tree planting and forest creation programme in the north of the borough to further increase the amount of woodland from the initial 100,000 new trees.	March 2030
Continue to develop wetland capacity to increase flood resilience.	Ongoing
Integrate green infrastructure features such as rain gardens and trees into the Meridian Water development and naturalise Pymmes Brook.	First interventions by 2021

Performance

Element	Monitoring	KPI	Baseline	Expected performance
Offset emissions	Annual	Maximum yearly offset of 585 tCO ₂ e.	We have not previously had an offsetting policy so this is a new baseline of 0	585 tCO ₂ e offset per year
New woodland creation	Annual	New hectares of woodland established.	This is a new project, so our baseline for this measure is 0	60 hectares by 2022. Future targets are in development based on the progress of the Enfield Chase project. We are reviewing the possibility of 140 hectares by 2025
New trees planted	Annual	Number of trees planted.	This is a new indicator so baseline is set at 0	100,000 by winter 2021 Target to be reviewed in early 2021

Influencing others

Our vision

By 2030, residents, businesses and local partners will all be committed to achieving a carbon neutral borough.

This will mean:

- **We have used all available low carbon funding streams to make Enfield carbon neutral.**
- **There will be a robust council-led borough-wide offsetting programme for local businesses.**
- **The Council has worked with partners to successfully lobby for changes in regional and national policy where zero or low carbon are the default option.**
- **There will be a thriving carbon neutral economy where we have helped create the conditions for low carbon business.**
- **People who live or work in Enfield, or those who visit, are making low carbon choices, encouraged and enabled to do so by the Council's proactive approach to communication and engagement on climate action.**

We cannot tackle the climate emergency without working with our partners, suppliers and residents and without increasing support and intervention from national and regional Government. To achieve a carbon neutral borough by 2040, we need to lead a proactive agenda to change behaviours and make it easier for people to live in a way which significantly reduces their carbon footprints.

We also need to influence Government to support us to achieve our ambitions. The actions set out in this plan require significant investment, not all of which is currently within our existing budgetary envelope. We will work proactively with others to coordinate our approach, help facilitate partners to adapt and change and to influence Government to make the scale of the change required.

A regional and national agenda: Our key asks of Government

To achieve this plan, Government will have to step up its existing efforts to address climate change. We can only deliver the full scale of the action needed with further financial investment and policy intervention from Government.

We will lobby Government on key actions needed to create a carbon neutral borough by 2040. This will include the following key asks:

- Identify clearer and simpler low carbon funding streams for low carbon retrofit.
- Remove, or at least significantly reduce, VAT on materials used for retrofit, to accelerate the conversion of homes to zero carbon homes across all tenures.
- Clearly set passivhaus as the default option for new build in the UK.
- Re-establish solar and renewable subsidies, with clear time limits, to bolster the low carbon economy and allow businesses and residents to access renewable energy at scale.
- Create clear funding streams for climate resilience solutions for residents and businesses across the borough.
- Create the conditions required for sustainable charging infrastructure for electric vehicles.
- Work with Transport for London, train operating companies and Network Rail to continue to increase and improve low carbon public transport in Enfield.

Action: Influence residents to adopt zero carbon lifestyles and take low carbon decisions

Actions in detail	Completed by
Use established council and community communication channels to engage with households across Enfield on: <ul style="list-style-type: none"> • Energy efficiency • Renewable energy installation • Low carbon refurbishment • Low carbon consumption choices and how to reduce waste • Low carbon travel • Adapting to climate change. 	Ongoing
Identify fuel-poor households in the private rented sector and in owner-occupied homes to prioritise support for low carbon retrofit using a mixture of EPC data and information from across Enfield services.	2020-2021
Use the CEEB to identify options for zero carbon retrofit across all tenures.	January/February 2021
Establish feasibility of using 'green doctors' to engage specific households on energy switching and efficiency.	March 2021
Identify the effective ways of actively engaging residents across Enfield with targeted messages relating to climate change, through home visits, phone calls and third party visits.	April 2021 onwards

