



LONDON BOROUGH OF ENFIELD

**AGENDA FOR THE COUNCIL MEETING
TO BE HELD ON WEDNESDAY, 14TH JUNE,
2023 AT 7.00 PM**

**THE WORSHIPFUL THE MAYOR
AND COUNCILLORS OF THE
LONDON BOROUGH OF ENFIELD**

**Please
Reply to:** Nicola Lowther
Governance Manager

E-mail: Democracy@enfield.gov.uk

Date: 07 June 2023

Dear Councillor,

You are summoned to attend the meeting of the Council of the London Borough of Enfield to be held at the Civic Centre, Silver Street, Enfield on Wednesday, 14th June, 2023 at 7.00 pm for the purpose of transacting the business set out below.

Yours sincerely

Terry Osborne

Director Law & Governance

THE MAYOR'S CHAPLAIN TO GIVE A BLESSING

- 1. ELECT A PERSON TO PRESIDE IF THE MAYOR AND DEPUTY MAYOR ARE NOT PRESENT**
- 2. APOLOGIES**
- 3. MAYOR'S ANNOUNCEMENTS**
- 4. MINUTES OF PREVIOUS MEETING (Pages 1 - 14)**

To receive and agree the minutes of the previous meeting of Council held on Wednesday 10 May 2023 as a correct record.

- 5. DECLARATIONS OF INTEREST**

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

- 6. COUNCIL PLAN 2023-2026 (Pages 15 - 112)**

Council is asked to agree the Council Plan for 2023-2026.

7. THE FUTURE OF SHROPSHIRE AND CHESHIRE HOUSE (Pages 113 - 146)

Council is asked to agree the budget for the acquisition of leaseholder interests.

8. LOCAL GOVERNMENT ASSOCIATION CORPORATE PEER CHALLENGE REPORT 2023: ENFIELD COUNCIL (Pages 147 - 182)

To note the contents of this report and its findings/recommendations.

9. COUNCILLOR QUESTION TIME

The list of questions and their written responses will be published prior to the meeting.

10. MOTIONS

10.1 Motion in the name of Councillor Ayten Guzel

Enfield Council welcomes the work of the Fair Tax Foundation and resolves to register as a Fair Tax Council. This registration requires signatories to:

- lead by example and demonstrate good practice in our tax conduct, right across our activities
- ensure IR35 is implemented robustly, and contractors pay a fair share of employment taxes
- to not use offshore vehicles for the purchase of land and property where this leads to reduced payments of stamp duty
- undertake due diligence to ensure that not-for-profit structures are not being used inappropriately as an artificial device to reduce the payment of tax and business rates
- demand clarity on the ultimate beneficial ownership of suppliers and their consolidated profit & loss position
- promote the Fair Tax Mark certification for any business in which we have a significant stake and where corporation tax is due
- support calls for urgent reform of UK law to enable local authorities to better penalise poor tax conduct and reward good tax conduct through their procurement policies.

10.2 Motion in the name of Councillor Nesil Caliskan

Enfield Council welcomes the decision of the Secretary of State for Levelling

Up, Housing and Communities not to call in the development of Cockfosters London Underground Station. This development would provide over 350 new and affordable homes that are urgently needed both in Enfield and across London.

The Council believes that providing affordable housing in a well-connected area is an important priority and regrets the delays to block the development when better-quality housing is desperately needed by so many of our residents.

The Council resolves to continue supporting affordable, sustainable developments that help to end the housing crisis and to give residents the right of a secure roof over their heads.

10.3 Motion in the name of Councillor Nicki Adeleke

Council recognises that people with autism are more likely to face prejudice and discrimination in their lifetime, that 921 children and 126 young adults have healthcare plans for autism, and 571 adults have an autism classification in Enfield.

There are some great facilities in the borough for autistic people, including SEND schools, support in mainstream schools, our voluntary organisations, and the Enfield Learning Disability Partnership Board champion the rights of people with learning disabilities and their carers.

However, more work is needed to ensure autistic people have equal opportunities in education, training, and employment, so they can live as fulfilled a life as they are able.

The Council will:

1. Work with local communities, autistic children, and adults to raise awareness of autism and the challenges faced by autistic people
2. Work to increase the number of school places for autistic children within the borough in mainstream and SEND schools
3. Provide support so that when autistic children transition to adulthood, adequate support is available to enter work or further training
4. Work with local communities, voluntary and charitable organisations to combat loneliness and other health and wellbeing challenges among autistic adults

10.4 Motion in the name of Councillor Josh Abey

Council notes the Government's recent decision to drop plans to abolish the

leasehold system, which the Secretary of State for Levelling-Up, Housing and Communities promised in January 2023.

Council believes that the UK's current leasehold laws are feudal and archaic, with thousands of leaseholders across the country facing devastating bills to tackle cladding and necessary fire safety works due to unscrupulous developers.

