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THE CABINET

AGENDA

Wednesday, 12th October, 2022 at 4.00 pm in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA

Membership:

Councillors : Nesil Caliskan (Leader of the Council), Ergin Erbil (Deputy Leader of the Council), Abdul Abdullahi (Cabinet Member for Children's Services), Chinelo Anyanwu (Cabinet Member for Public Spaces, Culture and Local Economy), Alev Cazimoglu (Cabinet Member for Health and Social Care), Susan Erbil (Cabinet Member for Licensing, Planning and Regulatory Services), Rick Jewell (Cabinet Member for Environment), Tim Leaver (Cabinet Member for Finance and Procurement), Gina Needs (Cabinet Member for Community Safety and Cohesion), George Savva MBE (Cabinet Member for Social Housing)

Associate Cabinet Members (Invitees)

Councillors : Mustafa Cetinkaya (Enfield South East), Ayten Guzel (Non-geographical), Ahmet Hasan (Enfield North) and Chris James (Enfield West)

Note: Conduct at Meetings of the Cabinet

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

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

4. MINUTES (Pages 1 - 6)

To confirm the minutes of the previous Cabinet meeting held on 14 September 2022.

5. SAFEGUARDING ENFIELD ANNUAL REPORT 2021/22 (Pages 7 - 108)

A report from the Executive Director of People is attached. **(Non Key)**

6. ANNUAL CORPORATE PARENTING BOARD REPORT 2021/22 (Pages 109 - 150)

A report from the Executive Director of People is attached. **(Non Key)**

7. SECTION 75 AGREEMENT 2022-2023 (Pages 151 - 178)

A report from the Executive Director of People is attached. **(Key decision – reference number 5462)**

8. MERIDIAN WATER SUPPLEMENTARY PLANNING DOCUMENT: DRAFT FOR PUBLIC CONSULTATION (Pages 179 - 268)

A report from the Executive Director of Place is attached. **(Key decision – reference number 5375)**

9. QUARTERLY CORPORATE PERFORMANCE REPORT (Q1) (Pages 269 - 294)

A report from the Executive Director of Resources is attached. **(Non Key)**

10. COUNCIL TAX SUPPORT SCHEME 2023/24 CONSULTATION (Pages 295 - 332)

A report from the Executive Director of Resources is attached. **(Key decision – reference number 5514)**

11. MEDIUM TERM FINANCIAL PLAN UPDATE 2023/24 - 2027/28 (Pages 333 - 354)

A report from the Executive Director of Resources is attached. **(Key decision – reference number 5488)**

12. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 9 November 2022 at 7.00pm.

13. SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) PLACES DEVELOPMENT PROGRAMME (Pages 355 - 432)

A report from the Executive Director of People is attached. **(Key decision – reference number 5513)**

(This item will contain 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 Schedule 12A to the Local Government Act 1972, as amended.)

14. EXCLUSION OF THE PRESS AND PUBLIC

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

AGENDA – PART 2

15. SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) PLACES DEVELOPMENT PROGRAMME

Item 13 above refers.

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CABINET - 14.9.2022

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 14 SEPTEMBER 2022****COUNCILLORS****PRESENT**

Nesil Caliskan (Leader of the Council), Ergin Erbil (Deputy Leader of the Council), Abdul Abdullahi (Cabinet Member for Children's Services), Chinelo Anyanwu (Cabinet Member for Public Spaces, Culture and Local Economy), Alev Cazimoglu (Cabinet Member for Health and Social Care), Susan Erbil (Cabinet Member for Licensing, Planning and Regulatory Services), Rick Jewell (Cabinet Member for Environment), Tim Leaver (Cabinet Member for Finance and Procurement), Gina Needs (Cabinet Member for Community Safety and Cohesion) and George Savva MBE (Cabinet Member for Social Housing)

ABSENT**OFFICERS:**

Ian Davis (Chief Executive), Fay Hammond (Executive Director Resources), Tony Theodoulou (Executive Director People), Joanne Drew (Director of Housing & Regeneration), Terry Osborne (Director of Law and Governance), Doug Wilkinson (Head of Environment & Operational Services), Olga Bennet (Director of Finance: Capital & Commercial), Richard Sorensen (Head of the Housing Advisory Service) and Jane Creer (Secretary)

Also Attending:

Associate Cabinet Members (Invitees): Councillors Mustafa Cetinkaya (Enfield South East), Ayten Guzel (Non-geographical), Ahmet Hasan (Enfield North) and Chris James (Enfield West)
Local press representative and officers and councillors observing

1 MINUTE'S SILENCE

The Leader of the Council noted the sadness of all at the loss of our late Sovereign, the Queen Elizabeth II, who was held in such great affection by the people of this borough. There would be an opportunity to pay tribute to the late Queen Elizabeth and to send good wishes to our new King, King Charles III, at the forthcoming Council meeting on 21 September. It was therefore proposed to simply hold a minute's silence before commencing the business of this evening's meeting.

2 APOLOGIES FOR ABSENCE

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There were no apologies for absence.

3 DECLARATIONS OF INTEREST

There were no declarations of interest.

4 DEPUTATIONS

NOTED that no requests for deputations had been received for presentation to this Cabinet meeting.

5 MINUTES

AGREED that the minutes of the previous meeting of the Cabinet held on 6 July 2022 be confirmed as a correct record.

6 CABINET AGENDA PLANNING - FUTURE ITEMS

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

7 QUARTERLY REVENUE MONITORING 2022/23 QUARTER 1

Councillor Tim Leaver (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director Resources explaining how the Council's income and expenditure compared to the original budgeted position for 2022/23 based on forecasts as at the end of June 2022. The report also provided the forecasted outturn for the Dedicated Schools Grant (DSG). Councillor Leaver advised that at the moment, no additional government funding was anticipated. Officers were thanked for the transparent report, and for their work to maintain financial resilience.

DECISION: The Cabinet agreed to note:

1. The 2022/23 financial year the General Fund revenue forecast outturn position of £12.6m adverse variance, arising in the main from demographic and cost pressures exceeding the £22m budgeted growth and unanticipated inflationary increases across pay and energy.
2. Financial resilience remains a key priority for the Council and an in-year budget savings and cost control strategy is needed to protect the Council's reserve levels.
3. The potential drawdown on reserves and the impact this has on the forecast level of reserves. The £3m contingency will be required to achieve the General Fund forecast outturn and the planned drawdown from reserves of £1.99m will also be required.
4. The Covid-19 impact on the General Fund of £8.0m which will be funded from the Council specific Covid-19 earmarked reserve.
5. The Dedicated Schools Grant (DSG) revenue overspend of £1.077m, which is reflected in the balance sheet.

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Cabinet agreed to:

6. Require Executive Directors continue to work with Cabinet Members to robustly manage the underlying budget position, implement in year savings and further cost control measures deemed appropriate to the challenge faced, whilst managing, mitigating, and minimising the Covid-19 financial impact.

Cabinet agreed that:

7. Cabinet Members to note the potential forecast level of reserves and implications for 2022/23 and challenging financial position over the life of the Medium Term Financial Plan (MTFP).

The report sets out the options considered, if any, and the reasons for the recommendation and the decision.

(Key decision – reference number 5481)

8 QUARTERLY CAPITAL MONITORING 2022/23 QUARTER 1

Councillor Tim Leaver (Cabinet Member for Finance and Procurement) introduced the report of the Executive Director Resources providing an update on the forecast capital spend for the year 2022/23 of the Council's 10 Year Capital Programme 2022/23 to 2031/32, considering the latest information available to all capital schemes including funding. He stressed the importance of achieving value for money and appropriate prioritisation of projects so as to deliver on those that added the most value. Officers were thanked for their ongoing work.

DECISION: The Cabinet agreed to note the 2022/23 forecast of £332m against a budget of £486m, equivalent to 68%. The largest element of this is related to Meridian Water. Excluding Meridian Water, it is forecast that 74% of the capital budget will be spent in 2022/23.

The report sets out the options considered, if any, and the reasons for the recommendation and the decision.

(Key decision – reference number 5494)

9 QUARTERLY HRA MONITORING 2022/23 QUARTER 1

Councillor George Savva (Cabinet Member for Social Housing) introduced the report of the Executive Director Place providing an update on the current forecast position of the Housing Revenue Account (HRA), covering both revenue and capital expenditure associated with delivering the Council's Housing service. Actions being taken to support tenants were highlighted.

DECISION: The Cabinet agreed to note the Quarter 1 HRA forecast outturn position for 2022/23 for both revenue and capital.

The report sets out the options considered, if any, and the reasons for the recommendation and the decision.

(Key decision – reference number 5495)

10 SPECIAL EDUCATIONAL NEEDS AND DISABILITIES (SEND) PARTNERSHIP STRATEGY

Councillor Abdul Abdullahi (Cabinet Member for Children’s Services) introduced the report of the Executive Director People seeking agreement by Cabinet to recommend the SEND Partnership Strategy to Full Council on 12 October 2022 for approval and adoption. The commitment to growing the local provision for the borough’s children and young people with SEND was welcomed. Thanks was recorded to officers and stakeholders for their contributions in development of the strategy.

DECISION: The Cabinet agreed that the new SEND Partnership Strategy be recommended to Full Council for approval and adoption.

The report sets out the options considered, if any, and the reasons for the recommendation and the decision.

(Key decision – reference number 5515)

11 SCRUTINY ANNUAL WORK PROGRAMMES 2022/23

Terry Osborne (Director of Law and Governance) was invited to introduce the report setting out the draft work programmes for Overview and Scrutiny Committee and the seven standing Scrutiny panels for 2022/23. Comments were invited from the Cabinet. The Leader asked the Director of Law and Governance to pass on a message to the chairs of the overview and scrutiny panels that the Cabinet is very supportive of the scrutiny process and that it appreciates the collegiate and collaborative approach being taken at the meetings of the panels. The Leader commented on the important role that the panels play. The Leader asked the director to convey to the panel chairs her commitment to support the scrutiny process together with her Cabinet colleagues.

DECISION: The Cabinet agreed the Overview and Scrutiny Committee and Scrutiny panels’ proposed work programmes, prior to approval by Council.

The report sets out the options considered, if any, and the reasons for the recommendation and the decision.

(Non Key)

12 HOMELESSNESS IN ENFIELD

Councillor George Savva (Cabinet Member for Social Housing) introduced the report of the Executive Director Place updating Cabinet on progress with the Council’s Homelessness Prevention Strategy and seeking approval to introduce new measures to continue to deliver the Council’s vision of making

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homelessness something that is rare, brief, and non-recurring. An amendment was reported to the recommendation to 'set rents for temporary accommodation at Local Housing Allowance levels for the size of property and location effective from Monday 7 November 2022' to add 'or as soon as it is operationally practical'.

DECISION: The Cabinet agreed to:

1. Increase the number of homes available for residents to rent, by approving the Council's application to the Secretary of State to enable vacant properties on Council Housing estates awaiting regeneration to be leased to Housing Gateway Ltd on short term tenancies.
2. Increase the number of homes available for residents to rent, by approving the increased management fee paid to Housing Gateway for Enfield Let properties under the Offer to Agents.
3. Highlight the significant pressures that Enfield is facing in the current environment as part of the consultation on the future allocation of the Homelessness Prevention Grant.
4. Given the forecast pressures and costs to the council outlined in this report, set rents for temporary accommodation at Local Housing Allowance levels for the size of property and location effective from Monday 7 November 2022, or as soon as it is operationally practical, with the exception of shared accommodation, which will remain at its current rate.
5. Highlight the significant pressures that Enfield is facing on the spend of its Discretionary Housing Payment (DHP) grant allocation from Government, and to prevent homelessness, allocate £1.2m council funding for DHPs from the welfare reform reserve for the remainder of 2022/23.

The report sets out the options considered, if any, and the reasons for the recommendation and the decision.

(Key decision – reference number 5511)

13 DATE OF NEXT MEETING

NOTED the next meeting of the Cabinet was scheduled to take place on Wednesday 12 October 2022, with a start time of 4:00pm on that date to accommodate the additional meeting of Council that evening.

The meeting ended at 7.45 pm.

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**London Borough of Enfield
Cabinet
Meeting Date – 12th October 2022**

Subject: Safeguarding Enfield Annual Report 2021/22
Cabinet Member: Cllr Alev Cazimoglu/ Cllr Abdullahi
Executive Director: Tony Theodoulou

Key Decision: N/A

Purpose of Report

1.1 The report is being presented for Cabinet to note the Safeguarding Partnership's activity to protect adults and children in 2021-22.

1.2 It highlights the positive actions taken to prevent neglect, abuse and exploitation against adults at risks, children and families, includes data to demonstrate the impact of these actions, and states the priorities of the partnership for the 2022-23 period.

1.3 The report also provides Safeguarding updates on responses by agencies during 2021/22.

Proposal(s)

2.1 The Safeguarding Enfield Annual Report 2020-21 is being presented to Cabinet in order to draw attention to the key safeguarding risks facing vulnerable residents and to raise the profile of the initiatives being carried out to prevent and tackle these issues.

2.2 Members should note the successes and challenges that have risen from safeguarding activity in the period 2021-22.

2.3 Cabinet is asked to commend the Safeguarding Enfield Annual Report 2021-22 to Council.

Reason for Proposal(s)

3.1 Noting the Annual Report at Cabinet and Council enables Enfield Council to demonstrate its commitment to safeguarding adults at risk, children and young people throughout the organisation.

Relevance to the Council Plan

4.1 Safe, healthy and Confident communities

4.2 The work of the Safeguarding Enfield Partnership meets the Council's priority of "Safe, healthy and confident communities".

4.3 The purpose of safeguarding work is to protect children, young people, adults at risk, and their carers and families so that they can all thrive in the borough.

The Partnership's approach to safeguarding focusses on well-trained staff who can effectively engage and manage the risks that may be present.

4.4 For Children, there is an emphasis on improving services for those children, young people and families that require prevention and intervention from safeguarding services across a broad spectrum, from early help to statutory interventions.

4.5 For Adults, as part of the 'Prevent Abuse' priority, the Partnership is developing its community engagement approach with the aim of being to improve the awareness of abuse and understand how to report it. Work is also underway to improve uptake of SMART technologies, with the aim to improve communication and also to help reduce isolation, an issue which is known to increase levels of vulnerability. There is also ongoing work with local adult social care providers, which will ensure we support local providers to maintain the standards and minimise the risk of services becoming unsafe.

Background

5.1 There are statutory duties for publishing an annual Safeguarding Adults Report and a Safeguarding Children Partnership report. These duties apply to the Safeguarding Adults Board and the Safeguarding Children's Partnership respectively. The duties require specific information to be provided. The specific actions taken to address the requirements are in italics.

5.2 For the Safeguarding Adults Board, the Care Act requires that the report include:

- what it has done during that year to achieve its objectives and strategy;
(the information of the report is organised by the priority areas of the strategy)
- what each member has done during that year to implement the strategy
(this is done through the partner statement in the appendix)
- information on Safeguarding Adults Reviews, including information on referrals received, on-going reviews and key learnings from reviews that have been published.
(this is detailed in the learning from experience section)

5.3 For Safeguarding Children, Working Together requires that the report include:

- what the Safeguarding Partnership have done as a result of the arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice *(the arrangements are highlighted in report, as are the safeguarding practice reviews).*

5.4 In addition, the report should also include:

- ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision *(for example Safeguarding Ambassador feedback on new website).*

- Safeguarding partners should make sure that the report is widely available, and the published safeguarding arrangements should set out where the reports will be published.

(Report will be published on website, promoted through newsletter and shared on twitter).

- A copy of all published reports should be sent to the Child Safeguarding Practice Review Panel and the What Works Centre for Children's Social Care within seven days of being published.
- The three safeguarding partners should report any updates to the published arrangements in their yearly report and the proposed timescale for implementation (*section on Children's safeguarding arrangements will cover this when necessary*).

Main Considerations for the Council

Safeguarding Enfield Annual Report 2021/22

6.1 Across the Partnership, our primary responsibility is to provide a way for the local agencies to work together to safeguard those at risk, and to ensure that the arrangements in place are working effectively.

6.2 2021-22 has been a busy year for the Safeguarding Enfield Partnerships and all of our partners. As we emerge from the COVID lockdowns, the partnerships are meeting new challenges and pressures – and will continue to make sure we have robust responses to keep residents safe. Agencies across the partnership continue to demonstrate strong commitment to the work of safeguarding Enfield residents.

6.3 The Safeguarding Enfield Partnership remains committed to a programme of scrutiny, monitoring and, assuring the quality of safeguarding activity across Enfield. This programme of robust analysis and challenge will continue to ensure that children, young people and adults at risk of abuse or harm are identified and responded to speedily and effectively.

6.4 The summary of the key issues or achievements of the year highlight:

Modern Slavery response – Awareness raising work continues with 455 professionals trained, via 17 training sessions. The Modern Slavery helpline received 233 calls over the year.

Safeguarding Adults concerns –3638 concerns received in the year, the highest the Enfield Multi-Agency Safeguarding Hub have managed. The number of concerns continue to rise in line with national increases.

Josef Local Child Safeguarding Practice Review (LCSPR) published – Review into the death of a 17-year-old published – <https://new.enfield.gov.uk/safeguardingenfield/reviews-and-reports/>

Children's Safeguarding Partnership event – the event in December 2021 attracted over 100 attendees. It covered the Josef review and shared learning

from our audit work on Professional Curiosity and Information Sharing, with practitioner guide published – <https://new.enfield.gov.uk/safeguardingenfield/professional-curiosity-practitioners-guide/>

Sexual abuse in educational settings – following the Everyone Invited testimonials and national responses, we have improved the partnerships links with education and presented key information to the Designated Safeguarding Leads meeting.

Child Death - the North Central London team 30 notifications of Enfield child deaths. The central team reviews each notification and determines the need for a Joint Agency Response (JAR) meeting, where there was an unexpected cause of death. The team have co-ordinated 5 Enfield JAR meetings in the reporting period.

National Children reviews – following the review of Arthur Labinjo-Hughes and Star Hobson the partnership began an audit on physical abuse; following the Child Q review has led to an Enfield Task and Finish group where we are working with our Safeguarding Ambassadors on culture competence and adultification.

LeDeR reviews - 16 deaths of people with learning disabilities were notified to the Learning Disability Learning from Lives and Deaths Programme (LeDeR) in 2021/22. After the very high mortality recorded during the pandemic, this appears more in line with previous years.

SMART Living project and PainChek app– Pain scoring artificial app implemented in nursing home as part of SMART living pilot.

Safeguarding Community Engagement group – re-established and focussing on Forced Marriage awareness raising amongst Enfield community members.

6.6 Important areas of work for 2022-23

- Safeguarding Adults Board will establish a “Risks from increased cost of living” group to ensure adults have appropriate essential support, particularly as we approach winter.
- Invite and train 20 members of different Enfield communities to join the multi-agency training on forced marriage.
- Multi-agency Safeguarding Children audits on physical abuse, and cases received by the Children’s MASH (multi-agency safeguarding hub)
- Ensuring recommendations from Child Q review are applied in Enfield; with Safeguarding Ambassadors working with partners to ensure their voices steer the improvements we make.
- Continue to make sure our partnership is working well: Safeguarding Adults Partnership assessment with Haringey; independent review of Safeguarding Adults work and Safeguarding Childrens Partnership.
- Work with North Central London Safeguarding Adults Board to identify improvements in how we response to financial abuse.

Safeguarding Implications

7.1 The report highlights the work of the Safeguarding partnership to safeguard adults at risk, children and families in Enfield. The safeguarding implications of this work are:

7.2 For Enfield Council – as lead agency for adults and with joint responsibility with Police and the NHS Integrated Care Board (formerly the Clinical Commissioning Group) for Children’s safeguarding, it is important that we highlight how we work together with our community and partners, and detail what we are learning and how we improve current provision.

7.3 For the community - improvements in understanding how to stay safe, how to recognise abuse and how to report it.

7.4 For our partners – good communications so that any issues with joint work (which is essential to effective safeguarding) can be escalated, managed and improved.

Public Health Implications

8.1 Important public health aims include enabling young people to ‘start life well’ and for older people to ‘live and age well’. Ensuring that the most vulnerable are safe and enabled to thrive is therefore very relevant.

8.2 The Safeguarding Enfield Partnership has strong links with the Health and Wellbeing Board. Public health officers are also members of the Safeguarding Adults Board and Children’s Activity Groups, to enable joined-up work with a focus on prevention.

8.3 The priorities identified in this strategy will support work with local people and partners to promote approaches that improve the quality of life for vulnerable children, young people, adults and families.

Equalities Impact of the Proposal

9.1 Anti-discriminatory practice is fundamental to the ethical basis of safeguarding and care provision and critical to the protection of people's dignity. The Equality Act protects vulnerable adults and children receiving our care and the workers that provide it from being treated unfairly because of any characteristics that are protected under the legislation. In Fairer Enfield 2021-25, we clearly outline our commitment to the Equality Act and the policy provides clear principles and guidance for staff and service users on how we will ensure we are complying with the Act. This annual report outlines how we are delivering inclusive services to safeguard adults at risk, children and families in Enfield.

Environmental and Climate Change Considerations

10. The Safeguarding Partnership also works across the Council to deliver positive outcomes for vulnerable residents, this includes improving housing conditions so people are comfortable and safe, as well as improving health outcomes including through active and sustainable transport improvements.

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

11. Publishing this report is part of our statutory duties, and not doing so would mean we would be in breach of these.

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

12. Noting the Annual Report helps Enfield Council to demonstrate its commitment to safeguarding. It will also mitigate reputational risk, demonstrating openness and transparency about how the Safeguarding Enfield Partnership will address issues of abuse and exploitation in Enfield.

Financial Implications

13. The financial impact of Covid19 legacy costs on social care as well as the ongoing demographic and cost of living pressures on the children's and adult social care budget are significant. This report is not requesting any additional financial resources and therefore there are no specific implications for the budget of noting the Annual Safeguarding report. However, it is important to note that the costs of safeguarding adults and children services are increasing and this place significant cost pressures on the Council as reflected in the Council's medium term financial strategy.

Legal Implications

14.1 **Children:** Section 16E of the Children Act 2004 requires safeguarding partners (which include the local authority) to set up safeguarding partnerships to work together to exercise their functions, so far as these are exercised for the purpose of safeguarding and promoting the wellbeing of children in their area.

14.2 Section 16G of the Children Act 2004 requires the safeguarding partners to prepare and publish a report at least once in every 12 month period on what the safeguarding partners have done as a result of the safeguarding partnership arrangements, and how effective the arrangements have been.

14.3 Guidance on children's safeguarding partnerships is set out in Working Together to Safeguard Children (July 2018) and explains the detail that should go into the annual report.

14.4 The matters set out in this report comply with the above statute and guidance.

14.5 **Adults:** Section 43 (1) Care Act 2014 ("the Care Act") requires each local authority to establish a Safeguarding Adults Board ("SAB") for its area. The statutory objective of an SAB is to safeguard and protect vulnerable adults in its area. A SAB may do anything which appears to it to be necessary or desirable for the purpose of achieving its objective.

14.6 Paragraph 4 of Schedule 2 of the Care Act requires a SAB to publish an annual report as soon as feasible after the end of each financial year about what it has done during that year to achieve its objectives, implement its strategy, the findings of safeguarding adults' reviews which have been concluded and which are ongoing. In addition, to publish what it has done to implement the findings of reviews and where it is decided not to publish the findings of a review, the reasons for that decision.

14.7 The recommendations set out in this report comply with the above legislation and guidance.

Workforce Implications

15. There are significant staffing challenges across adult social care nationally, regionally, and locally. The care sector has vacancies caused by changes in employment patterns, particularly increased competition for domiciliary care staff. We have Social Work and Occupational Therapy vacancies across all teams. The staffing pressures are resulting in increased caseloads for current staff at a time when demand is also increasing, as seen in the Safeguarding Adults concern figures. We are also predicting 25% increased demand for Care Act 2014 assessments because of the social care reforms enacted from April 2023. The rising demand will compound our current difficulties concerning recruitment and retention of permanent staff.

Property Implications

16. None

Other Implications

17. None

Options Considered

18.1 Producing two annual reports (including these priorities), one for the Safeguarding Adults Board and another for the Safeguarding Children Partnership, was considered.

18.2 Feedback from residents is that they are more likely to engage with one report and one conversation about abuse and risk, rather than two.

Conclusions

19. Please note the report.

Report Author: Sharon Burgess/ Bharat Ayer

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DoLS/ Safeguarding Service Manager (Adults and Children's
Partnerships)
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Date of report: 8th August 2022

Appendices

Background Papers

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

The Safeguarding Enfield Annual Report for 2021/22 (unformatted).



COVER PAGE

This draft report maps out the key components of Annual report. Some data/ information is being collected and copy being finalised, but it does express the focus of the report. The report starts on the following page.

The report will be presented at:

Safeguarding Children Partnership Executive meeting on the 13th September 2022

Safeguarding Adults Board on the 14th September 2022

Local Authority

Health & Adult Social Care Scrutiny on 15th September 2022

Children & Families Scrutiny on 27th September 2022

Cabinet Meeting on 12th October 2022

Council Meeting on 16th November 2022

NCL ICB

To be confirmed

Police

To be confirmed

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DRAFT - Safeguarding Enfield Annual Report 2021-22v2.0

Please talk to us

Safeguarding children, young people and adults at risk is everyone's responsibility. As someone who might live, work or study in Enfield you have a role too. If you are worried about someone or yourself, **please talk to us**. You can get help in any of these ways.

Children and young people**If you or the person you are concerned about is under 18 (a child or young person):**

- Ring the Children Multi-Agency Safeguarding Hub (MASH) Team on **020 8379 5555**, Monday to Friday 9.00am to 5.00pm.
- Call the emergency duty team on **020 8379 1000** at night and weekends, and tell them what is happening.
- For people who work with children and young people, please make your referral using the Children Portal:

www.enfield.gov.uk/childrensportal

- You can email at: **ChildrensMash@enfield.gov.uk**
- In an emergency – such as when someone is being hurt or shut out of their home – ring the police on **999**.

You can also ring **ChildLine** on **0800 1111** or visit the ChildLine website: **www.childline.org.uk**

If you don't want to talk to someone you don't know, you can ask an adult that you trust, like a teacher or youth worker or even a friend, to make the phone call for you. When people are working with children they have to follow set procedures, but they will explain to you what they will do and should be able to support you through the process.

ChildLine

ChildLine have launched the '**For Me**' app – the app to provides counselling for young people via smartphone and other

mobile devices. For more information and to download the app for free, go to:

www.childline.org.uk/toolbox/for-me

Adults

If you or the person you are concerned about is over 18 (an adult at risk) you can call anonymously on the Adult Abuse Line:

020 8379 5212 (Textphone: **18001 020 8379 5212**).

In an emergency always call **999**.

There is also helpful information on the Safeguarding Enfield website. Go to:

www.enfield.gov.uk/SafeguardingEnfield

For all Enfield residentsDomestic Abuse Freephone helpline

If you have experienced or are currently experiencing being made to feel unsafe by someone close to you, this is domestic abuse. Domestic abuse is not okay and is a crime. There is a specialist team to ensure no one is turned away and support is there for anyone in need.

Call us on **0800 923 9009 (Mon-Fri 9am – 5pm)**

Email us at callusDAH@enfield.gov.uk.

We are here to help you.

Modern Slavery Helpline

Modern Slavery is a crime that is hidden from plain sight but, occurs everywhere around us. Modern slavery is happening right here in Enfield and it needs to be stopped. An advice line is available to provide information and support for those that have any concerns or general questions regarding modern slavery. If you would like to discuss your concerns, please contact us on:

020 3821 1763 (Mon-Fri 10am-2pm), or you can email us at: **ModernSlavery@enfield.gov.uk**

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Vision statement

Our vision:

**“is for an Enfield community where we can all live free from abuse and harm;
a place that does not tolerate abuse;
where we all work together to stop abuse happening at all, and
where we all know what to do if it does take place.”**

Foreword by the Chair

Geraldine Pic...

As the Independent Chair of the Safeguarding Adults Board (SAB) and the 2021-22 Scrutineer of the Safeguarding Children's Partnership (SCP) I am pleased to introduce the 2021-22 Safeguarding Enfield Annual Report.

This report outlines the partnership activities which contribute to keeping Enfield's communities safe. Safeguarding is 'everyone's business' and if you are worried about a child, family, young person or adult at risk, please speak up using the contact information in this report. We can help.

2021/22 represented another challenging year, one where we emerged from the COVID related lockdowns of 2020 and 2021. Partners have responded to the challenges with resilience and, as highlighted in this report, many examples of innovations. The breadth of the work taking place is impressive and highlights the dedication of individuals, team, and agencies to help keep people safe. This is highlighted in the partner updates that can be found in Appendix A.

This was my last year as Chair of Children's Executive group and the new chairing arrangements of the Executive meeting, by a safeguarding partner, are necessary. This change will support the excellent steps already taken by partners to demonstrate equal responsibility for safeguarding children and young people in Enfield.

I hope you find this report informative, and I want to encourage all of you send us your thoughts. Tell us what you think, what are we doing well, what do we need to improve on, how else can we communicate better across all the different communities of Enfield. Please email us at:

SafeguardingEnfield@enfield.gov.uk

Geraldine Gavin

Independent Chair of the Safeguarding Adults Board, and Scrutineer of the Safeguarding Children's Partnership until 31st March 2021



Seb Pic...

2022/23 Chair of the Enfield Safeguarding Children Partnership

As the current chair of the Safeguarding Children Partnership, I'd firstly like to thank Geraldine Gavin, who has chaired the Executive Group since the new arrangements came into force, and chaired the former LSCB in Enfield for many years. Her leadership has helped to create a positive and strong partnership that comes together to seek the best possible outcomes for our children and young people.

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As Chair for this year, my focus will be on ensuring the partnership is working well across all our agencies, and in particular schools. I'm keen that we should learn the lessons from our reviews and from national reviews and make meaningful changes that will benefit our children and young people. I look forward to the welcoming our new independent scrutineers for 2022/23 who will assess our partnership arrangements and help us understand what we can do more effectively.

If you have any issues you would like to raise with the partnership's Executive group, please email our Business Unit at :

I look forward to working with you.

Detective Superintendent Sebastien Adjei-Addoh, Head of Public Protection, Metropolitan Police Service

The Enfield Safeguarding Enfield Partnership

The Enfield Safeguarding Partnership is made up of the Safeguarding Adults Board and Enfield Safeguarding Children's Partnership and provides a way for the local agencies to work together to safeguard those at risk, and to ensure that the arrangements in place are working effectively.

Safeguarding Childrens Partnership:

Enfield's Safeguarding Childrens arrangements were agreed and signed by the Safeguarding Partners on 5th June 2019. The arrangements were in place on the 29th September 2019 and the Department of Education were notified.

Children Act 2004 & the Children and Social Work Act 2017 (Children)

The Children's Act 2004 and the Children and Social Work Act 2017, state the statutory duties for local authorities and safeguarding partners to work together to safeguard and promote the welfare of children.

Working Together 2018 (Children)

The Statutory Safeguarding Partners are the Local Authority, the Police, and the Clinical Commissioning Group.

The Safeguarding Adults Board (SAB)

The SAB brings together organisations that work in Enfield to make sure there are good ways of working to keep adults at risk safe.

The Care Act 2014:

The Enfield Safeguarding Adults Board is a statutory board formed under the Care Act 2014. The main objective of the Safeguarding Adults Board is to assure itself that there are robust local safeguarding arrangements and partners to help and protect adults in its area.

The Local authority, the Police and the NHS are statutory members of the Board.

Highlights of what we did in 2021-22

Adults:

Modern Slavery response – Awareness raising work continues with 455 professionals trained, via 17 training sessions. The Modern Slavery helpline received 233 calls over the year.

Safeguarding Adults concerns –3638 concerns received in 2021/22, the highest the Enfield Multi-Agency Safeguarding Hub have managed. The number of concerns continue to rise in line with national increases.

LeDeR reviews - 16 deaths of people with learning disabilities were notified to the Learning Disability Learning from Lives and Deaths Programme (LeDeR) in 2021/22. After the very high mortality rates recorded during the pandemic, this appears more in line with previous years.

SMART Living project and PainChek app– Pain scoring artificial app implemented in nursing home as part of SMART living pilot.

Safeguarding Community Engagement group – re-established and focussing on Forced Marriage awareness raising amongst Enfield community members.

Children:

Josef Local Child Safeguarding Practice Review (LCSPR) was published – Review into the death of a 17-year-old published –

<https://new.enfield.gov.uk/safeguardingenfield/reviews-and-reports/>

Partnership event – the event in December 2021 attracted over 100 attendees. It covered the Josef review and shared learning from our audit work on Professional Curiosity and Information Sharing, with practitioner guide published –

<https://new.enfield.gov.uk/safeguardingenfield/professional-curiosity-practitioners-guide/>

Sexual abuse in educational settings – following the Everyone Invited testimonials and national responses, we have improved the partnerships links with education and presented key information to the Designated Safeguarding Leads meeting.

Child Death - the North Central London team received 30 notifications of Enfield child deaths. The central team reviews each notification and determines the need for a Joint Agency Response (JAR) meeting, where there was an unexpected cause of death. The team have co-ordinated 5 Enfield JAR meetings in the reporting period.

National reviews – following the review of the Arthur Labinjo-Hughes and Star Hobson deaths the partnership began an audit on physical abuse; following the Child Q review has led to an Enfield Task and Finish group where we are working with our Safeguarding Ambassadors on culture competence and adultification.

Prevent abuse

In this section we present the work we've done to prevent abuse from happening.

This can include:

- raising awareness about risks so people can stay safe;
- making sure we've identified the right priorities (consultations); and,
- continue to work in ways that can prevent abuse from happening.

ADULTS

Preventing Abuse in Enfield's Adult Care Providers

Enfield has 195 CQC registered providers, one of the highest numbers in London.

To manage the risks around Quality and Safeguarding we have a Safeguarding Information Panel to ensure that partners can effectively: share information, identify any risks of harm to those who use services, and prevent any future or additional harm taking place.

The Panel can initiate actions such as Provider Concerns, Quality Checker visits, Immigration Enforcement visits and London Fire Brigade visits. The Panel meets every six weeks.

Over 2021-22, the following interventions were implemented:

| Type of Activity (April 2021- March 2022)* | Number of activities |
|---|----------------------|
| Provider Concerns Initial meeting held | 14 |
| Nurse Assessor visits | 8 |
| SIP referrals received | 44 |
| Immigration enforcement visits | 0 |
| Occupational Therapy visits | 0 |
| LBE Quality Assurance visits | 21 |
| CHAT Team visits | 1 |
| LFB safety visits | 0 |
| Quality Checker welfare calls made to family and friend contacts of service users | 231 |
| Quality Assurance 'Out of Hours' visits | 2 |

*Please note, there may be a number of subsequent visits that follow and are not captured in the following information. In addition, for monitoring purposes welfare visits identifies the number of providers worked with.

The SIP actions and interventions were adapted in line with the covid restrictions in place. Essential visits were made to care providers where risks were high, and visits were made with appropriate PPE and robust testing regimes in place.

To see more details on the Quality Checker calls please see page XX

Infection Prevention and Control measures in Care homes:

Effective infection prevention and control measures are key to mitigating risks of cross infections in our care providers.

The Improvements and Standards manager leads on Infection Prevention and Control to support the boroughs social care providers to implement and maintain robust IPC measures to minimise the risks of cross infection of infectious conditions and to contain and manage identified COVID 'outbreaks'.

This has been extremely valuable during the pandemic and feedback from social care providers has demonstrated that this area of work has been instrumental in managing covid outbreaks and improving IPC measures to prevent repeated outbreaks.

The Improvements and Standards Manager works closely with the Public Health team to monitor levels of infectious conditions in care homes and delivers IPC training to front line workers. During the reporting period;

| Infection Prevention and Control actions taken from April 2021- March 2022 | | |
|--|---|--|
| IPC training sessions delivered to social care providers | 7 training sessions delivered | 140 front line social care staff attended |
| Organisational learning reviews completed with social care providers that experienced a covid outbreak | 27 reviews completed | recommendations made and common themes identified and escalated for targeted information and advice from PH team |
| Unannounced IPC focused spot checks to social care providers | 47 spot checks made | follow up visit made to monitor services where recommendations have been made |
| IPC equipment provided to social care providers to support good IPC practices | 200 hand sanitisers provided 200 UV light hand washing kits provided | All providers contacted with information and advice |

Safeguarding Community Engagement set-up

The Safeguarding Community Engagement Activity group was re-established after being affected by Covid. Our Lay members Irene Richards and Gill Hawken, are Chair and Depty Chair respectively. The group have agree the Terms of Reference and the Membership. The purpose of the group will be to:

- i) Engage with organisations who have community champions or networks, and offer them safeguarding partnership training on specific areas of risk identified by the Safeguarding Adults Board, or Safeguarding Children's Partnership.
- ii) Provide oversight of the Safeguarding Ambassador programme
- iii) Scrutinise and contribute to newsletters, website, annual reports and strategies.

Deprivation of Liberty Safeguards (DoLS)

The Deprivation of Liberty Safeguards process is required by law to make sure that any restrictions to a persons' liberty are independently verified as being in that persons' best interests. This is particularly important where they may lack the capacity to understand the risks they would otherwise face.

| Item | 2018/19 | 2019/20 | 2020/21 | 2021/22 |
|----------------------|---------|---------|---------|---------|
| Application received | 1420 | 1470 | 1539 | 1749 |

Over the past 4 years, we have seen a continuous rise in Deprivation of Liberty Safeguards (DoLS) applications. This has been attributed to a better understanding of the Mental Capacity Act 2005 following training sessions delivered by the DoLS team.

There are changes taking place in the DoLS process. The new process is called the Liberty Protection Safeguards. There will be changes in the roles of health organisations and care providers. A programme of work is underway to ensure that we are prepared for when these changes in the law come into force, which should be in 2023/24.

Enfield SMART Living pilot – technology in adults social care

Many of us are already using SMART technology in the shape of smart phones, smart televisions, Amazon and Google home hub devices to name a few. We are aiming to increase the exposure of different kinds of SMART technology amongst are Adult Social Care staff, service users and carers, and trial specific applications in care homes. The use of these technologies can improve communication, access to information, enable us to identify issues sooner, and ultimately to help keep people safe.

Over the year, we have:

1. Initiated a programme of awareness raising, which has enabled Adult Social Care staff to loan various SMART devices so that can understand the benefits. This will then promote use of the technology with our service users and carers.
2. We have introduced PainChek, a pain management Artificial Intelligence App, which reliably measures pain, to an Enfield nursing home.
3. Engaged Middlesex University to help us evaluate the impact of our work and identify lessons that we can use to improve how we use and roll-out future versions of the current technology.

CHILDRENS

Early Help for Children and families

Overview of work Early Help services for children and families over 2021/22:

- 1,976 referrals for Early Help were received out of which 880 referrals were accepted and provided with Early Help support. On an average, Early Help was involved with families for 3-6 months.
- In total, Early Help stepped up 91 children into social care due to safeguarding concerns. 187 children and families were stepped down from social care into Early help, ensuring that these families continue to receive support to sustain positive progress.
- Early help quality of practice remains strong within over 85% of audited cases achieving either good or outstanding rating.
- Enfield were set a target of 'turning around' 519 families as part of the Supporting Families Programme. This was overachieved with 538 families successfully supported by the programme.
- Children Centres reached out to 3,044 families, with 1,796 families registering with children centres and accessing a range of services with focus on best start for life. Children Centres provided targeted family support to 223 families and completed 162 Early Help assessment. 97% of infants received face to face new birth visit by the Health Visiting Service.
- Youth Service has continued to deliver a strong youth offer that includes universal services from five youth centres, Summer University, Holiday and Food activities programme, mentoring, detached youth work, outreach work to schools and contextual safeguarding youth work. In June 2021, Council opened a new dedicated Youth Centre in Ponders End. Overall, 4,063 young people have accessed youth services. Summer University during school holidays in 2021, delivered 131 structured learning course, providing positive diversionary activities to 848 young people. Inspiring Young Enfield has engaged over 5,000 young people in a range of enriching and learning programmes, providing young people support with well-being, employability skills and staying safe.

Early Help partnership have continued to seek new funding streams and collaborate in leveraging financial resources to sustain and increase our early help offer for children and families. For instance, the following new early help projects were developed and additionally funded to diversify our Early Help offer:

- Successful NCL regional partnership funding bid for Vanguard project, providing therapeutic and youth support interventions for young people at risk of exploitation
- NCL Health Inequalities fund, funding violence reduction social prescribing project Dove for young people
- Additional funding from the VRU to fund the youth project Engage in Wood Green Custody
- DfE Covid recovery funding to develop feasibility study to support development of Family Hubs
- Council funding Early Help pilot Housing project with focus identifying and supporting families with most complex needs and re-housing them from their temporary accommodation
- MOPAC funding additional detached youth workers
- Council capital funding to develop Mobile Youth provision

Prevention of youth crime and serious youth violence

Enfield Youth Justice Service (YJS) and the partnership demonstrated a strong performance during 2021/22:

- There was a reduction of first-time entrants. There were 73 young people as first-time entrants, which shows a 21% decrease from the previous year of 93. This is attributed to the successful Out of Court Disposal scheme and Early Help delivered by the Council and its partners.
- There was a notable reduction of children receiving custody, which is positive. There were 5 young people in total that received a custodial sentence in 2021/22 in comparison to 13 children in 2020/21. This is attributed to the continued confidence of the courts in the work of the Enfield Youth Justice Service and wider partnership, effectively supporting and safeguarding offending children within the community as well as victims.
- There has been a positive reduction in remand episodes during 2021/22. Cumulatively, there were 35 remand episodes during 2021/22 in comparison to the previous year that saw 45 remand episodes. This represents 22% decrease. Enfield Youth Justice Service continues to ensure that only children that present highest risk to the community and themselves committing the most serious offences are remanded.
- There was a reduction of re-offending for the tracked youth cohort from 2019/20. The re-offending ranged between 26.2%-36.7% in comparison to the re-offending range of 33.9%-51.2% for the 2018/19 tracked youth cohort. This is attributed to the highly effective safeguarding interventions that the service continues to provide to young people.

Youth Justice Partnership developed a range of new preventative initiatives to safeguard and prevent children getting involved in offending, for example:

- Project Dove – through a social prescribing identifying young people at risk of serious youth violence in education and health settings and provide them with early intervention support
- Introduction of contextual safeguarding and detached and outreach youth workers working in schools and local communities, providing information, advice and guidance to young people with focus on diversion and prevention of risky behaviour
- Introduction of community resolutions in August 2021, preventing unnecessary criminalisation of young people for low level offences whilst providing young people with access to early help support.
- Safer Spaces project – identifying spaces where young people feel less safe and developing community safety solutions to increase young people's confidence in safety
- Engage project in Wood Green Custody, providing youth support to the arrested young people presented to the custody with a follow through provision of support into the community post release to meet young people's additional needs with focus on reduction of risky behaviour and further offending.

Youth Justice Service Evidence of impact:

In 2021, the annual youth satisfaction survey highlighted that 95% of young people rated their levels of satisfaction with the service as either good or outstanding.

In 2022, a focus group was held with young people to hear and learn about their journey through the youth justice system, informing the focus of our service improvement plan.

Young people told us they had a positive relationship with their case workers and felt well

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informed and supported. Young people have also provided us with further valuable feedback to support improvement of our services – for instance young people continuously told us they would like a better facility for the youth justice service.

In response, we will be re-locating the Youth Justice Service from Claverings into a new state of the art building in Thomas Hardy House in Enfield Town by the end of 2022.

Youth Justice Service Priorities for 2022/23

Youth Justice Service and wider partner have identified the following key strategic priorities that are reflected within the statutory Youth Justice Plan 2022/23:

- Prevent first time entrants, reduce re-offending and custody whilst keeping the public safe in the context of recovery from the pandemic.
- Continue to drive service delivery improvements in response to our quality assurance findings
- Promote a child first approach across the youth justice system and effectively safeguard children, whilst promoting their welfare and best outcomes
- Drive system improvement by building on our organisational effectiveness, governance work, partnership and leadership to delivery high quality youth justice services.
- Develop and implement a disproportionality action plan across the youth justice system informed by understanding of local needs.
- Focus on prevention of serious youth violence in line with our public health approach.

Community Safety

- The number of Serious Youth Violence victims in Enfield increased by 32.3% in the year to March 2022. 352 victims were recorded in the borough compared with 266 victims in the year to March 2021, an increase of 86 more victims. This year is still 41.8% lower than pre-pandemic year end March 2021 (499).
- Our aim to reduce SYV is underpinned by a public health approach focused on early Intervention partnership and commissioned work. New initiatives have included a violence reduction social prescribing project, funding for project Vanguard secured to increase therapeutic support for young people at risk of SYV and exploitation, contextual safeguarding youth work, team around the school pilot, safer spaces project and outreach mentoring in A&E.
- 31 Prevent referrals resulted in 16 cases being discussed in Channel panel. Home Office funded projects have been delivered and completed, these included projects focusing on improving safeguarding practices in unregulated spaces and projects aimed at increasing awareness of radicalisation amongst professionals working in domestic abuse space.
- The Prevent team delivered 17 training events to 249 staff including foster carers. In addition, 31 training events were delivered to schools with 1,002 attendees receiving training. 29 workshops/assembly events were delivered, raising awareness and educating 2,124 students.
- There was a 13.7% decrease in domestic abuse violence with injury (DA VWI) offences. Community Safety continues to commission perpetrator programme, IDVA service and has been working with housing towards the DA Housing Alliance Accreditation.

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Joint Services for Disabled Children

- The Joint Service for Disabled Children comprises of the specialist social work service, preschool support home visiting service, early years keyworker service and a specialist short breaks and family support service. Services are delivered in house 7 days per week at Cheviots, specialist play, and home care providers are commissioned, and families can also access a personal budget to arrange the support that best meets their child and family's needs.
- The services and support are designed to provide fun activities for the child, an opportunity to meet with their friends or be supported to access community activities and provide a break for the parent from their caring responsibilities to support family life.
- At the end of March 2021, 344 children were receiving a service from JSDC. There were 254 new referrals for short breaks, this is an increase on last year (150). 159 of those children and young people had a diagnosis of Autism.
- In Enfield, there is a well-established mechanism in place for co-production, consultation, and engagement with parents/carers. The JSDC has worked in partnership with Our Voice Parent Carer Forum, Enfield National Autistic Society and Carer 2 Carer. Parents and carers play an integral part in decision making processes are fully engaged in shaping, developing, implementing, and evaluating services and pathways for support.
- Parent representatives attend strategic groups and workstreams and participate in all discussions relating to commissioning of new providers, development of the Local Offer and SEND provision in the borough. They are equal partners in the work we do.

Work in Schools

The details below highlight the work the Education department has been doing with schools in the borough:

- New role created – Senior School Improvement Advisor Safeguarding & Inclusion – February 2022. This role means working in close liaison with other agencies in particular Children and Families Services, Human Resources, Police, and National Health Service for the benefit of and always promoting safeguarding of children.
- Leaders took part in a ten session Professional Learning programme during 2021-22, including local, national and international expertise, e.g. Unconscious Bias and Anti-Racism as a response to the Black Lives Matter movement.
- Governors took part in training course, e.g. Unconscious Bias and Anti-Racism, during 2021-22.
- Whole service Safeguarding training took place in September 2020 and is arranged for September 2022.
- Leadership team made aware of changes to Keeping Children Safe In Education September 2022 through in-house training.
- Designated Safeguarding Lead training arranged termly so that schools can ensure they are meeting their statutory needs. These were broken down into mainstream settings

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and special schools during 2021-22, and for 2022-23 will be again broken down into mainstream and those that work with pupils with Special Education Needs & Disability (SEND) due to the growing number of pupils with Educational Health Care Plans (EHCPs) in mainstream schools.

- All Early Carer Teachers were able to join borough run safeguarding training within their first half term.
- A new Professional Learning training offer for Designated Safeguarding Lead Supervision set up for 2022-23.
- Designated Safeguarding Lead Network for schools started last year and to be embedded in 2022-23 with an increase in sessions.
- Designated Safeguarding Lead training questionnaire completed May 2022 and used to support Designated Safeguarding Leads with knowledge and skills for their role.
- The Senior School Improvement Advisors visit to schools included questions about safeguarding and the culture in the school. All Senior School Improvement Advisors help to ensure school staff and others working in education are promoting the welfare of the children in their settings.
- Senior School Improvement Advisors for Safeguarding & Inclusion able to complete safeguarding reviews in school as requested/needed.
- Senior School Improvement Advisors for Safeguarding & Inclusion offers guidance on specific safeguarding issues to schools.
- Advice and guidance to educational establishments, early years settings and childminders on safeguarding and child protection concerns, including allegations against staff.
- Trauma Informed Practice in Schools (TIPS) was promoted via taster sessions and shared at Leadership Day in July 2022.
- Senior School Improvement Advisors for Safeguarding & Inclusion has had full E-TIPS training to support with signposting and sharing good practice.
- Senior School Improvement Advisors for Safeguarding & Inclusion is a Mental Health First Aider for adults.
- Strengthening Wellbeing, Emotional health, Relationships and Readiness for Learning (SWERRL)/Behaviour Support Service (BSS) continue to support vulnerable pupils in school.
- Example safeguarding self-audit shared.
- Disseminate best practice regarding safeguarding by drawing on latest safeguarding guidance and research.
- Finalised the Inclusion Charter for launching in September 2022.

Protect people at risk

One of the main tasks for the Safeguarding Partnership is to make sure we have excellent responses to concerns. We do this through having clear policies, good training, looking at our data and audits (checks). This year a significant part of this work involved responding to emerging risks due to COVID-19. Here we present some of our key responses, policies, talk about our training and present some high-level data. More details information can be found in the appendices.

Adults

[in box]

Care Act 2014 (Adults)

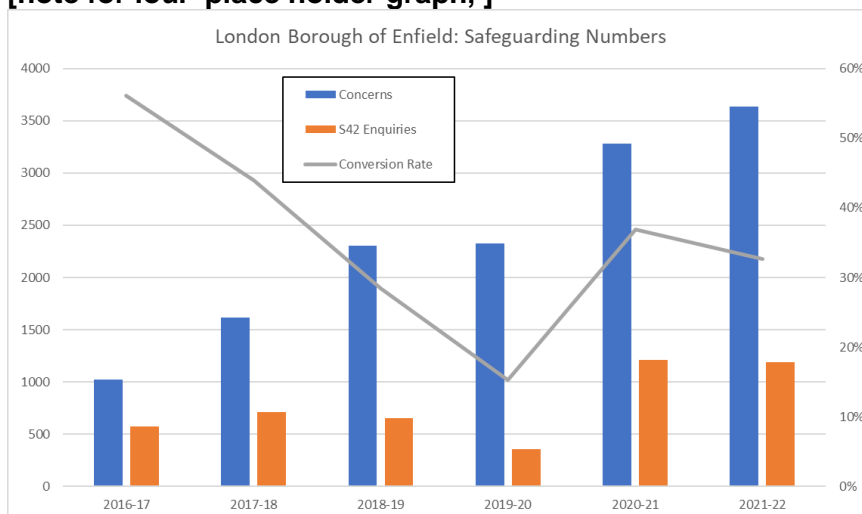
Safeguarding Adults duties are detailed in Section 42 of the Care Act and in the accompanying Statutory guidance. Where the following criteria are met for a concern the Local Authority, who is named as the lead agency for safeguarding, must ensure that a Safeguarding Enquiry takes place. The criteria that a concern must meet to require an enquiry are that: it is about a person who is over 18 years of age, with care and support needs, and who is experiencing, or is at risk of, abuse or neglect, and is unable to protect themselves.

Adult Multi-Agency Safeguarding Hub (MASH)

| | 2017-18 | 2018-19 | 2019-20 | 2020-21 | 2021-22 |
|---|-------------|-------------|-------------|-------------|-------------|
| Concerns received by the Adults MASH | 1616 | 2307 | 2326 | 3278 | 3638 |
| Concerns that led to enquiries | 741 | 656 | 356* | 1217 | 1190 |

*Only includes Statutory Section 42 (2)

[note for loui- place holder graph,]



Since the conception of the Adult MASH, there has been a commitment that all concerns will be responded to. This can include information and advice, sign-posting to other services, assessments

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for care and support services, or for a social worker to work with the adult to manage the risks of abuse they face.

2021/22 saw the upward trend in safeguarding concerns continue. Concerns relating to self-neglect remain high, as well as those occurring in people's own homes.

Enfield were part of a National Insights projects, led by the Association of Directors of Adults Social Services, to understand safeguarding concern trends since the pandemic began. Initial analysis shows that the types and numbers of concerns received in Enfield are in line with what has been experienced nationally.

The Enfield teams were asked for feedback around Safeguarding Adults cases during as part of this project. Our Locality teams and MASH noted an increase in work with homeless people and that they were being asked to assess people that they felt would not previously have been asked to assess. This is likely to be a result of the establishment of the Rough Sleepers Multi-Agency Risk Assessment Meeting (MARAM) – however, this continues to be a very positive example of interagency and departmental co-operation.

Our Mental Health teams have noted an increase in people presenting (with mental health concerns substantial enough to require secondary health services input) for the first time since the first lockdown and this continues to increase. Anecdotally, alcohol and substance misuse services suggest the same. This is also evident in the concerns that we have received in terms of anecdotal evidence from the teams conducting the Section 42 Enquiries.

All teams felt that self-neglect cases are more complex and time-consuming than other types of cases in terms of length of involvement, need for complex review and so on. Self -neglect is now the highest 'type' of abuse that we see in the concerns raised.

| Type of Abuse | 2021-22 | | 2020-21 | 2019-20 | 2018-19 |
|-------------------------------------|--------------|-------|---------|---------|---------|
| | Yes | % | % | % | % |
| Self-Neglect or Hoarding | 890 | 20.7% | 20.3% | 17.3% | 18.8% |
| Neglect and Acts of Omission | 864 | 20.1% | 18.0% | 21.7% | 22.7% |
| Physical abuse | 590 | 13.7% | 14.0% | 11.9% | 12.3% |
| Emotional / Psychological Abuse | 571 | 13.3% | 13.8% | 14.0% | 12.7% |
| Domestic Abuse | 452 | 10.5% | 11.3% | 5.7% | 5.6% |
| Financial or Material Abuse | 441 | 10.2% | 9.7% | 10.1% | 11.1% |
| Sexual Abuse or Exploitation | 182 | 4.2% | 3.7% | 6.9% | 7.7% |
| Organisational Abuse | 138 | 3.2% | 3.7% | 3.0% | 2.5% |
| Pressure Sores | 103 | 2.4% | 3.4% | 8.0% | 5.5% |
| Modern Slavery | 37 | 0.9% | 0.5% | 0.4% | 0.3% |
| Discriminatory Abuse | 23 | 0.5% | 0.7% | 0.2% | 0.2% |
| Hate Crime or Disability Hate Crime | 11 | 0.3% | 0.5% | 0.6% | 0.5% |
| Honour Based Violence | 3 | 0.1% | 0.3% | 0.1% | 0.0% |
| Forced Marriage | 3 | 0.1% | 0.1% | 0.0% | 0.1% |
| Female Genital Mutilation | 0 | 0.0% | 0.1% | 0.0% | 0.0% |
| Total | 4,308 | | | | |

Note: there can multiple types of abuse in a safeguarding concern

Location of Abuse:

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2021-22

| Location of Abuse | Count | % |
|--------------------------|--------------|-------|
| Own Home | 2,152 | 59.2% |
| Other | 284 | 7.8% |
| Care Home - Residential | 231 | 6.3% |
| Blank | 217 | 6.0% |
| Care Home - Nursing | 174 | 4.8% |
| In the community | 162 | 4.5% |
| Hospital - Acute | 147 | 4.0% |
| Hospital - Mental Health | 144 | 4.0% |
| In a community service | 66 | 1.8% |
| Hospital - Community | 61 | 1.7% |
| Grand Total | 3,638 | |

2020-21

| Row Labels | Count of Unique ID | %age |
|---|--------------------|-------|
| Own Home | 1917 | 58.5% |
| Care Home | 252 | 7.7% |
| Other | 245 | 7.5% |
| Hospital | 217 | 6.6% |
| Blank | 186 | 5.7% |
| In the community (excluding community services) | 172 | 5.2% |
| Hospital - Mental Health | 154 | 4.7% |
| In a community service | 135 | 4.1% |
| Grand Total | 3278 | |

2019-20

| | Count of Unique ID | %age |
|---|--------------------|------|
| Own Home | 1019 | 43.8 |
| Blank | 711 | 30.6 |
| Care Home | 255 | 11 |
| Hospital - Mental Health | 86 | 3.7 |
| Hospital | 70 | 3 |
| Other | 61 | 2.6 |
| In the community (excluding community services) | 50 | 2.1 |
| Not known | 39 | 1.7 |
| In a community service | 35 | 1.5% |
| | 2326 | |

Risk outcomes for completed enquiries:

The table below compares risk outcomes from previous years:

| Where risk identified, what was the outcome? | 2021-22 | 2021-22 | 2020-21 | 2019-20 | 2018-19 |
|--|--------------|----------|-------------|--------------|--------------|
| | Total | % | % | % | % |
| Risk reduced | 744 | 62.5% | 70.9 | 53.8% | 59.0% |
| Risk removed | 258 | 21.7% | 20.2 | 24.2% | 15.7% |
| Risk remains | 114 | 9.6% | 7.8 | 6.7% | 9.3% |
| Risk did not exist | 56 | 4.7% | 1.0 | 9.2% | 6.9% |
| Not Applicable | 18 | 1.5% | 0.1 | 6.3% | 6.7% |
| Total | 1190 | | | | |

Modern Slavery

Enfield's Modern Slavery Team comprising Local Authority and Police staff. The multi-agency team has been raising awareness and responding to intelligence.

Between 1st April 2021 and 31st March 2022, the team have delivered 17 awareness training sessions to 455 delegates in a variety of teams across Enfield, including GPs, Schools, Social care to name a few. From the feedback received, the sessions have been positively received:

"I thought the delivery was excellent from two knowledgeable members of staff"

The hard work and dedication of the Modern Slavery Team has been recognised across the local safeguarding partnership. The team have been described by the Central Crime Police team as the 'Gold standard' borough with the view of training other boroughs of how to approach modern slavery and exploitation cases.

The team identify trends in conjunction with Police and focus targeted resources in areas of need to tackle the criminal element of modern slavery in the borough.

The team continues to run a helpline to support the public and professionals in relation to modern slavery. During 1st April 2021 and 31st March 2022 there have been 233 calls to the helpline from various sources such as Police, members of the public etc.

[the following in a box as a case study]

[Enfield's Adult Multi-Agency Safeguarding Hub (MASH) receive all individual safeguarding concerns where there is a suspicion/ allegation of Modern Slavery.

We pride ourselves in ensuring all MASH staff are aware of how to recognise Modern Slavery and have Social Workers who 'specialise' in this form of abuse. When Modern Slavery is suspected, we use creative and timely ways to intervene and make safe contact with the individual(s) and ensure that we have necessary resources in order for their voice to be heard in relation to their views and

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outcomes, whilst considering any influences of coercive control; this could be with the support of a GPs, Hospitals, interpreting and domestic abuse services, to name a few.

In addition to this, where necessary, Police will be used to support in more risky engagements with individuals and we have been awarded Gold standard in collaborative working with our local Police.

MASH have worked with survivors of Modern Slavery on a number of cases by ensuring their outcomes are met and they are safeguarded until long term support is in place.

"I was scared initially but I now realise that this was not normal or right, and I thank you for all your help. You have saved my life".

]

High Risk Advisory Panel

A 'High Risk Advisory Panel' was set up for adults safeguarding cases. This is chaired by our Head of Safeguarding and bringing together senior multi-disciplinary colleagues for cases where there has been a lack of progress using usual processes.

Many of the cases so far referred have involved some level of self-neglect or non-compliance so mental capacity is a key area for discussion. This builds on pre-existing meetings such as the ILDS Complex Cases panel.

Several Safeguarding Adults Board partners have been involved which has been essential in moving very complex cases forward.

Hoarding multi-agency database:

A Hoarding Co-ordinator was appointed for 5 weeks to work on a database of properties in the borough where there are concerns about hoarding. This allows agencies, including the London Fire Brigade, to work together from an earlier point to support adults who have problems in their home environment.

Gambling problems amongst adult social care service user:

Adult Social Care have started a project with GamCare to pilot regularly asking service users about problem gambling. This should help us to understand how much of a problem this is for our service users – the project has also involved training staff to work with those who have issues with gambling.

Community Do Not Attempt CPRs

Practices around community Do Not Attempt CPR orders were checked by a joint project between the NHS Clinical Commissioning Group and Adult Social Care, funded by the NHS Clinical Commissioning Group. GP practices were asked to confirm their practices following concerns raised in the media and by our lay member. Work is on-going and improvements being worked on with the newly formed NHS Integrated Care Board.

Transitional Safeguarding

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Adults Social Care and Children and Family Services have identified a need to support young adult residents aged 18 to 25 in achieving positive outcomes, these young adults may have been known to Children's Services as vulnerable children or have come to the notice of Adult Social Care post 18. This group may have received some support as a child, but when turning 18 are often unable to access equivalent or ongoing support as adults unless they have been assessed as having eligible needs for care and support under the Care Act (2014). There are gaps in legislation to safeguard this group and the need for change has been highlighted nationally.

In Enfield, a working group has been formed to consider the best options. Using feedback from colleagues, gathering local data, and looking at other authority models who have already adopted new ways of working, it has been recognised that there is currently a gap for this group of young people in the service. Upon reaching 18 they have no support in place but may still need a degree of help to ensure that they are able to achieve better outcomes in life.

The working group has identified that these young people need the right support at the right time and is best delivered independently from the Local Authority with a provider who has a good track record of engaging with young people, and has the experience, skill set and community links.

The key aims are to:

- promote individual wellbeing
- work in a strengths-based way with a focus on goals
- facilitate development strategies of life skills
- identify and utilise community resources
- connect young adults to their communities
- ensure young adults are involved in influencing the service and support they receive

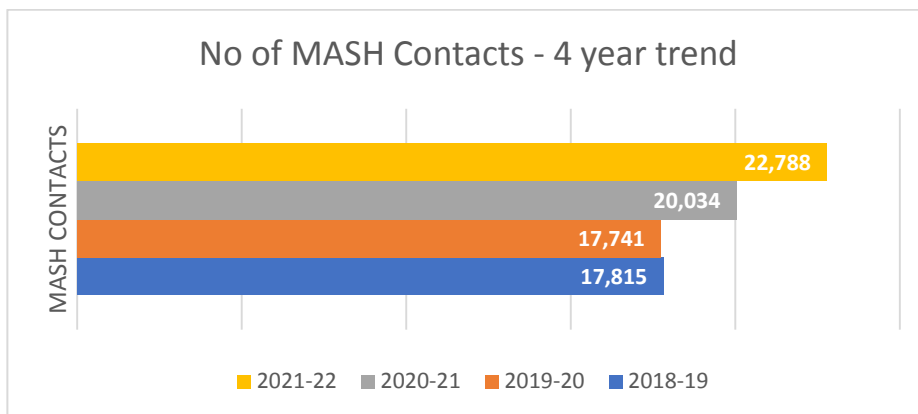
A suitable provider will be in place by October 2022 as part of a 1-year pilot.

Childrens

Children in Need of Protection

Children's MASH (Multi-Agency Safeguarding Hub)

- There were 22,788 MASH contacts, an increase from 20,034 in the previous year. This was the highest number of contacts in the past 4 years. Police, schools and health services continue to be the main referrers.

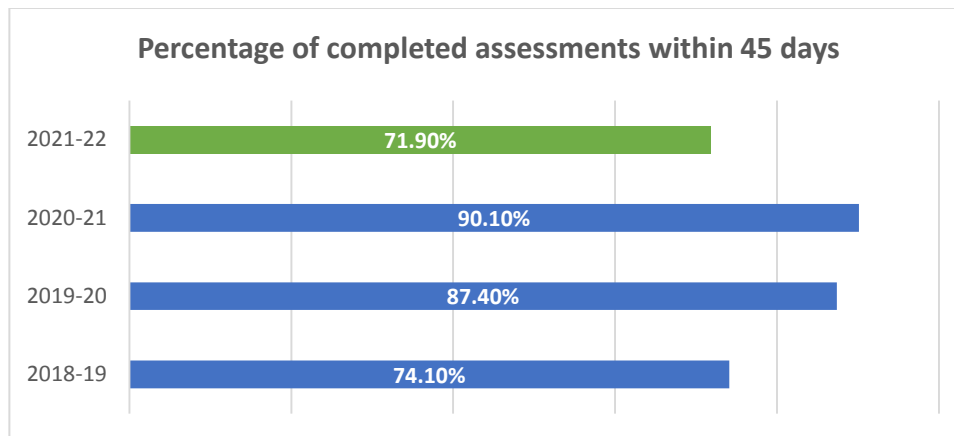


- A review of the threshold guide led to an updated version being piloted by the MASH team at the end of the year, the new guide has resulted in an increase of referrals to Early Help and improved quality of referrals to the Assessment and Intervention Service.
- The domestic abuse hub has been relocated into MASH, where they provide immediate advice and support to those experiencing abuse. The move recognised the abuse hubs core role interfacing with the public
- There were 3,850 contacts made to children and family MASH relating to domestic abuse and 94 calls were made to the domestic abuse hub. Overall, there were 6,470 domestic abuse incidents recorded, a slight decrease from 6,598 in the previous year. In May 2022, SOLACE will be co located in the MASH. This will enhance MASH with the inclusion of accredited specialist SOLACE workers.
- Partnership working is strong in the MASH and the daily emergency duty team (EDT) handover meetings have been beneficial in ensuring multi-agency information is shared at the earliest opportunity. A professional consultation line is due to be launched in September 2022 for designated leads to seek advice and guidance.
- To increase understanding of MASH amongst partners and staff, MASH have provided shadowing opportunities. A range of staff and organisations have taken up this offer including schools, public health, and youth development service to date with further visits planned.

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Assessment and Intervention

- As of 31st March 2022, there were 2,540 young people subject to a multi-agency child protection strategy meeting. This is a 22% (2,078) increase on last year. 80.1% of child protection investigations led to an initial child protection conference a slight decrease on the previous year (82.9%).
- During 2021/22, there were 4,302 children and family assessments were completed, an increase on the previous year, with 71.9% of completed within 45 working days, a decrease on last year's 90%. Linked to vacant posts and Covid related absence.



- There was a rate of 9.40 (per 10,00 child population Cafcass care applications) an increase on last year from 7.30. In total there were 111 children subject of care applications. As of March 2022, there were 16 child protection cases in Public Law Outline (PLO).
- Five legal planning meetings, where advice was sought for a Forced Marriage Protection Order took place, this is the same number as last year. The safeguarding children partnership has led on forced marriage training, attended by children social care staff.

IMPACT feedback

Email from an organisation sharing information from a parent re: one of the social worker's.

"... Mum shared that your approach with E allowed him to feel comfortable enough to share in more detail his abuse. She explained that you used videos to allow E to understand that he is not alone and that other children have gone through similar experiences to him. She also reflected that bringing the family together to sit around the table and discuss E's experiences, helped to unify them as a family. From your short intervention with the family, Mum feels that you have had a significant impact on E's current wellbeing and she is very grateful for all of your support with the entire family. It was incredibly warming to hear what a great impact your open and containing practice has made for this family. I hope that you will

share this feedback with your manager..."

Child Protection and Child in Need

- As of 31st March, there were 627 children allocated to social workers on a child in need plan (CIN), this was an increase of 33% on the same time last year (472).
- Audits continue to demonstrate that there is quality direct work with children and their voices heard and CIN plans are improving.
- As of 31st March, there was a 40% increase in the number of children subject of a Child Protection Plan from 237 at the end of last year to 333 at the end of March 2022 – a rate of 39.5 per 10,000 children. There was a slight reduction in the timeliness of plans being reviewed from 78% from 83.3% last year.
- The number of children subject to a CP plan for a second or subsequent time (having been subject to a CP plan at any time previously) is currently 5.9% this is a decrease from 7.8% last year. This continues a downward trend.

Child Specialist Services

- The child specialist service consists of the domestic abuse team, adolescent safeguarding team, contextual safeguarding hub, and the emergency duty team (EDT).
- The domestic abuse team holds a small caseload of children to enable more intensive work. There is a dedicated perpetrator lead who has worked with approximately 12 perpetrators on a 1:1 basis, delivering sessions and supporting wider development across the team with respect to the challenge of working with individuals who perpetrate domestic abuse within intimate personal relationships.
- In June 2021, two adolescent safeguarding teams (AST) were set up to provide a more integrated response to exploitation, serious youth violence, missing episodes, and 'edge of care'.
- The adolescent safeguarding teams have worked with a total 281 young people over the last year. 245 of these young people were supported to remain at home, 16 came into local authority care and 20 were assisted to access supported accommodation.
- The contextual safeguarding hub collates, analyses, and maps intelligence to find trends and 'hot spots', which can further support effective safeguarding practice both on an individual and community level.
- Case file audit continue to show good practice, with 83% of 12 audited cases were graded either good or outstanding.
- There were 383 missing occasions during the year relating to 131 children of which 44 were looked after children. All missing children are offered an independent debriefing on their return, approximately 50% take this up. Information is shared with police and relevant social workers to inform their risk assessment / analysis and safety planning. Where the young person is known to the youth offending team, a discussion takes place to decide who would be best placed to conduct a return home interview

IMPACT

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In October 2021, Enfield took part in the Independent Review in Children Social Care, the final report was published in May 2022, Enfield's Adolescent Safeguarding Teams, was chosen as a case study as an example of multi-disciplinary response to extra familial harm. The embedding of an education lead had resulted in increased attendance for young people and our trauma informed workshops for parents had resulted in parents have a greater understanding of extra-familial risks to their children.

Wider response to contextual safeguarding

- Partnership work with the Pupil Referral Unit has included seconding a social worker for 2 years with direct link into the contextual safeguarding hub.
- Workshops have been delivered with the support of a psychologist to address trauma. By end of March four workshops had been delivered. All parents requested one-to-one sessions. 6 one-to-one sessions have been held with one mother requesting a further session to include her 13-year-old son.
- In June 2021, the Safeguarding Adolescents from Extra-familial harm (SAFE) panel focussed on children, aged up to 18, (25 where appropriate) was set up. The panel considers the context of the harm, the level of known risk and considers what the partners can do to disrupt, protect, and prevent harm. The panel offers healthy challenge between agencies and has led to better understanding of what extra familial risks are and what has worked to increase safety.
- A total of 64 new referrals were discussed at SAFE. Of the 64, 53 had a primary concern of criminal exploitation and 11 of sexual exploitation. The most common type of harm referred to SAFE is criminal exploitation followed by serious youth violence. This year there has seen a noticeable decline in the number of CSE cases referred. In response a bespoke training has been developed to raise awareness.

Maintaining Child Protection medicals:

The Designated Doctor and Designated Nurse, are statutory roles and both take a professional and strategic lead for safeguarding in the Borough. There continues to be a gap in the Designated Doctors function for Enfield. An interim post-holder is in place and working to ensure children who require Child Protection Medical Examinations are seen in a timely manner.

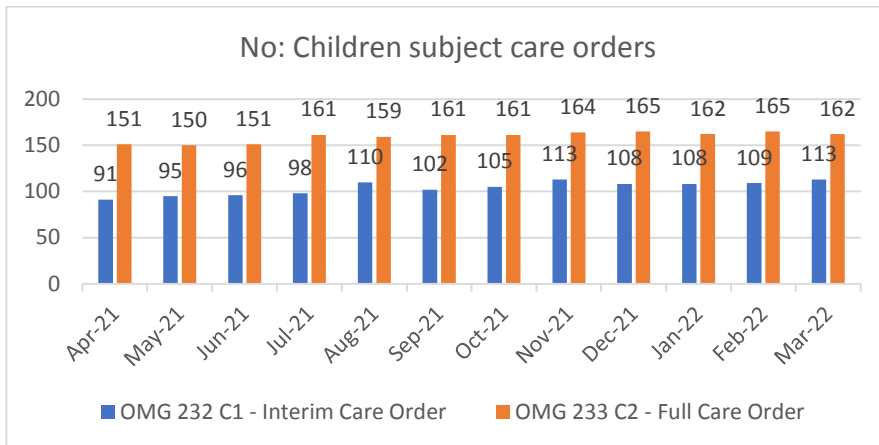
Children in Care and Care Leavers

Looked after Children Service

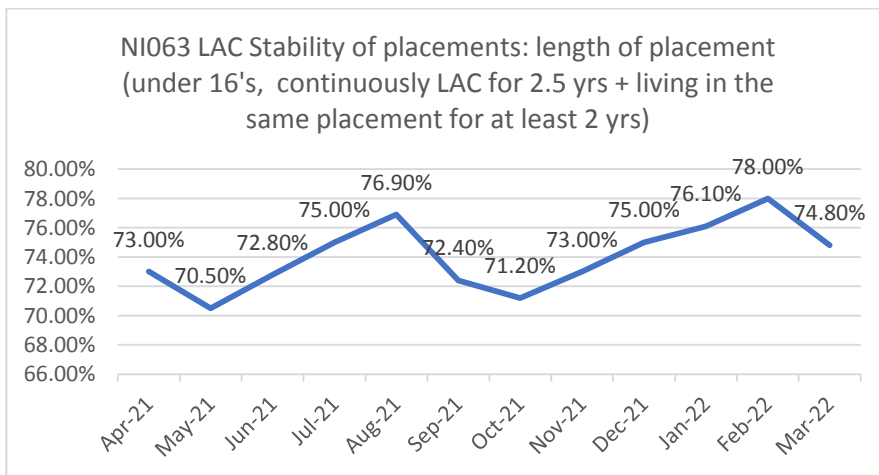
- At the end of March 2022, 396 children were looked after, compared with 391 the previous year and 395 at the end of March 2020. Although there has been a slight increase, the number of children has remained relatively stable over the past 3 years. Enfield's looked after children rate (45 per 10,000)

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remains lower than the statistical neighbours (59.10 per 10,000) and the national average (67 per 10,000).

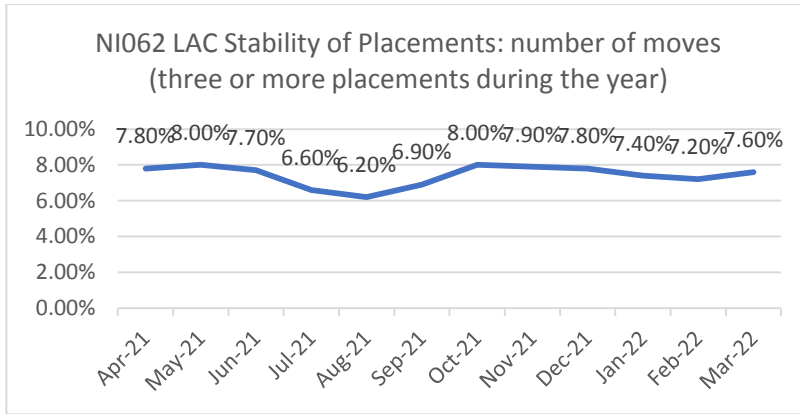


- As of March 2022, there were 113 interim care orders and 162 children on full care orders.
- The number of unaccompanied asylum-seeking children accommodated by the local authority decreased from 38 in March 2021 to 33 children at the end of March 2021.
- Placement stability for children in local authority care stays high at 74.8% and increase from 72.7% in the previous year.



- There was a decrease in the number of children placed with in-house foster carers down to 45.7% from 49.9%. The number of Looked After children who have had 3 placements or more remains low at 7.6%.

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**Impact**

(Social worker), Looked After Children Service

The Judge said: *“Ms M.’ evidence was clear, fair and honest. She is an efficient, child focused, hardworking and compassionate social worker. Her records are detailed and clear. She has a good relationship with the children (and the parents) and they are fortunate to have her as their allocated social worker. Ms M..is a highly competent social worker and a credit to the local authority. I have no hesitation in accepting her evidence”.*

- The impact of the pandemic continues to be felt and is reflected in court proceedings not being concluded. This means for some children and family social workers have continued to be involved beyond the time that would have been expected.
- Audits are regularly undertaken to look at the quality of social work delivered to our children in care, generally the practice has been found to be good, with areas of improvement found around case files.
- This year saw the launch of New Beginnings a service that supports women who have experienced their children being permanently removed from their care and women who are at risk of further pregnancies that may result in additional care proceedings. The New Beginnings team are currently working with thirteen women.

LAC Health Assessment:

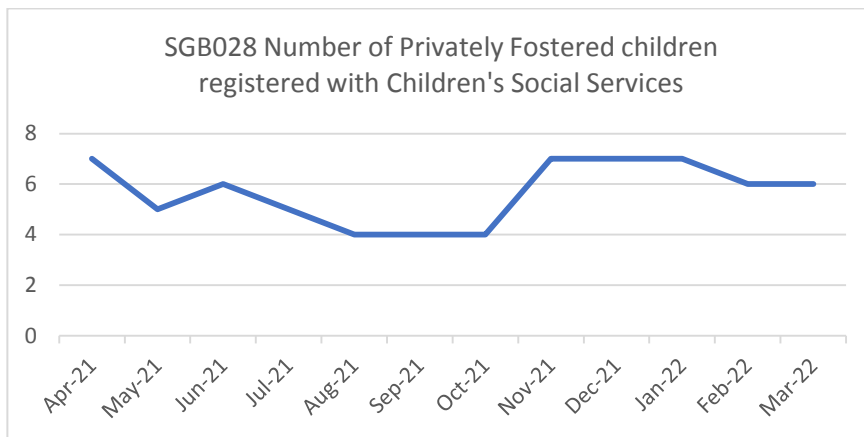
The Designated Doctor for Looked After Children (LAC) post remained vacant in the reporting period, however the LAC Designated Nurse and the interim Designated Doctor work closely to ensure assessments are completed. However, this remains an unmitigated risk, the interim medical has escalated the gaps to Barnet, Enfield and Haringey Mental Health Trust, the Trust is actively trying to recruit to these posts.

Fostering and Permanence

- Special guardianship cases have continued to grow this year there were 26 SGOs made to families.

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- 6 Adoption Orders were granted and at the end of March 2022 there were 6 children in adoptive placements awaiting court dates for their final hearings.
- A robust approach continues to be used by the fostering recruitment and assessment team to recruit foster carers in a very demanding climate. This year 17 new foster carers were assessed and approved. In 22/23 we will be looking at 'invest to save' initiative to increase on this number.
- Virtual training has continued to be offered to foster carers, with the mandatory Paediatric First Aid delivered in person. Foster carers had access to a range of training internal and external. Over the year they booked 894, places. Total number of courses offered 42.
- Private Fostering, Parenting Capacity Assessment (PCA) and the Contact Centre sit under the Fostering and Permanence service.
- The Contact Centre team delivers in the region of 100 supervised contact sessions per week to children and their birth families/siblings. The growing demand in this area has resulted in leaders investing in two additional contact supervisors. We have also built two pods in the garden of the centre to increase room capacity.
- The Parenting Capacity Assessment team have had to provide a number of updated court directed assessments due to the delays in court caused by the pandemic, which has affected cases being concluded within timescales.
- The number of private fostering arrangements has remained steady. As of March 2022, there were 6 privately fostering arrangements.



Leaving care Service

- Care leavers are a strategic priority in Enfield, there is a comprehensive Local Offer which was updated in 2021. As of March 2022, there were 305 care leavers aged 18+, this was an increase from 284 in the previous year. 49.2% were in employment, education or training a decrease on 63.7% in the previous year.

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- The STAAH Panel (Striving to Achieve and Aim Higher Panel) regularly reviewed care leavers who were not in employment, education and training. This panel is attended by a representative from the youth offending team. There has been investment to recruit an EET coordinator and an EET care leaver apprentice and the development of a CAMHS 18+ post to support care leavers with mental health issues.
- The pandemic impact reduced the number of health appointments available. This year, together with the LAC Health Team the backlog and take up is now improving. The percentage of young people with up-to-date Immunisations has gone up from 53% last August (2021) to 85% in February 2022. Dental check-ups have gone from 30% in August 2021 to 80% in February 2022
- Unaccompanied Asylum-Seeking Children (UASC) experienced far longer periods of uncertainty, as the Home Office progressing their asylum claims was delayed due to the pandemic. At the end of February 2022 74 young people were waiting for an outcome on their immigration claim by the Home Office.
- Four care leavers were supported to access apprenticeship opportunities within the Council. One of the apprenticeships is being completed within the leaving care service and one is in the MASH.
- Two new specialist posts were created within the HEART teams to help care leavers access:
 - to therapeutic (trauma informed) support. This is aimed for care leavers over the age of 18 who do not meet the criteria for adult services but would benefit from this intervention and
 - to Education, Training and Employment opportunities.
- The care leavers hub was re-launched in July 2021 to promote participation and provide opportunities to access and engage with different services face to face. A representative from partner organisations has a weekly presence at the Hub to support young people in different areas including benefits, substance misuse, tenancy management, Education, Training and Employment and advocacy
- The Asylum and Immigration Leads Working Group (AIL) has been operational since March 2021 with the purpose of promoting professional development in this highly technical area. This group is supporting best practice and is allowing the Leaving Care Team to better understand and address the specific needs that young people who are seeking asylum, have otherwise insecure immigration status or are recognised as refugees. Amongst other achievements, through the AIL Group, we have supported our EU Looked After Children Nationals to access settled status as well as to apply for their UK Citizenship.
- An online survey was distributed amongst care leavers to aide gathering young people' views on the quality of the semi-independent placements they were living in as well as their overall opinion on the service they were getting from our team. The data collected in the survey provided positive and reassuring data. This included:
 - 82% of the young people confirmed they are either satisfied or very satisfied with their current placement.
 - 97% of the young people say that their key worker is supportive to their needs.
 - Nearly 90% confirming they felt safe in the placement they were living in
 - 88% confirming they felt fully supported by their Social Worker/Personal Advisor.
 - 85% of the young people that took the survey are either satisfied or very satisfied with the overall service that they are getting from the Leaving Care Team. The remaining 15% of young people have had their cases checked and their comments addressed where necessary.
- Monthly care leavers panel set up to oversee the needs of care leavers including progression of pathway plans. This ensures consistency in decision making, equality of provision and reviews proportionate use of resources that are needed to help young people achieve positive outcomes.

Allegations against staff and volunteers:

- The service dealt with 75 referrals and 192 consultations during 2021/2022 compared to the 67 consultations provided during 2020/21. This was due to the partial closure of schools and other education provisions during the Covid pandemic where most referrals originate from.
- The Enfield LADO continues to provide bimonthly training to foster carers and designated leads from schools and early help.
- An annual LADO report is produced which is shared with the Cabinet Member and relevant Scrutiny Committees.

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Training data for 2021-22:

| Course Name 1st April 2021 to 31st March 2022 | Course Type |
|--|--------------------|
| Modern Slavery and Human Trafficking | eLearning |
| Safeguarding Adults - Awareness | eLearning |
| Safeguarding - Adult Abuse Awareness | Seminar |
| Mental Capacity Act Overview in house training | Seminar |
| Mental Capacity Act / Deprivation of Liberty Safeguarding Awareness | Seminar |
| Self Harm and Suicide training | Seminar |
| Liberty Protection Safeguards (LPS) Briefing Session for Adult Social Care and Children Services | Seminar |
| Mental Capacity Act - Advanced | Seminar |
| Personality Disorder | Seminar |
| BIA Refresher | Seminar |
| Making S42 Enquiries | Seminar |
| Learning Disability Team Suicide Bespoke training | Seminar |
| BIA Qualification | Seminar |
| Liberty Protection Safeguards For Responsible Bodies | Seminar |
| Safeguarding Adult Managers (SAM's) Training | Seminar |
| Suicide training | Seminar |
| DoLS Signatory Training | Seminar |
| Supporting older survivors of domestic abuse (updated course name) * | Seminar |
| Understanding Domestic Abuse and Coercive Control | Seminar |
| Safeguarding Minute Taking and Recording Skills | Seminar |

*Previously know as Working with older survivors experiencing Domestic and Sexual Abuse changed of course

Children's Multi-Agency Training data

| Training Courses | Total attendees |
|---|-----------------|
| Forced Marriage/Honour Based violence | 110 |
| Substance Misuse & Hidden Harm | 15 |
| Substance Misuse & Hidden Harm – Orchardside | 60 |
| Prevent | 37 |
| Missing Children | 24 |
| Managing Allegations against Staff and Volunteers | 17 |
| Influence of Conspiracy Theories | 5 |

Learn from experience

Here, we discuss the various tools that the Enfield Safeguarding Partnership uses to understand where things might have been or are going wrong and learn lessons.

Outcomes and findings from all our reviews are used to promote a culture of continuous learning and improvement across the partner agencies. The processes here are required by law, either the Care Act for adults safeguarding, or Working Together for children's safeguarding.

ADULTS

[in box]

Care Act 2014 (Adults)

The Care Act places statutory functions on the Board. One of these is in relation to review events and practices when things go wrong. The Safeguarding Adults Board must conduct a Safeguarding Adult Review (Section 44) should an adult with care and support needs die or experience serious harm, and abuse or neglect is suspected, and where there are concerns about how partners worked together.

What is a Safeguarding Adults Review?

A Safeguarding Adults Review (SAR) is a process that investigates what has happened in a case and ultimately identifies actions that will reduce the risks of the same incident happening again. The investigations are completed by people who are not involved in the case.

Safeguarding Adults Review referrals in 2021-22

A thematic SAR review was agreed in November 2021, which included four referred cases. Of these, three cases were referred by the Rough Sleepers team following discussions at the Multi-agency Risk Assessment Meeting (MARAM) for Rough Sleepers. The review will be reported in 2022-23.

A referral was received in March 2022 about how partners provided care and support to a woman living at home with her son. The referrer was advised this referral would be progressing to a SAR. The review will be reported in 2023-24.

A referral was received in March 2022 about how partners provided care and support to a woman living at home with her son. The referrer was advised that the referral would not be progressing to a SAR.

Safeguarding Adults Reviews in Progress:

A review which was agreed in December 2017 in response to the systemic financial abuse of service users over a number of years is still in progress. The review will be reported in 2022-23.

A review was agreed in November 2019, about how partners provided care and treatment to a man. The review will be reported in 2022-23.

A referral was received regarding the care and support received by a man living alone in Enfield. In November 2020, the referrer was advised this referral would be progressing to a SAR.

Published Safeguarding Adults Review

During 2021/22, one SAR was published. The review for Ms B was approved in June 2021. This can be found on our website. www.safeguardingenfield.org

Summary of the case:

Ms. B was an 81-year-old clinically obese woman, living at home with the support of her neighbours and in receipt of a small domiciliary care package. There were no concerns regarding her mental capacity. Community nurses visited Ms. B regularly to dress her pre-existing leg ulcers and moisture lesion on her sacral area.

During a fall Ms. B fractured her left hip and was taken to hospital for treatment. She remained there for over two months following surgery to her fractured left hip. During this admission she also received treatment in relation to a pre-existing diagnosis of bladder cancer which included a surgical TURP (resection of tumour), associated chemotherapy and treatment to manage infection. Whilst in hospital, Ms. B developed a Category 4 pressure ulcer.

She was discharged home from hospital with an increased care package and was re-admitted 4 days later with suspected sepsis. Ms. B died in hospital three weeks later.