Action: Influence the behaviour of Enfield's key partners, suppliers and the wider economy to transition to low or zero carbon

Actions in detail	Completed by
Work with our partners to raise the importance of adaptation and mitigation to protect residents from extreme weather.	Ongoing
All events held by Enfield Council where catering is provided to offer only vegan or vegetarian options.	December 2020 onwards
Encourage and support schools in their work to cut carbon and raise the importance of adaptation and mitigation, including by holding a school climate summit at the earliest opportunity.	December 2021
Work with regional partner local authorities to support small and medium businesses (SMEs) to address barriers to becoming more energy efficient and reducing their carbon footprint.	Ongoing to 2030
Establish a borough wide climate change partnership, initially focused on the largest emitters across the borough.	March 2021

Performance

Element	Monitoring	KPI	Baseline	Expected performance
Passive engagement	Annual	Percentage of homes passively engaged on climate change mitigation, adaptation and sustainability (through communications campaign).	This is a new target so current baseline is 0	Enfield Council Homes 2020 – 50% 2021 – 100% All households 2020 – 20% 2021 – 35% 2022 – 50%
Active engagement	Annual	Percentage of homes directly engaged through active measures (home visits, phone calls, third party visits).	This is a new target so baseline is 0	Target to be established by December 2020
Climate Change Partnership	Annual	Number of local business members.	This is a new target so baseline is 0	2021 – 20 2023 – 40 2025 – 80



Financing the action

Achieving carbon neutrality and tackling emissions across the borough will be hugely challenging given the budgetary pressures on local government. Since 2010, £178m has been cut from Enfield Council's budget.

We will have to make difficult choices to ensure we can deliver on our strategy while balancing a budget as a local authority with a huge range of challenges, responsibilities and ambitions for local people. We will look to the mayor, the government and other sources of funding alongside our existing budget, in order to deliver the action that is needed.

We will need to work in a smart, coordinated way to maximise the financial resources needed to deliver our carbon neutral aspirations.

We will maintain a dedicated resource to oversee and coordinate the delivery of the strategy, and we will train existing staff to improve their carbon literacy. This resource will work across the local authority and with our

partners to coordinate decisions and projects and ensure that climate and carbon reduction is integrated into all decision making for the Council.

Funding for low carbon has become more complex in the last 10 years. However, we think that we will be able to finance our actions through the following:

- Existing budgets.
- Accessing the renewable heat incentive (RHI).
- Using SALIX funding for specific projects.
- Using the borough carbon offset fund generated from new development to retrofit or develop renewable energy schemes across the borough.
- Bidding for bespoke pots of funding for specific initiatives (low carbon infrastructure, renewables) when they become available.
- Accessing the Heat Networks Investment Project funding to further develop Energetik's heat network.
- Accessing borrowing that is focused only on low carbon or climate related outcomes.

Action: Maximise all funding options

Actions in detail	Completed by
Take advantage of grant and low-cost loan funding available to enable us to take the action required to become carbon neutral.	Ongoing
Maximise funds such as the non-domestic renewable heat incentive to upgrade energy supply to the borough's schools.	Ongoing
Undertake exercise to identify costs associated with delivery of the CAP so that this can inform the Council's budget setting process and our ask of partners, in particular the Government.	Autumn 2020
Develop and test a price for carbon associated with the Council's decisions and activities. Use this to charge a levy against poor internal carbon performance, with income used to fund zero carbon investment to reduce carbon emissions from council buildings.	April 2021
Maximise the Carbon Offset Fund to provide capital to invest in housing retrofit and renewable energy projects.	Summer 2021

Glossary of Terms

Carbon footprint

The amount of carbon dioxide released into the atmosphere as a result of the activities of a particular individual, organisation or community.

Carbon literacy

Having a general awareness of climate change and the impact of humankind on the climate.

Carbon neutral

Where some emissions are still being generated by an organisation after carbon reductions, these emissions are being offset making the overall net emissions zero.