Council resolves to urge the Government to support calls by the Shadow Levelling-Up, Housing and Communities Secretary to:

- end the sale of new leasehold houses
- introduce a right for existing leaseholders to extend a lease to 990 years with zero ground rent
- bring forward the Law Commission proposals to reform the process of enfranchisement valuation

10.5 Motion in the name of Councillor Doug Taylor

The Council notes that the Government has recently published its reforms of the Gambling Act (2005). Local government have been lobbying for reform of gambling regulations for many years and for the removal of the 'aim to permit' provisions in the Gambling Act. This provision sets out that licensing authorities must accept applications for gambling premises unless there is a valid reason why they should not be.

The Council believes that 'aim to permit' are an infringement of local democracy – local councils know what is best for their local high streets and town centres.

The Council resolves to work with the Local Government Association to lobby the Government to give councils the freedom to refuse new premises licences, by scrapping the 'aim to permit' provision in the Gambling Act.

10.6 Motion in the name of Councillor Ayten Guzel

Recent data from the NHS on children's health show that Enfield was ranked as the fourth-worst borough in London for obesity in four and five-year-olds. 25.5% of four and five-year-olds and 41.7% of ten and eleven-year-olds were found to be either overweight or obese.

This Council believes we need to help children and young people establish healthy eating habits from an early age to tackle existing and future health inequalities in Enfield.

'Fast food' outlets are shops that are popular with students. The nutritional quality of the food available is generally poor and some shops use 'student offers' specifically to target schoolchildren.

Enfield Council must do what it can to reduce unhealthy eating amongst children, limit the opportunities that young people have to eat 'fast food', and create a healthier borough.

This Council agrees to review all relevant supplementary planning document to manage the proliferation of fast-food outlets in particular areas, resisting the opening of new hot food takeaways near schools and youth facilities.

10.7 Motion in the name of Councillor Ayten Guzel

Pertussis or Whooping Cough is a respiratory infection that can cause severe symptoms or death in unvaccinated individuals. It is of particular risk to unprotected babies. Vaccination is the most effective way to prevent infection.

Current uptake of pertussis vaccination is low resulting in many babies being unprotected from birth until their first vaccination.

To increase immunisation uptake of the Whooping Cough vaccination, Enfield Council will implement a collaborative campaign with NHS maternity services and VCS partners, focusing on pregnant women and their families to encourage uptake in whooping cough vaccination.

10.8 Motion in the name of Councillor Bektas Ozer

This Council notes that:

- The mismanagement of the NHS by central government has resulted in more than 7 million people currently waiting for treatment – the highest on record. Years of cuts to the NHS has left our health system unprepared and overwhelmed.
- Government ministers continue to ignore the crisis in our NHS. Ambulances queue outside hospitals and patients are treated in corridors in Enfield and across the country. Alongside this, seven million people in the UK continue to wait for elective treatment.
- In the Borough of Enfield, hundreds of people wait for 4 weeks or more to see a GP.
- NHS staff provide an enormously important service to our communities, and they have the Council's support. Nurses, and all

NHS staff, should be paid a decent wage.

The Council agrees to:

1. Write to the Prime Minister, our local MPs, and the relevant government ministers to call for:
 - a. Adequate funding for the NHS across the country
 - b. Fair funding for Enfield's NHS services
2. Work with local NHS services and commissioners for better GP provision in the borough.

10.9 Motion in the name of Councillor Thomas Fawns

Council notes that England is facing a housing crisis of supply and affordability. The latest government statistics on homelessness in England show 101,300 households are currently living in temporary accommodation, the highest figure since 2005.

The Council believes that not enough homes are being built — one of the answers to the housing crisis.

Council also believes that this crisis is being exacerbated by the Local Housing Allowance rates freeze – the amount of money a Universal Credit and Housing Benefit claimant can expect to receive to cover their rent in the private rented sector – which has been frozen since 2020.

According to London Councils, just 8.8% of rental properties in London are available at LHA levels, and in some parts of London it is more like 0.1%. The cost to rent a two-bed home in Enfield is around £1,500 per month, while the maximum housing benefit for an Enfield two-bed home is £1,296.

The Council believes the Government should listen to the cross-party Levelling Up, Housing and Communities Committee in its call for LHA rates to match rents, so more families are not priced out of areas like Enfield.

The Council resolves to join the lobbying efforts of the Local Government Association, London Councils, charities Z2K and Shelter and others in calling for LHA rates to rise to stop low-income families from being priced out of the borough.

10.10 Motion in the name of Councillor Ergin Erbil

This Council notes that:

- The mismanagement of the economy by central government has caused the highest levels of inflation in 40 years, rising interest rates and stagnant economic growth.

- Household energy bills have skyrocketed over the last year – 96% higher than last winter – while just over 16,000 households in Enfield are already fuel poor.
- The effects of climate change are intensifying the impact of energy prices, increasing pressures on families and businesses.
- As the cost-of-living increases, people and businesses are less able to finance adaptations to improve energy efficiency and to prepare for extreme weather events.
- More families need help. Yet steeply increasing inflation means this Council's ability to mitigate impacts and provide essential services is increasingly challenging.