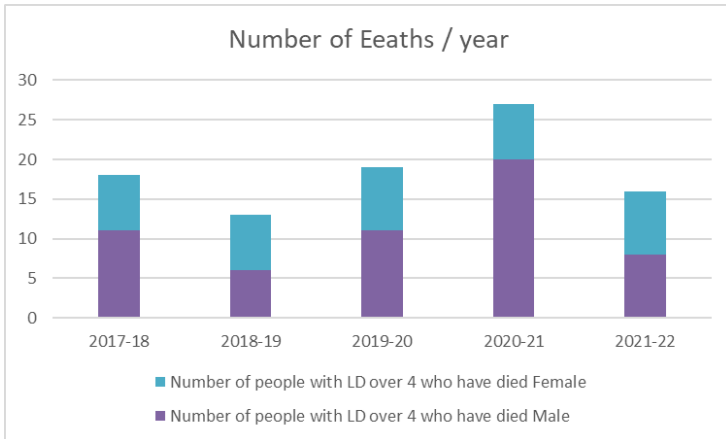
Key recommendations from the SAR revolved around the themes of:

- Communication and collaboration in longer term work – an important area of focus was around transition between acute hospital and community settings.
- Management systems - particularly around the different versions of equipment that are procured.
- Service User and Carer interaction with professionals – both in terms of working with someone who is refusing elements of care and support and providing information about health conditions to carers early enough to prevent unintended consequences.

The action plan for this Safeguarding Adults Review is being completed by the partnerships Practice Improvement Activity group

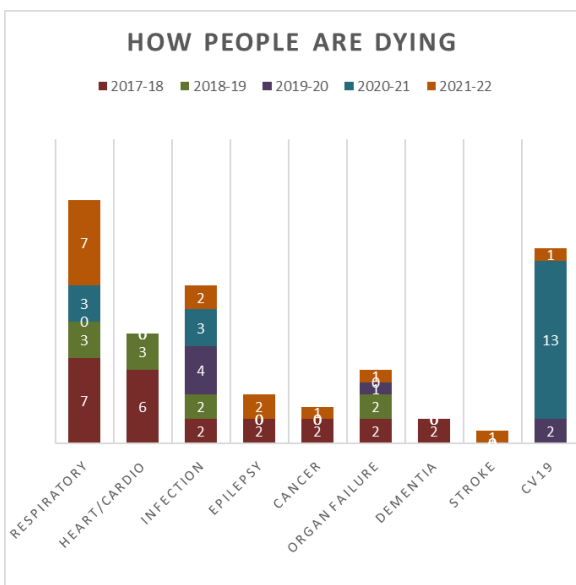
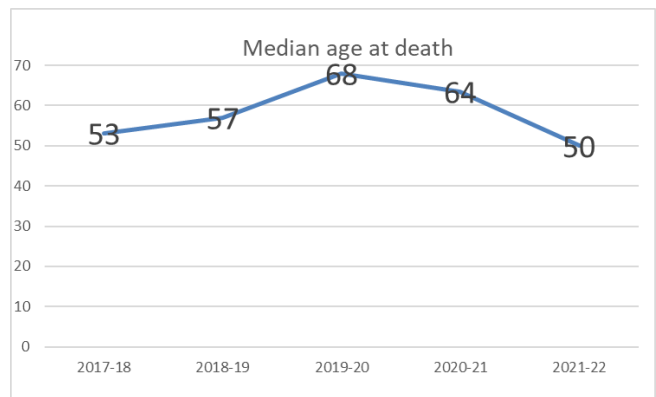
Learning Disability Learning from Lives and Deaths Programme (LeDeR) – update received

Mortality



16 deaths of people with learning disabilities were notified to the programme in 2021/22. One of these deaths is currently being queried as potentially put of scope. After the very high mortality recorded during the pandemic, this appears more in line with previous years.

However, the median age at death was the lowest since the programme began. It's worth noting that there were 2 child deaths this year, which can have an impact on the over all figure when numbers are small



Respiratory infections are again the highest cause of death. Where we have data from Death Certificates, respiratory infections contributed to 54% of deaths. Of these only 1 was Covid-19. 4 were pneumonia, and 2 were aspiration pneumonia. This is also more consistent the situation before the pandemic.

Performance

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There were no dedicated funder reviewers during 2021 / 22, although one reviewer funded from the previous year continues to work on a back log case.

Limited capacity from the Integrated Learning Disability Service was used primarily to complete 2020 / 21 backlog reviews, submitting 6. Only one review from 2021/22 has been submitted.

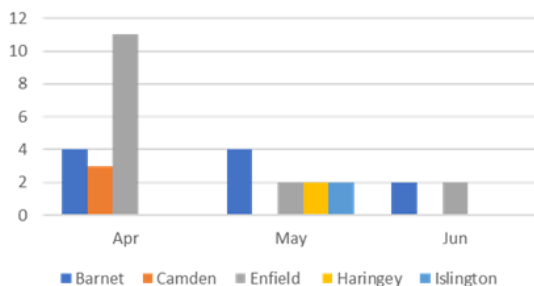
There remain 3 reviews from 2020/21 on hold. One awaiting the outcome of a safeguarding enquiry, one awaiting a GP review, and one awaiting a Structure Judgement Review.

Two reviewers were appointed by NCL in early July. Of the 15 outstanding reviews from 2021/22 all are now allocated. 11 are to NCL reviewers, 2 to the Child Death Overview Panel, and 2 to ILDS staff.

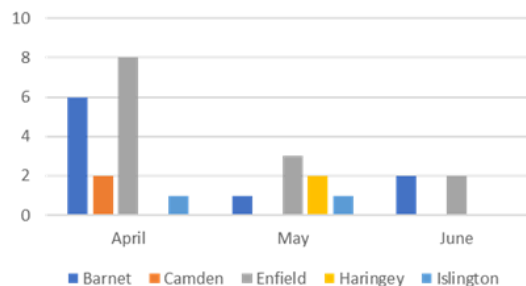
Themes

1. Appropriate escalation to acute care. ILDS are working with NCL to roll out the [Whzan Blue Box](#). This is a telehealth package that included vital signs equipment wirelessly linked to a tablet computer. Staff are trained in using the 'New Early Warning Signs 2' to inform the escalation decisions, i.e., call GP, call 111, or call 999. This is being rolled out to residential, Supported Housing, and Domiciliary Care Services, as well as some family carers.
2. The GP Liaison Nurse offered training to GP' on how to deliver effective annual health checks, and incorporate Health Action Plans. This reached 5 PCN's representing 16 practices. This was followed by a series of webinars with care providers.
3. The epilepsy specialist nurse has worked with GPs to ensure all complex epilepsy care plans have been signed off, and SUDEP risk assessments completed. They have also trained 125 support staff and devised an accessible assessment tool.
4. Continued to promote End-of-Life Care and Advanced-Care planning. The End-of-Life Care Steering group has restarted its workshops for people with learning disabilities and is planning staff training for the autumn.
5. Last year's report identified a significantly high number of notifications in Enfield in April 2020 than in neighbouring boroughs. When looking at actual ate of death this was less pronounced.

Notifications / month by borough

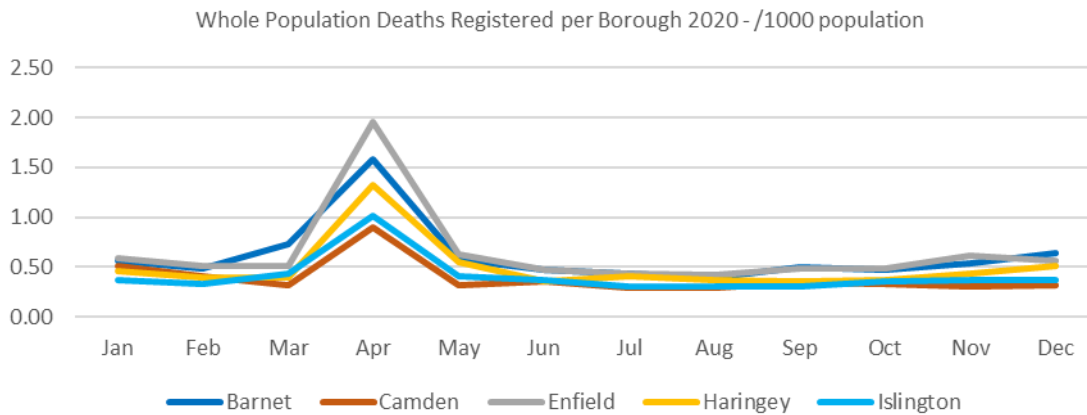


Deaths / month by borough



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Data for whole populations shows Enfield was more impacted during this period, and the excess mortality of People with Learning Disabilities is consistent with this broader picture. Public Health continue to look into this.



6. Data Sharing. NCL are current taking the lead with the Annual Health Check Delivery Plan, with a target to have consistency this year.

Best Practice

Specialists from the Integrated Learning Disability Service were very proud to be represented at the Palliative Care for People with Learning Disabilities Network Bi-Annual Linda McEnhill Awards (2021).

Staff were part of the circle of support for Stuart Hasler and were presented with the award for Providing Outstanding End of Life Support at the ceremony in September 2021.

We are also very proud that the Linda McEnhill trophy was awarded to Stuart himself. This is the only time in the awards history it was awarded posthumously to a person with learning disabilities.

The award ceremony can be viewed on the [video link](#) (above sections starting at 40:20)

As a result, the University of Kingston's 3-year research project into End of Life Care Planning has been named the 'Stuart and Victoria' project. Chris O'Donnell (LeDeR Local Area Coordinator) and Sarah Pope (Service Manager Community Nursing) are members of the advisory group.

CHILDREN

Serious Incident Notifications & Children Safeguarding Practice Reviews:

When a serious incident takes place the Safeguarding Children Partnership makes a referral to the National Panel and undertakes a Rapid Review. The aim of the Rapid Review is to learn any lessons quickly, and also to help decide if a Local or National Child Safeguarding Practice Review is needed.

Serious Incident Notifications:

Two notifications were made to the National Panel during this reporting period:

The first involved a forced marriage case. The National Panel agreed that this case should proceed to a Local Child Safeguarding Practice Review. It is due to be published in 2022/23. In response to the findings of the Rapid Review, Forced Marriage and Honour Based Violence Training has been a focus of the Multi-agency training programme.

The second case involved the stabbing of a young person. The National Panel agreed that this case should proceed to a Local Child Safeguarding Practice Review. The name Andre was selected for the review. An Executive summary of the review has been published and can be found here:

<https://new.enfield.gov.uk/safeguardingenfield/reviews-and-reports/>

The full report will be published later in 2022/23 and highlighted in the annual report for that year.

Local Child Safeguarding Practice Review:

Following a Rapid Review in 2019, a Local Child Safeguarding Practice Review was conducted for Josef (Josef is a pseudonym). The review was published in August 2021. The report can be accessed here:

<https://new.enfield.gov.uk/safeguardingenfield/reviews-and-reports/>

Josef was a looked after young person from January 2019 and was 17 when he died in February 2020. Josef was known to various agencies at the time of his death, and the last few months of his life were particularly troubled, however those who worked with him remember him as being good fun, witty, funny with a great smile.

Josef was 17 when he died in the early hours of a mid-week morning in February 2020 after climbing on top of a train as it arrived at the destination station.

Josef was electrocuted by overhead cables after the train had stopped. There is only limited information about his final hours and his state of mind during those hours.

The review identified 7 learning points. The Practice Improvement group is overseeing the actions to make the improvements from this review. The full review can be found here...

The first three learning points are presented here:

Learning Point One

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The Safeguarding Children's Partnership to review, and make amendments where necessary, to the guidance and procedures around the management of children and young people who are missing. Re-issue the guidance and procedures to all workers around how to respond to missing episodes and concerns around exploitation, and contextual safeguarding in order to achieve greater consistency in approach to managing risks in these areas.

Learning Point Two

The Safeguarding Children's Partnership to lead the opportunity for local agencies to consider ways to understand how to incorporate the concept of contextual safeguarding in the assessment of risk to children in the future and how to respond when the main safeguarding concerns are existent in the community. The development of the Adolescent Safeguarding Service to provide professional consultation, and the development of interventions to include working with peer groups.

Learning Point Three

It is important to ensure that practitioners are in a position to escalate their concerns when there are professional disagreements. The newly revised Safeguarding Children's Partnership Escalation Policy to be launched across the borough which demonstrates a clear escalation pathway.

National Child Safeguarding Practice Reviews[Child Safeguarding Practice Review Panel – click this link to go to National Panel pages](#)**Summary of Arthur Labinjo-Hughes and Star Hobson review**

NSPCC have helpfully summarised key points within the review which can be found on their website here [NSPCC: Summary of the national review into the murders of Arthur Labinjo-Hughes and Star Hobson](#) .

In the foreword it is noted that when completing the review, it was felt that the experiences of Arthur, 6 and Star, 16 months were not unusual. Arthur and Star were both murdered in 2020 because of sustained abuse and neglect from their caregivers. Wider family members voiced multiple concerns and shared evidence of physical abuse with professionals prior to their deaths. There was also a history of domestic abuse in both cases.

The findings are important to read along with the recommendations. Findings were that information sharing between agencies was not good enough, alerting significant weaknesses and that there was a lack of critical thinking and challenge between agencies, to name a few.

The National Review have published a recording of their presentation for frontline practitioners which is available on their [YouTube channel](#). The video outlines findings and recommendations that were found within the review.

In addition they have also created a short briefing on the review for practitioners, which you can download [here](#). Please watch and review the information provided for additional learning.

Enfield's Safeguarding Children Partnership initiated a multi-agency audit into physical abuse cases to ensure we had a strong response, and where necessary, we could improve practices. This will be completed in 2022/23.

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Local Child Safeguarding Practice Review of note - Child Q

Enfield Safeguarding Partnership acknowledge that the treatment to Child Q was unacceptable and demoralising. It is important that we read the review and pay particular attention to the recommendations outlined in order to ensure that practice across the partnership can be scrutinised to prevent another child being treated in this way.

Child Q- City & Hackney Practice Review

Following the publication of this review, the Enfield Safeguarding Children's Partnership set-up a group to look at the recommendations from this review and make improvements in Enfield. Following the publication of the report, the Education Department contacted all schools in Enfield and no strip searches had been conducted.

The Safeguarding Ambassadors will be working with the group to make sure the views of young people inform how we improve practice.

Done - North Central London Child Death Overview Panel (CDOP)

The North Central London (NCL) Child Death Review partners held four (4) panel meetings in 2021/22, reviewing and closing over 60 cases. Each child death is presented by the clinical leads and scrutinised by the panel for learning purposes. Learning from cases can take the form of individual case actions or wider NCL learning that is currently disseminated via the panel members. From April 2022, the NCL Clinical Lead Nurse will be a panel member for the various learning subgroups of each of the 5 Partnerships, creating a direct link with the panel work.

Following the successful business case for funding in February 2021, NCL Clinical Commissioning Group (CCG) now the Integrated Care Board (ICB) employed 1.5 WTE administrators along with a clinical lead nurse who joined full time in February 2022. NCL CCG have also recruited an Independent Chair, who started in April 2022. This will ensure independent scrutiny and challenge of the anonymised cases and service provision to identify learning. Detailed analysis of the cases and findings will be included in the annual report.

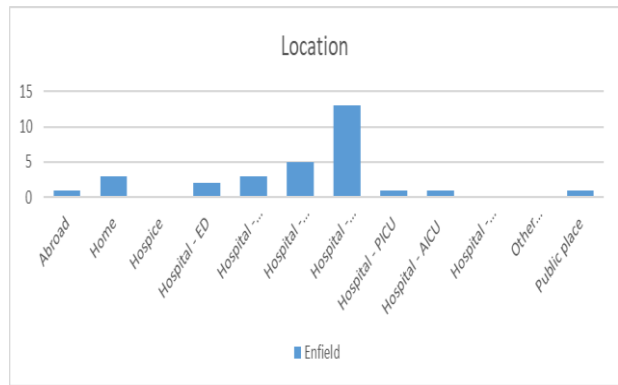
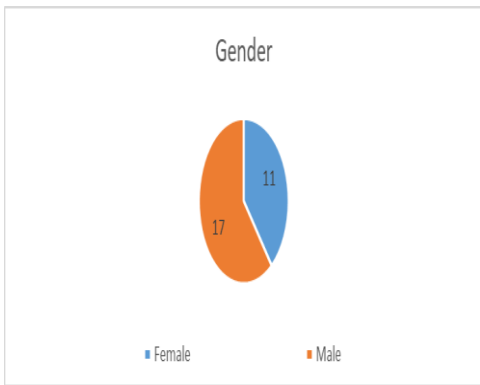
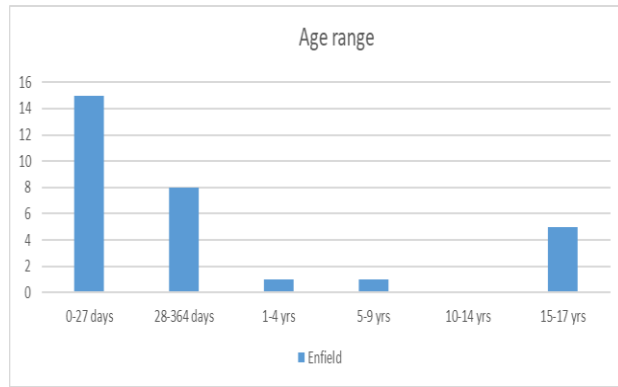
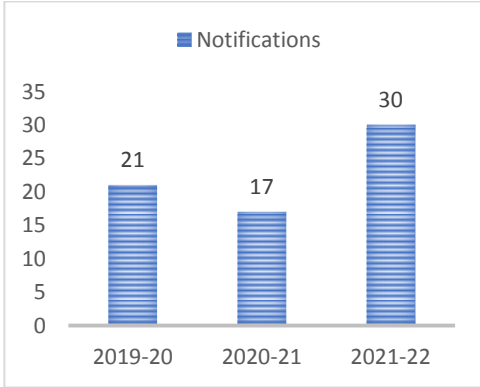
In 2021/22, the central team received 103 notifications (via the electronic system – eCDOP), with 30 of these notifications for Enfield children. The electronic system (eCDOP) allows for the prompt notification of a child and is used by all agencies across NCL. The central team reviews each notification and determines with the practitioners (if not already identified) the need for a Joint Agency Response (JAR) meetings. The team have co-ordinated 21 JAR meetings in the reporting period, 5 for Enfield. Each provider Trust continues to develop and embed their internal child death process with the assistance of the central lead. The NCL Lead Nurse attends various Trust meetings such as Peri-Natal Mortality meetings, along with the Child Death Review Meetings to review all information relating to the child death.

In addition, to the funding for a central team, the business case included resource to develop the key worker role. A mapping of the current bereavement offer, including a visit to Noah's Ark Hospice was undertaken. The exercise demonstrated the need for further work to ensure a seamless package of support is offered to all families, regardless of the cause of death. To this end, the team co-ordinated a pilot training session on "when a child dies: supporting parents and families" to support front line workers who are identified as key workers. The training session in March 2022 was positively evaluated with a plan to develop a rolling programme of training for all agencies.

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The annual report is being co-ordinated and is due for sign off by the panel in September. The annual report will then be presented at each of the 5 Safeguarding Children Partnerships and the ICB Quality committee along with the 5 Directors of Public Health.

Enfield data summary



Full analysis will be included in the NCL CDOP Annual Report

Improve Services

We have a number of processes to help us improve the quality of our services. This is an important part of managing safeguarding risks.

Some of these processes are national, for example, OFSTED inspections, and others are local, for example, the Quality Checkers.

They all have a role to play in making sure our services and safeguarding responses meet local people's needs.

Adults

Supporting Enfield's Adults Social Care Providers

Enfield has one of the largest number of care providers in London, including 82 care homes.

The map here shows the spread of care homes (nursing and residential) we have in the borough, one of the highest in London. All registered providers are monitored by the Care Quality Commission.

[in box]

Who are the CQC?

The Care Quality Commission (CQC) is an executive non-departmental public body of the Department of Health and Social Care of the United Kingdom. It was established in 2009 to regulate and inspect health and social care services in England.

Provider Concerns

Provider Concerns Process

Our Provider Concerns process was initiated 14 times in the year through our Safeguarding Information Panel. The process brings together the organisations that are involved with a care provider to discuss concerns and risks, and work with the provider to make improvements for the residents or service users. The process can include a suspension on new placements, or in some cases, particularly if there is a risk of deregistration, an exit strategy.

Analysis of the data from the Provider Concerns process demonstrates that where the process is initiated in response to a poor CQC inspection and rating, it has consistently driven service improvements and improved CQC rating following re-inspection. Recently, two providers with an 'inadequate' rating in one or more of the CQC domains were re-inspected and achieved a 'good' rating.

The Provider Concerns process was developed in Enfield, but now forms part of the Pan- London Safeguarding policy and procedures. The policy can be found on the MyLife Enfield website. Go to: www.enfield.gov.uk/mylife

Care Quality Commission Rating Data

The most recent ratings (2021-22) are presented first, followed by 2020-21 and finally 2019-20.

2021-22 (ratings at the end of March 2022)

| Row Labels | Outstanding | Good | Requires improvement | Inadequate | Registered but not yet inspected | Total |
|--|-------------|------|----------------------|------------|----------------------------------|-------|
| Community based adult social care services | 2% | 59% | 7% | 0% | 32% | 113 |
| Nursing home | 0% | 57% | 29% | 0% | 14% | 14 |
| Residential care home | 3% | 81% | 13% | 0% | 3% | 68 |

*All Inadequate provision have been subject to Enfield's Provider Concerns Process.

2020-21 (ratings at the end of March 2021)

| Row Labels | Outstanding | Good | Requires improvement | Inadequate | Registered but not yet inspected | Total |
|--|-------------|------|----------------------|------------|----------------------------------|-------|
| Community based adult social care services | 1% | 67% | 5% | 0% | 27% | 107 |
| Nursing home | 0% | 62% | 31% | 0% | 8% | 13 |
| Residential care home | 3% | 78% | 13% | 1% | 4% | 68 |

*All Inadequate provision have been subject to Enfield's Provider Concerns Process.

2019-20 (ratings at the end of March 2020)

| Row Labels | Outstanding | Good | Requires improvement | Inadequate | Registered but not yet inspected | Total |
|--|-------------|------|----------------------|------------|----------------------------------|-------|
| Community based adult social care services | 1% | 64% | 11% | 0% | 23% | 90 |
| Nursing home | 0% | 67% | 33% | 0% | 0% | 12 |
| Residential care home | 2% | 79% | 8% | 4%* | 7% | 85 |

*All Inadequate provision have been subject to Enfield's Provider Concerns Process.

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Quality Checker projects

The Quality Checker programme has continued to go from strength to strength with new volunteers recruited and new projects being developed. During the reporting period the Quality Checkers have completed the following activities:

| QC Activity conducted in 2021/2022 | Number of visits calls (QC volunteers visit in pairs) , reports , publications and toolkits developed and circulated |
|---|---|
| Welfare calls to residential care providers and friends and relatives of people living in residential care. | Quality Checkers supported the Safeguarding Information Panel and Provider Concerns process by making 231 calls to friends and families of people in receipt of care services to obtain feedback and service improvement. |
| Customer Feedback calls to users of the SPA (Single Point of Access) and Enablement services. | Quality Checkers made 80 calls to users of the SPA (Single Point of Access) and Enablement service to gather feedback on the experiences of people having an initial contact with Adult Social Care. Feedback to be used to identify areas for improvement and share identified good practices |
| New Ways of Working – Strength Based Approach | Quality Checkers contacted LBE staff who have received training on the Strength based approach practice. Quality Checkers collected feedback from staff on how the new ways of working had been received and suggestions for future improvements. This was shared with relevant Council teams. |
| Welfare Calls to residential homes regarding home security and CCTV. | Following a break-in at a residential home, Quality Checkers were asked to contact a sample of care providers to find out whether homes have sufficient security installed to protect residents. Quality Checkers sampled 12 homes, a mixture of nursing, residential and supported living and feedback was shared with the Safeguarding Information Panel. |

Checking our Safeguarding Adults practice

By using Data:

The Insights activity group provided data around Domestic abuse police callouts which allowed us to identify two cases where the survivor may have had vulnerabilities not apparent to the responding officers. Safeguarding Concerns have been raised and the Adults MASH officers allocated to offer these adults support.

This is a great example of multi-disciplinary practice and the highlights how the data analysis at the Insights group is helping to improve practice.

By checking cases:

Adult Social Care recently commissioned an external audit of our Safeguarding Enquiries and the feedback as been very positive – saying that practice in Enfield is good with elements of outstanding. Areas for improvement identified on were around partnership working and focusing on achieving outcomes promptly (rather than focusing on an investigation process and then outcomes).

We have improved our internal safeguarding audits, we are focussing on how long the safeguarding process takes. This has enabled us to identify those cases where there has been delays and offer workers support in bringing these to a conclusion.

Childrens

Safeguarding Ambassadors

The Safeguarding Ambassadors are a group of Enfield young people who are working with the Safeguarding Childrens Partnership to improve practice. They are part of Enfield Youth Service's Young Leaders programme and have been trained specifically on safeguarding issues and how to work with the partners.

We are now working with our second cohort of Safeguarding Ambassadors, with members of the first cohort assisting in the training.

During 2021/22, as we came through lockdown, training the second cohort was the main priority for the programme. They have also worked with our Independent Review to help the Safeguarding Children's Partnership explore issues around cultural competence. This has been the springboard for the work in 2022/23, where they will have an important role in helping the Enfield Safeguarding Children's Partnership make improvements, particularly in light of the recommendations from the Child Q review.

Everyone's Invited response

Following the thousands of disclosures of sexual harassment, assault and rape on the Everyone's Invited website, alongside the dedicated helpline set-up by the NSPCC to provide support and advice to victims of sexual abuse in schools, OFSTED undertook a review of sexual abuse in schools and colleges. The review can be found [here](#), and was considered by the Executive group on the 22nd June 2021.

Two important areas of improvement following the review were:

- 1) Improved links between the Safeguarding Children's Partnership and Education – through attendance at Activity groups, the Designated Safeguarding Leads meetings and from April 2022 the Director of Education being part of the Executive Group
- 2) The Insights Activity group undertook some analysis of police reports related sexual assaults and abuse at schools and this was presented and discussed at the Executive Group, and the Designated Safeguarding Leads Network.

Changes in Charing arrangements at the Executive Group

During 2021/22 it was agreed that the Safeguarding Children's Partnership will annually rotate the chairing of the Executive Group meeting. From the 1st April 2022, the Executive Group will be Chaired by Detective Superintendent Sebastian Adjei-Addoh from the Metropolitan Police Service North Area.

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Geraldine Gavin was the chair of former Enfield Safeguarding Children's Board and stayed in as chair of Executive Group as the new arrangements were embedding. The transition to these new chairing arrangements were delayed due to COVID. Geraldine will continue to chair our Safeguarding Adults Board.

Scrutiny of the partnership

In the 2021/22, it was agreed that the scrutiny arrangements for the Safeguarding Children's Partnership will include an evaluation by an external organisation. In 2022/23 the organisation we will be working with are called RedQuadrant. Their team, which consists of experts from Health, the Police and Children's Social Care, will evaluate our partnership working in September 2022.

Resolving multi-agency practice issues:

The Designated Nurse has established a regular multi-agency partnership meeting, to resolve operational issues and to enhance communication across the partnership. All statutory agencies are represented including the police, local authority and health services. This has helped with development of "Back to Basic" sessions facilitated by the Designated Doctor, raising the awareness of process and criteria for arranging Child Protection Medicals.

Checking Enfield's Safeguarding Children arrangements

During 2021/22, the partnership completed its multi-agency audit into professional curiosity and information sharing.

The recommendations from the audit included:

- Development of an Enfield Safeguarding Partnership learning briefing regarding professional curiosity as well as a practitioner survey
- Each agency to assure itself and the ESP through audits that practitioners have opportunities to reflect upon cases regularly
- Partners undertake a review of agreed operational information sharing practices to ensure that all opportunities to share information within CP processes are taken.

Professional curiosity has been addressed by a survey to all practitioners asking about their experiences. We have also developed a practitioner tool that is on the website, and a focussed partnership event took place on the 1st December 2021.

Information sharing has also been identified from Child Protection concerns that were raised around GP's. Work has been completed with GP's in this area. However, this is still a feature in the reviews as a concern from all partners, and as such remains an area of focus for the partnership.

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Independent Scrutineer statement – GG updated draft

2021-22 was a year of consolidation and progress across many areas of the Safeguarding Children's Partnership in Enfield.

The Safeguarding Partners have continued to show strong leadership, this is exemplified by the chairing and joint commitment of the Executive Group from April 2022. The role of independent scrutiny in Enfield is enhanced by the on-going work of an external Independent Reviewer and our Safeguarding Ambassadors. The independent scrutiny organisation contracted for 2022-23 will be utilising experts from across the three sectors.

The programme of audit work is driven by the Practice Improvement Activity group. The audit focussing on Professional Curiosity and Information Sharing, generated important learning for the partnership that was well received at the learning event on the 1st December 2021.

In response to the national reviews of cases of Arthur Labinjo-Hughes and Star Hobson, the Executive Group requested an immediate focus on Physical Abuse. The audit and learning from this work will be presented in 2022/23.

I've been particularly pleased with two important new appointments which should have a significant impact on Enfield's Children's Safeguarding. These are the new Safeguarding Children's Partnership Manager post, which Chloe Pettigrew is now in, and the [Senior School Improvement Advisor for Safeguarding & Inclusion](#) post which [Daniella Lang](#) has taken on.

[These appointments will be especially important in helping the partnership tackle the issues that have emerged from the national reviews, and to enhance the joint working with education. The ways in which we evolve our work with schools and share information and intelligence about areas of risk is an essential part of how we will keep Enfield children and young people safe.](#)

Overall, the children's partnership is a strong one and I am confident this focus on impact will continue and strengthen.

Geraldine Gavin

Independent Safeguarding Chair/Scrutineer.

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Priorities for 2021-22:

The following pages outline the key actions for 2020-21 and how they relate to our overall priorities. You will note that community engagement, and co-production are key themes; as well as using technology and data to better focus the work we do.

| What is our objective? | How are we going to do this? | 2021-22 Actions | How will we know | 2021-22 update | 2022-23 Actions |
|---|--|--|--|---|---|
| Engage with our community, to promote a culture where abuse and neglect are not tolerated (Children and Adults) | Create a culture in Enfield where our community has a zero tolerance of abuse and neglect and understands how to report any concerns they may have. | Develop network of Safeguarding Champions through Community Awareness raising group. | Attendance and feedback from community engagement activity. | Safeguarding Community Engagement group being re-established by Mar 2022 | Continue work on website. Engage 20 community champions to join our multi-agency training (Forced Marriage). |
| Use technology and social media to engage with our community, professionals, providers and voluntary organisations (Adults and Children) | Improve website a social media presence, so people can stay informed and report concerns; promote developments in assistive technologies and social media options (including video calls). | Continue to develop the website. More social media activity and work with Safeguarding Ambassadors to develop this approach. | More visits to website, use of social media to report concerns, start to collect feedback on how social media and assistive technologies are helping people through customer audits. | The content on the website has been reviewed. Work started to move the website into the main Enfield Council website. | Safeguarding Enfield website moved. Online information for residents to be improved. |
| Work to reduce isolation (which can increase safeguarding risks) (Adults) | Online training; community engagement to encourage groups to stay in touch with people who might be isolated. | 250 devices secured. Pilot project to be expanded to care home; ICES and Libraries to be used as channels to deploy; Work with research organisation to evaluate approach. | Monitor responses to the isolation question in our social care survey. | Completed and SMART Enfield project developed with libraries and ICES. Middlesex University engaged to evaluate | Training for ASC staff on SMART tech in place. Rollout of PainChek app to Enfield care homes following pilot. |

Safeguarding Priority 1 – Prevent Abuse

| What is our objective? | How are we going to do this? | 2021-22 Actions | How will we know | 2021-22 update | 2022-23 Actions |
|--|--|---|---|--|---|
| <p>Work with people alleged to have caused harm to prevent further abuse</p> <p>(Adults)</p> | <p>Identifying and working with people who will benefit from support and intervention.</p> | <p>Enfield has been selected to be part of National project working with adult service users who are have alcohol dependency.</p> | <p>Evaluation of the programme by professional, and through customer feedback.</p> | <p>A pilot scheme for Rise Mutual, a behavioural change programme for those who perpetrator domestic abuse was run between November 2020 and March 2021. This was funded by the National Probation Service, Children’s Services, Adult Social Care and the Community Safety Unit.</p> <p>Enfield continues to work with Alcohol Change UK on developing guidance around this important topic. Workshops were held in late 2020 and further training sessions are being developed for 2021.</p> | <p>Evaluation of the outcomes of this service are taking place at the moment and will determine future plans.</p> <p>Due to COVID-19 delaying some work on the Alcohol Change Project, this will be continuing into 2021/22. The final version of the guidance will be available shortly and the Safeguarding Adults Board will look at recommendations made.</p> <p>Multi-disciplinary training sessions on alcohol and addiction will also take place in the first half of 21/22.</p> |
| <p>Raise awareness of exploitation of adolescents to wider partnership</p> <p>(Children)</p> | <p>Ensure Safeguarding Adolescents from Exploitation strategy action is overseen by Vulnerable Young People Activity Group. Ensure on-going awareness on website, in newsletter and through events</p> | <p>Further information sharing through social media, website and newsletter working in partnership with Safeguarding Ambassadors.</p> | <p>Feedback from Safeguarding Ambassadors, Independent Scrutineer, and attendees of events.</p> | <p>Newsletters; Partnership event in Dec 2021 for Josef and work on Professional curiosity helped partners consider how we engage effectively with adolescents.</p> | <p>Partnership event in May will highlight the Andre case review; serious youth violence is on the multi-agency audit plan for 2022/23; the Safeguarding Adolescents From Exploitation strategy is being refreshed by the Vulnerable Young People’s group.</p> |

Safeguarding Priority 2 – Protecting Adults at Risk, Children and Young People

| What is our objective? | How are we going to do this? | 2021-22 Actions | How will we know | 2021-22 update | 2022-23 Actions |
|--|---|---|---|--|--|
| <p>Make sure our community knows how to recognise and report abuse</p> <p>(Adults and Children)</p> | <p>Raise awareness about our Adult abuse line, online resources, and different types of abuse through our marketing and community engagement activity.</p> | <p>Safeguarding Champions network to be established to take messages into community.</p> | <p>Attendance and feedback from community activity and visits to website.</p> | <p>SCE group will be leading on this and a method developed. This area has been impacted by COVID.</p> | <p>20 community members will be invited to multi-agency training. The website will be updated.</p> |
| <p>Make sure professionals are appropriately trained, with a focus on Making Safeguarding Personal</p> <p>(Adults and Childrens)</p> | <p>Ensure partners and providers have trained professionals to the required level of safeguarding. Everyone who works with adults at risk should have safeguarding adults basic training, which includes: different types of abuse, including hidden or under reported abuse such as Modern Slavery, Domestic Abuse, Female Genital Mutilation, and details of what to do to report concerns.</p> | <p>Multi-agency training plan is overseen by practice improvement group – includes: LADO, Missing children, Parental Mental Health. Pool of trainers to be developed.</p> | <p>Attendance and feedback from training sessions.</p> | <p>See training information for 2021/22 above. In addition, the Safeguarding Children’s Partnership event engaged over 100 people.</p> | <p>Pool of trainers to be developed.</p> <p>At least two partnership events to be held in 2022/23</p> |
| <p>Develop ways to help people protect themselves from abuse and harm</p> <p>(Adults)</p> | <p>Paper and online factsheets; information videos; and links to organisations that can help (e.g. for fraud, home security).</p> | <p>To be developed further with Safeguarding Champions and Ambassadors once the network is established.</p> | <p>Downloads of factsheets; visits to page.</p> | <p>This area has been impacted by changed to the website and COVID. Plans for the new website developed. SCE group was re-established.</p> | <p>Information for community will be co-produced with the Safeguarding champions.</p> |
| <p>Develop online tool to make sure everyone knows how to access or make referrals to different services (Adults)</p> | <p>Update website with new tool; this will also make sure that as partner organisations change, once updated, other agencies will still know who to contact and what everyone does.</p> | | <p>Hits on website, improved referrals, feedback in audits.</p> | <p>This is in the escalation policy - business unit acting as place to identify new people</p> | <p>Escalation for Adults to be developed, which can hold information about teams and panels. Information on Childrens Panels to be included in Escalation policy update.</p> |
| <p>Ensure there is effective multiagency analysis of data/ information to understand current and emerging risks (Children and adults)</p> | <p>Develop work of Insights Activity group to explore current data and methods to create an effective local picture.</p> | <p>More analysis of Safeguarding Adults data – conversation rates. More work to understand who is and isn’t in contact with us. Ethnicity analysis.</p> | <p>Analysis product completed, and response options identified.</p> | <p>Insights local and national work helping</p> | <p>Insights activity group to develop tools to monitor key areas of risk and measure progress/ improvements.</p> |

Safeguarding Priority 3 – Learning from experience

| What is our objective? | How are we going to do this? | 2021-22 Actions | How will we know | 2021-22 update | 2022-23 Actions |
|--|---|---|--|--|---|
| <p>Check that the way we are managing safeguarding is working properly</p> <p>(Children and adults)</p> | <p>We have regular checks and an annual adults independent audit and we will work with our neighbours. Checks will include: the user experience and applying the Making Safeguarding Personal approach. We will also work with neighbours to develop consistent London-wide assurance framework, and thresholds. We also conduct the Statutory Section 11 audits for children safeguarding.</p> | <p>Section 11 learning to be reviewed.</p> <p>SAPAT being organised with Haringey in a peer-challenge format.</p> | <p>Audit reports (including Section 11) and confirmation from partners of the actions they have taken.</p> | <p>Section 11 learning review on-going.</p> <p>Independent scrutiny plans developed for 2022/23</p> <p>SAPAT organised with Haringey for 2022/23</p> | <p>Section 11 to be undertaken. New scrutiny arrangements in place.</p> <p>SAPAT with Haringey in a peer-challenge format.</p> |
| <p>Learn from the advice of our Service Users, Carers and Patients</p> <p>(Adults)</p> | <p>Implement learning from Quality Checkers; ask people who have been through a safeguarding process about their experience and make improvements where necessary.</p> | <p>Quality checker calls to friends and relatives to continue</p> | <p>Partners' confirmation of the action they have taken to address issues in feedback.</p> | <p>See Quality Checker update in Improve Services section</p> | <p>Quality Checkers programme to recruit additional volunteers.</p> |
| <p>If things go wrong, review what happened and learn lessons</p> <p>(Children and Adults)</p> | <p>Identified in Care Act, and Working Together 2018, we have to undertake Reviews, learn lessons, and make system improvements</p> | <p>Continue to work on publishing SARs , and local learning reviews and analysing learning opportunities based on recommendations.</p> | <p>Audits feedback, data.</p> | <p>See Learn from Experience section above</p> | <p>Publish at 4 Safeguarding Adults Reviews, and two Childrens Practice Reviews.</p> |
| <p>Learn from the experiences of other local authority areas</p> <p>(Adults)</p> | <p>We work with our neighbouring boroughs to learn lessons together. We share our lessons from reviews and will work on checks together.</p> | <p>Continue to work closely with Safeguarding Adults Boards of North Central London area – Barnet, Haringey, Islington and Camden. Commitment to share spaces at SAR learning events.</p> | <p>Annual review and audits to identify improvements based on learning from other boroughs.</p> | <p>NCL SAB Chairs and managers meetings have re-started. Financial abuse workshop and engaging Health senior managers has been focus.</p> | <p>Work with Barnet on Financial Abuse for North Central London; take on Chairing of the NCL SAB Chairs and Managers meeting.</p> |
| <p>Improve sharing of learning between adults and children's safeguarding</p> <p>(Adults and Children)</p> | <p>Establish Practice Improvement Activity group by September 2019. Ensure discussions relating to children's and adult's issues are influencing improvements.</p> | <p>Practice Improvement group has received feedback on 1 Children LLR, and at April meeting will input on recommendation of Safeguarding Adults review.</p> | <p>Group established and has met. Terms of reference agreed. Minutes from meetings.</p> | <p>Practice Improvement meeting considers adults and childrens reviews and provides the opportunity to learn across both areas</p> | <p>Joint meetings to continue.</p> |

Safeguarding Priority 4 – Supporting Services Improvements

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| What is our objective? | How are we going to do this? | 2021-22 Actions | How will we know | 2021-22 update | 2022-23 Actions |
|--|---|--|---|---|--|
| Ensure we have effective arrangements in place to intervene when provider quality drops below expected standard (Adults and Children) | Support Enfield services to improve, due to quality standards, whenever possible. | Provider Concerns policy will be reviewed. Infection Control action plans will be developed to support all providers, learning lessons from last year. | Number of Provider concerns/ | Provider concerns policy update being undertaken. See Prevent abuse section for infection control activity. | Provider Concerns and Infection Control activity to continue. |
| Ensure partners share information and intelligence about poor quality services (Adults) | Ensure there are arrangements in place to share information properly about services so that partners can act quickly to respond to unsafe services. | More detailed data analytics to be introduced into meetings. | Regular meetings with partner agencies and evidence of actions. | Safeguarding Information Panel meetings continued through the year. | Safeguarding Information Panel meetings to continue |
| Online space for providers (Adults) | Develop online presence to share information, policies and best practice with providers to ensure organisations have tools they need to improve. | The provider section on Mylife will continue to be updated. | Traffic on website; download of resources. | Work ongoing | In addition to the provider web page on Mylife, a newsletter for providers is being developed. |
| Consistent policies with neighbouring boroughs (Adults) | Make sure Enfield has clear and consistent policies with neighbouring boroughs which represent best practice in all areas. | Continue to work across London around the COVID analysis. Undertake SAPAT. | Audits, and data analysis will confirm consistence of practice | We engaged with National Insights work into COVID related safeguarding trends | We are chairing the quarterly NCL SAB chairs and managers meetings from September 2022. |
| Ensure the voices of children and young people, as partners and scrutineers, are built into our Safeguarding Partnership work (Children) | Recruit 8 children and young people to scrutinise and develop our arrangements. | Next cohort of Ambassadors to be recruited. Work on Voice of the Child short film as identified by in Section 11 work. | At least 8 young people recruited and working with us on projects (website, Section 11 audits). | Next cohort of ambassadors recruited. Draft videos have been produced. | Working with the Child Q task and finish group; joint work with the Executive group on young people's relationship with the Police and partners. |

Safeguarding Priority 4 – Supporting Services Improvements

| What is our objective? | How are we going to do this? | 2021-22 Actions | How will we know | 2021-22 update | 2022-23 Actions |
|--|---|---|--|--|---|
| Ensure we have consistent effective practices across the partnership to safeguard children and young people (Children) | A multi-agency audit programme that is agreed with partners | Methodology and programme of audits agreed. Focussing on Professional Curiosity and Information sharing; children affected by domestic abuse; serious youth violence. | Completed audit reports; improvements in practice | Professional Curiosity audit completed. Plan changed in light of national reviews to audit physical abuse cases. | Physical abuse multi-agency audit completed and presented; Children’s MASH cases (with focus on Domestic Abuse) to be reviewed. |
| To improve communication between workstreams and Exec and activity groups (Children and Adults) | Progress report using a project management approach | System in place and working across groups. | Better awareness of members of our partnership groups about what is happening across the whole | This work is on-going | Simplified report based on briefing document to be trialled. |
| | | | | | |
| | | | | | |

Appendix A -Detailed information from Childrens Safeguarding Partners (2834)

Metropolitan Police Service (MPS) -North Area

Overview of work over 2021/22:

Police continue to be an active partner in Enfield's multi-agency response to safeguarding children. Police take a pro-active stance in sharing relevant information with partners.

The police have continued to make Violence against Women and Girls (VAWG) offences a priority and are bringing more offenders to justice, but still haven't reached the target as outlined in the Met business plan 2021-22.

<https://www.met.police.uk/SysSiteAssets/media/downloads/force-content/met/about-us/met-business-plan-2021-22---quarter-1-progress-report.pdf>

In May 2021, officers across the Met carried out a "day of action" to highlight how we are working to prevent violence against women and girls. Each Basic Command Unit (BCU) put a local operation plan in place – executing warrants and going after wanted offenders, focusing on arrest enquiries, leveraging additional resources to do so. Known offenders were visited for compliance checks. Reassurance patrols were increased in public spaces with officers and staff engaging with

communities and with local businesses (such as cab companies, bars, hotels), focusing on the role they can play and how we can provide support to their staff. About a hundred people were arrested in a series of reactive and proactive arrests for offences including domestic assault, sexual offences, and violence against women and girls.

We have developed and delivered a number of training events specifically in relation to protection orders. These one hour webinars are co-delivered by Met Harmful Practice Tactical and Policy Advisors and solicitors from the Directorate of Legal Services. These sessions are specifically aimed at Public Protection officers on BCUs and cover the benefits of the orders, how to obtain them and how they are managed subsequently. Since January 2021 seven sessions have been delivered to over 300 officers. In addition, we have developed and delivered training to BCU 'Harmful Practice Advisors' (HPAs) which covers various topics including protection orders.

A new national artificial intelligence system went live in April 2021, which automatically sends Protection Orders obtained in Family Courts relevant to the Met. This will allow for more accurate recording and also better safeguarding of victims.

Public Protection - Exploitation:

The Pan-London Protocol was published in March 2021. In addition to key partner briefings, over 3,000 colleagues (including response teams, parks and roads

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police and all youth strands) have now been provided with training and information regarding the requirements of the protocol. The remaining weeks will cover neighbourhood teams.

only provide greater resilience around child abuse investigations, but will allow for enhanced partner co-operation.

Public Protection – OCSAE (Online Child Sexual Abuse & Exploitation): we created and implemented training and work with our MASH teams and Children's Social Care to enable investigators to understand the processes (MASH/ CAIT (Child Abuse Investigation Team) referrals / strategy discussions/ Local Authority Designated Officer involvement) to safeguard children at the earliest opportunity.

The MPS continues to invest heavily in safeguarding of children online. The OCSAE teams based on each BCU carry out high-level investigations and have had notable successes in the last year. This includes a case involving the seizure of the largest amount of IIOC material in MPS history. This work continues, remains a priority and will continue to receive the investment it requires.

Specific investigation training has been provided to all officers and supervisors on OCSAE teams in how to take part in strategy discussions and the requirements under S47 of the Children's Act 1989. This milestone has been delivered and the response has been to ensure strategy discussions are completed prior to police action, with all parties possessing a greater understanding of each other's role.

A draft North Area BCU child exploitation plan has been formulated. This plan is subject to final amendments before a consultation phased and implementation. Discussions have been held with our Enfield partners on this matter including the potential for a Police officer to be based in the contextual safeguarding hub. This is still under discussion and not yet approved. In addition, proposals will be made as part of the exploitation plan to provide a level of support for transitional safeguarding. The MACE (Multi-Agency Criminal Exploitation) panel which is co-chaired, continues to undergo self-assessment and discussion over improvement. A MACE action plan is under review and will be further discussed in September.

Safeguarding Children Priorities 2022/23

The safeguarding of children remains a key priority. Despite challenges, the CAIT teams have been restructured and an uplift of staff provided. The CAIT shift pattern has been remodelled to provide coverage at key times. The official corporate implementation is still in progress with it expected before the end of the year. This will not

To facilitate the above goals, and enhance understanding of matters relating to safeguarding of children, training remains a priority. Bespoke training packages for both frontline officers and investigators continues to be disseminated. Although the voice of the child has for some time been an

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integral part to our approach, further work will be done to enhance understanding around trauma informed practice and adultification.

Inter-agency co-operation will continue to be a key priority. Information sharing and clear lines of communication are key.

NHS North Central London (Enfield) Integrated Care Board

Overview of work in 2021/22

The CCG Designated Nurse represented the CCG along with NCL CCG Director of Quality and Chief Nurse at the ESCP Executive meeting. The CCG has maintained its 2021/22 funding commitment to the Safeguarding Children's Partnership. During this period two of the key areas of focus for the Partnership, has been professional curiosity and physical abuse, themes that also been have highlighted through local and national learning reviews. The Designated Nurse and the Named GP have been fully engaged with the multi-agency audit process and worked closely with front line health practitioners to embed learning. The CCG leads have prioritised working in the partnership with other statutory and non-statutory organisations to ensure shared learning across the health economy, particularly in the recovery period post COVID to help refocus practitioners.

The Designated Nurse for Safeguarding is a core member of the Practice Improvement group, which continued to meet on a regular basis in 2021/22. The Designated supported the presentation of cases for

consideration as well as disseminating learning from completed reviews.

The Designated Doctor and Designated Nurse, are statutory roles and both take a professional and strategic lead for safeguarding in the Borough. There continues to be a gap in the Designated Doctors function for Enfield. An interim post-holder is in place and working to ensure children who require Child Protection Medical Examinations are seen in a timely manner.

The Designated Doctor for Looked After Children (LAC) post remained vacant in the reporting period, however the LAC Designated Nurse and the interim Designated Doctor work closely to ensure assessments are completed. However this remains an unmitigated risk, the interim medical has escalated the gaps to Barnet, Enfield and Haringey Mental Health Trust, the Trust is actively trying to recruit to these posts.

The Designated Nurse has established a regular multi-agency partnership meeting, to resolve operational issues and to enhance communication across the partnership. All statutory agencies are represented including the police, local authority and health services. This has helped with development of "Back to Basic" sessions facilitated by the Designated Doctor, raising the awareness of process and criteria for arranging Child Protection Medicals.

The Designated Professionals take proactive measures to learn from best practice and encourage relevant staff to attend specific training seminars and courses and participate in national safeguarding groups to disseminate best practice and learning. Additionally the Safeguarding General Practitioner Forum

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has continued to meet virtually, providing regular training updates and awareness raising. In this reporting period the independent author who completed the practice review on Josef was invited to the lead GP forum present the learning from the review. Learning from the professional curiosity audit was also presented by the Partnership lead. The Designated Nurse and Named GP have continued to maintain close communication with GP's with a number of practice visits throughout the year.

Evidence of Impact:

The CCG ascertains patient experience through provider meetings, contract monitoring and patient complaints. The NCL Designated Professionals have continued to monitor, and quality assure the NCL Safeguarding Health Providers. Designated and Named Professionals attend providers safeguarding committees and local partnership meetings. Where gaps are identified, further assurance has been sought and is monitored at a local level by the relevant borough Safeguarding Leads. There are no plans that required escalation.

Priorities for 2022/23

Physical Abuse and Neglect

Transitional Care Arrangement

Forced Marriage/Honour Based Violence

Criminal and Sexual Exploitation

Recruitment to Designated medical posts –
LAC and CDOP

Local authority

In this section we highlight information not contained in the main body of the report.

- During 2021/22 children's services in Enfield had to respond to the challenges faced by children and families due to the Covid-19 pandemic by focusing on recovery and ensuring our services continued to deliver to the highest possible standards.
- As national restrictions eased there was a significant increase in face-to-face contact with children and families. Technology continued to play a key role in minimising infection risk. Blended ways of working with children, families and partners are now the norm and used across all services.
- National children's social worker shortages were also felt in Enfield, resulting in the increased use of agency staff and periodic increases in social work caseloads.
- In the height of the lockdowns, we know children were less visible to partner agencies, with schools having fewer children attend, other services were not seeing children regularly with many children at home. This meant the infrastructure that would normally pick up early indicators of concern was not there, this showed in concerns being in an acute state when referred to children's social care services.
- Throughout the year we continued to deliver services working hard to improve the quality of social work practice and the lived experiences of children, striving to include and hear voices of all children and young people where possible.

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- This document provides an overview of what has gone well, what has been a challenge and what needs to happen, using audit findings, data and performance. The data within this report is for the period April 2021 to March 2022 unless otherwise stated.

Highlights of progress against 20/21 priorities

We have:

- Made progress in catching up with health and dental checks for children in care that had been delayed due to the pandemic.
- Set up two adolescent safeguarding teams and a contextual safeguarding hub. Widened our contextual safeguarding approach to include bespoke work with parents. Created a youth panel to reduce re-offending and launched a social care and youth justice joint protocol.
- Increased participation of our young people with the relaunch of the care leavers hub and increased the number of care leavers on apprenticeship schemes.
- Redesigned key services such as Early Help which now sits with other preventions services such as youth and community, strengthening the delivery of our early intervention.
- Undertaken more quality assurance exercises, including an internal review of the Leaving Care service, an audit peer review and a culture survey with staff to understand what it is like to work in the children and family's service.

Key data as at 31/3/2022 – Children and Family Service

| | |
|---|---|
| | 333,587 residents 5 th largest London borough by population 27% (91,444) of population aged 0-19 |
|  | 187 stepped down to early help services, a decrease from 198 in the previous year. |
|  | 91 families stepped up to statutory services an increase from 39 in the previous year. |
|  | 22,788 MASH contacts an increase from 20,034 in the previous year. |
|  | 71.9 % C&F assessments completed within 45 days a decrease from 90.1% in the previous year. |
|  | 2289 child protection investigations an increase from 2,078 in the previous year. |
|  | 333 children subject to child protection plan an increase from 254 in the previous year. |
|  | 627 Children with a CIN plan (allocated to a SW) an increase from 472 in the previous year. |
|  | 396 Children in care an increase from 391 in the previous year. |
|  | 305 care leavers aged 18+ an increase from 284 in the previous year. |
|  | 53 new allegations meeting LADO threshold an increase from 40 in the previous year. |

Leadership and Governance

- Enfield has an experienced and committed departmental, corporate, and political leadership team that puts children first. The leadership structure

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includes Full Council, Cabinet, Overview and Scrutiny committee and several standing panels including, the Children, Young People and Education scrutiny committee.

- Councillors are included in the membership of, the Corporate Parenting Board, the Fostering Panel, Schools Forum, Enfield youth justice management board the Learning for Excellence Partnership and the Member/Governor forum. The Cabinet Member for Children Services also a participant observer of the multi-agency Risk Management Panel.
- The senior management team has been stable providing calm and consistent support to frontline staff. New Heads of service have successfully settled into their roles following the retirement of long-standing heads of service.
- Senior leaders continued to have clear oversight of performance and practice; with weekly activity report collated throughout the pandemic. The performance and quality assurance cycle remained in place, meetings took place virtually, which included:

Weekly

- Placement panel chaired by Director of Children Services

Fortnightly

- Senior Leadership Team

Monthly

- Care Leavers Panel chaired by the Director of Children and Family Services
- Operational Management Group chaired by the Director of Children and Family Services
- Practice and Performance Board chaired by the Executive Director-People
- Continuous Improvement Board chaired by the Director of Children and Family Services
- Complex Issues Panel chaired by Director of Children and Family Services.
- Corporate Assurance Board chaired by the Chief Executive

Quarterly

- Multi-Agency Risk Management Panel chaired by the Executive Director-People

- Senior leaders share regular updates with the Cabinet Member, the Leader of the Council and the Assurance Board chaired by the Chief Executive.
- Challenges around staffing numbers in the year resulted in increased caseloads in some teams, senior leaders took effective action by investing in a range of workforce initiatives to stabilise staffing, reduce caseloads and build more capacity across services for example recruitment overseas, sabbaticals and retention payments.
- Leaders have worked constructively with partners to strengthen the response to exploitation, therapeutic

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support to unaccompanied minors and domestic abuse.

- The Enfield Safeguarding Children Partnership (ESCP) continued to have strong scrutiny arrangements in place. The original independent scrutineer arrangements ended in March 2022 new plans are in place for the forthcoming year which includes rotating partnership chairing.
- This year we were one of 10 local authorities that took part in the Independent Review of Social Care helping to influence national reform.
- We rebooted our practice model Signs of Safety, developed a trauma informed parenting programme and transformed the Family Hub model in Enfield.
- Hearing the voice of those we work with, is a priority, leaders have ensured the voice of young people and staff has influenced the design of the future Children's Hub where all Children and Family's will be based late 2022.

CAMHS HEART, Virtual school & KRATOS

- The virtual school is incorporated into the wider Health, Education & Access to Resources Team (HEART) and is co located with the social work services for looked after children.
- Overall attendance of looked after children in 2020/21 was 93%, which is above national and statistical neighbours. Persistent absence in 2020/21 was 22% against a national average of 30.4%.
- Looked after children in Enfield also achieved better outcomes than peers.

"Enfield Virtual School was robust and rigorous with attendance monitoring and strategies." DfE, January 2022

- There were no looked after children permanently excluded from school in 6 years and school suspensions are in line with the national average.
- Almost all eligible looked after children have an up to date personal education plans (PEP).
- KRATOS (the children in care council) have contributed to the development of policy, strategies and guidance. They have also enjoyed trips to museums, swimming and other leisure activities culminating in an achievement day attended by 68 children and their carers.

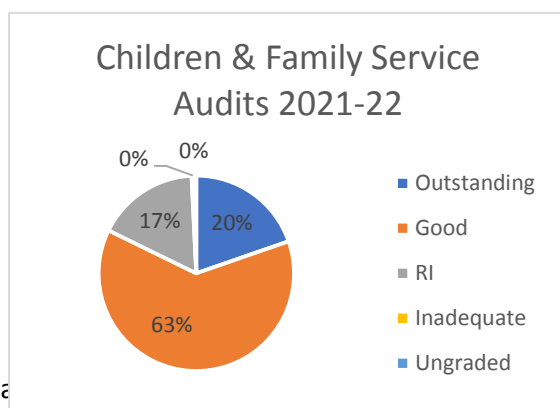
Family Group Conference Service:

- The family group conference team was launched in October 2020 with the aim of helping families to find solutions to reduce the likelihood of children coming into care. 159 family group conferences took place and 90 reviews.
- There is strong evidence that the family group conferences have contributed to better outcomes by reducing the time children are subject of child protection plans or subject to legal proceedings.
- Families and professionals are provided with feedbacks following every family group conference. Families view the conference process as an opportunity to build family connections, and empowering themselves to contribute positively to the child's care plan

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Quality Assurance

- Quality assurance (QA) activity has driven up standards across all services. Senior managers respond quickly to meet changing needs and demands for services. Action plans are devised and monitored via the Practice and Performance Board and the Continuous Improvement Board.
- The Independent Reviewing Service managed within the Safeguarding and Quality Service maintains autonomy from case holding services. There are quarterly meetings with the Executive Director-People, Director of Children and Family Services and Head of Safeguarding to hear the observations of IRO's on operational practice.
- Performance information is provided regularly and enables managers to have an overview of effectiveness and understand what actions and areas of further development are needed. This is supplemented by data analysis to inform improvement actions. We continue to review our data to ensure it tell us what we need to know.
- Activity and performance information at individual, team and service level is obtained. This information is used routinely at team meetings, service management meetings and the monthly Practice and Performance Board.
- In addition to the usual audit moderation program Practice Leads have:
 - Reviewed the quality of the service to care leavers
 - observed team and service managers supervision and provided feedback to improve practice standards.
 - participated in sector led improvement programme focused on consistency of auditing across the NCL.
- There were 259 cases audited as part of the regular moderation programme. Of the 259 cases, 20% were considered outstanding, 63% good, 17% required improvement, with no cases deemed inadequate.
- Auditing is well embedded within all services; leadership have a clear line of sight on the quality of practice. Each audit section is now graded, this provides a fuller understanding on the quality of practice. Moderated audit reports completed by Heads of Service are reviewed by the Executive Director-People and Director of Children and Family Services.
- Following on from last year's audit consistency workshops, consistency guides have been developed and adapted for different services.



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Workforce development

- Ensuring sufficient numbers of high calibre staff is a key priority for Enfield Children Services. To that end, short term, medium- and longer-term plans are in place to ensure succession of suitably qualified staff.
- To improve recruitment rates, we adopted different strategies that included overseas recruitment, care coordinators who progressed to social work posts, recruitment and retention payments.
- There was further investment in the longer-term strategy of growing our own social workers, with another cohort of 3 social work apprenticeships starting in September 2021, with a commitment of a further 6 places to be offered in 2022.
- We have continued to attract a high number of students and newly qualified social workers (NQSW), with 25 students in placement and 24 NQSWs. Our Assessed and Supported Year in Employment (ASYE) programme has been internally reviewed and a cohort system and a readiness to practice programme has been put in place aimed to better prepare NQSWs.
- In December 2021 Skills for Care carried out a Quality Assurance visit of the ASYE programme, and the support given to NQSW's.

The reviewers noted: *"There was general acknowledgement by people the reviewers spoke to that there are good things happening and the ASYE programme is striving to further continuous improvement. The program has been on a significant improvement journey over the past 12 months....."The NQSW's spoke positively about how they felt their*

individual needs were considered, feeling the authority and the program were very responsive to any requirements, several the NQSW's giving examples of how their needs had been met".¹

- This year staff had access to a range of training courses delivered both virtually and face to face. They had access to bespoke courses put on by their individual teams as well as 33 courses offered via the Centre of Excellence and externally. Of the 33 courses, 1283 places were booked this is an increase on 1174 in the previous year. We have ensured that all social work training is aligned to Post Qualified Standards and the Professional Capabilities Framework
- Training this year included a continuation of Trauma Informed Practice training continued to be rolled out across Children and families, including police and education colleagues.

¹ Taken from Skills for Care letter, December 2021

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- Enfield continues to be part of the North London Social Work Teaching Partnership which complements the local comprehensive learning and development programme for social workers. Individual teams also commission team specific training.
- In November we held our whole children services conference themed resilience, recovery. 205 staff members attended, overall, the feedback was good, with many staff taking away practical ideas on how to look after themselves.
- Our focus on attracting and shaping leaders for the future continued, with the delivery of a bespoke social care Service Managers training programme, which is now being developed for middle managers across social care.
- We continued to support managers to attend a range of specific programmes including Firstline social work management programme, Practice Supervisor Development Programme (PSDP), Leaders for London, Black and Asian Leadership Initiative (BALI) and Upon Aspiring directors were promoted and managers were supported to join.
- Expenditure on the professional development of the children's workforce has been maintained despite the challenging financial context.
- Prior to the National Accredited Assessment System (NAAS) ending we had been part of the pilot and had been on the way to meet our target of practitioners being assessed.
- We undertook a cultural conversation speaking to staff across children services. This provided insight into issues that make staff stay in Enfield and things they would like to change. 320 across the whole of the Children and Family Service participated, 81% of the workforce. Of the 320, 193 were registered social workers, both case holders and non-case holders.
- The survey found the experience of Enfield Children and Family Services is an inclusive culture that is professional, helpful, and supportive. Caseloads and limited business support were identified as areas that could improve the overall experience of practitioners working in Enfield Our social care workforce report being well supported by managers with staff safety and emotional wellbeing being given priority.
- Listening events regularly take place and are an opportunity for the Executive Director-People and the Director of Children and Family Services to obtain feedback from social workers and other frontline staff.

2022/23 Priorities

- Launch bespoke middle management program.
- Ensure that service user feedback is recorded on case files.

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- Develop Family Hub model
- Relocate services to the Children Hub
- Launch “Enfield Talks” giving parents and carers the opportunity to share their experiences of the children and family services
- Review impact of New Beginnings
- Continue to work on consistency of case work including updating plans after significant events
- Workforce recruitment and retention
- Improve timeliness of assessments

Appendix B - Partner Updates

DONE_ Barnet, Enfield and Haringey Mental Health NHS Trust

Safeguarding Enfield Annual Report information for 2021/22

Safeguarding Adults:

What have been the three key achievements for safeguarding adults partnerships work:

- Preventing sexual violence
- Domestic Abuse – see below
- Training for staff – see below

How effectively did partners collaborate during the pandemic?

The MH trust worked closely with all three local authorities during the pandemic and relationships improved through increasing contacts and meetings to monitor the effects of the pandemic. The trust worked collaboratively to ensure that information was shared in relation to additional resources and systems to support those areas in which safeguarding concerns increased - i.e. self-neglect, domestic abuse, neglect.

Emerging trends that have been identified with regards to adults safeguarding during the COVID-19 pandemic?

The safeguarding team saw a significant increase in 4 areas of concern: Financial abuse, Self-neglect, domestic abuse (in the form of physical and psychological) and neglect. During lockdowns we also saw increases in sexual abuse on inpatients wards.

Actions taken to mitigate risks:

We have created additional training and resources for the areas of concern. These includes training and resources for self-neglect, domestic abuse, sexual safety and financial abuse. We have also created an additional role: Domestic abuse and sexual safety coordinator.

Safeguarding Childrens:**Overview of work in 2021/22****Audit and Statuary Review**

- ✓ Continued contribution to Rapid reviews, local learning reviews and child safeguarding practice reviews
- ✓ Continued contribution and dissemination of learning for Domestic Homicide Reviews; The safeguarding team have received and delivered three Internal Management Reviews for DHRs in 2021/22.
- ✓ We continue to improve and refine our safeguarding audit strategy to ensure audits are relevant, meaningful and learning is disseminated Trust wide.
- ✓ Escalation of cases to HSCP
- ✓ Continue to contribute to AAR from a safeguarding children perspective
- ✓ Reviewed safeguarding children audits
- ✓ Increased the reach of the 'Think Family audit' to include more adult teams
- ✓ Delivery of 'Think Family' training to Barnet recovery house

Training

- ✓ We have achieved over 90 percent compliance in our Safeguarding Level one to three training owing to the online integrated training programme developed in 2021 and a drive for increased compliance.
- ✓ We have provided specific safeguarding training in the areas of Modern slavery, Gang and county lines, Grooming, PREVENT and Domestic abuse.
- ✓ We have created new training in the areas of safeguarding supervision, safeguarding process's, and Think Family.
- ✓ We continue to contribute to corporate induction training of Trust staff
- ✓ We created a webinar for self-neglect with Camden and Islington which was attended by 80 plus staff across North Central London and beyond.
- ✓ Completed bespoke safeguarding training for a number of teams (i.e. Locality teams. Ward staff and drug and alcohol services)
- ✓ Commenced safeguarding supervision for staff in BEH Crisis pathway.
- ✓ Delivery of local safeguarding induction at the Beacon centre

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- ✓ Disseminated learning from BLPI in champions meetings, bespoke training and to HSCP learning subgroup
- ✓ We have created a safeguarding clinic, held monthly, for those trained at L3 safeguarding can attend for further information and group supervision.

Partnership Working

- ✓ Continued participation in Local Safeguarding Children Partnership multiagency audits
- ✓ We continue to work proactively and collaboratively with partner agencies and ensure regular attendance to partnership meetings

Policy

- ✓ Update of Safeguarding Children policy
- ✓ Update of Safeguarding Children Supervision
- ✓ Update of Children's Did Not Attend & Was Not Brought In Policy
- ✓ Update of Allegations against staff policy
- ✓ Revision of Parental Mental Health protocol
- ✓ Update of Chaperone Policy

Safeguarding Champions

- ✓ Continued to provide safeguarding supervision to the Perinatal Team
- ✓ We have strengthened the role of safeguarding champions ensuring that safeguarding really is everyone's business and expanded the champions network to include forensic services.
- ✓ We held a champion away day in August 2021 which focussed on the new Domestic Abuse Act, Managing allegations against staff including PIPOT and LADO as well as training on radicalisation. The event was attended by over 80 staff from across the trust.
- ✓ We have created a safeguarding process training, disseminated it across the trust, to improve knowledge around safeguarding responsibilities and pathways.
- ✓ Development and delivery of Think Family training.

Resources

- ✓ We have advertised new development and resources on a monthly bulletin using our COMMS.
- ✓ Designed a flow chart to support safe discharge from a safeguarding and 'Think Family perspective.
- ✓ We have started the creation of toolkits and quick grab guides as a resource for staff carrying out S42 enquiries.
- ✓ We have contributed to the spotlight newsletter with safeguarding updates and resources.
- ✓ We have created 7-minute briefings for quick and effective learning.

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- ✓ Updated safeguarding posters
- ✓ We have created a Sexual Safety directory detailing resources and stakeholders across North Central London. The objective of this directory was to specifically list stakeholders that can provide culturally sensitive support to those impacted by Sexual Abuse.
- ✓ We have created a Preventing sexual violence flow chart to support staff respond to disclosures of sexual violence.
- ✓ Our safeguarding handbooks continue to be distributed to all established and new staff
- ✓ We have developed 7 minute briefings to ensure that all findings and recommendations from Safeguarding Reviews and Domestic Homicide Reviews are disseminated to all staff to further develop our continuous culture of learning
- ✓ Our safeguarding handbooks continue to be distributed to all established and new staff

Service Development

- ✓ Reviewed and updated the Named Safeguarding Doctors Job description along with agreeing that each borough would require a Named Safeguarding Children's Dr. we have recruited to each position
- ✓ We have made a successful Business Case for a band 7 Safeguarding advisor whose responsibilities will be Domestic Abuse Coordination for the trust and sexual safety Lead.
- ✓ We have worked directly with wards to improve preventative measures around safeguarding.
- ✓ We have increased the number of safeguarding champions in the trust .
- ✓ We have improved the relationships between local authorities and the trust.
- ✓ Commenced safeguarding supervision for staff in BEH Crisis pathway.

Domestic Abuse

- ✓ We now have three fully established Independent Domestic Violence Advocates co-located in our hospital sites in Barnet and Haringey.
- ✓ We have been successful in our bid for funding for a domestic abuse coordinator for the trust
- ✓ We have created a domestic Abuse working group for the purpose of making improvements in six main areas:
 1. Data Collection
 2. Legislation, Policy, and procedure
 3. Training
 4. Coordination in community response and Partnership

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working

5. Support for victim survivors

6. Prevention and Perpetrator Accountability

- ✓ We have created a MARAC quick grab guide to promote the use of MARAC and IDVAs for domestic abuse safeguarding.
- ✓ Continued to provide safeguarding supervision to the Perinatal Team

Priorities for 2022/23

Childrens:

- ❖ **Sexual Safety**
- ❖ **Further deep dive audit**
- ❖ **Domestic abuse**
- ❖ **Transitions** and life-long safeguarding (Partnership working between Children and Adult services)
- ❖ **Prevention:** Promoting awareness Campaigns (e.g. Early Help)
- ❖ **Psychiatric liaison teams** – Increase safeguarding skills and knowledge to help identify safeguarding

Adults:

Increase awareness of the importance of effective information sharing at all levels.

Priority areas include domestic abuse, neglect, sexual abuse, financial abuse, self-neglect and substance misuse. rough sleeping and focus on cares and mental capacity.

Refresh strategy and enhance training via light bites, lunchtime learning etc. Trust wide policies relating to safeguarding to be continually updated.

Promote awareness and understanding of contextual safeguarding across the organisation.

Promote early help to prevent abuse occurring in the first place. The trust will maintain a culture of robust and continuous learning related to all aspects of the safeguarding agenda.

Effective data collection systems will be established that allow collection and monitoring of data from all available systems and sources e.g. Ulysses, RiO, complaints, patient safety. The trust will be assured that safeguarding really is everyone's business and there are enough systems and processes in place to support this

DONE_Community Safety Unit

Safeguarding Enfield Annual Report information for 2021/22

Overview of work over 2021/22:

- *Prevent programme has worked to safeguard people from the dangers of extremism & terrorism*
- *Help facilitate the continuation of the local Chanel Panels – A multi-agency panel that works to safeguard people.*
- *Provided training and relevant Prevent-related briefings to local partners to ensure they understand the full range of support services that are available through the Prevent programme.*
- *Deliver training & workshops to young people and school children.*
- *Regular engagement with local educational establishments to ensure clear referral pathways and appropriate communication channels are open.*

Evidence that demonstrates impact:

- In the last 12 months delivered training to over 1900 staff with most of them being schoolteachers or school-based staff
- We have also carried out workshops with over 2160 school children on Prevent & Hate Crime related materials.
- Monthly Channel panels that have cases of vulnerable adults and young people at risk of radicalisation.
- In the last 2-year period, we have trained & engaged with nearly 80% of secondary schools and 72% of primary schools in Enfield.

Priorities for 2022/23

- Further improve its work with partners, front line workers and the local community to ensure adequate and targeted support is available to those at risk of radicalisation.
- Going forward we will enhance support to ensure that these key areas are also equipped with further tools to support and build resilience within partners.
- We will further develop resources available for primary and secondary schools. We will make this available in an online catalogue format so the resources can be readily accessed by teachers and safeguarding leads.
- Further to this, early next year we plan to update the Prevent Education Toolkit that has been received well by local educational establishments.
- Improved support to out of school settings that provide services to our young people.
- We will build on our work with a panel of community members to enable the community to better understand the way Channel panels function.

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- Training will continue to play a significant part in delivery over the next year as we have seen a significant and continuous staff change over in a number of areas such as social care and education.

DONE_ Enfield Carers Centre

Safeguarding Enfield Annual Report information for 2021/22

Enfield Carers Centre conducted an audit of our Safeguarding policies and comparing the regulated homecare safeguarding policies (inherited as part of the merger with Crossroads Lea Valley Carers Trust) and the ECC Safeguarding policies.

The ECC Staff Team received Modern Slavery Training in March 2021 organised and delivered by Sherry Salih and Emine Arif from Enfield Council's Strategic Safeguarding Team.

- We have appointed two nominated Trustees as Safeguarding Leads
- Newly recruited members of our admin staff team have received Safeguarding training

DONE_Enfield Children's and Young People Services – awaiting return

Safeguarding Enfield Annual Report information for 2021/22

There has been a slow recovery since the pandemic, building resilience and reducing isolation were pivotal to ECYPS' work. We have seen a significant increase in areas such as domestic violence for both men and women, food poverty, mental health issues and financial difficulties. 'Safeguarding is everyone's responsibility'- our key achievement has been the support to organisations working with children and young people and their families to have robust policies and procedures in place, to embed these in their settings and for all staff and volunteers to collectively provide safe environments for children and young people.

2021-2022 Key achievements

- Bespoke training developed in response to the impact of the pandemic including county lines-post Covid-19, mindful moments, take a breath, community child protection for people working in food banks and street patrols. We have embedded professional curiosity into our child protection training programmes. **477** individuals attended training. The following multi agency training courses were delivered:

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Child protection, child protection refresher, child protection and diversity, FGM, impact of parental mental health, community child protection covering grooming and county lines, domestic abuse, knife crime, prevent.

- Providing safe environments to rebuild the community. Bringing the community together, connecting with people to reduce isolation. We have continued our outreach and attended various events across Enfield to raise awareness to better equip organisations to deal with safeguarding concerns including schools and the community -Eldon Primary, Houndsfield Primary, Wilbury primary, Forty Hall, Shpresa, Phoenix Family Support, Edmonton Mosque, Palmers Green Mosque, Rumi Mosque, Metropolitan police event at Montagu recreation and Broomfield park.
- Reducing food poverty through our regular food-bank and working jointly in partnership with grassroots groups reducing food poverty and tackling issues that left long term impact on families due to the pandemic.
- Improving community engagement and raising awareness and understanding- supporting the Bulgarian/Turkish community and groups underrepresented in safeguarding referrals. We identified and put in place early interventions, jointly working with our partners for families effected by Covid-19. Due to the deadline of EU Settlement we worked with Edmonton Community Partnership and Settled to ensure families submitted their application forms.
- Our forum in March highlighted concerns around funding issues which hugely impacted smaller organisations resulting in many closing and leaving gaps in services.
- Improving mental well-being through fitness programmes, extended youth provision, mental health forum and specialist training. Due to the increase in suicide amongst young people under 35 in UK, we organised suicide prevention training delivered by Papyrus. 27 people attended from multi agency organisations including schools, social care, foster carers, faith groups, sports, youth provision, local mental well- being organisations. Papyrus highlighted the diversity of the groups in Enfield and said it was the first time the trainer came across a room full of participants from a wide range of agencies. Feedback included: this training helped with the next steps once you have received a disclosure from a young person, brilliant and much needed course, more confident if I was to be approached by a student with suicidal thoughts.
- Through our parenting programmes we had insights into the day to day struggles and challenges that families faced but also the resilience and strength they used to cope with daily life. Families on low income struggled, many trying to juggle the cost of rise in food and increased costs due to being at home over the pandemic placing an additional burden on household finances.
Isolation from friends and peers, many families expressed that their children were struggling from mental health issues but also the disruption of schoolwork resulted in many young

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people having anxiety specifically over the uncertainty of GCSE exams taking place. ECYPS continued to provide training around mindfulness. Our specialist training included 'Mindful moments' and 'Take a Breath' providing a rapid response to support schools and many out of school providers to tackle the increased mental health problems since the pandemic.

- Circulation of safeguarding news and key safeguarding messages via social media platforms- safe sleeping, domestic abuse helpline, professional curiosity, modern slavery, Thrive mental health leaflet, Covid -19 vaccinations and childhood immunisations.
- Partnership work-we worked with our partners, sharing resources, networking to keep children and young people safe in Enfield. Information sharing has been key and relaying messages from the safeguarding board has been an integral part in safeguarding children.
- One to one support-12 organisations were provided with support on training, DBS checks, policies and procedures
- 240 Disclosure and barring checks completed for staff and volunteers working in the third sector

DONE_Enfield Council Safeguarding Adults

Safeguarding Enfield Annual Report information for 2021/22

What have been the three key achievements for safeguarding adults partnerships work:

- Continued co-working around COVID-19 challenges - especially around infection control work with care providers, changes to new ways of working and maintaining and enhancing our response to Modern Slavery and Domestic Abuse.
- Establishment of the MARAM to discuss rough sleepers - this was led by Housing Partners but a number of Board partners have contributed.
- Given an increase in the complexity of cases coming into Adult Social Care, we have established a High-Risk Advisory Panel, service-specific Complex Cases panels and continued to work closely with the Community MARAC on cases with an element of Anti-social behaviour.

How effectively did partners collaborate during the pandemic?

- The frequency of SAB was increased.
- Partner updates regularly provided to all which has been an effective tool and useful to highlight common issues (such as domestic abuse).
- Specific agenda items on COVID allowed discussion and communication during this time.

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- An Extraordinary SAB was pulled together to look at hospital admissions and care homes using DNAR and how these were quality assured. This flexibility around urgent issues is very useful.
- Regular updates on meetings like the MARAM (for Rough Sleepers), Modern Slavery and Public Health at each SAB helped to ensure all partners aware and collaborating around these issues.

Emerging trends that have been identified with regards to adults safeguarding during the COVID-19 pandemic?

- Increase in total number of concerns coming in.
- Increase in Self-neglect cases (with a factor of non-engagement).
- Increase in Domestic Abuse cases.
- Increase in complexity of enquiries with a potential need for more longer term work.
- Increase in cases which involve multiple factors of disadvantage and require working across professional groups.
- Increase in cases involving poor discharge from different care settings.

Actions taken to mitigate risks:

Additional staffing being put into the Multi-Agency Safeguarding Hub with a further review of this service being on-going.

A hoarding database has been created and is in active use between Local Authority staff and Fire Brigade. This needs to be extended to work in a wider way with other partnership colleagues. Funding is being sought for a co-ordinator to scope out what resources (eg therapeutic) might be required.

Each service area within Adult Social Care has it's own Complex Cases panel (though names vary) which allows for discussion of cases - with those that are particularly challenging being escalated to a monthly High Risk Advisory Panel which includes Board partners. "

Priorities for 2022/23

Adults:

- The Dependent Drinkers Task and Finish group has begun meeting and will be key in developing our work around this key area of risk.
- Community engagement - in particular ensuring that we have the views of those with recent lived experience of the safeguarding process and developing our relationships/ cultural competency with hard-to-reach communities.
- Within ASC, continuing to develop our audit process to specifically address/ pick up on learning from SARs.

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- Independent audits with Red Quadrant - this should provide us with assurance and suggestions to make real improvements (as well as assisting in preparing us for CQC inspections coming '23/24).
- CQC inspection readiness will be a real focus for the coming year - ensuring that we can evidence good practice.
- Development and Consultation on the 2023-28 Safeguarding Adults Strategy.

DONE_ Enfield Council Housing

Safeguarding Enfield Annual Report information for 2021/22

Housing Advisory Service (HAS)

- The Housing Advisory Service updated its safeguarding procedure for staff.
- Our Resilience Team have been delivering refresher training across the HAS covering domestic abuse, safeguarding and suicide prevention.
- We were invited to join a meeting with the safeguarding team to review the Missing Persons Policy as the Street Homeless Team are developing their own and we wanted to see if we could be covered within one policy.
- We have made contact with the Modern Slavery team to deliver training across the HAS so teams have increased awareness, can identify and understand how to make a referral when concerned
- Ongoing work towards a DAHA accreditation
- MARAC meets fortnightly by Resilience Team Manager, Housing Advisory Service.
- MAPPA meetings are attended by the Resettlement Pathway Manager.
- The Resilience Team have had positive multi-agency work with two adults at risk in the last month. Both were single females fleeing domestic abuse, No Recourse to Public Funds and with complex needs and had been heard at MARAC. Through strong partnership working, both were initially placed in an emergency room the moved into a refuge where they were removed from further harm.
- We have recently developed a sex workers pathway to provide emergency placements for a vulnerable woman with wrap around support ensuring a place of safety and housing.
- We are developing an implementation programme for the new Housing service, which includes safeguarding training.

Housing Management

- Ongoing work towards a DAHA accreditation - new Housing and Regeneration Domestic Abuse policy has been circulated to stakeholders and is under consultation due to end on 13th December.
- We have launched our resident relationship service within housing management, who are offering a bespoke person centred complex case management service. This service has already found a significant number of safeguarding case work we have seen an over 80% increase in safeguarding referrals as a result. As such we are looking at funding a specialised post for a qualified social worker within housing management to support the significant demand for additional expertise in this area.

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- Safeguarding Adolescents From Exploitation (SAFE) panel, meets fortnightly – Head of place operations within Housing management is a core member
- We are continuing to develop a vulnerable resident procedure, setting out our processes for supporting and engaging residents, who are at risk of neglect and abuse
- Due to volume of new staff we have rolled out mandatory training for staff on safeguarding and working with external trainers to develop a suitable safeguarding training course for all staff;
- Some positive outcomes on hoarding case work
- Contractor Glo Clean have a hoarding specialist within their team who has been an exceptional support on our hoarding case work – looking at ways to better use this service
- Looking at a protocol for our out of borough stock, it is incredible challenging to achieve engagement on safeguarding cases where resident live in council stock out of borough; we need to much stronger partnerships between boroughs on safeguarding issues.

DONE_Healthwatch Enfield

Link to HealthWatch Annual Report can be found here:

https://www.healthwatchenfield.co.uk/sites/healthwatchenfield.co.uk/files/editors/Healthwatch%20Enfield%20Annual%20Report%202021-2022_0.pdf

DONE_Integrated Learning Disabilities Service (ILDS)

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- Safeguarding concerns have continued to be received by the service and safeguarding plans are completed within usual time frame, usually on the same day and at the latest the following working day.
- Face to face visits have continued and are starting to increase now that restrictions have eased.
- AAR's remain central and fully involved in our safeguarding work and this was highlighted during both recent and external safeguarding audits. We continue to implement MSP principles to the forefront of our safeguarding adults work.
- SAM oversight remains consistent and constant.
- SAM's and Team Manager are delivering Safeguarding Training to our internal colleagues to ensure safeguarding work maintains high standards.
- We continue to fully engage and make use of relevant resources and as such have presented cases to CMARAC, MARAM and The High-Risk Advisory Panel.
- We have re shuffled our resources to enable us to meet the increasing number of referrals and to manage the complexity of the referrals to ensure we continue to keep people safe.
- Continued to escalate cases to Strategic Safeguarding Team for support with complex and very high-risk cases.

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Excellent integrated multi-agency working remains crucial as the complexity and risk we currently manage is increasing as the pandemic enters endemic, which includes death threats and stalking. We have involved police, providers, families, Cheviots, Health MDT etc to agree management strategies This is ongoing and involves many agencies.

Examples of excellent practice by an officer or team that you'd like to highlight:

Example of good partnership working was in the case of a young woman with dual diagnosis of LD and MH. Was admitted to North Middlesex Hospital and refused to go home as she said her parents had been abusing her. After this allegation the service stopped talking and communicating with people, so it was difficult to understand what the allegations and risk were. The service user was supported by the SW from ILDS and the hospital liaison nurse along with Psychology to support her start talking again and they worked together with the hospital MDT and her family to ensure she could be discharged safely home.

DONE_London Ambulance Service

To read updates from the London Ambulance Service 2021/22, please go to
<https://www.londonambulance.nhs.uk/about-us/our-publications/>

DONE_London Fire Brigade

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We have continued to meet with partners within the Fire Safety Partnership to ensure recommendations made following previous fatal fires have been adopted. Further meetings are diarised on a monthly basis.

LFB have been consulted on the implementation of the LBE Hoarding Database and we hope to be able to access this at Station Commander level in LFB. It is anticipated that this will make information sharing more streamlined throughout services.

LFB crews within Enfield have, since Jan 2021 to date, made 6 safeguarding referrals into MASH. This is a significant reduction on previous years but due to the Covid-19 pandemic our Home Fire Safety Visit scheme was temporarily halted for some time reducing our interactions with the community and therefore our exposure to situations requiring a safeguarding referral to be made.

Pre Covid-19, engagement was made with Enfields Modern Slavery investigator with a view to providing input for all firefighters within the Borough in identifying and reporting modern slavery. This halted due to Covid-19 but planning is again is expected to resume soon.

Recent introductions have been made to Enfield Faith Forum with a view to improving community relations with traditionally hard to reach communities in Enfield.

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Attended the Enfield White Ribbon Event and promotion of the White Ribbon Campaign.

Offer to Community MARAC to provide presentation to interested partners.

DONE_London Metropolitan Police, North Area BCU

Safeguarding Enfield Annual Report information for 2021/22

Safeguarding Adults:

What have been the three key achievements for safeguarding adults partnerships work:

- More integrated channels of communication with Adult Social Care and the police on the Haringey side of the partnership. Strong relationships and good co-ordination on the Enfield side.
- Joint Modern-Slavery Partnership Meeting established with Enfield Council.
- The police Mental Health team is performing well in developing and maintaining strategic and tactical relationships and reviewing and developing local practices and protocols to improve outcomes for service users.

How effectively did partners collaborate during the pandemic?

Collaboration during the pandemic was assessed to be good. There was an inevitable impact on the delivery of face-to-face frontline services, but this was mitigated via online meetings which has become embedded now as a hybrid model and enables greater efficiencies. There was no formal evaluation of this so metrics are difficult to identify so I have based this rating on feedback from internal and external partners.

Emerging trends that have been identified with regards to adults safeguarding during the COVID-19 pandemic?

1. Increase in s136 demand and mental health need
2. Increased DA due to covid pandemic.
3. The impact on elderly community - more vulnerable to exploitation and fraud including from family members.
4. Increase in cuckooing and exploitation offences.

Actions taken to mitigate risks:

(1) The BCU has introduced enhanced protocols in relation to the tracking and identification of cuckooing and exploitation. A report is created for each incident rather than recording on the Airspace database. This is overseen by the ANVA co-ordinator and trends/data shared with partners. This leads to better case management.

(2) Training frontline professionals in recognising financial abuse.

(3) Problem-solving with work BEH MHT and trigger plans/location based comments on CAD. Escalation of lack of s136 bed availability to NHS England Execs meeting through new procedure.

Safeguarding Childrens:**See appendix A****Priorities for 2022/23****Adults:**

1. A roll out of training for police officers in relation to Vulnerable Adult cases.
2. An increase in publicity and referral Monthly meeting with CPIC Inspector ANVA more publicity and recognition of vulnerable adults.
3. Embedding an improved internal audit regime.
4. Review of Operation Boxter (Street Prostitution) safeguarding processes.

DONE_National Probation Service

Safeguarding Enfield Annual Report information for 2021/22**Safeguarding Adults:**

What have been the three key achievements for safeguarding adults partnerships work:

- Partnership Working - Use of MAPPA to ensure effective Risk Management Planning and access to local services / resources
- Delivery of a transition programme for young adults transitioning from youth justice services to adult criminal justice services.
- Clear national guidance on the difference between referrals and checks. Supported by a video presentation and PowerPoint. All teams in Enfield briefed by Head of Service (HoS) and line managers

How effectively did partners collaborate during the pandemic?