Carbon positive

Activity that goes beyond achieving net zero carbon emissions to actually create an environmental benefit by removing additional carbon dioxide from the atmosphere.

Carbon pricing

A carbon price is a cost applied to carbon pollution to encourage polluters to reduce the amount of greenhouse gas they emit into the atmosphere.

Circular economy

A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.

Climate change

A large-scale, long-term shift in the planet's weather patterns and average temperatures.

Climate emergency

The intention to take immediate action and develop policy to mitigate climate change beyond current government targets and international agreements.

Climate mitigation

Efforts to reduce or prevent emission of greenhouse gases.

Climate resilience

Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate.

Climate risk/adaptation

Inertia in the climate system means that rising temperatures, changing rainfall patterns, changes in extreme weather events and sea level rise are unavoidable. These impacts will have consequences for business operations, social services, human lives and many other areas vital to economic and social development.

Carbon sequestration

The long term storage of carbon. In this instance using natural measures to store carbon.

Divestment

This the process of removing an asset for financial, ethical or environmental reasons. In this case divestment is focused on the removal of all fossil fuels from Enfield's pension funds.

Energy as service

An emerging approach to charging for electricity to end users. This describes not only the selling of energy, but also technology, analytics and personalised services to the end user.

Green House Gas

Greenhouse gas, any gas that has the property of absorbing infrared radiation (net heat energy) emitted from Earth's surface and reradiating it back to Earth's surface, thus contributing to the greenhouse effect. There are seven main GHGs that contribute to climate change: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). Using the conversion factor relating to CO₂e covers all of these GHG's.

Offsetting

Carbon offsetting is used to compensate for emissions which may have reached their limit of reduction by using low carbon technology, natural environment or funding an equivalent carbon dioxide saving.

Stranded Assets

Assets that turn out to be worth less than expected as a result of changes associated with the energy transition and the physical impacts of climate change.

Related Strategies

Strategy	Rationale
Housing and Growth	All tenures across Enfield emit c. 330k tCO ₂ e with Enfield council housing emitting approximately 31% of the organisation's overall carbon footprint. It is clear we must tackle our own stock and those that are being built in the borough. The Future Homes Standard will begin to be rolled out through building regulations over 2020.
Transport	Enfield Council will be moving its own fleet to full electric by 2030. However, the borough can influence behaviours and invest in infrastructure to encourage lower carbon forms of transport. Combustion engines will be banned from 2040 and possibly earlier.
Local Plan	<p>The Local Plan provides a positive vision for the future of each area and a framework for addressing housing needs and other economic, social and environmental priorities.</p> <p>This Local Plan and our new Local Plan, to be published by December 2020, are complementary and consistent with one another. However, the Climate Action Plan is not part of our Planning Policy Framework.</p>
Joint Health and Wellbeing	Climate change a significant risk to those people with existing health conditions. Whilst severe cold represents an ongoing risk in terms of excess winter deaths, increasing temperatures and heatwaves represent a growing risk for the over 50's, under 5's and those that deliver services.
Education and skills	The low carbon economy will require a workforce with different knowledge where carbon foot printing and understanding climate risk are a standard element of any role. At present this is a skill that is highly specialised and non-diffuse within the general work force.
Parks and green spaces	Green infrastructure represents a significant opportunity for offsetting, encouraging active travel and carbon.
Economic Development	The macro-economic picture is that the UK is the only economy to reduce fossil fuels and grow GDP levels in the last 20 years. The low carbon economy represents a significant positioning opportunity for Enfield to attract employers and workers because of its green credentials.
Commercial	Including climate change risk and carbon impact into the commercial process, Enfield can achieve both low carbon and climate resilient decisions.
Strategic asset management	Buildings represent a significant share of overall carbon emissions. A strategic approach that integrates the lowest carbon with the best value decision would mark Enfield as a leader.