The Council agrees to:

1. Recognise that the Cost of Living and Climate Crisis are connected and jointly require attention to ensure the wellbeing of local people and businesses.
2. Make decisions on investment and delivery that, wherever possible, contribute to environmental and social benefits across Enfield.
3. Advocate for more robust, affordable public transport that connects employees with work, links students to education and reduces carbon emissions.
4. Work with social landlords operating in Enfield to review the energy efficiency of their housing stock, recognising that poor insulation and inefficient heating are key factors in the rising cost-of-living.
5. Write to the Prime Minister, our local MPs, and the relevant government ministers to call for:
 - a. Increased financial support for residents, with most support provided to low-income households.
 - b. Lobby government to deliver a more ambitious nationwide commitment to fund improvements in the energy efficiency of homes, resulting in energy bill reductions and environmental benefits.
 - c. Insulation schemes and renewable energy generation programmes funded by fossil fuel profits.

10.11 Motion in the name of Councillor Nia Stevens

Every June since 2008, people from across the UK have celebrated Gypsy, Roma, and Traveller History Month. To mark the occasion, on the 1st June,

Enfield Council raised the GRT flag outside the Civic Centre building.

GRT History Month helps to tackle prejudice, challenge myths and to amplify the voices of Gypsies, Roma, and Travellers in wider society

Enfield Council welcomes the raising of the flag and thanks all those involved in organising this symbolic gesture, including representatives from the GRT community who attended the ceremony.

The Gypsy, Roma and Traveller community are part of Enfield's diverse and vibrant population. This Council reaffirms our commitment to supporting the Gypsy, Roma, and Traveller community in our borough.

10.12 Motion in the name of Councillor Rick Jewell

Council believes the Mayor of London is leading the way in the fight against air pollution, tackling toxic air and improving everyone's health. Poor air quality disproportionately affects the most vulnerable in our communities: children, older people and those with heart and lung conditions.

The Ultra-Low Emission Zone (ULEZ) currently covering inner-London will expand to cover most of the borough on 29th August. 76% of vehicles registered in Enfield are already ULEZ compliant, however, to represent those who do not have a compliant car, last month the Leader and I highlighted their concerns to the Mayor of London.

Council welcomes the recent announcement by the Mayor of London that he will expand the eligibility criteria for the scrappage scheme, meaning more Enfield residents will benefit from support to help swap polluting vehicles for cleaner alternatives.

Council resolves to promote the scrappage scheme to eligible residents, so local people are ready make the switch to cleaner, greener, and compliant vehicles.

10.13 Motion in the name of Councillor Maria Alexandrou

We condemn the shocking brutality that led to the death of 22-year-old Mahsa Amini on the 16th September 2022, sparking world-wide protests.

We stand together in support of Amini's family and the brave people of Iran demanding Freedom.

10.14 Motion in the name of Councillor Lee Chamberlain

In the light of the Grenfell fire tragedy Enfield Council undertakes to rethink

its proposals to build a high-rise tower with only a single staircase for escape at Meridian Water. It furthermore undertakes to adopt a policy of requiring at least two separate evacuation routes with separate exit options in all new high-rise blocks.

A single staircase is dependent on secondary systems such as sprinklers working; and the staircase and its exit being usable to provide a safe escape route. Historically sprinklers have not been favoured by public authorities as they can be set off for a variety of reasons and can take some time to restore to readiness for future use. A policy of having residents wait in their flats, rather than evacuate the building, was a contributory factor to the high loss of life at Grenfell. Any scenario where evacuation was prevented would force that approach on residents in a building too high to be evacuated from by other means, such as ladders.

I note that the use of a shared exit point for two staircases in a block was given as reason for refusal of a tower block planning application by LBE, it seems reasonable that this logic should also be applied to the Meridian Water development. While the Meridian Water proposal may conform with current legislation, that legislation is expected to be revised and multiple escape routes are likely to form part of the new requirements. The Government has already issued a public letter to building authorities regarding such matters, following concerns being raised over single staircase tower blocks.

As a public body we have a duty to ensure resident safety and should be seeking to set standards in line with common sense, and at least equal to those we set for other developments.

I therefore ask that Councillors support this motion.

10.15 Motion in the name of Councillor Chris Joannides

Enfield Council notes that World AIDS Day on the 1st December is an opportunity to show support and solidarity for people living with HIV. Furthermore, we remember those who have lost their lives because of Aids, and we honour memories by breaking down the stigma attached to people who have HIV.

This Council fully supports World Aids Day and supports the objectives of the national HIV Action Plan, which are:

1. ensuring effective co-ordination of prevention, treatment, and care
2. reducing levels of undiagnosed HIV and transmission in the UK and
3. effective monitoring of HIV resources and improved accountability and commits to flying the "red ribbon" flag on 1st December, and future World AIDS Day and, during the week after World AIDS day, to promote the sale of Red Ribbons at public points controlled by Enfield Council.

The Council further notes that:

1. HIV is no longer a death sentence and HIV treatment and medication as prescribed helps people with HIV to live a natural life span.
2. HIV treatment is available to everyone living in the UK regardless of social-economic status
3. People living with HIV have their rights protected under the Equal Opportunities Act 2010 and should not be discriminated against.
4. Recognises a number of voluntary organisations including the National AIDS Trust, Body and Soul charity and Terence Higgins and are commended for their work in helping people living with HIV and their families.