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DATA and anecdotal evidence supported emerging trend of abuse. Close liaison with Police to identify if any of our SUs were coming to their notice.

Emerging trends that have been identified with regards to adults safeguarding during the COVID-19 pandemic?

Identifying domestic abuse to family members and intimate partners where they may not have been identified before; increasing mental health concerns and working with staff to recognise signs; developing staff skills in working with suicidal ideation.

Actions taken to mitigate risks:

Increased briefings and reminders to staff. Use of data to bring the message home. Service Users seen regularly face to face, frequency based on risk but never less than once every four weeks for medium with supplementary phone call supervision and high risk seen face to face every week. Use of Doorstop visits.

Safeguarding Childrens:**Overview of work in 2021/22**

The National Probation Service and London Community rehabilitation Company amalgamated in June 2021 to form a new national organisation, the Probation Service. There have been ongoing checks in place to ensure that all staff are up to date with mandatory safeguarding children's training.

The London division has also completed a quality assurance exercise to ensure that not only is staff training up to date but that section 11s have been completed and that MARAC/MASH in each Local authority have been approached for feedback. Feedback received from Enfield indicated that whilst Probation attends CP conferences a report is not always provided. As a result of feedback staff have been provided with a report template and briefed to provide a report whether or not they attend in person. Quality development officers have completed audits on cases to ensure best practice. Specialist pan-London briefings on Safeguarding Children, Working with adults who offend against children (sexual and indecent images); youth transition to adulthood and SGO cohort. Safeguarding adults are part of the MAPPA core panel to advise on cases discussed in this multi-agency forum.

There has been a continued focus on operations during the Covid pandemic and how the Probation Service has adjusted and applied flexibility whilst maintaining public protection. During early 2022 we moved out of our exceptional delivery model with a view to moving closer to business as usual. The prioritising probation framework model was introduced which stipulates how the Enfield teams manage individuals subject to Community Orders and Licences following their release from prison.

Safeguarding remains a key a focus during the Covid recovery stage. During the initial lockdowns some people on probation received telephone or video appointments in order to reduce face to face

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contact however, this is now being scaled back and increasingly where there are safeguarding concerns individuals are required to report to the Enfield Probation office for supervision. As always there is a focus on those who are assessed as high risk or where there are domestic abuse and Safeguarding concerns.

Priorities for 2022/23

Childrens:

Mandatory Child Safeguarding e-learning completion to be completed for all staff (including legacy CRC).

Child Safeguarding briefing to be formulated based on the questionnaire and above evidence (contextual safeguarding/SGO/younger siblings/non-disclosure) via L&D Task Force.

Adults:

Adhere to the London Adult Safeguarding ISA, Staff training commitment and attendance at partnership boards.

DONE _ NHS North Central London Clinical Commissioning Group, Enfield Directorate

Safeguarding Enfield Annual Report information for 2021/22

Safeguarding Adults:

What have been the three key achievements for safeguarding adults partnerships work:

- The Enfield Safeguarding Adult Board and its partners have demonstrated a system leadership in responding to Covid 19 and ensuring that there are systems and process in place to support local residents and provide support and advise to local colleagues.
-
- Collaboration between the Enfield Safeguarding Adult Board and the Enfield Safeguarding Children Partnership has focussed on the development of a Transition Team with a focus on transitional safeguarding which aims to ensure that young adult in Enfield receive a service during the change from a child focussed service to an adult focussed service.
-
- The designated professionals have continued to participate in the reviews of incidents that have led to a SAR and/or SI reviews, including rapid learning reviews and sessions and have ensured that learning from incidents has been shared, including the delivery of training to support teams deliver safe care in practice.

How effectively did partners collaborate during the pandemic?

Throughout the pandemic, the CCG Safeguarding Lead was a core member of all relevant SAB sub groups and Task and Finish Groups.

Emerging trends that have been identified with regards to adults safeguarding during the COVID-19 pandemic?

The pandemic has seen the importance of education to support the delivery of safeguarding in primary care, in particular the understanding and use of the MCA in practice, issues relating to DNACPR agreements in care homes and community environments, accessible information for professionals and the rapid access to multi-agency services has been a strength but can be the focus of development within safeguarding services (in LD services, care homes and residential services) and the development of more personalised care planning for the care of vulnerable people in the community and care homes has been highlighted as an area for improvement

Actions taken to mitigate risks:

We have raised the profile of the needs of people with Learning disabilities into the safeguarding arrangements and the new LEDER process has been implemented into the safeguarding processes. Feedback from LEDER reviews has been included as part of the feedback and learning systems. We continue to work with the providers and provider concerns process and have revisited reporting links within the services.

Safeguarding Childrens:

See Appendix A

DONE_ North Middlesex University Hospital NHS Trust

Safeguarding Enfield Annual Report information for 2021/22

Safeguarding Adults:

What have been the three key achievements for safeguarding adults partnerships work:

- The support of senior Trust leaders and the Trust Board throughout the Covid-19 pandemic.
- Regular communication between the Board and partners - highlighting the pressures being experienced at the Trust.
- Updates and information sharing re national plans particularly in regards to the Covid-19 pandemic.

How effectively did partners collaborate during the pandemic?

Safeguarding strategies are discussed with partners and information shared. Multi-agency approach on complex safeguarding cases. Assurance sought from partners who are encouraged to share issues/barriers encountered. Update on progress/actions plans given by partners at meetings.

Case studies (2) illustrating good partnership and safeguarding practice

Young adult female patient, who presented to A&E with complex health and social needs, was admitted on the ward. The complexity of her needs required the safeguarding team to involve partner agencies, including cross borough agencies.

Patient had mental health problems; she was under treatment for chronic diabetes for which she was poorly complying.

High intensity drugs user.

Came from Gloucester to London where she was staying at some friends' house before she became homeless.

There were concerns that the patient was being exploited by the "friends" who were well older than her.

There was allegation of rape - patient being the victim.

Was known to children social care before she became an adult.

Financial concerns: her benefits were stopped.

Good input and collaboration of partners agencies led to effective service delivery:

The community mental health team provided support and follow up with her mental health problems, including drug misuse.

District nursing provided care and support for the management of diabetes.

Connected Community supported with GP registration.

Effective liaison between the two Local Authorities, patient is now settled in London and housing situation resolved.

Investigation of allegation of sexual assault/exploitation carried out by Police.

Services continue to engage the patient to ensure that she is well supported to function to her full potential.

Emerging trends that have been identified with regards to adults safeguarding during the COVID-19 pandemic?

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We have identified increased rates of patients presenting with self neglect, difficult discharges and pressure area damage.

Actions taken to mitigate risks:

Ongoing discussions with LA and safeguarding team to address the increase in patients presenting with self neglect. Audit completed to identify areas of improvement in relation to documentation of pressure area damage. Quality improvement projects ongoing to improve information sharing on discharge summaries. review of pathway work across a number of services at NMUH; The PU steering group has been strengthened including attendances from community partners.

Safeguarding Childrens:

Overview of work in 2021/22

- The Trust has had to work through significantly challenging times due to the COVID Pandemic. Throughout the lockdown period the Trust supported the safeguarding team to remain on site and staff were not relocated. This ensured the Trust continued to maintain its safeguarding responsibilities and was business as usual. During this period the Trust went through significant changes. North Middlesex University Hospital (NMUH) Paediatric Emergency Department (ED) remained opened throughout the pandemic and children requiring admission during the first wave were transferred to Great Ormond Street Hospital (GOSH). Children's inpatient services returned to NMUH in February 2021
- The Associate Director for Safeguarding (children and adults) commenced in post in January 2021. This has supported the 'Think Family approach in all the work that we do and on-going development.
- The adult safeguarding team which includes Learning Disability lead and Lead Nurse for mental health across the organisation and the children's safeguarding team are now co-located. This has supported joint working / support for staff and families.
- NMUH CAMHS Liaison team as part of the North Central London (NCL) CAMHS Network in post and co-located with safeguarding team to support young people with overdose / deliberate self-harm.

Evidence of Impact:

- Medical Clerking proforma in place signposting health care professionals to record what the child says. HEADDS assessment tool used for young people. Referrals for on-going support /social care identified as a result of tool being used.
- Patient experience trackers used by children and parents. Improvements to areas / communication with parents made. Development and design of new Paediatric ED involved voice form children and parents. Current re-furnishment of children's ward is including the voice of children / young people as to what would want if in hospital.

DRAFT - Safeguarding Enfield Annual Report 2021-22v2.0

- Oversight on 16–19-year old's across the organisation by Paediatric team. Discussed at daily site meetings, play specialist team attend daily to wards / areas where admitted that is young person and parent focused. Safeguarding concerns raised to safeguarding team as required.
- Children's Board and Youth forum established and will seek to gain the voice of children / young people and parents in ongoing service development within the organisation.

Priorities for 2022/23**Childrens:**

- CAMHS pathway improvement
- Pathway for young people presenting with challenging behaviours / training for staff

Adults:

- To ensure data is captured and analysed effectively through the safeguarding dashboard.
- To improve our understanding of less well reported categories of abuse.
- To ensure we continue to work collaboratively with partner agencies to streamline our approach to data collection, reporting and outcomes for patients.
- To continue to develop and improve systems to promote effective lessons learnt from reviews.
- To continue to promote a "Think Family" approach.
- To respond effectively to the increasing number of SARs and DHR's.
- To continue to ensure consistency of safeguarding practice across two boroughs with separate commissioning arrangements and different safeguarding pathways.
- To ensure the challenge of working across the two boroughs, safeguarding partnerships and their associated sub-groups is managed effectively within the safeguarding team.
- To respond effectively to the increasing and competing issues/demands across the safeguarding landscape.
- Re-adjustment of vulnerable clients when returning to business as usual post-Covid. Anticipation of possible further increases in safeguarding adults cases particularly due to domestic abuse. We continue to experience an increased number of referrals for vulnerable adults particularly due to domestic abuse.

DONE_One-to-One (Enfield)

Safeguarding Enfield Annual Report information for 2020/21

We have worked on the following:

- During the pandemic we offered support and training to our members/service users to improve their understanding about risks of abuse on social media, using internet, emails and attending digital activities.
- We have organised a talk/presentation by the Hate Crime Forum Officer to come and talk to our members about Hate Crime and listen to their experience and views and how they can be supported to report incident.
- We work closely with Enfield Integrated Learning Disability Services when it comes to reporting any safeguarding concerns about our members.
- We ensure that we discuss safeguarding matters at our weekly staff meeting and share relevant information with relevant people and organisations, so we can make improvements and prevent abuse and keep our members safe.
- Work with our members and carers to develop risk assessment to safeguard and reduce risks and abuse.
- Updated our DBS checks for our staff and volunteers, including the management committee/board members.

Awaiting feedback

DONE_ Royal Free London NHS Foundation Trust

Safeguarding Enfield Annual Report information for 2021/22

Safeguarding Adults:

What have been the three key achievements for safeguarding adults partnerships work:

- We have developed Safeguarding Student Placement for the final year students to make 'safeguarding' a key component of student nurses' learning needs.
- We have developed and rolled out Safeguarding Adults Level 3 Training in line with the Intercollegiate Guidance: Roles and Competencies for Health Care Staff (2018).
- We have developed Easy Read DNACPR leaflet for patients with Learning Disability.

How effectively did partners collaborate during the pandemic?

Due to the Pandemic a number of external partners could not carry out patients' assessment (hospital social workers-patient's with safeguarding concerns related to capacity assessment, patient's views and care needs) and hospital frontline staff acknowledged this limitations and work in partnership with Social Services to complete their assessment and safety discharge patients.

Although most partners worked remotely there were good links through using platforms

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such as Microsoft Teams to ensure safeguarding meetings could go ahead; social workers/IDSVAs/IMCAs all available via telephone and face-to-face where necessary

Emerging trends that have been identified with regards to adults safeguarding during the COVID-19 pandemic?

RFL NHS foundation trust has noticed 'self-neglect' as one of the highest category of safeguarding referral during the pandemic. The quarter four recorded a significant drop in self-neglect which could be due to the fact that the Covid-19 restriction is easing.

Actions taken to mitigate risks: L3 safeguarding training rolled out during the pandemic. Self-neglect case discussion during this training, reflection on current practice, local service and resources promoted. Resources are available on staffnet.

Safeguarding Children:

Overview of work over 2021/22:

In October 2021 the Royal Free London NHS Foundation Trust introduced an electronic patient record (EPR) across the whole of its patient services. The safeguarding team has been developing the system to support early identification of risk. The national notification system Child Protection Information Sharing (CP-IS) is now embedded within the EPR which means that staff in the emergency department and Urgent Care Centres are immediately alerted if a child attends who is a child in care or subject to a protection plan.

We have appointed two maternity safeguarding advisors who work along side the named midwife and the vulnerable women's team. They have been raising awareness about the role of fathers in pregnancy and the neo natal period and have developed the EPR to capture social history and risk indicators for the father of the unborn as well as the mother. The teams have also focused training for staff around ICON coping with crying programme and safer sleeping with the emphasis on including the father in the training given to parents when they take their newborn baby home.

A priority area for the Trust has been improving how we get learning to the frontline staff and support them with service improvement during a very busy time in the health service. The paediatric liaison nurses had developed a monthly bulletin for the emergency departments about key issues and highlighting good practice, the safeguarding team have linked with the Trust communication team to help promote monthly themes, such as support for young carers, and the produce a quarterly newsletter.

The safeguarding children training is now a blend of virtual and face to face training which is flexible to national and local priorities. In the year we hosted training for staff about the new Domestic Abuse Act, unaccompanied minors, Child Sexual Exploitation where we invited Barnardo's to deliver their nightwatch training to staff such as porters, security who work mainly at night, trauma informed care and we continue to reflect the learning from case reviews into our training.

In April 2022 the Trust executive approved our bid to become a White Ribbon UK organisation.

Evidence that demonstrates impact:

Parents have provided some feedback to the staff who have delivered the ICON (coping with crying) training.

A mother of newborn twins told the midwife doing a home visit that she had been shown the ICON information and had a discussion with the staff on the ward before discharge and that it had really helped when she was at home and the babies were crying. She felt more confident to manage the crying.

A father said that he had told his male friends who were also new dads about ICON and what he had learnt from the midwife.

Priorities for 2022/23**Adults:**

- Implementation of LPS
- Accessible information & identifying Patient With Learning Disability as service users to ensure equality of access
- Further development: Streamlining adult referral process to make more efficient and accurate

Childrens:

- Improving the experience and outcome for people with a Learning Disability or Autism, Children (including the unborn), young people and adults at risk
- Effective communication to share learning
- Documentation and Information sharing
- Liberty Protection Safeguards
- Teaching and learning
- Domestic Abuse and Violence against Women & Girls/ Gender based violence

DONE_Waverley School

Safeguarding Enfield Annual Report information for 2021/22**Overview of work in 2021/22**

Completed who school trauma informed practice training

Completed PRICE training which is committed to restraint reduction - 3 trainers trained. All staff trained in theory and focused training for staff who may require practical training

All staff completed child protection training plus online training

Priorities for 2022/23

Highlighting neglect , ensuring that pupils get the right support at the right time

London Borough of Enfield**Cabinet****Meeting Date 12.10.22**

Subject: Annual Corporate Parenting Board Report 2021-2022**Cabinet Member: Cllr Abdul Abdullahi****Executive Director: Tony Theodoulou****Key Decision: N/A**

Purpose of Report

1. This report is being presented for Cabinet to note the Corporate Parenting Board governance arrangements and activities in 2021-2022 (Appendix 1) to ensure the services, structures and support that is in place helps looked after children and care leavers to achieve outstanding outcomes.
2. It provides an overview of the Corporate Parenting Board's responsibilities, terms of reference (Appendix 2), key achievements and actions in line with the principles that underpin the core values of being a good corporate parent.
3. The report also provides updates on key priorities set in 2021 and the positive action taken, demonstrating the ambition that is in place for looked after children and care leavers.

Proposal(s)

4. The Corporate Parenting Board Annual Report is being presented to Cabinet to highlight the importance of the corporate parenting role and raise awareness of everyone's responsibilities as corporate parents to looked after children and care leavers.
5. Cabinet is asked to note the successes and challenges that have arisen from corporate parenting activities in the period 2021-2022.
6. Cabinet is asked to commend the Corporate Parenting Board Annual Report 2021-2022 to Council.

Reason for Proposal(s)

7. Noting the Annual Report at Cabinet and Council enables Enfield Council to demonstrate its commitment to be a strong corporate parent for looked after children and care leavers throughout the Council.

Relevance to the Council Plan

8. **Enfield Council Plan Priorities and Empowering Young Enfield Plan**

The Annual Corporate Parenting Board Report (2021-2022) evidences how looked after children and care leavers have been supported by their corporate parents to achieve improved outcomes.

The work undertaken, and outcomes achieved are aligned with the aims and priorities as set out in the Enfield Council Plan. For instance, the annual corporate parenting board report (2021-2022) evidences how looked after children and care leavers have been supported to build upon skills, access positive activities, inspired and empowered to reach their potential, including being supported into apprenticeships and employment enhancing their life long opportunities. Moreover, this report evidences how we have worked with our looked after children, care leavers and their parents/carers, alongside the partnership and all other stakeholders to develop, implement and review robust care planning to protect and keep our children and young people safe.

Background

9. The Corporate Parenting Board has delegated authority on behalf of the Council to act in the best interest of children looked after by the local authority pursuant to Section 22 (Children Act 1989 (CA 1989)), the relevant children (Section 23A (CA 1989)), young people under the age of 25 who are relevant children (Section 23C (1, CA 1989)).
10. The Corporate Parenting Board is chaired by the Cabinet Member for Children's Services and there is cross party membership ensuring political oversight and scrutiny of the effectiveness of the work carried out to help looked after children and care leavers.

Main Considerations for the Council

11. Annual Corporate Parenting Board Report 2021/2022

Corporate Parent

Being a corporate parent is not just the responsibility of the Corporate Parenting Board, everyone has a responsibility to look after our children and young people, and every councillor and council employee has a role to play as the eyes and ears of the community.

Being a corporate parent means doing whatever we can to support children and young people in our care alongside our care leavers, to help them to achieve their full potential to have the best possible outcomes.

Children and young people are looked after for a variety of reasons including abuse, neglect, where the parents are unable to look after their children due to their own complex health needs or behaviours or where there is no parent to care for them.

Corporate Parenting Board Roles and Responsibilities

The corporate parenting board is responsible for ensuring that the council fulfils its role as corporate parents. The corporate parenting board includes

councillors, partner agencies, officers and children in care council (KRATOS) who work together to provide a review and improve the effectiveness of services for looked after children and care leavers. This board is responsible for holding officers to account for the outcomes for looked after children and care leavers.

Overview of Enfield Looked after Children and Care Leavers Statistics

As of 31st March 2022, there were 383 looked after children aged 0-18 of which 217 were male and 166 female. When looking at the breakdown for ethnicity, 177 children and young people were White British/White Other whilst 206 were from different ethnic groups. BAME.

When considering the types of placement that our children and young people are placed in, 240 of our children and young people were placed with foster carers, 48 with family and friends' carers, 48 were in semi-independent accommodation and 19 were in residential homes, young offenders' institutes some were placed with their parent/s or with their prospective adoptive parent/s,

Children in Care Council (KRATOS)

KRATOS is Enfield's Children in Care Council. The role of KRATOS is to bring young people in care and care leavers together, helping to provide feedback on service delivery, consult on strategies and policies and influence and shape strategic decision making. Between 2018-2021 looked after children and care leavers were consulted and through co-production shaped services by being involved with fifteen plans, strategies and projects. For example, KRATOS were involved in co-production of a contextual safeguarding film for Enfield children. Two care leavers have achieved level 2 youth qualification. KRATOS took part in National care leavers week and were consulted on the Empowering Young Enfield Plan and were part of the group that presented this plan to overview and scrutiny.

Key Achievements

There are many key achievements and service delivery remains of high quality despite the challenges of the covid-19 pandemic.

For instances, 74% our young people are in education, employment and training in comparison to the national average of 70%. We are proud that 96% of our looked after children have a completed personal education plan and we have not had any permanent exclusions over the last 5 years.

Enfield is one of the few boroughs that have an 18+ psychologist who offers emotional wellbeing and mental health support to our care leavers. We are proud that 60% of our children and young people are placed with in-house carers which is better than our statistical neighbours.

We have continued to achieve improved placement stability for our looked after children and young people, for instance 9% of our looked after children and young people have had 3 or more placements compared to 9.7% for our statistical neighbours and 11% nationally.

Enfield had 17 newly approved foster carers in 2022 which is the highest across the consortium boroughs.

Views and feedback of our children, young people and care leavers is critical to our continuous improvement journey. For example, a survey of care leavers told us that 97% of our care leavers felt 'well supported by their worker'.

Updates against priorities set in 2021 and where we are now

The loft conversion and additional bedroom grant policy is now in place, six potential loft conversion/additional bedroom applications are currently being progressed with feasibility assessments to increase the number of in-house foster carers and to help keep larger sibling groups of looked after children together.

We are now working with our private housing partners Gateway to provide properties for our 18+ care leavers to help them take firm steps to living independently. The first property has been set up and going through planning.

A joint protocol between the youth justice service and social care is now in place to strengthen joint working and shared care planning for those looked after children known to the youth justice system. This protocol is now part of our day to day good practice.

We have an additional missing persons coordinator which strengthens a timely response to where children and young people have been missing whereby we are able to provide appropriate support and intervention to prevent further missing episodes.

The 18+ psychologist saw 56 care leavers and had 67 consultations with social workers.

In line with the DfE priorities at a national level, one of our priorities was to ensure our looked after children and young people attended schools during lockdown. Our looked after children and young people had the highest attendance across all London boroughs during lockdown. At the end of the academic year, we had the 13th best school attendance in England.

Safeguarding Implications

12. This report highlights the work undertaken by corporate parents evidencing how they have fulfilled their duties in supporting our looked after children and care leavers to achieve their full potential whilst safeguarding them.
13. Robust checks and balances are in place whereby the corporate parenting board has the right membership at political and strategic level to be able to offer objectivity and appropriate scrutiny. The reports presented to corporate parenting board demonstrate identification of safeguarding concerns and potential risks alongside planned actions, timescales and review arrangements. For example, the annual local authority designated officer (LADO) report provides an overview of the number of allegations made against those in a position of trust in relation to looked after children and young people alongside the outcome of investigations and actions taken. Moreover, the corporate parenting board has oversight of how many looked after children and young people have had a missing episode and what safeguarding measures have been put into place to address and reduce such risk factors. There is a strong partnership across Social Care and Health, for instance the LAC health team is co-located within the Looked After Children and Care Leavers Service, which includes the Designated LAC Nurses and Clinical Lead for CAMHS alongside a Psychiatrist and Psychologists. This multi-agency professional approach supports timely responses to ensure appropriate and safe management of identified safeguarding concerns in line with NHS clinical governance.
14. There is good communication and strong commitment across the partnership as safeguarding is everyone's responsibility.

Public Health Implications

15. Enfield children's social care has a strong partnership with health services, which includes the co-location of health professionals (Designated LAC Nurses, CAMHS clinicians) whereby together we are able to support young people to 'start life well', ensure that they are safe, thrive, access the right services at the right time and meet their health needs. This coordinated approach evidences joint working and service planning across social care and health when providing services to looked after children.
16. The Corporate Parenting Board members include health colleagues (Designated Doctor, Designated LAC Nurse, Head of Children and Young People Strategic Commissioning (Integrated Care Board)) to ensure strong joint-up working promoting the physical and mental health wellbeing of looked after children and care leavers.

Equalities Impact of the Proposal

17. An Equality Impact Assessment has been carried out for the Annual Corporate Parenting Board Report 2021-2022. This report provides progress against the priorities set in 2021.
18. It should be noted that the partners we engage with are required to assist us in meeting our obligations under the Equality Act 2010.

Environmental and Climate Change Considerations

19. There are no environmental implications. However, the improved use of technology has enabled us to become paperless, reduce the need for travel and increase modes of communication with the younger generation.

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

20. There is no statutory requirement for this report to be published.

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

21. The Annual Corporate Parenting Board Report helps Enfield Council to demonstrate how it fulfils its corporate parenting role and responsibilities. It will also mitigate reputational risk, demonstrating openness and transparency about how the we have undertaken our corporate parenting duties.

Financial Implications

22. There will be no additional costs as a result of this report.

Legal Implications

23. *The Children Act 2004 s10 requires each Local authority in England and Wales to make arrangements to promote cooperation between the Local authority and each of its relevant partners.*

Corporate parenting principles for English local authorities

The Children and Social Work Act 2017 No 1 sets out what the Corporate parenting principles are:-

(1) A local authority in England must, in carrying out functions in relation to the children and young people mentioned in subsection (2), have regard to the need—

(a) to act in the best interests, and promote the physical and mental health and well-being, of those children and young people;

(b) to encourage those children and young people to express their views, wishes and feelings;

(c) to take into account the views, wishes and feelings of those children and young people;

(d) to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners;

(e) to promote high aspirations, and seek to secure the best outcomes, for those children and young people;

(f) for those children and young people to be safe, and for stability in their home lives, relationships and education or work;

(g) to prepare those children and young people for adulthood and independent living.

(2) The children and young people mentioned in this subsection are—

(a) children who are looked after by a local authority, within the meaning given by [section 22\(1\)](#) of the Children Act 1989;

(b) relevant children within the meaning given by section 23A(2) of that Act;

(c) persons aged under 25 who are former relevant children within the meaning given by section 23C(1) of that Act.

(3) In this section—

“local authority in England” means—

(a) a county council in England;

(b) a district council;

(c) a London borough council;

(d) the Common Council of the City of London (in their capacity as a local authority);

(e) the Council of the Isles of Scilly;

(f) a combined authority established under [section 103](#) of the Local Democracy, Economic Development and Construction Act 2009; “relevant partners”, in relation to a local authority, has the meaning given by [section 10\(4\)](#) of the Children Act 2004.

(4) A local authority in England must have regard to any guidance given by the Secretary of State as to the performance of the duty under subsection (1).

The report purports to confirm the Local authority has fulfilled the duties imposed on it by the above acts.

Workforce Implications

24. A strong workforce is essential to delivering excellent services. There are ongoing recruitment and retention issues relating to children's social workers both at local and national level. We have implemented a variety of strategic actions to address recruitment and retention challenges, achieve workforce stability and ensure succession planning.
25. Cultural conversations have happened across the workforce to gauge an understanding of what is working well alongside what needs to change for next steps to be identified.
26. Social workers are offered a 4 consecutive weeks sabbatical leave after 3 years of continuous service with Enfield Council. Enfield Council has supported an increased number of social work apprenticeships alongside recruiting newly qualified social workers and supporting them with their Assisted Supported Year in Employment (ASYE). We have increased our intake of North London Step-Up to Social Work students' placements from 4 to 8.
27. Enfield Children and Family Services has recruited 20 international social workers who have arrived and are now working for Enfield Council.
28. As part of succession planning, a bespoke 10-week induction programme was developed and delivered to service managers who had stepped up from team management positions. This is now being adapted for middle managers to identify the leaders of the future and help with succession planning.

Property Implications

29. None

Other Implications

30. None

Options Considered

31. None

Conclusions

32. All those in the Council who are corporate parents are aware of their roles and responsibilities ensuring that Enfield achieves outstanding outcomes and improves the life chances of looked after children and care leavers.

Head of Corporate Parenting, Head Teacher of the Virtual School, HEART CAMHS Manager and Strategic Lead for Children in Need and Temporary Strategic Lead for Education for Youth Justice.

Suzanne.rowson@enfield.gov.uk
07957 449239

Date of report : 01.08.22

Appendices

Appendix 1

Appendix 2

Background Papers

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

None

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Corporate Parenting Board

ANNUAL REPORT 2021-2022



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What is a Corporate Parent

Local Authorities must provide the care, support and security that young people need if they cannot stay at home safely and becomes the young people's 'corporate parent'.

Being a corporate parent is not just the responsibility of the Corporate Parenting Board, everyone has a responsibility to look out for our children and young people, and every councillor and council employee has a role to play as the eyes and ears of the community.

Being a corporate parent means doing whatever we can to support young people in our care and our care leavers, to help them to achieve their full potential and to have the best possible outcomes.

Why are children in care?

Young people are looked after for a variety of reasons including neglect and abuse. They could also be in care if their parents are unable to look after them because of their own complex health needs or behaviours. Some young people have no parents to care for them, or they could be unaccompanied asylum seekers.



Message from the Chair

Welcome to our Corporate Parenting Annual Report, which details the work of the Corporate Parenting Board and our services to looked after children and care leavers. The voice of the child is at the very heart of what we do.

The role of 'Corporate Parent' is a collective responsibility of the Council, therefore all councillors have a basic level of responsibility for children in care and care leavers with a clear focus for all of us being more parent and less corporate with a view of "would this be good enough for my child". I would like to thank everyone for their commitment, hard work and dedication during the pandemic who worked tirelessly on supporting our young people and carers in unprecedented circumstances.

Cllr Abdul Abdullahi
Cabinet Member for Children's Services

The role of the Corporate Parenting Board

The Corporate Parenting Board has delegated authority on behalf of the full Council to act in the best interest of:

- Children who are looked after by the local authority pursuant to **section 22 (Children Act 1989 (CA 1989))**
- Relevant children (**section 23A, CA 1989**)
- Young people under the age of 25 who are relevant children (**section 23C(1), CA 1989**)

The Corporate Parenting Board meets at least four times a year and is supported by Officers from Local Authority and wider partnership as required (see appendix terms of reference). The Head of Service for Looked After Children and Care Leavers or designated deputy is required to attend the board every quarter. The Corporate Parenting Board is responsible for ensuring that the Council fulfils its role as corporate parent to the above and that Members, partner agencies, officers, and the Children in Care Council work together to provide, review and improve the effectiveness of services to looked after children. It is the board's responsibility to hold officers to account for the outcomes of looked after children and care leavers with the views and voice of the child the very heart.

The Corporate Parenting Board is chaired by the Cabinet Member for Children's Services and deputised by one of the other Councillors on the Board. It comprises of:

- Cabinet Member Majority Group
- Shadow Cabinet Member for Majority Opposition Group
- One additional Elected Member – Majority Group
- One additional Elected Member – Majority Opposition Group
- KRATOS (Children in Care Council)
- Chief Executive
- Executive Director: People
- Director of Children and Family Services
- Director of Education
- Head of Corporate Parenting
- Head of Service for Children and Young People Commissioning for CCG NCL
- Designated Looked After Children Doctor
- Designated Looked After Children Nurse
- Foster Carer





Cllr Abdul Abdullahi
Cabinet Member for
Children's Services –
Labour



Cllr Andrew Thorp
Conservative



Cllr Christine James
Labour



Cllr Chris Joannides
Conservative



Ian Davis
Chief Executive



Tony Theodoulou
Executive Director:
People



Anne Stoker
Director of Children and
Family Services



Peter Nathan
Director of Education



Mary Murrill
Designated Looked
After Children Nurse



Suzanne Rowson
Head of Corporate
Parenting and Head
Teacher of the Virtual
School, HEART Child and
Adolescent Mental Health
Manager, Children in Need
Strategic Educational Lead



Nazmin Mansuria
Head of Children and
Young People Strategic
Commissioning
North Central London
Integrated Care Board



Rashmi Patel
Head of Looked After
Children and Leaving
Care



Member from KRATOS

Corporate Parenting Board Responsibilities

The Children and Social Work Act 2017 places a legal duty on all Local Authorities to have regard to a set of seven corporate parenting principles when exercising their functions. These principles are underpinned by the core value of 'is this good enough for my child'

- To act in the best interests and promote the physical and mental health, and wellbeing of children and young people
- To encourage children and young people to express their views, wishes and feelings
- To take account of the views, wishes and feelings of children and young people
- To help children and young people to gain access to, and make the best use of, services provided by the local authority and its relevant partners
- To promote high aspirations and seek to secure the best outcomes for children and young people
- For children and young people to be safe and have stability in their home lives, relationships, education, or work
- To prepare children and young people for adulthood and independent living.

If this were my child would it be good enough?

How could I make a difference as a corporate parent?

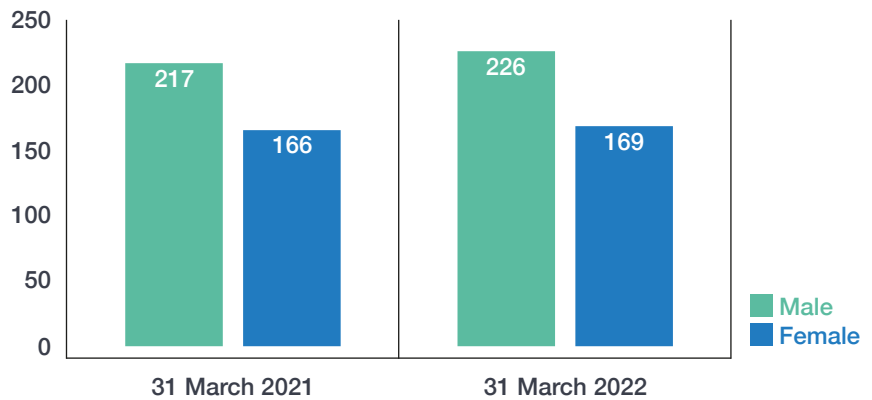
If I were that child, would it be good enough for me?



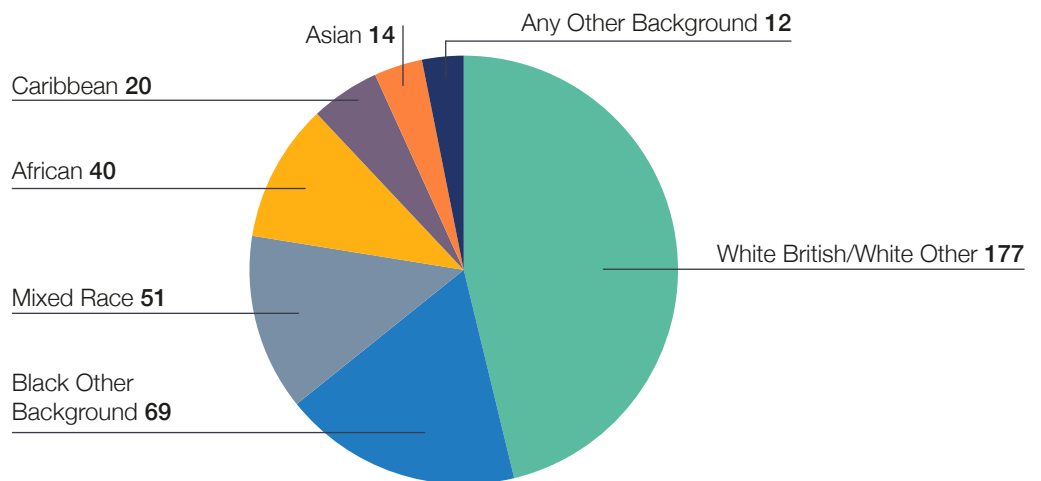
Overview of Enfield Looked After Children and Leaving Care Statistics

Enfield is the 5th largest borough in London. The latest available statistics recorded in 2020 showed Enfield having a high proportion of children under 15 years of age living in the borough. There are currently 383 looked after children aged 0-18 years. Below is a breakdown by gender, ethnicity, and placement type.

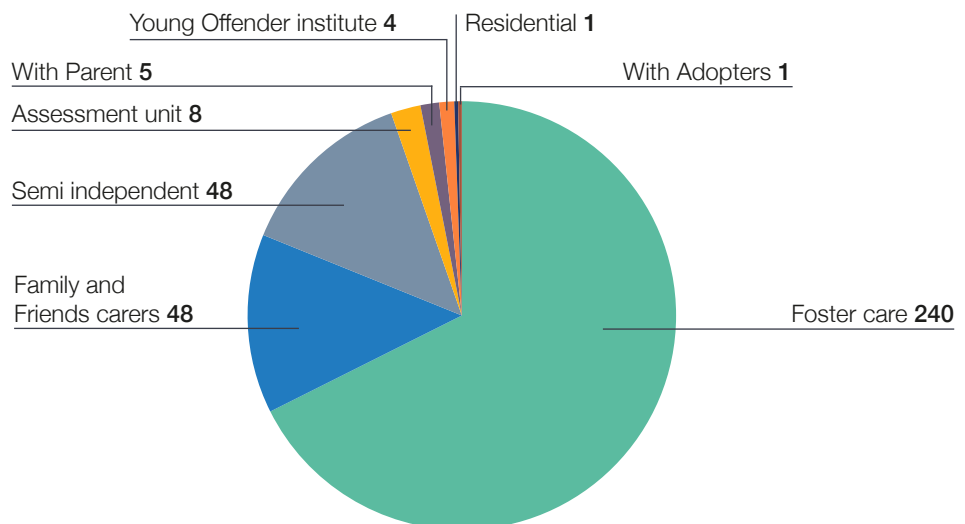
Gender of Looked After Children



Ethnicity of Looked After Children (31 March 2021)



Placement Types (31 March 2021)



KRATOS the Children in Care Council

KRATOS is Enfield's Children in Care Council where young people in care come together to feedback to the Participation and Consultation Officer (managed by the Head of Corporate Parenting) to shape their services as looked after children and care leavers to Enfield.

The name KRATOS was chosen by them, and means 'Power, Strength.' They are part of the Corporate Parenting Board. KRATOS takes part in activities, trips and educational opportunities. They take part in consultations to ensure that we are informed of their views, which shapes service delivery. KRATOS is separated into two groups; under 16s and over 16's and takes place every other week. We now hope that this will take place at the new Youth Centre. Both groups meet to share ideas, attend focused workshops e.g., money management, and discuss future projects, which is facilitated by the Consultation and Participation Officer.

Between 2018-2021 looked after children and care leavers were consulted, and through co-production shaped services by being involved with 15 plans, strategies and projects such as the Special Educational Needs Strategy, Looked After Children & Leaving Care Strategy, Vulnerable Persons Strategy, Homeless & Housing Strategy, Health Passports, Independent Reviewing Officer Strategic Priorities, Children & Young Peoples family plans, Poverty and Inequality Commission, Leaving Care Local Offer, Youth Empowerment Strategy, the design of the Enfield Care Leavers Hub, part of the process of appointing the new Consultation and Participation Officer, the Care Leavers Pledge (see below) which was co-produced, appointing the Director of Children's Services and design of the Children's portal.

KRATOS
the future is in our hands



the children in care council

100%
of Enfield children in care in Key Stage 1 (aged 5-7) said they had their say in how the support being offered to them

98%
of Enfield children in care in Key Stage 2 felt that they were supported by the adults around them

Enfield's Pledge to Care Leavers

Enfield's original Pledge to Care Leavers has been updated following consultation with 73 Enfield Care Leavers during the Care Leavers Celebration.

We welcome the clear statement from the Care Leavers who attended the event on the things which are most important to improve the experience of children in care and care experience to people.

Specifically, we pledge, in our written policies, procedures and practices, to take clear steps to ensure that all the services we deliver will demonstrably:

- 1** Promote more love in the care system including displays of positive physical affections;
- 2** Ensure care experienced people are regarded and treated as individuals worthy of respect, and to promote that respect whenever we can regardless of any discriminatory factor i.e. disability;
- 3** Ensure that relationships are seen as central to all our policies and procedures to support children in care and care experienced people;
- 4** Take clear steps to improve stability and continuity in the lived experiences of people in care;
- 5** Emphasise the importance of working with our partners and young people to raise awareness of need and improve support for the mental health and well-being of children in care and care experienced people in our local area;
- 6** Recognise in our daily work that the impact of care experience does not end at 18 or 21 or even 25. We will engage with you, seek your views and review our practice to remove age restrictions on support wherever we can;
- 7** Protect, promote and where necessary rebuild family and community connections and help those young people for whom we are responsible, to understand their personal history;
- 8** Make sure that young people in our care are routinely engaged, consulted and have a real say in their own lives prior to decisions being made (whenever possible) and provide them with opportunities for growth i.e. sporting activities, careers support;
- 9** Ensure that young people in our care are properly and fully informed of their rights and responsibilities and offer advocacy to ensure they receive them; and
- 10** Listen to the voice of children in care and care experienced people of all ages and always consult them about changes to services and support.

Examples of looked after children & leaving care consultation and participation in 2021 includes:

- During mental Health Week 2021, KRATOS took part in a film “How are you?” which focused on how the pandemic affected young people’s mental health.
- One care leaver has been accepted on the Home Office Board for Borders, Immigration and Citizenship. This is a fantastic opportunity for young people to shape service delivery on a national and international level.
- One care leaver is now part of the Peer Power scheme (which is a paid role), where they share their experiences of being in care and being in a secure setting in relation to mental health.
- KRATOS were involved in the co-production of the children’s contextual safeguarding film for Enfield children.
- KRATOS are part of Enfield’s Youth Parliament and part of the film produced during Mental Health Awareness week to tackle stigma in relation to mental health.
- Two care leavers have achieved a level two Youth Worker qualification.
- One care leaver is now trained as a Young Inspector and completed a mock inspection of another Local Authority.
- Care leavers have taken part in the consultation process for the Enfield Children and Young Peoples Plan - Empowering Young Enfield and the youth participation guidance across all services for children in Enfield.
- Consultation on the independent living workshop training for care leavers, before being presented to Housing Panel.
- KRATOS were interviewed by the Learning and Work Institute and shared their thoughts and experiences of the Welfare system.
- Care leavers and looked after children continue to be the part of the pan London Children in Care Council, ensuring Enfield is represented and part of the different focus groups which shape the national picture for looked after children and care leavers.
- Care leavers part in National Care Leaver week.
- Care leavers contributed to scrutiny when the Empowering Young Enfield Children’s Plan was presented.
- Care Leavers took part of the mock in house inspection of the Care Leaving Service.
- Looked after children & care leavers took part in the independent review of Social Care.
- Care leavers and looked after children attended the annual Social Care Conference.

Local Offer to care leavers

The care leaver Hub

18+ CAMHS Service

Special Educational Needs visit by the Department for Education said looked after children with an EHCP received outstanding support during Covid

Achievement day

Achievement day is an annual fun day held to celebrate the successes and achievements of Looked After Children both in and out of borough. Young people are nominated for awards by professionals and receive a certificate and voucher. The day includes a range of activities such as a bouncy castle, face painting, a mad scientist, a craft stall, football and a book stall where all the young people can choose a free book.



Face painting



Craft stall



Presentation of certificates

A large proportion of our care leavers are attending university

No Enfield looked after child has been permanently excluded from school in 5 years

Enfield Local Offer for Care Leavers

We have an outstanding offer for our care leavers which our care leavers have shaped and developed.

You said

We want to help design the Care Leavers Hub

We did

We had a working party on this, and care leavers were part of the launch.

You said

As care leavers we want support with mental health, welfare and financial entitlement, sexual health service and access to employment

We did

These sessions are part of the care leavers Hub with a weekly timetable of sharing sessions taking place. We now have an 18+ CAMHs therapist who spends every Thursday in the Hub for drop-in sessions.

You said

We want swimming lessons

We did

Enfield Swimming Club deliver weekly swimming lessons every Friday for looked after children aged 7-9.

You said

KRATOS should have a takeover session at Corporate Parenting including a workshop on apprenticeships and how they could be introduced for Enfield care leavers

We did

We now have four leaving care apprenticeships.

Next Steps

The report demonstrates the variety of ways in which we position the voice of the child centrally to the service which we provide in Social Care as corporate parents. However, we believe in Enfield that we can further enhance this service by sharing the good practise of Looked After Children, Leaving Care, Cheviots and other services in Education and Social Care. In light of this the Head of Corporate Parenting is the nominated lead for the Council's guidance on youth participation. The purpose of the guidance is to support the inclusion of children and young people in consistent and meaningful consultation, engagement, and co-production. This relates to the work of the council in the development of strategy, policy, campaigns, in service design and delivery with evaluation. The guidance will set out different approaches to youth participation, guiding principles, and practical considerations to support council officers to develop and deliver meaningful and effective youth participation activities. Youth participation will further support the work across all of Children and Family Services. It is also intended for this guidance to widen their input across the whole organisation and enhance the councils work for children and young people up to the age of 19, and 25 for care leavers with Special Educational Needs and Disabilities. Further guidance is also due to be developed in 2022, to enhance the inclusion of our families in consultation, engagement and co-production. The youth participation strategy is due in summer 2022.

As corporate parents we have also reviewed the Corporate Parenting Board. The Corporate Parenting Annual Report summaries the reports shared at Corporate Parenting, which KRATOS will use to hold us to account and evaluate whether the improvement priorities set out in each officer's report has been achieved. This will take place during the takeover of the Corporate Parenting Board. In addition to the questionnaires we conduct, the following surveys will be given out to our young people at achievement day and care leavers conference and via the Personal Education Plan, so that we can annually benchmark ourselves (similarly to the survey commissioned by Bright Spots).

A multi disciplinary team supports all looked after children and care leavers

Positive feedback from Foster Carers

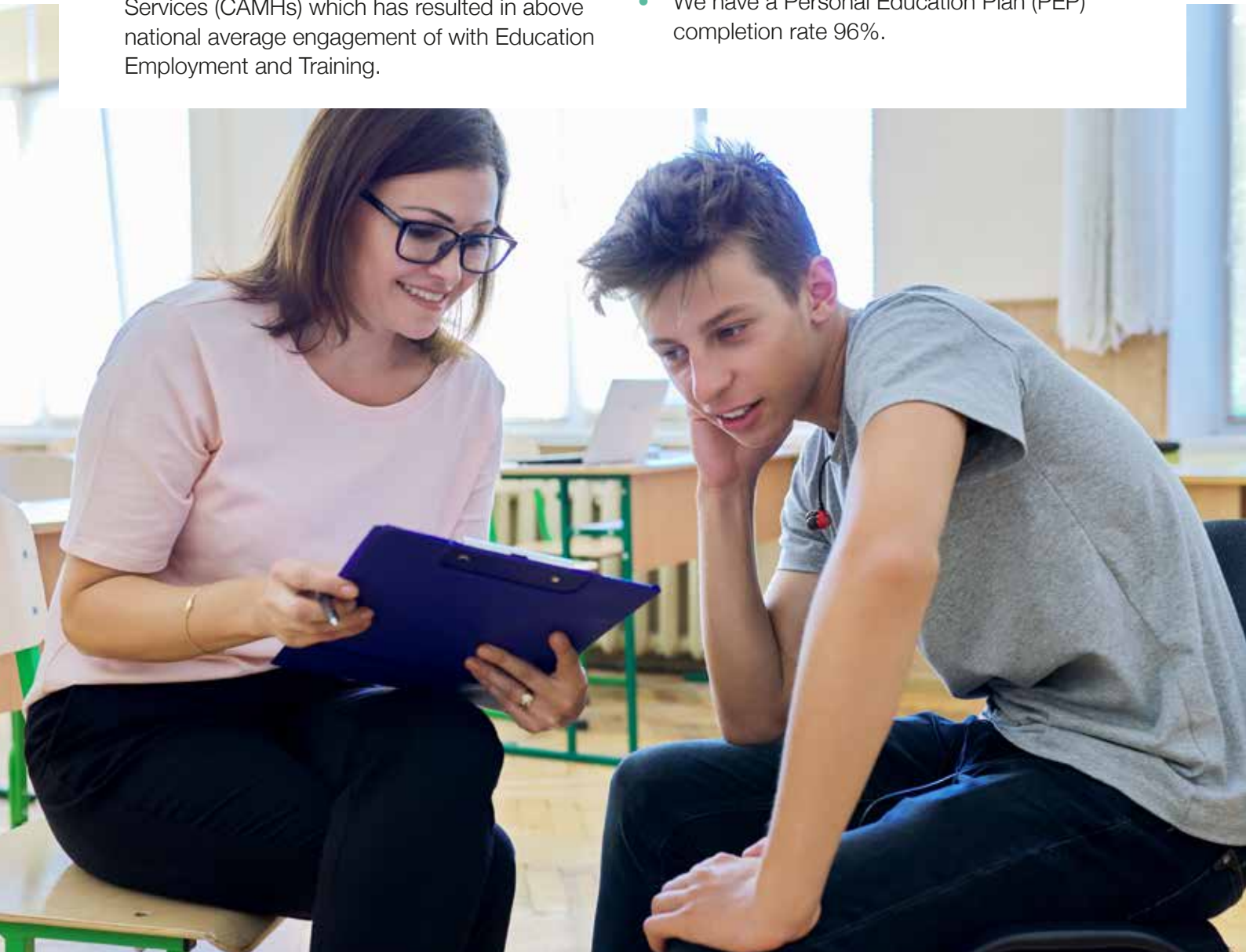
Trauma Informed Practice

Key Achievements in 2021

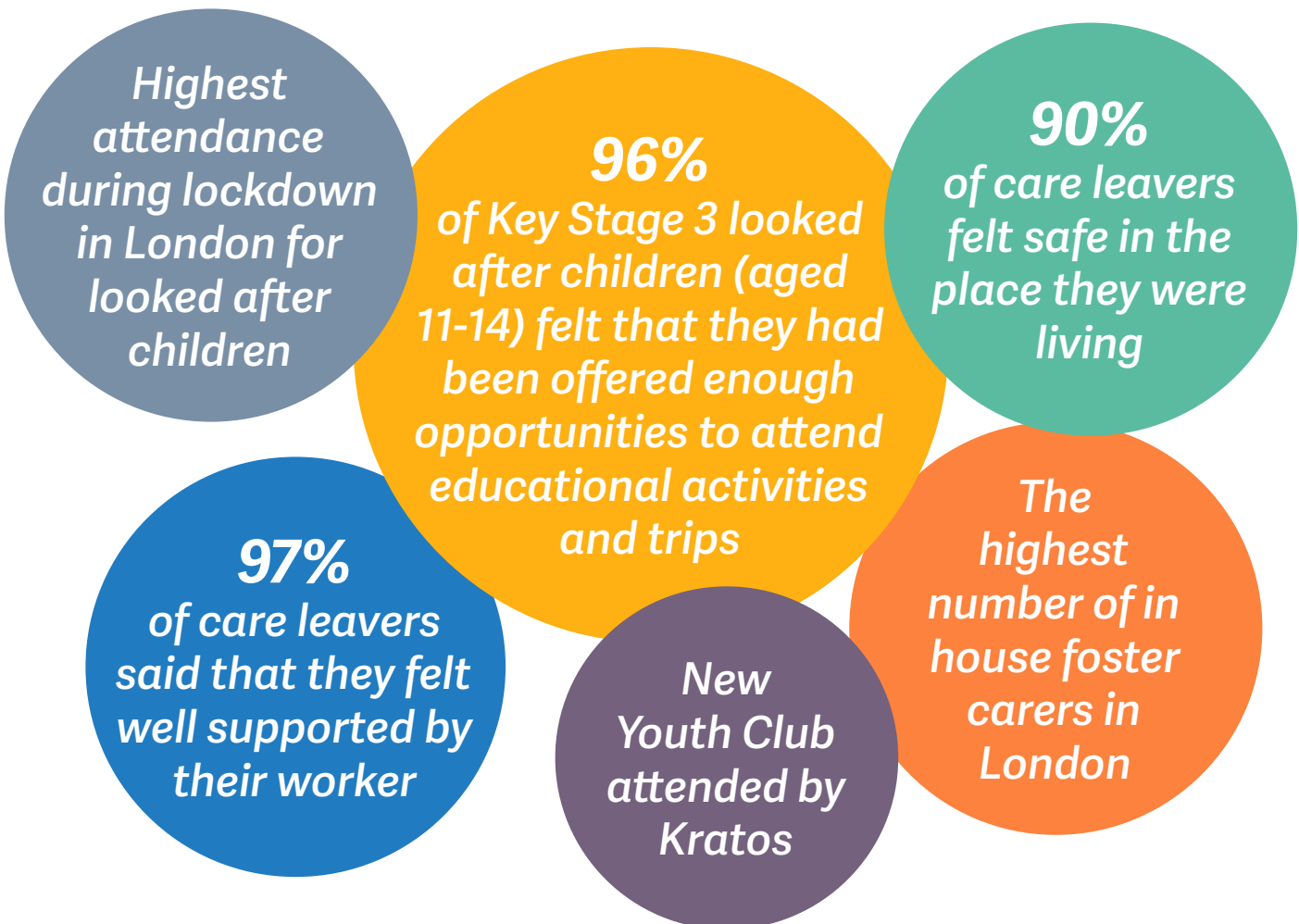
There are several outstanding key achievements which need to be celebrated, that have ensured looked after children and care leavers receive an outstanding service. All services despite the challenges of Covid adapted to deliver the very best for our young people, with the key focus of “would this be good enough for my child”.

Key achievements

- Above national average engagement in Education Employment and Training (EET) (74% in Enfield compared to 70% Nationally)
- The Striving To Achieve and Aim Higher panel (STAAH), which works to ensure engagement in Education Employment and Training, has key partner agencies such as CATCH 22, careers advice, and Child and Adolescent Mental Health Services (CAMHs) which has resulted in above national average engagement of with Education Employment and Training.
- A dedicated missing person coordinator is in place. As a result, 6% of looked after children and care leavers go missing from placement, compared to 10% Nationally, 11.7% in London and 11.7% for our statistical neighbours;
- The impact of Health Education Access to Resources Team (HEART) Child and Adolescent Mental Health Service is demonstrated by Enfield looked after children’s average Strengths and Difficulties Questionnaire (SDQ) score of 10.8 in Enfield compared to 14.2 nationally.
- Enfield is one of the few London boroughs to have an 18+ Child and Adolescent Mental Health worker. Fifty-seven young people are seen in a year in addition to sixty-seven consultations to social workers.
- We have a Personal Education Plan (PEP) completion rate 96%.



- Looked after children's school attendance is 95% in line with the national average.
- The percentage of looked after children achieving 4+ in maths and English is above the national average.
- No Enfield looked after child has been permanently excluded from school in the last 5 years.
- Working protocols between the Youth Justice Service and social workers in resettlement planning has improved.
- The care leavers hub, a one stop for mental health support, support for sexual health and careers advice has been launched.
- Family group conferences have successfully reduced young people coming into care.
- 9% of Enfield's looked after children have had 3 or more placements compared to 9.7% for our statistical neighbours and 11% nationally.
- Enfield have 17 newly approved foster carers in 2022 which is the highest across the consortium boroughs.
- Trauma informed practice supervision is in place for all social workers.
- Enquiries to Adopt North London have increased.
- Family finding team have allocated £860k of spending on therapeutic support from Adopt North London.
- 60% of all Enfield's foster placements are in house above which is above our statistical neighbours.
- Placement stability is increasing.
- The Summer English Speakers of Other Languages (ESOL) school was well attended.
- A 24-hour 7-day-a-week helpline launched by Enfield Access to Resources and Integrated Service (ARIS) team during Covid to support independent provisions.
- Positive feedback on contextual safeguarding to semi-independent.



Updates against priorities

| What we said we would focus on | Where we are now |
|--|---|
| Develop the Reflective Fostering Study in collaboration with the Anna Freud Centre and Hertfordshire University. This is a 10-week programme which aims to help promote placement stability by helping the carer to keep the child in mind. | This is now in place. |
| To develop the Loft Conversion/Additional Bedroom Grant Project as part of an 'invest to save' initiative. | Policy is now in place. Six have been identified and are in the process of loft conversion. |
| Reduce the number of specialist Independent Fostering Agency placements. | Ongoing with in-house marketing strategy. |
| Commission a wider range of semi-independent provisions to make sure Enfield's Care Leavers receive effective support and live in a stable accommodation which meets their needs and helps prepare them for independence. | Yes. The London Accommodation Pathfinder for young people is used as an alternative to secure. New semi-independent tender in place. All semi-independent placements will be regulated by Ofsted by 2024. |
| Complete a cost/benefit analysis to consider the viability of setting up a Council run children's residential home. | Completed. Progressing to procurement stage. |
| To try to ensure that the council continues to engage with semi-independent providers in provider forums and deliver training to staff working in semi-independent provisions. Some of the training due to be delivered for this year is through a joint session with the police on youth violence and Prevent training. | Training being delivered to semi-independent provisions. Regular bitesize training. |
| To work with our Housing partners in the private sector, Housing Gateway Ltd (HGL) to provide some properties for our 18+ care leavers who are ready to make the step up to independent living with no or little support. | First property set up going through planning. |
| To work with the North Central London (NCL) to develop a London Accommodation Pathfinders (LAP) project to develop an alternative to custody provision in Barnet, with a psychologically and trauma informed approach to a young person's development to reduce recidivism and improve outcomes for children, aged 16-17, who would otherwise be in custody. | Property identified in Barnet. Property is going through refurbishment. London Accommodation Pathway to go live in December 2022. |

| What we said we would focus on | Where we are now |
|---|---|
| <p>At a national level, there have been calls for Councils to consider regulating semi-independent provision to ensure that there is consistently high-quality provision across the system. However, there are concerns that this could reduce choice and capacity or increase costs. Enfield are contributing, where required, to any research around this.</p> | <p>National guidance from Ofsted. Awaiting final framework with Ofsted.</p> |
| <p>To increase the number of eligible care leavers claiming the correct housing benefit/housing element. To ensure care leavers are accessing all of their entitlements including housing benefit to help them prepare for independence.</p> | <p>Completed. Most eligible care leavers are claiming income generation of approximately £600k. 65 are of care leavers accessing their entitlements.</p> |
| <p>Continue to build up a professional network of partner agencies (i.e. Kick Start, Drive Forward) to support our young people into education, employment or training via pre employability programmes, and traineeships.</p> <p>This includes making connections with the National Leaving Care Benchmarking Forum (NLCBF) and sharing best practice nationally and strategies with other Local Authorities.</p> <p>We have also established links with the Care Leavers Covenant, which supports care leavers in many ways.</p> | <p>We now have key partners on the Striving To Achieve and Aim Higher panel (STAAH) and our education, employment and training figures have improved.</p> |
| <p>The Child and Adolescent Mental Health Service (CAMHS) Psychological Therapist has agreed to support young people who are 18+ as well as professionals to facilitate education, employment and training interventions. This is quite relevant due to the number of Care leavers who are NEET because of anxiety and/or other emotional/mental health related issues.</p> | <p>In the year since the appointment, 56 young people were seen and 67 consultations given to social workers.</p> |
| <p>Developing ways to best support young people at the HUB.</p> | <p>We are currently working towards:</p> <ul style="list-style-type: none"> • Creating and developing an online presence and use of the Hub to facilitate the access of Care Leavers to its services/information available. This will be part of the current 'Youth Enfield' website. • Maximising the support available (in person/online) by Partner Agencies to Young People in Care and Care Leavers through the Hub. • Exploring the online development of additional service user feedback mechanisms. |

| What we said we would focus on | Where we are now |
|--|--|
| Setting up targeted workshops alongside the Virtual School for young people on education, employment and training options, progression routes and making the most of work experience placements. | Virtual on-line training was delivered in the summer term. |
| Continue to embed and implement the actions agreed within the improvement plan created in response to the internal inspection that the Service underwent in May/June 2021. | Positive outcome from recent focused visit on care leavers in July 2022. |
| Engage and liaise with Adult Services and Enfield Housing to improve pathways for our Care Leavers. | This is ongoing however in the last year 63 young people have been nominated and moved into council tenancies. |
| Continue to develop the Local Authority Designated Officer (LADO) Service and deliver awareness raising sessions, through training, within the statutory and voluntary sector. | This is now in place. |
| Undertake audits, within the safeguarding and quality service to assess the effectiveness of the Local Authority Designated Officer (LADO) service which was outstanding from the previous year due to other service priorities, and later the outbreak of Covid-19. | This is in place. |
| Improve the protocol for social workers to attend all relevant Initial Allegations against Staff and Volunteer (ASV) meetings. | This is in place. |
| Support implementation of Local Authority Designated Officer referrals via the Children's Portal. | This is in place. |
| Improved information sharing and joined care planning in relation to remands in Local Authority care between Social Care and YOS. | A joint protocol policy is now in place. Joint supervision and both attend placement panel. |
| Additional 0.5 Missing Persons Coordinator to be recruited to the service to support with return home interviews especially for young people who go missing multiple times. | This is now in process. |
| Continue to develop the Readiness to Practice programme for all newly qualified social workers on the Assessed and Supported Year in Employment (ASYE) programme. Increasing from 2 weeks to 3 weeks. | This is now in place. |
| Ensuring that social work training integrates the Post Qualified Standards and aligns to the Professional Capabilities Framework. | This is now in place. |

| What we said we would focus on | Where we are now |
|---|---|
| <p>We will continue to provide opportunities for staff to become Practice Educators, by offering places each year. This allows Enfield to take students from universities and shows our commitment to being a learning environment. By taking on final year students, we aim to recruit and retain as many of our students as possible.</p> | <p>This is now in place.</p> |
| <p>Enfield are part of the north London Step Up programme which is a 14-month work-based programme leading to a postgraduate diploma in social work. This year we increased our intake offer from 4 to 8 places.</p> | <p>This is now in place.</p> |
| <p>Continued focus on identifying permanence for children with a social worker to support children to have stable long-term placements able to meet their needs.</p> | <p>This is now in place.</p> |
| <p>Increased feedback from young people. This is an area which is regularly discussed in quarterly meetings between Barnardo's and the Local Authority.</p> | <p>This is now in place.</p> |
| <p>Plans are in place to resume the arrangements for the Lead Advocate to have a presence at Charles Babbage House.</p> | <p>Barnardo's attends Charles Babbage House every two weeks.</p> |
| <p>Arrangements for advocates to attend child protection conferences in person (as per arrangements before the pandemic).</p> | <p>This is now in place.</p> |
| <p>To continue to promote the service via publicity material and for advocates to attend team meetings.</p> | <p>This is now in place.</p> |
| <p>Increase the awareness of the Independent Visitor scheme across the service.</p> <p>Ensure that there is literature available to explain to foster carers and children about the scheme to promote the service and encourage referrals.</p> | <p>19 looked after children were matched with an independent visitor. Social workers and independent reviewing officers continue to suggest to children in their reviews and visits how an independent visitor can support them and hear their voice.</p> |
| <p>Adapt a hybrid model of working.</p> | <p>This has been successfully achieved and other Local Authorities have requested that Enfield share their good practice.</p> |
| <p>To review family group conferences which are now held in-house.</p> | <p>Families are taking a more active role in developing safety plans which prevents children coming into care, along with the introduction of the Enfield conversation.</p> |
| <p>To continue to improve placement stability.</p> | <p>There has been a steady improvement in the last three years, increasing from 67% to 72.7%.</p> |

| What we said we would focus on | Where we are now |
|---|--|
| Improve further recruitment of black or dual ethnicity parents. | A long-term project is in place with an external consultant to better understand the data. This is a long-term commitment. |
| To continue to adapt to hybrid model of working. | Ongoing. |
| Build on Adopt London North's reputation on social media. | This is an ongoing development. |
| Drop in sessions for social work teams who are completing life story work | This is in place, ongoing. |
| Improve attendance. | Enfield looked after children had the highest attendance during lockdown (75%). |
| Reduce exclusions. | Exclusions have been reduced. |
| KS4 attainment to be in line with the national average. | KS4 average attainment is now above the national average. |
| 80% of Personal Education Plans (PEP) quality to be considered 'good' or 'better'. | 95% of Personal Education Plans are completed each term, with 95% considered 'good' or 'better'. |
| Continue effective mental health support through Child and Adolescent Mental Health Services (CAMHS). | Strengths and Difficulties Questionnaire (SDQ) scores are 11.4 or below the national average which demonstrates that support is effective. |

Annual Report on the Fostering Service

Purpose of Report

To provide an update to the Corporate Parenting Group on the work of Enfield's Fostering Service.

Executive Summary

Enfield Council's foster carers provide stability, care and family support to children and young people who are not able to live with their birth family. This is often a temporary arrangement whilst work is done to return the children to their families but can also be a long-term arrangement by order of the court or as approved by the agency decision maker. Our pool of foster carers will be the looked after child's alternative family for as long as that care is needed. With the help and support of their family and friends in their support network, they can make a positive difference to the children in their care and prepare them for the future.

Fostering is one of the most heavily regulated services within social care and the independent fostering panel continues to play an important role in monitoring compliance with all statutory requirements and in providing an additional layer of Quality Assurance. The Chair of the Enfield fostering panel has an extensive social work background and is very experienced in the field. Panel members consider the suitability of applicants wishing to foster. Enfield's Agency Decision Maker, the Director of Children's Services, makes the final decision on approvals based on the information and recommendations provided by the panel. Joint panel training between panel members and fostering team members is held twice a year to ensure knowledge on legislation and practice issues are shared.

The service also has responsibility for private fostering work. Private fostering is when a child aged under 16 years old (or 18 years old if they have a disability) is looked after full time for more than 28 days. Private fostering is arranged and agreed by the child's parents and the family who will be caring for the child. The law requires that parents must inform the Local Authority at least six weeks before the arrangement begins that they intend for somebody else to privately foster their child. Enfield social care has a duty to safeguard and promote the welfare of all children in their borough and to ensure those in private fostering arrangements are safe and secure.

Annual Report on the Commissioning Framework

Purpose of Report

This report provides the Corporate Parenting Board with an overview of semi-independent provisions commissioned by the council to accommodate looked after children (LAC) aged 16-18 and care leavers. It provides information on the quality assurance of commissioned services and includes findings from a recent internal audit.

The report also details how the Council has supported local semi-independent providers during the coronavirus pandemic.

Executive Summary

The Council commissions a range of semi-independent placements to meet the different needs of the leaving care cohort. The placements that the Council commissions within the new tender are:

- 24-hour staffed provisions
- Complex/high needs
- 18-hour staffed units
- Night staff only units
- Therapeutic mental health
- Female only
- Out of borough
- Parent and Child
- Stand alone flats
- Unstaffed shared units for 18+ care leavers

Within the tender, there are some objectives which providers are expected to achieve. These are:

- Increasing placement stability
- Increasing the skills of the young people for them to successfully transition into independent living and eventually to their own Council tenancy
- Reducing young people who are not in Education, Employment and Training (NEET)
- Improving the emotional health and wellbeing of care leavers.

Annual Report on those 16-25 who are in Education Employment (EET) and Training and those not in Education, Employment and Training (NEET)

Purpose of Report

To give the statistical information of EET and NEET and the actions and strategies to improve those who are EET.

Executive Summary

Access to Education, Training and/or Employment remains one of the six main goals set up in both the Leaving Care Local Offer and the Service's Strategy as key for our care leavers to maximise their chances to build a successful future.

The National Implementation Adviser for Care Leavers' First Year Report (Department for Education, Dec 2018) highlights that only 52% of care leavers are in some form of Education, Employment or Training. It encourages Local Authorities to be more ambitious and set local targets around 70%-80%. Enfield remains on target with 74.1% of young people open to our Service engaged in some form of Education, Training and/or Employment (August 2021). This represents a major improvement from 2020 figures. Enfield Leaving Care Team remains ambitious and will continue to work creatively alongside young people and partner agencies to increase this number.

A robust action plan is in place to improve Education Employment and Training outcomes.

Annual Report to Corporate Parenting on Leaving Care performance and action plan

Purpose of Report

The purpose of this briefing is to provide members of the Corporate Parenting Board with an update on the work of the Leaving Care Service through 2021 and the progress of the young people we work with.

Executive Summary

2020 was inevitably impacted by the breakout of the COVID-19 Pandemic and the main focus was ensuring that alternative plans were in place to continue to deliver a service of high standard for our young people. 2021 has given us the opportunity to adapt and embed new ways of working as well as further developing the Service to promote and improve the opportunities on offer for our care leavers to live safe lives, achieve their aspirations and secure the very best possible outcomes for their future. The following was put in place:

- An internal audit exercise conducted on the service in May this year was robust and extremely comprehensive. While a small number of improvements were recommended, the overall findings were that the Service was likely to be judged as 'GOOD' in any external inspection. Staff reported being extremely satisfied with the management and supervision they received and appreciated all the extra support they had received to help them through the pandemic. The inspection was a good opportunity to showcase the joint work and partnership in place with other relevant teams including Cheviots and Youth Offending.
- An action plan was developed following the audit, responding to the recommendations made. All the recommended actions have been completed.
- The Service supported the implementation of a recovery plan in line with the Government's decision to ease lock down restrictions, setting out expectations of resuming in stages face to face visits with young people. Staff are very happy to be seeing their young people face to face.
- The Service updated and published the Local Offer for Care Leavers for 2021.

- Four more care leavers were supported to access apprenticeship opportunities within the Council. One of the apprenticeships is being completed under the Leaving Care Service.
- Two new specialist posts were created within the Leaving Care and the HEART Teams to facilitate young people's access:
 - to Education, Training and Employment opportunities and
 - to therapeutic (trauma informed) support. This is aimed at care leavers over the age of 18 who do not meet the criteria for Adult Services but would benefit from this intervention.
- The Care Leavers Hub was re-launched in July 2021 to promote participation, as well as to provide care leavers with the opportunity to access and engage with different services face to face. A representative from partner organisations has a weekly presence at the Hub to support young people in different areas for instance benefits, substance misuse, sexual health, Education, Training and Employment and advocacy.
- The Asylum and Immigration Leads Working Group (AIL) has been operational since March 2021 with the purpose of promoting professional development in this highly technical area. This group is supporting best practice and is allowing the Leaving Care Team to better understand and address the specific needs that young people who are seeking asylum, have otherwise insecure immigration status, or are recognised as refugees. Amongst other achievements, through the Asylum and Immigration Leads Group (AIL), we have supported our European Union looked after children to access settled status as well as to apply for their United Kingdom Citizenship.
- In October 2021, to mark this year's Care Leavers Week, Enfield took part in a joint celebratory event alongside other Greater London Authorities. The theme was "Just a Care Leaver: Your Past does not define your Future".

Annual Report on looked after children who went missing

Purpose of Report

The purpose of the report was to provide the Corporate Parenting Board with a report on looked after children who went missing in the year 2020/21.

Executive Summary

There were 225 children / young people reported missing from home or care in the 12-month period covering 2020/21. Less children (19%) went missing from home or care (three times or more) in 2020/21 compared to 23% in 2019/20.

There were 50 children / young people (22%) who went missing from care in 2020/21. There has been a reduction in the proportion of looked after children who have gone missing year on year for the last 3 years (25% in 2019/20 and 30% in 2018/19).

There were less 13-14-year olds reported missing (12%) in 2020/21 compared to 2019/20 where there were 18% of 13 and 14-year-old young people missing from care.

20% of young people who went missing had previous and current concerns raised in relation to Child Sexual Exploitation (CSE) which is 2% less than the previous year. Of the 20% (10) young people known to be at risk of Child Sexual Exploitation, only 4 remained as at risk by the end of March 2021. Of the 10 young people identified as at risk of Child Sexual Exploitation over the year, 7 were female while 3 were male. In 2019/20, one male was identified as at risk of Child Sexual Exploitation which is an indication that assessments are identifying males as being at risk of child sexual exploitation as well.

Annual Report to Corporate Parenting on the Local Authority's Designated Officer

Purpose of Report

The purpose of this report is to provide an overview of the management of allegations against professionals and volunteers and the role of the Local Authority Designated Officer (LADO) in the London Borough of Enfield, for the period of 1st April 2020 to 31st March 2021.

The Local Authority Designated Officer (LADO) has the responsibility to manage and have an oversight of allegations against people who work with children.

The role of the LADO is set out in the Government's 'Working Together to Safeguard Children' (2018) and is governed by the Authorities' duties under section 11 of the Children Act 2004 and London Child Safeguarding Procedures, Chapter 7: Allegations against staff or volunteers who work with children.

Executive Summary

In 2020/2021 67 consultations were recorded which did not meet the threshold of harm for an 'Allegations against Staff and Volunteers' (ASV) Local Authority Designated Officer meeting. Allegations against Staff and Volunteers meetings are required when there is a view that a child may have or may be hurt, to consider whether there should be a police investigation, a child protection investigation and/or for the employer to investigate using their own internal procedures. The number that met the criteria was 40. The previous five years had seen a rise in both consultations and Allegations against Staff and Volunteers meetings. The decrease for 20/21 is thought to be due to the Covid effect and specifically the partial closures to schools and early years providers. It is envisaged that the figures will rise again now Covid restrictions have eased.

Most allegations which progressed to formal Local Authority Designated Officer involvement were from education settings(13), children's homes (12), and foster care (6).

Eleven of the 40 allegations which led to an Allegations against Staff and Volunteers meeting were substantiated (the allegations were found to be evidenced and the children in the care of these professionals may have suffered harm).

Report to Corporate Parenting on Supporting and Reducing the criminalisation of Looked after Children

Purpose of Report

To evaluate whether Enfield Youth Justice Services' current practice effectively supports looked after children within the youth justice system in response to the recently published 'Protocol for London - Reducing criminalisation of looked-after children and care leavers' and in the context of Enfield joined up working protocol between social care and the Youth Justice Service.

Executive Summary

The 12-month period from November 2020 to October 2021 was used to analyse the profile of children in care in youth justice and the quality of care provided to young people. Care leavers were also considered if they were sentenced during this period and had met the legal definition of a care leaver.

172 young people were subject to Youth Justice Service interventions within the stated 12-month period, 22 young people within the cohort had an active period in Local Authority care, and there was one care leaver sentenced during this period. Most young people were aged 16 and 17 years old at the start of their intervention(s). There were 21 males and 1 female. A Youth Justice Service report in 19/20 stated that there were 12 looked after children working with the Youth Justice Service, however this did not include those young people who became looked after due to being Remanded into Local Authority Care (RILA) or looked after children remanded into Youth Detention Accommodation (YDA). Comparatively this number is 11 in the 20/21 period.

Looked after children working with Enfield Youth Justice Service represent:

- 12% of the overall youth offending cohort for this period; and
- 3.7% of the overall local children looked after population within this period

Young black men continue to be over-represented within youth justice system and this includes children in care.

The introduction of a joint working protocol between the Youth Justice Service and Social Care in January 2021, has resulted in the implementation of a range of practice measures to improve information sharing, joined up working and coordination of care and support to reduce- re-offending and prevent the unnecessary criminalisation of children in care in line with London protocol. Moving forward the focus will be on continuing to embed the best working practices between Social Care and the Youth Justice Service.

Report to Corporate Parenting on Permanency Guidance

Purpose of Report

To share the Permanence guidance with members of the Corporate Parenting Board

Executive Summary

The permanence guidance outlines the process which Social Workers follow to ensure that formal processes are in place to try and secure long term placements for looked after children.

It is evident that children in matched long-term placements have better outcomes, as they have a sense of belonging and stability which supports them to achieve their full potential.

Annual Report to Corporate Parenting on the Advocacy Services for looked after children

Purpose of Report

The report is to provide an update on the activity of Barnardo's Children Rights Advocacy Service.

Executive Summary

Barnardo's London Children's Rights Service (BLCRS) has been commissioned to provide independent advocacy for looked after children, care leavers, and children subject to child protection plans.

The contract is to deliver advocacy service to 40 children over the age of five years subject to child protection concerns and 20 children/young people who are either looked after children or are open to the Leaving Care Services. However, there is flexibility depending on the demands for the service.

Referrals can be made from any source with the consent of the child/young person, via a dedicated freephone, a helpline number and via email. The majority of the referrals are from Children and Families Services. A small number of referrals are from organisations such as the Islington Law Centre, placements and a few self-referrals.

The majority of the young people receiving advocacy support live in Enfield; however, a number of young people, placed out of the borough and London have also benefitted from this service.

Breakdown of referrals for the year

- There were 86 referrals in total
- 23 referrals were for looked after children
- 18 referrals were for care leavers
- 40 referrals were for children subject to Child Protection plans
- 4 referrals for children subject to Child In Need plans
- 1 referral from the Joint Service for Disabled children

The main advocacy issues have been:

- Child protection
- Care Planning
- Pathway planning
- Housing
- Retrospective care leaver

Report to Corporate Parenting on the Independent Visitors scheme

Purpose of Report

To provide an overview of the Independent Visitors scheme to Corporate Parenting.

Executive Summary

An independent visitor is a trained volunteer who does not work for Social Care Services and provides children and young people in care with friendship and support. Independent visitors need to be consistent and reliable in order that children can build a trusting, positive relationship with them over time. Action for Children (formerly National Children's Home) is a national children's charity created to help vulnerable children & young people and their families in the United Kingdom.

Over the year, Action for Children supported 19 Enfield matches, three of which funded by Action for Children. One match has ended, making the current total of 18 matches. Two young people were referred this quarter bringing the total number of unmatched young people to six.

Report to Corporate Parenting on the Safeguarding and Quality Assurance Service Independent Reviewing Officers Annual Report

Purpose of Report

The report provides a summary of the activity within the Safeguarding and Quality Assurance Service as required by statutory guidance. It is the role of the independent Reviewing Officer (IRO) to chair Child Protection conferences and looked after children's reviews (LAC).

Executive Summary

The service consists of 8 independent Reviewing Officers. The number of children subject to a child protection plan was 296, which is an increase due to sibling groups. 50% of child protection plans were due to neglect, 29.7% due to emotional abuse, and 9.7% due to physical abuse. There has been an increase in physical abuse compared to a decrease for those on child protection plans. 74% of looked after children reviews were recorded as being within timescales. Participation in looked after children reviews remains good displaying that the views of the child are heard. The continued effectiveness of partnership working (especially with the police) is demonstrated by the Police now being available to attend meetings at short notice.

Report to Corporate Parenting Annual Report on Adopt London North

Purpose of Report

To report on the outcomes of the adoption led services of Adopt London North, who's role it is on behalf of six London boroughs to recruit and assess adoptive parents, family finding for children in need or adoptive parents, and providing support to adoptive families.

Executive Summary

The adoption panel is now centrally positioned and considers all adopter approvals, however the Adopt London North Head of Service is the Agency Decision Maker (ADM) for appraisals and the Local Authority Agency Decision Maker approves matches from their own borough. Having a single brand identity and one entry point has been transformational. The website receives on average 3,600 visitors. Enquiry levels from 2018/2019 highlight that 42% Adopt London North prospective adopters are from black and dual ethnicity families which is in line with the proportion of children taken to Adopt London North who had a placement order or were matched (40-45%). As of march 2021 2021 there were eight children in Enfield waiting for placement order to be made. £860,000 of specialist therapeutic support was provided by Adopt London North.

- 2 children were placed with adoptive families and where adoption orders were granted
- 2 children were placed with adoption orders to be granted
- 1 child is being placed with an adoptive family in America
- 2 Special Guardianship Orders to family members
- 1 child plan is being changed to long-term fostering.

Annual Education and HEART report for Corporate Parenting

Purpose of Report

A summary of the educational outcomes of looked after children and role of the Virtual School in putting in interventions to support the academic outcomes, excellent attendance and a focus on reducing exclusions. A summary of the role and outcomes of the Health Education and Access to Resources Team(HEART) and its multi-disciplinary staff of specialist health staff Virtual School staff, including Child and Adolescent Mental Health Service and Speech And Language Therapy annual reports and actions plans, in addition to a summary of participation and consultation of KRATOS, the Children in Care Council.

Executive Summary

The Key Stage 2 attainment of looked after children was below the national looked after children level and Key Stage 4 attainment was above. All pupils made progress from their starting point. Looked after children's attendance was in line with national figure of 95%. Exclusions have reduced from previous years. Personal Education Plan completion rate is 96% with 88% graded as 'good or better'. 85% of looked after children attend 'good' or 'outstanding schools. 92% of Year 11 looked after children have a confirmed destination for Year 12. Not in Education, Employment or Training for year 12 in Enfield 10% compared to 27% nationally. The care leaver conference was attended by 73 care leavers and KRATOS has consulted on 10 policies and strategies. KATOS members have also trained to be youth inspectors. Strengths and Difficulties Questionnaire scores for Enfield are 10.8 compared to a national figure of 14.2 which demonstrates the effectiveness of the Health Education Access to Resources Team Child Adolescent Mental Health Service team.

Corporate Parenting Board

ANNUAL REPORT
2021-2022

Terms of Reference – Enfield Corporate Parenting Board 2021

1. Purpose of the Board

The Corporate Parenting Board has delegated authority on behalf of the full Council to act in the best interest of:

- Children who are looked after by the local authority pursuant to **section 22 (Children Act 1989 (CA 1989))**
- Relevant children (**section 23A, CA 1989**)
- Young people under the age of 25 who are relevant children (**section 23C(1), CA 1989**)

The purpose of the Board is to ensure that the Council fulfils its role as corporate parent to the above and that Members, partner agencies, officers and the children in care council work together to provide, review and improve the effectiveness of services to looked after children.

2. Principles

The Children and Social Work Act 2017 places a legal duty on all local authorities to have regard to a set of seven corporate parenting principles when exercising their functions. These principles are with the overriding principle 'is this good enough for my child'

- To act in the best interests and promote physical and mental health and wellbeing of the children and young people
- To encourage the children and young people to express their views, wishes and feelings
- To take into account the views, wishes and feelings of the children and young people
- To help the children and young people to gain access to, and make the best use of, services provided by the local authority and its relevant partners
- To promote high aspirations and seek to secure the best outcomes for the children and young people
- For the children and young people to be safe and have stability in their home lives, relationships, education or work
- To prepare the children and young people for adulthood and independent living.

3. Membership

3.1 Cabinet Member for Children's Services
Shadow Cabinet Member for Children's Services
One additional Elected Member – Labour
One additional Elected Member – Conservative
KRATOS (Children in Care Council)

Chief Executive
Executive Director: People
Director of Children and Family Services
Director of Education
Head of Corporate Parenting
Head of Service for Children and Young People Commissioning for CCG NCL
Foster Carer

The Board will be supported by officers from local authority and wider partnership as required. The Head of Service for Looked After Children and Care Leavers or designated deputy is required to attend the board every quarter.

3.2 It is the role of the Head of Corporate Parenting to produce an annual report and work plan to focus on the key priorities for children in care and care leavers.

4. Meetings

4.1 The Board shall meet at least 4 times a year with additional meetings to be arranged as agreed by members. KRATOS will take over the chairing of one of the meeting every year.

4.2 The Board will be chaired by the Cabinet Member for Children's Services and deputised by one of the other Councillors on the Board

4.3 Administrative support with the head of COP will be provided to:

- Co-ordinate agenda preparation
- Support the convening of meetings
- Circulate agendas and papers prior to meeting
- Monitor and progress actions agreed by the Board with the head of COP.

5. Scrutiny

5.1 The activities of the Corporate Parenting Board will be subject to scrutiny by KRATOS

6. Review

These Terms of Reference will be reviewed annually by the Corporate Parenting Board.


Equalities Impact Assessment (EqIA) Guidance

This document gives you information and guidance on how to carry out an Equality Impact Assessment.

Before carrying out a full assessment as set out under 'stage 2', please complete an initial screening form, 'stage 1,' to see if it is necessary to carry out an equality impact assessment for your decision/ activity/ project.

STAGE 1– Initial Screening.

| | | |
|--|------------------------------|--|
| Details of Officer completing this form: | | |
| Name: | Suzanne Rowson | Job Title: Head of Corporate Property |
| Dept: | people | Service: looked after children |
| Date: | 11/8/2022 | |
| What change is being proposed? Provide a brief description (and title if applicable) | | |
| None | | |
| Does the proposal? | | |
| Affect service users, employees or the wider community | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO |
| Have a significant impact on how services are delivered | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO |
| Plan to withdraw a service, activity or presence | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO |
| Plan to introduce a new service or activity | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO |
| Aim to improve access to, or the delivery of a service | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO |
| Involve a significant commitment of resources | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO |
| Relate to an area where there are known | <input type="checkbox"/> YES | <input checked="" type="checkbox"/> NO |

| | | | | |
|---|----------------|------------|--|-----------------|
| inequalities | | | | |
| <p>If you have answered NO to <u>all</u> of the questions above then the screening process is complete and you do not need to complete a Full Equality Impact Assessment or Action Plan. This decision must be signed off by your Head of Service.</p> | | | | |
| Sign off by Head of Service: | | | | |
| Name: | Suzanne Rouson | Signature: |  | Date: 11/8/2022 |
| <p>Please note: If equality issues are identified during the course of the policy, plan or practice development/review, the EqlA Initial Screening will need to be revisited. This may result in a full EqlA being required where it previously was not.</p> | | | | |

STAGE 2- Carry out full EqlA

Before completing the Equality Impact Assessment, (EqlA), it is important to understand what an EqlA is, why it is necessary to carry one out and when you should begin the EqlA.

What is an EqlA?

The aim of an EqlA is to identify and remove any potential barriers to fairness and equality in a service provision and take all reasonable steps to advance equality, by considering the impact that a proposed change could have on different groups with protected characteristics.

The analysis is not an end in itself but should be used to inform the organisation's decision making and service improvement plans.

Why is EqlA needed?

Under the Equality Act 2010 Enfield Council has a legal duty, in the performance of its functions, to have **due regard** to the need to:

- eliminate discrimination, harassment and victimisation and any other conduct that is prohibited by or under the Equality Act.

London Borough of Enfield**Cabinet – Part 1 Report****Meeting Date October 2022**

Subject: Section 75 Agreement 2022-2023
Cabinet Member: Councillor Cazimoglu
Executive Director: Tony Theodoulou

Key Decision: KD 5462

Purpose of Report

1. The purpose of this report is to provide information and seek Cabinet approval in respect of proposals contained within the Section 75 Funding Agreement (2022-2023) between London Borough of Enfield and the North Central London Integrated Care Board (NCL ICB)
2. The NCL ICB is the successor body of the NHS North Central London Clinical Commissioning Group, the latter of which ceased operating as a statutory body from 01st July 2022.
3. The Section 75 agreement includes funding from:
 - The transfer of resources from Health to Social Care through the Better Care Fund (BCF) which is updated annually based on a national formula
 - Disabled Facilities Grants (DFG) - capital funding updated annually as part of the BCF review process
 - Improved Better Care Fund (iBCF) – government grant income provided directly to local authorities, and
 - Section 75 Specific Schemes – local arrangements between the Council and Health to deliver shared/pooled services, reviewed annually in discussion/negotiation between partners.
4. Better Care Funding (BCF) has increased by 5.66% in 2022/23 and this increase has been applied to all BCF Schemes. Improved Better Care Fund (iBCF) spend has increased by 3.04% in line with the increase in iBCF Grant Allocation to the Council. Disabled Facilities Grant (DFG) spend and funding is unchanged in 2022/23.
5. Schemes proposed for inclusion within the Section 75 Agreement for 2022/2023 are broadly aligned to schemes included within the Section 75 Agreement of 2021/2022. Proposed changes since 2021/2022 are minor and include:

- the addition of Integrated Learning Disability Service (ILDS) psychology posts
 - changes in commissioning arrangements relating to the Supporting Team Around You (STAY) Project.
 - changes in financial contributions to the Integrated Community Equipment Service (ICES)
6. In addition to the above-mentioned changes, variable uplifts to some Section 75 specific schemes are under joint consideration for 2022/2023. The numbers in this report reflect the latest agreed position however, the final detail of each scheme uplift is subject to final agreement between Enfield Council and NCL ICB.
 7. A full breakdown of schemes included within the proposed 2022-2023 agreement and respective allocation of funding is included within point 37 of this report. The total BCF revenue, capital and iBCF funding have been updated to reflect 2022-2023 allocations and total £40,369,924.
 8. The annual value of other S75 schemes which sit outside of the BCF and iBCF has yet to be agreed for 2022/23. At this stage the total value included within the draft Section 75 agreement is based on latest agreed numbers for 2022/23 but some schemes are subject to final agreement, the current estimated scheme values total £8,998,790.
 9. The total investment covered by this Section 75 agreement is therefore £49,368,714 as set out within point 37 of this report.
 10. A spending plan for pooled funding within the Section 75 Agreement is subject to joint agreement by NCL ICB and Enfield Council.