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Appendix 2 - Overview of main themes arising from draft CAP public engagement and related responses

As set out in the main report a range of responses on the draft CAP were received, including from a number of representative organisations. These can be broadly summarised as:

- Relating to minor matters of accuracy and clarity; these have been addressed as part of the final drafting of the document.
- Asking a question or making a suggestion which relates to operational details not relevant to the draft CAP, were at a level of detail not appropriate for the CAP or were already covered in the document.
- Raising points which were considered when drafting the final document.

For the last set there were several areas which were raised a number of times so are worth highlighting:

Theme	Response
Engagement and public meeting	<p>The Council is committed to engaging on the CAP but, due to external factors beyond our control, the planned public event could not take place.</p> <p>Rather than delay indefinitely, the Council wants to keep moving forward in line with our declaration of a climate emergency so is progressing with adopting a CAP which takes into account feedback received including from various climate change organisations, Councillors, the public and staff.</p> <p>It should be noted that this is a first iteration and future versions, along with specific areas of work, will be supported by engagement with stakeholders.</p> <p>A delivery workstream will focus on communication and engagement, with an early outcome being an engagement plan, which will consider what, when and how engagement will take place.</p>
Detail and clarification	<p>The Climate Action Plan (CAP) has been updated to include more details in a number of areas as well as clarification.</p> <p>However, it remains a strategic document, which sets out a framework for how the Council will achieve its climate change commitments. It is also just the start of our climate change journey so will be subject to refinement including of measures and targets to support delivery of actions.</p>

Theme	Response
Borough wide emissions	The first theme 'Council's Operations' is the only theme focused solely on the council's emissions. The other themes are focused on borough wide emissions and a new target for the borough to be carbon neutral by 2040 has been set.
Retrofit of buildings	The related theme (Buildings) has been strengthened to address the comments received.
Transport and electric vehicle charging	<p>The Council is committed to increasing journeys made by active and sustainable transport and the CAP makes this clear with related actions. There are ongoing programmes of work which support delivery of this, including Cycle Enfield.</p> <p>A new Transport Strategy is being developed alongside the Enfield Local Plan. This will set out our longer-term approach to delivering the transport outcomes needed.</p> <p>More details on our approach to electric vehicle charging have been included.</p> <p>There will also be an updated Staff Travel Plan focusing on what the Council will do to encourage its employees to make active and sustainable travel choices.</p>
Green belt and Metropolitan Open Land	This will be considered in the Enfield Local Plan.
Biodiversity	This is referenced in the CAP and will be considered in the Enfield Local Plan.
Growing and producing food locally	A related action has been included in the CAP.
Waste management	<p>The CAP includes targets which the Council can reasonably deliver at the current time. There is also an existing waste and recycling plan which supports this.</p> <p>Under the Waste theme there are related targets which will look at increasing recycling and reducing consumption.</p>
North London Waste Authority facility at Edmonton	This is nationally significant infrastructure project being brought forward by the Government and was subject to public consultation prior to approval. At this time, as we have no waste going directly to landfill, it remains the only viable option in light of current waste volumes and constituents. However, the CAP does include actions and targets intended to reduce the amount of waste produced overall, which will further mitigate the CO2 produced in recovery and disposal. It also commits to supporting Energetik.

Theme	Response
Funding	The approach to funding the CAP is included in a specific section of the document and has been developed more in the final document. It is clear that, delivering some actions, particularly at a faster pace, will require external funding.
Embedded carbon in manufactured goods	This has been made clearer in the CAP.

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THE CABINET

**Draft list of Items for future Cabinet Meetings
(NOTE: The items listed below are subject to change.)**

AUGUST 2020

1. **Meridian Water Residential Programme Report** Sarah Cary

This will provide a Meridian Water programme update, a high level programme for the delivery of homes and plans for the progression of active schemes as well as making a significant decision on how the Council delivers Meridian Four. **(Key decision – reference number 5174)**

2. **Article 4 Direction: Office to Residential Use** Sarah Cary

This will give notice 4 direction of the making of a non-immediate Article 4 to remove the permitted development rights for change of use from office to residential. **(Key decision – reference number 5094)**