10.16 Motion in the name of Councillor Chris Joannides

This Council notes that loneliness and isolation are a public health issue that must be tackled at a local, as well as national level. It is estimated one in ten people of pensionable age living in the London borough of Enfield are likely to be classed as lonely or severely lonely.

This Council believes:

1. Loneliness increases the risk of people falling into depression and suicide.
2. Loneliness increases the risk of heart disease and puts people at greater risk of blood clots and heart attacks.
3. Being chronically lonely is equivalent to smoking 15 cigarettes a day.
4. Loneliness makes people more likely to drink more alcohol, eat more and exercise less.
5. Raising awareness of the health impact of loneliness is important because it affects older people's mortality and morbidity.
6. Councillors and the local authority as a whole can play a key leadership role in ensuring Enfield is an area in which people maintain and forge social connections.
7. Enfield Council's Health, Adult Social Services and Children's services scrutiny panels must play a central role in mapping local services and supporting local interventions to help reduce social isolation and loneliness.

10.17 Motion in the name of Councillor Chris Joannides

This Council will sign up to the Miscarriage Association's Pregnancy Loss Pledge to tackle the stigma associated with miscarriage and supports the campaign which wants to introduce paid leave for families who experience a miscarriage.

Miscarriage is the most common kind of pregnancy loss, affecting around one in four pregnancies in the UK.

The Council recognises the emotional trauma and loss suffered by parents as a result of stillbirths and miscarriages. As such, Enfield Council aims to

improve support for parents by encouraging work environments where employers show empathy and understanding so employees who have been impacted do not have to use sick or annual holiday leave.'

10.18 Motion in the name of Councillor Paul Pratt

Arnos Grove is a ward which has the North Circular as a perimeter / boundary road. Traffic is diverted or re-routed on a daily basis along residential roads through the ward which are inappropriate for large vehicles such as tipper trucks, articulated wagons, coaches etc.

Residents from roads such as Dawlish Avenue, Morton Way, Powys Lane, Broomfield Lane, and surrounding roads are fed up with this and want it to stop.

It is only a matter of time before a fatality is a consequence. Shamefully and despite the high levels of Council Tax revenue from households in Arnos Grove, it is Council policy that prevention is not better than cure. I quote 'there is not a number of injury collisions that would guarantee [traffic calming] funding, we prioritise locations with the highest collision rates first.'

This Council agrees that it is inappropriate to wait for a fatality or serious incident to occur. Conversely, where the principal of prevention is better than cure can be applied, that this should be the default.

10.19 Motion in the name of Councillor Christopher Dey

The following roads in Grange Park ward urgently need some traffic calming measures to slow the speed of the traffic. Residents do not want a ghastly 'Low Traffic Neighbourhood' they do want to be consulted on what can be done to slow the speed of the traffic. The affected roads concerned are Old Park Ridings, The Grangeway, Vera Avenue, Green Dragon Lane, Green Moore Link, Bush Hill. The Council agrees to allocate more funding to road safety projects.

11. COMMITTEE MEMBERSHIPS

Cllr Kate Anolue to replace Cllr Ahmet Hasan on Health & Adult Social Care Scrutiny Panel.

Cllr Nelly Gyosheva to replace Cllr Margaret Greer and Cllr Ahmet Hasan to replace Cllr Josh Abey on Regeneration & Economic Development Scrutiny Panel.

Cllr Josh Abey to replace Cllr Doug Taylor on the Planning Committee. Cllr Mahym Bedekova replace Cllr Bektas Ozer as Vice Chair on the Planning Committee.

Any changes received once the agenda has been published will be tabled on the Council update sheet at the meeting.

12. NOMINATIONS TO OUTSIDE BODIES

Cllr Chris James to replace Cllr Alev Cazimoglu on the Joint Health Overview Scrutiny Committee for North Central London Sector.

Cllr Pat Gregory to replace Cllr Ruby Sampson on the Learning Difficulties Partnership Board.

Any changes received once the agenda has been published will be tabled on the Council update sheet at the meeting.

13. DATE OF NEXT MEETING

To note the agreed date of the next Council meeting as Wednesday 27 September 2023 at 7pm.