Proposal(s)

11. That Cabinet notes proposals for the pooling of funding under a Section 75 Agreement (2022-2023)
12. That Cabinet notes and authorises the Council contribution to the Section 75 agreement of £33,147,300 as set out within point 37.
13. That Cabinet delegates final amendment and formal sign-off of the Section 75 Agreement between Enfield Council and NCL ICB to the Director of Health and Adult Social Care as the approved statutory DASS (Director of Adult Social Services), in consultation with the Cabinet Member for Health & Social Care.
14. That Cabinet delegates authority in respect of the in-year amendment of all schemes and funding arrangements within the Section 75 Agreement, in line with key decision thresholds, to the Director for Adult Social Care for Enfield Council which shall be subject to NCL ICB agreement, in alignment with government guidance published in 2019.
15. That Cabinet notes the requirement for 6 months notice to be given, by each party for the variation of this agreement.

16. That Cabinet delegates authority to extend the Section 75 Agreement (2022-2023) beyond 2022-2023 (subject to adequate budgetary provision), until such time that subsequent agreements for 2023-2024 are agreed and authorised.

Reason for Proposal(s)

17. To inform Cabinet of the requirement to deliver a Section 75 Agreement (2022-2023) and the pooled funding arrangements which underpin it.
18. To enable finalisation and formal sign-off of the 2022-2023 Section 75 Agreement between Enfield Council and NCL ICB by the Director of Health and Adult Social Care as the approved statutory DASS (Director of Adult Social Services) in consultation with the Cabinet Member for Health & Social Care
19. To enable in-year amendments to maximise the impact of funding agreed under the Section 75 Agreement and support demand management across health and social care. It is noted that decisions to disinvest from any of the funded schemes must be jointly agreed by Enfield Council and NCL ICB.

Relevance to the Council Plan

Sustain strong and healthy communities

20. Proposals outlined within this report will support the Council's Plan through the development and delivery of essential services to protect and support vulnerable residents and creating health streets, parks and community spaces. Proposals will contribute towards good health and wellbeing of Enfield's community through joint and targeted work to improve health and social care outcomes and reduce health inequalities in the borough.

Build our local economy to create a thriving place

21. Proposals outlined within this report will support the Council's Plan through the development and delivery of safe and inclusive joint services within the community, that support good health and wellbeing for Enfield residents and promote community connection.

Background

22. The Better Care Fund (BCF) is a programme spanning both the NHS and local government which seeks to join up health and care services, so that people can manage their own health and wellbeing and live independently in their communities for as long as possible. The BCF has been created to improve the lives of some of the most vulnerable people in our society, placing them at the centre of their care and support, and providing them with integrated health and social care services, resulting in an improved experience and better quality of life.

23. The BCF encourages integration by requiring the NHS and local authorities to enter into pooled budget arrangements and to agree an integrated spending plan. BCF monies are part of a funding transfer from the NHS to Social Care to support the development of integrated approaches which enable more people to live independently in order to reduce the demand on health care services. It includes money already allocated to Councils for the delivery of Disabled Facilities Grants and duties under the Care Act 2014. It is a requirement that NCL ICB and Enfield Council enter into pooled budget arrangements and jointly agree an integrated spending plan for BCF and iBCF monies.
24. Enfield Council and NHS North Central London CCG (since superseded by NCL ICB), have had pooled funding arrangements under a Section 75 Agreement for commissioned services for adults since 2011 and for some commissioned services for children since 2015.

Main Considerations for the Council

25. Enfield Council and NCL ICB seek to establish a new Section 75 Agreement. This agreement will support the transformation and integration of health, social care and children's services in Enfield.
26. The core purpose of an Integrated Care System (ICS) is to:
 - improve outcomes in population health and healthcare
 - tackle inequalities in outcomes, experience and access
 - enhance productivity and value for money
 - help the NHS to support broader social and economic development.
27. Benefits of integrated working include opportunities to:
 - **Reduce inequalities:** Identify where inequality exists across populations, outcomes, experience and access. Devise strategies to tackle these together with our communities
 - **Improve outcomes:** Enable greater opportunities for working together as 'one public sector system' – ultimately delivering improved outcomes for our population.
 - **Increase efficiency and effectiveness :** Help us build a more efficient and effective operating model tackling waste and unwarranted variation.
 - **Accelerate new ways of working:** Accelerate our work to build new ways of working across the system to deliver increased productivity and collaboration.
 - **Improve economies of scale:** Make better use of our resources for local residents and achieve economies of scale and value for money.
 - **Improve system resilience:** Improve our resilience to face changes and challenges to meet the needs of our local population by supporting each other.

28. Schemes proposed for inclusion within the Section 75 Agreement for 2022/2023 are broadly aligned to schemes included within the Section 75 Agreement of 2021/2022. Proposed changes since 2021/2022 are minor and are set out below.

Integrated Learning Disability Service (ILDS) Psychology Posts

29. Psychology posts for the ILDS currently sit outside of the Section 75 Agreement. These posts are commissioned directly by NCL ICB through the Barnet Enfield & Haringey Mental Health Trust (BEHMHT). It is proposed that these posts are included within the 2022-2023 Section 75 Agreement to aide recruitment going forward and align Psychology posts with all other health seconded teams from BEHMHT.

STAY Project

30. Funding for the Supporting Team Around You (STAY) project transferred to BEH as of 1st April 2022. An amount of £24,960 will remain within the BCF for this service, which BEH will draw down in line with requirements.

Uplift to Integrated Community Equipment Service (ICES)

31. It is proposed that NCL ICB increase their contribution to the delivery of the ICES by 20%. This is due to a significant increase in equipment orders coupled with an increase in staff costs to support equipment recycling and deliver a seven day service.

Governance and Monitoring

32. The schemes within the Better Care Fund are discussed at the Joint Health and Social Care Commissioning Board and approved by the Director of Health and Adult Social Care and the Director of Integration (Enfield), NCL ICB.
33. The schemes are monitored by the Better Care Fund delivery group, who report to the Better Care Fund Executive and the Health and Wellbeing Board. A quarterly return to NHS England is completed which evaluates delivery against jointly agreed priorities.
34. The NCL ICB is invoiced on a quarterly basis in arrears after the agreement has been signed and finalised.
35. Monthly meetings are held between managers from the NCL ICB and Enfield Council to discuss and agree funding amendments.
36. Spend from the Better Care Fund and improved Better Care Fund has been utilised to meet increased demand and cost for services across health and social care and to deliver some stability within existing service provision following a significant period of austerity and much reduced central government funding across the health and social care system. This funding enables the health and social care system to continue to deliver services which meet statutory requirements. It has also been used to fund

new service developments which prevent escalation of need/crisis and admission to hospital and which facilitate timely hospital discharge.

37. The following table sets out the agreed 2022/23 BCF, iBCF and DFG values and 2022/2023 Section 75 specific scheme values which remain subject to final negotiation and agreement.:

| BCF Schemes (agreed 22/23 values) | CCG Led Schemes £ | Council Led Schemes £ | Total £ |
|--|------------------------------|----------------------------------|--------------------|
| Integrated care schemes | 10,245,948 | 1,697,183 | 11,943,131 |
| MH schemes | 1,434,732 | 41,095 | 1,475,827 |
| Safeguarding schemes | 77,956 | 444,995 | 522,951 |
| Long Term condition schemes | 0 | 918,709 | 918,709 |
| Children schemes | 428,758 | 0 | 428,758 |
| Carers schemes | 0 | 574,149 | 574,149 |
| Third sector schemes | 314,051 | 0 | 314,051 |
| Infrastructure schemes | 0 | 117,413 | 117,413 |
| Care Act schemes | 0 | 861,810 | 861,810 |
| Protection of ASC | | 7,751,200 | 7,751,200 |
| Total | 12,501,445 | 12,406,553 | 24,907,998 |

| IBCF (agreed 22/23 value) | CCG Led Schemes £ | Council Led Schemes £ | Total £ |
|----------------------------------|------------------------------|----------------------------------|--------------------|
| ASC IBCF and Winter Pressures | | 11,726,000 | 11,726,000 |
| Total | 0 | 11,726,000 | 11,726,000 |

| Capital (agreed 22/23 value) | CCG Led Schemes £ | Council Led Schemes £ | Total £ |
|--|------------------------------|----------------------------------|--------------------|
| Capital: DFG, Share Care Record, Equipment & MH Resource Centre. | | 3,735,926 | 3,735,926 |
| TOTAL | 0 | 3,735,926 | 3,735,926 |

| Section 75 Specific Schemes (22/23 values, subject to final negotiation and agreement) | CCG Led Schemes £ | Council Led Schemes £ | Total £ |
|---|----------------------------------|--------------------------------------|--------------------|
| Mental Capacity Act and Deprivation of Liberty Safeguards | 47,831 | 851,560 | 899,391 |
| Integrated Community Equipment Service | 419,806 | 1,042,640 | 1,462,446 |
| Adult CHC Equipment | 541,830 | 0 | 541,830 |
| Integrated Learning Disability Service | 2,137,065 | 3,229,930 | 5,366,995 |
| Psychologists - Adults LD (added in 2022/23) | 248,974 | 0 | 248,974 |
| YOU (for Youth Offending Unit) Therapeutic Interventions | 68,262 | 83,892 | 152,154 |
| YOU- Psychologist .6 (.4 + .2) | 31,678 | 15,839 | 47,517 |
| VSC Mental health forum and mental health training | 5,000 | 30,000 | 35,000 |
| EPS 0.5 MH in Schools Team | 63,561 | 0 | 63,561 |
| EPS 0.3 WTE EPS/SEWS Incredible Years & creche | 16,981 | 0 | 16,981 |
| EP 0.2 Neurodevelopment in CAMHS | 16,981 | 0 | 16,981 |
| STAY Project (PBS intervention for young people) | 122,000 | 24,960 | 146,960 |
| TOTAL | 3,719,969 | 5,278,821 | 8,998,790 |
| GRAND TOTAL | 16,221,414 | 33,147,300 | 49,368,714 |

Safeguarding Implications

38. The pooled budget and working arrangements facilitate a co-ordinated response to gaps in service provision. Enfield's 2022/23 Better Care Fund plan is to improve the care outcomes for older people, people with learning disabilities and/or autism and children and young people.
39. Comprehensive, efficient, effective and high-quality services have been developed that deliver a full range of physical, emotional and mental health needs that support children and young people and vulnerable adults requiring preventative, early intervention, health and social care services.

Public Health Implications

40. The pooling of budgets between Enfield Council and the NCL ICB will enable further close working and synergies between the NHS and Enfield Council and therefore help improve the health of the population in Enfield going forward.
41. The report has highlighted how this proposal supports early help, preventative service provision as well as reduction in inequality, improved outcomes, better effectiveness and efficiency and innovation. These are all important to improving the wellbeing of residents.

Equalities Impact of the Proposal

42. An Equalities Impact Assessment has been completed for this proposal (See Appendix A) Equalities Impact Assessments will be carried out for each of the service areas within the Section 75 Agreement as required.

Environmental and Climate Change Considerations

43. N/A

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

44. If not agreed, opportunities for improved joint working with health will not be maximised and the Council will not be able to deliver project elements outlined within 6.13.

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

Resource Availability

45. There is a risk that resources identified by each organisation cannot be maintained at the levels specified within the S75 Agreement. This has been mitigated by specifying contributions to pooled funds as part of the budget setting processes across both organisations. This risk will be further mitigated through the implementation of agreed processes to monitor and manage under-spend / over-spend.

Financial Implications

46. The proposed 2022/23 Section 75 Agreement is set out at paragraph 6.13 above and totals £49,336,714.
47. Funding through Health for BCF schemes in 2022/23 has increased by 5.66%. This is the expected increase for NCL ICB in line with the minimum allocation from the Department of Health & Social Care. The Council will invoice NCL ICB on a monthly basis in order to drawdown funding for Council led schemes.
48. The DFG capital of £3.735,956, is unchanged from 2021/22 and will be paid directly to the Council.

49. The iBCF grant is to be used only for the purposes of meeting adult social care needs and reducing pressures on the NHS. This grant will again be paid to the Council directly. The grant in 2022/23 has increased by £346,000 from last year to £11,726,000.
50. The specific Section 75 schemes have still to be finalised with NCL ICB. Some of these fund NHS posts and the increase of these will be in line with the NHS pay settlement, which is to be agreed. The schemes are commissioned by Enfield Council and NCL ICB. The Council will invoice NCL ICB for Enfield Council led schemes on a monthly basis.
51. All funding is applied to specific cost codes within People Department. Budget holders manage the spend and progress on their individual schemes and this is reviewed with finance colleagues as part of the budget monitoring process. The financial governance of the programme is through the BCF Delivery and Executive Board Meetings, where the progress and spend of individual schemes is discussed and minuted.

Legal Implications

52. Section 75 of National Health Services Act 2006 and the regulations made under that section ('the 2006 Act'), allows partnering and funding arrangements to be set up between local authorities and NHS bodies as defined under the 2006 Act.
53. These partnering arrangements are entered into for the exercise of:
 - a) prescribed functions of the NHS bodies, and
 - b) prescribed health-related functions of the local authorities,if such arrangements are likely to lead to an improvement in the way in which those functions are exercised. These partnering arrangements are generally referred to as 'Section 75 Agreements'.
54. Section 75 agreements allow for a pooled fund to be set up, as well as integrated provision and lead commissioning flexibilities.
55. The Health and Care Act 2022 has amended the 2006 Act in several ways including section 19, that allows for the establishment of integrated care boards and re-purposing clinical commissioning groups. The sections added to the 2006 Act include:
 - a) Section 14Z25 Duty to establish integrated care boards and 14Z26 Process for establishing initial integrated care boards; and
 - b) Section 14Z27 Abolition of clinical commissioning groups.
56. The Health and Care Act 2022 has extended the definition of 'NHS Body' under the 2006 Act to include an 'integrated care board' as established under S 14Z25 of the 2006 Act. This definition is set out under section 275, Part 14 (Supplementary) of the 2006 Act. This means that Integrated care boards are eligible, as an NHS Body to enter into S 75 Agreements with local authorities such as Enfield Council.

57. In addition to the above specific powers, Enfield Council also has the following general powers:
- Section 111 of the Local Government Act 1972 permits local authorities to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of their functions.
 - A general power of competence is contained in section 1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation and subject to Public Law principles.
58. The Council must ensure adequate budgetary provision to service the proposed Section 75 arrangement.
59. Once entered into any subsequent amendments to the Section 75 Agreement that may be made, must be in accordance with the terms of the Section 75 Agreement. Therefore, the Section 75 Agreement must include provisions for it to be varied if it is envisaged that this is a distinct possibility.
60. The Section 75 Agreement must be in a form approved by the Director of Governance and Law and legal services must be instructed in good time to assist with the preparation of the Section 75 Agreement.

Workforce Implications

61. There are no specific workforce implications arising from this report. If posts are created using pooled budget arrangements these will be the subject of separate reports for which workforce implications will be provided.

Property Implications

62. N/A

Other Implications – Procurement Implications

63. N/A

Options Considered

64. Pooled budgets, as agreed within Section 75 Agreements provide an effective mechanism for Enfield Council and NHS NCL ICB to integrate resources and support some of the most vulnerable people in the community.
65. NHS England guidance requires the pooling of the Better Care Fund to be made via a Section 75 Agreement.

Conclusions

66. That Cabinet agree proposals and recommendations as outlined in this report.

Report Author: Lia Markwick
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Appendices

EQIA

Background Papers

None

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Enfield Equality Impact Assessment (EqIA)

Introduction

The purpose of an Equality Impact Assessment (EqIA) is to help Enfield Council make sure it does not discriminate against service users, residents and staff, and that we promote equality where possible. Completing the assessment is a way to make sure everyone involved in a decision or activity thinks carefully about the likely impact of their work and that we take appropriate action in response to this analysis.

The EqIA provides a way to systematically assess and record the likely equality impact of an activity, policy, strategy, budget change or any other decision.

The assessment helps us to focus on the impact on people who share one of the different nine protected characteristics as defined by the Equality Act 2010 as well as on people who are disadvantaged due to socio-economic factors. The assessment involves anticipating the consequences of the activity or decision on different groups of people and making sure that:

- unlawful discrimination is eliminated
- opportunities for advancing equal opportunities are maximised
- opportunities for fostering good relations are maximised.

The EqIA is carried out by completing this form. To complete it you will need to:

- use local or national research which relates to how the activity/ policy/ strategy/ budget change or decision being made may impact on different people in different ways based on their protected characteristic or socio-economic status;
- where possible, analyse any equality data we have on the people in Enfield who will be affected eg equality data on service users and/or equality data on the Enfield population;
- refer to the engagement and/ or consultation you have carried out with stakeholders, including the community and/or voluntary and community sector groups and consider what this engagement showed us about the likely impact of the activity/ policy/ strategy/ budget change or decision on different groups.

The results of the EqIA should be used to inform the proposal/ recommended decision and changes should be made to the proposal/ recommended decision as a result of the assessment where required. Any ongoing/ future mitigating actions required should be set out in the action plan at the end of the assessment.

The completed EqIA should be included as an appendix to relevant EMT/ Delegated Authority/ Cabinet/ Council reports regarding the service activity/ policy/ strategy/ budget change/ decision. Decision-makers should be confident that a robust EqIA has taken place, that any necessary mitigating

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action has been taken and that there are robust arrangements in place to ensure any necessary ongoing actions are delivered.

SECTION 1 – Equality Analysis Details

| | |
|---|---|
| Title of service activity / policy/ strategy/ budget change/ decision that you are assessing | Health & Adult Social Care |
| Lead officer(s) name(s) and contact details | Lia Markwick lia.markwick@enfield.gov.uk |
| Team/ Department | Health and Adult Social Care |
| Executive Director | Tony Theodoulou |
| Cabinet Member | Alev Cazimoglu |
| Date of EqIA completion | 21/07/2022 |

SECTION 2 – Summary of Proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?
 What are the reasons for the decision or change?
 What outcomes are you hoping to achieve from this change?
 Who will be impacted by the project or change - staff, service users, or the wider community?

This impact assessment relates to the Section 75 agreement of 2022-2023.

The Section 75 agreement includes funding from:

- The transfer of resources from Health to Social Care through the Better Care Fund (BCF) which is updated annually based on a national formula,
- Disabled Facilities Grants (DFG) - capital funding updated annually as part of the BCF review process.
- Improved Better Care Fund (iBCF) – Government Grant income provided directly to local authorities, and

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- Section 75 Specific Schemes – local arrangements between the Council and Health to deliver shared/pooled services, reviewed annually in discussion/negotiation between partners.

Enfield Council and NHS North Central London CCG (now North Central London Integrated Care System), have had pooled funding arrangements under a Section 75 Agreement for commissioned services for adults since 2011 and for some commissioned services for children since 2015.

It is a requirement that North Central London Integrated Care System and Enfield Council enter into pooled budget arrangements and jointly agree an integrated spending plan for Better Care Fund and Improved Better Care Fund monies.

Outcomes sought from better integrated working through the pooling of budgets under these arrangements include:

- **Reduced inequalities:** Identify where inequality exists across populations, outcomes, experience and access. Devise strategies to tackle these together with our communities
- **Improved outcomes:** Enable greater opportunities for working together as 'one public sector system' – ultimately delivering improved outcomes for our population.
- **Increased efficiency and effectiveness :** Help us build a more efficient and effective operating model tackling waste and unwarranted variation.
- **Accelerated new ways of working:** Accelerate our work to build new ways of working across the system to deliver increased productivity and collaboration.
- **Improved economies of scale:** Make better use of our resources for local residents and achieve economies of scale and value for money.
- **Improved system resilience:** Improve our resilience to face changes and challenges to meet the needs of our local population by supporting each other.

It is the intention that service users, staff and the wider community will be positively impacted by this proposal.

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SECTION 3 – Equality Analysis

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact.

According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy and maternity.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

At Enfield Council, we also consider socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (eg people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) 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 staff, service users or members of the wider community who share one of the following protected characteristics.

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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.

Integrated funding arrangements underpinned by the S75 Agreement will positively impact older people – particularly those with health support needs. The majority of new requests for Adult Social Care support in Enfield come from people aged 65 years and over. <https://new.enfield.gov.uk/services/your-council/borough-and-wards-profiles/borough-profile-2020-your-council.pdf> By way of a snapshot view, as at March 2020 there were 3,354 older people in receipt of a long term adult social care funded service, and this figure is set to rise.

Services offered under joint funding arrangements focus significantly on enabling independent living within a community setting, reducing the requirements for hospitalisation and the number of permanent admissions to residential care.

Services offered under joint funding arrangements will also benefit Enfield's unpaid carer population (usually family/friends), particularly older carers, as people are more able to access the appropriate care and support they need.

Mitigating actions to be taken

- Ongoing monitoring to ensure that the targets against national metrics for the better care fund are met

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?

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Please provide evidence to explain why this group may be particularly affected.

This additional funding will positively impact on people with illness/disabilities who are eligible for care and support aged 18 and over.

Services offered under joint funding arrangements include those with particular focus on supporting disabilities groups, specifically:

Mental Health Schemes

In 2020 it was predicted that 38,978 people aged 18-64 living in Enfield had a common mental health disorder, representing just over 18% of the 18-64 year population.

Long Term Condition Schemes

The prevalence of LTCs is higher amongst older people and people from socially deprived backgrounds and treatment of these conditions is believed to account for circa 70% of total health and social care spend.

Locally the number of people with these conditions is rising – but we also know that 3 common behaviours contribute significantly to developing four of the most common diseases (diabetes, stroke, heart disease and cancer), so action to impact these behaviours holds value.

Integrated Learning Disabilities Services

Of the total number of adults aged 18-64 in receipt of long term support, nearly half are supported by learning disability services.

Carer Schemes

The 2011 Census reported that nationally there were 6.5 million unpaid carers in the UK. Almost 1 in 4 unpaid Carers were caring for over 50 hours a week. This figure is expected to increase significantly following the release of 2021 Census data. ¹

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¹ <https://www.ons.gov.uk/census/2011census>

² <https://www.ons.gov.uk/census/2011census>

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| |
|--|
| |
| Mitigating actions to be taken |
| <ul style="list-style-type: none"> Ongoing monitoring to ensure that the targets against national metrics for the better care fund are met, |

| |
|--|
| <p>Gender Reassignment</p> <p>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.</p> |
| <p>Will this change to service/policy/budget have a differential impact [positive or negative] on transgender people?</p> <p>Please provide evidence to explain why this group may be particularly affected.</p> |
| <p>Access to services and support as a result of this funding does not result in people being treated differently on the basis of gender reassignment and we foresee no impact on this protected characteristic with regards to the uptake of care.</p> |
| Mitigating actions to be taken |
| <p>Information gathered at the point of assessment where it is appropriate and proportionate to do so will be monitored and analysed in order to understand whether person centred approaches are taken for people within this protected characteristic.</p> |

| |
|---|
| <p>Marriage and Civil Partnership</p> <p>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.</p> |
| <p>Will this change to service/policy/budget have a differential impact [positive or negative] on people in a marriage or civil partnership?</p> <p>Please provide evidence to explain why this group may be particularly affected</p> |

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The proposed funding and plan will maintain equality of access to support and services: neither married people nor single people will stand to benefit or be disadvantaged compared to each other, relative to the current eligibility criterias. The criteria which determine access to services which sit under this agreement support do not differentiate between people who are married and people who are in a civil partnership.

Mitigating actions to be taken

Information gathered at the point of assessment where it is appropriate and proportionate to do so will be monitored and analysed in order to understand whether person centred approaches are taken for people within this protected characteristic.

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

This protected characteristic refers to individuals who are pregnant, breastfeeding or have recently given birth.

Where individuals do share a protected characteristic related to pregnancy or maternity, they will benefit in the same ways as other care users who do not share the protected characteristic.

Mitigating actions to be taken

Information gathered at the point of assessment where it is appropriate and proportionate to do so will be monitored and analysed in order to understand whether person centred approaches are taken for people within this protected characteristic.

Race

This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

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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

Enfield is a very diverse borough in terms of the ethnicity of its residents. The Adult Social Care Survey and ONS population estimates indicate that there are only minor differences between the care user population and the general population in terms of ethnicity.

Eligibility criteria for access to services within this agreement do not treat people differently based on their race. However, some groups may receive particular benefit from services delivered under this pooled budget agreement, as key outcomes sought under integrated care approaches include reductions in inequality..

Mitigating actions to be taken

Information gathered at the point of assessment where it is appropriate and proportionate to do so will be monitored and analysed in order to understand whether person centred approaches are taken for people within this protected characteristic.

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.

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Services underpinned under S75 Agreements do not treat people differently based on religion or belief.

Mitigating actions to be taken

Information gathered at the point of assessment where it is appropriate and proportionate to do so will be monitored and analysed in order to understand whether person centred approaches are taken for people within this protected characteristic.

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.

Eligibility criteria for access to support and services do not treat people differently based on their sex or gender. However, there are various factors which may mean that women are more likely to benefit from the support offered under jointly funded services.

Women in England are more likely than men to receive formal care: over half (58%) of the publicly funded or managed care population in England is female. Women are therefore likely to receive particular benefits from this policy.

In addition, women are more likely than men to be disabled. In the [2019 to 2020 Family Resources Survey](#), 24% of females reported having a disability compared to 19% of males. Across all age groups except those below aged 15, a higher proportion of females than males reported that they were disabled. Please see above for an assessment of how this policy will benefit disabled people compared to those without disabilities. These differences are similar in Enfield.

Women may also be more likely to receive the benefits of this funding because they are more likely to provide informal care than men. In 2019 to 2020, 2.7 million women provide informal care versus 1.8 million males, according to data from the [Family Resources Survey](#). The benefits of the reforms for unpaid

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carers, which include greater peace of mind over the care recipient's future support, will therefore be likely to have a disproportionately positive impact on women.

Again, the picture in Enfield is very similar.

Mitigating actions to be taken

Information gathered at the point of assessment where it is appropriate and proportionate to do so will be monitored and analysed in order to understand whether person centred approaches are taken for people within this protected characteristic.

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.

Eligibility criteria for access to support and services do not treat people differently based on their sexual orientation.

Data from the 2019 to 2020 Adult Social Care Survey indicates that care users are less likely than the general population (take from ONS experimental statistics on sexual orientation in the UK in 2018) to specifically identify as heterosexual / straight. However, a higher proportion of respondents to this survey answered 'don't know' or refused this question than in the general population estimates. The amount of people specifically identifying as bisexual was lower in the Adult Social Care Survey than in the ONS estimates for the general population.

Mitigating actions to be taken

Information gathered at the point of assessment where it is appropriate and proportionate to do so will be monitored and analysed in order to understand whether person centred approaches are taken for people within this protected characteristic.

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Socio-economic deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, 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.

Services delivered under S75 Agreement is likely improve access to a period of free funded care to support hospital discharge arrangements. Access to most Adult Social Care services, unlike the NHS is means tested and there is some limited evidence that people will sometimes refuse support and services because there may be a charge for them, dependent on their financial circumstances. Improving access to services and support where people are enabled to regain their independence with no further need for ongoing care and support, which may be chargeable, will directly benefit those who may be socio-economically disadvantaged therefore.

Mitigating actions to be taken.

Monitoring of people who decline support and services with reason given as financial.

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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?

The Better Care Fund working group will be responsible for the development of a comprehensive data dashboard which covers not only delivery against the national conditions and metrics but also for equalities monitoring against each of the priority areas.

This data/analysis will inform updates to the joint health and social care commissioning board, the health and wellbeing board and ultimately Cabinet as well as other partnership groups across health and social care.

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| Identified Issue | Action Required | Lead officer | Timescale/By When | Costs | Review Date/Comments |
|--|-------------------------------------|--------------|-------------------------------|-------------------------|---|
| Identification of impact either positive or negative on each protected characteristic area | Creation of a partnership dashboard | Matt Casey | Dashboard in place by Sept 22 | Within existing budgets | Quarterly as part of the BCF working group |

SECTION 5 – Action Plan for Mitigating Actions.

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| | | | | | |
|--|--|------------|--|-------------------------|---|
| Ongoing monitoring to ensure that the targets against national metrics for the better care fund are met. | Ongoing monitoring of targets against national metrics | Matt Casey | | Within Existing Budgets | Quarterly as part of the BCF working group |
| | | | | | |

London Borough of Enfield**Cabinet****Meeting Date** 12 October 2022

Subject: Draft Meridian Water Western Bank Supplementary Planning Document**Cabinet Member:** Cllr Caliskan**Executive Director:** Joanne Drew (Acting)**Key Decision:** 5375

Purpose of Report

1. This report seeks agreement to the publication of the draft Meridian Water Western Bank (MWWB) Supplementary Planning Document (SPD) for public consultation under Regulation 13 of the Town & Country Planning (Local Planning) (England) Regulations 2012 as amended.
2. The borough's Local Plan identifies the Meridian Water area for major housing and employment regeneration. The SPD will help to coordinate development across the western bank area, providing more detail to supplement the policies and proposals contained in the Local Plan. The Local Plan comprises the Core Strategy (2010), Development Management Document (2014), Edmonton Leaside Area Action Plan (ELAAP) (2020), London Plan (2021) and North London Waste Plan (NLWP) (2022). ELAAP is the most pertinent policy document to the Meridian Water Western Bank area because of its geographical focus and age.
3. Once adopted, the draft MWWB SPD will be a material consideration in the determination of planning applications.

Proposal(s)

4. Approve the draft MWWB SPD as set out in Appendix 1, for public consultation;
5. Delegate authority to the Director of Planning and Growth to agree the timing of the public consultation and to make any necessary and appropriate minor editorial amendments to the draft MWWB SPD in consultation with the Director of Development prior to it going out to statutory public consultation; and
6. To note that following statutory public consultation, it is intended that the MWWB SPD will be brought back to Cabinet early 2023 for final approval.

Reason for Proposal(s)

7. Approval of the draft MWWB SPD for statutory public consultation will enable the Council to set a clear direction of travel, indicating the Council's ambitions for the type and quality of development it expects in the Western

Bank area and how it expects the interfaces between various land uses to be managed. The SPD adds detailed specific guidance to the policy framework for the Western Bank area and will help ensure development:

- a) Aligns with the principles of positive placemaking;
- b) Reduces the risk associated with uncoordinated speculative ad-hoc planning applications;
- c) Is properly integrated with its surroundings, minimising the risk of 'bad neighbour' impacts;
- d) Plans for and delivers infrastructure to support existing and future residents; and
- e) Creates a liveable and vibrant place.

Relevance to the Council Plan

8. The MWWB SPD will contribute to the delivery of the following corporate priorities:

- **'Good homes in well-connected neighbourhoods'**

Provide the guidance to help create a sustainable extension of Edmonton, delivering thousands of new homes set within improved and new blue-green connections, in a new neighbourhood designed to support walking and cycling that is within easy reach of the new Meridian Water station.

- **'Safe, healthy and confident communities'**

Provide the guidance to plan for and help secure new schools, health facilities, street greening, sport, leisure, recreational and cultural facilities close to where people live, including new parks and open spaces and better access to the Lee Valley Regional Park.

- **'An economy that work for everyone'**

Provide the guidance to support a diverse mix of employment opportunities, through transforming a former industrial area, delivering a range of workspaces to attract jobs and investment. The SPD provides the guidance for a new local centre that will serve as a multifunctional community hub, offering shops, places to eat and drink, and community facilities.

Planning policy context

9. SPDs are used as a material consideration in determining planning applications; however, they are not part of the Development Plan, but are linked to a specific policy in the Local Plan. The National Planning Policy Framework 2021 requires SPDs to only provide further detail to Local Plan policies to help applicants make successful applications or aid infrastructure delivery.

10. Enfield's Local Plan is comprised of the Core Strategy (2010), the Development Management Document (2014), Edmonton Leaside Area Action Plan (2020), the London Plan (2021) and the North London Waste Plan (2022). Aside from the NLWP, these planning documents seek the Meridian Water area to be developed as a residential-led mixed-use high-density Area. The NLWP specifically deals with land use planning aspect of waste management in north London.

Reason for SPD

11. Significant progress has been made to date since the adoption of the Core Strategy and ELAAP. Some of the sites in the Western Bank area are in the ownership or under control of the Council, whilst some are privately owned. Land assembly has helped to progress Council-led phases and planning consents have been secured for the wider Meridian Water area. In addition, government funding has been secured for strategic infrastructure works.
12. A SPD is needed for the Western Bank area to ensure coordinated development, including the identification of infrastructure contributions to avoid poor quality fragmented development, facilitate the delivery of a comprehensively planned area and provide greater guidance and to facilitate high quality design, infrastructure provision and placemaking to secure maximum benefits for the wider community. The production of the MWWB SPD was envisaged by both the Core Strategy and ELAAP.
13. The SPD area is surrounded by land uses which present compatibility challenges with high density new homes. There are 19 safeguarded waste management sites in the vicinity, as well as three priority search areas for new waste management facilities, which have been designated as part of the recently adopted NLWP. Strategic Industrial Land lies to the north, south (in LB Haringey) and further east (LB Waltham Forest). In order to realise ELAAP's ambition that industrial estates can continue to thrive, further guidance is required to manage interfaces and proactively overcome 'bad neighbour' conflicts.
14. The vicinity of the site is rich in natural assets – Salmons and Pymmes Brooks, the Lee Navigation and the Lee Valley Regional Park are close by. Providing further planning guidance will help development make the most of these assets, enhancing their biodiversity and recreation value and helping to link Edmonton to the Lee Valley Regional Park.
15. By providing further guidance on the creation of a new local centre in the Western Bank area, the MWWB SPD will ensure the creation of a multifunctional hub, where existing and future residents can exploit future job opportunities in a range of economic sectors, helping to deliver on the ambitions set out in ELAAP.
16. As such, further planning guidance is required to manage this growth to ensure the provision of affordable housing and infrastructure is planned for and delivered to support existing and future residents while creating a liveable and vibrant place.

Role of the SPD

17. The role of the SPD is to optimise the delivery of new development and secure community benefits for the borough by:
 - Ensuring good quality placemaking, helping to deliver new homes and workspaces;
 - Managing interfaces to ensure that all land uses in the area can thrive;
 - Coordinating the provision of new public open spaces and improved links to the area's natural context;
 - Identifying, planning and delivering social and physical infrastructure including public transport, schools and health facilities; and
 - Coordinating planning contributions.

Producing the SPD

18. The MWWB SPD is being developed by officers in the Local Planning Authority in collaboration with the Meridian Water Team.
19. The Council produced a draft Screening Report in August 2021 to determine if significant environmental effects would be likely. The report concluded with the Council's preliminary view that the draft MWWB SPD would be unlikely to give rise to significant environmental effects. The Council consulted with the relevant bodies including: Environment Agency, Historic England and Natural England on the preliminary screening assessment outcome. No responses were received contrary to this view.
20. On the basis of responses received, the Council has confirmed its view that the MWWB SPD is unlikely to give rise to significant environmental effects, and a Strategic Environmental Assessment is therefore not considered necessary. A formal statement of determination and a final screening report will be issued in due course and prior to the adoption of the MWWB SPD.

Content of the SPD

21. The content of the MWWB SPD has been developed to supplement the current planning policies in place. It provides clear and concise guidance to aid the delivery of new development and capture community benefits. It consists of the following guiding sections:
 - 1.0 Introduction
 - 2.0 Context
 - 3.0 Vision
 - 4.0 Guiding principles
 - 5.0 Infrastructure delivery

Proposed consultation

22. SPDs undergo a much simpler preparation process than Development Plan Documents and are not subject to scrutiny by an independent inspector. However, they are subject to statutory preparation procedures in

accordance with Regulations 11-14 of the Town and Country Planning (Local Planning) (England) Regulations (2012) and statutory public consultation will be undertaken in accordance with the [Council's Statement of Community Involvement \(SCI\)](#).

Main Considerations for the Council

23. The main considerations for the Council of preparing, consulting and adopting an SPD for the Meridian Water Western Bank area is the ability to achieve high quality placemaking and deliver infrastructure provision across the area and ensure a comprehensive approach. There are multiple landowners and potential developers with an interest in Meridian Water. It is critical that they deliver both on the key placemaking set out in the MWWB SPD and make timely and proportionate contributions to the delivery of the necessary supporting infrastructure. The MWWB SPD will provide the framework for infrastructure funding such as Section 106 contributions alongside the Community Infrastructure Levy, thereby supporting the delivery of key infrastructure. This supports all three priority pillars of the Council's Corporate Plan.
24. Whilst SPDs are not part of the statutory development plan (such as the Local Plan) with its associated planning status and weight in decision making, they are an important material consideration when determining planning applications.

Safeguarding Implications

25. There are no direct implications relating to safeguarding.

Public Health Implications

26. The built and natural environments are major determinants of health and wellbeing of the population, and development within the Western Bank area will provide opportunities for a healthy living environment which will promote and enable healthy behaviours.
27. Secure housing is a basic human need and is essential to maintaining and improving health. Enfield's Joint Health and Wellbeing Strategy both references and links to the Council's Housing and Growth Strategy accordingly. Increasing capacity within the housing sector in Enfield will therefore further help to meet housing needs.
28. Promoting active travel (walking and cycling) with new healthy streets and parks can be a very effective means of integrating physical activity into everyday life. Improving cycling facilities in the Borough also has the potential to significantly increase the disposable income of all residents in the Borough. Other benefits to individuals could include greater access to employment, education, shops, services, recreation, health facilities and the countryside.
29. Currently, 4.3% of Enfield adults cycle once a month and 40.5% walk once a month as a means of transport. Best practice for cycling is 46.9% and 65.7% for walking. Therefore, any means of directly supporting the take up of walking or cycling is to be encouraged.

30. The SPD should have a positive impact on general health and well-being in terms of improving the environment and promoting health and wellbeing by facilitating better housing, employment and increased physical activity. However, implementation of the SDP will need to be monitored to ensure that there are no significant negative health impacts such as from noise/dust pollution during demolition and construction works.
31. In addition, it is noted that many Enfield residents live in close proximity to the North Circular Road (A406) meaning that this noise/air pollution is likely to be an ongoing issue that needs to be addressed to ensure good health. Particular attention to good ventilation as well as acoustic insulation is paramount.

Equalities Impact of the Proposal

32. The Equality Act 2010 places a statutory duty on the Council to ensure that when considering any new or reviewed strategy, policy, plan, project, service or procedure the impacts on particular groups have been considered. A full Equalities Impact Assessment (EqIA) has been completed and is available in Appendix 2. It identifies a general positive impact (in terms of facilitating the delivery of new homes, workspaces, community facilities, green spaces, and safe active streets) which will help address issues of homelessness, unemployment, poor health, exposure to pollution and safety, which disproportionately affect some groups more than others. No negative impacts from an equality perspective were identified for any of the protected groups.
33. The MWWB SPD provides guidance for building typologies and public spaces that seek to deliver clear, legible and active open spaces and movement routes to create safe environments. New developments will also have to satisfy the relevant policies in the Council's Local Plan relating to 'Secured by Design' principles. Development will be required to ensure crime prevention measures are considered to assist with reducing the opportunity for crime and the fear of crime, by creating a safer and more secure environment.

Environmental and Climate Change Considerations

34. The allocation of major development in the Western Bank area of Meridian Water has been the subject of a full sustainability appraisal process as part of the preparation of the ELAAP and the allocation of Meridian Water as a development site was found to be 'sound' by an independent planning inspector, having regard to the sustainability appraisal.
35. As mentioned in paragraphs 19 and 20 of this report, it is necessary under the Environmental Assessment of Plans and Programmes Regulations 2004 and the Conservation of Habitats and Species Regulations 2017 to assess the need to undertake a Strategic Environmental Assessment (SEA) and Habitats Regulation Assessment (HRA). An SPD screening report was prepared to identify if a SEA and HRA would be required. The responses from the statutory consultees will be set out in the final screening report. Based on our assessment and the comments from national statutory bodies, the Council will not be required to undertake a full SEA or HRA.

36. The SPD provides the guidance to support opportunities on how more sustainable development of the area can be brought forward:
- Securing biodiversity net gain;
 - Delivery of a green infrastructure network i.e. the green network;
 - New tree planting;
 - Delivering new public open spaces and amenity spaces;
 - Setting out requirements for more sustainable forms of building and public realm areas, helping to address the climate emergency and mitigate impacts of a changing climate;
 - Provision of new and enhanced walking, cycling and public transport links to provide good alternatives to car travel; and
 - Provision of schools and local facilities on site to reduce the need for new residents to travel and enhance their ability to reach those facilities by non-car modes.
37. Any development within the SPD area would also be required to meet the sustainability standards set out in the adopted development plan (comprising the London Plan 2021, Core Strategy 2010, and Development Management Document 2014).

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

38. Relying on the Core Strategy and the Edmonton ELAAP is not considered sufficient as they do not provide the necessary level of detail needed to plan for and coordinate the scale of development expected in the Western Bank area. The additional guidance provided by the MWWB SPD ensures that there is a more detailed local planning framework to manage and guide development sites coming forward and to deliver necessary infrastructure, public realm improvements and community benefits.
39. The MWWB SPD, if adopted, would provide additional and greater certainty to developers to secure delivery of housing in the Western Bank area. Proactive discussions with developers in relation to allocated sites will continue to enable the sites to be brought forward quickly and ensure that Enfield hits its annual housing targets and meets the government's Housing Delivery Test.

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

40. The table below sets out the risks that may arise if the proposed decision is taken and the actions proposed to be taken to manage the risks.

Table 1: Risk assessment

| Risk description | Actions to manage the risks |
|--|--|
| Some of proposals contained within the draft MWWB SPD may not be welcomed by all stakeholders. | Further consultation may take place on specific development opportunities prior to statutory consultation. |

| | |
|---|--|
| A major overhaul of the planning system may delay the implementation of the SPD. | Monitoring of government guidance on the reforms, potential to use Local Development Orders to ensue development is appropriate and delivered as needed. |
| The impact post pandemic is not yet ascertained. Economic instability will have an impact on investment funding of major projects. Local government funding may also decrease and the ability to bring forward development projects may be severely hampered. | Commercial property markets will be monitored and professional advice will be taken as necessary. Budgets will be monitored and work programmes will be adjusted to cater for the economic impact the pandemic and potential future recession will have. |

Financial Implications

41. There are no direct financial implications arising from this report. The MWWB SPD will be published electronically on the Council's website and only limited hard copies will be produced. There will be some modest costs associated with running a public consultation, including the production of associated materials and potentially venue hire. These will be funded within the agreed Planning Service budget.

Legal Implications

42. Pursuant to section 19(2) of the Planning and Compulsory Planning Act 2004, when preparing a SPD, the Council must have regard to:
- National policies and advice contained in guidance issued by the Secretary of State;
 - The spatial development strategy if the authority is a London borough;
 - Any other local development document which has been adopted by the authority;
 - The resources likely to be available for implementing the proposals in the document; and
 - Other matters as the Secretary of State prescribes.
43. Furthermore, the Council must comply with their Statement of Community Involvement which sets out how the local planning authority will consult and engage with individuals, communities and other stakeholders as set out in section 19(3) of the Planning and Compulsory Purchase Act 2004. The MWWB SPD does not form part of the statutory development plan but will be an important material consideration in the making of the planning decisions.
44. There is a statutory process for preparing an SPD and the requirement is set out in Regulations 11 to 16 of the [Town and Country Planning \(Local](#)

[Planning\) \(England\) Regulations 2012](#) for the production and adoption of planning documents.

45. The Environmental Assessment of Plans and Programmes Regulations 2004 and the Conservation of Habitats and Species Regulations 2017 also require the Council to consider whether or not a Strategic Environmental Assessment (SEA) and Habitats Regulation Assessment (HRA) of the SPD should be undertaken. Following consultation with the Environment Agency, Historic England and Natural England it has been concluded that neither an SEA or HRA will be required.
46. It is considered that the above mentioned legislation has been complied with and there there are no direct legal implications as a result of this report.

Workforce Implications

47. There are no workforce implications associated the preparation of the SPD.

Property Implications

48. There are no specific property implications arising directly from this report. There may be future property implications. Any future reports arising as a result of these proposals will need to be further reviewed, Property Services will comment on those as they arise.

Other Implications

49. The MWWB SPD will enable the Council to ensure that housing delivery is optimised and that securing the benefits for the wider community is maximised. The development of the Western Bank area will release further financial contributions from forthcoming development sites, which in turn will deliver new affordable housing, local enterprise and employment opportunities, public realm enhancements, and community infrastructure. However, it is noted that most forms of development in the Meridian Water area are currently exempt from CIL (apart from Mayoral CIL).
50. The consultation on the MWWB SPD will be undertaken by the local planning authority in accordance with the Data Protection Act 2018 and the General Data Protection Regulation.

Options Considered

51. Consideration was given to the following options:

Table 2: Options considered

| Options | Comments |
|---|--|
| Option A: publish the draft MWWB SPD in autumn 2022 for public consultation | Policy EL6 of ELAAP and paragraph 9.17 of the Core Strategy indicates that an SPD will be produced. |
| This is the recommended option | The SPD provides the opportunity to ensure that development in the area comes forward in a strategic and |

| Options | Comments |
|--|--|
| | comprehensive manner. It will set design principles to ensure coordinated and high-quality development across the Western Bank, outline other requirements and principles for development and set out the infrastructure requirements for development of the area and how they can be delivered in a timely manner. |
| <p>To not publish the draft MWWB SPD in autumn 2022 for public consultation.</p> <p>This is not a recommended option</p> | <p>This approach would result in an uncoordinated approach to development across the area. It is likely to result in a lack of coordination of key infrastructure provision with the risk that not all infrastructure is provided, or it is not provided for in a timely manner. It also risks the lack of joined up thinking in relation to key design principles across the area.</p> |
| <p>To delay the publication of the SPD.</p> <p>This is not a recommended option.</p> | <p>This option was not pursued as it would not help the council address the pressing housing crisis or adequately deal with the risk of piecemeal poor-quality planning applications. The Government have also advised Local Planning authorities (through a Chief Planner's letter) not to delay and to carry on with plan-making despite wider uncertainties raised by potential changes to the planning system.</p> |

Conclusions

52. Cabinet is recommended to approve the draft MWWB SPD set out at Appendix 1 to this report for consultation and delegate authority to the Director of Planning and Growth in consultation with the Director of Development to agree the period for consultation and make any appropriate and necessary revisions to the draft SPD prior to public consultation.
53. The proposed implementation date, if the MWWB SPD is not called in is early November. The call-in period is five clear working days from the date of the publication of the decision. The full implementation stages are set out in table 3.

Table 3: Implementation timetable

| Date | Details |
|------|---------|
|------|---------|

| Date | Details |
|---------------------|---|
| Early November 2022 | Commence public consultation on the draft SPD |
| Mid December 2022 | Close public consultation on the draft SPD |
| Early Spring | Cabinet approval for adoption of SPD |
| Spring 2023 | Target date for adoption of SPD. |

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Date of report: 15 August 2022

Appendices

- Appendix 1. Draft Meridian Water Western Bank Supplementary Planning Document
- Appendix 2. Enfield's Equality Impact Assessment for MWWB SPD

Background Papers

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

- Edmonton Leaside AAP (2020)
- Sustainability Appraisal to accompany Edmonton Leaside AAP

Meridian Water West Bank draft Supplementary Planning Document

Draft

October 2022

Version for Cabinet Meeting 12 October

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Foreword from the Leader of the Council

This supplementary guidance provides a framework for positive placemaking in the Western Bank, the heart of Meridian Water. Meridian Water is one of the UK's largest regeneration opportunities, and the Council as master developer has already levered in significant funding to facilitate redevelopment, reducing the risk for private sector partners, and setting the stage for a step-change in investment in the south east of the borough.

This document will enable the ambitions of the Edmonton Leaside AAP to be delivered on the ground. The following guidance will enable the construction of good homes, including family and affordable housing, in an increasingly well-connected neighbourhood. Existing and new residents will have better access to the Lee Valley Regional Park and green and blue spaces, enabling them to live lives enriched by nature. New development will deliver jobs and services which will benefit Enfield residents in Edmonton and beyond, supporting an economy that works for everyone. By providing the ingredients for safe, healthy and confident communities, the guidance in this SPD provides a solid foundation for positive placemaking at Meridian Water for years to come.

The guidance in this document applies equally to the Council and other landowners' proposals. We look forward to working with developers to attract jobs and investment and deliver growth that will benefit Enfield residents.

Cllr Nesil Caliskan, Leader of the Council

Making comments

This document is a consultation draft of a planning document to provide further guidance on the development of the Meridian Water Western Bank. It is intended that it will eventually be adopted as a Supplementary Planning Document. You can find out more about the consultation by visiting www.enfield.gov.uk/MWWBSPD

The public and other stakeholders are now invited to submit comments and views on the proposed content of the SPD.

The draft Guide is out for consultation for six weeks from x to x.

You can comment via email at: Localplan@enfield.gov.uk

Comments must be received by 23:59 on [state date] 2022.

1.0 Introduction

Purpose and scope of the document

- 1.1 This SPD relates to the western bank of the Meridian Water regeneration area. The SPD area is shown in Figure 1.1.

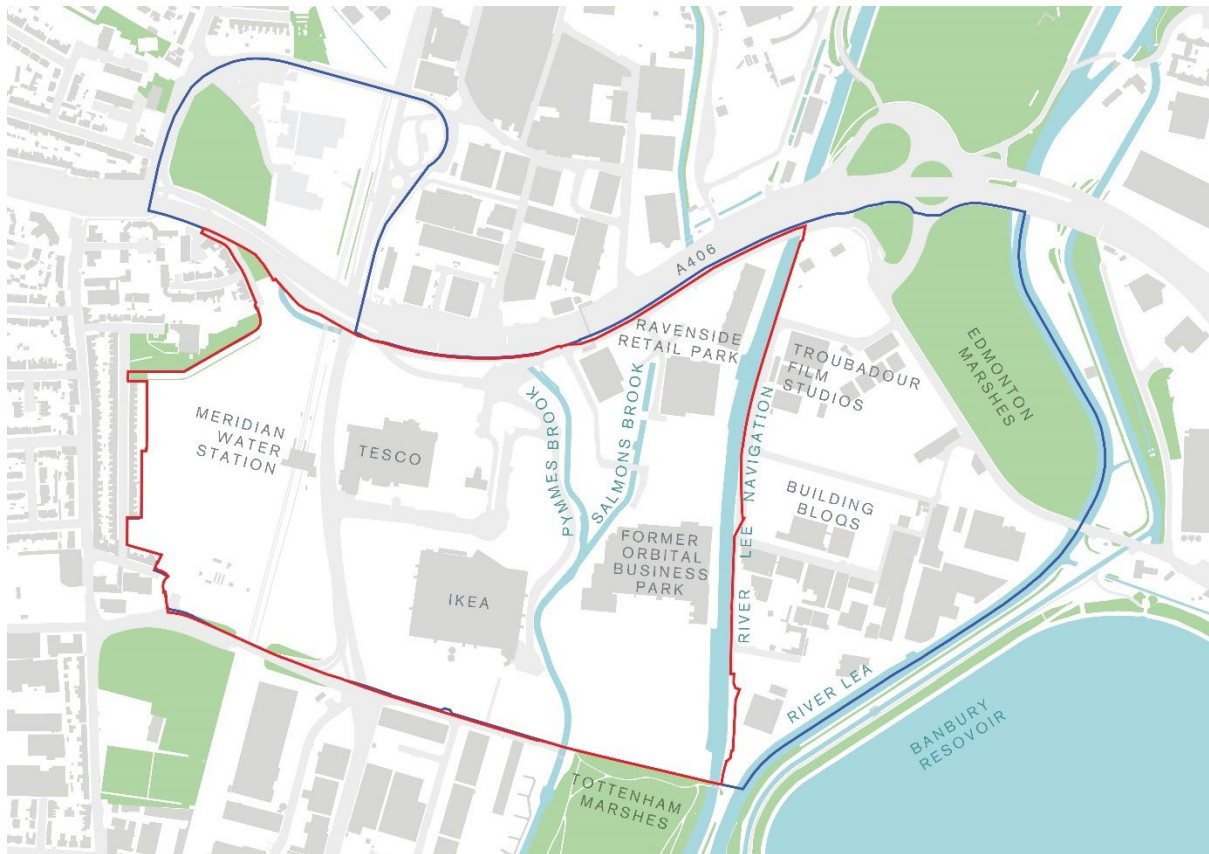


Figure 1.1: Map showing the Western Bank area (in red) within the context of the wider Meridian Water regeneration area (in blue)

- 1.2 The purpose of this SPD is to provide more detailed planning guidance to local, sub-regional and London Plan policies to ensure high quality placemaking and co-ordinated sustainable development on the Meridian Water Western Bank.
- 1.3 ELAAP supports mixed use redevelopment to provide a substantial uplift in homes and jobs in the entire Meridian Water area, supported by infrastructure improvements. This SPD provides guidance on how the Edmonton Leaside Area Action Plan (ELAAP) will be implemented spatially.

Status

- 1.4 This SPD has been prepared to ensure the vision for high quality development as set out in ELAAP is achieved on the Western Bank. It is not a development plan document and does not introduce new planning policies; instead, the guidance 'hangs off' the existing development plan, including ELAAP. It does not repeat higher level policies but in some instances may refer to them. It will be a material consideration in decision making (once it is adopted) and is expected to inform development proposals in the Western Bank area (MWWB).

- 1.5 This document is a draft supplementary planning document that has been prepared for consultation purposes. Its primary purpose is to seek public views on the scope and content of the draft SPD. The responses received during the consultation period will inform the final version of the guidance.
- 1.6 Once adopted, the MWWB SPD will be a material consideration to help determine planning applications within the designated area. This means that in addition to satisfying the requirements of national, regional and local planning policies, development proposals will also need to demonstrate how the guidance in this SPD has been considered. The SPD supplements and provides detailed guidance on the policies and recommendations of the Core Strategy, Edmonton Leaside Area Action Plan, London Plan and North London Waste Plan. Once adopted, its guidance will be applied to the Western Bank area and will be relevant to all development applications within this designated area.
- 1.7 It is recognised that the principles set out in this guidance may not be applicable in all situations. It is also recognised that innovative, high quality design solutions may come forward that do not fully comply with the requirements of the SPD. In order to provide for a flexible approach in applying this guidance, where applications depart from the SPD's principles, the Council will look to applicants for robust justification for this departure. This justification will be taken into account as a consideration when considering the design and other merits of such proposals.

Relevant planning policy

- 1.8 The MWWB SPD provides further guidance to LB Enfield's adopted development plan. At present, this consists of the National Planning Policy Framework (NPPF), London Plan (LP), Enfield Core Strategy (CS), Enfield Development Management Document (DMD), Edmonton Leaside Area Action Plan (ELAAP) and the North London Waste Plan (NLWP).
- 1.9 The London Plan identifies the Upper Lee Valley as an Opportunity Area and provides indicative estimates of employment capacity (15,000) and minimum guidelines for new homes to 2031 (20,100), informed by the Upper Lee Valley Opportunity Area Planning Framework (ULVOAPF) which was adopted by the Mayor of London in July 2013.
- 1.10 Enfield's Core Strategy (2010) identifies Meridian Water as a Place Shaping Priority Area within the Central Leaside Strategic Growth Area. Core Policy 1 states that improvements in the social and physical infrastructure will be prioritised in the strategic growth areas, and that area actions plans will be provided for each to provide the context for more detailed masterplans. Core Policy 37 Central Leaside (now Edmonton Leaside) sets the overall objectives for the plan area focussing on the potential to deliver a new sustainable urban mixed-use community at Meridian Water, while Core Policy 38 focuses on the delivery of regeneration at Meridian Water.
- 1.11 Enfield's Development Management Document (2014) provides detailed criteria and standard based policies by which planning applications will be determined (alongside the other development plan documents) and is a key vehicle in delivering the vision and objectives for Enfield as set out in the Core Strategy.
- 1.12 Edmonton Leaside Area Action Plan (2020) articulates in greater detail how the Local Plan policies will be implemented and provides a detailed policy framework to guide new development up to 2032, supporting the delivery of around 5,000 homes and 1,500 new jobs. ELAAP contains area specific policies for the entire Meridian Water Regeneration Area and this SPD has been produced to provide more detailed guidance for the Western Bank area based on these local policies.

- 1.13 ELAAP confirms the vision for Meridian Water to become a sustainable urban neighbourhood, including a new town centre and associated community infrastructure and public open space, to help meet existing and future housing needs and support the diversification of the local economy. Improving transport connections (particularly rail, bus and cycling) and improvements to blue and green infrastructure are also strategic priorities across Edmonton Leaside.
- 1.14 ELAAP sets a planning framework for the coordinated development of Edmonton Leaside as a whole, seeking to reduce flood risk, improve access to the Lee Valley Regional Park, enhance the blue-green network, and improve the quality and capacity of industrial estates. See Figure 1.2 below which sets out policy designations for the ELAAP area.

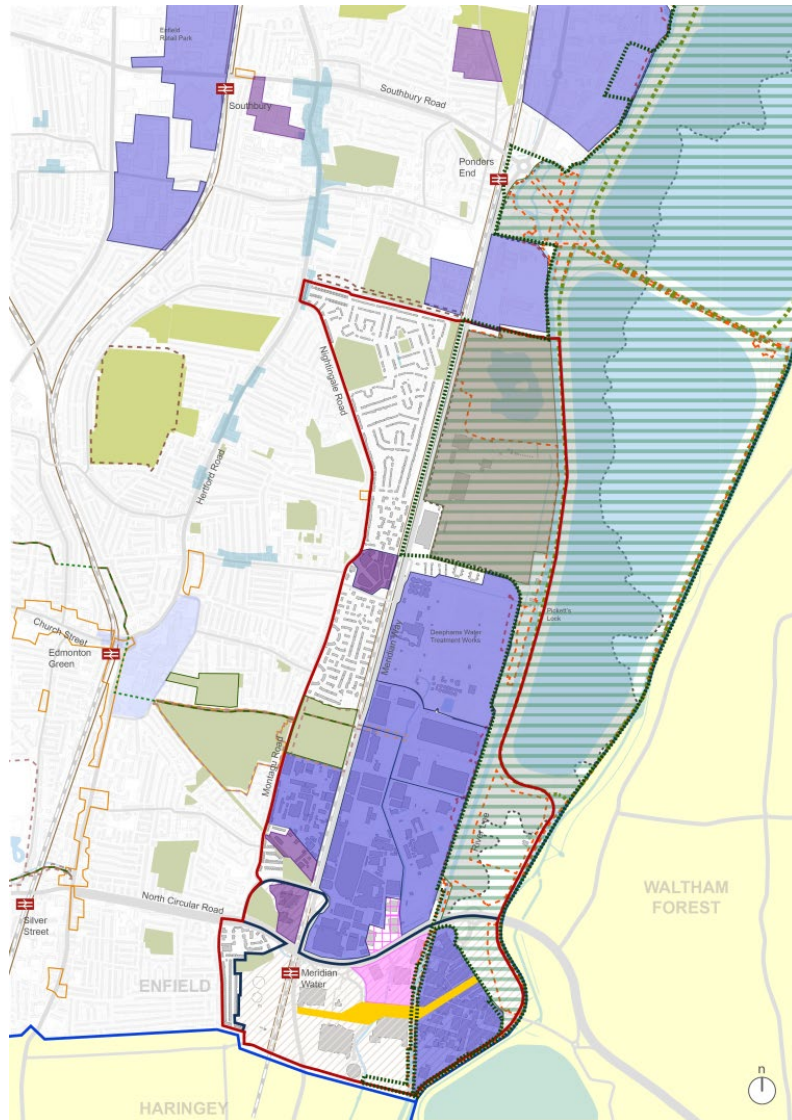


Figure 1.2: Edmonton Leaside Area Action Plan - Policies Map (2020)

- 1.15 Adopted in 2022, the North London Waste Plan (NLWP) safeguards a number of waste sites in the south east of Enfield. Whilst no waste sites are located within MWWB, there are approximately 19 safeguarded waste sites in the vicinity. In addition to safeguarding existing waste sites, the NLWP designates three Priority Areas for New Waste Management Facilities in the vicinity of the SPD area. See the highlighted green zones in Figure 1.3 below.

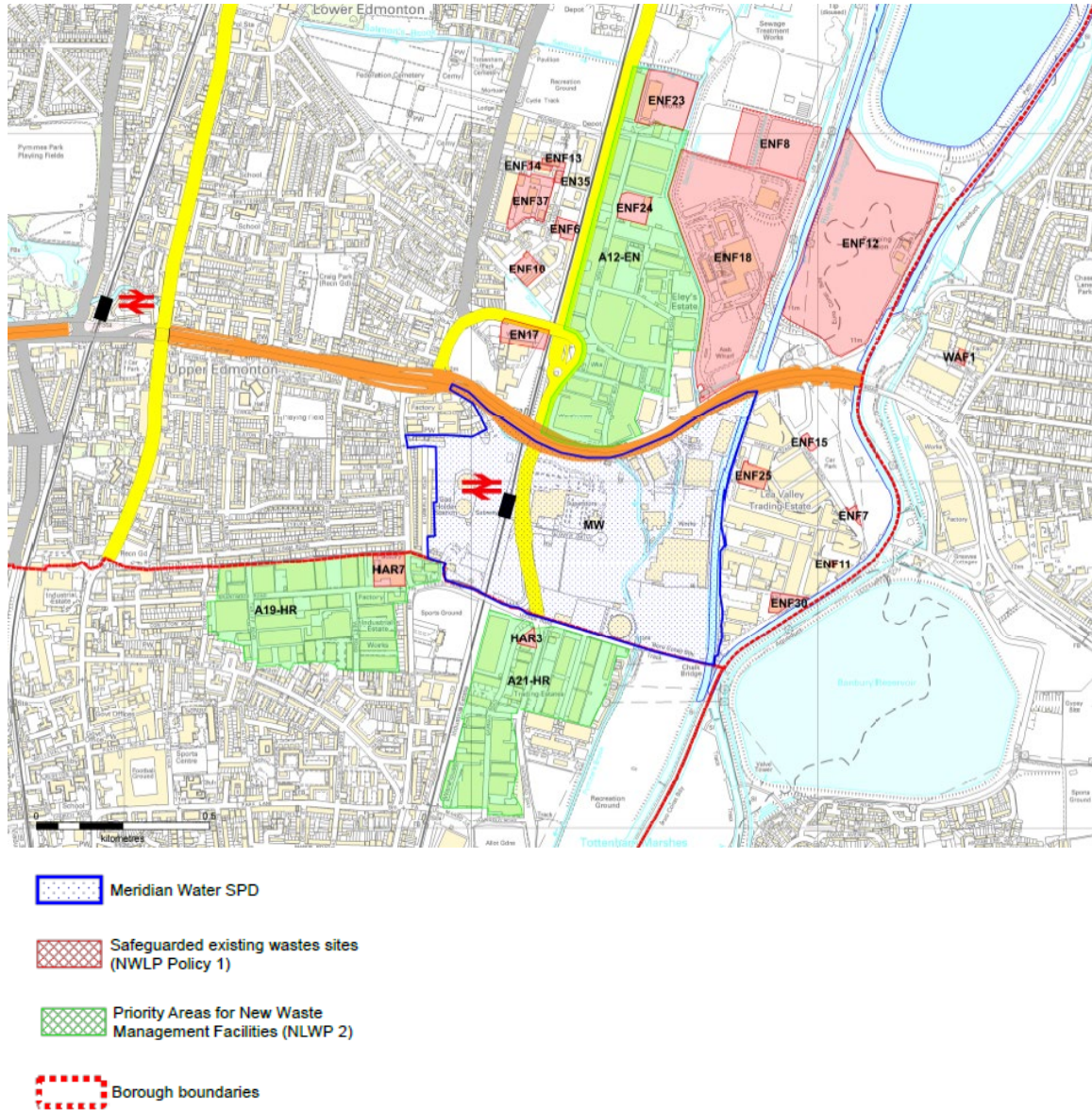


Figure 1.3: Safeguarded waste sites and Priority Areas for New Waste Management Facilities

- 1.16 Enfield is in the process of preparing a new Enfield Local Plan to cover the period between 2019 and 2039. Consultation on an early Issues and Options (Regulation 18) was undertaken between December 2018 and December 2019. Further consultation on a Draft Plan (Regulation 18) was undertaken between June and September 2021. Future stages of Local Plan development are set out in the Council's [Local Development Scheme](#).

1.17 The 2021 Regulation 18 draft Local Plan establishes Meridian Water as a placemaking area, where comprehensive, residential-led mixed-use development that optimises the site's potential can be delivered. As the draft Local Plan is at a relatively early stage of preparation it has little to no weight in decision making.

Stakeholder Engagement and statutory consultation

1.18 Engagement by the Council as Local Planning Authority has been undertaken with a number of key stakeholders to seek initial views on the SPD to shape content ahead of formal consultation under Regulation 13 of the Town and Country Planning (Local Planning) (England) Regulations 2012. These stakeholders have included:

- Environment Agency;
- Greater London Authority;
- Transport for London;
- Adjoining local authorities (London Boroughs of Haringey and Waltham Forest);
- Canal and River Trust;
- Thames Water;
- Lee Valley Regional Park; and
- Natural England.

1.19 Pre-engagement consultation sessions encompassed a presentation on the key principles, scope and ambitions of the MWWB SPD, and a discussion on the strategic and cross-cutting issues and opportunities brought by the MWWB SPD.

1.20 The Council as landowner and development promoter has also engaged with the three main current landowners of privately-owned sites, IKEA, Tesco, and Prologis (owners of Ravenside Retail Park).

1.21 Consulting on this draft SPD is the first step in developing the guidance. The Council intends that there will be further work and we are keen to hear views as part of the consultation and keen to work with a number of key stakeholders, as well as hear the views of anyone that is interested.

SA/SEA and HRA screening process

1.22 The Council undertook a screening assessment in August 2021 under Regulation 9(1) of the Environmental Assessment of Plans and Programmes Regulations 2004 on whether or not a Strategic Environmental Assessment (SEA) was required for this SPD. The Council concluded from this assessment that an environmental assessment was not required.

1.23 A formal statement of determination and a final screening report will be issued prior to the adoption of the SPD and will be made available on the Council's website.

1.24 Assessment was also undertaken under the Habitats Regulations Assessments (HRA) to determine whether an Appropriate Assessment (AA) was required. It was concluded that as the SPD will not set the framework for future plans or projects there is no pathway (either direct or indirect) for significant effects to arise. As such it was considered that an Appropriate Assessment of the SPD was not required.

Evidence base

- 1.25 As a Supplementary Planning Document, the guidance contained within this draft document flows from the existing development plan. The evidence base for the Edmonton Leaside Area Action Plan, the element of the development plan most pertinent to this SPD, can be found here:
<https://www.enfield.gov.uk/services/planning/adopted-plans#edmonton-leaside-area-action-plan-2020>

2.0 Context

The area and its surroundings

- 2.1 The context within which the Meridian Water Western Bank sits is shown in Figure 2.1. The SPD area is currently occupied by large format stores and cleared former industrial sites. Ravenside Retail Park, situated in the north east of the SPD area, accommodates three large format retail stores, while Tesco and IKEA stores and associated car parking are located in the centre of the SPD area. IKEA closed the store on 31st August 2022 and intend to put the land and buildings up for sale.



- SPD Area
- Meridian Water Regeneration Area
- Administrative boundary
- Commercial centres
- Railway stations
- Existing industrial grain
- Existing urban grain
- Pedestrian connections
- Pedestrian & bicycle routes
- National Cycle Route
- Railway
- North Circular A406
- ELAAP boundary
- Lee Valley Regional Park

Figure 2.1: Meridian Water Western Bank SPD area and its surroundings

- 2.2 Whilst the SPD area was traditionally occupied by industrial-related businesses, the initial consents have been granted for mixed-use redevelopment of the area, including Phase 1 (ref 16/01197/RE3) which will deliver up to 725 homes, and Phase 2 (19/02718/RE3) which will deliver up to 2,300 homes. The first stage of this Phase 1 consent is currently under construction, providing 300 homes. In addition, Strategic Infrastructure Works (SIW) have been consented (ref 19/02717/RE3) which will deliver the east-west central spine road and utilities corridor, bridges, and flood remediation works.
- 2.3 In addition, two live planning applications are at the time of writing under consideration – reserved matters for Plot Z02-01 of Phase 2, including the delivery of 274 homes (22/02098/RM) and a full planning application for Phase 1b (21/04742/FUL).
- 2.4 The SPD area is traversed by Pymmes Brook and Salmons Brook, watercourses which meet in the centre of the area. The Lee Navigation forms the eastern boundary of the SPD area. To the east lies Harbet Road Industrial Estate, designated Strategic Industrial Land (SIL)¹. Beyond Harbet Road lies Edmonton Marshes, designated Green Belt and part of Lee Valley Regional Park. To the north lies Eley's Estate, designated SIL, which is separated from the SPD area by an elevated section of the North Circular Road. The southern boundary of the SPD area is formed by the boundary with LB Haringey along Leaside Road, with Brantwood Industrial Estate and Tottenham Marshes lying immediately south of the SPD area. Meridian Water rail station sits west of Angel Edmonton Road, with the existing residential community of Edmonton forming the western boundary of the SPD area.
- 2.5 Whilst the LB Enfield is the landowner of large parts of the site, IKEA, Prologis and the Tesco own significant parts of the SPD area. Tesco are the freeholders whilst British Steel Pension Fund have a long leasehold interest.

Site constraints and opportunities

- 2.6 The Western Bank of Meridian Water is home to overlooked natural assets – it is the site of the confluence of Salmons Brook and Pymmes Brook and is bounded by the River Lee Navigation, a short distance from the Lee Valley Regional Park and Green Belt. It is an area in transition – Strategic Infrastructure Works will help address issues of flood risk, and large parcels of land have been assembled and cleared pending redevelopment.
- 2.7 It is located close to thriving industrial districts, near Strategic Industrial Land in Enfield and Haringey. This busy part of London has heavily trafficked routes of the North Circular Road, Angel Edmonton Road, and the section of Leaside Road to the west of Angel Edmonton Road.
- 2.8 There are opportunities to uncover and celebrate blue and green assets, create new green spaces and naturalise watercourses. Development offers opportunities to effectively knit the area into its surroundings, and to deliver new jobs and homes with a new town centre at its heart. Sensitive buffering and public realm improvements will help ensure that existing and new activities in the area can thrive.

¹ In the Core Strategy, Edmonton Leaside AAP and London Plan.

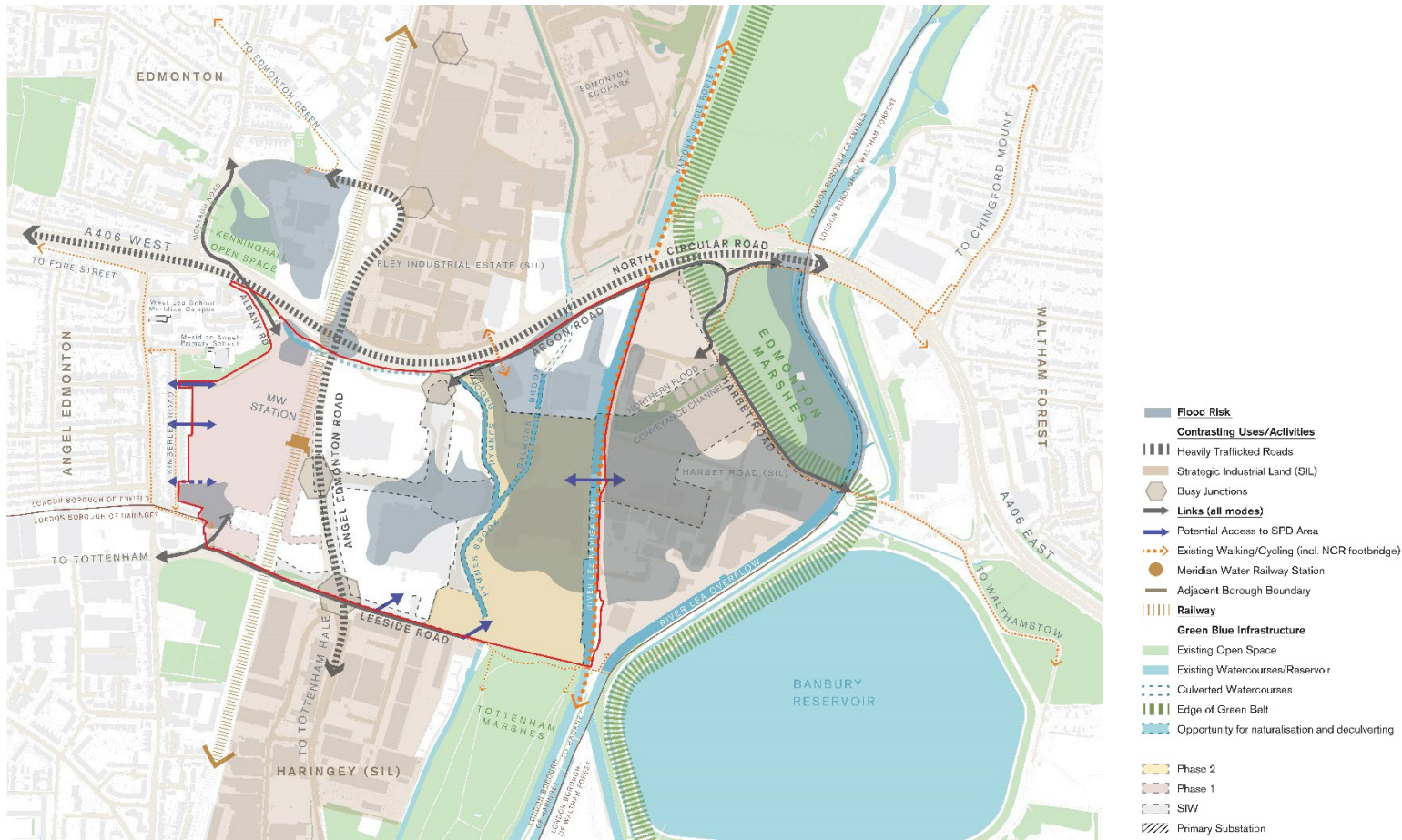


Figure 2.2: Constraints and opportunities

3.0 Vision and objectives

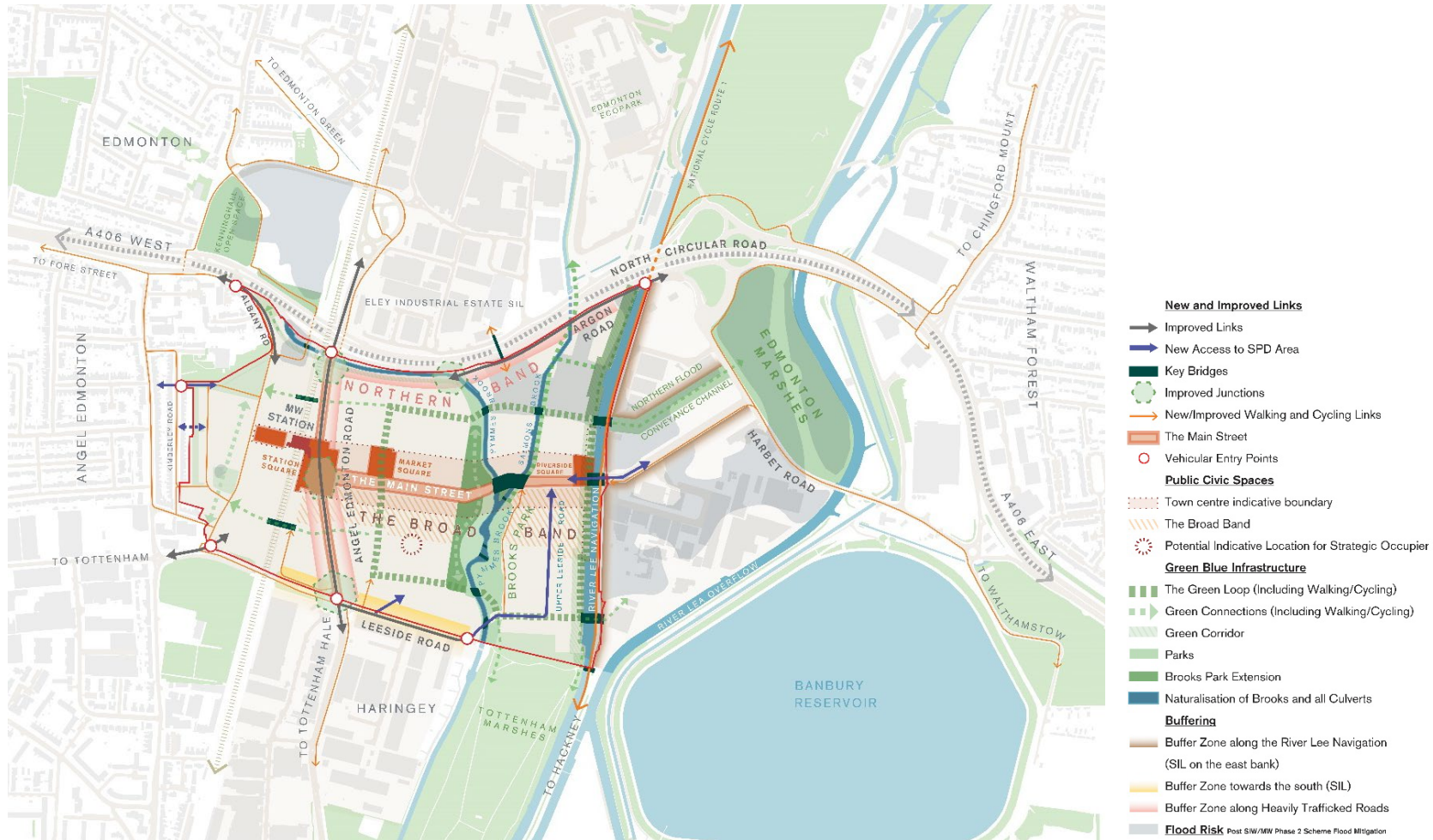


Figure 3.1: Meridian Water Western Bank vision

Vision

By 2032, the western bank of Meridian Water will be transformed into a highly sustainable mixed-use part of the Edmonton community, providing new homes and jobs well served by community infrastructure. This major regeneration project will attract investment to deliver good growth for the benefit of local communities and future residents. New housing within the area will be delivered, including affordable housing to address the needs of families in the borough. Improved and restored waterways and new open spaces will knit this new community into the rich blue and green networks, helping to open up access to the Lee Valley Regional Park. New healthy streets and an improved green network will provide walking and cycling routes, which along with better bus routes and the new train station will help residents move around easily and improve access to Meridian Water. A range of workspaces will be delivered to provide a range of job opportunities, supporting an economy that works for everyone. Developments within the Western Bank area will be designed to ensure that existing surrounding businesses can continue to thrive.

Objectives

- 3.1 Following on from the Vision, the Objectives for the Western Bank build on the general objectives for ELAAP. These Objectives are:
1. **Building a sustainable urban neighbourhood** – deliver around 5,000 well designed net zero homes, with a mix of tenures, products and sizes to meet existing and future housing needs, supported by high quality public realm, open space and play facilities, and social infrastructure such as new schools, health and community facilities.
 2. **Facilitating Economic Growth** - deliver improved commercial opportunities and employment, building on the existing employment base on the Western Bank and Meridian Water as a whole to deliver higher density workspaces suitable for higher value-added sectors, creating more high-quality employment. A new town centre will serve as the focus of new employment, as well as a hub for wider commercial and community activities, serving as a vibrant, inclusive and safe heart to Meridian Water – meaning there will be greater opportunities for communities to come together and form strong, positive relationships. The new town centre will provide a varied retail and leisure offer that meets the needs of the growing business and residential communities within a high-quality public realm served well by public transport.
 3. **Connectivity** - improve bus connectivity to the site, including the provision of new bus stops on Glover Drive, and deliver rail improvements. Promote active travel with new healthy streets and parks to deliver improved connections, both east-west and north-south, connecting to the Lee Valley Regional Park, Angel Edmonton, Edmonton Green, and other destinations. Ensure that Main Street is delivered to serve as the key new east-west access road and utilities corridor, linking to a new street network that priorities public transport and active travel.
 4. **Deliver sustainable regeneration** – ensure low carbon development (both commercial and residential) through connection to the Meridian Water Heat Network, promote sustainable movement and transport and circular economy

principles (where construction materials are re-used, and recycling rates are improved). Deliver climate resilient development which can meet the challenges of the future. Ensure an uplift in biodiversity across the site through the provision of new multifunctional green spaces linking to existing green networks, and naturalisation and restoration of watercourses.

5. **Celebrating the Lee Valley waterways and open spaces** – take opportunities to improve access to the Lee Valley Regional Park, enhance blue/ green networks, make the most of waterway assets to optimise opportunities for positive placemaking, and manage water sustainably to ensure effective flood risk management.

DRAFT

4.0 Guiding principles

Movement and connectivity

- 4.1 As recognised by the ambitions of ELAAP, the regeneration of Meridian Water must deliver improved accessibility by sustainable means – including active streets which prioritise pedestrian and cycle movement, better bus links, and less reliance on the private car.
- 4.2 The vision in ELAAP, and policies EL21, 22 and 23, set out to achieve a modal shift towards public transport, walking and cycling. The indicative Connectivity Plan provided in ELAAP (at Figure 5.2) embeds the principle that development must deliver good connectivity within Meridian Water and to the wider area.

Guiding principle 1: Movement and connectivity

1. Development should be designed to support, enable, and encourage people to engage in active travel. Movement by foot and cycle should be prioritised over any other mode of transport. Movement by the private motor car should be given the lowest priority.
2. Development should facilitate the delivery of Main Street (the 'Central Spine') to improve connections to the Lee Valley Regional Park.
3. Development should contribute to the improvement of the existing movement network, including improvements to the street, junctions and environment of:
 - a. Angel Edmonton Road/Meridian Way (in particular improvements from Meridian Water Station across Meridian Way as a key gateway into the heart of Meridian Water)
 - b. Leaside Road
 - c. Argon Road
 - d. Connections under North Circular
 - e. Footbridge over North Circular
4. Works to the existing movement network should prioritise pedestrian safety and comfort and seek to overcome issues of severance.
5. Development proposals will be required to make adequate provision for new walking and cycling routes, ensuring they connect to the wider movement network, public realm and publicly accessible open spaces. New links to the surrounding area should be prioritised, these include:
 - a. Foot and cycle bridge over the railway lines
 - b. From Main Street to the surrounding area
 - c. Walking and cycling route to Edmonton Green
 - d. Bridges across the Lee Navigation and Pymmes and Salmons Brooks
 - e. Links across to Kimberley Road

6. Development proposals will be expected to bring forward local and secondary streets in the appropriate locations as part of a street network strategy agreed with the Council through pre-application discussions or masterplanning processes. Street widths should make adequate allowance for green corridors.
7. Development proposals will be expected to deliver or contribute to public transport improvements, such as bus infrastructure (including frequency and bus stops) and rail infrastructure (such as necessary improvements to the station to improve accessibility to cater for the uplift in workers and residents)
8. Developers will be expected to either deliver the transport and connectivity improvements noted above as part of their development proposals or provide financial contributions towards their delivery through Section 106 agreements, including key pedestrian/cycle bridges.



- █ Primary Streets
- █ Main Street
- - - Bus Only
- █ Bridges
- ⊗ Junctions to be improved
- Entry points

Figure 4.1: Street Network and junction improvements

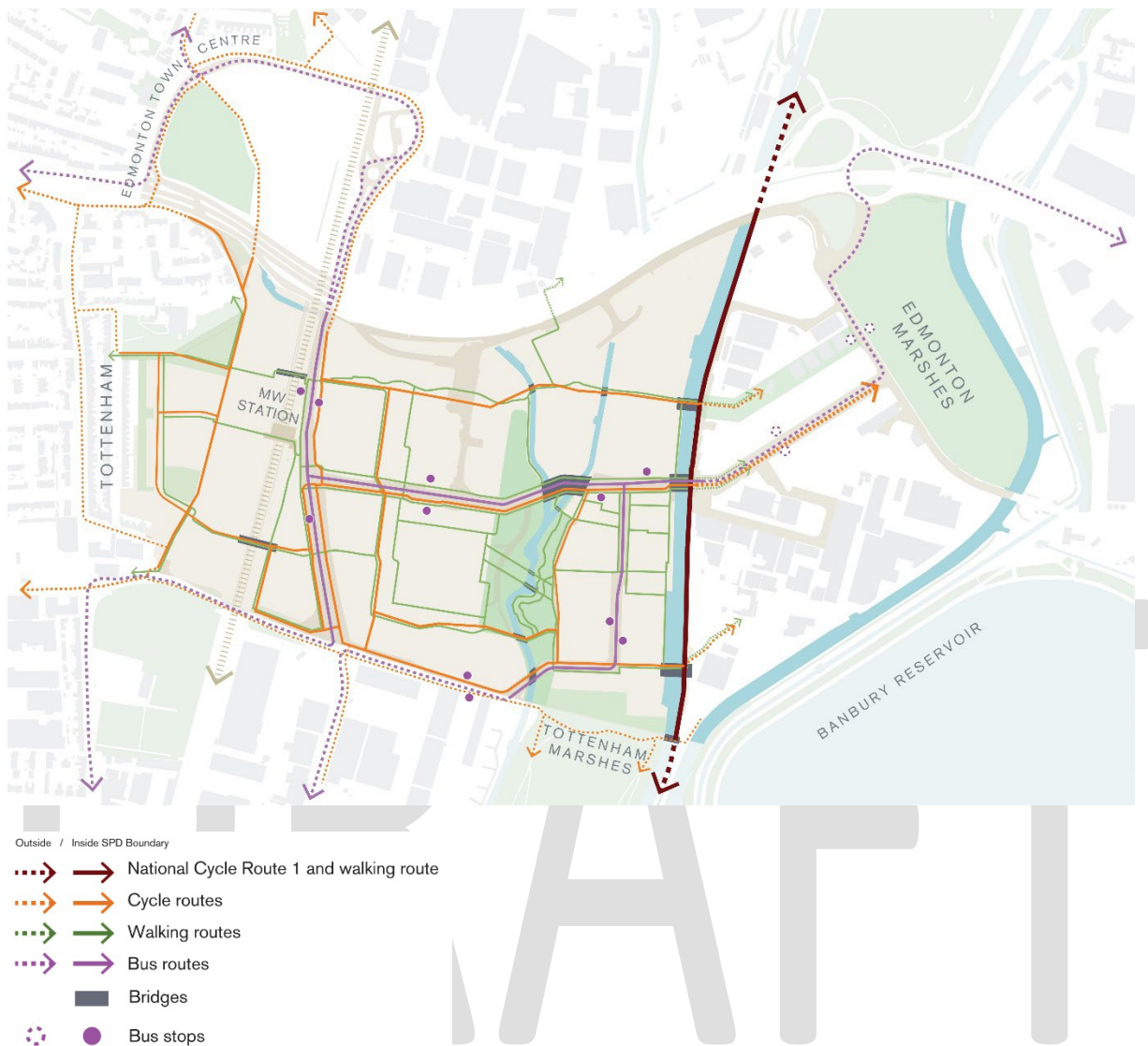


Figure 4.2: Indicative active travel and bus connections

- 4.3 In bringing forward development proposals, active travel (walking and cycling) should be given the highest priority, followed by public transport, then freight and servicing, with private transport given the least priority. This applies to the street network and should be reflected in the design of all development proposals.
- 4.4 The existing movement network presents challenges for pedestrian comfort and safety. Developments will be required to deliver improvements to existing streets, including through improvements to the public realm and crossings to address issues of severance.
- 4.5 New links from the SPD area are essential to effectively integrating the Western Bank into its surrounding area. In line with point 5 of Guiding Principle 1, developments should not inhibit the delivery of new routes linking the Western Bank to its surroundings and should seek to improve connectivity.
- 4.6 New routes and connections, including bridges, should be delivered on site, or through financial contributions. Developers are encouraged to engage with the council and the Canal and River Trust prior to any planning application submission on the location and design of new bridge connections across watercourses.