SEPTEMBER 2020

1. **Implementation and Setting Fee Levels for Financial Penalties Under the Housing and Planning Act 2016** Sarah Cary

This will seek approval to the implementation of, and setting the fee level for, financial (civil) penalties as alternatives to prosecutions introduced under Part 2 of the Housing and Planning Act 2016. **(Key decision – reference number 5145)**

2. **Approval of the Housing Enforcement Policy – Regulating Standards in the Private Rented Sector** Sarah Cary

This will seek approval to the enforcement policy for the enforcement of housing legislation in the private rented sector. **(Key decision – reference number 5144)**

3. **Meridian Water Environmental Sustainability Strategy** Sarah Cary

This will seek approval for the adoption and assimilation of the Meridian Water Environmental Strategy, combined with the ambitions of the Council's climate emergency declaration, which together will steer processes for sustainable development excellence and future proof the Meridian Water legacy. **(Key decision – reference number 5089)**

4. **Outline Programme for Transport for London Local Implementation Plan funding in 2021/22** Sarah Cary

This will set out the outline programme for utilising funding from Transport for London to deliver the Mayor's Transport Strategy outcomes within Enfield. **(Key decision – reference number 5172)**

5. **New Discharge Arrangements at North Middlesex University Hospital – A Response to Covid-19** Tony Theodoulou

This will outline the new discharge arrangements as a response to Covid-19. (Non key)

6. **Appointment of Main Contractor to Carry Out HIF works At Meridian Water** Sarah Cary

This will recommend approval to appoint a main contractor for Meridian Water strategic infrastructure works. **(Key decision – reference number 5181)**

OCTOBER 2020

1. **Article 4 Directions - HMOs** Sarah Cary

This will seek confirmation of Article 4 Directions withdrawing permitted development rights to change the use of dwellings to houses in multiple occupation. **(Key decision – reference number 5143)**

2. **Cultural Strategy** Sarah Cary

This will seek approval of a Cultural Strategy for the Borough. **(Key decision – reference number 5165)**

3. **Resident Permit and Visitor Voucher Tariff Changes in The Borough's Controlled Parking Zones** Sarah Cary

This will set out proposals to consult and implement changes to the resident permit and visitor vouchers tariff. **(Key decision – reference number 5101)**

4. **Section 75 Agreement: Approval of Revisions 2020/21** Tony Theodoulou

This will provide details of the 2020/21 Section 75 funding arrangement between the London Borough of Enfield and NHS Enfield CCG. **(Key decision – reference number 5173)**

5. **Reardon Court Extra Care Housing Development** Tony Theodoulou

This will approve the allocation of capital funding for the contract award from the Council's capital programme based on current tenders. **(Key decision – reference number 5182)**

6. **Safeguarding Enfield Annual Report 2019-2020** Tony Theodoulou

This will present the Safeguarding Enfield Annual Report 2019-20 to Members. (Non key)

7. Partially Owned Companies Update Jeremy Chambers

This will provide an update on the partially owned companies. **(Key decision – reference number 5052)**

NOVEMBER 2020

1. Meridian Three – Co-living and Student Accommodation Property Transaction Sarah Cary

This will seek approval to a property transaction for Meridian Three – Land to be developed as Co-Living and Student Accommodation. **(Key decision – reference number 5104)**

TO BE ALLOCATED

1. Montagu Industrial Estate – Resolution for a Compulsory Purchase Order (CPO) Sarah Cary

This will seek approval for a resolution to make a CPO for the redevelopment of the Montagu Industrial Estate in order to provide modern, fit for purpose business space. **(Key decision – reference number 5121)**

2. Economic Development Strategy 2020-30 Sarah Cary

This will seek approval of Enfield's Economic Development Strategy 2020-30. **(Key decision – reference number 5088)**

3. Broomfield House Sarah Cary

This will refer to the Broomfield Conservation Management Plan and Options Appraisal and, set out options for the next steps. **(Key decision – reference number 4419)**

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