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**MINUTES OF THE MEETING OF THE COUNCIL
HELD ON WEDNESDAY, 10 MAY 2023****COUNCILLORS****PRESENT**

Doris Jiagge (Mayor), Suna Hurman (Deputy Mayor), Abdul Abdullahi, Josh Abey, Nicki Adeleke, Gunes Akbulut, Mahmut Aksanoglu, Maria Alexandrou, Nawshad Ali, Kate Anolue, Chinelo Anyanwu, Mahym Bedekova, Sinan Boztas, Nesil Caliskan, Alev Cazimoglu, Mustafa Cetinkaya, Lee Chamberlain, Hivran Dalkaya, Chris Dey, Guney Dogan, Hannah Dyson, Elif Erbil, Ergin Erbil, Susan Erbil, Peter Fallart, Thomas Fawns, Reece Fox, Alessandro Georgiou, Margaret Greer, Patricia Gregory, Adrian Grumi, Ayten Guzel, Nelly Gyosheva, Ahmet Hasan, Stephanos Ioannou, Mohammad Islam, Rick Jewell, Chris James, Chris Joannides, Joanne Laban, Tim Leaver, Andy Milne, Elisa Morreale, Gina Needs, Tom O'Halloran, Ahmet Oykenner, Sabri Ozaydin, Bektas Ozer, Paul Pratt, Michael Rye OBE, Julian Sampson, Ruby Sampson, George Savva MBE, David Skelton, Edward Smith, Jim Steven, Nia Stevens, Emma Supple, Doug Taylor, Andrew Thorp and Eylem Yuruk

ABSENT

James Hockney

THE MAYOR'S CHAPLAIN TO GIVE A BLESSING

Ana Yagdigar Arslan and Ali Arslan from London Alevi Cultural Centre and Cemevi gave a blessing.

1**ELECT A PERSON TO PRESIDE IF THE MAYOR AND DEPUTY MAYOR
ARE NOT PRESENT**

There was no business transacted under this item.

2**ELECTION OF MAYOR**

Cllr Caliskan moved, and Cllr Georgiou seconded the nomination of Cllr Hurman as Mayor of the London Borough of Enfield for the 2023/24 municipal year.

AGREED that Cllr Hurman be elected as the Mayor of the London Borough of Enfield, for the 2023/24 municipal year.

Cllr Hurman made and signed a declaration of acceptance of office and was invested with the Badge of Office.

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Following her appointment, the Mayor acknowledged the honour and privilege she felt to be elected as Mayor of such a diverse borough. The Mayor thanked members of the Council for their support in appointing her and gave special thanks to her husband and family for all their love and support as a councillor and throughout her working life. The Mayor thanked officers for their support in the lead up to the Mayor Making Ceremony.

3

PAST MAYOR'S SPEECH

The Past Mayor, Cllr Jagge thanked her consorts and family for all their support during her mayoralty as well as expressing thanks to the chauffeurs, Mayoral Services Manager, Director of Law and Governance, Head of Governance and Scrutiny and the Governance Team. She wished Cllr Hurman the very best in her new role as Mayor of Enfield.

4

ELECTION OF DEPUTY MAYOR

Cllr Caliskan moved, and Cllr Georgiou seconded the nomination of Cllr Islam as Deputy Mayor of the London Borough of Enfield for the 2023/24 municipal year.

AGREED that Cllr Islam be elected Deputy Mayor of the London Borough of Enfield, for the 2023/24 municipal year.

Cllr Islam made and signed a declaration of acceptance of office and was invested with the Badge of Office.

5

APPOINTMENT OF MAYOR'S AND DEPUTY MAYOR'S CONSORTS

Appointment of Mayor's Consorts

The Mayor announced the appointment of Savvas Hurman and Ella Hurman as her consorts for the 2023/24 municipal year investing them with their Badges of Office.

Appointment of Deputy Mayor's Consorts

The Deputy Mayor announced the appointment of Rokshana Afrose as his consort for the 2023/24 municipal year and invested her with her Badge of Office.

6

ANNOUNCEMENT OF YOUNG MAYOR AND YOUNG DEPUTY MAYOR

The Mayor announced Darren Paul as the Young Mayor and Sila Karapinar as the Deputy Young Mayor.

7

PRESENTATION OF THE PAST MAYOR'S AND THE PAST MAYOR'S CONSORT BADGES

The Mayor presented the Past Mayor's and Past Mayor's consorts badges recording the Council's appreciation to the outgoing Mayor, Cllr Doris Jiagge and her consorts, Jannaya Jiagge-Takyi and Jessica Jiagge-Takyi.

The Mayor, on behalf of the Council, thanked them for the work they had undertaken over the last year.

8

TRIBUTES TO KING CHARLES III

Ann Cable MBE, Deputy Lieutenant

On May 6th, 2023, His Majesty King Charles III became the oldest British king to be crowned, however, that has meant he's been well-prepared for the role of Sovereign having been heir to the throne for some seventy years.

Over these last seven decades, our world has changed significantly with scientific and technological advances and changes in culture. We have learnt much about our new monarch from those years – his childhood was different; he was the first heir apparent to attend school and later University and he served in both the Royal Navy and the Royal Air Force. As Prince of Wales, he set up many charitable initiatives benefitting thousands of lives, focused on the needs of young people, education, and the arts as well as such matters as sustainability and the environment. Indeed, well known for championing the importance of protecting our planet, His Majesty stated that climate change has become the great threat of our times.

King Charles talks of how much he has learnt from the people he has met. The diversity of the Commonwealth inspires him, and he sees its great potential as a force for good, urging its peoples to unite and be bold. A man of deep faith, he has also reflected that British society had now evolved into "one of many cultures and many faiths" but with shared values, that diversity making us stronger.