- 4.7 Bridge crossings must be designed to a high quality as key placemaking features and in a sympathetic manner to the waterways beneath. Care should be taken to create well designed, enjoyable spaces beneath bridges, especially where these form part of the canal edge or towpath.
- 4.8 The Council was successful in securing investment for a new train station at Meridian Water, which opened to the public in 2019. Whilst the station is substantially complete, planning contributions may be sought for improvements, such as platform extensions.

Sustainable places

- 4.9 'Building a sustainable urban neighbourhood' is the first objective of ELAAP, whilst objective 4 sets out key principles for delivering sustainable regeneration, including low carbon living and working, and connection to the Meridian Water Heat Network (MWHN). The following guidance sets out how carbon reduction can be delivered in the sourcing of energy and materials, and in the operation of buildings. This section then sets out a guidance framework for the delivery and improvement of blue and green spaces, to enhance biodiversity and climate resilience. Finally, guidance sets out measures to control the impacts of construction.

Carbon reduction

- 4.10 In 2020, the Council adopted the [Climate Action Plan](#), which sets the ambition for Enfield to be a carbon neutral borough by 2040. The London Plan requires developments to contribute towards the UK target to become zero-carbon by 2050 by increasing energy efficiency and utilising low carbon energy sources². The Council as master developer have adopted an [Environmental Sustainability Strategy](#), and encourages developers to implement the sustainability measures in the strategy.
- 4.11 Further, the Meridian Water Heat Network (MWHN) is being implemented by [Energetik](#) (a community heat network operator established by Enfield Council) to provide a source of low carbon heat to residential and commercial developments in the Meridian Water area.
- 4.12 Providing further guidance on the policy framework set by the Development Plan (in particular London Plan policy SI3, ELAAP policy EL25, and DMD policies 52 and 54), the following provides detailed guidance to the overall requirements on the provision and management of energy and carbon reductions in the SPD area.

Guiding principle 2: Carbon reduction

Low carbon energy supply

1. All developments need to minimise carbon from heating and cooling through connection to the Meridian Water Heat Network (MWHN), by ensuring all connections and networks meet Energetik's standards, to maximise efficiency and minimise heat loss.
2. All developments should maximise the installation of photovoltaic equipment.

Smart and efficient systems

² LP policy SI2: Minimising greenhouse gas emissions

3. Developers should consider the installation of smart systems to provide information to reduce overall and peak energy use and optimise the use of renewables.
4. Electric vehicle charging infrastructure should be maximised where the provision of vehicle parking spaces is unavoidable.

Low embodied carbon and circular economy

5. Developers should seek to minimise embodied carbon. In design and construction, developers are encouraged to minimise whole life material use, sourcing of materials and products sustainably, responsibly and ethically, eliminate single use plastics and support the circular economy.

- 4.13 In line with the London Plan, Guiding Principle 2 sets out means by which carbon can be reduced in the construction and operation of development. This includes employing smart and efficient systems ('be lean'), connecting to the MWHN ('be clean'), the installation of PVs ('be green') and monitoring performance ('be seen').
- 4.14 Developers will be encouraged to exceed low embodied carbon and circular economy measures set out in the London Plan. Enfield Council have established the [Excess Materials Exchange](#), a platform to facilitate the reuse of materials and to enable connections between 'donor' and 'recipient' construction projects.
- 4.15 Carbon offsetting should align with the requirements of the adopted development plan. Developers are encouraged to consider high-quality local offsets for embodied carbon emissions, to align with UKGBC's definition of net zero (regulated, unregulated and embodied carbon emissions).

Blue and green network

- 4.16 Meridian Water Western Bank sits within a rich natural environment – close to Tottenham and Edmonton Marshes, bordering the Lee Valley Regional Park, and a short distance from the metropolitan Green Belt. The River Lee Navigation traverses the area, and Pymmes Brook and Salmons Brook converge in the heart of the SPD area.
- 4.17 These green and blue assets present opportunities to better link the area into their surroundings, with scope to create new green spaces that link with those existing in the vicinity, and to naturalise watercourses to enhance riparian habitats. Crucially, an expanded and improved green network will provide open spaces for residents, workers and visitors, delivering multiple benefits.
- 4.18 A key element of ELAAP's objective 4 'Delivering sustainable regeneration' is to provide the conditions for increased biodiversity. A means of achieving this aim is the creation of a green network, linking up new green spaces with existing green spaces and watercourses. An indicative Green Network Plan for Meridian Water is presented in ELAAP (Figure 5.3). Brooks Park, the Green Loop and the River Lee Navigation form key elements of the green network, as set out in Figure 4.2 below. Whilst Brooks Park is being provided through the SIW consent, future phases of development should enable the expansion of Brooks Park to the west (on the IKEA site).
- 4.19 Opportunities for the protection, enhancement, promotion and management of habitats and natural features should be taken wherever possible, promoting the associated benefits of eco-system services and of climate resilience. The guidance below flows from Core Strategy Policy 36, ELAAP policy EL10 and DMD policies 78, 80 and 81.

Guiding principle 3: Blue and green infrastructure network

Biodiversity and nature recovery

1. All developments should enhance the blue and green infrastructure network and enhance wildlife and biodiversity. Trees, vegetation, gardens and open spaces should be used to create a strong, soft green character to streets. Tree planting, including street trees, should be included as part of development proposals. Priority should be given to species which offer good canopy cover and high biodiversity value.
2. Developments should deliver at least 10% Biodiversity Net Gain (BNG) and will be encouraged to exceed this statutory minimum.
3. Planting must be consistent with the habitats and character of the Lee Valley Regional Park and must be composed of a diverse range of native species in accordance with the Lee Valley Biodiversity Action Plan (and any updating successor), whilst also ensuring species choice is resilient to climate change.
4. New and improved green and blue spaces should maximise opportunities to maximise nature recovery potential by seeking to connect to Sites of Importance for Nature Conservation (SINCs) and link up existing and proposed blue and green assets wherever possible.

Green network and open spaces

5. Development proposals should deliver, facilitate, or contribute to the delivery of, the green network set out in Figure 4.2. This includes the following:
 - a. Brooks Park, including its westward extension
 - b. Green Loop
 - c. Lee Navigation Linear Open Space
 - d. Node located at the confluence of Pymmes and Salmons Brooks.
6. Public open spaces should accommodate a range of functions, including flood attenuation, recreation, pedestrian and cycle movement, and food growing (including fruiting trees). School playing pitches may be provided on nearby public open spaces where these cannot be feasibly accommodated on site.
7. Opportunities should be maximised for the inclusion of vegetation to address overheating and the urban heat island effect. Proposals for new buildings and public spaces should prioritise shading from trees and vegetation to ensure pedestrian and user thermal comfort.
8. Development will be expected to provide policy compliant levels of play provision, to help create a desirable and liveable neighbourhood for families. This should be provided through a combination of designated and informal playable space. Doorstep play must be provided within individual plots. Play space should be located in close proximity to homes in locations that receive good sunlight and surveillance and when sited in the public realm away from vehicles wherever possible. Play areas should consider wheelchair users and those with specific access needs.

Blue network

9. Development should reduce flood risk through sustainable and natural flood risk management. Specific measures include:
 - a. Intensive and extensive green roofs.
 - b. Integrated ponds, wetlands and rain garden features in the Green Loop to manage surface water generated from the development.
 - c. Naturalisation and de-culverting of Pymmes Brook and Salmons Brook should be thoroughly explored.
 - d. Where naturalisation and de-culverting are not possible, river improvements (such as introduction of gravels and floating reed beds) should be employed.
10. Surface water management should aim for 100% source control. Rain gardens, swales, SuDS, tree pits, green roofs and permeable paving should be employed, depending on site conditions. Space must be provided above ground for attenuation measures.
11. Development should demonstrate how the location of proposed land uses informs the flood risk mitigation strategy. This could include siting open space and/or school playing fields on areas with highest flood risk.
12. Development should maximise and improve the water environment for ecological, biodiversity, leisure, and visual amenity purposes.

DRAFT

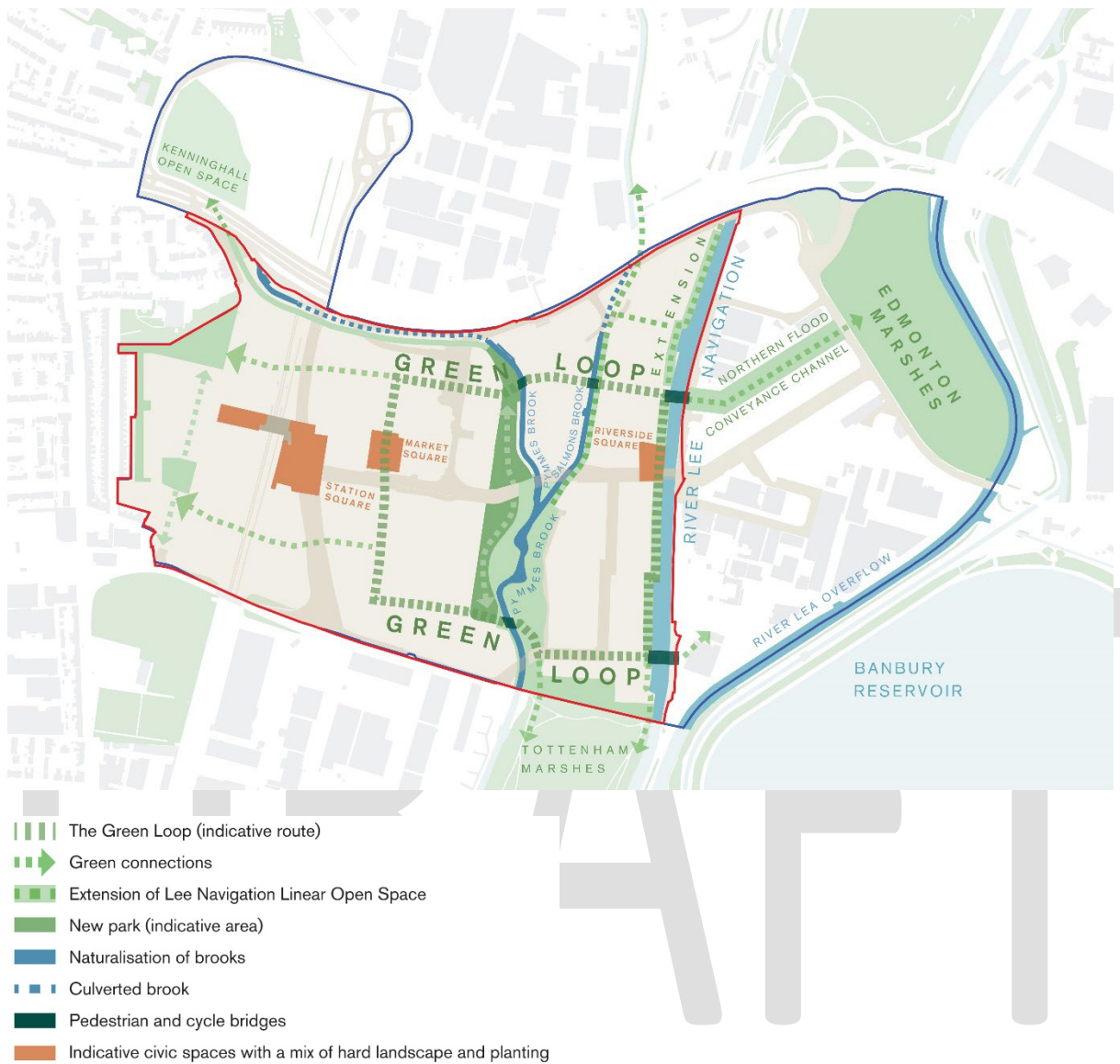


Figure 4.3: Blue and Green Network

- 4.20 Priority should be given to enhancing green links with Sites for Metropolitan Importance for Nature Conservation, which are located along the Lee Navigation, southern boundary of Harbet Road Industrial Estate and Edmonton Marshes.
- 4.21 New green spaces should be provided at a variety of scales across the SPD area, and be planned and managed to provide ecologically rich connections through the urban fabric. Green Spaces should be multi-functional and provide a range of functions, including habitats, play spaces, pedestrian and cycle movement, and recreation. Figure 4.2 sets out the key features of the green network to be delivered at Meridian Water Western Bank.
- 4.22 Proposals for Lee Navigation linear open space should facilitate north-south movement and support active frontages with the potential for spill-out public activity along the waterfront.
- 4.23 The Green Loop concept is that of a continuous linear park 'looping' through the heart of Meridian Water, providing open space and other amenities. Its nature will change depending on the development and location, but it should be primarily 'green',

sufficiently wide enough to accommodate a continuous green buffer and a formal pedestrian footpath, with emergency vehicle and servicing access and a two-way cycle path. As a guide the optimum width of the Loop at its would be between 20 and 30 metres. It should provide a green vegetated setting, with capacity to also include amenity and playspace, bio-diversity features and flood attenuation areas/measures. Figure 4.3 section drawing below illustrates this.

- 4.24 Figure 4.2 sets an indicative route for the Loop. There is a need for flexibility on the route to factor in the optimum position within development proposals and in relation to the provision of infrastructure. However, important nodes that need to be connected to the Loop include the Lee Navigation and the Lee Navigation Linear Open Space, the brooks (including crossings over them) and Brooks Park, Market Square, and preferably extension to Angel Edmonton Road. There is scope for social infrastructure (for example, a school) to be located on or adjacent to the Green Loop to benefit from active travel access, the open space and play space, and other benefits provided as part of the Green Loop. Proposals for development on adjacent sites will be expected to ensure a seamless connection between sections of the Loop for both people and wildlife.
- 4.25 Proposals for the western expansion of Brooks Park should include earthworks on the western bank of Pymmes Brook to provide soft attenuation basins to attenuate run-off from adjoining development sites.
- 4.26 River naturalisation is a broad term which can range from full scale restoration of the river (including natural banks, meanders, gravel bars, ponds and varied vegetation) to the implementation of naturalisation methods (including the removal of concrete banks, and the introduction of vegetation). Feasibility studies should be undertaken to scope out the most appropriate form of river naturalisation, with a view to getting as close to full scale restoration as feasible. Proposals should have regard to the Environment Agency's requirements on watercourse naturalisation.
- 4.27 The guidance above gives an indicative list of surface water management measures. Of these measures, intensive green roofs should be prioritised for their biodiversity value, as well as rain gardens for their visual and habitat value. Below ground attenuation measures and pumped systems should be avoided.
- 4.28 For the culverted section of Pymmes Brook that runs parallel to the A406 North Circular in the north of the SPD area, naturalisation and access to sufficient daylight are encouraged where feasible.



Figure 4.4: Green Loop - indicative axonometric view

Sustainable construction management

- 4.29 The highest standards of construction management should be achieved to protect the amenity and quality of life of residents and visitors to Meridian Water over the 20+ years development of the site. This is supported by London Plan Policy T7 Deliveries, servicing and construction.
- 4.30 All planning applications should be accompanied by a Code of Construction Practice (or Construction Environmental Management Plan), including a comprehensive Construction Traffic Management Plan. Requirements in the Council's Development Management Document need to be addressed, in particular policy DMD49 (Sustainable Design and Construction Statements) and DMD57 (Responsible Sourcing of Materials, Waste Minimisation and Green Procurement).

Guiding principle 4: Sustainable construction management

1. In order to reduce the environmental impacts associated with deliveries of materials to and from the area, developers should implement construction logistics plans and should seek to ensure that:
 - a. All construction compounds should be located away from existing residential properties to avoid adverse impacts.
 - b. Site hoardings should be decorated and offer 'green screening' or public art opportunities for the local community and local artists.

- c. Site hoardings should provide adequate signage for wayfinding purposes.
 - d. Public access walkways adjacent to construction hoardings / sites should be well lit.
 - e. Vehicular and pedestrian access should be retained, or alternatives provided.
 - f. The use of the Lee Navigation for the delivery of construction materials and goods is encouraged.
2. Developers are encouraged to meet the Considerate Constructors Scheme.

4.31 As significant levels of construction and earthworks are likely to continue following the completion of the initial phases of development, the guidance set out above seeks to ensure that the amenity of residents and their ability to traverse the area is not unduly affected by development. Conditions or S106 obligations may be used to manage impacts.

Achieving mixed uses

4.32 This section provides further guidance from ELAAP on the appropriate type, location and mix of land uses in the SPD area, including, commercial, residential and social infrastructure, and setting out how the spatial development of a new Large Local Centre can be achieved.

Homes

4.33 ELAAP recognises that Meridian Water will deliver around 5,000 homes on the Western Bank. Affordable housing should be delivered in line with development plan policy, as should housing size mix, in particular having regard to London Plan policy H10: Housing size mix and the borough's latest evidence such as the Local Housing Needs Assessment (2020).

4.34 Building on ELAAP policies, the following provides guidance on the principles for proposals for residential development. The guidance here mostly does not include or repeat higher level development plan policy on housing, such as housing size and tenure requirements.

Guiding principle 5: Housing and design quality

1. Development should offer a range of housing sizes in line with the Development Plan, including London Plan Policy H10.
2. Housing design should respond positively to the evolving context of development, taking into account extant planning consents and emerging masterplanning.
3. Family homes should be located throughout the SPD area with good access to open spaces, schools and other social infrastructure facilities. Residential buildings should provide a direct and positive relationship with the public realm.
4. Proposals for housing must be of exemplar design quality and sustainability. Contemporary design that is innovative is supported. Homes should have good levels of daylight and sunlight. Dual aspect dwellings should be maximised, with every single aspect home being fully justified and reasons for rejecting alternative typologies and

layouts that achieve a higher proportion of dual aspect homes being given. North-facing single aspect homes will not be accepted.

5. Residential buildings should carefully consider connections to the outdoors through the careful placement of features such as gardens, terraces, winter gardens and yards. Buildings should be future-proofed by being built for adaptability to accommodate changing needs, climate resilience, and with the whole life cycle in mind.

4.35 The London Plan (paragraph 4.2.8) defines family-sized units as 3 bed plus homes. Family homes should not be overly concentrated in specific parts of the Western Bank area in the interests of creating mixed and balanced communities.

4.36 By diversifying the housing supply there will be more choice for residents as well as a provision for more innovative, liveable and sustainable homes. Housing models could include those products supporting the rental sector, such as Build to Rent and purpose-built shared living, and housing for those in later life.

4.37 It is imperative that residential buildings are designed to be resilient to a changing climate, using (for example) layout and landscaping measures to combat overheating, sustainable water management to address flooding risks, and green and blue infrastructure to help mitigate the urban heat island effect.

Commercial activity

4.38 The guidance in this section supports the following ELAAP objectives 'Facilitating Economic Growth' and 'Delivering Sustainable Regeneration' and flows from a number of ELAAP policies, including EL2: Economy and Employment in Meridian Water, EL3: Meridian Water Town Centre and EL4: Ravenside Retail Park.

4.39 As set out in in ELAAP, there are opportunities to diversify and expand the employment offer at Meridian Water through the provision of a range of workspaces suitable for a variety of businesses, including higher value and knowledge intensive industries.

4.40 The principal locations for commercial development comprise the Main Street (enabled by the SIW consent), the Broad Band, and the Northern Band.

Guiding principle 6: Commercial activity areas

1. The main locations for commercial development in the SPD area is set out in Figure 4.4 are as follows:
 - a. **Main Street:** the principal east-west route should be the focus of town centre activities, including retail, food and beverage and community facilities.
 - b. **The Broad Band:** south of Main Street, this mixed-use area should seek to accommodate commercial uses on the ground floor, including E (g) class uses. There is potential to accommodate a strategic occupier here in the IKEA site.
 - c. **The Northern Band:** south of the North Circular, this area is appropriate for commercial uses in the B2, B8 and E (g) iii use classes. Opportunities for multi-storey commercial development should be fully maximised.

2. Meanwhile uses should be considered in all locations where development has yet to come forward. Proposals for meanwhile uses should ensure that residential amenity is safeguarded, and wider impacts are appropriately managed.

- 4.41 Main Street forms the heart of Meridian Water West Bank and the commercial core of the town centre (see Guiding Principle 7 for further guidance on the delivery of the town centre). Main town centre activities should be concentrated along Main Street, including retail and food and beverage, to create a vibrant core to the new town centre. Development here should be designed to provide surveillance, activity and interest to the public realm. Extensive ground floor lobbies and blank frontages should be avoided.
- 4.42 The Broad Band is an area of commercial uses on the lower floors (such as workspaces) as part of mixed-use development. The needs of both residential and commercial occupiers should be carefully considered, with proper provision of yard and servicing space as well as residential outdoor space. The Broad Band, within the IKEA site has the potential to accommodate a strategic occupier. A 'strategic occupier' is considered to be a key employment-generating use that would act as a flagship presence or anchor at Meridian Water and would be an important placemaking element. A strategic occupier could be a commercial use, or could be a cultural, creative or leisure/sports facility. Commercial uses at the western end of the Broad Band should have a strong design presence and active frontages given the prominent location adjacent to Angel Edmonton Road and the train station.
- 4.43 The Northern Band includes Ravenside Retail Park and land immediately south of the North Circular Road. Development in the Northern Band should seek to buffer development to the south from the North Circular. Noise and odour-generating activities in the Northern Band should be oriented north to reduce the risk of conflicts with residential occupiers to the south. Provision for yard and servicing space should be made in line with GLA guidance, including the *Designing Industrial Intensification and Colocation LPG* once adopted.
- 4.44 Meanwhile uses have a valuable role to play in activating future development sites and adding vitality and interest to an emerging neighbourhood. Given that IKEA have vacated its site it is probable that there could be a lengthy period of vacancy, and as such the Council would support appropriate uses such as meanwhile cultural activities (including performance space).
- 4.45 Meanwhile uses could also animate and help evolve the town centre adjacent to the station and along Main Street. They could help provide services (such as pop up retail) for a growing community. Meanwhile uses should be designed to increase footfall, provide activity to dead or blank frontages, and discourage antisocial behaviour. At every stage of development there should always be a sufficient level of local amenity maintained to support residents and businesses.
- 4.46 Creative and cultural meanwhile uses have the potential to draw visitors and neighbours to the SPD area. However, adequate safeguards should be put in place to ensure the amenity of the area's growing residential population is preserved and that such uses not impact the wider area negatively (such as impacts on the transport system). Key considerations include lighting, hours of operation, and routes from the site to transport nodes.



Figure 4.4: Commercial activity areas

Town centre spatial development and appropriate uses

- 4.47 As set out in ELAAP policy EL3 (Meridian Water Town Centre), a 'new town or local centre' will come forward at Meridian Water. ELAAP envisages that the centre would be located in the area around the train station, along the Central Spine Road (now also known as Main Street), and part of the West Bank of the Lee Navigation.
- 4.48 The following guidance sets out the spatial development principles and uses sought in development proposals for the creation of a new vibrant town centre, including the location of three principal public squares.

Guiding principle 7: Delivering a new town centre

1. Town centre activities should be concentrated around the train station, along Main Street, and adjacent to where Main Street converges with the Lee Navigation. Uses here should contribute to delivering a vibrant mixed-use town centre, including retail, food and beverage and supporting uses. Other acceptable uses may include leisure, recreation, hospitality, floorspace for other commercial activities including creative and cultural industries and supporting social and community infrastructure including sport and leisure.

The indicative extent of the Centre is illustrated in Figure 4.5 below.

2. As the main thoroughfare for the town centre, development along Main Street should ensure that active frontages are presented to the public realm. Bus stops should be

provided along Main Street. There is potential for food and beverage uses on the River Lee Navigation close to Main Street.

3. There is potential for the delivery of three public squares along Main Street (see Figure 4.6 below). These spaces could accommodate a range of opportunities for social interaction and cultural experiences, including outdoor dining and events.
 - a. **'Station Square'**, adjacent to the station, could act as a gateway to Meridian Water, with potential to accommodate a range of shops, food and beverage and leisure uses. Provision should be made for cycle parking, places for waiting, and pedestrian movement.
 - b. **'Market Square'** could be a key focal point in the heart of Meridian Water. A range of town centre uses could be provided, as well as community and social infrastructure facilities. This could also be a key interchange between buses and active travel.
 - c. **'Riverside Square'** has potential to provide a community meeting place and accommodate outdoor activities such as for play and events. Food and drink uses here could take advantage of the adjacent green and blue network.
4. Development should ensure the safe use of the town centre both through the day and into the evening for all users, regardless of gender. Gender inclusive design of the public realm should be a priority, for example in terms of overlooking, lighting, landscaping and a range of uses which encourage pedestrian / user activity beyond the traditional 8-hour working day.

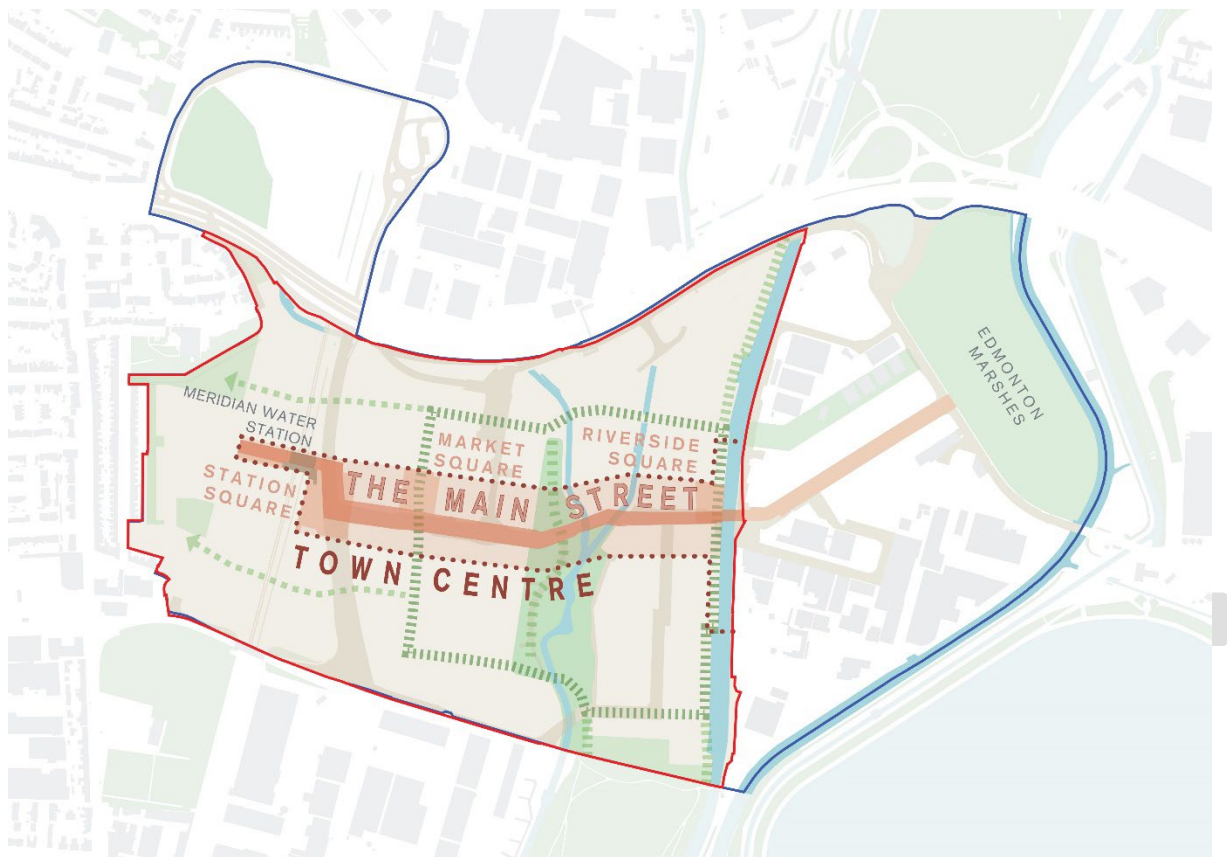


Figure 4.5: Town centre indicative extent

- 4.49 Core Strategy and ELAAP indicate that Meridian Water will accommodate a new town centre. In the borough's town centre hierarchy, Meridian Water will be a 'large local' centre – smaller than a district centre but larger and more significant than a typical suburban shopping parade.³
- 4.50 Three main public squares are identified above. Part of 'Station Square' will be delivered through the MW Phase 1 consent, and 'Riverside Square' in an early plot delivery of Phase 2. These Squares are important to structuring the spatial development of the town centre, providing key focal points.
- 4.51 In line with ELAAP Policy EL3, there is potential for food and beverage activities to activate the River Lee Navigation close to Main Street.
- 4.52 Gender inclusive design principles should be adopted in formulating development proposals, particularly those schemes which will form part of the new town centre. Access, mobility and safety are key considerations in ensuring that the SPD area meets the needs of people of all genders. Development proposals should demonstrate a 'user-centred' approach to design, based on social space analysis and quantifiable data.

Social infrastructure

- 4.53 ELAAP Policy EL5 – Community Facilities in Meridian Water – sets out policies in regard to community facilities, predominately education and healthcare. The following

³ Annex 1 of the London Plan, district centres 'contain 5,000–50,000 sqm of retail, leisure and service floorspace.'

provides further guidance on the provision of social and community facilities through development proposals at Meridian Water.

- 4.54 The delivery of social and community infrastructure that will help residents to lead active and sustainable lifestyles is essential to creating strong and inclusive communities. Section 5 of this guidance sets out the key infrastructure items needed across the SPD area.
- 4.55 The following sets out guidance on the provision of community and social infrastructure through development at Meridian Water. This reflects the need for facilities going forward plus also that existing outline planning consents for the Council's Phase 1 development incorporates floorspace for health and leisure, and for Phase 2 a primary school and community floorspace.

Guiding principle 8: Social infrastructure

1. Social infrastructure facilities must be sited in locations easily accessible by foot or bicycle and bordering the green loop wherever possible. Developers should provide or contribute to the provision of social infrastructure in line with development plan policies.

Education

2. Supporting social infrastructure such as a school and open space will also be required to support development. The IKEA site presents an optimal location for a school.
3. Innovative school typologies that maximise efficiency of space should be encouraged due to the high density of development. Multiple storey schools, multi-use games areas and the incorporation of play spaces on roofs should be considered. Mixed use development of schools may be considered to maximise the use of land, e.g. alongside residential uses. Sports pitches and other outdoor spaces should be provided as close as possible to school buildings

Health

4. Facilities that provide a variety of services in a multi-use building or complex are encouraged.

Places of Worship

5. Provision should be based upon local need and priorities. Consultation and engagement should be had with local community groups and bodies, and the Council, to identify these needs and determine the most suitable facilities.

Youth Provision

6. Consultation should be carried out with the relevant groups and organisations, including the Council, together with community leads, parents and carers, to understand changing needs which will change over time and will differ for different age groups. Indoor and outdoor provision could be through a multi-use youth facility which has the ability to provide flexible space and can be co-located with schools. The potential for co-design of future phases with the involvement of younger people should be explored.

Sports and Leisure

7. Sports and leisure facilities can be provided as part of a centre that can provide flexible indoor and outdoor space. Outdoor facilities could utilise opportunities provided through the provision of new open spaces at the Green Loop and Brooks Park.

Arts and Culture

8. Cultural infrastructure may be provided either as standalone or combined with other supporting facilities (such as food and beverage).

Sharing economy

9. The provision of facilities to support the circular economy – such as lending libraries and re-use and repair hubs – is encouraged.

- 4.56 As development proposals emerge, social and community infrastructure identification will need to be discussed with the Council, as well as through proactive engagement with key stakeholders, other developers and infrastructure providers. Key mechanisms for provision will be through direct provision by a developer, funding provided through the Community Infrastructure Levy (CIL) and Section 106 planning obligations.
- 4.57 The Core Strategy identified the need for two primary schools and a secondary school at Meridian Water, one school has already been delivered with a second secured via an existing consent. The estimated quantum of development on the IKEA site is likely to mean development would be required to deliver a third school. Early years facilities should be provided as a mix of nursery classes at local schools, children's centres and privately-run pre-schools and nursery groups. Development proposals should demonstrate how detailed design, layout and access to open space will meet operator requirements.
- 4.58 In addition to Meridian Angel Primary school and the primary school consented in Phase 2⁴, the IKEA site is identified as an optimal additional location for a school, subject to child yield projections at the point of any planning applications for residential use. This is due to the strategic location and size of this site which could place a school near the station and Green Loop/ Brooks Park in close proximity to the Main Street and the train station, and the significant mixed-use redevelopment potential of the site and the number of homes this could provide.
- 4.59 Appropriately located indoor and outdoor sports and leisure facilities will be needed as a result of development at Meridian Water. An indoor leisure facility is being provided through the Council's Phase 1 development, and further provision will likely be required in line with increases in the residential population.

Managing transitions through buffering and overcoming conflict

- 4.60 The transformation of Meridian Water could have implications for surrounding longstanding land uses – including the occupiers of designated Strategic Industrial Land and safeguarded waste sites within the North London Waste Plan. The guidance below will assist in overcoming potential conflicts between different activities, helping to ensure the continued effective operation of industrial businesses and the amenity of future residential occupiers within Meridian Water.
- 4.61 The following guidance builds on ELAAP to ensure that industrial estates in the wider area can continue to thrive in the context of mixed-use redevelopment within the SPD

⁴ Planning ref 19/02718/RE3

area. ELAAP (specifically Policy EL15) encourages improvements to industrial estates and intensification. This suggests that industrial neighbours will play an important role in the future of Edmonton Leaside, so adjacent uses need to be managed to overcome potential conflicts. Moreover, the London Plan seeks to ensure that development adjacent to SILs does not compromise the operation of industrial businesses, and more broadly the Agent of Change principle (Policy D13) should inform design responses to overcome potential conflicts.

- 4.62 The North London Waste Plan (2022) identified several safeguarded waste sites and three Priority Areas for New Waste Management Facilities in the vicinity of Meridian Water Western Bank. Development proposals should have regard to policies 1 and 2 of the NLWP where appropriate.
- 4.63 There are several heavily trafficked roads within or bordering the SPD area, namely the North Circular Road, Angel Edmonton Road and Leaside Road. The guidance below sets out means by which development can deliver adequate buffering to ensure the amenity of future residential occupiers.

Guiding principle 9: Managing transitions

1. Development must consider the relationship between proposed and existing land uses and activities overcome potential conflicts, in line with the Agent of Change principle⁵.
2. Multi-storey employment activities (use classes B2, B8, Egiii) are appropriate for the Northern Band as a buffer to the North Circular Road. Premises in the northern band should be designed to provide residential occupiers to the south with an appropriate standard of amenity by helping to buffer noise and pollution from the North Circular Road. Buildings should provide a suitable outlook, activity and visually attractive frontage to the NCR.
3. For proposed development next to Strategic Industrial Land, safeguarded waste sites and Priority Areas for New Waste Management Facilities:
 - a. Residential units must be designed to minimise the risk of disturbance arising from noise, vibration, smell, fumes, smoke, soot, ash, dust or grit, and ensure a good standard of amenity for future residents.
 - b. Access and servicing arrangements for industrial and waste-related businesses must not be impaired.
4. For proposed development next to the strategic road network (Angel Edmonton Road, Leaside Road):
 - a. Non-residential uses should be sited at ground and first floor levels. Residential uses can occupy upper floors and should be designed as dual aspect with alternative outlooks away from the industrial area.
 - b. Design of the public realm should adopt the healthy streets principles (for example including tree planting, screening, crossing arrangements, and measures to improve pedestrian safety and comfort).
 - c. Access and servicing arrangements for existing industrial businesses must not be impaired.

⁵ Set out in London Plan, specifically policy D13

- 4.64 The London Plan sets out the Agent of Change principle, which places the responsibility of mitigating the impact of any nuisances (such as noise) on the proposed new development.
- 4.65 In the design of new homes, mitigation measures include designing residential/ mixed use developments to include appropriate screening, internal layout, soundproofing, insulation and other acoustic design measures.

Tall buildings

- 4.66 The definition of what constitutes a tall building is necessarily context specific. Tall buildings are defined as those that are ‘substantially taller than their surroundings and cause a significant change to the skyline’, where they are ‘over 6 storeys or 18 metres measured from ground to the floor level of the uppermost storey’ (London Plan paragraph 3.9.3). Policy D9 of the London Plan requires that local definitions are established where the context justifies a higher threshold.
- 4.67 Meridian Water has a train new station, planned bus and active travel improvements, and is of sufficient size to establish its own character, subject to wider strategic considerations such as public transport improvements. In line with London Plan policy D9 and ELAAP policy EL1, the site is generally considered a suitable location for high density and taller development.
- 4.68 The guidance set out below defines tall buildings in a Meridian Water context and establishes a tall building strategy for the MWWB area.

Guiding principle 10: Tall building definition and height strategy

1. Tall buildings are defined as:
 - Area 0: 21m
 - Area 1: 30m
 - Area 2: 39m
2. The following maximum heights are acceptable in the following locations:
 - a. A cluster of buildings up to 81m (approximately 26 residential storeys) by the station, marking the key transport node and route across the railway.
 - b. Clusters of buildings up to 69m (approximately 22 residential storeys) marking key nodes and public spaces along the Spine Road and the facilities and amenities provided in and around these spaces.
 - c. Buildings up to 57m (approximately 18 residential storeys) along the Spine Rd between key public spaces (appropriately spaced): Marking the route to the Lee Valley and linking activity areas.
 - d. Buildings up to 45m (approximately 14 residential storeys) along the North Circular Road and Angel Edmonton Road to respond to the size of the infrastructure and recognising the importance of these routes.

- 4.69 Extant planning permissions and work on the emerging local plan evidence base (*Character of Growth Study*) establish that, with the exception of areas bordering existing low rise housing in the west, the majority of the SPD area will have a significant number of buildings above the minimum height described in the London Plan. Consequently, the SPD establishes 3 different definitions of what constitutes a tall building. These are set out in Guiding Principle 10 and associated Figure 4.6.
- 4.70 Area 0: This area is immediately adjacent to existing, 2-3 storey homes, where the minimum definition provided in the London Plan applies. Note: the London Plan defines 'tall' as over 6 storeys, hence the definition actually being 7 storey (equivalent) buildings. This equates to 21m, assuming 3m per residential storey.
- 4.71 Area 1: Buildings are likely to increase in height with distance from existing low-rise terraces. Based on extant planning applications and further design exploration, allowing 40m from the main back wall of the existing terraces, will allow a gradual increase in height to a significant number of 6-8 storey buildings. As 'tall' buildings should be significantly taller than their surroundings, buildings would need to be at least 2 storeys higher than their neighbours to be counted as 'tall'. The lower definition of "tall" therefore no longer makes sense in this context and a definition of 30m is provided (9 x 3m high residential storeys with an additional 3m allowance for larger ground floors and roofs/parapets/plant).
- 4.72 Area 2: heights then increase from Area 1 to establish a development scale where 10 storeys are frequent. Therefore, approximately 39m has been identified as a local definition. (12 x 3m high residential storeys with an additional 3m allowance for larger ground floors and roofs/parapets/plant).

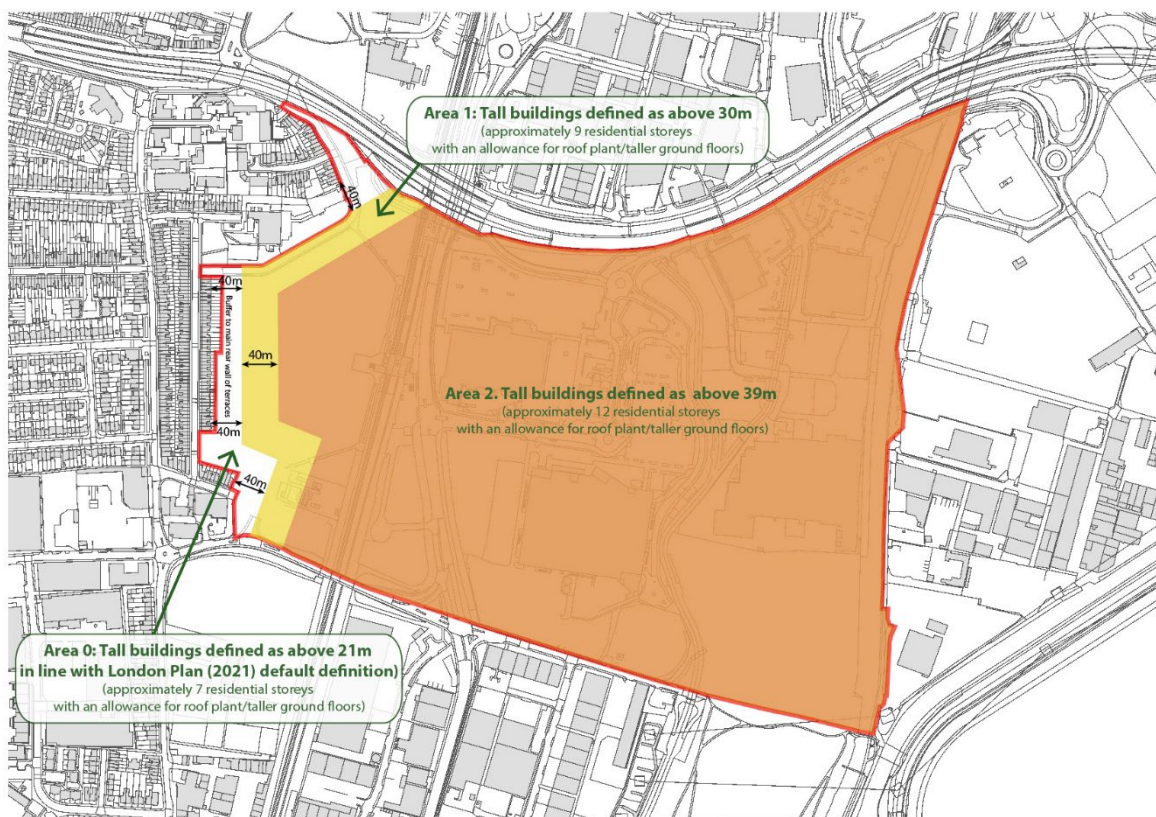


Figure 4.6: Tall buildings definition

- 4.73 With the definitions in place, it is necessary to establish where buildings significantly higher than the surrounding context might be located. These tall buildings create local landmarks, providing reference points, emphasising the hierarchy of the area, and contributing to local identity through the creation of a memorable townscape and skyline. This is in accordance with policy D9 of the London Plan (2021) and EL11 of the ELAAP.
- 4.74 Section 2 of Guiding Principle 10 sets out a height strategy and justification for tall buildings across the area. These should be read in conjunction with Figure 4.7 below. Heights have an additional 3m added to the equivalent height of the indicative number of storeys to allow for larger ground floors and roofs/parapets/plant.
- 4.75 The maximum heights are recommended on a townscape and tall buildings policy basis only. Proposals above this height may be considered if other material considerations can clearly justify this (including the ability to meet other planning policy requirements and as a result of more detailed site-specific design analysis). It is noted that the Phase 1b application, currently under consideration, includes a 30-storey building.
- 4.76 This guidance does not guarantee that buildings of the heights indicated will always be acceptable. Placement of the buildings within the identified zones will need to form a coherent and varied (including height) townscape and avoid creating a “wall” of development or overdeveloping individual sites.
- 4.77 Therefore, when assessing proposals for tall buildings, the Local Planning Authority will have regard to all other policies in the development plan, including those relating to tall building design, other design policies, residential standards and technical performance of buildings and spaces. Applicants will need to demonstrate that proposals are acceptable in all regards.



Key








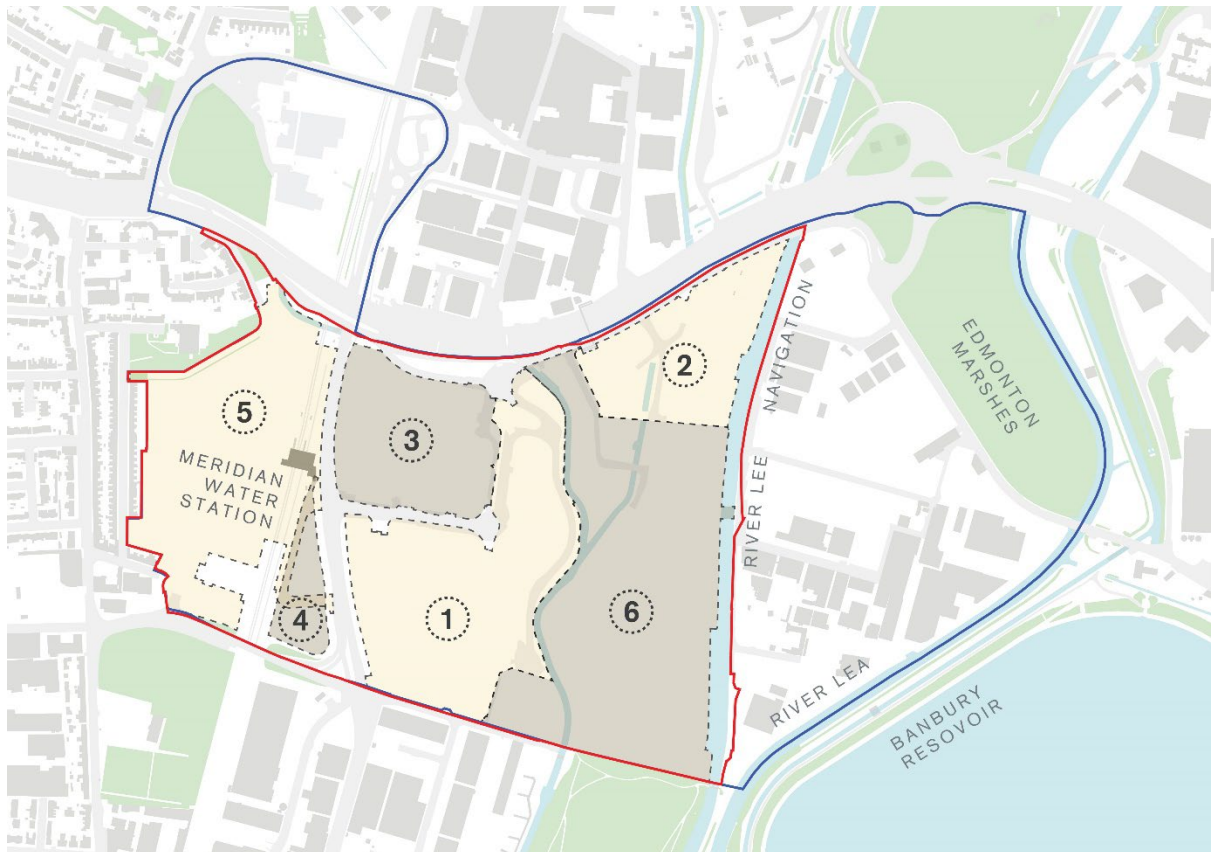
-  Spine road (indicative location)
-  Angel Edmonton Road
-  New bridge (indicative location)
-  New civic space /activity hub (indicative location)
-  New park (indicative)
-  81m Tall building cluster (with maximum height indicated)
-  57m Tall buildings permitted along route

Figure 4.7: Height Strategy

5.0 High-level guidance in relation to key sites

- 5.1 The following sets out a summary of the above Guiding Principles for the key sites in the SPD area that do not currently have consent for major redevelopment. These sites are IKEA, Ravenside Retail Park, Tesco and the 'Teardrop site' – please see Figure 5.1.
- 5.2 For the avoidance of doubt, the guidance in the SPD applies to all sites in the SPD area, including the Council's Phase 1 and Phase 2 developments, although for these the main parameters for development have been established through outline planning permissions



- 1 IKEA
- 2 Ravenside Retail Park
- 3 Tesco
- 4 Teardrop
- 5 MW Phase 1
- 6 MW Phase 2

Figure 5.1: Key sites

MW 5.1: IKEA

- Potential for high quality, mixed use redevelopment at optimal density and of exceptional design
- Vibrant mix of uses, including main town centre uses close to the Station and Main Street. Ground floor uses could include retail, leisure and sports facilities, hospitality, food and beverage, floorspace for other commercial activities including creative and cultural industries. A solely commercial use is preferable for the northern part of the site adjacent to the North Circular.
- Suitable location for a 'strategic occupier', a large commercial or other use to act as a key anchor within Meridian Water which could include a multi-storey non-residential building. A strategic occupier would be an important placemaking element. Such an occupier could be a commercial use, or could be a cultural, creative or leisure/sports facility.
- Commercial uses at the western end of the Broad Band/Main Street should have a strong design presence and active frontages given the prominent location adjacent to Angel Edmonton Road and the train station.
- Proposals should ensure an increase in employment compared to the former level of circa 450 jobs and provide a variety of job opportunities.
- High quality housing of mixed tenure and size.
- Provision of high quality multifunctional open space, including an expanded Brooks Park, sections of the Green Loop, and naturalisation of Pymmes Brook.
- Provision of social and community facilities to support development. The site is considered an optimum location for a school.
- Road and junction improvements particularly along Angel Edmonton Road with Glover Drive/Main Street and Leaside Road, public transport improvements, active travel infrastructure, high quality public realm including major public squares
- Opportunities for building height along Main Street and Angel Edmonton Road in line with the height strategy.
- Appropriate design response to manage the interface between development and the busy Angel Edmonton Road, and industrial uses to the south of Leaside Road.
- Meanwhile use opportunities, particularly cultural and creative uses, and uses to help to evolve the town centre, providing footfall, flexible to adapt to different use requirements. Meanwhile uses should promote safety and discourage anti-social behaviour.

MW 5.2: Ravenside Retail Park

- Optimise the use of land and seek to increase density and plot ratio. Introduction of alternative commercial uses such as industrial and logistics uses would be welcomed. The site presents significant hurdles for residential uses.
- Locate taller commercial buildings along the North Circular to provide an amenity buffer for residential and other land uses to the south.
- Integrate with the planned urban form, in particular the consented Meridian Water 'Phase 2' development to the south⁶
- Activate the waterside setting, and incorporate elements of the green network, including the Green Loop and Lee Navigation Linear Open Space
- Incorporate improvements to the public realm and support better access and movement across the site and the wider area, in particular pedestrian and cycle access.
- Deliver and contribute to road and junction improvements, principally to Argon Road and public transport improvements associated with the development of the site, and active travel infrastructure.

MW 5.3: Tesco

- Potential for high quality, mixed use redevelopment at optimal density and of exceptional design.
- Vibrant mix of uses, including main town centre uses at Main Street. Ground floor uses could include retail, leisure and sports facilities, hospitality, food and beverage, floorspace for other commercial activities including creative and cultural industries. A solely commercial use is preferable for the northern part of the site adjacent to the North Circular.
- Particular attention should be paid to providing an appropriate design response and active frontages at the western end of Main Street, given its prominent location.
- Commercial uses, such as light industrial, general industrial and logistics along the northern part of the site running parallel to the North Circular Road.
- High quality housing with of mixed tenure and size.
- Provision of high quality multifunctional open space, including sections of the green network including the Green Loop and naturalisation of Pymmes Brook
- Provision of social and community facilities to support development, such as leisure and health facilities

⁶ Consent ref 19/02718/RE3 or any subsequent revisions.

- Road and junction improvements particularly along Angel Edmonton Road with Glover Drive/Main Street, and link to Argon Road, public transport improvements, active travel infrastructure, high quality public realm, including 'Market Square' as a major town centre public square and hub.
- Opportunities for building height along Main Street, and on Angel Edmonton Road in line with the heights strategy.
- Appropriate response to design to manage the interface between development and the busy Angel Edmonton Road and North Circular

MW 5.5: 'Teardrop'

- Mixed use opportunity, suitable for culture/ entertainment use as a key gateway to Meridian Water.
- A range of uses, such as workspace/studio space, educational uses, retail, cultural and community floorspace, food and beverage could be appropriate. Residential uses on upper floors could be considered, subject to design and environmental testing.
- Optimise density on the site given its location next to the train station, appropriate to the site setting and existing and proposed surroundings, opportunity here for tall buildings having regard to the heights strategy.
- Exceptional design quality given its highly prominent location, addressing Angel Edmonton Road and the railway, and provide active frontage uses opening on to high quality public realm adjacent to the main road and train station. Building and public realm design should respond well to the shape of the site and its location, with the opportunity for a taller building in southern section. Development should face the station and facilitate links to the MW Phase 1 development.
- Meanwhile use opportunities should provide a positive frontage to the public realm. Meanwhile uses should promote safety and discourage anti-social behaviour.

6.0 Infrastructure delivery

6.1 A wide range of infrastructure requirements, including physical (transport, utilities etc), social (schools and healthcare etc) and environmental (open space, flood alleviation) are identified above. The purpose of this section is to summarise those key infrastructure requirements identified in ELAAP table 14.4 needed to deliver the scale and type of development within the Meridian Water Western Bank SPD area.

Progress to date

6.2 As summarised above, redevelopment at Meridian Water is well underway, including land assembly, the opening of Meridian Water Station, full planning permission for Strategic Infrastructure Works (SIW, funded by the Government's Housing Infrastructure Fund (HIF) at £170m) and outline planning consent for the first two phases of mixed-use development, which together will deliver approximately 3,000 new homes and a range of employment, leisure, health and education uses. Meridian Water Station, which opened in June 2019, was delivered in partnership with Network Rail and is the first major infrastructure investment on the site.

6.3 The SIW will ensure the delivery of critical infrastructure which otherwise would have placed substantial abnormal costs on development in the SPD area with significant adverse implications for financial viability. The delivery of this infrastructure will help de-risk future development. The SIW package comprises the following:

- highway upgrades including the construction of an east-west link road between Glover Drive and Harbet Road (the Central Spine road, also now known as Main Street);
- the construction of four bridges across the Pymmes and Salmon Brooks and the River Lee Navigation;
- alterations (including naturalisation) to the Pymmes Brook channel, associated landscaping and formation of new public open space;
- enabling works comprising earthworks; remediation; flood conveyance channel, flood alleviation, outfall and new public open space works; and
- utilities infrastructure, including foul water drainage and a new primary electricity substation to enable development.

In addition, works funded through HIF will see increased train frequency at Meridian Water station to at least 4 trains an hour by 2024.

Key infrastructure requirements

6.4 Table 6.1 provides a progress update on the key strategic infrastructure requirements for Meridian Water, as set out in ELAAP. These items are critical to the delivery of the vision and objectives for Meridian Water as a whole. Many of these items are funded by HIF for the SIW works and apportionment of costs is still being undertaken, so reference to cost states only 'HIF'. Other costs need to be established, and as such state 'TBC' (to be confirmed).

6.5 Table 6.2 includes a wide range of infrastructure which needs to be provided to deliver ELAAP and in some cases may be more localised and required for the delivery of individual plots or development parcels. Such infrastructure is expected to be delivered directly by developers ('development costs') or through development

contributions and/or planning obligations. Events that will trigger the need for individual infrastructure items are specified where possible. These relate to the timing of development and/or the availability of funding.

- 6.6 The Council will work with landowners and developers to refine infrastructure requirements, particularly those identified in Table 5.2 for which costs estimates are not provided. These tables should not be treated as comprehensive, for example plot connections to mains utilities networks are not included.

Funding and delivery mechanisms

- 6.7 Infrastructure funding sources are wide ranging, but generally comprise:
- Developer contributions (S106 or Community Infrastructure Levy) or direct provision by developers.
 - Government grants - often through competitive bidding (e.g. HIF, TfL);
 - Capital funding programmes of infrastructure providers (e.g. GLA, Local Authority, statutory utilities, DfT, DfE);
 - Local Authority income (e.g. business rates, asset rationalisation, traded services); and
 - Community Infrastructure Levy (CIL) is currently only charged on retail, professional services, restaurants and cafes, drinking establishments and hot food takeaways in the area covered by the SPD. However, Mayoral CIL does apply. S106 contributions play a vital role in ensuring that key infrastructure and services are provided to meet the needs arising from new development. S106 agreements will therefore be a key mechanism in securing supporting infrastructure.
- 6.8 A range of 'Delivery Mechanisms' may be required for specific items or types of infrastructure, ranging from informal partnerships to more formal arrangements such as Special Purpose Vehicles (SPVs) with a specific delivery scope, if/where deemed appropriate. If required, these are likely to emerge through structured engagement/negotiation with landowners and developers, utility providers, strategic occupiers and others.

Table 6.1: Key ELAAP/SPD strategic infrastructure requirements

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------|---|---|--|---------|-------------------------|
| Transport | Meridian Water Highway Infrastructure - Roads | The SIW provides for enabling strategic transport infrastructure, most significantly a new Central Spine Road (Main Street) by 2024, as well as a series of junction improvements and bridges to enhance connectivity to and within Meridian Water. | <p>The following have all secured planning permission</p> <ul style="list-style-type: none"> • Leaside Road Improvements • Glover Drive Improvements • Flood conveyance channel Highway Works • Central Spine Road/Main St – East and West • Central Spine/Main St– Harbet Road Junction • Leaside Link Road – Leaside Road Junction • Leaside Road- Meridian Way junction improvements • Leaside Link Road – Central Spine Road/Main St Junction • Argon Road/ Tesco junction modification | HIF | SIW planning permission |
| Transport | Meridian Water Highway Infrastructure - Bridges | The SIW provides for enabling strategic transport infrastructure, as well as a series of junction improvements and bridges to enhance | <ul style="list-style-type: none"> • River Lee Navigation Bridge • Pymmes Brook North Bridge • Salmons Brook Bridge • Pymmes Brook South Bridge • Relocation of Pymmes Bridge (Bailey Bridge) | HIF | SIW planning permission |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------|---|---|---|---------|-------------------------|
| | | connectivity to and within Meridian Water. | | | |
| Transport | Borough-wide improvement of bus services focused on the Lee Valley Corridor and orbital links | Bus service improvements required for Meridian Water should be considered early, alongside the Meridian Water Highway Infrastructure Study and borough-wide service review, as well as through individual sites and the emerging new Meridian Water Masterplan. | New bus stops on Leaside Link Road, Spine Road and Glover Drive. | HIF | SIW planning permission |
| Transport | Upper Lee Valley transport modelling and bus priority study | Transport Strategy for Meridian Water | This study was completed summer 2017. Further work to develop Meridian Water Transport Strategy will be taken forward in parallel with wider Enfield Transport Study. | N/A | N/A |
| Transport | Angel Road / Meridian Water Station and | Platform extensions, new station entrances, renaming and moving station | Development of new three platform railway station on the Lee Valley Line completed and opened in June 2019. | HIF | Completed |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------------|--|---|---|---|--|
| | Interchange Enhancements | further south, improved pedestrian links to station and formation of bus hub | | | |
| Transport | West Anglia Main Line Stratford Tottenham Angel Road (STAR) Scheme | Implementation of additional track and associated signalling. | Installation of a third track to Stratford was completed with Meridian Water station in 2019. | HIF | Completed |
| Transport | West Anglia Main Line | Enable increased capacity and trains stopping at Meridian Water station while ensuring higher speed trains can still pass through the station seamlessly. | <p>Installation of a new bypass at Ponders End Station and to create a bidirectional section on the mainline heading towards London.</p> <p>An initial improvement in capacity will be delivered via the Greater Anglia's £1.4bn programme for the roll out of new rolling stock, expected mid-2024. All trains serving Meridian Water will be new 5-car units, with a capacity of 858 passengers per train, a 115% increase on the existing stock.</p> | <p>HIF</p> <p>TBC, Rail Franchise Operator - Greater Anglia</p> | <p>Full Business Case approved March 2022.</p> <p>Rail Franchise Agreement</p> |
| Green and Blue Infrastructure | Edmonton Leaside – Improved access to the Lee Valley Park | Improved access to the Lee Valley Park. | Parkside Cycle Street. | HIF | SIW |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------------|---|---|--|---------|--|
| Green and Blue Infrastructure | Meridian Water Flood alleviation measures | Flood alleviation measures to enable development in the Meridian Water area, to be in place ahead of development. | North Flood Conveyance Channel (NFCC) for Phase 2 flood mitigation. Flood alleviation works to Pymmes Brook Wall. | HIF | SIW |
| Green and Blue Infrastructure | Edmonton Leaside – area of new open space | Brooks Park. | New Brooks Park and naturalisation of part of Pymmes Brook (adjacent to Meridian Water Phase 2). | HIF | SIW |
| Green and Blue Infrastructure | Meridian Water Public Realm | Demolition of building(s) along Central Spine Route. | To be delivered as part of the Strategic Infrastructure Works | HIF | SIW |
| Green and Blue Infrastructure | Meridian Water Public Realm | Upgrading of street. | Main Street funded by HIF, scheduled for completion by 2024/ 25. | HIF | SIW |
| Utilities | Meridian Water Primary Substation | Electricity provision for development from Phase 2 onwards. | Substation (21/04218/RE4) (full permission granted 2022). Construction of a primary substation together with hard and soft landscaping and associated works. The substation is a key piece of infrastructure to ensure electrical power for the 'Phase 2' development and other | HIF | Substation planning permission and SIW |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------|---|--|---|----------------|---------|
| | | | development within Meridian Water and scheduled for completion by the end of 2024. | | |
| Utilities | Upper Lee Valley Decentralised Energy Network | Implementation of a sub-regional decentralised energy network to include the Alma Estate and Meridian Water | <p>The network will be operated by Energetik, which will initially utilise a gas-fired Combined Heat and Power (CHP) plant with the intention to take very low carbon waste heat from the new Energy Recovery Facility at Edmonton EcoPark once this is operational (envisaged circa 2026). The facility will enable further 33kv supply for operators/UKPN.</p> <p>The trunk main through the MW site is included within the HIF funded SIW.</p> | LBE HIF | SIW |
| Utilities | Power diversions, gas diversions, potable water, foul water | Diversions and new infrastructure to support development. | Diversions and new infrastructure such as water mains and foul sewers. | HIF | SIW |
| Enabling Works | Raising of ground level and remediation of contaminated ground of previous industrial sites to render them suitable for alternative land uses | Flood mitigation to enable non-water compatible ground floor uses and to remediate land to enable development. | Planning permission granted for SIW, due for completion 2024/ 25. | HIF | SIW |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------|---|---|---|---------|---------|
| Public Open Space | Edmonton Marshes Earthworks and Remediation | <p>Creation of new park/open space that also acts as flood compensation storage during extreme events.</p> <p>Remediation of excavated material for reuse as land raise fill.</p> | Planning permission granted, due for completion 2024/ 25. | HIF | SIW |

Table 6.2: Key ELAAP/SPD site-related infrastructure requirements

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------|--|---|---|------------------|---|
| Transport | Meridian Water Highway infrastructure - Roads. | Vehicular access to individual development sites and associated public realm works. | <ul style="list-style-type: none"> • MW Phase 1 - Secondary Street • MW Phase 2 - Secondary Street • Argon Link - Secondary street • IKEA - Secondary Street (south of Glover Drive) • Meridian Way (Gateway) road improvements • Meridian Way / Glover Drive Gateway Junction • Meridian Way / Leaside Road Junction modification • Other highway improvements | Development cost | Development at Sites 1-6 (see appendix for the sites) |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------|--|--|--|-------------------------|---|
| Transport | Meridian Water Highway infrastructure - Bridges | Enhanced internal connectivity and public realm across Meridian Water. | <ul style="list-style-type: none"> Green Loop link bridge over Pymmes Brook at Leaside Lee Navigation Green Loop bridge Lee Navigation Green Loop bridge Green Loop bridge over Pymmes Brook WAML Bridge – link across Angel Edmonton Road and railway line provide direct connection between Phase 1 and Phase 2 | Development cost | Development at Sites 1 - 6 |
| Transport | Meridian Water to Edmonton Green direct bus link | Improved bus access; outcomes should define bus infrastructure design and how this fits into the wider bus network | Additional east-west services through Meridian Water from the A406 (444, 34) | Developer contributions | <p>Development at Tesco, Ikea and Ravenside Retail Park.</p> <p>Contributions secured from Phase 1 and Phase 2.</p> |
| Transport | North – South bus services | Enhanced bus service along the A1055 Corridor | Route alterations to 192 and 341. Increased frequency for 192 and 341. | Developer contributions | Implementation triggers specified within MW Phase 1 and Phase 2 S106 agreements. Any further improvements may require contributions from other development sites. |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------|---|---|---|--|---|
| Transport | Borough-wide improvement of bus services focused on the Lee Valley Corridor and orbital links | Improved bus access at Meridian Water. | Additional bus stops on Meridian Way to improve interchange with MW station/ MW Phase 1. | Developer contributions | Development at Tesco and Ikea sites |
| Transport | Removal of access ramp from Argon Road to North Circular Road | Enabling Argon Road extension to Meridian Way and unlocking land for alternative development. Technical approval is required in advance of works. | A new link from Argon Road to Meridian Way is required to enable vehicular access to the north west the Tesco site. | Development costs | Development at Tesco site |
| Transport | Edmonton Leaside – Rays Road walking and cycling route | Create access and improve access to Rays Road site; create pedestrian and cycle link to Angel Road/Meridian Water Station. | Completed. This has been delivered. | N/A | N/A |
| Transport | West Anglia Main Line/MW station | Improved station facilities. | Improved station facilities (e.g. platform capacity/extension). | Developer contributions, rail franchise, Government, | Development at Tesco, IKEA, Ravenside and Teardrop. |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------------|---|--|--|-------------------------|---|
| | | | | Network Rail, other | |
| Transport | Meridian Water Public Realm | Enhanced frontage and environmental public realm improvement works. | Improvements to Angel Edmonton Road (including junctions and crossings) will be sought to reduce pedestrian severance between the station/station square Phase 1 and the rest of the MWWB SPD area, and enhance access to and from Meridian Water Station. | Developer contributions | Development at Tesco / Ikea / Ravenside/ Teardrop sites. |
| Green and Blue Infrastructure | Provide watercourse enhancements for biodiversity | Delivery of watercourse enhancements which provide increased biodiversity. | Naturalisation of Pymmes Brook north of Tesco. | Development costs | Development at Tesco site |
| Green and Blue Infrastructure | Meridian Water Public Realm | Enhanced frontage and environmental public realm improvement works. | <p>An extension of Lee Navigation Linear Open Space (north of Phase 2) is sought to ensure continuous travel connections north-south through Meridian Water and providing connections with adjacent communities.</p> <p>Three new public squares to be provided as part of new development.</p> <ul style="list-style-type: none"> • Station Square | Development costs | <p>Ravenside Retail Park</p> <p>Development at:</p> <ul style="list-style-type: none"> • MW Phase 1 • Tesco • Mw Phase 2 |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------------|---|--|--|-------------------|---|
| | | | <ul style="list-style-type: none"> • Main Square • Riverside Square | | |
| Green and Blue Infrastructure | Meridian Water Towpath | Remodel a hazardous section of towpath and incorporate ecological enhancements to improve biodiversity in Phase 2. | Planned as part of future development of Meridian Water via S106 on Phase 2. | Development costs | Development at MW Phase 2 |
| Green and Blue Infrastructure | Edmonton Leaside – area of new open space, and improved access to Lee Valley Park | Area of new open space and new active travel routes, to deliver biodiversity, open space requirements and flood attenuation. | The Green Loop would deliver multi-functional open space, biodiversity, play space, flood mitigation and active travel infrastructure. The Loop would be worked into existing planned public realm in consented schemes and should be designed into new schemes. | Development costs | Development at Phase 2 / Ikea / Tesco / Ravenside Retail Park sites |
| | | | Riverside and Salmons Brook linear open spaces (secured through Phase 2 OPA). | | Secured through Phase 2 planning permission. |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------------|---|---|---|---|--|
| | | | Westward expansion of Brooks Park including surface water attenuation for development to the west. | | Development at Ikea |
| | | | Pocket Parks | | Development at Tesco/Ikea/Ravenside sites. Secured through Phases 1 and 2 planning permission. |
| Green and Blue Infrastructure | Edmonton Leaside – Improved access to the Lee Valley Park | Improved access to the Lee Valley Park. | Green Loop (as above). | Development Costs | Development at Phase 2 / Ikea site / Tesco site / site / Ravenside Retail Park site |
| | | | Pedestrian and Cycle Bridges (north and south) across the Lee Navigation are required to enable direct access from Phase 2 development to open space at Edmonton Marshes. | Development Costs, other funding (e.g. Government or GLA) | |
| Social | | Primary school(s) and secondary school as | Provision of school on site and contributions to schools. (the Ikea site is | Development Costs / | Development (incorporating |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------|--------------------------------------|---|---|--|---|
| | New schools at Meridian Water | part of development at Meridian Water development (educational needs to be determined). | considered an optimal location for a school). Early years facilities should be provided as a mix of nursery classes at local schools, children's centres and privately-run pre-schools and nursery groups. | Developer Contributions / Dept for Education Capital Funds. | residential) at Ikea / Tesco / Teardrop sites |
| Social | New GP practice(s) at Meridian Water | One or more new healthcare facilities to serve the new community. | Primary health, intermediate and mental health provision will be delivered as part of a 600sq.m facility in Phase 1. | Development Costs | Development at MW Phase 1 (secured) |
| | | | Planning permission for 1300sqm in MW Phase 2 consent. | Development Costs | Development at MW Phase 2 (part of the consent) |
| | | | Further stakeholder engagement will be required with Enfield Clinical Commissioning Group and external parties, such as NHS England and the Barnet, Enfield and Haringey Mental Health NHS Trust, to establish the most appropriate type of provision. Funding will be required from developers. The facilities may be constructed as part of a | Development Costs / Developer Contributions, NHS, CCG, other | Ikea Site / Tesco Site / Teardrop Site |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------|---|--|---|--|--|
| | | | mixed-use building, with other social, commercial, or retail uses, and as such could be constructed directly by developers as part of their works. | | |
| Emergency Services | Police Neighbourhood Transport Team Base / Front Counters | A base for the Police in the new community at Meridian Water. | This would take the form of a small police hub within community hub or space with Class E unit (i.e. space would be leased from developer). | Development Costs, developer contributions | Development at Ikea/ Tesco/ Teardrop/ Ravenside Retail Park sites. |
| Emergency Services | Expansion of existing services | Increase in fire and ambulance service capacity to serve additional population and businesses. | Expansion of fire and rescue and ambulance services under investigation – likely to be off-site. | Developer contributions | Development at Development at Ikea / Tesco / Teardrop / Ravenside Retail Park sites. |
| Social | Community Hub at Meridian Water | Provision of community and/or cultural space | 700sqm of flexible community space secured through Phase 1 planning permission. | Development Costs | Phase 1 (part of the consent) |
| | | | Phase 2 outline planning permission includes 5,500sqm social infrastructure floorspace, which could include community centre. Dedicated space to be provided as part of development, which local users could book. To include flexible spiritual/faith space. | Development Cost | Phase 2 (part of the consent) |

| Infrastructure Category | Project Description | Outcome | Progress | Funding | Trigger |
|-------------------------|---------------------|---------|--|-------------------|---|
| | | | Additional community and cultural spaces will be provided by developers and secured through s106 agreements. | Development Costs | Development at IKEA, Tesco, Teardrop and Ravenside Retail Park sites. |

DRAFT

7.0 List of policy guidance

MW1 – Movement and connectivity

MW2 – Carbon reduction

MW3 – Blue and Green network

MW4 – Sustainable construction management

MW5 – Housing and design quality

MW6 – Commercial activity areas

MW7 – Delivering a new town centre

MW8 – Social infrastructure

MW9 – Managing transitions

MW10 – Tall building definition and height strategy

Enfield Equality Impact Assessment (EqIA)

Introduction

The purpose of an Equality Impact Assessment (EqIA) is to help Enfield Council make sure it does not discriminate against service users, residents and staff, and that we promote equality where possible. Completing the assessment is a way to make sure everyone involved in a decision or activity thinks carefully about the likely impact of their work and that we take appropriate action in response to this analysis.

The EqIA provides a way to systematically assess and record the likely equality impact of an activity, policy, strategy, budget change or any other decision.

The assessment helps us to focus on the impact on people who share one of the different nine protected characteristics as defined by the Equality Act 2010 as well as on people who are disadvantaged due to socio-economic factors. The assessment involves anticipating the consequences of the activity or decision on different groups of people and making sure that:

- unlawful discrimination is eliminated
- opportunities for advancing equal opportunities are maximised
- opportunities for fostering good relations are maximised.

The EqIA is carried out by completing this form. To complete it you will need to:

- use local or national research which relates to how the activity/ policy/ strategy/ budget change or decision being made may impact on different people in different ways based on their protected characteristic or socio-economic status;
- where possible, analyse any equality data we have on the people in Enfield who will be affected eg equality data on service users and/or equality data on the Enfield population;
- refer to the engagement and/ or consultation you have carried out with stakeholders, including the community and/or voluntary and community sector groups you consulted and their views. Consider what this engagement showed us about the likely impact of the activity/ policy/ strategy/ budget change or decision on different groups.

The results of the EqIA should be used to inform the proposal/ recommended decision and changes should be made to the proposal/ recommended decision as a result of the assessment where required. Any ongoing/ future mitigating actions required should be set out in the action plan at the end of the assessment.

Section 1 – Equality analysis details

| | |
|---|--|
| Title of service activity / policy/ strategy/ budget change/ decision that you are assessing | Draft Meridian Water West Bank Supplementary Planning Document |
| Team/ Department | Plan Making Team, Strategic Planning and Design Planning Service, Place Department |
| Executive Director | Sarah Cary |
| Cabinet Member | Cllr Nesil Caliskan |
| Author(s) name(s) and contact details | Lachlan Anderson-Frank MRTPI, Principal Planner Lachlan.anderson-frank@enfield.gov.uk Edward Jones MRTPI, Principal Planner Edward.jones@enfield.gov.uk |
| Committee name and date of decision | Cabinet, 12 th October 2022 |
| Date the EqIA was reviewed by the Corporate Strategy Service | 19 th August 2022 |
| Name of Head of Service responsible for implementing the EqIA actions (if any) | Helen Murch |
| Name of Director who has approved the EqIA | |

The completed EqIA should be included as an appendix to relevant EMT/ Delegated Authority/ Cabinet/ Council reports regarding the service activity/ policy/ strategy/ budget change/ decision. Decision-makers should be confident that a robust EqIA has taken place, that any necessary mitigating action has been taken and that there are robust arrangements in place to ensure any necessary ongoing actions are delivered.

Section 2 – Summary of proposal

Please give a brief summary of the proposed service change / policy/ strategy/
budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?

What are the reasons for the decision or change?

What outcomes are you hoping to achieve from this change?

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Who will be impacted by the project or change - staff, service users, or the wider community?

This EqIA covers the implications with regards to public sector Equalities Duty of approving the Draft Meridian Water West Bank Supplementary Planning Document (MWWB SPD) for publication. A supplementary planning document (defined in the Town and Country Planning Regulations 2012) provides detailed guidance on the policies set out in Enfield's Core Strategy and the Edmonton Leaside Area Action Plan (ELAAP). The Draft SPD has been produced to guide development and investment in the future of the Meridian Water West Bank area.

Meridian Water is a Council priority regeneration project, and it is the Borough's largest residential led mixed-use development project. There is a very significant opportunity for transformational change here through mixed use development, following the opening of the new Meridian Water station in 2019. The purpose of the SPD is: to ensure coordinated development, facilitate the delivery of a comprehensively planned area and provide greater guidance to facilitate high quality design, infrastructure provision and placemaking to secure maximum benefits for the wider community, under the planning framework provided by ELAAP

SPD has been prepared to ensure the vision for high quality development as set out in ELAAP is achieved on the Western Bank. To this end it sets out the placemaking principles and parameters of development as well as the environmental, physical and social infrastructure requirements in order to achieve this vision which will be expected from development proposals.

Section 3 – Equality analysis

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact.

According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy and maternity.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

At Enfield Council, we also consider socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (eg people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) will be significantly more affected by the change than other groups. Please consider both potential positive and negative impacts, and 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 staff, service users or members of the wider community who share one of the following protected characteristics.

Detailed information and guidance on how to carry out an Equality Impact Assessment is available [here](#). (link to guidance document once approved)

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.

Enfield has relatively high proportions of children and young people under the age of twenty – higher than both London and England averages. The percentage of younger adults - aged 20 to 44 years - is also higher than in England in general, but below that of London as a whole. Both the London area and Enfield have proportionately fewer older residents than the England average. The Edmonton Green Ward in which the SPD sits has a lower mean age (31.6) at the 2011 census than the average for Enfield (35.9). The proposed changes are expected to have a positive impact on all age groups due to the opportunities that will be provided to residents for housing and jobs through the regeneration of the area. In addition, air pollution presents health risks for young children and elderly people. Therefore, the environmental advantages of the proposed SPD (reducing pollution from road traffic, increasing blue and green spaces, etc) would be expected to have a positive impact on these groups. No negative impacts on protected age groups are anticipated and there is nothing proposed within the draft SPD that will benefit or disadvantage one age group over another.

Mitigating actions to be taken

To ensure that the public sector Equality Duty is met, new housing proposals will be required to meet accessibility standards as set out in local and national planning guidance. The Draft SPD also advocates for the delivery of significant new public services and social infrastructure including new schools and community spaces and a health centre, taking into account the needs of different age groups across the wider community including existing residents of surrounding neighbourhoods. In order to encourage responses from a broad range of age groups, Enfield Youth Parliament will be approached to investigate the possibility of holding a workshop session on the SPD during the consultation period.

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.

At the 2011 Census, 47,979 Enfield residents (15.4% of the total) reported a long-term health problem or disability in response to the question, "Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?". Respondents were invited to indicate the level to which their activities were limited. 52.5% of people with a disability or long-term health problem were of working age (16-64 years), with 43% of the total being aged over 65 years. The proposed changes are not expected to negatively impact on those with a disability.

Mitigating actions to be taken

To ensure that the Public Sector Equality Duty is met, new housing proposals will be required to meet accessibility standards as set out in local and national planning guidance. Similarly accessible parking including Blue Badge places should be provided in line with London Plan guidance. The SPD also advocates for accessibly designed public spaces.

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.

Detailed statistics around the proportion of residents in Enfield who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex are not currently available, albeit national statistics indicate this could be as high as 1% of residents. The proposals in the MWWB SPD are not expected to impact materially on this protected group.

Mitigating actions to be taken

New public buildings and spaces with public washrooms within the area covered by the MWWB SPD will need to be designed in line with London Plan Guidance around gender neutral toilets. The London Plan 2021 states that “Where gender-specific toilets are provided, a gender-neutral option should also be provided wherever possible (in addition to unisex disabled persons toilets)”.

Marriage and Civil Partnership

Marriage and civil partnerships are different ways of legally recognising relationships. The formation of a civil partnership must remain secular, whereas 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 proposals are not expected to have an impact on those who are married or in a civil partnership.

Mitigating actions to be taken

None. The proposals are considered to have a positive impact on all groups referred to above.

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.

There is a growing body of evidence that links maternal exposure to air pollution and adverse pregnancy outcomes such as miscarriage, low birth weight and pre-term birth.¹ In seeking to control air quality impacts during construction, and more broadly manage the impacts of heavily trafficked streets on future residents, as well as provide more green spaces, the proposals seek to effectively control air pollution.

The proposals are not expected to have a negative impact on those who are pregnant or in the maternity period.

Mitigating actions to be taken

None. The proposals are considered to have a positive impact on all groups noted above.

Race

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.

Based on Enfield's own estimates, residents from White British backgrounds make up 35.3% of Enfield's inhabitants with other White groups (including White Irish) combined at 26.4%. Mixed Ethnic Groups account for 5.5%, Asian Groups for 11.0% and Black groups for 17.9% of Enfield's population. In the Edmonton Ward where the MWWB SPD is located, the estimates in 2011 were 39.4% white groups.

Residents from a Black ethnic background are disproportionately affected by

¹ Royal College of Obstetricians and Gynaecologists, [Outdoor air pollution and pregnancy in the UK](#), June 2021
EqIA template approved by EMT 16th June 2020

homelessness. In 2020/21, 35% of households in Enfield owed a homelessness prevention or relief duty were from a Black or Black British ethnic background, higher than London (30%) and England averages (10%). Residents from Black ethnic groups make up 18% of the population. The SPD seeks to facilitate a significant increase in the delivery of housing, including affordable housing, so a positive impact is anticipated.

National statistics highlight that unemployment is higher among people from ethnic minority backgrounds.² In facilitating the provision of a range of workspaces and a new town centre, it is anticipated the SPD will have a positive effect on communities disproportionately affected by unemployment.

National research highlights inequality in access to green space. National research highlights inequalities in access to green space. A survey carried out by walking charity Ramblers and YouGov in 2020 found that people who identify as being from a Black, Asian or minority ethnic background (39%) are less likely to live within a 5-minute walk of a green space than people from White ethnic backgrounds (58%). People from Black, Asian or minority ethnic backgrounds (46%) also reported being less likely to have a variety of different green spaces within walking distance of where they live than people from White ethnic backgrounds (58%). As the SPD seeks to deliver new green spaces, facilitate the restoration and naturalisation of waterways, and overall increase access to blue and green spaces, a positive effect is anticipated.

Mitigating actions to be taken

Information on ethnicity shows that there is a high proportion of people from ethnic minority groups living in the area, although the specific area covered by the SPD does not have residents currently (except new residents moving into the area who are unlikely to be counted in current statistics). Whilst development proposals set out in the draft MWWB SPD will serve a higher ethnically diverse population, there is nothing in the draft SPD that is expected to disadvantage one group over another. Positive impacts with regards to housing, employment, and access to blue and green spaces are set out above.

²<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/datasets/labourmarketstatusbyethnicgroupa09>

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.

82% of residents in the Edmonton Green Ward had a religion in 2011, higher than the average for Enfield of 77%. Of these, 29% were Muslim, almost double the rate in Enfield (17%). The SPD supports the provision of community facilities to meet the needs of a growing population, including places of worship.

Mitigating actions to be taken

There is nothing in the draft MWWB SPD that will benefit or disadvantage one group over another. A positive impact in terms of provision of places of worship is anticipated.

Sex

Sex refers to whether you are a female or male.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on females or males?

Please provide evidence to explain why this group may be particularly affected.

In 2020, 50.5% of the population was female and 49.5% was male. Males outnumber females in every individual year of age up to 27 years, with women outnumbering men in virtually every age thereafter.

The SPD supports the provision of active, well surveilled streets to create a safe public realm. A positive impact is anticipated in terms of women's safety.

Mitigating actions to be taken

There is nothing in the proposed development that will benefit or disadvantage either group over the other. As set out above, a positive impact in terms of women's safety is identified.

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.

There is no reliable data available on this protected characteristic on a ward basis or borough wide basis. However, emerging experimental statistics relating to sexual identity are available nationally and at a regional level. In 2016, estimates from the Annual Population Survey (APS) showed that 93.4% of the UK population identified as heterosexual or straight and 2.0% of the population identified themselves as lesbian, gay or bisexual (LGB). This comprised of:

- 1.2% identifying as gay or lesbian
- 0.8% identifying as bisexual
- A further 0.5% of the population identified themselves as “Other”, which means that they did not consider themselves to fit into the heterosexual, bisexual, gay or lesbian categories

Mitigating actions to be taken

There is nothing in the proposed development that is expected to benefit or disadvantage any group over another. No impacts are expected under this protected characteristic.

Socio-economic deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, 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.

According to research undertaken by Transport for London in 2019, the most commonly used form of transport for Londoners with lower household incomes (below £20,000) is walking. The bus is the next most commonly used form of transport with 69% of people with lower household incomes taking the bus at least once a week compared to 59% of all Londoners. The Edmonton wards have a higher proportion of residents on lower incomes. Investment in active travel would therefore be expected to have a positive impact as it will make walking and cycling more convenient and safer, alongside good public transport routes.

Health inequalities are more pronounced in deprived communities. Healthy life expectancy in Upper Edmonton (which encompasses the SPD area) is lower than for more affluent wards. The SPD seeks to improve blue and green spaces and facilities the provision of a green network, as well as create new active travel routes. A positive impact is anticipated in terms of physical and mental health and wellbeing.

Unemployment in the Edmonton wards is higher than the borough average – 8.2% in Upper Edmonton and 9.6% in Edmonton Green. The SPD supports an increase in employment through the provision of new workspaces, which is expected to provide job opportunities for local people and support an economy that works for everyone.

The SPD seeks to support low carbon climate-resilient development. The delivery of energy efficient homes is expected to benefit low income households experiencing fuel poverty.

Mitigating actions to be taken.

There is nothing in the proposed SPD that will negatively impact on socio-economic deprivation. Positive impacts, as set out above, are expected under this protected characteristic.

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?

The implementation of the guidance in the SPD will be monitored by the local planning authority as part of the Annual Monitoring Report.

In addition, the project is also subject to governance processes linked to infrastructure funding from the Greater London Authority and the Department of Levelling Up through relevant funding programmes.

As a result, there is extensive governance at officer level around the development and its impacts on residents of Enfield.

Section 5 – Action plan for mitigating actions

Any actions that are already completed should be captured in the equality analysis section above. Any actions that will be implemented once the decision has been made should be captured here.

| Identified Issue | Action Required | Lead officer | Timescale/By When | Costs | Review Date/Comments |
|---|---|--------------|-------------------------------|------------------|----------------------|
| Need to ensure that a range of age groups are engaged with as part of statutory consultation on the draft SPD | Approach Enfield Youth Parliament to explore the possibility of holding a bespoke workshop. | Edward Jones | Prior to formal consultation. | None identified. | |
| | | | | | |
| | | | | | |

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London Borough of Enfield**Cabinet****Meeting Date: Cabinet – October 2022**

Subject: Quarter 1 Performance Report**Cabinet Member: Cllr Erbil****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 Council Business Plan. The report attached at Appendix 1 shows the Quarter 1 performance for 2022/23 (April 2022 – June 2022) and compares it to the Council's performance across the previous four quarters for a series of Key Performance Indicators (KPIs).
2. The report also highlights service areas that are subject to additional scrutiny where performance has fallen short of target in recent quarters.

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 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 new Corporate Plan and priorities
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.
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.

The table below gives an overview of the performance indicators rated as Red, Amber or Green in Quarter 1 2022/23 compared with Quarter 4 2021/2.

| | Q4 2021-2022 (Jan-March) | Q1 2022-2023 (April - June) |
|-----------------------------|-------------------------------------|--|
| Number KPIS as Red | 20 | 16 |
| Number KPIS as Amber | 10 | 15 |
| Number KPIS as Green | 27 | 35 |
| Data only KPIS | 45 | 49 |

12. Some service areas where performance has been rated as Red for a sustained period are subject to additional scrutiny by officers in order to bring about service improvements. These include:

- Temporary Accommodation-
- Waste and Recycling
- MEQs, FOIS and Complaints
- Staff Sickness Absence

Members will be updated on progress in these areas as the year progresses

Main Considerations for the Council

13. There are several key trends to note within the outputs and comments within the quarterly performance report but it should be noted that the Covid 19 pandemic has impacted on a number of the measures.

Safeguarding Implications

14. A safeguarding section relating to the Councils progress towards achieving its key performance indicators is set out in this report

Public Health Implications

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

Equalities Impact of the Proposal

16. 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.

17. 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

18. An Environmental and Climate Change Section relating to the Councils progress towards achieving its key performance indicators is set out in this report. The Climate Change indicators are being developed and initial KPIS can be found in this report

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

19. 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

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

Financial Implications

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

22. A series of financial measures that have been reported at Cabinet are included in this report.

Legal Implications

23. 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

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

Property Implications

25. None

Other Implications

26. None

Options Considered

27. None

Report Author: Richard Pain
Performance Solutions Lead
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0208 132 1347
Date of report: 8th September 2022

Appendices

Appendix 1: Q1 2022/23 Performance Scorecard

Background Papers

None

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Cabinet: Q1 2022-23 (April 2022 – June 2022)



Report Author: Richard Pain

Generated on: 8 September 2022



| 01. Borough Context | | | | |
|---------------------|--|--------------|---------------------------|-------------|
| Code | Indicator | Current Data | Up or Down on Last Period | Last Update |
| POP 001 | Population of All Enfield | 333,587 | ↑ | 2021/22 |
| PAF-AO/C73(B) | Enfield Population 18-64 | 204,364 | ↑ | 2021/22 |
| PAF-AO/C72(B) | Enfield Population 65+ | 44,837 | ↑ | 2021/22 |
| NOMIS 01 | Employment rate in Enfield - working age Population | 70.1% | ↓ | Q3 2021/22 |
| NOMIS 02 | Number of adult population Qualified to at least NVQ Level 3 or higher | 149,400 | ↑ | 2021/22 |
| NOMIS 03 | Number of adult population Qualified to at least NVQ Level 4 or higher | 108,300 | ↑ | 2021/22 |
| NOMIS 04 | Workless Households - rounded to nearest 100 (h/h with at least 1 person aged 16 to 64) (ONS annual pop survey) | 19,300 | ↑ | 2020/21 |
| NOMIS 04a | Workless Households - % of all Households in Enfield | 18.8% | ↑ | 2020/21 |
| NOMIS 05 | Gross Weekly Pay - Median earnings for employees living in Enfield (ONS annual survey of hours and earnings - resident analysis) | £670.40 | ↑ | 2020/21 |
| NOMIS 06 | Total Claimant Count for Enfield (receiving Job Seekers Allowance/Universal Credit as a result of unemployment) | 13,080 | ↑ | June 2022 |
| NOMIS 06a | Claimant Count as % of Working Age Population (Enfield) | 6.1% | → | June 2022 |
| ENV 211a | Enfield Deprivation Ranking (In List of 317 Local Authorities in England) | 74 | → | 2019/20 |
| ENV 211b | Number of Enfield's Neighbourhoods in the top 10% of the most Deprived in England (of 32,844 small Neighbourhood Areas in England in 2015) | 10 | ↑ | 2019/20 |
| FCRCP33b | LBE Administered Benefits: Combined Benefits Caseload (Housing Benefit (HB) and Council Tax Support (CTS)) | 38,668 | ↓ | June 2022 |
| FCRCP33c | Council Tax Support Caseload (All CTS whether HB or not) | 35,524 | ↓ | June 2022 |
| FCRCP33d | Housing Benefits (HB) Caseload (whether receiving CTS or not) | 20,332 | ↓ | June 2022 |

| Code | Indicator |
|--------|--|
| PH003v | NHS Indicator - A&E Attendance: % where less than 4 hours from arrival to admission, transfer or discharge |
| UC 011 | Universal Credit - Claimants in Receipt of Council Tax Support |

| Current Data | Up or Down on Last Period | Last Update |
|--------------|---|-------------|
| 67.3% |  | Q1 2022/23 |
| 14,788 |  | June 2022 |

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

02. Priority 1: Good Homes in Well Connected Neighbourhoods

a) Build more and better homes for local residents

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|--|------------|------------|------------|------------|------------|---------------|-----------------------|--|
| | Value | Value | Value | Value | Value | Target | | |
| NI156i Number of households living in temporary accommodation | 3282 | 3212 | 3236 | 3163 | 3136 | 2691 | 2691 | There is continuing pressure on the service. Details on this are in the September Cabinet report. Numbers in TA are continuing to decrease but at a slower rate than needed to meet the financial targets. As at 17/08/2022 there were 3077 households in TA |
| CHS053a Number of Prevention duties ended with positive prevention | 156 | 179 | 210 | 244 | 166 | Data only KPI | | |
| CHS053b Number of Prevention Duties Ended | 280 | 314 | 340 | 478 | 340 | Data only KPI | | |
| CHS053 Percentage of Successful Statutory Preventions (Accommodation Sustained or Straight into PRS) | 55.7% | 57% | 61.8% | 51% | 48.8% | Not set | Not set | CHS053 indicators provide additional context to the Households in Temporary accommodation indicator |
| HD 08 Number of new dwellings started on Council Led Schemes | 300 | 88 | 0 | 580 | 0 | Data only KPI | | |

| Indicator |
|---|
| |
| HD 10 Number of new dwellings completed on council led schemes (net additional) |

| Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| | | | |
| 0 | 0 | 0 | 97 |

| Q1 2022/23 | | Annual Target 2022/23 | Notes |
|------------|---------------|-----------------------|-------|
| Value | Target | | |
| | | | |
| 0 | Data only KPI | | |

b) Invest in and improve our council homes

| Indicator |
|---|
| |
| HO008 The percentage of council owned homes which have a current gas safety certificate |

| Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 99% | 99% | 98.5% | 98.9% |

| Q1 2022/23 | | Annual Target 2022/23 | Notes |
|------------|--------|-----------------------|--|
| Value | Target | | |
| 98.8% | 100% | 100% | <p>Council Housing SMT agreed that from 2022/23 KPI would show as red if dropping below 100% to facilitate exception reporting (target always 100% but amber threshold removed). Number of non-compliant properties remains broadly similar every quarter:</p> <p>Q1 2022/23: 105 non-compliant</p> <p>Q4 2021/22: 95 non-compliant</p> <p>Q3 2021/22: 129 non-compliant</p> <p>Q2 2021/22: 88 non-compliant</p> <p>Q1 2021/22: 84 non-compliant</p> <p>Figure shows the combined compliance of Gas Safety Checks on both Council Stock and Gateway Properties. Total included 293 Gateway Properties with 6 non compliances.</p> |

c) Deliver housebuilding and regeneration programmes with our residents

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|--|------------|------------|------------|------------|------------|---------------|-----------------------|--|
| | Value | Value | Value | Value | Value | Target | | |
| ENV142b % Pre-application advice given within 30 working days of registration of a valid enquiry | 68% | 76.9% | 70% | 57.1% | 63% | 90% | 90% | April: 9/11; May: 6/10; June: 2/6; Q1: 17/27 (63%). The performance on pre application has been affected by the recent turnover in staff the Planning Decisions Team has experienced with 7 vacancies currently subject to recruitment. This results in higher caseload for remaining staff as cases are reallocated which affects the ability of officers to process applications and pre applications as quickly |
| NI157a BV109a % MAJOR applications determined within target | 100% | 100% | 100% | 90.9% | 50% | 90% | 90% | April: 0/2; May: 1/1; June: 2/3; Q1: 3/6 (50%). Of the 6 major applications determined in this period, three application were unacceptable and refused planning permission. In such cases, it is not always possible to obtain agreement from the Applicant to an extension of time to cover. This figure is also impacted by the small number of "major" applications that are processed which disproportionately impacts on the overall performance. It is of note that in terms of the Governments key performance indicator, the rolling two year performance indicator is at 93% of major applications determined within agreed timescales |
| NI157b BV109b % MINOR applications determined within target | 90.6% | 96.2% | 87.3% | 88.1% | 79.9% | 86% | 86% | April: 36/45; May: 46/58; June: 33/41; Q1: 115/144 (79.9%). |
| NI157c BV109c % OTHER applications determined within target | 93.4% | 96.7% | 92.5% | 85.1% | 87% | 88% | 88% | April: 100/117; May: 81/99; June: 81/85; Q1: 262/301 (87%); Q1 2021/22: 93.4%. |
| ENV247 % 2 year rolling MAJOR applications determined within target | 92.2% | 95.5% | 95.6% | 94.5% | 93.2% | 86% | 86% | Q1: 68 of the 73 major planning applications determined within the last 24 months were processed within 13 weeks. |
| ENV247a % 2 year rolling MINOR applications determined within target | 89.7% | 91.8% | 91.2% | 91.3% | 89.7% | 85% | 85% | Q1: 1,102 of the 1,228 (89.7%) minor applications determined within the last 24 months were processed within 8 weeks. |
| ENV247b % 2 year rolling MINOR & OTHER applications determined within target | 93% | 94.1% | 94.2% | 94.3% | 93.6% | 85% | 85% | Q1: 2,288 of the 2,445 (93.6%) minor and other applications determined within the last 24 months were processed within 8 weeks. |
| ENV319 Undetermined applications validated over 6 months ago | 381 | 406 | 468 | 462 | 462 | Data only KPI | | 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. |

03. Priority 2: Safe, Healthy and Confident Communities

a) Keep Communities Free from Crime

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | Notes |
|---|--|------------|------------|------------|------------|--|
| | Trend arrow compares offences to the previous quarter. Q1 2021/22 is comparing to Q4 2020/21 | | | | | |
| CS-SSCB009 Burglary - Residential Offences | 330 | 392 | 503 | 409 | 371 | There were 1,684 Residential Burglaries in Enfield in the year ending June 2022, compared with 1,719 the previous year, a decrease of 2.0%. In London, there was also a higher reduction of 8.3% in the same period, from 43,597 in 2020/21 to 39,979 in 2021/22. |
| CS-SSCB010 Domestic Abuse Incidents | 1,613 | 1,644 | 1,665 | 1,548 | 1,609 | In the year ending June 2022 there were 6,340 Domestic Abuse Incidents in Enfield, compared to 6,340 the previous year, a decrease of 0.3% (n=-22). London experienced increase of 0.7% over the same period. In the capital, there were 154,664 incidents recorded in year ending June 2022, compared to 153,553 in the previous year or a difference of 1,111 offences. |
| CS-SSCB011 Domestic Abuse Violence with Injury Offences | 214 | 216 | 217 | 221 | 253 | In Enfield by end of June 2022, there was a 2.6% decrease in this offence type. The numbers of Domestic Abuse Violence with Injury offences were 901 by the year ending June 2022 while there were 925 in previous 12 months, a difference of 24 less offences. In London there was a reduction of 0.2% (n=-54) in the same period, reducing from 22,891 offences in 2020/21 to 22,837 in 2021/22 - a borough annual average of 714 offences. |
| CS-SSCB012 Serious Youth Violence | 106 | 73 | 61 | 74 | 64 | The number of Serious Youth Violence victims in Enfield reduced by 10.7% in the year to June 2022, a difference of 36 less victims. Enfield is ranked 4th for the number of SYV victims when compared to 32 London boroughs. The average increase across London in the same period was 7.1%. There was capital average of 200 victims per borough in the past 12 months. |
| CS-SSCB013 Anti Social Behaviour Calls | 3,131 | 2,797 | 2,328 | 2,376 | 2,461 | There has now been a 35.9% decrease in the number of Anti-Social Behaviour calls recorded in the borough in the year to June 2022 when compared to last year with 5,229 less calls. London's call levels also continue their return to normal with an overall decrease of 37.7% in the last year. |
| CS-SSCB014 Hate Crime Overall Total - 5 Strands Combined | 208 | 201 | 181 | 195 | 237 | Hate Crime decreased by 3.0% in the year ending June 2022 recording 787 offences, compared with 764 the previous year i.e. 23 more offences were recorded in Enfield. Racist and religious hate crime formed the majority of such crime reported in the borough, followed by homophobic crime. Although much lower numbers, homophobic crime increased by 31.3% in the borough, also rising in London by 17.8%. |
| CS-SSCB015 Non Domestic Abuse Violence with Injury Offences | 504 | 465 | 494 | 457 | 555 | In the year ending June 2022 there were 2,001 non-domestic abuse violence with injury offences recorded, compared with 1,716 the previous year, equating to a 16.6% rise or 285 more offences in Enfield. In London, there was a similar increase of 19.1% rising from 45,645 to 54,376 by June 2022 – equating to an average of 1,699 offences per borough. |
| CS-SSCB016 Violence against the Person Offences | 2,414 | 2,330 | 2,406 | 2,273 | 2,460 | In the year ending June 2022 there were a total of 9,514 Violence Against the Person offences (VAP) recorded in Enfield, compared with 8,884 offences the previous year. This equates to an increase of 7.1% or a difference of 630 more offences. In London, there was a similar increase of 7.2% in the same period, rising from 226,968 offences in the year to June 2021 to 243,374 by June 2022, equating to 7605 average borough offences or 513 more offences per borough in the past 12 months when compared to the same period last year. |
| SGB500 Number of knife crime offences YTD | 153 | 126 | 105 | 104 | 126 | In the year ending June 2022, Knife Crime in Enfield had reduced by 2.0%, compared with the previous year. Numbers reduced by 11 from 563 to 552 offences by the end of June 2022. London experienced a lower 4.9% increase in the same period, with an average of 358 offences per borough. |

b) Inspire and Empower Young Enfield to reach their Full Potential

| Education | | | | | | | | |
|---|---|------------|------------|------------|------------|--------|-----------------------|---|
| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
| | Value | Value | Value | Value | Value | Target | | |
| YOS 045 Young offenders' engagement in suitable education, training and employment (Post Court) (At the end of the Order) | 82.4% | 75% | 88% | 57.1% | 70.6% | 85% | 85% | Quarter 1: 70.6% - 12 of 17 young offenders in suitable education, training or employment (8/10 above school age and 4/7 of school age) |
| ED 003 % All Secondary Schools judged as good or outstanding by Ofsted (as at 31August) | Ofsted inspections not carried out during the pandemic. | | | 90.0% | n/a | n/a | 95.0% | As at 31 December 2021, 90% of Enfield State funded Secondary Schools - including Academies judged as Outstanding (25%) and Good (65%); Above London average of 89% and England 78% Data sourced from Ofsted |
| ED 004 % All Primary Schools judged as good or outstanding by Ofsted (as at 31August) | Ofsted inspections not carried out during the pandemic. | | | 88.0% | n/a | n/a | 95.0% | As at 31 December 2021, 88% Enfield State funded Primary Schools - including Academies judged as Outstanding (15%) and Good (73%); Below London average of 94% and England 88% Data sourced from Ofsted |
| SCS117 % of 16-17 year olds not in education, employment or training (NEET) AND Not Known (NK) | 2.8% | 4.2% | 7.3% | 4% | 4.4% | 3.6% | 3.6% | June 2022: 4.4% Represents 1% NEET (91) and 3.4% not known (304), out of the 8,862 16-17 year old cohort. Numbers of not known can be high with the end of the school year and we expect these to reduce over time. NEET: England average = 2%, London = 1.6%, SN = 1.9% NK: England average = 2%, London = 1.6%, SN = 1.8% New 2022/23 target set to 3.6% from 5% |
| SGB134 Number of Education Health Care Plans (EHCP's) completed within 20 Weeks (Excluding exceptions) | 78.4% | 83.8% | 65.2% | 75.0% | 85.2% | 85.0% | 85.0% | Q1 2022/23: 104 Issued within 20 weeks out of 122 Total EHCP's issued in the quarter. Target increased from 70% to 85% |

c) Deliver essential services to protect and support vulnerable residents

| Adults | | | | | | | | |
|---|------------|------------|------------|------------|------------|--------|-----------------------|--|
| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
| | Value | Value | Value | Value | Value | Target | | |
| PAF-AO/C72 New Admissions to supported permanent Residential and Nursing Care (65+) per 100,000 population over 65 | 149.4 | 256.5 | 343.5 | 412.6 | 84.8 | 111.5 | 516.0 | This represents 38 admissions in Q1. In 2020/21, we were the 11th best performing Local Authority nationally for this measure |
| PAF-AO/C73 New Admissions to Residential and Nursing Care 18-64 (per 100,000 population) | 1.47 | 3.91 | 4.40 | 5.38 | 0.00 | 1.46 | 5.87 | No admissions so far this year. In 2020/21, we were the 6th best performing Local Authority nationally for this measure |
| PAF-AO/D40s Number of clients reviewed in the year (of clients receiving any long term service) | 16.3% | 28.1% | 38.8% | 52.7% | 19.2% | 16.3% | 65.0% | 19.2% for Q1. This is over 100 more reviews completed in Q1 compared to the same period last year and represents our best Q1 figures since 2019. |
| NI130s(%LTSs) Percentage of Current Social Care Clients accessing Long Term Support (LTS) who receive Self Directed Support | 100% | 100% | 100% | 100% | 100% | 99.5% | 99.5% | 3,112 Total clients |
| NI130s(LTS-DP%) Percentage of current clients with Long Term Support (LTS) receiving a Direct Payment | 55.2% | 55.2% | 54.8% | 55.3% | 56.0% | 56.0% | 56.0% | In 2020/21, we were the top performing Local Authority nationally for this measure |
| ASCOF 1F The proportion of adults in contact with secondary mental health services in paid employment | 5% | 5% | 6% | 7% | 6% | 7% | 7% | 65 people aged 18 to 69 in employment out of the 1,060 cohort. Figures published on NHS Digital Power Bi Mental Health Dashboard and reflects the most recent data available. Target of 7% implemented for 2022/23 |
| ASCOF 1H The proportion of adults in contact with secondary mental health service living independently, with or without support | 68.7% | 69% | 69.8% | 71% | 70.8% | 71% | 71% | 750 people aged 18 to 69 living independently out of the 1,060 cohort. Target of 71% implemented for 2022/23 |
| NI135 Carers receiving needs assessment or review and a specific carer's service, or advice and information (Including Carers Centre) | 17.3% | 32.3% | 50.8% | 56.6% | 15.8% | 14.0% | 56.0% | 15.8% for Q1. Last year (56.6%) represents our highest ever end of year performance for this measure |
| NI145 Adults with learning disabilities in settled accommodation | 86.8% | 86.6% | 86.6% | 86.5% | 85.5% | 85.0% | 85.0% | 711 adults of 832 clients with a learning disability know to the service (85.5%) |

| Children's Safeguarding | | | | | | | | |
|--|------------|------------|------------|------------|------------|---------------|-----------------------|--|
| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
| | Value | Value | Value | Value | Value | Target | | |
| LAC18 (PAFCH39) Children looked after (CLA) per 10000 population (84,386) age under 18 | 46.6 | 48.3 | 47.3 | 46.9 | 47 | Data only KPI | | 397 looked after children at the end of June, 54 children with a disability (13.6%) |
| NI060A % of Children & Family Assessments for children's social care that were authorised within 45 working days of their commencement | 89.3% | 87.2% | 78.2% | 71.9% | 60.7% | 80% | 80% | There continues to be a demand on the service with currently around twice as many referrals progressing to C&F Assessment. The service has successfully recruited permanent staff that are in the process of joining the council, the trajectory of performance is improving as expected. In June 2022 68.4% were authorised within timescale. |
| SG11 No. of Children on a Child Protection Plan per 10,000 Children | 32.8 | 37.7 | 42.2 | 39.5 | 33.7 | Data only KPI | | 33.7 Rate per 10,000 of 84,386 population with a Child Protection Plan, this equates to 284 total children. There were 30 new plans and 38 cessations. 17 (6%) young people with a disability. |
| NI065 % Children Subject to a CPP for a second or subsequent time (within past 2 years) | 5.3% | 4.9% | 5.5% | 5.9% | 5.8% | Data only KPI | | This is a measurement of children who have had a previous child protection plan in the past two years. Of the 381 who became subject to a plan during the past 12 months, 22 had previously been on a plan in the past two years (5.8%). |
| YOS 029 Total number of Young People sentenced at Court that are given a Custodial sentence in the period | 1 | 1 | 2 | 1 | 1 | Data only KPI | | YTD: 0 (April and May data only) Young people sentenced at court given a custodial sentence. |

d) Create healthy streets, parks and community spaces

Environment

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|---|------------|------------|------------|------------|------------|--------|-----------------------|------------------------------------|
| | Value | Value | Value | Value | Value | Target | | |
| NI195a % of inspected land that has an unacceptable level of litter | | | 3.00% | 5.33% | 5.33% | 6.20% | 6.20% | Same results for Q4 and Q1 surveys |

Public Health

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|---|------------|------------|------------|------------|-------------------------|---------------------|-----------------------|--|
| | Value | Value | Value | Value | Value | Target | | |
| DAAT-001 NDTMS Partnership Successful Completion Rate (%) for all Drug users in treatment (aged 18+), excluding alcohol-only users: | 22.40% | 23.90% | 20.20% | 18.60% | Q1 most up to date data | 2022/23 Not Yet Set | 2022/23 Not Yet Set | The successful treatment rate for the partnership has seen a drop in figures across the last two quarters as fewer clients are exiting successfully from the treatment system. A service development plan with mitigating actions has been implemented across the treatment system to improve this rate going forward ensuring that more clients exit the system successfully and are supported in their recovery. |
| PH002c New Baby Reviews completed (10-14 days after birth) | 99% | 98% | 99% | 97% | Q1 most up to date data | 2022/23 Not Yet Set | 2022/23 Not Yet Set | |
| PH002o Substance Misuse: Proportion of Young People exiting treatment in a planned way of all treatment exits (EMT) | 84% | 85% | 75% | 74% | Q1 most up to date data | 2022/23 Not Yet Set | 2022/23 Not Yet Set | From April 2021 until the end of March 2022, 74% of all young people exiting treatment did so in a planned way which is equivalent to 98 young people and for the second quarter in a row is below the National Average. This increase in unplanned discharge is mainly due to the YP SM Provider implementing a new discharge and re-engagement policy which was first applied in Q3. |
| PH003i % completed treatment within a month of diagnosis at Enfield Sexual Health Clinics | 92% | 92.7% | 93.3% | 94.1% | Q1 most up to date data | 2022/23 Not Yet Set | 2022/23 Not Yet Set | |

04. Priority 3: An Economy that Works for Everyone

a) Create more high-quality employment

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|--|------------|------------|------------|------------|------------|---------------|-----------------------|---|
| | Value | Value | Value | Value | Value | Target | | |
| ENV 210 Business Start-Ups in Enfield | 994 | 897 | 916 | 877 | 794 | Data only KPI | | 794 business start-ups in Quarter 1 2022/23: April - 256; May - 282; June 256 |
| NI146 % of Adults with learning disabilities in employment | 14.3% | 14.2% | 14.1% | 15.2% | 16% | 15% | 15% | New target of 15% for 2022/23 (previously 16%). In 2020/21, we were the 4th best performing Local Authority nationally for this measure |

b) Enhance skills to connect local people to opportunities

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|-------------------------------|------------|------------|------------|------------|------------|---------------|-----------------------|-------|
| | Value | Value | Value | Value | Value | Target | | |
| HR0001p Apprentices Headcount | 19 | 17 | 17 | 21 | 21 | Data only KPI | | |

c) Develop town centres that are diverse, safe and inclusive

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|--|------------|------------|------------|------------|------------|---------------|-----------------------|---|
| | Value | Value | Value | Value | Value | Target | | |
| ENV335 Number of Visitors to the Active Enfield Programme (Young People) | 374 | 137 | 376 | 731 | 1,126 | Data only KPI | | Data is the number of attendees for the quarter. |
| ENV336 Number of Visitors to the Active Enfield Programme (Older People) | 1,175 | 2,211 | 4,270 | 4,916 | 3,420 | Data only KPI | | Data is the number of attendees for the quarter. |
| LC05 Leisure Centre - overall attendances | 107,456 | 183,715 | 185,168 | 211,738 | 211,239 | 199,980 | 800,000 | Annual target for 222/23 increased to 800,000 from 660,000 in 2021/22 |

d) Craft a cultural offer for Enfield to support London's status as a world class city

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|--|------------|------------|------------|------------|------------|--------|-----------------------|---|
| | Value | Value | Value | Value | Value | Target | | |
| ENV 401 Number of Admissions to Culture Venues: All Venues | N/A | 58,812 | 50,410 | 90,210 | 29,810 | 30,000 | 150,000 | Total includes 8000 at Pride event on Library Green in June |
| ENV 404b Number of Participants in Children's / Family / Youth Activities offered by Culture | N/A | 371 | 1,511 | 6,497 | 521 | 1875 | 7,500 | Dugdale: 460 Forty Hall: 61 |
| ENV 404a Number of Child / Young Person admissions to council cultural venues | N/A | 2,028 | 5,984 | 5,962 | 3,602 | 3000 | 16,000 | Millfield: 1375 Dugdale: 469 Forty Hall: 1758 |

05. Cross Cutting Theme 1: A Modern Council

a) An empowered, responsive and happy workforce

Average Sickness Days

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|---|------------|------------|------------|------------|------------|--------|-----------------------|--|
| | Value | Value | Value | Value | Value | Target | | |
| BV012a Average Sick Days - Council Staff (rolling 4 quarters) | 10.12 | 10.58 | 10.90 | 10.81 | 10.67 | 7.96 | 7.96 | <u>Annual sickness 1st July 2021 - 30th June 2022</u> Average sickness days per employee in each Department for this period Chief Executives: 5.8 days.; Resources: 8.1 days; People: 11.5 days Place: 12 days Absence includes sickness relating to or due to Covid-19 |
| BV012b Average Sick Days: SHORT TERM ABSENCE - Council Staff (rolling 4 quarters) | 3.33 | 3.66 | 4.16 | 4.48 | 4.64 | 2.80 | 2.80 | Days lost due to short term sickness has seen a slight increase and is above the corporate target. Absence includes sickness relating to or due to Covid-19. Covid-19 was the highest reason for short-term absence in Q1 followed by 'gastrointestinal problems', 'anxiety/stress' and 'coughs/colds/flu'. |
| BV012c Average Sick Days: LONG TERM ABSENCE - Council Staff (rolling 4 quarters) | 6.78 | 6.81 | 6.74 | 6.32 | 6.02 | 5.16 | 5.16 | Long-term absence has seen a gradual reduction since Q1 & Q2 2021/22. The specialist Absence & Attendance team have been focusing on long-term absence to ensure cases are proactively managed and potential bottlenecks removed. This team will take overall responsibility for the Council's approach to the management of sickness absence and will be responsible for quality assurance and establishing key performance indicators and data to ensure that sickness absence cases are robustly and efficiently managed. The team have reviewed cases that are not progressing and providing additional support |

| Indicator |
|---|
| HR0008a Average Sick Days per FTE per Month - Chief Executive's |
| HR0008bb Average Sick Days per FTE per Month - Resources |
| HR0008cc Average Sick Days per FTE per Month - People |
| HR0008dd Average Sick Days per FTE per Month - Place |

| Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 1.08 | 1.32 | 1.73 | 1.85 |
| 2.23 | 2.66 | 2.12 | 1.88 |
| 2.28 | 2.92 | 3.29 | 2.98 |
| 2.55 | 3.02 | 3.43 | 3.18 |

| Q1 2022/23 | | Annual Target 2022/23 | Notes |
|------------|--------|-----------------------|---|
| Value | Target | | |
| 0.95 | 1.99 | 7.96 | for managers to progress these cases. A review of sickness absence training has been completed and will be rolled-out to ensure managers are equipped with the necessary skills and confidence when dealing with staff sickness and absence |
| 1.48 | 1.99 | 7.96 | April 0.32 days; May 0.25 days, June 0.38 days Average sick days per FTE for the Chief Executive's Directorate is 0.95 which remains below the corporate target. |
| 2.29 | 1.99 | 7.96 | April 0.44 days; May 0.46 days, June 0.58 days Average sick days per FTE for the Resources Directorate is 1.48 which remains below the corporate target. April 0.72 days; May 0.76 days, June 0.81 days Average sick days per FTE for the People Directorate is 2.29 which is lower than the previous three quarters but remains above the corporate target. It should be noted that the People Directorate have a larger manual workforce. Sickness absence levels tend to be higher for manual workers, a trend typical across most organisations |
| 2.35 | 1.99 | 7.96 | April 0.79 days; May 0.79 days, June 0.77 days Average sick days per FTE for the Place Directorate is 2.35 which continues to see a gradual reduction but remains above the corporate target. It should be noted that the Place Directorate have a larger manual workforce. Sickness absence levels tend to be higher for manual workers, a trend typical across most organisations. |

| Profile of Sickness Absence | | | | | | | | |
|--|------------|------------|------------|------------|------------|---------------|-----------------------|--|
| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
| | Value | Value | Value | Value | Value | Target | | |
| HR 0030 Long Term - Still Absent*: Employees who have a sickness absence of 28 days or more and is still absent | 64 | 71 | 63 | 59 | 56 | Data only KPI | | Based on position at 30.6.2022: CEX - 1; People - 16; Place - 27; Resources - 12 The number of staff on long-term sickness absence is steadily reducing. |
| HR 0031 "3+ Occasions in 3 Months": Employees who have had 3 or more periods of sickness absence in the last 3 months (regardless of duration) | 91 | 75 | 101 | 118 | 100 | Data only KPI | | Based on position at 30.6.2022: CEX - 3; People - 39; Place - 31; Resources - 27 |

| Indicator |
|--|
| HR 0032 "5+ Working Days in 6 Months": Employees who have accumulated 6 or more working days of short term sickness absence (duration less than 28 calendar days) in the last 6 months |

| Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 477 | 479 | 547 | 535 |

| Q1 2022/23 | | Annual Target 2022/23 | Notes |
|------------|---------------|-----------------------|---|
| Value | Target | | |
| 457 | Data only KPI | | Based on position at 30.6.2022: CEX - 17; People - 182; Place - 177; Resources - 81 Covid-19 is the highest reason for short-term absence. Both the People and Place Directorate's have high numbers of front-line manual workers who cannot work from home if they are infectious and therefore their absence will be recorded as sickness. |

Profile of Workforce

| Indicator |
|--|
| BV011a Top 5% of Earners: Women |
| BV011b Top 5% of Earners: Ethnic Minorities |
| BV011c Top 5% of Earners: with a disability |
| BV017a CORP % of BAME Staff in LBE Workforce |

| Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 51.1% | 50.3% | 51.9% | 52.4% |
| 19.5% | 22.3% | 22.4% | 24.3% |
| 5.6% | 5.1% | 4.9% | 4.9% |
| 35.6% | 36.2% | 36.3% | 36.7% |

| Q1 2022/23 | | Annual Target 2022/23 | Notes |
|------------|---------------|-----------------------|---|
| Value | Target | | |
| 54% | Data only KPI | | 95 of 176 of top 5% earning staff are female |
| 23.9% | Data only KPI | | 42 of 176 of top 5% earning staff are from ethnic minorities. |
| 5.1% | Data only KPI | | 9 out of 176 of top 5% earning staff have a disability |
| 36.6% | Data only KPI | | 1359 staff from 3714 are recorded as having a BME ethnicity |

b) Accessible and efficient services

Library, Digital and Web

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|--|------------|------------|------------|------------|------------------------------|---------------|-----------------------|---|
| | Value | Value | Value | Value | Value | Target | | |
| CE 007 Customer Satisfaction: Webchat | 83.2% | 84.5% | 85.5% | 85.7% | 85.2% | 85.0% | 85.0% | April – 83.0%; May – 86.4%; June – 86.3% Refresher training in June has helped to cement the previously solid performance. |
| CE 005 Enfield Website: Total Users for the Month | 563,916 | 453,787 | 470,119 | 577,128 | 732,024 | 341,565 | 1,366,260 | |
| GWH 007a "Enfield Connected" - Sign Ups: Residential (Overall Cumulative Total) | 184,770 | 189,877 | 194,093 | 197,989 | Q1 not available – see notes | Data only KPI | | Enfield Connected update not currently available during conversion from MS Dynamic to Verint |
| LM04 Enfield Library Visits (Total - All Libraries) | 105,794 | 183,241 | 190,838 | 199,008 | 256,433 | Data only KPI | | |
| LM07 Issues plus renewals - All Libraries | 141,573 | 167,528 | 154,420 | 148,740 | 157,181 | Data only KPI | | |
| LM31.05 Digital - Total Issues (E-Newspapers, E-Books, E-Audiobooks, E-Comics and Magazines) | 140,418 | 169,943 | 188,062 | 186,930 | 228,668 | Data only KPI | | Quarter 1 (approximate totals) E-Newspapers - 208.5k; E-Books - 11k; E-Audiobooks - 5.5K; -Comics - 3.5k |

Telephones

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|--|------------|------------|------------|------------|------------|--------|-----------------------|--|
| | Value | Value | Value | Value | Value | Target | | |
| CE 009a Customer Satisfaction: Telephone Advisor 'Professional' Rating | 75.2% | 83.1% | 85.4% | 80.9% | 85.2% | 85% | 85% | April - 84%; May - 89.2%; June - 82.4% Additional coaching has contributed to the improvement from 80.9% last quarter. Survey changes will show in next quarter. In addition an agent is spending 3 months from July 2022 working with the Waste team to improve the customer journey. - Compliments are at an all time high with triple the number of compliments versus complaints in 2022; - Key stakeholders have been shadowing agents and have given positive feedback; - Mandatory weekly training quizzes introduced to embed learning and ensure consistent messaging; - Fresh approaches to call and chat monitoring introduced |
| GWH 002 Gateway Telephones - Answer Rate | 91% | 90% | 86% | 85% | 92% | 85% | 85% | April – 88% May - 94% June – 94% |

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|--|-------------|-------------|-------------|-------------|-------------|-------------|-----------------------|---|
| | Value | Value | Value | Value | Value | Target | | |
| | | | | | | | | |
| GWH 003 Gateway Telephones - Average Wait Time | 00h 02m 38s | 00h 03m 01s | 00h 05m 07s | 00h 04m 08s | 00h 02m 04s | 00h 03m 00s | 00h 03m 00s | April - 3m 06s May - 1m 31s June - 1m 36s Stability in the workforce has helped us dramatically reduce wait times in May and June as high turnover ties up resources for training and shadowing by new starters. |
| GWH 014b Customer Services: % of Calls Answered Within 5 Minutes | 83% | 82% | 76% | 74% | 89% | 90% | 90% | April - 80% May - 94% June - 93% Cross training has also contributed to a substantial improvement in performance with our highest % of calls answered in 5 mins over the past year. |

c) Financial Resilience and Good Governance

Complaints, MEQS, FOIs, SARS

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|--|------------|------------|------------|------------|------------|--------|-----------------------|---|
| | Value | Value | Value | Value | Value | Target | | |
| COMP 01a Initial Review Complaints - Council Overall (% inside target) | 84% | 81% | 79% | 77% | 88% | 95% | 95% | Quarter 1: 375 of 428 inside target (88%) Case management system replaced in June, new staff structures and processes also implemented. |
| COMP 02a Final Review Complaints - Council Overall (% inside target) | 74% | 70% | 68% | 58% | 88% | 95% | 95% | Quarter 1: 29 of 33 inside target (88%) Case management system replaced in June, new staff structures and processes also implemented. |
| FOI 01a All Departments - FOIs answered within 20 days | 78% | 70% | 66% | 82% | 76% | 100% | 100% | Quarter 1: 303/401 inside statutory 20-day target (76%). Some responses marginally missed the 20-day target and 85% (341 of 401) of FOIs received a response within 22 days of receipt. |

| Indicator |
|--|
| MEQ 01a All Departments - MEQS responded to within 8 days |
| SAR 001 SAR Requests ALL DEPARTMENTS - Enquiries closed inside target of 40 days |

| Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| 77% | 76% | 84% | 81% |
| 86% | 63% | 43% | 44% |

| Q1 2022/23 | | Annual Target 2022/23 | Notes |
|------------|--------|-----------------------|--|
| Value | Target | | |
| | | | There have been a number of staff vacancies in the corporate team which have impacted performance. However, key posts are now filled and recruitment to supporting roles continues which is expected to improve overall FOI performance. Case management system replaced in June. |
| 77% | 95% | 95% | Quarter 1: 1,415 of 1,831 (77%) Response performance has fluctuated each month throughout the quarter, notably dipping in May when case management system was replaced. Member and Staff training was undertaken post go-live and continues into Q2 as the new system, processes and staff structures are embedded throughout the organisation. Further system enhancements are now in place, and continue throughout Q2 to improve user experience and performance |
| 46% | 100% | 100% | Quarter 1: 18/39 (46%) Backlog continues to reduce using temporary additional resource resulting in a month-on-month performance increase during Q1. Recruitment to vacant posts post restructure in the central team is underway to continue performance improvements. |

Income & Arrears

| Indicator |
|---|
| HO002b Council Housing - Current Tenants: Total Arrears |
| BV009 % of Council Tax collected (in year collection) |
| BV010 % of Business Rates collected (in year collection) |
| BV079b(i) % of Housing Benefit Overpayments recovered (in year collection). |
| FCRCP32 Processing New claims - Housing Benefit (average calendar days - cumulative) |
| FCRCP33 Processing Times for Benefit Change in Circumstances (average number of calendar days) Cumulative YTD |

| Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| £1,733,939 | £1,761,364 | £1,766,254 | £1,661,119 |
| 28.84% | 54.39% | 80.24% | 93.74% |
| 20.78% | 43.79% | 73.41% | 90.89% |
| 100.66% | 94.24% | 93.78% | 92.35% |
| 24.76 | 25.00 | 25.53 | 23.79 |
| 3.53 | 3.91 | 4.6 | 4.51 |

| Q1 2022/23 | | Annual Target 2022/23 | Notes |
|------------|------------|-----------------------|--|
| Value | Target | | |
| £1,612,115 | £2,300,000 | £2,300,000 | July 2022: Current tenant arrears: £1,676,825. July 2021: Arrears £1,799,168. |
| 28.19% | 27.00% | 96.00% | £51.5m collected - £182.5 overall debit |
| 24.51% | 24.5% | 92.5% | £27.94m collected; overall debit £114m |
| 83.49% | 83.00% | 83.00% | 2022/23: £1,323,932 recovered of £1,585,685 overpayments identified (83.49%). |
| 19.91 | 23.00 | 23.00 | April 2022 to Date: 508 new claims / 10,115 days - Average 19.91. |
| 6.44 | 7 | 7 | April 2022 to Date: 22,388 new claims / 144,136 days - Average 6.44. |

| Invoices | | | | | | | | |
|---|------------|------------|------------|------------|------------|--------|-----------------------|---|
| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
| | Value | Value | Value | Value | Value | Target | | |
| INV004 Invoices Council Overall: Invoices Paid within 30 days | 98.2% | 98.0% | 98.8% | 98.8% | 98.9% | 100.0% | 100.0% | YTD 98.9% - 20,474 invoices paid inside 30 days from 20,708 paid. |
| INV004 CEX CEX Group: Invoices Paid within 30 days | 95% | 91% | 98% | 99% | 100% | 100% | 100% | YTD 100% - 469 invoices paid inside 30 days from 471 paid. |
| INV004 PEOP People Group: Invoices Paid within 30 days | 98% | 98% | 99% | 99% | 99% | 100% | 100% | YTD 99% - 13,044 invoices paid inside 30 days from 13,154 paid. |
| INV004 PLACE Place Group: Invoices Paid within 30 days | 99% | 98% | 99% | 99% | 98% | 100% | 100% | YTD 98% - 5,204 invoices paid inside 30 days from 5,299 paid. |
| INV004 RES Resources Group: Invoices Paid within 30 days | 96% | 99% | 99% | 97% | 98% | 100% | 100% | YTD 98% - 1,757 invoices paid inside 30 days from 1,784 paid. |

| 06. Cross Cutting Theme 2: Climate Action | | | | | | | | |
|---|------------------|------------------|------------------|------------------|----------------------|----------------|-----------------------|--|
| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
| | Value | Value | Value | Value | Value | Target | | |
| CA 001 Climate Action - % reduction in Carbon Emissions (Corporate tCO2e) | n/a | n/a | n/a | n/a | Not yet available | See notes | See Notes | 2019/20 – 0.9% target 7.3% 202/21 – 19% target 14.6% Target is based on a flat line trajectory of 7.3% reduction per annum to 2030, There was a 19% reduction in the Council's direct emissions between 2019/20 and 2020/21 against a target of 7.3%. The majority of these savings were from electrical energy emissions reductions. Significant savings were made from the completion of the street lighting LED replacement programme. Additionally, the reduction reflects the impacts from the COVID-19 pandemic and resultant reduction in operation and occupancy of council buildings and facilities. |
| CA 002 Climate Action - Emissions per employee (tCO2e per FTE) | n/a | n/a | n/a | n/a | Not yet available | See notes | See Notes | 2018/19 – 7.3 (Target 7.3) 2019/20 – 6.6 (Target 6.8) 2020/21 – 5.4 (Target 6.23) 2021/22 – not yet available (Target 5.7) The reduction in emissions per employee reflects lower energy use (noting the impact of the Covid-19 pandemic on the operation and occupancy of buildings) as well an increase in headcount due to insourcing of services. |
| NI191 Residual Waste Per Household (kg) | 157.5 kg per h/h | 314.3 kg per h/h | 462.6 kg per h/h | 600.3 kg per h/h | Data available to Q4 | 150 kg per h/h | 600 kg per h/h | Q4 Provisional 75,663 tonnes of h/h waste not sent for recycling/re-use: 600.3 kg per h/h |
| NI192 % of household waste sent for reuse, recycling and composting | 31.9% | 32.3% | 29% | 30.2% | Data available to Q4 | 40% | 40% | Q4 provisional data 2021/22: 33,847 tonnes of h/h waste sent for recycling of 109,510 tonnes of |

| Indicator |
|--------------------------------------|
| Overall Recycling Rate (PLACEHOLDER) |

| Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 |
|------------|------------|------------|------------|
| Value | Value | Value | Value |
| n/a | n/a | n/a | n/a |

| Q1 2022/23 | | Annual Target 2022/23 | Notes |
|------------|--------|-----------------------|---|
| Value | Target | | |
| n/a | n/a | n/a | h/h waste collected (30.9%). New indicator – target to reach 49% over next 4 years. Cumulative improvements. Details to be confirmed |

07. Cross Cutting Theme 3: Fairer Enfield

| Indicator |
|--|
| HR 0034a Gender Pay Gap : difference between average hourly earnings (excluding overtime) of men and women as a proportion of average hourly earnings (excluding overtime) of men's earnings; Mean Hourly Rate |
| HR 0034b Gender Pay Gap : difference between average hourly earnings (excluding overtime) of men and women as a proportion of average hourly earnings (excluding overtime) of men's earnings; Median Hourly Rate |

| Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 |
|---------------|---------------|---------------|--------------|
| Value | Value | Value | Value |
| Annual update | Annual update | Annual update | 2021/22 2.5% |
| Annual update | Annual update | Annual update | 0% |

| Q1 2022/23 | | Annual Target 2022/23 | Notes |
|---|--------|-----------------------|--|
| Value | Target | | |
| Next data release 31 st March 2023 update in June 2023 | | | 2018/19 – 3.9% 2019/20 – 2.6% 2020/21 – 1.8% 2021/22 – 2.5% After positive trends in the last three years, the Mean (average) gap has increased (1.8% for 2021/22 increased to 2.5% in 2021/22) Hourly rate for Men: £19.77 per hour; Women - £19.28 per hour |
| Next data release 31 st March 2023 update in June 2023 | | | 2018/19 – (-) 6.1% 2019/20 – (-) 3.1% 2020/21 – (-3.2%) 2021/22 – 0% Median (mid-point) gap = 0% Men and Women both £17.15 per hour |

08. Cross Cutting Theme 4: Early Help

| Indicator | Q1 2021/22 | Q2 2021/22 | Q3 2021/22 | Q4 2021/22 | Q1 2022/23 | | Annual Target 2022/23 | Notes |
|---|------------|------------|------------|------------|------------|---------------|--------------------------|--|
| | Value | Value | Value | Value | Value | Target | | |
| COV 003g Community Hub Financial Advice Calls | 409 | 339 | 414 | 777 | 401 | Data only KPI | | |
| COV 003h Community Hub Food Calls | 441 | 243 | 543 | 747 | 666 | Data only KPI | | |
| COV 003i Community Hub Isolation Calls | 355 | 475 | 429 | 735 | 344 | Data only KPI | | |
| COV 003j Community Hub Other Advice Calls | 201 | 90 | 144 | 178 | 193 | Data only KPI | | |
| COV 003k Community Hub Total Calls | 1,787 | 1,488 | 1,530 | 2,437 | 1,604 | Data only KPI | | |
| CHS051 Number of Housing Advice Cases | 782 | 719 | 259 | 23 | 0 | Data only KPI | | |
| DHP 001 Total amount of Discretionary Housing Payments paid out | £856,918 | £1,593,104 | £2,167,649 | £2,753,578 | £558,965 | Data only KPI | | |
| LI23Total% Financial Assessments - % completed within 21 days | 91.3% | 90% | 89.7% | 87.8% | 85.7% | 95% | 95% | 508 of 593 assessments within 21 days to end of June |

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London Borough of Enfield**Cabinet****Meeting Date – 12th October 2022**

Subject: Council Tax Support Scheme Consultation 2022/23
Cabinet Member: Cllr Tim Leaver
Executive Director: Fay Hammond

Key Decision: 5514

Purpose of Report

1. The Council is considering a proposal to change the existing Council Tax Support scheme by introducing an earned income banded scheme for households in receipt of Universal Credit in order to make the scheme fair and equitable with those who are in receipt of non Universal Credit benefits.
2. The Council is also considering increasing the minimum Council Tax payment for those in receipt of the maximum amount of Council Tax Support.
3. This report requests that the Cabinet agree to each proposal and that the decision of the Cabinet then be subject of public consultation from October to December 2022. Following public consultation, a decision on the Council Tax Support scheme for 2023/24 will be made at January Council 2024.
4. This report is to consider the proposal to consult at this stage, in accordance with Council procedures in order to meet the timeframes needed for a sufficient consultation period. These two options will be considered in January 2022, following the outcome of the consultation and once government funding levels are known.

Proposal(s)

5. That Cabinet agrees to consult on the proposal to amend Enfield's 2023/24 Council Tax Support scheme by introducing an earned income banded scheme for households in receipt of Universal Credit.
6. That Cabinet agrees to consult on increasing the minimum Council Tax payment from 24.5% to between 26.5% to 30% (i.e., an increase of between 2% to 5.5%).

Reason for Proposal(s)

7. The Council must adopt the same or new scheme by 11 March of the preceding financial year to which the scheme will apply. The reasons for the proposed change are set out in the report below.

Relevance to the Council's Corporate Plan

8. The Council Tax Support Scheme supports the cross-cutting themes of a modern council and a fairer Enfield.

Background

9. The Welfare Reform Act 2012 brought together six benefits including Housing Benefit, Working Tax Credit and Job Seekers Allowance within Universal Credit, (combining for the first time in-work and out-of-work benefits). The national roll out planned for 2013 was delayed to 2017. Initially the roll out focused on new claimants with least complex circumstances i.e., single adults not claiming for accommodation costs. Over 3m recipients of old legacy benefits were expected to transfer by 2017 but under current plans this won't be completed before 2024
10. As part of 2010 spending review the Government announced its intention to localise support for Council Tax from 2013/14 and reduce expenditure by 10%. This would replace Council Tax Benefit, a nationally funded scheme which allowed households in receipt of out of work benefits to receive 100% council tax benefit and therefore not have to pay council tax. This was not to be part of Universal Credit. The Local Government Finance Act 2012 introduced Council Tax Support. Council Tax Support is awarded as a reduction on a council taxpayers bill, like a discount or exemption, so the customer pays less or in some cases nothing.
11. At the time, funding for the replacement local schemes was reduced by 10% and Enfield faced a £5m shortfall in funding if it continued to follow the previous national policy. On the 1st of April 2013 Enfield introduced its Council Tax Support Scheme based on the Government's default scheme but with a 19.5% minimum payment for working age households to reflect the 10% funding cut (pensioners are protected from any reduction so the proportion of cut is higher than the reduction in funding).
12. Every year the Council is obliged to consider whether to revise or replace its local Council Tax Support Scheme. As a result of the consultation and Equalities Impact Assessment for the 2014/15 scheme, the Council increased the range of protected groups supported to include foster carers registered with the Council, people in receipt of Carers Allowance and people in receipt of higher rate disability benefits (Higher Rate Disability Living Allowance, Higher Rate Personal Independence Payments, and the support component of Employment Support Allowance).
13. The current minimum payment for working age households is 24.5%. Council Tax Support Scheme provides support to low-income households in Enfield.
14. Enfield currently has four distinct financial assessments within the overall scheme:
 - The statutory scheme for pensionable age claimants

- The Council's scheme to protect the disabled, carers and care leavers from making the minimum payment
- The financial assessment for working age households still in receipt of legacy benefits e.g., Income Support
- The financial assessment for working age households in receipt of Universal Credit

What are the proposals to amend the CTS Scheme in 2023/24?

Proposal 1 – An income banded scheme for households receiving Universal Credit

What is the proposal for the income banded scheme?

15. The Council is proposing to introduce an earned income banded scheme for Universal Credit households only, based on earned income and household type. By taking into account the circumstances of the household means that the scheme is able to be fair and equitable assessment of need.
16. The table below shows how much council tax households will be asked to pay based on earnings and household circumstances. The income bands are based on the current CTS awards for working households in receipt of an in-work legacy benefit e.g., working tax credit. Income bands will be updated annually in line with Government uprating of housing benefit.

| Bands | Maximum CTS awarded (Not Protected group) | Maximum CTS awarded (Protected group) | Minimum Council Tax Payment to be made (Not Protected group) | Minimum Council Tax Payment to be made (Protected group) | Single Weekly net earned income | Couple Weekly net earned income | Family with 1 dependant Weekly net earned income | Family with 2 (or more) dependants Weekly net earned income |
|-------|---|---------------------------------------|--|--|---------------------------------|---------------------------------|--|---|
| 1 | 75.50% | 100.00% | 24.50% | 0.00% | £0 | £0 | £0 | £0 |
| 2 | 60% | 84.5% | 40% | 15.5% | £0.01 to £95.00 | £0.01 to £135.00 | £0.01 to £185.00 | £0.01 to £235.00 |
| 3 | 45% | 69.5% | 55% | 30.5% | £95.01 to £145.00 | £135.01 to £185.00 | £185.01 to £235.00 | £235.01 to £285.00 |
| 4 | 30% | 54.5% | 70% | 45.5% | £145.01 to £195.00 | £185.01 to £235.00 | £235.01 to £285.00 | £285.01 to £335.00 |
| 5 | 15% | 39.5% | 85% | 60.5% | £195.01 and above | £235.01 and above | £285.01 and above | £335.01 and above |

17. Earnings are based on net earnings as calculated within the Universal Credit award.
18. A deduction will continue to be made to CTS for certain resident adults. This is known as a non-dependant deduction. Households with savings of over £16,000 will not be eligible to claim a CTS.

Why change introduce a banded income scheme?

19. The current Council Tax Support scheme needs changing to bring the financial assessment of working households in receipt of Universal Credit in line with other CTS assessments to ensure the scheme is equitable and fair.
20. Working households receiving Universal Credit currently receive higher Council Tax Support awards than working households still in receipt of the

legacy benefits. This is because the current scheme does not reduce Council Tax Support for Universal Credit households with earnings and awards maximum Council Tax Support. This financial assessment inconsistency and inequity was caused by the way households migrated to Universal Credit. Universal Credit is a benefit which replaces six existing benefits, including both working tax credit and child tax credit. It combines in-work and out-of-work benefits to help people who are on a low income with their living costs. The roll out was delayed for several years and initially only non-working households with a change in circumstances were migrated. Full CTS was awarded to these households in line with income support, job seekers allowance etc. Migration to Universal Credit significantly increased since 2018/19 and started to include more working households.

21. CTS working age costs are estimated to stabilise during 2022/23 due to an expected reduction in working age claimants as the economy recovers from COVID although the outlook remains uncertain due to the Ukraine war and cost of living crisis. Irrespective of this, an additional 3,000 existing claimants receiving legacy benefits e.g., Income Support, Job Seekers Allowance, are expected to migrate to Universal Credit during 2022/23 which will increase CTS costs by £0.3m.
22. The Council intended to review the CTS scheme for 2020/21 before most working households transferred to Universal Credit but this was not possible or appropriate due to the pandemic. This is the earliest opportunity the Council has had to present proposals to change the scheme to residents.

Why recommend an earned income banded scheme for households in receipt of Universal Credit?

23. The Council is proposing to change the scheme for the following reasons:

Consistency and Equitable

The Government are moving more and more households on to Universal Credit. Calculations for CTS are different for those who receive Universal Credit than they are for those who do not. To ensure consistency with non-Universal Credit assessments the Council is proposing to introduce an earned income banded scheme before the migration to Universal Credit is complete. The Council believes this will help to simplify the transition for those in receipt of such benefits.

Alignment of rules with Universal Credit calculation

The proposed earned income banded scheme only considers earnings above the Universal Credit standard allowance and top up amounts for children, disability, and other additional needs. The CTS will not change if the Universal Credit allowance changes as this reflects the Government assessment of need. Income like Disability Living Allowance, War Pensions and Child Benefit will continue to be disregarded in the calculation.

Minimising the number of existing households impacted

By changing the scheme from 1st April 2023 over 80% of existing households in receipt of a CTS will not be impacted, including:

Not in-work households receiving Universal Credit. These households will continue to receive the maximum 75.5% CTS award.

Households in receipt of legacy benefits (e.g., Income Support, Job Seekers Allowance) will continue to be assessed in accordance with the CTS scheme rules aligned with Housing Benefit which consider earnings.

Pensioners will continue to be assessed in accordance with the statutory scheme

Of the current caseload it is estimated that 6,500 households out of the 35,500 total caseload will be impacted.

Modernisation

Most information required to assess the CTS for the earned income banded scheme will be available from the assessment of Universal Credit. This will keep the cost to the Council of administering the CTS scheme as low as possible, avoid the need to ask households for information they have already provided to the Department of Work and Pensions.

If income goes up or down but stays within the same band, the amount of council tax payable won't change. This reduces the regular monthly changes brought about by Universal Credit and therefore reduces the possibility of monthly council tax rebilling.

The CTS earned income assessment will use the Universal Credit household earnings figure. This will ensure consistency and transparency.

The proposal will update the basis of assessment for the working age CTS scheme to allow for the smooth transition for the remaining non-Universal Credit households. The scheme will allow for the Council to respond to Government changes to welfare benefits to be incorporated into the CTS scheme without major changes to the financial assessment process.

If implemented, what would the impact of the proposal impact be on residents?

24. The circumstances of households vary significantly so it would not be possible to provide details of the impact for all. Based on current caseload, there are 6,500 residents impacted by this change. There are a number of mitigations in place to support residents impacted by this as set out below including a one-to-one session with our debt and welfare advice team.

25. The current Draft Equalities Impact Assessment is shown at Appendix 2.

Proposal 2 – Increase the minimum payment

Why recommend an increase the minimum payment now?

26. Since the last review in 2018/19 of the minimum payment the Council's funding has significantly reduced. This is expected to continue post COVID. In

the light of continued funding reductions, it is proposed that the amount of subsidy provided to support low income working age households in paying their council tax is reduced in line with the Council's wider funding reductions to ensure the overall scheme remains affordable.

27. The Council is also proposing to review the minimum payment. The minimum payment is currently 24.5% for working age households. The proposal is consult to increase this from 24.5% to between 26.5% to 30% (i.e., an increase of between 2% to 5.5%).

28. This proposal does not impact:

- Pensioners,
- disabled and carer households protected from the minimum payment,
- working households which will be assessed under the income banded scheme proposed above.

29. The Council is consulting on reviewing the minimum payment so that an increase in minimum payment can be considered as part of a range of budget savings to balance the Council's budget. However, the decision on this option will not be considered in January 2022, following the outcome of the consultation and once government funding levels are known.

If implemented, what would the impact of the proposal impact be on residents?

30. Increasing the minimum payment in 2023/24 is estimated to reduce CTS for some 16,000 claimants in receipt of Universal Credit and legacy benefits of the current caseload. There are a number of mitigations set out below.

31. The current Equalities Impact Assessment is shown at Appendix 2.

How will the Council seek to mitigate the impact of these proposals?

32. Specific measures to mitigate the impact of the change in scheme include:

- Consulting residents about the proposed changes and asking for their views on how to mitigate any impact
- Applying any Government funded hardship
- Maintaining a discretionary Council hardship fund
- Applying the Council's Fair Debt and Income policy to the collection of council tax
- Provide a one-to-one opportunity for households on request

33. In addition, Enfield's Welfare Advice & Debt Support Team is a service that helps to support vulnerable residents to maximise their income and get their full entitlement to welfare benefits, advice and assist to support residents with council debts such as rent arrears, Adult Social Care debt, Housing benefits overpayments and Council tax arrears/debt. For other debts residents can be offered a fast-track referral process to Citizens Advice. The aim is to holistically case manage the resident's situation.

What will be the proposed consultation process?

34. The Consultation process will be for 12 weeks from mid-October to early January 2023. There are four ways in which individuals and representatives from organisations can get involved.

- Online questionnaire
- Hard copy questionnaire
- Email your feedback
- One-to-one sessions

The Council will directly email Council Tax Support households and voluntary sector groups to invite views on the consultation. Information regarding the consultation will be available at libraries as well as the Council website.

Safeguarding Implications

35. Council tax support helps households with young people or vulnerable adults to maintain council tax payment and avoid council tax arrears.

Public Health Implications

36. Council tax support has a positive impact on the general public's physical and mental health and wellbeing by supporting low-income households and helping avoid debt.

Equalities Impact of the Proposal

37. Please see Appendix 2.

Environmental and Climate Change Considerations

38. There are no specific climate change implications contained within this recommendation.

Financial Implications

39. This report proposes changes to our Council Tax Support Scheme, which are aimed at modernising the policy and keeping it equitable, taking into account the impact that Universal Credit has on the scheme. Any savings that the scheme generates will contribute towards Enfield's medium-term revenue budget gap following the outcome of the consultation. In terms of the impact on a reduction in the Council Tax Support costs, proposal 1 is anticipated to generate a reduction in costs of up to £1.3m; proposal 2 would reduce the costs by up to £0.6m (change to 30%) or £0.2m (change to 26.5%).

James Newman, Director of Finance (Corporate)

3/10/2022

Legal Implications

40. [Section 13A](#) of the Local Government Finance Act 1992 (“the 1992 Act”) requires each billing authority in England to make a scheme specifying the reductions which are to apply to amounts of council tax payable by persons, or classes of person, whom the billing authority considers are in financial need. The Council Tax Reduction Schemes (Prescribed Requirements) (England) Regulations 2012 (“the 2012 Regulations”) prescribe matters which must be included in such a scheme in addition to those matters which must be included in such a scheme by virtue of paragraph 2 of Schedule 1A to the 1992 Act. The 2012 Regulations state that councils must make reductions for certain classes of pensioners. No other groups are required to receive reductions under the 2012 Regulations.
41. As the proposed Council Tax Support Scheme for 2023/2024 will be a revision or replacement of the current scheme there is an obligation to follow the statutory requirement to consult under the 13A Local Government Finance Act 1992, which is the Act under which the Council Tax Support Schemes are formed. If there is a replacement or revised scheme, proposed, then the statutory duty to consult is mandatory.
42. Under Schedule 1A, paragraph 3 of the 1992 Act, the authority must in the following order: consult any major precepting authority that has power to issue a precept to it; publish a draft scheme; and, consult such other persons as it considers are likely to have an interest in the operation of the scheme.
 1. The Secretary of State may make regulations about the procedure for issuing a scheme (Regulation 13(4)). Under paragraph 5(2) of the 1992 Act, any revision to a scheme (once made), or replacement with another scheme, must be made by 11 March in the financial year preceding that in which the revision/replacement is to have effect. Under paragraph 8, a billing authority must have regard to any guidance from the Secretary of State in exercising functions relating to schemes. Paragraph 5(4) requires any revision to, or replacement of, a scheme, which has the effect of a reduction or removal in support for a class of persons, to include transitional provision.

Under the legislation, the local authority may not make in-year revisions and authorities should include transitional arrangements where any changes have the effect of reducing or removing a reduction to which any class of persons was previously entitled. Legal implications drafted by Dina Boodhun Senior Solicitor on 27.09.2022 for report dated received by legal services on 16.09.2022

Workforce Implications

43. Not applicable.

Property Implications

44. Not applicable

Other Implications

45. Not applicable

Options Considered

46. None

Conclusions

47. The Council proposals to amend the 2023/24 Council Tax Support scheme be the subject of resident consultation during the autumn of 2022.

Report Author(s): Sally Sanders
Heads of Service
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Date of report

Appendices

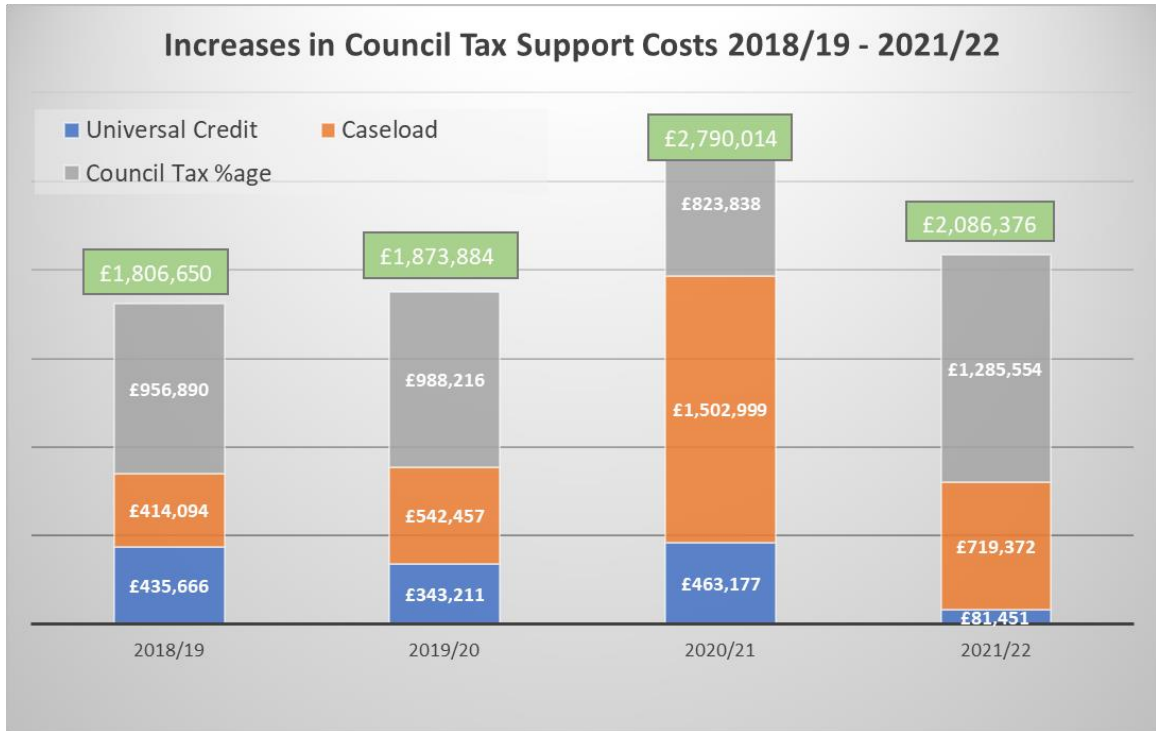
Appendix 1 – Council Tax Support cost increase

Appendix 2 – The Equalities Impact Assessment

Background Papers

N/A

Appendix 1
Increases in Council Tax Support Costs between 2018/19 to 2021/22



Enfield Equality Impact Assessment (EqIA)- Draft (prior to decision; analysis is based on current caseload)

Introduction

The purpose of an Equality Impact Assessment (EqIA) is to help Enfield Council make sure it does not discriminate against service users, residents and staff, and that we promote equality where possible. Completing the assessment is a way to make sure everyone involved in a decision or activity thinks carefully about the likely impact of their work and that we take appropriate action in response to this analysis.

The EqIA provides a way to systematically assess and record the likely equality impact of an activity, policy, strategy, budget change or any other decision.

The assessment helps us to focus on the impact on people who share one of the different nine protected characteristics as defined by the Equality Act 2010 as well as on people who are disadvantaged due to socio-economic factors. The assessment involves anticipating the consequences of the activity or decision on different groups of people and making sure that:

- unlawful discrimination is eliminated
- opportunities for advancing equal opportunities are maximised
- opportunities for fostering good relations are maximised.

The EqIA is carried out by completing this form. To complete it you will need to:

- use local or national research which relates to how the activity/ policy/ strategy/ budget change or decision being made may impact on different people in different ways based on their protected characteristic or socio-economic status;
- where possible, analyse any equality data we have on the people in Enfield who will be affected eg equality data on service users and/or equality data on the Enfield population;
- refer to the engagement and/ or consultation you have carried out with stakeholders, including the community and/or voluntary and community sector groups you consulted and their views. Consider what this engagement showed us about the likely impact of the activity/ policy/ strategy/ budget change or decision on different groups.

The results of the EqIA should be used to inform the proposal/ recommended decision and changes should be made to the proposal/ recommended decision as a result of the assessment where required. Any ongoing/ future mitigating actions required should be set out in the action plan at the end of the assessment.



Section 1 – Equality analysis details

| | |
|---|---|
| Title of service activity / policy/ strategy/ budget change/ decision that you are assessing | Council Tax Support Scheme 2023/24 |
| Team/ Department | Resources |
| Executive Director | Fay Hammond |
| Cabinet Member | Cllr Leaver |
| Author(s) name(s) and contact details | Sally Sanders |
| Committee name and date of decision | Cabinet 12.10.2022 |

| | |
|---|---------------------------------------|
| Date the EqIA was reviewed by the Corporate Strategy Service | 28th September 2022 |
| Name of Head of Service responsible for implementing the EqIA actions (if any) | Sally Sanders/Bridgette Cowley |
| Name of Director who has approved the EqIA | Fay Hammond |

The completed EqIA should be included as an appendix to relevant EMT/ Delegated Authority/ Cabinet/ Council reports regarding the service activity/ policy/ strategy/ budget change/ decision. Decision-makers should be confident that a robust EqIA has taken place, that any necessary mitigating action has been taken and that there are robust arrangements in place to ensure any necessary ongoing actions are delivered.

Section 2 – Summary of proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?
 What are the reasons for the decision or change?
 What outcomes are you hoping to achieve from this change?
 Who will be impacted by the project or change - staff, service users, or the wider community?

Note this decision has not been taken, this EQIA analysis is based on the proposal which is being consulted on. There are a number of mitigations as set out in the report to support those impacted.

The Council is obliged to set a local Council Tax Reduction Scheme every year following the abolition of the national Council Tax Benefit system in 2013. The Council introduced a local Council Tax Support (CTS) Scheme to provide financial assistance for low-income households in paying their Council Tax. Since 2013, the Council has reviewed the scheme every year and is now deciding on the scheme for 2023/24.

Following previous Equality Impact Assessments and consultations, the Council introduced a range of groups protected from the minimum payment in the scheme that remain entitled to a maximum award of 100%. These are: pensioners, war widows, foster carers registered with the Council, people in receipt of Carers Allowance and people in receipt of higher rate disability benefits (Higher Rate Disability Living Allowance, Higher Rate Personal Independence Payments and the support component of Employment Support Allowance).

All other working age households are expected to pay a minimum contribution of 24.5% towards Council Tax. A discretionary Hardship Scheme was introduced to provide support to those households that get into severe financial hardship.

Proposal 1 – Income banded scheme

The scheme proposed for 2023/24 aims to eliminate unfairness within the current financial assessment of Council Tax Support. The current scheme:

- reduces the cost of council tax for households receiving the basic needs allowance within the council tax support scheme,
- reduces council tax support in cases of excess income above the basic needs allowance to ensure the scheme costs remain within the budgeted expenditure level.

However, there is an inconsistency for households receiving Universal Credit as households with income above the basic needs allowance do not receive a reduction in council tax support whereas households on legacy benefits, e.g. job seekers allowance. This makes the current scheme unfair and unaffordable as the overall costs are inflated by this anomaly. By changing the scheme in 2023/24 the Council would also avoid further additional cost of c£0.8m when the remaining 2,500 working households on legacy benefits migrate to Universal Credit. This change will impact approximately 6,500 current caseload of working households. The Council will use existing data to analyse the impacted households to identify the age, disability, sex and household composition so that all appropriate mitigations can be applied.

Proposal 2 – Increase the minimum payment

1. The Council is consulting on reviewing the minimum payment so that an increase in minimum payment can be considered as part of a range of budget savings to balance the Council's budget. The minimum payment is currently 24.5% for working age households. The proposal is to consult on increasing the minimum Council Tax payment from 24.5% to between 26.5% to 30% (i.e., an increase of between 2% to 5.5%). However, the decision on this option will not be considered in January

2022, following the outcome of the consultation and once government funding levels are known.

2. This proposal does not impact:

- pensioners,
- disabled and carer households protected from the minimum payment,
- working households which will be assessed under the income banded scheme proposed above.

Increasing the minimum payment in 2023/24 is estimated to reduce CTS for some 16,000 current claimants in receipt of UC (not working) and legacy benefits.

A minimum payment of increase to 26.5%, on average will increase the weekly cost of Council Tax by £0.43p on average. An increase in the minimum payment to 30% would, on average increase the payment to £1.18. Dependent on Council Tax Banding of property.

Section 3 – Equality analysis

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact.

According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy and maternity.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

At Enfield Council, we also consider socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (eg people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) will be significantly more affected by the change than other groups. Please consider both potential positive and negative impacts, and 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 staff, service users or members of the wider community who share one of 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.

Below is a table showing the age profile of Enfield **residents** (not householders) alongside the age profile of CTS households as the Council does not yet have estimates of householders broken down by age.

| Age band | Enfield population 2021 | % of total | CTS Claimants | % of total |
|------------------------|-------------------------|------------|---------------|------------|
| Aged 4 years and under | 21300 | 6.5 | | |
| Aged 5 to 9 years | 22800 | 6.9 | | |
| Aged 10 to 14 years | 24100 | 7.3 | | |
| Aged 15 to 19 years | 21300 | 6.5 | 55 | 0.2 |
| Aged 20 to 24 years | 19100 | 5.8 | 666 | 1.9 |
| Aged 25 to 29 years | 21200 | 6.4 | 1780 | 5.0 |
| Aged 30 to 34 years | 23100 | 7.0 | 3036 | 8.5 |
| Aged 35 to 39 years | 24000 | 7.3 | 4115 | 11.6 |
| Aged 40 to 44 years | 24600 | 7.5 | 4295 | 12.1 |
| Aged 45 to 49 years | 22700 | 6.9 | 4136 | 11.6 |
| Aged 50 to 54 years | 22700 | 6.9 | 3628 | 10.2 |
| Aged 55 to 59 years | 21100 | 6.4 | 3127 | 8.8 |
| Aged 60 to 64 years | 17100 | 5.2 | 2376 | 6.7 |
| Aged 65 to 69 years | 12800 | 3.9 | 1938 | 5.5 |
| Aged 70 to 74 years | 11200 | 3.4 | 1931 | 5.4 |
| Aged 75 to 79 years | 8200 | 2.5 | 1633 | 4.6 |
| Aged 80 to 84 years | 6500 | 2.0 | 1379 | 3.9 |
| Aged 85 and older | 6400 | 1.9 | 1422 | 4.0 |
| All persons | 330200 | 100.0 | 35517 | 100.0 |

The shaded figures show where the prevalence of residents in that age bracket is

higher than in the population-at-large.

The majority of CTS claimants are aged between 30 and 59 with the highest number of claimants aged between 40 to 44. There does not appear to be any over or under representation amongst any particular working age group which would require targeted mitigations.

The local scheme maintains a minimum contribution for working age households, who are not in a disabled or carer group who are protected from the minimum payment. Pensionable age claimants are not included in the local scheme and are assessed under the Government prescribed regulations. The proposed scheme for 2023/24 will:

- reduce Council Tax Support for existing working households receiving Universal Credit
- increase the minimum payment to between 26.5% and 30%¹

Approximately half of all CTS households have children. For families impacted by the proposals will have higher council tax bills to pay. The mitigations below offer financial help and advice for affected families. Once the proposal is agreed information will be publicised within the council tax bills advising residents how to claim and where to obtain advice.

Pensioner age claims are not impacted

¹ (N.B. Disabled, Carers, Care Leavers and households impacted by the income banded scheme **are not impacted by the proposed increase in minimum payment**)

| Age Range* | All Claimants | All Claims by Gender | | Claims with Disability | Claims by family Make up | | | |
|-----------------------|---------------|----------------------|---------------|------------------------|--------------------------|--------------|--------------|-------------------|
| | | Female | Male | | Total | Single | Couple | Family with 1 Dep |
| 19 or under | 55 | 40 | 15 | 0 | 37 | - | 15 | 3 |
| 20-24 | 666 | 492 | 174 | 12 | 258 | 11 | 282 | 115 |
| 25-29 | 1,780 | 1,465 | 315 | 132 | 302 | 23 | 670 | 785 |
| 30-34 | 3,036 | 2,420 | 616 | 234 | 382 | 27 | 829 | 1,798 |
| 35-39 | 4,115 | 3,147 | 968 | 371 | 545 | 28 | 892 | 2,650 |
| 40-44 | 4,295 | 3,027 | 1268 | 462 | 757 | 61 | 1,101 | 2,376 |
| 45-49 | 4,136 | 2,711 | 1425 | 655 | 1,143 | 154 | 1,195 | 1,644 |
| 50-54 | 3,628 | 2,238 | 1390 | 832 | 1,541 | 322 | 998 | 767 |
| 55-59 | 3,127 | 1,832 | 1295 | 1,044 | 1,939 | 472 | 446 | 270 |
| 60-64 | 2,376 | 1,288 | 1088 | 904 | 1,678 | 490 | 137 | 71 |
| 65-69 | 1,938 | 1,061 | 877 | 257 | 1,415 | 459 | 40 | 24 |
| 70-74 | 1,931 | 1,032 | 899 | 2 | 1,446 | 449 | 27 | 9 |
| 75-79 | 1,633 | 938 | 695 | 0 | 1,223 | 398 | 10 | 2 |
| 80-84 | 1,379 | 846 | 533 | 0 | 1,063 | 313 | 2 | 1 |
| 85 or older | 1,422 | 923 | 499 | 0 | 1,162 | 253 | 6 | 1 |
| Total | 35,517 | 23,460 | 12,057 | 4,905 | 14,891 | 3,460 | 6,650 | 10,516 |
| *Age of main Claimant | | 35,517 | | | 35517 | | | |

Mitigating actions to be taken

Measures which are in place to mitigate the impact of increase in the minimum payment include:

- Consulting residents about the proposed changes and asking for their views on how to mitigate any impact
- Applying any Government funded hardship
- Maintaining a discretionary Council hardship fund
- Applying the Council's Fair Debt and Income policy to the collection of council tax
- Enfield's Welfare Advice & Debt Support Team is a service that helps to support vulnerable residents to maximise their income and get their full entitlement to welfare benefits, advice and assist to support residents with council debts such as rent arrears, Adult Social Care debt, Housing benefits overpayments and Council tax arrears/debt. For other debts residents can be offered a fast track referral process to Citizens Advice. The aim is to holistically case manage the resident's situation. In addition to residents receiving CTS can apply for a Council Tax Hardship payment.

These measures will support residents who cannot afford to pay their council tax, regardless of their age.

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 Council protects some 6,000 households from the minimum payment via the existing Council CTS scheme as shown below.

Provisions to mitigate the financial impact of council tax collection on working age claimants with a disability exist within:

- council tax regulations,
- government council tax support default scheme regulations included within the council scheme, and
- additional protected groups are excluded from the minimum payment requirement. The following groups will remain exempt from the minimum contribution towards Council Tax.
 - A Claimant or partner in receipt of High Rate Disability Living Allowance (Mobility and Care component) or Enhanced Personal Independence Payments (Daily Living and Mobility Component)
 - A Claimant or partner in receipt of the support component of Employment and Support Allowance.
 -

In addition, households with the following Universal Credit income elements will be included as protected:

- Carer
- Limited Capacity for work and work related activity (LCW/RA),

Less than 10% of existing protected households are working and will be impacted by the introduction of an income banded scheme. However, any reduction in CTS due to excess income will be made from the full council tax as there is no minimum payment.

Mitigating actions to be taken

The Council funds a range of protected groups at a cost in excess of £2m p.a. in addition to the default scheme provisions for claimants with a disability. These includes foster carers registered with the Council, people in receipt of Carers Allowance and people in receipt of higher rate disability benefits (Higher Rate Disability Living Allowance, Higher Rate Personal Independence Payments and the support component of Employment Support Allowance). Specific measures to mitigate the impact of the change in scheme include:

- No minimum payment for protected groups
- Consulting residents about the proposed changes and asking for their views on how to mitigate the impact. This will include emailing all CTS households

direct, contacting the voluntary sector, including those that are focused on disability, e.g., Enfield Carer's Centre, Enfield Disability Action and GLA, and holding local advice surgeries. Any financial mitigation may only partially or temporarily assist with the higher council tax bill

- Applying any Government funded hardship payments
- Maintaining a discretionary Council hardship fund
- Applying the Council's Fair Debt and Income policy to the collection of council tax
- Enfield's Welfare Advice & Debt Support Team is a service that helps to support vulnerable residents to maximise their income and get their full entitlement to welfare benefits, advice and assist to support residents with council debts such as rent arrears, Adult Social Care debt, Housing benefits overpayments and Council tax arrears/debt. For other debts residents can be offered a fast-track referral process to Citizens Advice. The aim is to holistically case manage the resident's situation. In addition to residents receiving CTS can apply for a Council Tax Hardship payment.

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.

Whether a person is proposing to undergo, is undergoing or has undergone a process (or part of a process) to reassign their gender would not affect the amount of council tax support they receive. Information regarding a change of name or gender would be processed as a change to a claimant's personal details and subject to normal verification processes to ensure consistency with Universal Credit and other social security benefits. No specific impact has been identified.

The proposed changes to the Council Tax Support Scheme will not have a differential impact on people who are proposing to undergo, is undergoing or has undergone a process (or part of a process) to reassign their gender.

Mitigating actions to be taken

As part of the consultation exercise the council will engage with VCS organisations including ones that are focused on supporting people who are trans age e.g., Enfield LGBT centre

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 council tax support scheme follows Government regulation regarding the financial assessment of Marriage and Civil Partnerships to ensure consistency with Universal Credit and other social security benefits.

The proposed changes to the Council Tax Support Scheme will not have a differential impact on people who are married or in a civil partnership.

Mitigating actions to be taken

War Widows are exempt from the minimum payment

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.

Pregnancy does not affect the claimant's assessment of council tax support unless there is a change of financial circumstances. The Fair Debt and Income Strategy specifically includes pregnancy as a condition where council tax enforcement processes would be adapted to meet the needs of the council taxpayer. Maternity would be treated as a change of circumstance with additional dependant(s) and potential lower income.

The proposed changes to the Council Tax Support Scheme will not have a differential impact on women who are pregnant or recently had a baby.

Mitigating actions to be taken

As part of the consultation exercise the council will engage with VCS organisations including ones that are focused on supporting pregnant women e.g., Enfield Women's Centre

| |
|--|
| |
|--|

Race

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.

A claimant's race, ethnicity or nationality does not impact on the council tax support financial assessment. Information is requested from each claimant on a voluntary basis to help identify potentially under-represented groups.

Out of the c.35,000 caseload, only 6,000 records regarding ethnicity are held which are largely imported from DWP claims. This is insufficient to use for this purpose. However, other Council held information will be used to monitor and respond to any emerging trends so that our provision is inclusive and fit for purpose.

A claimant's entitlement to CTS is decided in accordance with national criteria e.g British Citizenship.

Overall, the proposed changes to the Council Tax Support Scheme will not have a differential impact on people because of their race or ethnicity.

Mitigating actions to be taken

As part of the consultation exercise the council will engage with VCS organisations including ones that are focused on supporting ethnic minority communities e.g., EREC

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.

A claimant's religion and belief is not recorded and have no impact on the financial assessment of CTS.

The proposed changes to the Council Tax Support Scheme will not have a differential impact because of a person's religion or belief.

Mitigating actions to be taken

As part of the consultation exercise the council will engage with VCS organisations including ones that are focused on supporting ethnic minority communities e.g., The Faith Forum

Sex

Sex refers to whether you are a female or male.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on females or males?

Please provide evidence to explain why this group may be particularly affected.

This information is recorded within a claimant's personal details but does not impact on the CTS financial assessment.

There are approximately twice the number of female council tax support scheme claimants (23,406) than male (12,057).

Childcare could be a potential barrier to single parent increasing their hours or obtaining better paid employment. To promote childcare funding via early years or the DWP, the welfare team may be able to run a campaign, which can help to support parents of young children into employment.

Furthermore, DWP offer specific job coach advice as part of the service provided for Universal Credit claimants.

The mitigations below are appropriate for both female and male claimants.

Mitigating actions to be taken

- Measures which are in place to mitigate the impact of the minimum payment include:
- Consulting residents about the proposed changes and asking for their views on how to mitigate any impact, ensuring the consultation is inclusive, as well inviting all residents to feedback the council will engage with VCS

organisations including ones that support women e.g., Enfield Women's Centre

- Applying any Government funded hardship
 - Maintaining a discretionary Council hardship fund
- Applying the Council's Fair Debt and Income policy to the collection of council tax
- Enfield's Welfare Advice & Debt Support Team is a service that helps to support vulnerable residents to maximise their income and get their full entitlement to welfare benefits, advice and assist to support residents with council debts such as rent arrears, Adult Social Care debt, Housing benefits overpayments and Council tax arrears/debt. For other debts residents can be offered a fast track referral process to Citizens Advice. The aim is to holistically case manage the resident's situation. In addition to residents receiving CTS can apply for a Council Tax Hardship payment.

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.

Sexual Orientation is not recorded within a CTS application and has no impact on the financial assessment of council tax support.

The proposed changes to the Council Tax Support Scheme will not have a differential impact because of a person's sexual orientation.

Mitigating actions to be taken

As part of the consultation exercise the council will engage with VCS organisations including ones that are focused on sexual orientation e.g. Enfield LGBT centre

Socio-economic deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, 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?

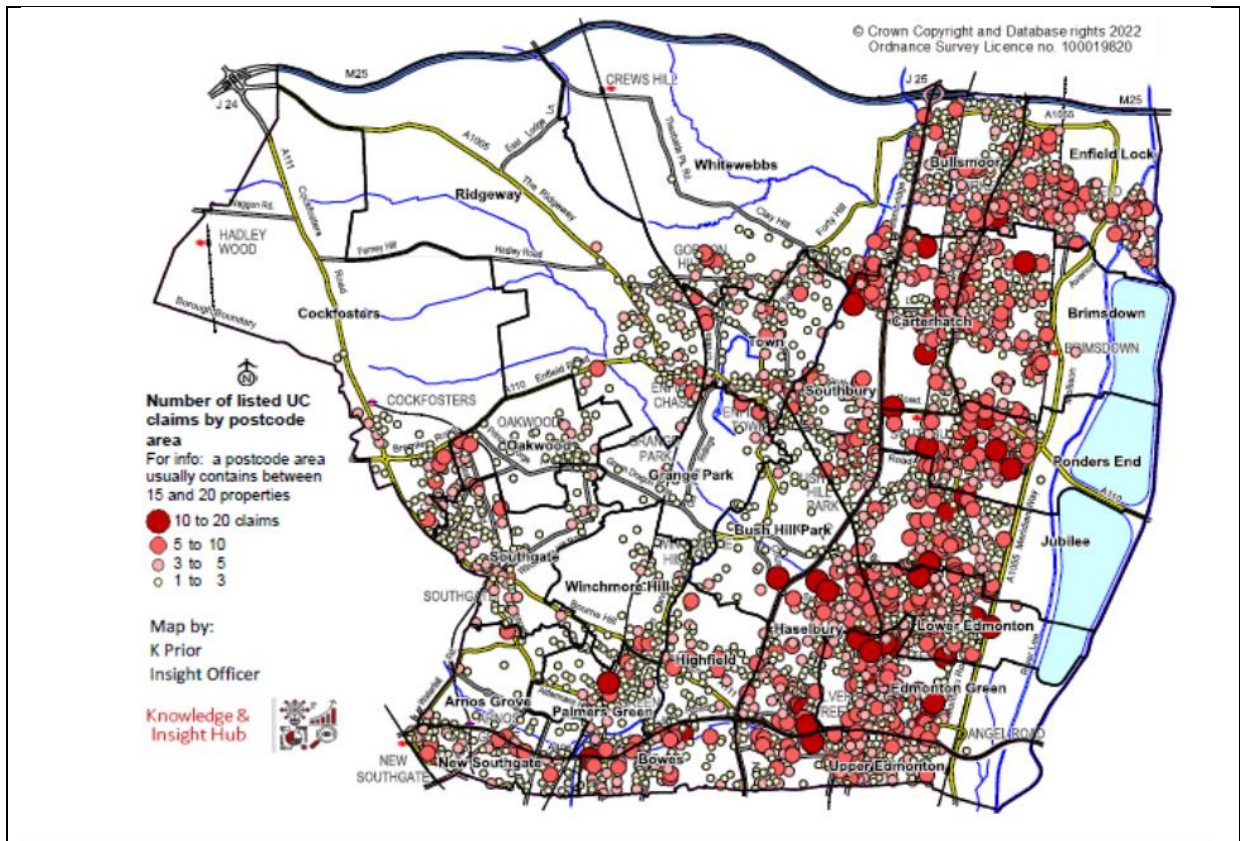
Please provide evidence to explain why this group may be particularly affected.

Appendix 1 provides an analysis of the Council Tax Support caseload by gender, disability and family make up. Appendix 2 provides the map of the borough by deprivation index. Council Tax Support in the main is targeted at households that are financially disadvantaged to support the payment of Council Tax and therefore any change to this scheme will impact on these households.

However, mitigations are in place as set out below.

Proposal 1 – Income banded scheme

CTS provides vital support to low-income households recommended scheme maintains existing levels of support for over 80% of existing claimants. Working households in receipt of Universal Credit as at July 2022 are shown by postcode below. A map of Enfield showing the index of deprivation is shown at Appendix 1. There is a strong correlation between those impacted and the areas of worse deprivation but in the interest of fairness it would be inequitable to other households to continue paying the higher CTS



The CTS reduction by household for the impacted working households is also shown below. The proposed income banded scheme will reduce CTS for approximately 6,500 working households by an average of £220 per annum or £4.23 a week.

Proposal 1 – Impacted UC working households by ward

| Wards | Losing Less than £5 per week | Losing between £5.01 & £10 per week | Losing between £10.01 & £15 per week | Losing between £15.01 & £25 per week | Grand Total |
|--------------------|------------------------------|-------------------------------------|--------------------------------------|--------------------------------------|-------------|
| Edmonton Green | 370 | 102 | 39 | 9 | 520 |
| Enfield Lock | 327 | 128 | 44 | 14 | 513 |
| Lower Edmonton | 322 | 132 | 40 | 6 | 500 |
| Haselbury | 312 | 118 | 39 | 11 | 480 |
| Jubilee | 307 | 115 | 28 | 7 | 457 |
| Brimsdown | 295 | 103 | 29 | 8 | 435 |
| Ponders End | 276 | 90 | 31 | 4 | 401 |
| Upper Edmonton | 268 | 90 | 25 | 5 | 388 |
| Carterhatch | 221 | 72 | 26 | 12 | 331 |
| Southbury | 196 | 77 | 40 | 13 | 326 |
| Bullsmoor | 163 | 73 | 27 | 7 | 270 |
| Whitewebbs | 161 | 64 | 16 | 4 | 245 |
| Southgate | 95 | 80 | 25 | 15 | 215 |
| Bowes | 115 | 54 | 24 | 9 | 202 |
| Ridgeway | 87 | 60 | 23 | 6 | 176 |
| Town | 115 | 32 | 18 | 6 | 171 |
| Palmers Green | 78 | 49 | 23 | 6 | 156 |
| New Southgate | 99 | 34 | 17 | 3 | 153 |
| Highfield | 50 | 48 | 16 | 6 | 120 |
| Cockfosters | 54 | 37 | 7 | 5 | 103 |
| Winchmore Hill | 46 | 26 | 15 | 6 | 93 |
| Oakwood | 31 | 33 | 13 | 10 | 87 |
| Bush Hill Park | 28 | 32 | 9 | 8 | 77 |
| Grange Park | 22 | 26 | 10 | 8 | 66 |
| Arnos Grove | 36 | 21 | 3 | 2 | 62 |
| | | | | | |
| Grand Total | 4074 | 1696 | 587 | 190 | 6547 |

The majority of households impacted are estimated to lose less than £5 per week and are working households with children. These households will not be impacted by proposal 2.