His Majesty brings a change of style, but he has vowed to carry on his mother's lifelong service albeit with his own modernising stamp. He has clearly demonstrated this in the arrangements for the coronation, by the fact that over 800 community champions were invited to be in the congregation and that the days following had a community bias towards sharing, volunteering, caring for one another.

We are reminded again of the value of service to others, of the steadfast service of her Late Majesty Queen Elizabeth II by His Majesty King Charles' pledge to continue that lifelong service. From fighting for the environment and the well-being of people here and across the Commonwealth, King Charles promises to lead as his mother did saying, "wherever you may live in the

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United Kingdom or in the realms and territories across the world and whatever may be your background or beliefs, I shall endeavour to serve you with loyalty, respect, and love as I have throughout my life.”

With that reassurance of constancy, concern for the environment and the well-being of people, of serving and valuing service to the community, whether we be public servants or simply good neighbours, we should take inspiration and hope, and all play our part in this new Carolean era.

We wish King Charles III all strength, wisdom, and grace in his reign. God Save The King!

Cllr Suna Hurman, Mayor of Enfield

The coronation of a new monarch is a unique moment for our country and indeed our borough. We pay tribute to and honour the King, Charles III. The Coronation will bless his accession to the throne, where the teachings and faultless practices of his late mother, the Queen Elizabeth II, will continue in her honour. May he be guided, protected, and find wisdom as he is officially crowned King Charles III and Monarch of the United Kingdom.

It has been wonderful to see the people come together to celebrate and welcome His Majesty to the throne as we mark this important day in our nation’s long history. Wishing the new King many years of happiness and health, peace, and magnificence.

I have the honour to be His Majesty’s most humble and obedient servant. God Save The King.

Cllr Doris Jagge, Former Mayor of Enfield

On behalf of Enfield Council, its staff, and residents, I send our best wishes to our new King of England, Charles III. I pledge unwavering support and allegiance to you and the Royal Family in the years ahead as His Majesty’s loyal subjects and look forward to the further advancement of this great city with you as our King.

Your unswerving devotion and solemn pledge to uphold the constitutional principles, together with the precious traditions, freedoms and responsibilities of our unique history and our respected system of parliamentary government lay at the heart of our nation, keeping us ever stronger.

I have the honour to be His Majesty’s most humble and obedient servant.

Cllr Nesil Caliskan, Leader of the Council

The coronation of His Majesty King Charles III and Queen Camilla provided a unique opportunity for communities and neighbourhoods across the borough

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to come together. That is why Enfield Council worked with local residents, groups, and organisations so that the momentous occasion could be marked in lots of different ways, from family get-togethers to larger scale community events.

And what a success and spectacle it was! Enfield residents joined the rest of the country in celebrating, hosting street parties and activities across our borough and creating memories that will last for years to come.

This brochure provides a small memento of the Coronation Weekend in which our wonderful and vibrant communities in Enfield came together in celebration. You can see photos of the fabulous street parties, decorated homes and businesses, and many of the activities and events that took part in our bunting-clad town centres and community buildings. It is wonderful that we have also been able to reproduce some of the creative writing and painting produced by our young people to mark the occasion.

I was also particularly pleased that, together with many of our Friends of Parks groups, Enfield Council created a more lasting legacy through activities such as the planting of King Oak trees in parks across our borough.

I am sure you will join me in wishing King Charles III and Queen Camilla a long and happy future.

Cllr Alessandro Georgiou, Leader of the Opposition

Today we come together to celebrate the coronation of His Majesty King Charles III. As one Enfield we rejoice on occasion and congratulate their Majesties King Charles and Queen Camila. Despite us living in challenging times it is welcome that we can come together and celebrate our new Sovereign's reign.

As we embark on this new Carolean Age we must look forward as a borough and a nation through these trying moments with the knowledge that we have a royal family, headed by His Majesty, that is above political squabbles and are one of few constants we have as a country.

We must also remember His Majesty's role not only as King of the United Kingdom's of Great Britain and Northern Ireland but also as Head of the Commonwealth. There are 56 countries within the Commonwealth which represents 2.5 billion people across the world and it now His Majesty's role to keep us united in this important union.

As a Christian, I also recognise the King's role as Defender of the Faith and Supreme Governor of the Church of England. We know that His Majesty has inherited his Christian values from his mother, her late Majesty Queen Elizabeth II, which provides welcome and continued spiritual continuity. I pray, and I hope all Christians pray, that our King and Queen have a long and blessed reign.

On behalf of the Opposition of Enfield Council, I renew our commitment as loyal subjects of his Majesty, King Charles III. God Save The King.

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Cllr Ergin Erbil, Deputy Leader of the Council

We've come together to celebrate and witness the beginning of a new chapter in our shared history.

Decorations covering our town centres, our high streets, street parties across the borough, and indeed, celebrations in our community centres. Enfield came together to celebrate this momentous occasion and I'm especially proud of the fact that we planted king oak trees in Enfield's parks and green spaces to celebrate the coronation.