Impacted households by family make up are:

| | Couple | Family 1 Dep | Family 2+ Deps | Single | Total |
|----------------------------------|--------|--------------|----------------|--------|-------|
| Losing Less than £5 per week | 135 | 1,373 | 2,125 | 441 | 4,074 |
| Losing between £5.01 and £10/wk | 122 | 532 | 579 | 463 | 1,696 |
| Losing between £10.01 and £15/wk | 68 | 136 | 71 | 312 | 587 |
| Losing between £15.01 and £25/wk | 37 | 34 | 45 | 74 | 190 |
| | | | | | |
| | 362 | 2,075 | 2,820 | 1,290 | 6,547 |

| Banded Scheme | Cost | Claims | Yearly Ave | Ave Weekly CTS |
|-----------------------|-----------------------|--------------|-----------------|----------------|
| Couple | £ 294,982.80 | 362 | £ 814.87 | £ 15.65 |
| Family 1 Dep | £ 1,620,043.32 | 2,075 | £ 780.74 | £ 14.99 |
| Family 2+ Deps | £ 2,515,637.07 | 2,820 | £ 892.07 | £ 17.13 |
| Single | £ 681,463.18 | 1,290 | £ 528.27 | £ 10.15 |
| | £ 5,112,126.37 | 6,547 | £ 780.83 | £ 15.00 |

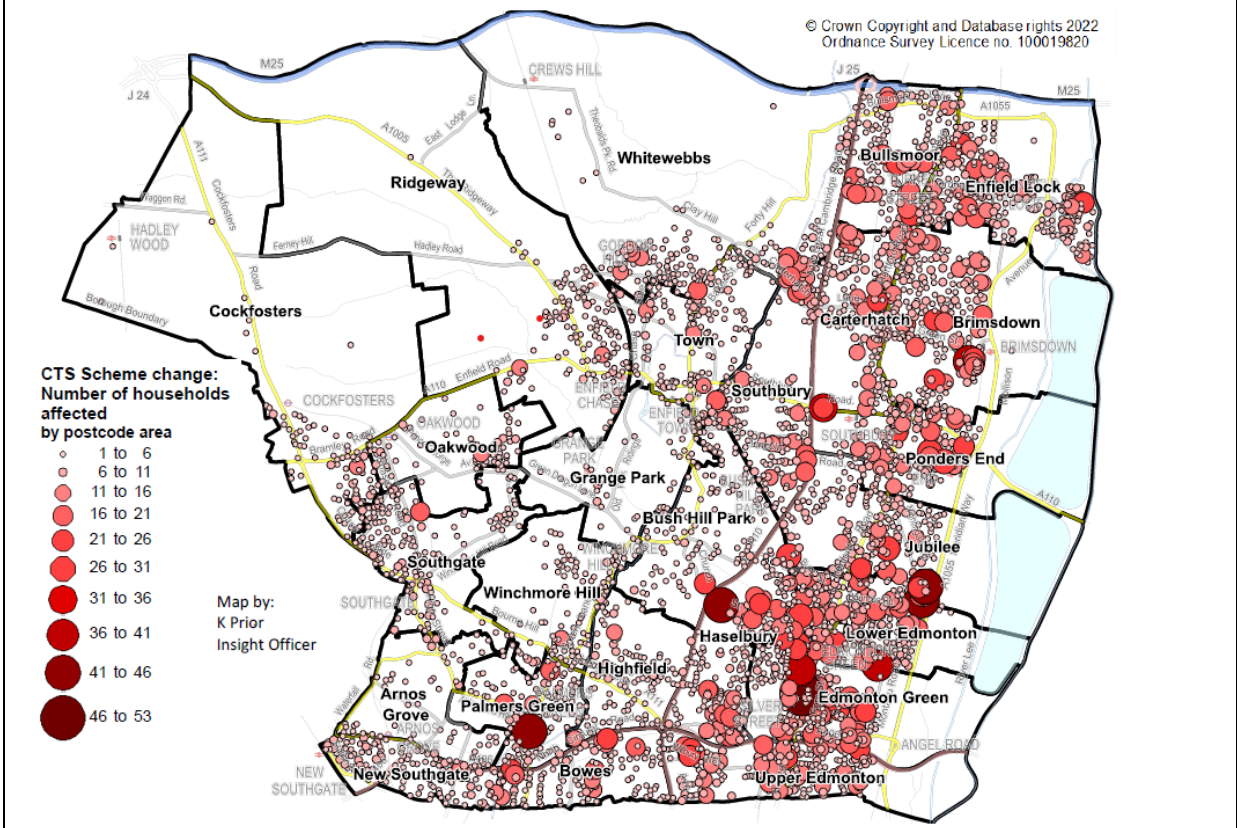
Proposal 2 – Increase the minimum Payment

This proposal will reduce CTS for some 16,000 claimants in receipt of UC (not working) and legacy benefits as current caseload. The majority of households are estimated to lose less than £1 per week as a result of the proposal. The map of impacted households below shows the proposal impact geographically which shows a similar pattern to Appendix 7, the borough shown by deprivation index. These households will not be impacted by proposal 1.

| Wards | Losing Less than £1 per week | Losing between £1.01 and £2.00/wk | Losing between £2.01 and £3.00/wk | Losing Over £3 wk | Grand Total |
|--------------------|------------------------------|-----------------------------------|-----------------------------------|-------------------|--------------|
| Edmonton Green | 1060 | 423 | 9 | | 1492 |
| Enfield Lock | 719 | 489 | 13 | | 1221 |
| Brimsdown | 748 | 459 | 5 | | 1212 |
| Lower Edmonton | 806 | 395 | 9 | | 1210 |
| Haselbury | 750 | 363 | 3 | | 1116 |
| Upper Edmonton | 715 | 345 | 6 | | 1066 |
| Jubilee | 675 | 332 | 5 | | 1012 |
| Ponders End | 620 | 304 | 2 | | 926 |
| Carterhatch | 566 | 303 | 6 | | 875 |
| Southbury | 496 | 249 | 6 | | 751 |
| Bullsmoor | 433 | 302 | 2 | | 737 |
| Whitewebbs | 359 | 202 | 6 | 1 | 568 |
| Bowes | 287 | 178 | 9 | | 474 |
| Southgate | 230 | 215 | 7 | 1 | 453 |
| New Southgate | 281 | 127 | 6 | | 414 |
| Town | 258 | 143 | 4 | | 405 |
| Palmers Green | 255 | 125 | 4 | | 384 |
| Ridgeway | 161 | 148 | 4 | | 313 |
| Highfield | 157 | 131 | 14 | | 302 |
| Bush Hill Park | 154 | 91 | 6 | | 251 |
| Winchmore Hill | 140 | 78 | 4 | 1 | 223 |
| Cockfosters | 105 | 98 | 7 | | 210 |
| Oakwood | 74 | 99 | 8 | | 181 |
| Arnos Grove | 85 | 66 | 8 | | 159 |
| Grange Park | 68 | 60 | 6 | | 134 |
| | | | | | |
| Grand Total | 10202 | 5725 | 159 | 3 | 16089 |

| | Couple | Family 1 Dep | Family 2+ Deps | Single | Total |
|-----------------------------------|--------|--------------|----------------|--------|--------|
| Losing Less than £1 per week | 192 | 2,168 | 4,889 | 2,953 | 10,202 |
| Losing between £1.01 and £2.00/wk | 472 | 1,156 | 2,612 | 1,485 | 5,725 |
| Losing between £2.01 and £3.00/wk | 37 | 31 | 55 | 36 | 159 |
| Losing Over £3 wk | 1 | | | 2 | 3 |
| | 702 | 3,355 | 7,556 | 4,476 | 16,089 |

| Claim Type | Cost | Claims | Yearly Ave | Ave Weekly CTS |
|----------------|---------------|--------|------------|----------------|
| Couple | -£ 46,760.62 | 702 | -£ 66.61 | -£ 1.28 |
| Family 1 Dep | -£ 159,070.92 | 3,355 | -£ 47.41 | -£ 0.91 |
| Family 2+ Deps | -£ 317,285.76 | 7,556 | -£ 41.99 | -£ 0.81 |
| Single | -£ 222,806.11 | 4,476 | -£ 49.78 | -£ 0.96 |
| | -£ 745,923.40 | 16,089 | -£ 46.36 | -£ 0.89 |



Mitigating actions to be taken.

Specific measures to mitigate the impact of the change in scheme include:

- Consulting residents about the proposed changes and asking for their views on how to mitigate any impact. One to one sessions will be available to residents in surgeries in the worse affected areas. The Council will engage with CAB and Tamil Relief Centre to identify what they can provide to mitigate the impact.
- Applying any Government funded hardship
- Maintaining a discretionary Council hardship fund
- Applying the Council's Fair Debt and Income policy to the collection of council tax
- Enfield's Welfare Advice & Debt Support Team is a service that helps to support vulnerable residents to maximise their income and get their full entitlement to welfare benefits, advice and assist to support residents with council debts such as rent arrears, Adult Social Care debt, Housing benefits overpayments and Council tax arrears/debt. For other debts residents can be offered a fast track referral process to Citizens Advice. The aim is to holistically case manage the resident's situation. In addition to residents receiving CTS can apply for a Council Tax Hardship payment.

NB Discretionary hardship fund offers transitional partial financial help

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?

The local CTS scheme has operated since 2013. The operation of the CTS scheme and its impact on council tax collection performance are monitored monthly by the Executive Director of Resources. The cost of council tax support was expected to fall following the recovery from COVID but the Ukraine war is likely to impact this recovery and has caused the Cost of Living crisis. If the economy goes into recession, it is likely the CTS caseload will rise again. The Council Tax Support scheme has to be agreed annually by the Council.

The impact of the Scheme will be monitored through the existing performance information including: number of council tax support discretionary payments, number of contacts to the welfare and debt advice team, any changes to the level of non-payment of Council Tax.

Section 5 – Action plan for mitigating actions

| Identified Issue | Action Required | Lead officer | Timescale/By When | Costs | Review Date/Comments |
|---|--|---------------|--|--|--|
| Resident consultation | Consulting residents about the proposed changes and asking for their views on how to mitigate any impact. One to one sessions will be available to residents in surgeries in the worse affected areas. | Sally Sanders | October 13 th to January 5 th 2023 | £1,000 approx | The outcomes of the consultation will be collated and used to inform the final decision in January |
| Applying any Government funded hardship | Local Welfare Assistance, Household support fund, energy rebates are Government funded measures to support financially vulnerable residents | Sally Sanders | On-going during 2022/23 | Costs are contained within the existing Welfare and Financial Assessment teams | Work to deliver these schemes is continuing. Any further Government funded relief will be delivered as and when appropriate |
| Council tax support hardship | Maintaining a discretionary Council hardship fund | Sally Sanders | On-going | Costs are contained within the existing Welfare and Financial Assessment teams | It is estimated that the Council will spend up to £475k in council tax support hardship for 2022/23. This will increase next year should the proposal(s) be agreed |

| | | | | | |
|-------------------------------|---|------------------|----------|--|--|
| Council tax enforcement | Applying the Council's Fair Debt and Income Strategy to the collection of council tax | Bridgette Cowley | On-going | Costs are contained within the existing Income and Debt teams | The Council's Fair Debt and Income Strategy was agreed at Cabinet on the 3 rd March 2021. The strategy implements a progressive approach to the management of debt and income and helps deliver fair and equitable treatment for customers. |
| Welfare Advice & Debt Support | To offer support to residents to maximise income and get full entitlement to welfare benefits | Sally Sanders | On-going | Costs are contained within the existing Welfare and Financial Assessment teams | Enfield's Welfare Advice & Debt Support Team maintains the service to help support vulnerable residents to maximise income and get full entitlement to welfare benefits, advice and assist to support residents with council debts. The aim is to holistically case manage the resident's situation. |

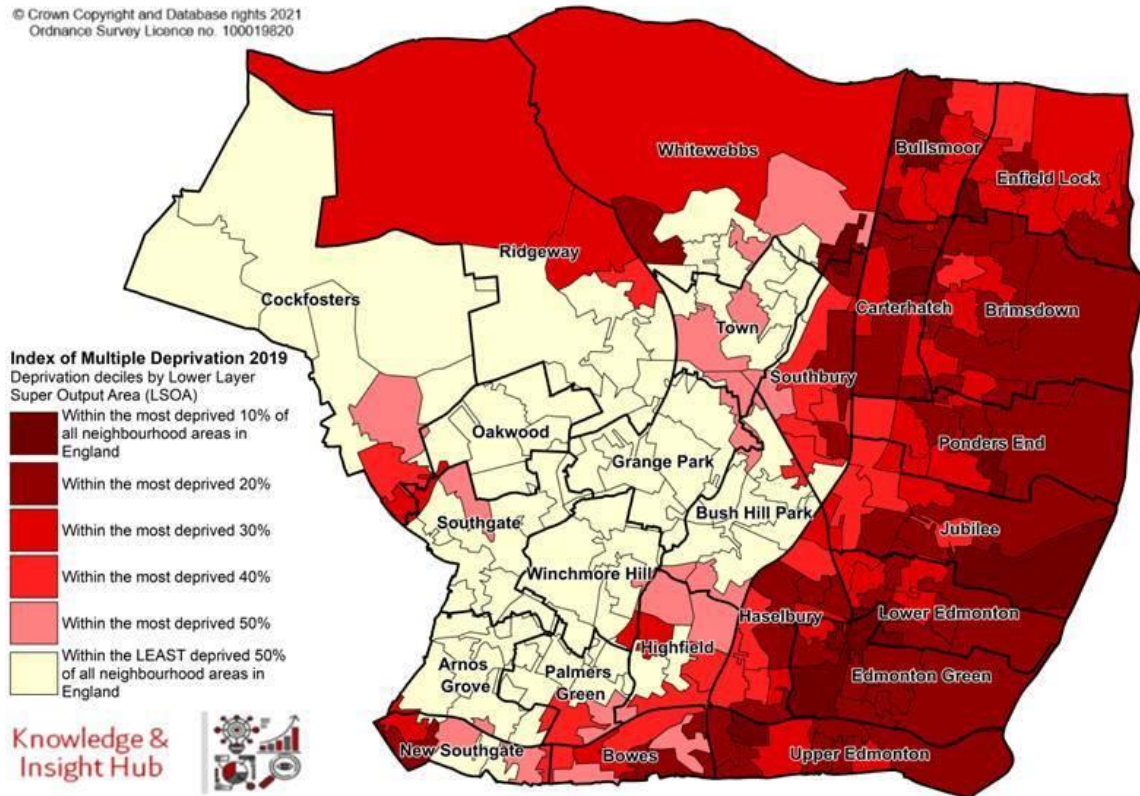
Appendix 1

Council Tax Support caseload – Gender, Disability and Family Make up

| Age Range* | All Claimants | All Claims by Gender | | Claims with Disability | Claims by family Make up | | | |
|-----------------------|---------------|----------------------|---------------|------------------------|--------------------------|--------------|--------------|-------------------|
| | | Female | Male | | Total | Single | Couple | Family with 1 Dep |
| 19 or under | 55 | 40 | 15 | 0 | 37 | - | 15 | 3 |
| 20-24 | 666 | 492 | 174 | 12 | 258 | 11 | 282 | 115 |
| 25-29 | 1,780 | 1,465 | 315 | 132 | 302 | 23 | 670 | 785 |
| 30-34 | 3,036 | 2,420 | 616 | 234 | 382 | 27 | 829 | 1,798 |
| 35-39 | 4,115 | 3,147 | 968 | 371 | 545 | 28 | 892 | 2,650 |
| 40-44 | 4,295 | 3,027 | 1268 | 462 | 757 | 61 | 1,101 | 2,376 |
| 45-49 | 4,136 | 2,711 | 1425 | 655 | 1,143 | 154 | 1,195 | 1,644 |
| 50-54 | 3,628 | 2,238 | 1390 | 832 | 1,541 | 322 | 998 | 767 |
| 55-59 | 3,127 | 1,832 | 1295 | 1,044 | 1,939 | 472 | 446 | 270 |
| 60-64 | 2,376 | 1,288 | 1088 | 904 | 1,678 | 490 | 137 | 71 |
| 65-69 | 1,938 | 1,061 | 877 | 257 | 1,415 | 459 | 40 | 24 |
| 70-74 | 1,931 | 1,032 | 899 | 2 | 1,446 | 449 | 27 | 9 |
| 75-79 | 1,633 | 938 | 695 | 0 | 1,223 | 398 | 10 | 2 |
| 80-84 | 1,379 | 846 | 533 | 0 | 1,063 | 313 | 2 | 1 |
| 85 or older | 1,422 | 923 | 499 | 0 | 1,162 | 253 | 6 | 1 |
| Total | 35,517 | 23,460 | 12,057 | 4,905 | 14,891 | 3,460 | 6,650 | 10,516 |
| *Age of main Claimant | | 35,517 | | | 35517 | | | |

Appendix 2

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London Borough of Enfield**Cabinet****12 October 2022**

Subject: Medium Term Financial Plan update (2023/24 to 2027/28) and First Tranche Savings and Income Generation Proposals

Cabinet Member: Cllr Leaver, Cabinet Member for Finance & Procurement

Executive Director: Fay Hammond, Executive Director Resources

Key Decision: 5488

Purpose of Report

1. This report provides the annual update of the funding and spending assumptions in the Medium Term Financial Strategy, in what continues to be a dynamic economic context. It also brings forward the first tranche of savings and income proposals to build a balanced budget for 2023/24.

Proposals

2. Cabinet is recommended to:
 - a) Note the forecast preliminary budget gap of
 - £40.1m in 2023/24, prior to further actions and clarity on central government funding
 - £96.9m gap across the medium term to 2027/28, and the reasons driving the gap, notably inflation.
 - b) Note the scale of the challenge and the need for the organisation to consider different ways of operating in order to remain financially self-sustainable in the long-term.
 - c) Note the awaited consultation from Central Government on the local government funding regime for 2023/24 (and 2024/25 if a 2 year settlement consultation arrives as anticipated).
 - d) Agree early savings and income proposals of £8.334m set out in Appendix Three
 - £5.709m from efficiencies and demand management
 - £2.625m from income generation
 - To agree that these savings and income proposals should be delivered as soon as practically possible in the current financial year

- e) Note the continued prioritisation of investment in Adult Social Care and Children's Services required of £6.88m to meet demand and demographic pressures.

Reason for Proposals

3. The Council has a statutory duty to approve a balanced budget for 2023/24 in February 2023 along with consideration of the finances over the medium term, and the Council's reserves. It is essential that there is a clear understanding of the anticipated income and expenditure flows for the Council, despite the uncertainties. Proposals for savings are required to come forward early to ensure full delivery from 1 April 2023 or indeed to also contribute to addressing the financial pressures in 2022/23.

Relevance to the Council Plan

4. The primary purpose of the development of the Budget and Medium Term Financial Plan is to direct resources to deliver the objectives set out in the Council's Corporate Plan:
 - Good homes in well-connected neighbourhoods;
 - Safe, healthy and confident communities;
 - An economy that works for everyone.

Medium Term Financial Strategy – background and introduction

5. The medium term financial strategy is set in the wider context of the Council's plan to deliver a lifetime of opportunities for everyone in Enfield. This Strategy, agreed in July 2020 by Council, explained that financial resilience and good governance are an essential part of what it means to be a modern council.
6. It is not possible for the Council to deliver on its ambitions for local people if these are not in place and the financial strategy is a key pillar on which success is built. As part of this, the Council Plan commits to:
 - a) target resources in delivering Council priorities, reinvest savings and income wisely to deliver excellent value for money in everything that it does;
 - b) make decisions which are timely, transparent, led by evidence, risk-based and robustly scrutinised;
 - c) seek opportunities to generate income by proactively securing grant funding and developing an increasingly commercial culture to support a resilient budget;
 - d) ensure that all decisions made will help the Council to become carbon neutral; create good health for local people; safeguard children and vulnerable adults; enhance equality of opportunity and tackle discrimination and inequality.
7. Financial Resilience remains at the heart of the approach to budget management at Enfield, and considerable work has been undertaken to establish a stable and more resilient position over recent years.
8. However, as reported through the first quarter 2022/23 General Fund revenue forecast considered at Cabinet in September, we now find ourselves in a very challenging financial position, caused by a number of

contributing factors. Of these factors, some were clear at the point the budget was set, in February, and had been accounted for accordingly through planned reserve usage such as Covid-19. Others, notably inflation and the cost-of-living crisis, have crystallised subsequently and continue to evolve.

9. The material issues include:
 - a) High levels of inflation that have not been experienced in over forty years. Russia's invasion of Ukraine has triggered spiralling inflation in the UK. Inflation (CPI) hit 10.1% in the 12 months to July. Whilst CPI dipped slightly to 9.9% in August, uncertainty continues following further economic instability that arose following the Government's mini-budget announcement in late September 2022. The associated cost of living crisis is affecting Enfield's residents and businesses. It is also impacting the Council's cost base and income levels.
 - b) Residual impact of Covid-19 on Council costs and subsequent changes to lifestyles effecting income levels. In some instances this impact is embedding itself in business as usual. Exit strategies are being worked on in order to extricate services from the need for additional reserve funding, but this is proving challenging in certain instances.
 - c) Demand led pressures across children's and adult social care, and temporary accommodation persist, with current activity volumes in some instances skewed by the impact of Covid-19. For example, pent-up demand in adult and children's social care resulting in an increased cumulative demand as a result.
10. A combination of these factors, plus a lack of certainty over the potential of any further government funding to meet these additional pressures is driving a preliminary budget gap of £40.1m in 2023/24, and £96.9m for the period to 2027/28. The medium-term position is likely to rise after further analysis, however the immediate focus is on the 2023/24 budget until balanced, given its scale.
11. The impact of these new inflation pressures, follows unprecedented financial pressures arising from the Covid-19 pandemic and is preceded by a decade of savings required for the Council to meet unfunded cost pressures. The Council's financial resilience is of utmost importance in order to be able to deliver statutory services and to have the ability to focus resources on key priorities.

Government Funding Announcements (including Fair Funding) 2023/24

12. The unknowns within local government funding, from the short to long term, remain considerable as we enter Autumn 2022.
13. At the 2022/23 Local Government Finance Settlement in December 2021, the Government committed to provide an up-to-date assessment of councils' needs and resources and to consult with the sector on any changes in the coming months.
14. Communication on local government funding was muted until Michael Gove's (the former secretary of state) speech at the LGA conference on 28 June 2022. Gove confirmed Government's intention to provide a 2-year local government finance settlement for 2023/24 and 2024/25, on which it would consult "shortly". Gove also suggested that the Fair Funding reforms,

on which we have been waiting now for a number of years, would be complete this calendar year.

15. Subsequently the planned consultation did not materialise ahead of parliamentary recess on 21 July 2022. The next milestone was the fiscal event in parliament on 23 September 2022. The mini-budget announcement by the newly appointed Chancellor of the Exchequer (also covered in economic update below) originally included a tax cuts package with clarity on how this will be funded to follow. Most recently reported indications are that there will be no additional funding for local government and indeed the potential for funding reductions.
16. The numbers per Spending Review 2021 (SR21) do not allow any further funding for 2023/24, but there is clearly considerable need, given inflation levels not seen in a generation. The new Health secretary announced additional funding for social care for 2023/24, a £500m Adult Social Care Discharge Fund. Detail has yet to be provided on detailed allocations, and therefore this has yet not been factored into the MTFP.
17. In addition, the 2022/23 pay award has now been agreed, and is significantly greater than expected, the impact of this being reflected in the current financial year and the compound impact being built into the MTFP.
18. It is clear that there is significant funding uncertainty moving forward, however, despite these challenges the Council is resolved to face these challenges head on in setting a balanced, prudent and transparent budget based on the best-known information that is currently available. Further announcements are anticipated as part of the governments Medium Term Fiscal Plan due to be detailed on in the coming weeks.

Funding outlook

19. Changes in the ministerial team mean greater uncertainty around the potential timing of major funding reforms. 2025/26 seems the earliest point at which reforms will materialise, however these reforms are now 3 years later than originally promised.
20. With so little clarity at this point, ahead of the anticipated consultation, the 2023/24 - 2027/28 MTFP is prudently constructed based on broadly "flat" funding for the major grants which form our spending power (i.e. social care grants and the "services grants").

Economic Update

21. Increasing food and energy costs have pushed UK inflation into double digits for the first time since 1982, hitting 10.1% in the 12 months to July, up from 9.4% in June. The increase in living costs is eroding household budgets, with prices rising faster than wages. The year-on-year increase for August 2022 dipped slightly, to 9.9%.
22. At the time of writing this report, the immediate impact of the Government's mini-budget announcement, has caused considerable instability to the UK economy. On 28 September, the Bank of England intervened, launching a temporary bond-buying programme in order to prevent what it saw as "material risk" to UK financial stability.
23. PWLB borrowing rates (which track gilts rates) have risen above 5%. The longer term impact is forecast to continue for some time by our Treasury

| | | | | | | |
|-----------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Grant | | | | | | |
| Specific Government Grants | 0.232 | 0.236 | 0.126 | 0.114 | 0.102 | 0.810 |
| Business Rates | (1.000) | (1.500) | (1.500) | 0.000 | 0.000 | (4.000) |
| Council Tax Collection Rate | (0.110) | 0.000 | 0.000 | (0.720) | 0.000 | (0.830) |
| Council Tax Base | (2.678) | (1.809) | (0.633) | (0.778) | (0.923) | (6.821) |
| Council Tax rate increases | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 | 0.000 |
| Council Tax Support Scheme | 0.493 | 0.346 | 0.093 | 0.124 | 0.155 | 1.211 |
| Collection Fund | 0.000 | (3.188) | 0.000 | 0.000 | 0.000 | (3.188) |
| Use of Reserves | 1.985 | 3.188 | 0.000 | 0.000 | 0.000 | 5.173 |
| Total | (1.078) | (2.727) | (1.914) | (1.260) | (0.666) | (7.645) |

Local Taxation – Collection Fund

28. An initial review of Council Tax and NNDR assumptions has been made, with marginal year on year increases assumed for Council Tax and similar for NNDR. These assumptions will be reviewed further throughout the Autumn.
29. The impact of Covid-19 has destabilised Business Rates and Council Tax collection rates. In 2022/23 collection rates for both items were factored down, with 92.5% for Business Rates and 96.9% for Council Tax. We are currently on track to meet the Business Rates collection rate for the year. The forecast for the Council Tax rate also looks broadly on target but the cost-of-living crisis could impinge on the final position.
30. The Collection Fund was in a healthier position at the end of 2021/22, notably with the reversing of the £24m provision in relation to concerns on the Covid-19 impact on business valuations. However, the cost of living crisis is reducing confidence in the recovery of collection rates, which will need to be closely monitored and any change in trends factored into the final budget position in February 2023.

Business Rates

31. There was a forecast reduction in Business rates of £4m in 2021/22 with the assumption that there be a recovery of the position from 2023/24 lasting four years. This assumption is unchanged for the time-being.
32. In 2018/19 to 2019/20 a London-wide Business Rate Pool operated which resulted in some additional funds to Enfield. Post Covid-19, this pool did not reform for 2022/23, however a smaller pool of eight London boroughs forms, including Enfield, and there is currently an expectation of a surplus from this which will be confirmed summer 2023 and therefore imprudent to include in the budget for 2023/24. An application to extend this “eight pool” for a further year, to 2023/24, is expected to be submitted.

Council Tax

33. For 2023/24, the Council Tax forecast assumes a collection rate of 97.0%, a marginal increase from 96.9% in 2022/23. This reflects reviews of the taxbase which will increase the rate, such as reviewing the single person discount household cohort.
34. In 2022/23, local authorities with social care responsibilities (county and unitary authorities) had a total threshold of 3% (1% for adult social care and 2% for general spending), above which a local referendum would be required. There is no information from Government of the limits for 2023/24, and it is expected this will form part of the consultation we are due to see in the weeks to come.

Spending Assumptions

35. Spending assumptions are summarised in Table Three below and set out in full detail in Appendix Two, and this is the area of focus. As set out below a clear additional cost pressure is inflation.

Table Three – Spending Assumptions

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
|--------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| | £m | £m | £m | £m | £m | £m |
| Inflation | 19.566 | 12.987 | 10.327 | 10.404 | 10.483 | 63.767 |
| Investment | 0.120 | 0.150 | 0.150 | 0.150 | 0.150 | 0.720 |
| Demography: | | | | | | |
| Adult Social Care | 2.168 | 2.168 | 2.168 | 2.168 | 2.168 | 10.840 |
| Children's | 3.990 | 0.750 | 0.750 | 0.750 | 0.750 | 6.990 |
| SEN Transport | 0.630 | 0.630 | 0.630 | 0.630 | 0.630 | 3.150 |
| Pressures: | | | | | | |
| Covid-19 Reversals | 0.911 | 0.000 | 0.000 | 0.000 | 0.000 | 0.911 |
| Underlying | 13.609 | 0.000 | 0.000 | 0.000 | 0.000 | 13.609 |
| | 14.52 | 0.057 | -0.031 | -0.075 | 0 | 14.471 |
| Capital Financing | 2.000 | 2.000 | 2.000 | 2.000 | 2.000 | 10.00 |
| Levies | 0.753 | 0.753 | 0.753 | 0.753 | 0.753 | 3.765 |
| Total | 43.747 | 19.495 | 16.747 | 16.78 | 16.934 | 113.703 |

Inflation

36. Inflation is evidently the major area of risk for 2023/24, and beyond. The additional budget built into the MTFP for inflation for 2023/24 is just under £20m, more than double the amount included for 2022/23. The major constituent parts are pay award (both in-year "catch up" budget and

estimated 4% for 2023/24), accounting for £9m, and energy and fuel costs, which remain volatile with unprecedented peaks, accounting for £3.2m.

37. Rising energy costs remain a further area of risk. Enfield forward purchases its energy via LASER, the well-known local government energy procurement organisation, and uses its updates to refresh assumptions. The recent announcements from the new Prime Minister on support for both domestic and business energy bills was limited on detail for the latter and hence it is not currently clear what this means for local authorities. Energy costs relate to our corporate buildings and streetlighting within the borough. Fuel costs relate to our vehicle fleet including waste vehicles and Special Education Needs transport.
38. Adult Social Care inflation accounts for a further £5.7m and reflects the anticipated increase in the national living wage for next year.
39. These assumptions are based on information available at the time of writing this report and will continue to be reviewed as further information becomes available and reflected in the December Cabinet update.

Demography

40. The demographic growth covers provision for ongoing demand in 2023/24 onwards. Any changes to the underlying budget required as a consequence of pressures in 2022/23 are covered below in the pressures section. The total additional amount factored in is £6.8m which, unlike inflation, is relatively consistent with what has been included in previous years.

Capital Financing

41. An additional budget of £2m a year (£10m over medium term) has been built into this iteration of the MTFP. This reflects a more realistic level of annual capital spend, given the budget slippage that has been experienced in recent years, with the planned use of the capital financing smoothing reserve to level out resource to spend. The outcomes of further work on the refreshing of the 2023/24 ten year capital programme and updated interest rate outlook will be reflected in the final budget Cabinet update.
42. Although a level of contingency has been historically built into the Council's interest budgets at an assumed PWLB borrowing rates of circa 3.5% (providing a 1% buffer), this has been exceeded with unprecedented interest rate rise of 2% since January 2022. Interest rate rises continue to be monitored, given current upward movement and there is a separate interest rate smoothing reserve.

Levies

43. Enfield, along with six other North London boroughs are members of the North London Waste Authority (NLWA). Each borough will contribute towards the cost of the NLWA via an annual levy based on the volumes of waste tonnages generated. This cost of the NLWA includes the North London Heat and Power Project. This project is building a new Energy Recovery Facility in Edmonton, replacing the existing facility that has served North London for around 50 years. The estimated cost of building the new facility will significantly increase the Council's annual levy requirement and the MTFP reflects these increases over the life of the plan.

44. We are awaiting the latest forecast for the Concessionary Fares charge, from London Councils. There was a considerable reduction in public transport usage over Covid-19 period, and whilst there will have been a recovery of sorts, there has not been a return to usage per levels pre Covid-19. Any upside from this will be factored into meeting the budget gap. The annual cost of the concessionary travel scheme to the Council was around £11.5m prior to the pandemic with previous forecasts from London Councils had the cost rising back up by around £1.8m in 2023/24.

Pressures

45. There are £13.609m of pressures which currently form part of the 2023/24 budget position, which have been collated as part of the detailed analysis undertaken through 2022/23 first quarter budget monitoring. All pressures are under review to ensure only what is absolutely necessary remains within planning assumptions.
46. The Adults pressure reflects the in-year 2022/23 forecast overspend £6.463m. This excludes one-off funding that is reducing (improving) the position for 2022/23, and £1.1m inflation which is included within the inflation total line of the MTFP. There is work in place to mitigate this pressure downwards which may come forward in December, including forensic review of activity data and managing the demand that has followed the Covid-19 era.
47. Of the total Children's pressure of £2.213m, the main constituent parts are £1m for investment in social workers as demand for and complexity of cases continues, and £600k relates to what originated as Covid-19 pressure on care packages but is now part of business as usual spend.
48. Of the total Place directorate pressure of £1.981m, £450k relates to anticipated reduction of the homelessness prevention grant next year, £960k of income risk across several budget lines which reflects changes in resident habits and behaviours after Covid-19, and £266k in relation to expected increases in rental charges.
49. Resources pressures amount to £2.6m. £1m relates to Digital Services pressures, with the majority of the remainder relating to front facing services pressures (e.g., within Assessments and Income/Debt functions) where additional short term funding has been agreed over the period of Covid-19 to meet additional demand, and work on tasks such as distribution of business grants. Residual additional work remains, such as energy rebates and household support grants, for which some new burdens funding from Government is expected but has not yet been distributed.

Early Savings Proposals

50. There has been a review of the future year impact of previously agreed savings as well as the bringing forward of new proposals to address the Council's funding.
51. The overall position is set out in Tables Four and Five below and the full detail set out in Appendix Three.

Table Four – Savings Summary

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
|-------------------|-----------------|----------------|----------------|--------------|--------------|-----------------|
| | £m | £m | £m | £m | £m | £m |
| Full Year Effects | (2.558) | (4.085) | (2.547) | 0.000 | 0.000 | (9.190) |
| New | (11.534) | 0.290 | 0.135 | 0.000 | 0.000 | (11.109) |
| Total | (14.092) | (3.795) | (2.412) | 0.000 | 0.000 | (20.299) |

52. Across the summer, the future year savings set out in the Council Budget in February 2022 have been reviewed and are broadly unchanged.
53. Further new proposals have been formulated amounting to £8.334m in 2023/24. The savings contain a mix of efficiencies, service reduction and income generation and the further analysis is set out below.

Table Five – Prior Year and New Savings split between efficiencies/service reduction and income generation

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
|---------------------------------------|-----------------|----------------|----------------|----------|----------|-----------------|
| | £m | £m | £m | £m | £m | £m |
| Efficiencies/ Service Reduction | (2,558) | (4,085) | (2,547) | 0 | 0 | (9,190) |
| Income Generation | (8,334) | 290 | 135 | 0 | 0 | (7,277) |
| Total | (10,892) | (3,795) | (2,412) | 0 | 0 | (16,467) |

Meeting remainder of the budget gap

54. The identification of early savings of £8.334m (which forms part of the above together with previously agreed savings) means the budget gap reduces to £32m. Work is ongoing to address the remainder of the budget gap, which includes:
- Review and challenge of all identified budget pressures, including through budget pressure challenge reviews (done via EMT Budget), to maximise containment within existing budgets
 - Additional controls, e.g. recruitment
 - No new financial commitments until budget has been balanced
 - Early implementation of 2023/24 savings
 - Fundamental service and staffing reviews
55. The culmination of this work will feed into the revised 2023/24 budget to be considered by Cabinet in December. It is clear from the scale of the budget gap in 2023/24, and direction of travel for the years after this (including lack of clarity on government funding), that we will have to look fundamentally at how we operate and consider different ways of working.
56. After more than a decade of austerity and total savings of over £200m delivered, an incremental savings strategy will no longer continue to drive savings of the magnitude required looking forward.

Reserves and Financial Resilience

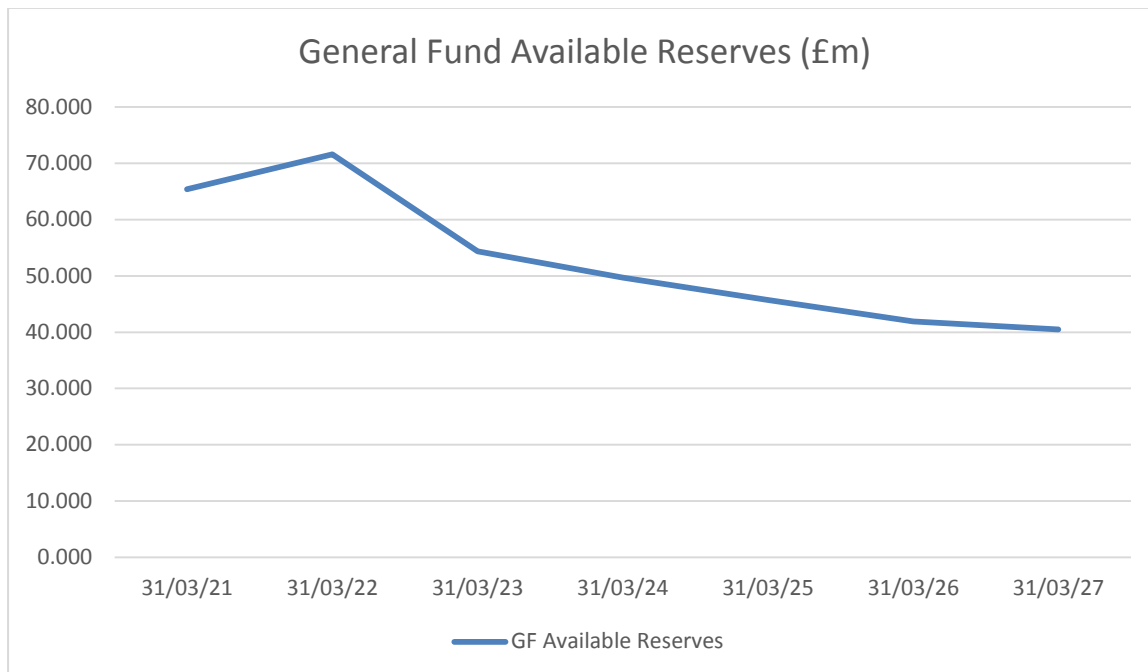
57. Core to the Council's Financial Strategy has been establishing financial resilience. As well as ensuring there are robust budgets and realistic savings there has been a need to strengthen reserves. The 2021/22 year-end position for General Fund reserves was positive, with both the Covid-19 reserve and Risk reserve increased year on year. However, whilst there was some planned use of reserves in 2022/23, primarily to address residual Covid-19 impact, the relatively rapid spiking of inflation in 2022/23 is currently forecast to erode reserves further.
58. The quarter one (June 2022) forecast sees General Fund reserves reducing by £21m, to £109.3m. All of the reserves are under continuous review and are reported through to Cabinet as part of the Quarterly Revenue Monitoring Reports.
59. The aim of maximising resilience and reserve balances means that all options will be explored to negate the need for a reserve drawdown to balance the 2023/24 budget. As has been outlined in this report, we are not currently clear on government funding for next year. Separately, a number of different workstreams are in train to balance 2023/24. The expectation is that a balanced position will be arrived at, however this will be updated for December Cabinet.
60. Regarding the Collection Fund Equalisation reserve – this reserve has historically been used to smooth unexpected peaks and troughs within Council Tax and Business Rates. This reserve includes the impact of government Covid-19 reliefs for Council Tax which for technical accounting purposes was to be allocated over three years via the use of reserves.
61. There remains some Covid-19 related transactions due back to government in 2022/23, which represents the change in 2022/23. Aside from this, as mentioned above, the Collection Fund has broadly stabilised post-Covid-19, although the impact of the cost of living crisis is being monitored.
62. The key movements in the Service Specific reserve are the support for welfare, which funds Discretionary Housing Payments where actual demand is greater than the grant received, Council tax Hardship support and the Emergency Support Scheme. Plus, the funding for local elections that is accumulated through planned annual contributions and the drawdown to fund expenditure is reflected in the movements across the next five years.
63. There have been planned reductions in the Capital Financing Reserve for a number of years as the budget is increased over time to match the capital financing growth driven through the Capital Programme. Budget slippage reduces the funding and reserve need and the current forecast assumes an element of slippage. Further work is being undertaken in this area to reflect the rolling forward of the ten-year Capital Programme.
64. General Fund Balance is at policy level, however, given the increased risk from inflation this level of reserve will be reviewed and reported on within the budget proposals in February 2023.

Table Six – Summary of Forecast Reserves across the Medium Term

| Reserve balances at: | 31/03/22 | 31/03/23 Q1 Forecast | 31/03/24 | 31/03/25 | 31/03/26 | 31/03/27 |
|--|------------------|----------------------------|------------------|------------------|-----------------|-----------------|
| | £m | £m | £m | £m | £m | £m |
| Risk Reserve | (25.471) | (10.575) | (10.527) | (10.527) | (10.527) | (10.527) |
| Covid-19 Reserve | (15.000) | (6.995) | (6.995) | (6.995) | (6.995) | (6.995) |
| Balance Sheet Management | (3.331) | (3.331) | (3.331) | (3.331) | (3.331) | (3.331) |
| Collection Fund Equalisation Reserve | (13.628) | (8.728) | (6.828) | (6.828) | (6.828) | (6.828) |
| Housing Benefit Smoothing Reserve | (4.480) | (4.448) | (4.448) | (4.448) | (4.448) | (4.448) |
| Adult Social Care Smoothing Reserve | (3.697) | (3.697) | (3.697) | (3.697) | (3.697) | (3.697) |
| NLWA Reserve | (0.628) | (0.627) | (0.627) | (0.627) | (0.627) | (0.627) |
| Sub-total MTFP Smoothing Reserves | (40.764) | (27.826) | (25.926) | (25.926) | (25.926) | (25.926) |
| Capital Financing | (25.139) | (22.792) | (18.192) | (14.192) | (10.392) | (8.992) |
| Service Specific | (15.736) | (13.520) | (11.992) | (10.953) | (10.890) | (11.065) |
| Property | (1.372) | (1.372) | (1.372) | (1.372) | (1.372) | (1.372) |
| Grants & Other Contributions | (13.783) | (12.290) | (11.576) | (11.236) | (10.827) | (10.872) |
| Sub-total GF Usable Reserves | (122.265) | (88.375) | (79.585) | (74.206) | (69.934) | (68.754) |
| Insurance | (7.022) | (7.022) | (7.022) | (7.022) | (7.022) | (7.022) |
| General Fund Balance | (13.949) | (13.949) | (13.949) | (13.949) | (13.949) | (13.949) |
| GF Earmarked Reserves | (143.236) | (109.346) | (100.556) | (95.177) | (90.905) | (89.725) |
| HRA Earmarked Reserves | (6.567) | (6.567) | (6.567) | (6.567) | (6.567) | (6.567) |
| Schools | 0.387 | 0.387 | 0.387 | 0.387 | 0.387 | 0.387 |
| Total | (149.416) | (115.526) | (106.736) | (101.357) | (97.085) | (95.905) |

65. Available General Fund reserves are the total reserves less those for the HRA, schools, Insurance, Capital financing and grants & other contributions. The chart below shows how the available reserve balances will diminish over the life of the MTFP.

Chart One – Available Reserves



Council Priorities

66. The priorities set out in the administration's manifesto include a number which are progressing within existing budgeted resources. Those priorities which incur additional financial commitments will be built in the medium term financial plan as plans are brought forward within the constraints of budget pressures.

Safeguarding Implications

67. None arising from this report. There are service reductions across all services including Adult Social Care and Children's Social Care. Officers are working through these to ensure there is no impact on the Council's safeguarding duties for vulnerable adults and children in the Borough. There are inherent risks in demand in these services which may be compounded by the pandemic for which the Council holds a revenue contingency and reserves.

Public Health Implications

68. The Council's core business is to maintain and enhance the wellbeing of the community; austerity and the financial climate is severely challenging its ability to do this. The MTFP outlines how the Council aims to meet its financial demands whilst minimising the effect of these pressures on the community. However, it is difficult to envisage how continuous cuts to the Council's budget will not impact upon its ability to support and maintain community wellbeing.

Equalities Impact of the Proposal

69. 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.

70. 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.
71. The Council undertakes Equality Impact Assessment (EqIAs) to help make sure we do not discriminate against service users, residents and staff, and that we promote equality where possible.
72. An Equality Impact Assessment will be completed for individual budget/savings proposals. These assessments will evaluate how the proposal will impact on people of all protected characteristics and will identify alternative action or mitigating action where any adverse impact is identified. This will include consultation and engagement with affected people and organisations as appropriate.
73. The 2023/24 Budget engagement will look to identify the potential impacts on the wider community of the Council's proposals to address the budget shortfall. To enable this, all voluntary and community sector organisations will be asked to share their views and the engagement activities will be accessible. To ensure communities from across the borough are able to participate, the Council will produce an easy read version of a questionnaire for those with learning difficulties, details of the engagement activities will be hosted online enabling the text to be translated, listened to and enlarged, and assistance will be offered to those who feel they may otherwise have issues in participating.
74. Participants will be able to submit their views about individual savings items and the overall proposed approach by the Council. Equalities monitoring questions will be asked to enable this data to be cross-referenced with the opinions expressed by participants.

Environmental and Climate Change Considerations

75. This report sets out savings which also have positive environmental impact such as increasing climate responsibility within the organisation

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

76. The Council faces an enormous financial challenge and it is essential that the opportunity is taken to progress savings at the earliest possible time. Delaying the decision will impact on the delivery of those savings and also impact on work to further close the financial gap.

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

77. The report has sought to identify as many of the financial risks facing the Council at this time and where possible to also quantify them. Identification is naturally one of the key steps in managing risk and this will be supplemented by regular review, there will be further reports to Cabinet in December 2022 and February 2023.

Financial Implications

78. As set out in the body of the report.

Legal Implications

79. The Council has various legal and fiduciary duties in relation to the budget. The Council is required by the Local Government Finance Act 1992 to make specific estimates of gross revenue expenditure and anticipated income leading to the setting of the overall budget and council tax. The Local Government Act 2003 entitles local authorities to borrow and invest as long as their capital spending plans are affordable, prudent and sustainable. The 2003 Act requires the Chief Finance Officer to report to Council as part of the budget process on the robustness of the estimates of borrowing, investment and spending and the adequacy of the proposed financial reserves taking into account the affordability, prudence, sustainability, value for money, stewardship of assets, service objectives and practicality requirements as provided by CIPFA's Prudential Code of Capital Finance in Local Authorities concerning borrowing and investment.
80. Members are obliged to take into account all relevant considerations and disregard all irrelevant considerations in seeking to ensure that the Council acts lawfully in adopting a budget and setting council tax. The Council must set and maintain a balanced budget and must take steps to deal with any projected overspends and identify savings or other measures to bring budget pressures under control. Members should note that where a service is provided pursuant to a statutory duty, the Council cannot fail to discharge its duty properly.
81. Members have a fiduciary duty to the Council Taxpayer for whom they effectively act as trustee of the Council's resources and to ensure proper custodianship of the Council's resources.
82. This report provides a clear and concise view of the position at present, of future sustainability and the decisions that need to be made for the recommended actions outlined herein with a view to meeting the Council's legal and fiduciary obligations.

Workforce Implications

83. Any proposal that is likely to impact on posts or changes and potential closure of services, will require the Council to conduct a meaningful and timely consultation with trade unions and staff. This will include consideration of alternative proposals put forward as part of the consultation process. The Council's HR policies and procedures for restructures should be followed. Any consideration for staff structural changes should ensure there is a resilient workforce to deliver on-going service requirements. Therefore, consideration of workforce planning should be included in the process.
84. Where redundancies are necessary the appropriate HR policies and procedures should be followed. Redeployment options must be considered.
85. It is important that services engage with HR at the earliest opportunity.

Property Implications

86. There are no new specific property implications that arise from the proposals to this report. However, given the nature of what the report covers, there are a number of projects and activities mentioned that will have property implications as they come forward. These will be addressed as appropriate to the detail of each within their separate covering reports.

Other Implications

87. None

Options Considered

88. None. The Council is statutorily required to set a balanced budget and this report is a step towards this.

Conclusions

89. The 2023/23 budget gap is greater than has been experienced for a number of years, even taking into account the years of austerity. The primary driver of this is national inflation at levels not seen in a generation and no certainty of government funding.
90. 2022 has been a year of instability, initially caused by the war in Ukraine, and subsequently the immediate economic response to the Government's mini-budget announcement, which has seen considerable volatility to global markets.
91. This paper contains £8.3m of savings as a first tranche. Officers are in the process of reviewing pressures and identifying further savings, ahead of December Cabinet. The principles of maintaining a resilient balance sheet and minimising use of reserves for the annual budget remain at the heart of the approach.
92. The outlook for the medium term could deteriorate further if high inflation persists, and this will be reviewed as soon as the immediate challenge of balancing 2023/24 has been addressed. It is also the case that given scale of savings already delivered, outlook for funding, we will need to look fundamentally at our delivery approaches across services, in order to ensure we remain financially resilient for the long-term.
93. The Council's financial resilience is of utmost importance in order to be able to deliver statutory services and to have the ability to focus resources on key priorities. It is clear that there is significant funding uncertainty, however, despite these challenges the Council is resolved to face these challenges head on in setting a balanced, prudent and transparent budget with the best known information.

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Appendices

Appendix 1 – Funding Assumptions

Appendix 2 – Spending Assumptions

Appendix 3a – Full Year Effects of previously agreed Savings

Appendix 3b – New Savings Proposals

Background Papers

None

Funding Assumptions in the Medium Term Financial Plan 2023/24 - 2027/28

Appendix 1

| Funding Item | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
|---------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | £000 | £000 | £000 | £000 | £000 | £000 |
| Grants | 232 | 236 | 126 | 114 | 102 | 810 |
| Collection Fund | 0 | (3,188) | 0 | 0 | 0 | (3,188) |
| Business Rates | (1,000) | (1,500) | (1,500) | 0 | 0 | (4,000) |
| Council Tax | (2,788) | (1,809) | (633) | (1,498) | (923) | (7,651) |
| CTS | 493 | 346 | 93 | 124 | 155 | 1,211 |
| Use of Reserves | 1,985 | 3,188 | 0 | 0 | 0 | 5,173 |
| Total | (1,078) | (2,727) | (1,914) | (1,260) | (666) | (7,645) |

Spending Assumptions in the Medium Term Financial Plan 2023/24 - 2027/28

Appendix 2

| Ref. No. | Dept | Directorate | Description | Category | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
|---|------------------|-----------------------|--|------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | | | | £000 | £000 | £000 | £000 | £000 | £000 |
| Pay Awards and Inflation | | | | | | | | | | |
| General Inflation | Corporate | Corporate | General inflation (split out some more specific items - street lighting etc.) | Inflation | 544 | 3,000 | 3,000 | 3,000 | 3,000 | 12,544 |
| Pay Awards | Corporate | Corporate | Pay Awards | Inflation | 7,241 | 5,000 | 3,840 | 3,917 | 3,996 | 23,994 |
| Customer Experience & Change 1 | Corporate | Corporate | Inflation specifically for IT contracts | Inflation | 320 | 320 | 320 | 320 | 320 | 1,600 |
| Street Lighting Inflation | Place | Place | Street Lighting energy price increase | Inflation | 800 | | | | | 800 |
| Gas & Electricity Inflation | Place | Place | Gas and Electricity Price Increases | Inflation | 1,921 | 1,000 | 1,000 | 1,000 | 1,000 | 5,921 |
| Fuel inflation | Place | Place | Fuel price increase | Inflation | 500 | | | | | 500 |
| ASC_P1_1920 | People ASC | ASC/PH | Customer Pathway Contract Inflation ASC | Inflation | 2,717 | 2,000 | 1,000 | 1,000 | 1,000 | 7,717 |
| ASC_P2_1920 | People ASC | ASC/PH | Learning Disabilities Contract Inflation ASC | Inflation | 1,670 | 1,500 | 1,000 | 1,000 | 1,000 | 6,170 |
| ASC_P3_1920 | People ASC | ASC/PH | Mental Health Contract Inflation ASC | Inflation | 249 | 167 | 167 | 167 | 167 | 917 |
| Catch up inflation from 2022/23 | People ASC | ASC/PH | Catch up inflation from 2022/23 | Inflation | 1,100 | | | | | 1,100 |
| Direct Payments | People C&F | Children's/ Education | Direct Payments | Inflation | 40 | | | | | 40 |
| External Care placements | People C&F | Children's/ Education | External Care placements | Inflation | 244 | | | | | 244 |
| Catch up inflation from 2022/23 - Pay Awards | Corporate | Corporate | Catch up inflation from 2022/23 - Pay Awards | Inflation | 1,750 | | | | | 1,750 |
| New Inflation Requests | | | | | | | | | | |
| Reactive Maintenance: Highways Minor Civil Engineering Contract | Place | Place | Reactive Maintenance: Highways Minor Civil Engineering Contract | Inflation | 11 | | | | | 11 |
| Tree Maintenance Contract | Place | Place | Tree Maintenance Contract | Inflation | 24 | | | | | 24 |
| SEN Transport | Place | Place | SEN Transport | Inflation | 435 | | | | | 435 |
| Total Pay Awards and Inflation | | | | | 19,566 | 12,987 | 10,327 | 10,404 | 10,483 | 63,767 |
| Demographic Pressures | | | | | | | | | | |
| ASC Demographic Pressure | People ASC | ASC/PH | Adult Social Care Demographic Pressures estimated July 2019 (and updated Sept 2020 & Sept 2021) | Demography | 1,060 | 1,060 | 1,060 | 1,060 | 1,060 | 5,300 |
| ASC Demographic Pressure | People ASC | ASC/PH | Mental Health Services | Demography | (5) | (5) | (5) | (5) | (5) | (25) |
| ASC Demographic Pressure | People ASC | ASC/PH | Learning Disability Services | Demography | 113 | 113 | 113 | 113 | 113 | 565 |
| ASC Demographic Pressure | People ASC | ASC/PH | Transitions into ASC | Demography | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 |
| CSC Demographic Pressure | People C&F | Children's/ Education | Children's Social Care Demography: Looked After Children Externally Commissioned Care placements | Demography | 2,659 | 750 | 750 | 750 | 750 | 5,659 |
| CSC Demographic Pressure | People C&F | Children's/ Education | Children's Social Care Demography: Joint Service for Disabled Children (Short breaks, Direct Payments, Homecare and directly commissioned residential) | Demography | 1,331 | | | | | 1,331 |
| Home To School Transport/SEN Transport | People Education | Children's/ Education | Home To School Transport | Demography | 630 | 630 | 630 | 630 | 630 | 3,150 |
| Total Demographic Pressures | | | | | 6,788 | 3,548 | 3,548 | 3,548 | 3,548 | 20,980 |

Spending Assumptions in the Medium Term Financial Plan 2023/24 - 2027/28

Appendix 2

| Ref. No. | Dept | Directorate | Description | Category | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
|--|-----------|-------------|--|-------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| | | | | | £000 | £000 | £000 | £000 | £000 | £000 |
| Investment / Capital Financing | | | | | | | | | | |
| Capital Financing | Corporate | Corporate | Net position on Capital Financing estimates | Capital Financing | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 10,000 |
| R&M Budget | Place | Place | Repairs and Maintenance budget shortfall (non-capital planned works) | Investment | 200 | 150 | 150 | 150 | 150 | 800 |
| Investment in Street Cleaning (one off) | Place | Place | Investment in Street Cleaning (one off) | Investment | (80) | | | | | (80) |
| Total Investment / Capital Financing | | | | | 2,120 | 2,150 | 2,150 | 2,150 | 2,150 | 10,720 |
| North London Waste Authority | | | | | | | | | | |
| NLWA | Corporate | Corporate | North London Waste Authority (NLWA) - new waste facility | NLWA | 753 | 753 | 753 | 753 | 753 | 3,765 |
| Total NLWA | | | | | 753 | 753 | 753 | 753 | 753 | 3,765 |
| Covid-19 Reversals | | | | | | | | | | |
| Unquantified Covid-19 lost income ongoing | Corporate | Corporate | Unquantified Covid-19 lost income ongoing | Covid-19 Reversal | (674) | | | | | (674) |
| Concessionary Fares | Corporate | Corporate | Concessionary Travel costs will reduce significantly due to fewer journeys being made as a result of COVID-19 restrictions and changes to lifestyles | Covid-19 Reversal | 1,585 | | | | | 1,585 |
| | | | | | 911 | 0 | 0 | 0 | 0 | 911 |
| Pressures | | | | | | | | | | |
| Total Pressures | | | Pressures (under review) | | 14,231 | 57 | (31) | (75) | 0 | 14,182 |
| Overall Pressures in the MTFP 2023/24 - 2027/28 | | | | | 44,369 | 19,495 | 16,747 | 16,780 | 16,934 | 114,325 |

Prior Year Savings in the Medium Term Financial Plan 2023/24 - 2027/28

Appendix 3A

| Ref | Proposal Summary | Saving Category | Dept | 2023/24 £000 | 2024/25 £000 | 2025/26 £000 | 2026/27 £000 | 2027/28 £000 | Total £000 |
|---------------------|---|---------------------------------|----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------------|
| CEX 22-23 S02 | Enfield Strategic Partnership review of reserves | Efficiencies/ Service Reduction | CEX | 100 | | | | | 100 |
| ASC1 | Reardon Court – Extra Care | Efficiencies/ Service Reduction | People ASC | (113) | (377) | | | | (490) |
| PEOPLE 20-21 S05 | Increased income through fees and charges for chargeable Adult Social Care Services | Income | People ASC | (100) | (100) | | | | (200) |
| PEOPLE 22-23 S15 | Redistribution of the Public Health grant | Efficiencies/ Service Reduction | People Public Health | (375) | | | | | (375) |
| HPR7 | Market Rentals for Council Properties | Income | Place | (10) | | | | | (10) |
| PLACE 20-21 S02B | Montagu Industrial Estate Redevelopment | Income | Place | (300) | (900) | | | | (1,200) |
| PLACE 20-21 S05A | Meridian Water Meanwhile use income | Income | Place | | (81) | | | | (81) |
| PLACE 20-21 S05B | Meridian Water Non-Residential Rental Income | Income | Place | | (97) | (97) | | | (194) |
| PLACE 20-21 S10 | Inflation uplift on external clients and receipts income | Income | Place | (180) | (180) | | | | (360) |
| PLACE 20-21 S12 | Southgate Cemetery - Mausoleum and Vaulted graves sales | Income | Place | (10) | 10 | | | | 0 |
| PLACE 22-23 S03 | New Burial Ground | Income | Place | | (940) | | | | (940) |
| PLACE 22-23 S14 | Housing Advisory Service - New Business Plan | Efficiencies/ Service Reduction | Place | (1,520) | (1,320) | (2,350) | | | (5,190) |
| PLACE 22-23 S17 | Traffic Control Measures | Income | Place | | 500 | 500 | | | 1,000 |
| PLACE 22-23 S19 | Extension of Holly Hill land improvement | Income | Place | 200 | | | | | 200 |
| RES 20-21 S02 | Update of financial systems | Efficiencies/ Service Reduction | Resources | | (250) | | | | (250) |
| RES 20-21 S04 | Payroll Service expansion to schools | Income | Resources | | (50) | (50) | | | (100) |
| RES 20-21 S05 | Staff savings from implementation of a vendor payment portal | Efficiencies/ Service Reduction | Resources | | (200) | | | | (200) |
| RES 20-21 S06 | Single view of the customer debt | Efficiencies/ Service Reduction | Resources | | (50) | | | | (50) |
| RES 20-21 S16 | Procurement saving resulting from replacing our digital customer platform | Efficiencies/ Service Reduction | Resources | (400) | | | | | (400) |
| RESOURCES 21-22 S02 | Customer Operations | Efficiencies/ Service Reduction | Resources | (50) | (50) | (50) | | | (150) |
| RESOURCES 22-23 S02 | Internal enforcement (Business Case March 2021, go live April 22) | Efficiencies/ Service Reduction | Resources | (300) | | | | | (300) |
| | | | | (3,058) | (4,085) | (2,047) | 0 | 0 | (9,190) |

Early Savings Proposals 2023/24 - 2027/28 (October Cabinet)

Appendix 3B

| Ref | Description of Saving | Category | Dept | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
|------------------|--|-------------------|------------------|---------|---------|---------|---------|---------|-------|
| | | | | £000 | £000 | £000 | £000 | £000 | £000 |
| CEX 23-24 S01 | Voluntary & Community Sector budget savings | Efficiency | CEX | (150) | 150 | | | | 0 |
| CEX 23-24 S02 | Strategy & Policy Team - Operating Budget savings | Efficiency | CEX | (15) | | | | | (15) |
| CEX 23-24 S03 | Organisational Development – Training budget saving | Efficiency | CEX | (48) | 48 | | | | 0 |
| CEX 23-24 S04 | Human Resources – hold vacant posts for one year | Efficiency | CEX | (92) | 92 | | | | 0 |
| CEX 23-24 S05 | Schools Personnel – increased traded service income | Income | CEX | (30) | | | | | (30) |
| CEX 23-24 S06 | Strategy & Policy Team - HRA recharge income | Income | CEX | (35) | | | | | (35) |
| CEX 23-24 S07 | Human Resources – HRA recharge income | Income | CEX | (30) | | | | | (30) |
| CEX 23-24 S08 | Legal Services – recharge income | Income | CEX | (100) | | | | | (100) |
| PEOPLE 23-24 S01 | Care Purchasing/Demand Management | Demand Management | People ASC | (900) | | | | | (900) |
| PEOPLE 23-24 S02 | Day Services and Transport Reviews | Efficiency | People ASC | (700) | | | | | (700) |
| PEOPLE 23-24 S03 | Grant & Income Maximisation | Income | People ASC | (800) | | | | | (800) |
| PEOPLE 23-24 S04 | Efficiencies & running costs | Efficiency | People ASC | (150) | | | | | (150) |
| PEOPLE 23-24 S05 | Reduction in running costs - Sexual Health | Efficiency | People PH | (100) | | | | | (100) |
| PEOPLE 23-24 S06 | Reduce Out of Borough Sexual Health costs | Efficiency | People PH | (100) | | | | | (100) |
| PEOPLE 23-24 S07 | Vacant post deletion - Early Years | Efficiency | People Education | (20) | | | | | (20) |
| PEOPLE 23-24 S08 | Part funding of an existing post from the Housing Support Fund | Income | People Education | (10) | | | | | (10) |
| PEOPLE 23-24 S09 | Careers Service Restructure | Efficiency | People Education | (20) | | | | | (20) |
| PEOPLE 23-24 S10 | Reduction in operational costs | Efficiency | People C&F | (100) | | | | | (100) |
| PEOPLE 23-24 S11 | Reduction in external care purchasing costs through in-borough developments of fostering and residential provision | Efficiency | People C&F | (594) | | | | | (594) |
| PEOPLE 23-24 S12 | Re-tender home care provision for disabled children | Efficiency | People C&F | (56) | | | | | (56) |
| PLACE 23-24 S01 | Insource current removal contract | Efficiency | Place | (20) | | | | | (20) |
| PLACE 23-24 S02 | Offer inhouse training rather than buy externally | Efficiency | Place | (15) | | | | | (15) |
| PLACE 23-24 S03 | Increase Waste Enforcement Income | Income | Place | (30) | | | | | (30) |
| PLACE 23-24 S04 | Remove Committee presentation equipment | Efficiency | Place | (40) | | | | | (40) |
| PLACE 23-24 S05 | Business Rate Charges, Reduce costs on empty properties | Efficiency | Place | (98) | | | | | (98) |
| PLACE 23-24 S06 | Repairs and Maintenance | Efficiency | Place | (38) | | | | | (38) |
| PLACE 23-24 S07 | Morson Road Service Charge | Efficiency | Place | (46) | | | | | (46) |
| PLACE 23-24 S09 | Trespass and Enforcement Budget | Efficiency | Place | (50) | | | | | (50) |
| PLACE 23-24 S10 | Income from Rent Reviews | Income | Place | (240) | | | | | (240) |
| PLACE 23-24 S11 | Relet Marsh House meanwhile use (temp saving 2-3 years) | Income | Place | (135) | | 135 | | | 0 |

Early Savings Proposals 2023/24 - 2027/28 (October Cabinet)

Appendix 3B

| Ref | Description of Saving | Category | Dept | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | Total |
|---------------------|--|------------|-----------|----------------|------------|------------|----------|----------|----------------|
| | | | | £000 | £000 | £000 | £000 | £000 | £000 |
| PLACE 23-24 S12 | Relet rather than sell John Wilkes House and Charles Babbage House | Income | Place | (200) | | | | | (200) |
| PLACE 23-24 S13 | Departmental training budget | Efficiency | Place | (80) | | | | | (80) |
| PLACE 23-24 S14 | Grow Commercial Waste Service | Income | Place | (75) | | | | | (75) |
| PLACE 23-24 S15 | Streetworks savings | Efficiency | Place | (50) | | | | | (50) |
| PLACE 23-24 S16 | Review of Corporate Building cleaning | Efficiency | Place | (500) | | | | | (500) |
| PLACE 23-24 S17 | Increase Garden Waste Charges | Income | Place | (400) | | | | | (400) |
| PLACE 23-24 S18 | Green Waste Collection Dates | Efficiency | Place | (200) | | | | | (200) |
| PLACE 23-24 S19 | Commercial workshop- expand 3rd party service change | Income | Place | (100) | | | | | (100) |
| PLACE 23-24 S21 | Review of charging | Income | Place | (150) | | | | | (150) |
| PLACE 23-24 S23 | Traffic order/ permit performance Income | Income | Place | (50) | | | | | (50) |
| PLACE 23-24 S24 | Across Place-external fees and charges | Income | Place | (200) | | | | | (200) |
| PLACE 23-24 S25 | Edmonton Centre Housing Hub | Efficiency | Place | (50) | | | | | (50) |
| PLACE 23-24 S26 | Increase income from GF community spaces | Income | Place | (40) | | | | | (40) |
| PLACE 23-24 S27 | Place Service reviews | Efficiency | Place | (667) | | | | | (667) |
| PLACE 23-24 S28 | Making climate change a departmental responsibility | Efficiency | Place | (120) | | | | | (120) |
| PLACE 23-24 S29 | Consumer Protection review | Efficiency | Place | (290) | | | | | (290) |
| RESOURCES 23-24 S01 | Review of Council Tax discounts (e.g. Single Person Discounts) | Efficiency | Resources | (400) | | | | | (400) |
| RESOURCES 23-24 S03 | Libraries review | Efficiency | Resources | TBC | | | | | 0 |
| RESOURCES 23-24 S04 | CIVICA on demand contract review | Efficiency | Resources | TBC | | | | | 0 |
| RESOURCES 23-24 S05 | Expansion of Visa verification project | Income | Resources | TBC | | | | | 0 |
| RESOURCES 23-24 S06 | Translation services contract | Efficiency | Resources | TBC | | | | | 0 |
| RESOURCES 23-24 S07 | Council Tax reduction scheme - minimum payment proposal | Efficiency | Resources | TBC | | | | | 0 |
| RESOURCES 23-24 S08 | Out of hours service | Efficiency | Resources | TBC | | | | | 0 |
| | | | | (8,334) | 290 | 135 | 0 | 0 | (7,909) |

London Borough of Enfield**CABINET****Meeting Date: 12 October 2022**

Subject: SEND Places Development Programme**Cabinet Member: Cllr Abdul Abdullahi****Executive Director: Tony Theodoulou****Key Decision: 5513**

Purpose of Report

1. Provide details of the proposed programme to provide large scale Special Educational Needs and Disability (SEND) provision within the Borough to address increasing demand and reduce dependency on out-of-borough placements financial and associated impact on the Council.
2. Provide details of current and projected demand for SEND places, current provision both in-borough and out-of-borough and the related costs to the Council
3. To report details of viability work undertaken to date to identify sites and the scale of additional provision that can be achieved at these sites.
4. To seek Cabinet agreement, in principle, to take forward a SEND Development Programme (beyond initial viability and early feasibility stage) to establish new SEND provision at Portcullis Lodge and Addison House. The approval of individual projects will be subject to further feasibility, survey work, strategic business case, planning approval and inclusion in the Council's 10-year capital programme. Once included with the Capital Programme individual projects will be subject to the Council Governance procedures including future Key Decision reports.
5. To note potential future work to bring forward sites Bell Lane and the former Eldon Secondary Tuition Centre
6. To note the requirement for £1.6m funding for the two priority sites (Portcullis Lodge and Addison House) to progress development work and indicate the likely capital investment required to deliver this Programme. The costs related to bringing forward individual schemes is detailed in Restricted Appendix A1.
7. To note the application to the Department for Education (DfE) Free School Wave 2022 for Portcullis Lodge and Addison House sites. If either application is successful the DfE are likely to fund the development of the site (this may be through a financial contribution or by delivering the site(s) themselves). A Free School provider will be selected by the DfE.

Proposal(s)

Cabinet is recommended;

8. To note the work undertaken thus far to establish the viability of the four potential sites (detailed below) including further detailed feasibility and survey work for the Portcullis Lodge site and the costs in the total sum of £479k already invested to undertake this work.
9. To note the funding requirement of £1.6M to develop detailed designs to take forward prioritised sites at Portcullis Lodge and Addison House to submission of a planning application (RIBA Stage 3). The detailed costs for individual schemes are included in the Restricted Appendix A and A1. Costs shown in Restricted Appendix A1 are at current rates and it should be noted that these costs are subject to change. Delays in approving the required funding for individual projects is likely to result in increased costs and delays to progressing the programme.
10. The two priority sites have the potential to provide between 136 additional SEND places (this will rise to circa 184 places when other sites are brought forward in a future phase of the programme). Phasing of bringing forward sites is due to the Council's constraints to funding delivering the programme due to the wider demands across the Council and available capital through borrowing.
11. To note as a decision to be brought forward to Full Council for a capital investment in a SEND Development Programme, recommend further analysis, strategic business case development and financial modelling for approval and inclusion in the Council's 10-year Capital Programme. A significant amount of additional work is required prior to understanding the precise amount of capital required. However, currently the value of this investment estimated to deliver the two priority sites is estimated at £26m (£54m for four sites).
12. To agree an approach for all developments to target a net zero carbon approach in line with the Council's Climate Change Strategy and Planning Policy, where this is affordable for the Council.
13. For Members to note the Programme subject to the DfE Free School Wave decision.

Reason for Proposal(s)

14. In recent years there has been a significant increase in demand for SEND provision due to an increasing number of Educational Health Care Plans (EHCP) for pupils within the borough. This ongoing rise requires an approach that addresses the current demand impact, in particular the costs of out-of-borough placements and related transport costs.
15. Between May 2020 and May 2021, the number of EHCPs increased from 3,262 to 3,783 (figures at October 2021). The average growth in EHCPs in the last three years in Enfield is 16.67%. This compares to an average 10% growth nationally.
16. With the current trend data available the projections indicate that the number of EHCPs will increase to 4595 in 2023 and by 2025 this will reach 6283.
17. Provision for children within the borough is varied and the number of pupils is subject to constant change as children being identified with special educational needs currently within mainstream settings may change throughout the academic year. At July 2022 over 687 children are educated in out-of-borough provision (See Appendix 1: Impact of Increased Need for SEND Places).
18. In addition to the capacity and cost related aspect of the current position there is a significant negative impact on parents and children who are required to travel to out-of-borough provision.
19. The average cost of an out-of-borough placement is circa £25.5k pa compared to £11.52k for a place in-borough. In addition, average transport costs are more than twice as expensive for out-of-borough pupils at circa £15.18k versus £7.4k in-borough. Therefore, the saving for every in-borough place created on average will be circa £21.7k per annum (at current rates).

20. The impact of the increase demand has put pressure on the High Needs Budget (HNB) element of the Dedicated Schools Grant (DSG) received from the DfE to such an extent that the deficit budget which will be carried forward to 2022/23 will be circa £12.62M (the deficit brought forward from 2021/22 was £8.048M). The forecast for 2022/23 indicates that the overspend will continue to increase by approximately £3m. Out-of-borough placement is the most significant contributor to the overspend.

Relevance to the Council Plan

Good homes in well-connected neighbourhoods

21. This project will contribute to the Council's strategies and programmes for supporting communities through the delivery of education services to the benefit of the community.

Safe, Healthy and Confident communities

22. The Borough needs to ensure appropriate infrastructure is in place to allow the growth of the population. Increasing the capacity of special schools to provide high quality education within the borough to meet demand directly delivers essential services to protect and support vulnerable residents. This provision will aim to inspire and empower young people to reach their full potential.

An Economy that works for everyone

23. The provision of good quality schools and buildings helps to ensure a stable strong community enhancing skills and connecting local people to opportunities.

Background

24. In November 2021, EMT agreed that the Education Strategic Resourcing and Partnerships Service (ESRP) and the Construction Maintenance and Facilities Management Team (CMFM) should identify potential sites to establish brand new provision on a scale that would make a significant contribution to addressing demand. The ESRP Service has identified four sites currently which have the potential to establish SEND provision. An initial £60k was approved by the Interim Director of Finance & Commercial from revenue reserves for viability studies under delegated authority from the Executive Director of Resources in consultation with EMT.

25. Four sites have been identified as having the potential to establish new SEND provision. sites are noted as follows:

- Addison House, Addison Avenue, N14 4AL
- Portcullis Lodge Car Park (opposite Civic Centre), EN1 3XA
- Former Eldon Road Tuition Centre, Eldon Road, N9 8LG
- Albany Youth & Community Centre & Caretaker's House, Bell Lane, EN3 5PA

26. The SEND Programme Board was set up in May 2022 as a formal governance body for the delivery of potential SEND schemes to provide governing steer, direction, oversight and assurance to the work of officers and service areas involved in all aspects of delivering the Programme. This is a cross directorate group of senior officers.

27. Work on the sites at Portcullis Lodge and Addison House have been progressed to an initial pre-planning stage. In March 2022, an Operational Decision was approved by the Executive Director for People for an additional £398,750 to provide architectural concept design

incorporating the strategic engineering requirement aligned to a cost plan and outline specification for the site at Portcullis lodge (See Appendix 5. Operational Decision - Funding to undertake feasibility work for the development of additional SEN Provision at Portcullis Lodge).

28. Cost estimates have been prepared for taking forward all four identified schemes to the submission of planning applications.
29. The type of SEN provision will be identified for each site in consultation with the SEN team based on the demand for places, considering site constraints and suitability of accommodation that can be provided.

POTENTIAL DEVELOPMENT SITES

Portcullis Lodge

30. The Portcullis Lodge Car Park site is situated opposite the Civic Centre LBE offices and is accessed from Baker Street via a single-track road, which runs alongside the New River. The site is bordered to the north, west and south by playing fields, used by the Enfield County Upper School and the Enfield Grammar School. The overall site area is approx. 10,909m². and located within a conservation area and within an area designated as Metropolitan Open Land. Approximately a third of the site area accommodates an overspill car park, for the Enfield Civic Centre, the rest of the site is heavily wooded and very overgrown.
31. This project has been significantly more progressed than the other three schemes. Subject to the necessary planning approval processes the site could accommodate the construction of a two-storey building, including external facilities, car park and drop off, to accommodate a cohort of 100 ambulant pupils.
32. Work undertaken thus far has included progressing the concept design including; site investigation surveys, design development workshops and investigation into the legal aspects of the site. Investigations carried out thus far have identified several constraints of the site, pertaining to tree conservation restrictions, re-habitation of badgers and removal of Japanese Knotweed, along with easement and land ownership matters.
33. As this project is at an advanced stage of design, the total project costs are estimated to be circa £16.5m. The construction costs alone are calculated to be approximately £11m. The estimated budget allows for risks relating to delivering the site which will be clarified as the project proceeds through the next work stages.
34. An Operational Decision approved by the Executive Director for People £392k has funded the work undertaken thus far (see Appendix 5).
35. Detailed costs for future stages are shown in Restricted Appendix A1. The approved funding to progress this work will shortly have been expended. Delays in approving these funds will impact on the costs going forward as construction related costs continue to increase nationally. Therefore, it is important for funding for the next phase of works is approved as soon as possible to ensure the project continues to work towards the identified milestones.

Addison House

36. The overall site area is approx. 3,053 m² and the site is situated on the corner of Green Road and Addison Avenue in the northern part of Southgate. The site currently accommodates an existing 1.5 storey single storey mock Tudor building built in the 1930s, as a community hall.

The building previously accommodated the Primary Behaviour Support Service which has been relocated to Houndsfield Primary School.

37. Subject to planning approval this site could possibly support a two-storey building for 36 plus SEND pupils.
38. An initial pre- planning application meeting was held with the planning team where concerns were raised about the demolition of the existing building which is of local heritage interest although not being listed.
39. Two options have been developed for consideration at pre-planning advice prior to the main planning application being submitted:
 - Option A - Retaining the existing with a new 2-storey build abutting with internal links.
 - Option B – Demolition of the existing building and replacing it with a new 2-storey building.
40. It is estimated at this very early stage of the project that the construction (only) costs will be in the region of £6.2m, which has been used to calculate the professional fees and surveys required to take the application to planning stages as set out in Appendix A. At the end of Stage 1 (feasibility stage) the estimated costs to deliver the project inclusive of construction costs, construction works contingencies, market volatility risks, fees for professional services, specialist surveys, statutory fees, internal fees, loose furniture, equipment & ICT and project risk contingencies will be known.

Former Eldon Road Tuition Centre

41. The site at Eldon Road in Edmonton was formerly used as a Secondary Tuition Centre. The site has been vacant for approximately four years following the building of Orchardside School in Bullsmoor Lane which now accommodates students that attended the Eldon STC site. The overall site area is approx. 1,321m² and the site is situated on the corner of Eldon Road and Cumberland Road.
42. Subject to the necessary planning approval processes, the site may support a three-storey building, sited along the northern side of the site running parallel to Cumberland Road.
43. The initial viability study identified that 8 SEND pupils could be accommodated, treating this site as a standalone provision. However, this site neighbours Eldon Primary School with Early Years Provision on a large site with extensive playing fields. Earlier development options considered 3 storey options with and without a catering kitchen. These offered SEND pupil number's accommodation between 32 and 40. To provide additional external space for this development there is the opportunity to share the Eldon Primary School playing fields. The previous expansions on the primary school, the Early Years / Children's Centre and Dining Hall buildings raised concerns from Sport England. Provision of a Multi-Use Games Area may mitigate their objections to provide a whole site solution to accommodate a minimum of 32 SEND pupils
44. It is estimated at this very early stage of the project that the construction (only) costs will be in the region of £3.9m, which has been used to calculate the professional fees and surveys required to take the application to planning stages as set out in Appendix A. At the end of Stage 1 (feasibility stage) the estimated costs to deliver the project inclusive of construction costs, construction works contingencies, market volatility risks, fees for professional services, specialist surveys, statutory fees, internal fees, loose furniture, equipment & ICT and project risk contingencies will be known.

Bell Lane

45. The site currently accommodates three separate buildings:
- a) The Bell Lane Youth centre
 - b) Waverley Pre-school (SEND school)
 - c) Former Albany Caretaker's House
46. The western part of the site contains the Bell Lane Youth Centre. The Youth Centre has a building typology similar to that of a community hall. Originally, the large space at the core of the building would have accommodated the hall function and this would have had a vaulted roof. The building is currently being used by Enfield Council as an 'outreach' centre and youth club. The central part of the site contains the Waverley Pre-school building for special educational needs. It is a modern building that was presumably built within the last 20 years.
47. The site shares a boundary to the north with the Ark John Keats Academy's hard surfaced playing courts, external amenity space and playing fields. The Academy is a 3 to 18 all-through school with a mixed comprehensive intake.
48. Initial viability studies have indicated that this site could support a two-storey school building, situated along the northern side of the site on the footprint of the existing Waverley pre-school building and running parallel to Bell Lane. This could extend the existing provision at Waverley Pre-school by at least 16 pupils. Waverley School accommodates the pupils with Profound Multiple Learning Difficulties (PMLD) who have the greatest need of any SEND children within the borough. These pupils a high ratio of staff to pupils and specialist equipment.
49. It is estimated at this very early stage of the project that the construction (only) costs will be in the region of £4.7m, which has been used to calculate the professional fees and surveys required to take the application to planning stages as set out in Appendix A. At the end of Stage 1 (feasibility stage) the estimated costs to deliver the project inclusive of construction costs, construction works contingencies, market volatility risks, fees for professional services, specialist surveys, statutory fees, internal fees, loose furniture, equipment & ICT and project risk contingencies will be known.
50. Relocation or colocation of youth provision will also need to be considered when developing any plans.

Main Considerations for the Council

51. The SEND Development Programme will seek to significantly increase in-borough SEND provision with high quality large scale provision ideally managed by established maintained SEND providers with a track record of successful delivery within the borough.
52. To achieve the aims of the programme the Council is required to make a substantial financial investment for the development and construction costs related to establishing new provision. The level of the DfE capital grant funding to Enfield (*See Appendix 4: KD5383 Updated School Condition and Fire Safety Programme 2022/23 to 2023/24*) is not sufficient to contribute to the programme and is focussed on the maintenance and improvement of existing maintained schools.
53. The maintenance of school buildings (a shared responsibility with schools) has seen an increasing number of reactionary works due to lack of attention by schools. The pressure on school budgets is a contributory factor to the lack of required maintenance undertaken by

schools. The ESRP is refocussing its approach to better understand the state of school building stock through a programme of condition surveys. The result of these survey is likely to identify works which will be reflected in the future Schools Capital Programme and distribution of grant funds. In addition, the rise in maintenance and construction costs alongside the requirement to work towards achieving decarbonisation and other climate change targets will also exert additional pressure on the funds available for works to existing schools.

54. Without the interventions suggested within this report there will be increasing pressure on the HNB and the deficit will continue to increase. When delivered the SEND Development Programme will help to address this situation.

Safeguarding Implications

55. The design works will ensure that the proposed facilities will be a safe and secure environment for Enfield's young people.
56. The health and safety of pupils is first and foremost in all designs ensuring the site and buildings are secure with public and pupil areas securely separated.
57. The SEND Development Board are to implement an advisory group of Enfield SEN school Headteachers to ensure all safeguarding and operational issues are resolved during the design process.
58. Design work will be undertaken in full accordance with Health & Safety and Construction Design Management Regulations.

Public Health Implications

59. The provision of high quality schools helps ensure a stable, strong supportive community giving Enfield's young people better outcomes ensuring they are given the tools to become productive members of the community.
60. Schools can offer strong support networks for our SEND young people and their families being able to sign post them to all available resources.
61. There are positive long-term implications for SEND children as they progress into adulthood and independence, through having local community connections and friendships, developed during school aged years. Ensuring we provide places for Enfield's young people within the Borough has a significant impact on the wellbeing of the individual.
62. Good quality school accommodation and external learning environments are essential for the development, social integration and well-being of Enfield's young people.

Equalities Impact of the Proposal

63. An Equality Impact Assessment has been carried out (attached). It is the Council's statutory responsibility to ensure that there are sufficient pupil places across the Borough to meet demand, that these places are not discriminatory and to ensure that all children have access to quality education.

64. Design proposals brought forward will have due regard to the suitability of plans for the intended purpose and performance, durability. The provision of local schools across the borough ensures quality of rights to good education provision. Additional SEN places will positively impact the lives of children and their families by ensuring that pupils can be educated within their own communities and reducing the negative impact of travelling out-of-borough.
65. An Equalities Impact assessment of the Programme (through this report) has been completed and considers the initial impacts of the proposed programme. It establishes that at this stage the Programme does not indicate any discrimination against the service users, residents and in particular young people in Enfield. Further assessment will be made as individual schemes are brought forward for decision.

Environmental and Climate Change Considerations

66. The SEND Development Programme will support the Council to become carbon neutral by 2030, as set out in the Climate Action Plan. Where possible a 'Passivhaus' efficiency standards and construction concepts will be applied. Where this is not possible design guidance will ensure we deliver buildings that are net zero carbon in both construction and operation energy use and powered from on-site and/or off-site renewable energy sources, with any remaining carbon balance offset.
67. This approach will provide both environmental benefits and operational energy cost savings for the users of any facilities developed within the programme.

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

| Risk | Mitigation |
|--|--|
| Ongoing need to fund High Needs budget from Council resources | <ul style="list-style-type: none"> • The SEN team continue to identify children whose needs can be met in mainstream settings • Development of Additionally Resourced Provision (ARPs) and SEN Unit in mainstream settings will contribute • Govt White Paper may introduce cap on out-of-borough charges from providers in the future • Enfield is likely to receive an increase in funding allocation from the DfE which may reduce the funding gap (this will not be known until revised regulations are published) (<i>see Appendix 2: DMT Schools Funding Update</i>) |
| SEN Pupil Numbers levels maintained or increase | <ul style="list-style-type: none"> • Continued dependency on out-of-borough provision • Increased contribution by the Council to the HNB |
| Revenue Expenditure spent thus far abortive | <ul style="list-style-type: none"> • If Capital schemes are not delivered or current feasibility work does not continue funds invested thus far will be abortive |

| | |
|--|--|
| | <p>costs (not able to be capitalised)</p> <ul style="list-style-type: none"> • If the DfE application is successful it may be possible to negotiate with the DfE to recover costs if they take forward the current proposals (this is not guaranteed) |
|--|--|

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

| Risk | Mitigation |
|---|--|
| Delay – volatility in the construction sector has resulted in increasing costs to delivery capital projects (feasibility, design and construction) | <ul style="list-style-type: none"> • The aim is to bring forwards projects as quickly as possible to ensure that costs are more accurately assessed • Increased contingency has been applied to the programme to accommodate potential rises in delivery costs |
| Capital resources required to successfully deliver the Programme and Projects are insufficient and/or not approved | <ul style="list-style-type: none"> • The process of clarifying the likely capital funding required is underway to allow Capital Finance Board to indicate whether the Programme can be funded • Application to the DfE Special Free School Wave 2022 may provide funds necessary for additional provision • Sale of Caretakers Houses may be able to support the School Capital Programme and potentially allow funds to be made available to contribute to large scale provision (although this is being considered to support expansion of existing provision and establishing ARPs/SEN Units). See Appendix 3: KD5373 Strategy for Disposal and use of Caretakers Houses. • The annual Schools Capital Programme will be reviewed subject to the future DfE allocation to ascertain whether a contribution can be made towards large scale provision • The number of schemes can be reduced or phased. Alternative options will also be investigated |
| DfE Approval of Free School Wave Applications | <ul style="list-style-type: none"> • Education Service will negotiate with DfE to adopt proposals and reimburse Council for investment to date (not guaranteed) • <i>Free School provider will be allowed their own admission criteria and may not guarantee all/the majority of places are provided for Enfield children</i> |
| Proposals not approved by | <ul style="list-style-type: none"> • Pre-planning discussions to take place at |

| | |
|--|---|
| Planning | the earliest opportunity to ensure that proposals are likely to be successful |
| Poor and/or inadequate Governance and control | <ul style="list-style-type: none"> A cross service SEND Sites Development Board has been established to provide robust governance and controls to monitor workstreams and provide regular reporting to People and Place DMTs, EMT and Members. |

Financial Implications

68. Report is requesting £1.6m of revenue funding to continue feasibility work to establish new SEND provision at 2 sites across the borough. Further approvals on each site will be required to progress the proposal to a fully initiated capital scheme. This would initially be funded from reserves, but as schemes progress to become capital schemes these costs will be capitalised.
69. Approximately £500k of feasibility works have already been approved, taking the total feasibility costs to £2.1m. The impact on revenue will range from £0 to £2.1m depending on which sites are progressed.
70. The indicative estimate of progressing the two priority sites to develop new SEND provision is estimated at £26m26m in total. The feasibility work will allow for an updated estimate of the total cost by site.
71. Where sites are progressed as capital schemes the feasibility costs can be capitalised. If a site is not considered viable the feasibility costs associated with that site will be charged to the revenue budget.
72. A bid for funding from central government is in progress. Should this bid not be successful the proposal is for the estimated cost of £26m to be funded from council borrowing, resulting in an annual financing cost of £1.2m (using a 4.5% interest charge, 40-year MRP).
73. If the Application to DfE SEND Special School Wave 2022 is successful it is possible that any expenditure will be abortive but the DfE may consider the Councils cost thus far if they agree to take forward the proposal as developed, resulting in any costs spent to date being charged to revenue.
74. The two priority schemes in the programme are estimated to deliver 136 new SEND places within the borough. The average cost of an out-of-borough placement and transport provision is £40.5k, compared to £18.9k within the borough (i.e. our average cost per out-of-borough placement is more than twice as much as an in-borough placement). If 136 places are created and filled (assuming they would go out-of-borough if not) then there is a potential gross cost reduction on placements of £3m a year, of which £1.9m would be to the ringfenced Dedicated Schools Grant (DSG) and £1.1m to General Fund. This would be offset by the interest and annual revenue charges to repay the initial investment (Minimum Revenue Provision). This means that, at a high level, assuming the complexity of needs of the current in-borough and out-of-borough cohort is the same, a £26m investment could achieve a potential of up to £1.6m per annum net saving for the revenue budget (£3m cost avoidance offset by £1.4m interest and MRP costs).