We are fortunate to have an environmentalist leader like King Charles at the helm during these challenging times brought about by the climate emergency. His experience, advocacy and leadership will be invaluable as we navigate the challenges ahead and build a greener future for our borough, our country and indeed, across the world.

King Charles has dedicated his life to protecting our environment and serving the people of our country, and I have no doubt that he'll continue to do so with the same dedication and passion as our new monarch.

The coronation was not just about the future, it was also a celebration of our past, our ceremonies, and our traditions, such as the ones we've witnessed over the weekend. These traditions glue our nation together and we are indeed across the world for them.

As we witnessed the coronation of our new monarch, we were reminded of the strength and resilience of our nation and despite ongoing serious challenges across the country, we continue to emerge stronger and hopefully more united in this new era.

I would also like to take this opportunity to thank our service personnel, UK forces, volunteers and those who invested their time and efforts throughout the weekend. I'd especially like to thank my resident and friend Tom who serves our Navy and who was a part of the ceremonies.

May King Charles' reign be long and prosperous, and may he continue to inspire and lead our nation. God Save The King.

Cllr Emma Supple

Firstly, I'd like to join my fellow councillors to say a huge thank you to everyone across the Borough of Enfield who came together to celebrate the coronation this weekend. It has been fabulous.

The bunting in the streets, the street parties galore, the Big Lunch and the volunteer days - it's been wonderful.

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Thanks especially to the community police officers who visited each and every street party. They visited our street party and declared it to be the best - I'm fairly certain they said that to everybody, but it was very pleasing to see them.

The coronation was quite splendid and huge congratulations to resident Emma Rigby, who was there representing Enfield for her work over COVID and her British Empire Medal. We were hugely proud of her.

Last June, I took my Brownies to the Tower of London to see the Crown Jewels and we learned all about the fascinating history of these astonishing treasures. It was wonderful to watch them being in use. They're not museum pieces, they play a vital role in our islands' history.

It was a huge delight to see our very own Lord Syed Kamall of Edmonton, on behalf of the Muslim faith, present to King Charles the Armill part of the Crown Jewels - that was very special indeed. As Lord Kamall said himself, "it was unthinkable at the last coronation that could even have happened. How far we have come."

Our new king has declared his role in the service of celebrating and supporting all communities and all faiths. In this, as local councillors, we can also recommit to the service for the people of Enfield.

King Charles and Queen Camilla are leading the way in all manner of challenges of our time, and not least, in the challenges for our natural world with their dedication to good organic farming and the environment.

So as we celebrate this changing of the monarch, we recommit ourselves to King, Country and Commonwealth. God Save The King.

Cllr Chinelo Anyanwu, Cabinet Member for Public Spaces, Culture & Local Economy

As the Cabinet Member for Culture, I was very honoured to chair the King's coronation working group and I'd like start by thanking all who contributed to the successful coronation celebration in Enfield including our great officers who done great work.

Alongside all the bunting in our town centres with a whole host of activities - I'll try and sum them all up.

We had coronation themes, competitions for young people, adults, and businesses, and I very much look forward to seeing a showcase of creative stories, drawings and seeing the best decorated homes and businesses via our council website and through our comms channels.

On the day of the coronation, despite the weather, at the Millfield Theatre, we saw a staggering 1,200 people really come together and celebrate the coronation.

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The next day at the Big Lunch, there was sixty small grants that were given out to residents to have a street party and if you missed the Big Lunch in Enfield Town then you really missed out because it was a momentous occasion. We had the volunteers who came together with local organisations who had a community tea, cakes, live music, crafts, and activities.

We then had the Big Help Out where we had all the volunteers and community groups come together which was fantastic and friends of Forty Hall who did a wonderful job of planting in our ward gardens.

Something really special which has been mentioned, we have 15 English oak trees that were planted to commemorate the coronation throughout our borough. It's a special contribution to our manifesto commitment to plant a million trees over the next four years.

And something that's very close to my heart that is just a wonderful contribution is that for every child in Enfield that was born on the coronation day, the parents would be offered a chance to have a tree planted in their memory which is really momentous for a special birthday, so I'm very happy that that's happening. God Save The King.

Cllr Julian Sampson

I wanted to echo thanks to the officers who made the events of last weekend possible. Not just the officers in the Civic Centre here at Silver Street but the Tree Planting Team, Forty Hall staff, staff in libraries who were making crowns, staff who were helping children make pictures in the Dugdale Centre and of course the many volunteers who made the weekend the success it was.

If anybody was in any doubt of the enduring strength of constitutional monarchy and its appeal in this borough, they only have to look at the pictures that have been referred to already in the brochure that we have in front of us today. There were many crowds at the Millfield Theatre, in the marketplace, the crown making in libraries and decorating houses and shops.

On a personal note, I watched the coronation from start to finish and I was moved. I was moved by the inclusion of other faiths, and I loved the Ascension Choir. It was that sense of inclusion and community, not just community with each other, but community with our past that makes us the nation that we are today and that you, Madam Mayor, embody in your own life story and journey to this place today.