75. Finance officers are seeking advice on how the interest and capital repayment (Minimum Revenue Provision) charges can be charged to the DSG. Otherwise, there would be a financial pressure in the General Fund, while the savings are in the ringfenced DSG account.

| | Average Costs of SEND Placement £ | Average Cost of SEND Transport Provision per pupil £ | Total £ |
|-----------------------------|-----------------------------------|--|---------------|
| Out-of-borough | 25,340 | 15,177 | 40,517 |
| In Borough (Enfield) | 11,525 | 7,410 | 18,935 |
| Difference | 13,815 | 7,767 | 21,582 |

76. This means that, at a high level, assuming the complexity of needs of the current in-borough and out-of-borough cohort is the same, £26m investment could achieve a potential of up to £1.8m per annum net saving for the revenue budget (£3m cost avoidance offset by £1.2m interest and MRP costs). If location was responsible for 50% of the cost differential, the saving for 136 places would be around £0.2m.
77. This saving calculation is assuming that in and out-of-borough placements are on average of the same complexity requiring a similar level of support – this assumption will be tested as part of the business case development. Further analysis is being conducted to establish how much of the cost differential is purely due to the placement being in or out-of-borough and how much may be due to other correlating factors (for example are complex needs more likely to require specialist out-of-borough provision).
78. This means that, at a high level, assuming the complexity of needs of the current in-borough and out-of-borough cohort is the same, £26m investment could achieve a potential of up to £1.6m per annum net saving for the revenue budget (£3m cost avoidance offset by £1.4m interest and MRP costs). If location was responsible for less than 50% of the cost differential, there would not necessarily be a financial saving for 136 places (using the assumptions of £26m investment, 4.5% interest charge and MRP over 40 years).
79. More detailed financial implications will be provided in line with the final business case and progressed feasibility studies.

Legal Implications

80. The Development Programme proposed is for the provision of education to primary and secondary school pupils with special educational needs and disabilities. As a local authority, Enfield has a statutory duty under section 14 of the Education Act 1996 (EA 1996) to ensure the provision of sufficient schools for providing primary and secondary education in its area. Furthermore, pursuant to section 315 of the EA 1996, it has to keep the arrangements for special educational provision under review.
81. The Education Act 2011 requires that local authorities secure sufficient suitable education and training provision for young people in their area. This includes those over compulsory school age but under 19, or those aged 19 to 25 and for whom an Education, Health and Care plan (EHCP) is maintained. The Children and Families Act 2014 places significant emphasis on a more ambitious approach to developing and delivering services for young people with SEND.
82. Statutory Guidance must be followed when seeking to make changes to or to open or close a maintained school specifically to meet increased basic need in the local authority's area.

83. Section 6A of the Education and Inspections Act 2006 (EIA 2006) may become relevant with the proposed Development Programme in addition to referral to the Secretary of State for consent for the publication of the proposals and a consultation process. Section 6A EIA 2006 places local authorities under a duty to seek proposals to establish an academy (free school) via the 'free school presumption' process. The local authority is responsible for providing the site for the new school and meeting all associated capital and pre- /post-opening revenue costs. The final decision on all new free school presumption proposals lies with the Regional Schools Commissioner (RSC) on behalf of the Secretary of State.
84. As a local authority, there are duties under the Equality Act 2010 (EqA 2010), including, duties concerning special educational needs (SEN) and accessibility for disabled pupils. Schedule 10 to the EqA 2010 sets out the accessibility arrangements for local authorities and responsible bodies in schools to prepare and further an accessibility strategy under section 88 of the EqA 2010. An accessibility strategy is a written strategy and must be maintained and reviewed as the local authorities 'planning duties' under this section of the EqA 2010. There is additional technical guidance currently available and that may be relevant, from the Equality and Human Rights Commission on various related aspects for future provision as proposed by the Development Programme. The Council is also required to act in accordance with the Public Sector Equality Duty under section 149 of the Equality Act 2010 and have due regard to this when carrying out its functions. In this regard, it is noted that an Equality Impact Assessment has been carried out and its recommendations should be followed.
85. All contract award decisions must comply with the Council's Constitution and, in particular, the Contract Procedure Rules. Where the value of a contract procured pursuant to this report is above the threshold under the Public Contracts Regulations 2015 (PCR 2015), the procurement of such contract(s) must comply with the requirements of Part 2 of the PCR 2015.
86. Where the value of any contract arising from this report is above the Key Decision threshold (£500,000) or where the contract has a significant impact on the local community in two or more wards in the area of the Council, the decision to award the contract must comply with the Key Decision process under the Constitution.
87. The Council must ensure that the contracts and any legal agreements arising from the matters described in this report are in a form approved by Legal Services on behalf of the Director of Law and Governance. Any contract with a value above the Key Decision threshold must be sealed.
88. The Council must ensure value for money in accordance with the Best Value principles under the Local Government Act 1999.
89. All planning applications will need to be submitted to the Local Planning Authority for approval, along with building control consent. This planning process requires statutory and public consultation and works should not commence until such time as approval is given and any pre-commencement conditions (if required) by the planning permission are discharged, in compliance with the Town and Country Planning Act 1990.
90. The Council will need to undertake title checks and due diligence on each of the sites to ascertain any impediments and must comply with all requirements of its Constitution including, in relation to any property transactions its own Property Procedure Rules which set out mandatory procedures regarding (amongst other things) the acquisition, management and disposal of property assets.

(Legal imps prepared by DB, ZS and EP on 11.08.2022 based on a report circulated on 08.08.2022 and updated by ZS on report circulated on 12.08.2022).

Workforce Implications

91. There are no workforce implication at this stage. These will be identified when individual projects/site are brought forward for Authority Decision.

Property Implications

92. The Education team and Strategic Property Services have been liaising over these SEN School requirements. SPS are aware of all sites being considered for additional SEN provision and have contributed towards initial site identification work and project meetings.
93. The vision of the Strategic Asset Management Plan (SAMP) is to reduce the Council's leased-in portfolio, and operate out of freehold-owned assets, wherever it is feasible. All the locations identified in this report are within Council freehold ownership and no sites with non-freehold ownership have been considered for RIBA development stages 1-2.
94. There are ingress/egress and rights of access issues identified at Portcullis Lodge which are subject to further investigation and site design consideration (namely Enfield Grammar School to land ownership and rights of access across the site). The Portcullis site only will need to be designated for Education use.
95. Planning permission will be required for the new buildings construction and use and should be programmed early into the projects to ensure permission is granted as early as possible and before large spend is committed.
96. All new or revised asset data arising out of the proposed works must be sent by the Project Manager to Strategic Property Services for input onto the Asset Management Data System, including revised site plans, floor plans, asset information, etc. All relevant compliance-related activities will need to be put into place for these assets and appropriate contracts for servicing activities may be required. All works should be compliant with relevant legislation including CDM and Building Regulations. An inventory list of any materials procured and produced will need to be kept. In the event of failure, appropriate arrangements will need to be made for these supplies to be retained and secured for the Council until a decision is made on how best to dispose of them.
97. The proposals in this report will likely require an increase in workforce. It is assumed that all new staff will be housed within the existing and new buildings detailed in this report. If there are any future workforce requirements then additional accommodation implications will need to be understood through detailed interaction with relevant teams, being Operational Estate Management, Facilities Management, and Build the Change. Should new accommodation requirements be required, these will need to be presented to the Accommodation Board, as well as any other relevant Board, such as Build the Change board or the Property Board. Any new accommodation requirement is likely to have their own financial and property implications.
98. Consideration of future property implications will arise once proposals are developed and the project/s progress to planning application.

Other Implications

99. The DfE deliver the Free Special School Wave 2022 will not guaranteed Passivhaus and net zero carbon buildings unless planning policy instructs this. The DfE will apply their own Building Bulletin guidance which will inform the design standards for any new provision.

Options Considered

100. Alternative sites not in the Council's ownership have not been considered or prioritised ahead of the sites identified as land purchase costs would increase costs of delivering additional provision. Three of the sites are already have an education planning designation.
101. Increasing small scale provision is already in train but is not able to deliver a level of impact on the increasing demand to significantly address the deficit in SEND places available in the borough.
102. Due to declining rolls particularly impacting on primary schools over the next 3-5 years, consideration has been given to the potential use of a school site. However, there are no current plans for a school closure to allow this to happen nor to use part of a school site. This though will be kept under review.

Conclusions

103. The recommendation of this report is for Cabinet to agree the SEND Development Programme and consider approval funding from central contingency for unanticipated expenditure to meet the costs of progressing development works to a maximum of £1.6M and/or seek approval from Full Council to fund both development and capital costs.
104. The SEND Development Programme is central to addressing the increasing demand for SEN places and reducing the ongoing financial burden on the High Needs Budget. Without significant investment in new provision the Council's contribution will continue to rise given the projected increase in the number of SEN pupils making up the Borough's pupil population.
105. This report notes that a further Key Decision report is to be brought forward for consideration by Members, subject to the approval of the strategic business case for inclusion in the Council's 10-year Capital Programme for circa £26M to deliver the initial two sites (noting that the complete programme of four sites requires a further £28M).
106. In the event that the Council's application to the DfE Free School Wave 2022 is successful the Programme's requirement for capital funding will be revised and reviewed by Cabinet.

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020 8132 1435

Date of report

Appendices

Part 2: Restricted Appendix A: Costs for Potential SEND Sites

Part 2: Restricted Appendix A1: Details Development Costs for Priority SEND Sites

Appendix B: **Equality Impact Assessment**

Appendix 1: **Impact of Increased Need for SEND Places**

Appendix 2: **DMT Schools Funding Update**

Background Papers

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

Appendix 3: **KD5373 Strategy for Disposal and use of Caretakers Houses**

Appendix 4: **KD 5383 Updated School Condition and Fire Safety Programme 2022/23 to 2023 (Schools Capital Programme)**

Appendix 5: **Operational Decision - Funding to undertake feasibility work for the development of additional SEN Provision at Portcullis Lodge**

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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of the Local Government Act 1972.

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Enfield Equality Impact Assessment (EqIA)

Introduction

The purpose of an Equality Impact Assessment (EqIA) is to help Enfield Council make sure it does not discriminate against service users, residents and staff, and that we promote equality where possible. Completing the assessment is a way to make sure everyone involved in a decision or activity thinks carefully about the likely impact of their work and that we take appropriate action in response to this analysis.

The EqIA provides a way to systematically assess and record the likely equality impact of an activity, policy, strategy, budget change or any other decision.

The assessment helps us to focus on the impact on people who share one of the different nine protected characteristics as defined by the Equality Act 2010 as well as on people who are disadvantaged due to socio-economic factors. The assessment involves anticipating the consequences of the activity or decision on different groups of people and making sure that:

- unlawful discrimination is eliminated
- opportunities for advancing equal opportunities are maximised
- opportunities for fostering good relations are maximised.

The EqIA is carried out by completing this form. To complete it you will need to:

- use local or national research which relates to how the activity/ policy/ strategy/ budget change or decision being made may impact on different people in different ways based on their protected characteristic or socio-economic status;
- where possible, analyse any equality data we have on the people in Enfield who will be affected eg equality data on service users and/or equality data on the Enfield population;
- refer to the engagement and/ or consultation you have carried out with stakeholders, including the community and/or voluntary and community sector groups and consider what this engagement showed us about the likely impact of the activity/ policy/ strategy/ budget change or decision on different groups.

The results of the EqIA should be used to inform the proposal/ recommended decision and changes should be made to the proposal/ recommended decision as a result of the assessment where required. Any ongoing/ future mitigating actions required should be set out in the action plan at the end of the assessment.

The completed EqIA should be included as an appendix to relevant EMT/ Delegated Authority/ Cabinet/ Council reports regarding the service activity/ policy/ strategy/ budget change/ decision. Decision-makers should be confident that a robust EqIA has taken place, that any necessary mitigating action has been taken and that there are robust arrangements in place to ensure any necessary ongoing actions are delivered.

SECTION 1 – Equality Analysis Details

| | |
|---|--|
| Title of service activity / policy/ strategy/ budget change/ decision that you are assessing | SEND Places Development |
| Lead officer(s) name(s) and contact details | Neil Best |
| Team/ Department | Education Strategic Resourcing & Partnerships |
| Executive Director | Tony Theodoulou |
| Cabinet Member | Abdul Abdullahi |
| Date of EqIA completion | 03/08/2022 |

SECTION 2 – Summary of Proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?
 What are the reasons for the decision or change?
 What outcomes are you hoping to achieve from this change?
 Who will be impacted by the project or change - staff, service users, or the wider community?

1. To seek Cabinet agreement, in principle, to take forward a SEND Development Programme (beyond initial viability and early feasibility stage) to establish new SEND provision at Portcullis Lodge, Addison House, Bell Lane and the former Eldon Secondary Tuition Centre (so that the budget can be recommended to Full Council for approval).
2. To reduce the over spend of the High Needs Budget by reducing the need for Out of Borough placements by providing more places in borough for Enfield children.
3. The Outcome will be to increase in-borough provision for more children in Enfield
4. This provision will benefit both children and parents of children with special educational needs as well as creating opportunities for education staff in these new facilities.

This section asks you to consider the potential differential impact of the proposed decision or change on different protected characteristics, and what mitigating actions should be taken to avoid or counteract any negative impact.

According to the Equality Act 2010, protected characteristics are aspects of a person's identity that make them who they are. The law defines 9 protected characteristics:

1. Age
2. Disability
3. Gender reassignment.
4. Marriage and civil partnership.
5. Pregnancy and maternity.
6. Race
7. Religion or belief.
8. Sex
9. Sexual orientation.

At Enfield Council, we also consider socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (eg people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) 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 staff, service users or members of the wider community who share one of 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.

Pupils will be school aged between 5 & 19 year-olds, These pupils would currently be sent out of Borough if these places were not provided

Mitigating actions to be taken

No mitigating action identified.

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 proposed design and subsequent facilities are positive in providing improved accessibility of the facilities for Enfield's young people with SEN.

Mitigating actions to be taken

All proposed designs/facilities will be 100% DDA compliant and created specifically for the cohort of SEND agreed.

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.

No differential impact identified.

Mitigating actions to be taken

N/A

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

No differential impact identified.

Mitigating actions to be taken

N/A

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

No differential impact identified.

Mitigating actions to be taken

N/A

Race

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

No differential impact identified.

Mitigating actions to be taken

N/A

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.

No differential impact identified.

Mitigating actions to be taken

N/A

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.

No differential impact identified.

Mitigating actions to be taken

N/A

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.

No differential impact identified.

Mitigating actions to be taken

N/A

Socio-economic deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, 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.

No differential impact identified

Mitigating actions to be taken.

N/A

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?

A cross service SEND Sites Development Board has been established to provide robust governance and controls to monitor workstreams and provide regular reporting to People and Place DMTs, EMT and Members.

Any individual projects approved will be subject to fortnightly review by the Education Capital Delivery Team and Construction Maintenance and Facilities Management Team (Capital Delivery Update Meetings) and also reviewed by the SEND Development Programme Board.

The Senior User (Head of Strategic Resourcing & Partnerships) will be responsible for reporting the effect of the Proposal to the SEND Development Board (Senior Responsible Officer, Director of Education).

SECTION 5 – Action Plan for Mitigating Actions.

| Identified Issue | Action Required | Lead officer | Timescale/By When | Costs | Review Date/Comments |
|------------------|-----------------|--------------|-------------------|-------|----------------------|
| N/A | | | | | |

Impact of Increased Need for SEND Places

Pupils with SEND

The 2022 data shows that Enfield's total pupil population has decreased while at the same time there was a significant increase in the number of pupils with Education Health Care Plans (EHCPs).

From 2018-2022, the average increase for pupils with EHCP has been 17%, however from 2015-2022, that number increased exponentially by 164%. Although there has been a considerable increase in In-Borough provision during this time the number of pupils being place out-of-borough has risen by 183%.

Table 1: No of Enfield pupils with EHCP (2015-2022)

| Year | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2015-2022 |
|--------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Enfield | 1314 | 1571 | 1746 | 1986 | 2483 | 2839 | 3105 | 3422 | 160% |
| Out-of-borough | 243 | 339 | 391 | 450 | 515 | 593 | 630 | 687 | 183% |
| Grand Total | 1557 | 1910 | 2137 | 2436 | 2998 | 3432 | 3735 | 4109 | 164% |

The most significant primary care needs in Enfield are Speech, Language and Communication Difficulties (SLCN), Autism (ASD) and Social, Emotional and Mental Health Difficulties (SEMH/(BESD) with these three equating to 75% over 50% of the total pupils with EHCP numbers. There is also a direct correlation between these primary care needs and the pupils being sent out-of-borough as they also form the largest majority of out-of-borough SEND pupils (*see table 3 below*).

The number of pupils within these three primary care needs has been increasing significantly from 2015-2022, creating a continual demand to create more place in Enfield.

Table 2: Primary Care Need of Pupils in Enfield with EHCP

| Enfield | | | | | | | | | | | |
|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------|------|-------|
| Primary Type | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2015-2022 | Rank | Chart |
| SLCN | 417 | 486 | 524 | 600 | 843 | 1044 | 1201 | 1292 | 210% | 1 | |
| ASD | 367 | 439 | 490 | 559 | 641 | 726 | 788 | 850 | 132% | 2 | |
| SEMH/(BESD) | 166 | 199 | 242 | 278 | 360 | 400 | 398 | 450 | 171% | 3 | |
| MLD | 118 | 130 | 155 | 183 | 210 | 234 | 277 | 337 | 186% | 4 | |
| PD | 112 | 140 | 153 | 166 | 174 | 174 | 163 | 170 | 52% | 5 | |
| SLD | 50 | 70 | 66 | 61 | 75 | 77 | 88 | 117 | 134% | 6 | |
| SPLD | 14 | 20 | 17 | 26 | 35 | 38 | 42 | 70 | 400% | 7 | |
| HI | 19 | 25 | 31 | 34 | 47 | 54 | 58 | 58 | 205% | 8 | |
| VI | 28 | 28 | 26 | 30 | 39 | 39 | 37 | 31 | 11% | 9 | |
| PMLD | 16 | 22 | 24 | 26 | 31 | 25 | 23 | 24 | 50% | 10 | |
| OTH | 3 | 8 | 12 | 13 | 16 | 15 | 19 | 13 | 333% | 11 | |
| MSI | 4 | 4 | 6 | 10 | 12 | 13 | 11 | 10 | 150% | 12 | |
| Total | 1314 | 1571 | 1746 | 1986 | 2483 | 2839 | 3105 | 3422 | | | |

Table 3: Primary Care Need of Out-of-borough Placements with EHCP

| Outborough | | | | | | | | | | | |
|--------------|------------|------------|------------|------------|------------|------------|------------|------------|-----------|------|-------|
| Primary Type | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2015-2022 | Rank | Chart |
| SLCN | 84 | 107 | 120 | 140 | 171 | 195 | 206 | 217 | 158% | 1 | |
| ASD | 57 | 85 | 106 | 120 | 134 | 146 | 146 | 163 | 186% | 2 | |
| SEMH/(BESD) | 40 | 56 | 64 | 76 | 78 | 95 | 115 | 116 | 190% | 3 | |
| MLD | 10 | 21 | 19 | 23 | 32 | 45 | 48 | 60 | 500% | 4 | |
| HI | 12 | 19 | 23 | 29 | 33 | 35 | 35 | 37 | 208% | 5 | |
| PD | 18 | 17 | 22 | 21 | 23 | 26 | 25 | 27 | 50% | 6 | |
| VI | 11 | 18 | 19 | 19 | 19 | 19 | 20 | 22 | 100% | 7 | |
| SLD | 2 | 5 | 9 | 9 | 10 | 18 | 18 | 19 | 850% | 8 | |
| SPLD | 7 | 6 | 5 | 8 | 9 | 9 | 12 | 17 | 143% | 9 | |
| MSI | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 4 | 300% | 10 | |
| PMLD | 1 | 4 | 3 | 3 | 4 | 3 | 2 | 4 | 300% | 10 | |
| OTH | | | | 1 | 1 | 1 | 1 | 1 | 100% | 12 | |
| Total | 243 | 339 | 391 | 450 | 515 | 593 | 630 | 687 | | | |

Funding and Expenditure

The cost of out-of-borough placements has increased significantly year on year with a 33% increase from 2016/17-2021/22.

This poses significant challenges to the total SEND budget and this year-on-year increase in the budget for out-of-borough placement call for more SEND places to be created in Enfield as it will reduce the overall cost in the long term, especially the transport component.

In 2020/21 financial year, the annual average cost for an individual pupil in an out-of-borough placement was around £25,430.14 pa versus £11,524.99 for an in-borough place, Enfield will be saving an estimated £ 13,905.15 per pupil in placement cost and £7766.63 in transport cost in the long term.

Increasing in-borough capacity which reduce pressure on the High Needs Budget. This budget overspent by £4.9M over its original allocation of £60.463 in 2021/22.

Transport

Approximately 21% of the total number of pupils receiving transport are in out-of-borough placements. The average cost of an in-borough transport provision is £7409.97 compared to an out-of-borough transport provision of £15,176.60.

| Provision EHCPs | Number with Transport | Total Transport Cost | Average Cost Per Pupil |
|-----------------|-----------------------|----------------------|------------------------|
| In Borough | 885 | £6,557,822.57 | £7,409.97 |
| Out Borough | 240 | £3,642,384.74 | £15,176.60 |

The average in borough placement cost of £11,524.99 and £7409.97 in transport cost, compared to the current out-of-borough cost of £25,430.14 and £15,176.60 respectively. The difference between the current total costs is **£21,671.78.**

Traveling Distance

- Majority of OOB SEND pupils (28.8%) travel to Haringey for school followed by Barnet (28.0%) and Hertfordshire (17.3%).
- The average distance travelled is 17.1 miles.
- The furthest distance travelled is to Surrey (50.2 miles).
- The shortest distance travelled is to Haringey (5.5 miles).
- Majority of the pupils in out-of-borough placement comes from the Upper Edmonton area (7.3%) followed by Enfield Lock (6.8%).
- The ward with the least number of SEND pupils going out-of-borough is Bush Hill Park ward (1.5%).
- The ward with the least number of SEND pupils going out-of-borough is Bush Hill Park ward (1.5%).

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SCHOOL FUNDING – UPDATE

1. SUMMARY

This paper provides an update on the Dedicated Schools Grant, schools' balances and the Schools block.

2. RECOMMENDATIONS

- (a) DMT are asked to note and comment on the contents of this report.
- (b) DMT has been provided with regular updates on the position with regards the DSG and school balances. These two elements require an agreed governance process. It is suggested that in future High Needs and School deficits are reported separately:
- (i) High Needs deficit: Once there is greater clarity regarding the DBV work programme, reports should be presented firstly to DMT and then other stakeholders. The frequency of reporting is likely to be termly or bi-termly.
 - (ii) Schools in deficit: it is likely reporting will be required at the end of the summer term. However, there may be a requirement to provide ad hoc reports relating to action which has or has to be taken with regards either an individual school or schools to support the ESFA's LA Action Plan.

3. HIGH NEEDS BLOCK

(a) Update

The final position at year-end was a deficit of £12.62m with an in-year deficit of £4.57m.

When setting the budget for 2021/22, there was a funding gap of £2.3m and the in-year increase in the deficit was £2.27m.

For 2022/23, the funding gap when setting the budget was £1m. With a higher percentage increase in the funding provided and if there is no change in the spend pattern for support, it is projected that the year-end in-year deficit is likely to be approximately £3m with a cumulative deficit of £15.5m. Further analysis of the pupil and support data is required to provide a more accurate position.

Table below summarises the position for high needs block from when the SEND Reforms and funding changes began to have an impact on the High Needs block.

| Blocks | Original Allocation | Actual / Forecast Expenditure | Variance | % Variance | Cumulative Variance |
|---------|---------------------|-------------------------------|----------|------------|---------------------|
| | £m | £m | £m | | £m |
| 2017/18 | 41.52 | 42.25 | 0.73 | | - |
| 2018/19 | 45.82 | 44.72 | - 1.10 | -2.4% | -1.09 |
| 2019/20 | 46.84 | 52.42 | 5.58 | 11.9% | 4.48 |
| 2020/21 | 54.90 | 58.47 | 3.57 | 6.5% | 8.05 |
| 2021/22 | 60.46 | 65.03 | 4.57 | 7.6% | 12.62 |
| 2022/23 | 67.99 | 70.90 | 2.91 | 4.3% | 15.53 |

Provisional information has just been published for 2023/24. The modelling indicates that Enfield will see a percentage in the proxy elements used for the funding formula of 6.6%, but no change in the 50% of funding provided based on historical spend in 2018/19. The total net provisional allocation is £72.3m. An increase of £4.3m. However, until Autumn term data has been collected and is available to inform the budget settlement, the final allocation may change. The increase may reduce the funding gap at budget setting and therefore the in-year deficit, but it is unlikely to reduce the accumulated deficit because of the full year effect of some of the changes implemented this year. In addition, the ESFA have indicated that they may require some of the increase to be passed onto special schools and other

providers, but this will not be known until the revised regulations have been published. Also, special schools may seek an increase in funding to reflect the pay award.

(b) Delivering Better Value Programme

The financial position described above is not unique to Enfield. Approximately two thirds of local authorities (LAs) have, at some point, reported a deficit of their high needs block. As has been highlighted by the update above, the increases in funding are being outstripped by similar increases in demand and cost for support.

To support LAs, the DfE have developed two programmes:

- (i) Safety Valve: which targets LAs with the highest DSG deficits. These LAs are required to work with ESFA to produce an action plan which will reduce their in-year deficit. Once agreed and if the LAs meet the annual targets set within the action plan, the ESFA provides a contribution to offset a proportion of the accumulated deficit.
- (ii) Delivering Better Value (DBV): delivers support to 55 LAs with significant but lower deficits than the LAs in the Safety Valve programme.

The DBV does not provide additional funding to offset the deficit. Instead, the EFSA has selected two partner organisations (Newton Europe and CIFPA) to support and work with the LAs to produce an action plan that will reduce their deficit.

Enfield has been selected for this programme. The position so far is that:

- We have received notification of a grant of £45k to enable us to fund a resource to assist with compiling data, information and evidence.
- An initial meeting is planned for early August with ESFA, Newton Europe, CIFA and officers.
- It is most likely that the partners will begin working from September with officers and key stakeholders. They may also seek to meet with DMT and other key officers.
- From the information provided, the support from Newton Europe and CIFPA is available for 18 months to 2 years.
- The aim is to develop an action plan, which encompasses recommendations for improvements, potential options and opportunities that will lead to efficiencies and cost savings.
- The action plan will be monitored by the ESFA. If the action plan could be converted into a formal deficit recovery plan, then there could possibly be a case to seek some financial support in a similar way to the LAs in the safety valve programme.

4. SCHOOL BALANCES

The total balances held by schools at the end of the financial year 2021/22 were **-£0.387m**. The table below provides a summary of the changes in balances over the past five years.

| Sector | 2017/18 | | 2018/19 | | 2019/20 | | 2020/21 | | 2021/22 | |
|--------------|------------|------------|--------------|-------------|----------------|-------------|--------------|-------------|--------------|-------------|
| | £'000s | % | £'000s | % | £'000s | % | £'000s | % | £'000s | % |
| Primary | 5,273 | 5.5 | 4,704 | 4.9 | 2,766 | 2.2 | 3,124 | 3.1 | 1,764 | 1.8 |
| Secondary | (5,308) | (-9.3) | (6,502) | -10.5 | (7,102) | -10.5 | (4,795) | -7.1 | (3,593) | -5.0 |
| Special | 1,033 | 7.4 | 939 | 6.4 | 1,093 | 5.2 | 1,429 | 6.2 | 1,442 | 5.1 |
| Total | 801 | 0.5 | (858) | 0.49 | (3,243) | -2.1 | (242) | -0.1 | (387) | -0.2 |

(a) Currently, balances are assessed as to whether a school is:

- (i) Holding balances above 5% of their budget and above £100k

There were 5 schools that breached both these thresholds. These schools were required to submit a request to retain surplus balances above thresholds. The returns

together with accompanying evidence were assessed with the Education Resources Group. It was agreed that these school should be able to retain the surplus balances.

(ii) Reporting a year-end deficit

At the end of 2021/22, there were 11 schools reporting a deficit compared to 13 in 2020/21. Of the 11 schools reporting a deficit, 5 had reported an in-year surplus.

Table below summarises the position for the schools in deficit over the last four years.

| Sector | SCHOOL NAME | No of Years in Deficit | Year-end 2018/19 Actual | Year-end 2019/20 Actual | Year-end 2020/21 Actual | In-year 2021/22 Actual | Year-end 2021/22 Actual | % Balances 2021/22 |
|-----------|-----------------|------------------------|-------------------------|-------------------------|-------------------------|------------------------|-------------------------|--------------------|
| Primary | Bush Hill Park | 3 | 308,236 | -22,096 | -36,757 | 6,469 | -30,288 | -1.0% |
| Primary | Eversley | 3 | 79,044 | -28,335 | -42,442 | -67,082 | -109,524 | -4% |
| Primary | Garfield | 3 | 72,143 | -65,524 | -201,537 | 49,504 | -152,033 | -7% |
| Primary | Honilands | 3 | 37,314 | -47,420 | -56,731 | -37,607 | -94,337 | -3% |
| Primary | Southbury | 4 | -75,443 | -254,270 | -434,970 | -199,419 | -634,389 | -25% |
| Primary | St Georges | 2 | | 72,815 | 72,815 | -34,661 | -56,626 | -2% |
| Primary | Starks Field | 5 | -107,528 | -179,160 | -182,177 | -143,017 | -325,194 | -17% |
| Primary | Bishop Stopford | 8 | -2,092,248 | -2,308,714 | -1,859,591 | 258,244 | -1,601,347 | -27% |
| Primary | Broomfield | 9 | -2,959,393 | -3,433,574 | -2,693,433 | 369,546 | -2,323,886 | -42% |
| Secondary | St Annes | 7 | -485,679 | -518,631 | -547,296 | -240,742 | -788,039 | -11% |
| Secondary | Enfield County | 5 | -284,411 | -211,155 | -25,221 | 235,734 | -642 | -0.01% |
| | Total | | -5,507,964 | -6,996,064 | -6,325,970 | 209,665 | -6,116,305 | |

(b) Three Year Budget Plans 2022/23

Three year budget plans received from the schools in deficit were assessed and indicated:

- 4 schools would move to a balanced position within three years;
- 2 schools projected their deficit decreasing, but a balanced position would not be achieved within three years;
- 5 schools projected their deficit increasing.

Of the returns from the remaining schools, one school reported a potential deficit at the end of 2022/23. When the first quarter budget monitoring return is received from this school, it will be assessed as to whether budget management meetings are required with this school.

- (c) During 2021/22, a Schools Resource Management Advisor (SMRA) from the ESFA was engaged to carry out financial reviews at seven schools in deficits. The aim being the recommendations from the reviews would inform individual school's deficit recovery plans.
- (d) Officers will continue to monitor and work with schools with an achievable recovery plan, however the key focus is to agree with schools projecting an increasing in-year deficit to develop an achievable deficit recovery plan that begins to reduce the in-year deficit.
- (e) **Southbury**: DMT are advised Southbury continues to be of concern because it does not appear that the School has actioned any of the recommendations following the financial review and continues to report an increasing deficit.

A pre-warning letter has been issued to the Chair of Governors at Southbury School. The letter requires the Headteacher and governors at Southbury to meet and work with a Headteacher from another school to review the current position and identify options and opportunities for savings to inform a revised deficit recovery plan. Officers will meet with the School after October half term to assess the revised deficit recovery plan. If it is found to be inadequate, then a warning letter may need to be issued.

(f) For 2022/23:

- The SMRA has been commissioned to carry out reviews at the remaining schools not previously reviewed.
- To support all schools and provide consistency of practice, a local budget planning tool has been developed for schools to use. Schools will be required to submit, first to their Governing Body and then to the Local Authority, reports from the tool with their Schools Financial Value Statement.
- A financial management training programme has been developed following feedback from schools and findings from audits.

(g) Strategic Management Plan

So far, this update has been based on a summary of the local position. As the number of schools reporting a deficit of 5% or above has increased above 7% of all maintained schools, the DfE has sought the completion and submission of a Strategic Action Plan. This is an excel tool, which seeks information on the actions the Authority is taking to support schools to reduce their deficits.

A return was submitted to ESFA. It is most likely ESFA will request further returns are submitted with updates. A copy of the return can be included with future updates to DMT.

5. SCHOOLS BLOCK 2023/24

Notification has been received on the provisional funding for 2023/24. An illustrative model using the proposed increases in funding was provided with the notification. This compared data from October 2020 against October 2021. Full analysis is being carried out.

The headlines from the illustrative model shows:

- increase in Enfield's provisional total per pupil funding from 2022/23 to 2023/24 to be 2.29%.
- Individual school's allocations vary to reflect changes in pupil numbers or other proxy factors used for the funding formula. DMT are advised that the national arrangements only protects individual school's facing a reduction in their per pupil led funding rates and not against the total funding a school receives. Locally, local schools experiencing declining pupil numbers will experience a reduction in funding.

Table below shows information taken from illustrative model of the possible level of change in funding that an individual schools may experience.

| Sector | | % change in total NFF funding | % change in pupil-led NFF funding |
|-----------|-----------------|--------------------------------------|--|
| Primary | Average | -1.17% | 2.55% |
| | Range of change | -10.99% to 6.81% | 0.50% to 6.29% |
| Secondary | Average | 4.14% | 2.47% |
| | Range of change | -5.37% to 9.23% | 0.50% to 3.87% |

Note: Primary figures exclude One Degree and Secondary figures exclude Wren Academy as both are growing school and distort the funding information.

The final allocation for schools will be dependent upon the data from October 2022 Pupil Census. If the trend, in terms of pupil numbers and other proxy indicators, remains the same for individual schools, then they will experience a similar change in funding.

The key issue for schools is going to be managing increases in cost this includes the September 2022 pay award of between 5 – 8%, rising fuel costs and other inflationary pressures.

The DfE have stated that no additional funding will be provided either this or next year to support schools with these pressures. With the increasing cost pressures, the main concern is whether schools are going to be able to sustain these and remain within budget or the numbers reporting

financial difficulties will continue to increase. It should be noted the move to the national funding formula provides no scope to provide financial support to these schools.

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London Borough of Enfield**Cabinet Meeting - October 2021**

Subject: STRATEGY FOR THE USE OF VACANT SITE MANAGERS RESIDENTIAL DWELLINGS AT COMMUNITY SCHOOLS

Cabinet Member: Cllr Mahtab Uddin

Executive Director: Tony Theodoulou

Key Decision: KD 5373

Purpose of Report

1. The purpose of this report is to seek member approval and ratification alternative use and selective disposal of site managers (caretakers) properties owned and managed by the Council and for capital receipts to be invested in the education estate and to in the provision of Special Education Needs and Disability (SEND) places.
2. This report also seeks approval to re-purpose properties where appropriate to extend and enhance provision for teaching and learning within specific schools.
3. In addition, this report set out the agreed principles for the future as these properties become available.
4. This report supersedes Key Decision 3561, which approved a Policy in February 2013 regarding "The disposal/retention of site managers' dwellings on Maintained School sites".

Background

5. The Council has a stock of 21 residential site managers' dwellings located on community school sites across the Borough (Appendix A). These properties vary in age and construction and some are integral to the school building or campus. At the time of drafting this report 7 of the residential caretaker's houses are vacant and are now available for reuse or disposal.
6. In 2013 the Council agreed to no longer employ residential site managers. The role of the site manager has changed significantly since housing was first provided for caretakers. Traditionally, on-site accommodation was provided to allow the caretaker easy access and to provide an on-site presence. Such requirements have diminished over the years through advancement of measures to secure and maintain school's sites (CCTV, security lighting, monitored intruder alarms, secured access-controlled, etc.) and a clear protocol of non-intervention if there are incursions on to school sites out of hours. The role of the site manager has evolved beyond the need to live in proximity to the school site.

APPENDIX 3

Approximately 70% of maintained schools do not have residential site managers and the Education Service is not aware that schools have been disadvantaged by this. Site manager accommodation is not provided in any new build schools.

7. The cost to the Education service of maintaining vacant properties and the heavily subsidised nature of the 'service occupancy' contract arrangements with site managers means the Council are not obtaining best value from its ownership of these properties. Schools are responsible for the ongoing upkeep and maintenance of site managers' dwellings in line with the local scheme of Fair Funding. The Council becomes responsible where the cost of repairs or essential improvements exceed the de minimis thresholds (currently £15k) and for all costs where houses that are vacant. There is an increasing demand for homes within the borough as well as a need to maintain, improve and extend spaces for teaching and learning particularly for Special Educational Needs.
8. The disposal of school land held by the Council requires the Secretary of State's prior consent under paragraph 4 of Part 1 of Schedule 1 to the Academies Act 2010. This applies to all land (whether playing field or non-playing field land) which has been used wholly or mainly by a school in the last eight years
9. The Secretary of State has the discretion to direct how any sums from the disposal of land ("disposal proceeds") are to be used for, including that all disposal proceeds are paid to the Secretary of State. Unless pursuant to a General Consent Order or otherwise agreed beforehand by the ESFA. The Secretary of State will expect that the first priority for reinvestment will be back into the Education facilities.
10. For the Council to obtain permission for disposal or reuse from the Secretary of State each school will need to declare the house surplus to their teaching and learning requirements.

Proposal

11. To approve this new approach in relation to the disposal/retention of site managers' dwellings on maintained school sites. By re-purposing vacant properties where possible and disposing of others investing profits from any sale back into the education estate.
12. To agree ringfencing of capital receipts from the disposal of any properties be reinvested into the Schools Capital Programme to directly support the Education Capital Maintenance Programme and the provision of additional Special Educational Needs places.
13. That delegated authority is given to the Cabinet Member for Finance & Procurement in consultation with the Cabinet Member for Children's Services and the Director of Education, to approve the disposal of a vacant dwelling or repurposing, following consultation with the school and other Council departments and based on technical advice from Property Services.

Reason for Proposal(s)

14. The key reasons for this recommendation are:

- (a) The need to lay out a clear and consistent procedure going forward to allow the decisions to be made expediently so that benefits of the asset are quickly realised
- (b) To ensure that all schools with site manager houses are treated consistently and fairly
- (c) To ensure that land and buildings within the education estate are used to provide benefit to the Education Service and schools directly.
- (d) To provide additional residential properties where possible to meet the demand for housing within the borough
- (e) To assist the Local Authority by providing additional funding through disposal by way of capital receipt to improve and extend the education estate specifically through investment in delivering additional SEND places
- (f) To assist in funding the delivery of additional statutory places within Enfield so local children can be educated in our communities
- (g) To assist the Council in alleviating pressure on budgets by realising a capital receipt and reinvesting this in to the Education Capital Programme

Implementation - Repurposing or Disposal

15. The Education Service will consult with all schools advising them of the proposed approach where vacant properties can be disposed of, these will be dealt with on a site-by-site basis. Empty properties that cannot be disposed of will be made available to enhance their curriculum delivery (where possible). Site clearance may be considered if alternative uses cannot be found. It is proposed that capital receipts raised from the sale of caretaker housing are used to support high priority works in the Education and Schools capital programme. For each school where disposal is agreed the Education Service (where possible) will identify and fund condition works to ensure the school receives some benefit from the disposal. Any condition works will be agreed by the Head of Strategic Resourcing and delivered through the Education Capital Delivery Team (Maintenance Programme).
16. Currently vacant properties will be immediately addressed and their future use discussed and determined with individual schools.
17. The trigger for considering a review of the future use of currently occupied housing would be confirmation that a site manager is leaving his / her employment with the Council.
18. There is no timeline to the disposal of these houses given that retirement date or the decision to end employment lies with the individual and/or the school. Staff currently residing in these properties will not be affected by this proposal unless they leave the Council's employment, at which time they would be obliged to vacate the property regardless of future use of the property.
19. To deliver on the objectives of this strategic approach the following processes/actions need to be undertaken;

APPENDIX 3

- (a) Strategic Property Services (SPS) and Construction, Maintenance and Facilities Management Service (CMFM) to undertake an asset review of all caretaker houses to ascertain building conditions, the appropriateness for disposal, further educational use or alternate Council operational purposes (considering location and safeguarding issues) and provide a current valuation. Where properties are deemed inappropriate for disposal these will be repurposed for Education use as a priority.
- (b) Education to inform all schools through existing engagement mechanisms through Education Resources Group
- (c) Education to collate information on current occupancy and to confirm the contractual arrangement with the occupant and the school once employment is terminated to ensure sites are vacated promptly
- (d) Education to clarify the responsibility of schools to maintain the asset to ensure their condition to reduce the need for works if the house is to be disposed of, or reused to obtain best value in its future use
- (e) Education Strategic Resourcing and Partnerships Service will lead discussions with individual schools regarding their specific site manager property. Where no suitable alternative use is appropriate, a disposal will be recommended in consultation with the Cabinet Member for Children's Services as advised by the Director of Education and subject to any approval required from the ESFA and/or the Secretary of State for Education
- (f) The Director of Education to inform the DfE through the ESFA schools assets team of the Council intentions and to clarify the procedure in line with guidance provided by the DfE to obtain consent for disposal of Education land. Consent will be sought through the DfE online application process aligned to Section 77 of the School Standards and Framework Act 1998 (SSFA 1998) to release land from solely education purposes which will require indication of the Council's proposal for land and sites,
- (g) Once Secretary of State approval has been granted the property will be designated as a Council corporate asset. If there is no alternate Council operational purpose for any of these sites Strategic Property Services will instruct surveyors to put it on the market and to negotiate with potential purchasers. Following this SPS will seek approval for disposal subject to the applicable governance process as set out in the Property Procedure Rules appropriate to the transaction as it comes forward. Each disposal will require a Delegated Authority Report to be considered by the Cabinet Member for Finance & Procurement in consultation with the Cabinet Member for Children's Services and advised by the Director of Education.

Relevance to the Council Plan

Good homes in well-connected neighbourhoods

20. This strategic approach will assist the Council to deliver additional housing and educational facilities which in turn help support the delivery of education services to the benefit of the community

Sustain strong and healthy communities

21. This approach will assist in the procurement of construction related activity within the borough and its associated employment and economic benefits. The Borough needs to ensure appropriate infrastructure is in place to allow for the growth of the population.

22. Disposals will provide additional housing for Enfield residents.

23. Receipts from disposals will be in part utilised for the provision of additional SEND places allowing Enfield's young people to receive their education and remain within their own communities

Build our local economy to create a thriving place

24. The provision of good quality homes and school buildings helps to ensure a stable and strong community.

Main Considerations for the Council

25. The proposal is consistent with the treatment of community development across the Council's portfolio to ensure fairness for all.

26. It is proposed to use the capital receipts income to address condition and other issues within schools. This will increase the sustainability of school buildings and relieve pressure on individual school's budgets and the Council Education Capital Programme. This requires the Executive Director of Resources and Director of Law and Governance to confirm that the process for ringfencing monies is within the Council's standing orders.

27. It is proposed that the capital receipt from any disposal (minus costs and contribution to the individual school condition works) will be ringfenced to support the provision of additional SEND places in the borough

28. Maintained schools serve the local community; therefore, any disposal receipts reinvested back into local schools will improve learning conditions for local children.

29. Establishing a strategic approach to the future disposal of site managers' dwellings will lead to a more formal consideration of options available in the long-term and ensure these properties are not left vacant and unused.

Safeguarding Implications

- 30. The location of each house in relation to the school campus will be an important consideration in determining its future use.
- 31. Houses not suitable for sale or external use due to their location will be adapted for educational use.
- 32. When separating the site/accommodation from schools safeguarding will be considered and mitigation introduced where required.

Public Health Implications

- 33. The provision of good quality schools and additional homes helps to ensure a stable, strong community.

Equalities Impact of the Proposal

- 34. The provision of improved spaces for teaching and learning ensures quality of rights to good education provision.

Environmental and Climate Change Considerations

- 35. Any future developments will consider the Council's Climate Action Plan to ensure any proposals are in line with the council's current policies.

Risks that may arise if the proposed decision is not taken

- 36. If no action is taken the Education Capital Programme will continue to bear the cost of maintaining vacant properties. Vacant properties transferred from Education to Strategic Property Services have been allowed to fall into a state of disrepair. The risk of properties being occupied by squatters is significant and has occurred at as least one of the vacant properties.
- 37. If schools choose to change to Academy or Foundation status the opportunity to utilise the houses for any future use will be lost as has been the case previously.
- 38. Without implementing this proposal, the risk of site managers remaining in the property beyond the term of their employment and obtaining tenancy rights.
- 39. The Council has a Corporate Landlord Responsibility to maintain its portfolio to an acceptable standard; if the proposed approach is not adopted there will continue to be pressure on funding for priority condition works and funding projects to increase provision of SEND places.

Risks that may arise if the proposed decision is taken

- 40. Council will be required to identify the source of revenue funding for any costs associated with the inspection process should a disposal not be viable these will be abortive. It should be noted that some sites may not be suitable for any alternative use.

41. It is essential that full details of each school manager's occupation circumstances are known by the Council to ensure good estate management and avoid occupiers obtaining additional property rights.
42. Once sold it would be very difficult to bring a dwelling back under Council control. Carefully consideration needs be given in making this decision.

Financial Implications

Budget Impact – Capital and Revenue

43. Disposal of properties will reduce improvement and maintenance expenditure on capital and revenue budgets respectively. Magnitude of impact cannot be quantified at this stage as the decision is to approve a policy of disposal.
44. Once identified for disposal addresses of units to be communicated to Corporate Finance so the assets can be reclassified from operational to non-operational assets to ensure no further depreciation charges are made and valuations for final accounts are conducted in accordance with regulations.

Debt

45. Capital receipts arising from disposal can be held in the Council's capital reserves until such time they are required to support capital expenditure in schools. These would be net of disposal costs up to a maximum of 4% of the gross capital receipt.
46. This will reduce the requirement to borrow and therefore the interest cost to Council.

Taxation

47. Stamp Duty Land Tax (SDLT) will be payable by the purchaser in accordance with published HMR&C guidance and any applicable reliefs will have to applied for by the purchaser within published time scales.
48. VAT - depending on the nature of the building and associated land the Council may find it advantageous to exercise the option to tax. This has the effect on the Council being able to recover expenditure leading to the disposal of the land and buildings but the disposal would also carry standard rated VAT. The purchaser would be able to recover the VAT providing they are VAT registered.
49. No other tax implications

Applicable Regulations

50. Councils are normally required to obtain best consideration for assets disposed of to third parties.
51. Section 123 of Local Government Act 1972 General Disposal Consents 2003 does however permit disposal at lower than best consideration if it can be demonstrated the transaction will be of benefit to the area.

52. It is therefore a requirement best consideration is demonstrated although there is an implicit obligation to demonstrate the provisions of section 123 are not applicable. An example would be an options appraisal where the Council could dispose of land and buildings at less than market value in return for an increased supply of residential accommodation which would be conducive to stated Council objectives.

Viability

53. Decision is that of policy, not for a specific disposal therefore not applicable.
54. This section would become applicable when considering alternative options and in the application of section 123 (above) to ensure best advantage for Council.

Legal Implications

57. The Council has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation and subject to Public Law principles. The Council therefore has sufficient powers to enter into the transactions envisaged by this report.
58. S123 of the Local Government Act 1972 requires the Council to dispose of the property for the best consideration reasonably obtainable.
59. The disposal of school land held by a local authority requires the Secretary of State's prior consent under paragraph 4 of Part 1 of Schedule 1 to the Academies Act 2010. This applies to all land which has been used wholly or mainly by a school in the last eight years, whether still open or now closed.
60. If the caretaker's house forms part of the Council's title to the school land and has been used "wholly or mainly" for the purposes of a school at some time in the past eight years consent from the Secretary of State for Education (SoS) will have to be obtained before the Council can dispose of the house.
61. There is a benefit to the Council in that having such consent as it will allay the fear of a purchaser that the Secretary of State might exercise a power to compulsorily purchase the site for the purposes of any academy that might be established in the future. It is therefore important that each individual property is investigated individually to determine whether there is a need for any specific consent to disposal.
62. The disposal of a property will also need to be in accordance with the Property Procedure Rules.
63. All legal documents to be entered into in connection with the subject matter of this report must be approved in advance by Legal Services on behalf of the Director of Law and Governance

Workforce Implications

64. The Local Authority no longer employs residential site managers. This report does not impact on current employees and will only be actioned as and when residential site managers retire or leave their employment.
65. Newly appointed site managers are subject to non-residential contracts from start of their employment.

Property Implications

66. The property implications on the proposals in this report relate to the approach to be taken on whether or not any of the identified properties should be either retained or disposed, and if to be disposed, the governance of how that should be carried out. These implications are dealt with in the main body of this report. There are no other immediate property implications, however, further implications may arise on a case-by-case basis as each property progresses through the identified approach. These will be dealt with at the time, and where relating to disposal matters, they will be identified in the relevant delegated authority report.

Other Considerations

67. The principle of optimising the use of school sites is good asset management planning. Setting a programme and policy for caretakers' dwellings as they become vacant or where suitable for re-provision/remodelling is good practice. schools.
68. The Secretary of State has the discretion to direct what any sums from the disposal of land ("disposal proceeds") are to be used for, including that all disposal proceeds are paid to the Secretary of State. Unless pursuant to a General Consent Order or otherwise agreed beforehand by the EFA all applications must include a recent valuation report prepared (preferably) by the District Valuer, or alternatively another Registered Valuer, together with a breakdown of how proceeds will be invested. The Secretary of State will expect that the first priority for reinvestment should be facilities where these are needed by the school. A significant factor in exercising this discretion to dispose of land will be ring-fencing the disposal proceeds in capital facilities for sport (which will take priority), recreation or education facilities.

Options Considered

69. To adopt a policy where all occupied school site managers' dwellings deemed to be suitable for disposal are sold with immediate effect. This is not a preferred option given the terms and conditions of employment of residential site managers.
70. To allow the school to retain 100% of the disposal receipt. The properties are part of the Council's Education estate portfolio and given demands on existing capital grant funding to undertake works to maintain and expand provision it is proposed that a significant proportion of the capital receipt contributes to the Council's priority objectives and statutory duty to provide school places.
71. For the Council to retain 100% of the disposal receipt. It is recognised that capital funding for schools has been reduced in recent years and that schools are facing significant challenges when prioritising essential condition / health and safety works. It is therefore proposed that a proportion of the receipt be used to fund

clearly identified condition works to improve the teaching and learning environment particularly where this provides opportunities for increased community use and income generation. This will provide a longer-term benefit to schools and incentivise them to declare the houses surplus to their education requirements which we be required to change the lease. This will be required prior to seeking DfE consent for disposal.

72. Do nothing. The lack of clear guidance relating to these dwellings has caused some confusion and uncertainty in recent years and left properties unused. It is therefore important to have a clear and transparent policy in place in order that schools and the Council are fully aware of all implications. The absence of a clear approach to managing these dwellings has resulted in the council having to fund the costs associated with vacant properties.

Recommendations

73. It is recommended that Cabinet approve this approach to manage vacant site managers residential dwellings as described below;
74. To agree that all proceeds from the sale of a site manager's house, less any reasonable and pre-agreed costs incurred in achieving the disposal, will be ringfenced for the Education Capital Maintenance programme and in particular provision of additional Special Education Needs places.
75. That the Cabinet Member for Children's Service approves in principle any recommended disposals or repurposing of the vacant properties, thereafter the Cabinet Member for Finance & Procurement approves for disposal any property that is recommended for disposal.
76. To allow the Director of Education on behalf of Enfield Council to approach the DfE and obtain the necessary consent for disposal of Education land.
77. This report sets out a process for the future of all vacated site managers' houses to be considered to ensure the best use of the assets.
78. To agree that Cabinet will review progress on implementation of this strategy in six month following approval.

Report Author: Neil Best

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Date of report August 2021

Appendices

Appendix A: List of community Schools with Residences for Site Managers

Background Papers N/A

Appendix A

| Maintained Schools with Residences for Site Managers owned by the Council | Comments |
|---|---|
| Aylward* | Occupied - <i>A formal lease has been entered into with the Academy to retain the house until the end of the current site manager's contract.</i> |
| Broomfield** | VACANT, However, this is a foundation school and they are developing plans to include the House |
| Bell Lane | VACANT – <i>Council asset formerly linked to Albany SM House</i> |
| Capel Manor Primary | Occupied |
| Carterhatch Infants | Occupied |
| Chase Side Primary | Occupied |
| De Bohun Primary | VACANT |
| Durants | Occupied – <i>Flat, not separate from school building</i> |
| Eldon Infants & Juniors | Occupied |
| Enfield County Lower | Occupied |
| Enfield County Upper | Occupied |
| Eversley Primary | VACANT |
| Firs Farm | VACANT |
| Hadley Wood Primary | Occupied |
| Honilands Primary | Occupied |
| Merryhills Primary | Occupied |
| Oaktree | Occupied |
| Prince of Wales Primary | VACANT |
| Raglan Infants & Juniors | VACANT |
| Russet House | Occupied |
| Waverley | VACANT |

*Academy

** Foundation School

London Borough of Enfield**Cabinet****Meeting Date: 9 March 2022**

Subject: Updated School Condition and Fire Safety Programme 2022/23 to 2023/24 (Schools Capital Programme)**Cabinet Member: Cabinet Member for Children's Services**
Executive Director: Executive Director of People**Key Decision: KD5383****Purpose of Report**

1. The report outlines the People Schools Capital Programme for inclusion in the Council's Capital Programme.
2. The report also outlines the Council's landlord responsibilities undertaking major capital projects at school buildings to ensure the safety and wellbeing of school pupils and staff, whilst also maintaining the Council's assets. The report's restricted Appendix A outlines the planned high priority school building works for 2022/23 to 2023/24.

Proposal(s)

That Cabinet:

3. Grant the approval to spend the 2022/23 and 2023/24 Capital Budget of £21.098m and £6.520m as set out in section 37.
4. Agree the proposed programme of works including professional and technical expenses detailed in the restricted Appendix A of this report and allowance for emergency schemes proceeding up to the total two-year indicative Programme total value of £42 Million (which includes previously approved schools programme KD5210, Cabinet 3rd March 2021) and become part of the Council's future capital programme.
5. As previously agreed by Cabinet approval (Condition and Fire Safety Programme 2021/22 to 2023/24) to continue to delegate authority to the Executive Director of People to:
 - (i) approve tenders for individual projects or schemes of aggregated value up to a maximum of £500,000 including professional and technical expenses;
 - (ii) manage the Programme's individual project budgets so the overall budget remains within approved resources. This is to take account of variations between estimates and tender return costs and the potential need to substitute schemes having a greater technical priority if the need arises; and

(iii) allocate any contingency provision (up to a maximum of £350,000 including professional and technical expenses) to emergency projects and/or to schemes identified as priority but not yet programmed.

That Cabinet notes:

6. Procurement and award of the works contracts including entering into the contracts for each will conform to the Council's Contract Procedure Rules and standing orders.
7. Contract award for professional services and works above £500,000 will also conform to the Council's standing orders with approval sought at the appropriate authority level, following the key decision process as required.

Reason for Proposal(s)

8. Under the Scheme for Financing Schools, the Council retains responsibility for major items of repair in schools. A programme of projects has been collated to rectify and repair items of a high technical or strategic priority for consideration in 2022/23 to 2023/24.
9. The Council as Corporate Landlord has responsibility for major works at schools and seeks to employ the latest technology and energy saving improvements to contribute towards the Climate Change Agenda where it is practical and feasible to do so.

Relevance to the Council Plan

10. Sustain strong and healthy communities

The Borough needs to ensure appropriate social infrastructure is in place for Enfield's population. The proposed projects will contribute the procurement of construction related activity within the borough and its associated employment and economic benefits.

Background

11. The Council as Corporate Landlord is responsible for major works to address the condition of community and foundation schools. Such works mainly relate to building structure, roof replacement and electrical and mechanical services. When renewing building elements and services the designs take account of the latest technology and energy saving improvements to contribute towards the Climate Change Agenda by replacing life expired building elements with new more efficient equipment and materials.
12. Previously approved projects have been progressing well with some having been completed and some currently in progress.

Those completed include

- Fire safety works across 4 schools
- Window replacements to 4 schools
- Roofing works to 6 schools

- Heating/ hot water improvements to 9 schools
 - Electrical upgrades to 4 schools
 - Other major works such as drainage, security, structural repairs, toilet refurbishments, access improvements etc have been undertaken over a number of schools.
13. In addition to the condition related works mentioned above, other major projects have been progressing to provide the much needed additional SEND places including some in the mainstream schools as set out below:
- An extension and external works at West Lea Special School (Haselbury Campus) providing additional specialist accommodation to support previously extended provision of complex learning needs.
 - Remodelling of Durants Lower School to provide five classrooms providing forty additional places for pupils with complex needs
 - Refurbishment of modular unit for Waverley School located at Honilands Primary School providing thirteen additional places for pupils with complex needs
 - Creation of an ASD Satellite unit for Russet House School At Suffolk Primary School providing fourteen additional places.
 - Continuing to progress the construction of the new Fern House School that will provide additional twenty-two places for SEMH pupils in early 2023.
 - Completing the design for the new sixth form block with additional SEN unit at Winchmore Secondary School planned for completion in summer 2023. This will provide twenty places for pupils complex learning needs as well as one hundred fifty Post-16 places for existing mainstream pupils currently provided at Broomfield School.
 - Installation of a modular building at Oaktree Special School to provide nine additional places for pupils with complex learning needs. Plans are being progressed to further extend provision by forty places phased over 2022/3 and 2023/4.
14. The Education Strategic Resourcing & Partnerships Team (ESRP) are continuing to work collaboratively with the Construction Maintenance and Facilities Management Team (CMFM) and the Climate Action & Sustainability Team to look at how Public Sector Decarbonisation Scheme (PSDS) funding can be utilised to support the delivery of condition/maintenance projects, where life expired elements can be replaced with low carbon options to help reduce the carbon emissions from our schools. Future building condition surveys will be consider decarbonisation/energy saving opportunities to ensure that opportunities to access PSDS funding opportunities as they arise with predetermined schemes. Recent examples of such schemes are;
- a. Capel Manor School - following the failure of two gas fired water heaters the Schools Capital Programme supported the first phase of works to urgently replace one water heater on a like for like basis to ensure the school could continue to operate and remain open. The second water

heater is to be replaced with a low carbon electric solution . This hybrid solution ensures the hot water demand can be delivered in advance of any major decarbonisation plans for this school.

- b. Swan Annexe - Gas boilers had failed at the site being used by West Lea School. Original proposals were to replace this with a new gas boilers. Works are now being undertaken to connect the building to the Energetik Heat Network which will provide a low carbon heat. The Schools Capital Programme will support the hire of a temporary boiler plant and replacement of the internal heating pipework and radiators to facilitate efficient connectivity to the heat network.
 - c. Swan Annexe – Consideration is being given to upgrading rooflights to reduce heat loss to create greater energy efficiency .
15. The School Capital Programme is developed considering the previous approved de-delegated funding for schools to undertake small scale capital works. Schools are expected to undertake work which fall below the De minimis limits of £15,000 for primary and special schools and £25,000 for secondary schools from these allocated resources.
 16. Projects have been prioritised for inclusion in the Programme based on technical information from condition surveys commissioned by CMFM and school estate strategies, such as increasing the availability of SEND school places. Further condition surveys will be commissioned on the basis of a three-year rolling programme to inform the prioritisation of projects in future Schools capital programmes. Going forward these surveys will consider opportunities for decarbonisation and energy efficiency work in line with the Council's Climate Action Plan.
 17. To maximise resources available to school condition projects and school development projects all available funding has been aggregated to provide a single capital programme. This is achieved by pooling central Government Grants and developer contributions into a single People's Capital Programme for Schools.
 18. A proposed programme for 2022/23 and 2023/24 has been formulated to address the highest priority condition items. Projects have been selected as far as possible according to the extent of urgency using the Department for Education definitions.
 19. The previously approved high priority strategy of expanding the Special School estate is also factored into the developed capital programme.
 20. The Schools' capital programme is currently entirely funded from Central Government Grants and Section 106 Developer contributions. When available further funding will be sought from the PSDS to ensure Enfield School contribute to the Council's decarbonisation targets.
 21. The current and future projects providing additional school places are:

| SCHOOL | PROJECT | ADDITIONAL SEND PLACES |
|--------------------|---|--|
| Fern House | Rebuild. and expansion of special school. | Additional 24 places |
| Winchmore | Sixth Form and Autistic Unit | 150 existing Mainstream places and an additional SEN 20 places |
| Oaktree ITS | Whole school expansion | Additional 41 places |

22. Following a successful bid to the Department of Education (DfE) an additional seventy Social Emotional and Mental Health (SEMH) places at a new secondary special free school, to open in 2022/23. The new school will be managed by the Edmonton Academy Trust.
23. Special school expansion initiatives have been developed in consultation with Special Schools, Special Education Needs Team and internal technical advice from CMFM.
24. A Corporate initiative to investigate options for new Special School(s) is underway and viability studies of a number of potential school sites are being evaluated.

Main Considerations for the Council

25. The Council as Corporate Landlord is responsible for major works to address the condition of community and foundation schools. Such works mainly relate to building structure, roof replacement and electrical and mechanical services.
26. The increase of special school places supports the invest to save in the special school sector by reducing the number of high costs out of borough placements for children with special education needs.

Safeguarding Implications

27. The proposed capital works will ensure the schools remain a safe environment. The works concerned will be undertaken in full accordance with Health and Safety and CDM Regulations.

Public Health Implications

28. Good quality accommodation and external learning environment to create spaces for continued and sustained learning development, social integration and well-being

Equalities Impact of the Proposal

29. An Equality Impact Assessment has been carried out. A strategy has been developed to ensure that there are sufficient pupil places across the Borough to meet demand, that these places are not discriminatory and to ensure that all children have access to quality education.

Environmental and Climate Change Considerations

30. Enfield Maintained Schools make up a significant proportion (approximately 30%) of the Council's direct carbon emissions. Supporting maintained schools to reduce these emissions is a focus of the Council's Climate Action activity. As well as supporting behavioural change, there will need to be improvements to school buildings and sites, which deliver improved thermal efficiency, decarbonise heat sources, increase the generation of renewable energy and increase offsetting and resilience, for example through tree planting and SUDS.
31. The Schools Capital Programme is a significant opportunity to deliver high value improvements so when making investments carbon reductions will be a key consideration:
- a. Proposed capital works programme will be developed to align with the Council's Climate Action Plan and 2030 Carbon Neutrality target from Scope 1 & 2 emissions from the Council's corporate operations, include maintained school estates.
 - b. The capital works programmes will be coordinated to respond to and utilise future funding and financing opportunities (e.g. Salix grants and loans) to support the decarbonisation of school estates, including energy efficiency and heat decarbonisation works.
 - c. The ongoing and future capital works programme will also be aligned with the corporate retrofit programme to decarbonise the council's estate, with a focus on energy efficiency upgrades along with heat decarbonisation through heat pumps and connection to the heat network, ensuring a holistic approach is taken.
 - d. When renewing building fabric elements, opportunities to increase the thermal efficiency will be considered, such as improved insulation or glazing performance. Building fabric improvements will ensure improved health and wellbeing of occupants with a consideration for improved climate resilience, with designs taking into account opportunities to improve thermal comfort, natural ventilation and provide resilience to future effects of climate change
 - e. When replacing or upgrading heating systems, an options appraisal of low carbon technology will be undertaken to consider feasibility of ground source heat pumps, air source heat pumps and heat network connections as the preferred approach. Heating system technologies will be assessed against carbon, capital cost and cost to end user. Where possible heating replacement projects will be aligned with retrofit programmes and external funding opportunities.

- f. Works to building heating systems and distribution will be designed with a long-term view to enable heat decarbonisation, for example providing suitable connections and controls for compatibility with alternative technologies such as heat pumps and connection to the heat network.
 - g. Works to building electrical systems will be designed with a consideration for energy saving opportunities, through replacements with lower-energy fixtures, improved controls and ensuring future capacity is considered for additional loads such as EV charging and renewable energy generation technology, such as Solar PV.
32. In practical terms, a feasibility study has been undertaken on a large-scale school boiler replacement to provide a comparison between conventional gas fired boiler replacement and the use of Heat Pump technologies. The initial finding is that the Heat Pump option is more expensive in the first instance but the installations whole life costing is a consideration for the Council going forward. Officers are pursuing this area of emerging improved technology and actively researching support towards the initial installation cost. Other options explored include schools connecting to the district heating system.

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

33. Unless the Council is able to continue a comprehensive condition programme, there will be a serious risk of building closures due to failure of structure, electrical services or heating plant. Health and safety issues will also arise without a significant investment in for example fire safety improvements.
34. The Council will not realise savings from the investment made in the Special school estate.
35. Procurement of both professional service and construction contracts will be undertaken through the Council's Contract Procedure Rules.
36. Risk register(s) will be maintained at both the Capital Programme and individual project levels. Mitigating action will be implement as necessary.

Financial Implications

37. This report is seeking approval of the budgets for 2022/23 and 2023/24 which totals £21.098m and £6.520m respectively (the approved programme). There is also an indicative amount of £8m in the 2022/23 and £1.480m in the ten-year capital programme, which will require separate approval (Requested Additions) prior to being available to spend. The table below analyses the approved and Requested Addition budgets(which are subject to approval)

| Capital Programme (£000s) | 2022/23 | 2023/24* | 2024/25* | 2025/26* | 2026/27* | 2027/28 – 2031/32* | Total | Funding Sources |
|--|---------------|--------------|--------------|--------------|--------------|--------------------|----------------|--|
| Strategic Schools Places Programme | 11,110 | 1,600 | 0 | 0 | 0 | 0 | 12,710 | Education and Skills Funding Agency (ESFA) |
| Schools Maintenance | 9,988 | 4,920 | 0 | 0 | 0 | 0 | 14,908 | ESFA |
| Total Approved Programme | 21,098 | 6,520 | 0 | 0 | 0 | 0 | 27,618 | |
| Schools' Future Programme (Requested Addition) | 8,000 | 1,480 | 8,000 | 8,000 | 8,000 | 40,000 | 73,480 | ESFA |
| Total Education Capital Programme | 29,098 | 8,000 | 8,000 | 8,000 | 8,000 | 40,000 | 101,098 | |

**assumed funding – funding not yet allocated*

38. This report seeks approval for Capital Spend for 2022/23 and 2023/24 (£21.098m and £6.520m respectively; funding for additional years has yet to be allocated by ESFA and are assumed at current levels).
39. The Schools' capital programme is entirely funded from Central Government Grants. In addition, further contributions from Section 106 Developer contributions may be used to finance in-year Capital expenditure but the level of contribution will not be confirmed until the end of the financial year when the capital programme is financed. In such circumstances the Capital grant will be carried forward and the equivalent S106 funding will be applied to finance the in-year Capital spend.
40. The proposed works detailed in restricted Appendix A are an amalgamation of previously approved schemes, which are carrying over from previous years programmes and new priority schemes starting in 2022/23 to 2023/24.
41. The schools' capital programme is entirely funded via external sources. Funding is provided annually by the Education and Schools Funding Agency through its LA Basic Needs and Maintenance grants to support the Council's schools' capital programme.
42. Revenue implications from these projects will be contained within existing school budgets.
43. The updated programme will be reviewed and updated as part of the quarterly capital monitoring reporting processes.

Legal Implications

44. Section 14 of the Education Act 1996 (as amended) requires a local education authority to ensure that sufficient school places are available within the borough for children of compulsory school age. Case law upon this statutory duty confirms that compliance with the duty requires an education authority to

actively plan to remedy any shortfall. Further, section 27 of the Children and Families Act 2014 requires local authorities to consider the extent of provision in their area and whether it is sufficient to meet children and young people's educational needs, training needs and social care needs. Section 111 of the Local Government Act 1972 gives a local authority power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights) which is calculated to facilitate, or is conducive or incidental to the discharge of its functions.

45. Under the Regulatory Reform (Fire Safety) Order 2005 and the Fire Safety Act 2021, the Council as landlord must ensure that its buildings are safe from fire, that it carries out regular and periodical risk assessments and ensure that tenants, operatives, employees, visitors to the buildings and members of the public will always have access to an unrestricted escape route. As landlord, the Council must ensure that fire doors are correctly installed, that a safe escape route is provided and that fire, smoke and fume resistant emergency lighting capable of resisting these effects so as to allow safe evacuation of the building is installed. Accordingly, the Council is required to carry out fire safety works detailed in this Report. The Council must closely monitor the Building Safety Bill and further fire safety secondary legislation to ensure that, when enacted, any legal requirements on the Council are implemented.
46. In addition, the Council has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals generally may generally do provided it is not prohibited by legislation. There is no express prohibition, restriction or limitation contained in a statute against use of the power in this way.
47. The increase of school places will be subject to the statutory consultation prescribed by Section 19 of the Education and Inspections Act 2006, and the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 (Prescribed Alterations Regulations). The Council should further comply with the statutory guidance 'Making significant changes ('prescribed alterations') to maintained schools' October 2018 when exercising functions under the Prescribed Alterations Regulations for each school expansion. The proposals must be published and then the statutory consultation process followed. This consultation process needs to follow general consultation principles.
48. Where Planning Permission is required pursuant to section 57 of the Town and Country Planning Act 1990 ("the 1990 Act") in respect of any school site expansion that proceeds beyond feasibility considerations and initial consultation with schools, such will be accordance with the Town and Country Planning (Development Management Procedure) (England) Order 2015. This will require statutory and public consultation. Pursuant to section 316 of the 1990 Act, regulation 3 of the Town and Country Planning General Regulations 1992 and the Council's constitution, the decision as to whether to grant planning consents will be a matter for the Council's Planning Committee. Works should not commence until such time as approval is given and any pre-

commencement conditions (if required) by the planning permissions are discharged.

49. The proposals represent a Key Decision as they are over £500,000 in value. The Council must therefore comply with its governance process in respect of Key Decisions.
50. When procuring and awarding contracts pursuant to this Report, the Council must comply with its Contract Procedure Rules, the Public Contracts Regulations 2015, and its obligations with regard to obtaining best value under the Local Government Act 1999. Any use of frameworks must comply with the framework terms and must be after due diligence on the framework by the Procurement and Commissioning Hub.
51. All contracts should be in a form approved by Legal Services on behalf of the Director of Law and Governance.

Workforce Implications

None foreseen

Property Implications

52. The property implications for the programme of works within this report are intrinsic within it. As individual projects come forward, the property implications of these will be identified and addressed at the appropriate time.

Other Implications

53. None noted

Options Considered

54. Projects have been prioritised for inclusion in the Programme based on technical information in condition surveys commissioned by CMFM through external consultants.

Conclusions

That Cabinet agree:

55. Grant the approval to spend the 2022/23 and 2023/24 Capital Budget of £21.098m and £6.520m.
56. Agree the proposed programme of works including professional and technical expenses detailed in the restricted Appendix A of this report and allowance for emergency schemes proceeding up to the total two-year indicative Programme total value of £42 Million (which includes previously approved schools programme KD5210, Cabinet 3rd March 2021). and become part of the Council's future capital programme.

57. As previously agreed by Cabinet approval (Condition and Fire Safety Programme 2021/22 to 2023/24) to continue to delegate authority to the Executive Director of People to:

(i) approve tenders for individual schemes or schemes of aggregated value up to a maximum of £500,000 including professional and technical expenses;

(ii) manage the Programmes individual project budgets so the overall budget remains within approved resources. This is to take account of variations between estimates and tender return costs and the potential need to substitute schemes having a greater technical priority if the need arises; and

(iii) allocate any contingency provision (up to a maximum of £350,000 including professional and technical expenses) to emergency projects and/or to schemes identified as priority but not yet programmed.

That Cabinet notes:

58. Procurement and award of the works contracts including entering into the contracts for each will conform to the Council's Contract Procedure Rules and standing orders.

59. Contract award for professional services and works above £500,000 will also conform to the Council's standing orders with approval sought at the appropriate authority level, following the key decision process as required.

Report Author Keith Rowley
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Date of report 14 December 2021

Appendices

Restricted Appendix A

Background Papers

Nil

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Until this report is published, even if it is ultimately to be considered in Part 1, it should not be circulated beyond the Cabinet (excepting officers writing and reviewing the paper through this process) or sent externally, and its contents should be treated as confidential.

London Borough of Enfield

Operational Decision

Executive Director – People

Subject: Allocate funding to undertake feasibility work for the development of additional SEN Provision at Portcullis Lodge

Executive Director: Executive Director – People

Key Decision: N/A

Purpose of Report

1. This report seeks an allocation of funding to undertake detailed feasibility work to facilitate the creation of additional SEN provision at Portcullis Lodge to address the current and future demand and reduce the cost to the Council of out of Borough provision.

Proposal(s)

That Tony Theodoulou (Executive Director – People)

1. Approval of the allocation of £398,750 including a contingency of 25% to develop on initial feasibility work to provide architectural concept design incorporating strategic engineering requirement aligned to a cost plan and outline specification.

Reason for Proposal(s)

2. Work undertaken in recent years has identified a significant increase in SEN provision against the rising demand due to an increasing number of Educational Health Care Plans (EHCP) for pupils within the borough. This ongoing rise requires an approach that addresses the current demand impact, in particular the costs of out of borough placements and related transport costs with the projected need and implications for both schools and pupils in the future.
3. The growth in EHCPs has been significant and is being constantly reviewed by the Council's SEN service. The Borough has seen a 14% increase in EHCP's against a national average of 11%. Between May

2020 and May 2021, the number of plans increased from 3,262 to 3,783 (figures at October 2021). The average growth in EHCPs in the last three years growth in Enfield is 16.67%. This compares to an average 10% growth nationally contrasting a declining school population over the same time.

4. With the current trend data available the Council's SEN team projection is that the number of EHCPs will increase to 4595 in 2023 and by 2025 this will reach 6283.
5. This growth has exerted pressure on existing schools to meet need and means that mainstream schools are having on average more than 10% of EHCP pupils in a class. Provision for children within the borough is varied and the number of pupils is subject to constant change as children being identified with special educational needs currently within mainstream settings may change throughout the academic year. Currently over 620 children are educated in out of borough provision.
6. Significant work has been undertaken to expand existing SEN provision in existing schools in recent years and all borough special schools are generally at capacity. It has been agreed that increasing capacity within borough to reduce the high costs of external placements should be a key outcome for an overall SEND strategy as well ensuring the quality of provision. Alongside this proposal to establish new provision expansion projects are planned at existing special schools will increased provision by a further 86 additional places by September 2022.
7. Annual costs on out-of-borough placement will exceed £16m in 2021/22.

Relevance to the Council's Plan

Good homes in well-connected neighbourhoods

8. This project will contribute to the Council's strategies and programmes for supporting communities through the delivery of education services to the benefit of the community.

Sustain strong and healthy communities

9. The Borough needs to ensure appropriate infrastructure is in place to allow the growth of the population. This project intends to ensure that marginalised members of the Enfield's community are able to access services that are available to the majority.

Build our local economy to create a thriving place

10. The provision of good quality schools and buildings helps to ensure a stable strong community.

Background

11. Following discussion with EMT in November 2021 the Education Strategic Resourcing and Partnerships Service (ESRP) commissioned consultancy Atkins (through the Construction Maintenance and Facilities Management Team (CMFM)) to undertake viability studies to identify potential sites to establish brand new provision on a scale that would make a significant contribution to addressing demand.
12. ESRP in consultation with CMFM and Strategic Property Services (SPS) identified four sites as having the potential to support SEN schools. These sites were initially considered because of their status (three of the site are already designated for Education use), their ownership (Council owned) and availability for development.
 - **Addison House**, Addison Avenue, N14 4AL
 - **Portcullis Lodge** (opposite Civic Centre), EN1 3XA
 - **Former Eldon Road Tuition Centre**, Eldon Road, N9 8LG
 - **Albany Youth & Community Centre & Caretaker's House**, Bell Lane, EN3 5PA
13. On the 22nd February EMT agreed to move forward with further feasibility work on all four sites but have prioritised Portcullis Lodge as it has the potential to yield the largest number of additional pupil places.
14. The Portcullis Lodge Car Park site is accessed from Baker Street via a single-track road, which runs alongside the New River. The site is bordered to the north, west and south by playing fields, used by the Enfield County Upper School and the Enfield Grammar School. The overall site area is approx. 10,909m² (see appendix 1) and located within a conservation area and within an area designated as Metropolitan Open Land. Approximately a third of the site area accommodates an overspill car park, for the Enfield Civic Centre, the rest of the site is heavily wooded and very overgrown.
15. The proposed brief for this site is to construct a SEND school that could accommodate 100 pupils.
16. A stage 1 report has been drafted by Atkins which presents multiple options for this site, with a new build situated in various locations within the site boundary.
17. A pre-app meeting has been held with the Enfield Borough Council planning department with their formal report issued. The response was positive, with the urban designer confirming a two-storey building could be acceptable but it is advised that it is important that the site location is refined and considers the surrounding context. Due to the potential loss of greening the development will need to preserve and increase greenery elsewhere within the site as expected in the DfEs Climate Change Strategy.
18. The planners requested that a transport assessment, a tree survey, an arboricultural impact assessment, and a SUDs strategy in accordance with

the London Plan Drainage Hierarchy to assist in the consideration of the design solutions.

19. It is proposed that these surveys/assessments are procured and in addition preparation of Architectural Concept design incorporating strategic engineering requirements and aligned to a Cost Plan, Project Strategies and outline specification. Work will also include undertaking design reviews with a range of project stakeholders and the preparation of a design programme. A further pre-app meeting will be held to gain further confidence that the proposals are viable once this work is completed.
20. Further investment will be required to move the project forward.

Timescales

21. Subject to processes for Council approval of funding, procurement and contractor arrangement an outline project plan targets the following key dates to deliver Portcullis Lodge use (using a traditional construction approach to the build):

| | |
|------------------------------------|--------------------|
| • Milestone 2 & 3 (Scheme Design) | March 22 – June 22 |
| • Planning Approval Process | Nov 22 – March 23 |
| • Main Contractor – Tender Process | Nov 22 – April 23 |
| • Milestone 4 (Detailed Design) | Nov 22 – Nov 23 |
| • Agree Contract Sum | Oct 23 – Nov 23 |
| • Mobilise & Construction | Nov 23 – Dec 24 |

22. It should be noted that delays in delivery are likely to have significant financial impact given fluctuation in the costs of construction materials and the associated costs of children remaining out of borough.

Cost and Funding

23. The overall cost of delivering the scheme is still being estimated as significant design work is still required. £60k has been committed to this work thus far (this excludes cost related the pre-planning process) from Invest to Save. An estimate of cost to work the project up to a Concept Design stage at circa £398,750 (inc. the initial investment of £60k) which will be sought from the Invest to Save Budget (Council Revenue Reserves) Significant further funds will be required to take the project to full planning application stage (circa £636.5k).

Portcullis Lodge – Pre-Planning Development Costs

| | Stage 1 & 2+ | Stage 3 | Total | Notes |
|--|----------------|----------------|----------------|--|
| Planning Pre-App Process | 24,000 | <i>24,000</i> | | Initial Pre-App completed |
| Professional Fees (PM/QS/Design) | 175,000 | <i>300,000</i> | <i>475,000</i> | Core Fees based on CCS Rates - RIBA Stage 2 - Concept Design (finalised plan layouts and cost information). Plus, a proportion of Developed Design - (design coordination & initial elevational) visuals |
| Reports & Surveys (estimated) | 80,000 | <i>170,000</i> | <i>250,000</i> | inc. Biodiversity, Acoustic, Energy Statement, Carbon Strategy, Air Quality, Traffic, noise, Drainage, Biodiversity, Ecology, Arboricultural |
| Direct Appointments | 40,000 | <i>20,000</i> | <i>60,000</i> | Geo-tech, CCTV, ICT consultant and similar |
| Contingency (circa 25%) | 73,750 | <i>122,500</i> | <i>196,250</i> | |
| Proposed Budget | 392,750 | <i>636,500</i> | <i>981,250</i> | |

24. A business case for the project will be worked up in detail in future reporting to EMT once full costs (including construction) have been confirmed. However, the average cost of an out of borough special needs place (autism) is currently approximately £25k per annum greater than in-borough (not including transport and other costs) if the project delivers the expected 100 places this will represent a minimum annual saving of circa £2.5M (it should be noted that these costs are likely to rise over time).

Main Considerations for the Council

25. The council has a statutory responsibility to provide adequate school places for children within the borough and as corporate Landlord is responsible for major works to address condition of its maintained schools.

Safeguarding Implications

26. Any proposed feasibility and design works will ensure any facility created is a safe environment. Design work will be undertaken in full accordance with Health and Safety and Construction Design Management Regulations.

Public Health Implications

27. The provision of good quality schools helps ensure a stable, strong community. There are longer term implications for SEN children as they

progress into adulthood. The importance of having local community connections and friendships developed during school aged years is significant to the nurture and wellbeing of the individual.

Equalities Impact of the Proposal

28. Design proposals will have due regard to the suitability of proposals for the intended purpose and performance, durability. The provision of local schools across the borough ensures quality of rights to good education provision. Additional SEN places will positively impact the lives of children and their families by ensure that pupils can be educated within their own communities and reducing the negative impact of travelling out of borough.

Environmental and Climate Change Considerations

29. Any design will take into consideration the Council's Climate Action plans and work towards constructing a building which is highly energy efficient and powered from on-site and/or off-site renewable energy sources, with any remaining carbon balance offset.

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

30. Failure to move forward with any proposals to establish additional SEN provision within the borough will result in escalating pressures on Education budget with increasing costs for the Council.

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

31. The key risks in undertaking this feasibility work is the failure to bring forward a capital scheme and build leading to abortive costs. Design proposal will need to lead to a successfully planning application in order to deliver the scheme. Further funding will be required to allow a planning application to be submitted and the Council will need to commit significant capital funding to establish the new education provision. Government Grant funding is restricted in this respect. Therefore, the Council will need to identify its own sources for this funding.

Financial Implications

32. The initial £60k was agreed at EMT to be funded from the invest to save reserve. If it's agreed to continue with the feasibility work, which is estimated to cost a further £290k, the funding options are to:
 - a. apply to use more of the invest to save reserve, but note this is a finite pot and there are other calls on this funding or

- b. manage within existing 2022/23 revenue budgets. If this can't be contained it will be flagged up as part of the quarterly monitoring process, where the overall variance will be funded from reserves
33. Once the feasibility work is completed and a specific proposal has authorisation to proceed costs from that point onwards, that are compliant with the Councils capitalisations policy, will be capitalised.
34. As part of the feasibility work a business case will be drafted that will include a full financial appraisal of all capital and revenue costs and how the project will be funded.
35. The project will require approval from Full Council to proceed as a capital project and be included in the Council's capital programme.

Legal Implications

36. The Council has a general responsibility for education and to secure education to meet the needs of the population in its area under Section 13 of the Education Act 1996 (as amended).
37. Section 111 of the Local Government Act 1972 further enables local authorities to do anything, including incurring expenditure, borrowing, which facilitate or are conducive or incidental to the discharge of their functions. Furthermore, the Council has the power under section 1 (1) of the Localism act 2011 to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles. The recommendations within this report are in accordance with these powers.

Property Implications

38. Strategic Property Service are aware of all sites being considered for additional SEN provision. There are no other immediate property implications, however, consideration of future implications will arise once proposals are developed and the project progresses through to a planning application. Strategic Property Service have been asked to undertake a site valuation to contribute to a business case to be submitted at Key Decision stage.

Other Implications

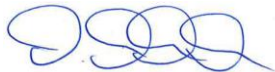
39. There is also a risk relating to any delay in moving forward with proposals as for each academic year that passes without delivering additional places the Council will continue to pay for out of borough placements. Furthermore, the SEN team have indicated the challenges of bringing a child back into borough once placed can be challenging. Therefore, once committed to an out of borough environment the council's obligation may continue for some time.

Options Considered

40. **Alternative sites** continue to be considered to increase SEN provision within the borough. No other suitable large-scale site has been identified that could provide the size of provision proposed within this report.
41. **DfE Provision** – the provision of a new SEN school through the DfE has been considered. There are risks to this approach as the site would need to be provided to the DfE with no financial return to the Council (although they would fund any construction project if this were agreed). The DfE would decide whether they would be willing to establish new provision and agree the nature of any provision on the site. Any new provision would be managed by a free school/academy which under legislation would be able to have their own admission policy. There would be a risk that the provider could admit pupils from outside of the borough and/or change the nature of the provision to maximise their pupil number and subsequent income generation.
42. **Conversion of a Mainstream Maintained School** – this option was initially discussed and dismissed as mainstream pupil numbers have not fallen to a level that could justify changing the nature of provision. In addition, the process of converting a school would be subject to challenge by a range of stakeholders including the DfE and a school governing body and would likely to result in significant reputational damage to the Council.

Conclusions

43. To recommend the approval of expenditure to take forward the work required to develop design detail to allow the Council to work towards developing a planning application to establish SEN provision at Portcullis Lodge.



Signed

.....Date.....23/3/2022.....

Tony Theodoulou (Executive Director – People)

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Date of report: 14th March 2022

Appendices/Attachments

Images of Portcullis Lodge

Background Papers

Minutes of EMT (November 2021 & February 2022)

Cabinet Report: Update Strategy and Approach to Delivering Pupil Places (November 2020)

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