I know that a lot of people worked very hard to make the events of the last weekend successfully work, but I'm sure that they don't want to repeat those events in the near future, so I'll close by saying not God Save The King, but Long live the King.

Cllr Joanne Laban

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His Majesty The King said at the start of the coronation that “I come not to be served but to serve” but that was a rededication as His Majesty, the King has served the country, the realms and the Commonwealth all his life.

As we heard from the Deputy Lieutenant, he served in the armed forces both in the Royal Air Force and Royal Navy where he was asked to become the honorary Colonel-in-Chief for the Parachute Regiment. He put himself through the training programme so if he became Colonel-in-Chief, he could do what the actual soldiers could do. His Majesty started a charity, The Prince’s Trust with his Navy severance pay of just £7,000 in 1976. The charity has now supported more than one million young people, showing his commitment to serving young people.

We heard lots of stories about His Majesty over the weekend and I was watching, and David Lammy popped up. He told his story about why he was so supportive of His Majesty the King. He told the story of the riots in North London that happened in both Tottenham and Enfield Town in 2011, and he said that during that time David Cameron had phoned him, Ed Miliband had phoned him, and Nick Clegg had phoned him. They came down once, but they never came back - he was criticising all the parties. One day he got a phone call, and it was the Prince of Wales' Private Secretary and they said, “Would you mind speaking to the Prince of Wales?” and he said, “I'd really like to help out. I want to come and visit”

Cllr Andrew Thorp

On Saturday, I was honoured to go to the coronation of King Charles III at Westminster Abbey.

It was a day that will live long in my memory. It was a day full of energy, excitement, and joy - the true moment of history for our great country. The only thing damp was the weather because the doubters were proved wrong. People came across the world and were treated to a spectacle that we haven't seen for 70 years. The crowds that lined the streets and the parties across Enfield showed the enduring support for the monarchy.

At the heart of the coronation with the theme of service will serve as a beacon of light to communities across the UK. King Charles pledged to carry on the work of Queen Elizabeth II and her legacy of service to our country having served a lifelong apprenticeship under her.

On Monday, the Big Help Out had more than six million people volunteering communities across the country and many from across this chamber joined this effort. Now let me reassure you that with the Prince of Wales and Prince George coming next, the monarchy is in extremely safe hands.

They joined me at a Scout Hut on Monday to do some redevelopment and decorating. Prince George is excellent at driving a digger, Princess Charlotte can paint a mean door and Prince Louis is certainly an expert with a wheelbarrow.

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This Royal Family are a family that are not scared to get their hands dirty. They want to take on the causes that matter to our country with King Charles III leading the way.

If they can do it, we all should do it. We should grab the nettle and we should do more to support our groups across Enfield because they all need our time and support.

I suggest we all join King Charles III's mission for service and volunteer across our community and I look forward to hopefully welcoming the King to Enfield. God Save The King.

9

NATIONAL ANTHEM

The Mayor invited everyone present to sing the National Anthem and after thanked the Enfield Harmony Choir who lead the singing.

10

APOLOGIES

Apologies for absence were received from Cllr James Hockney.

11

DECLARATIONS OF INTEREST

There were no declarations of interest made relating to any items on the agenda.

12

MINUTES OF PREVIOUS MEETINGS

The minutes of the Council and Extraordinary Council meetings held on 23 February 2023 were received and **AGREED** as a correct record.

13

NOTIFICATION OF CABINET MEMBERSHIP

Cllr Caliskan confirmed the appointments to Cabinet as set out below:

Deputy Leader: Cllr Ergin Erbil

Cabinet Member for Children's Services: Cllr Abdul Abdullahi

Cabinet Member for Finance & Procurement: Cllr Tim Leaver

Cabinet Member for Social Housing: Cllr George Savva

Cabinet Member for Licensing, Planning & Regulatory Services: Cllr Susan Erbil

Cabinet Member for Environment: Cllr Rick Jewell

Cabinet Member for Public Spaces, Culture & Local Economy: Cllr Chinelo Anyanwu

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Cabinet Member for Health & Social Care: Cllr Alev Cazimoglu
Cabinet Member for Community Safety & Cohesion: Cllr Gina Needs

Associate Cabinet Member for Enfield North: Cllr Ahmet Hasan
Associate Cabinet Member for Enfield West: Cllr Chris James
Associate Cabinet Member for Enfield South East: Cllr Mustafa Cetinkaya
Associate Cabinet Member – Non-geographical: Cllr Ayten Guzel

14

APPOINTMENT OF COUNCIL COMMITTEE MEMBERSHIPS FOR 2023/24

Cllr Ozaydin moved, and Cllr Dey seconded the list of Council bodies and memberships for the 2023/24 municipal year.

AGREED to establish the Council bodies for the 2023/24 municipal year and the appointment of the members to those bodies as set out on the supplementary agenda which was circulated ahead of the meeting.

15

REPRESENTATION ON OUTSIDE BODIES AND ORGANISATIONS FOR 2023/24

Cllr Ozaydin moved, and Cllr Dey seconded the list of nominations to outside bodies for the 2023/24 municipal year.

AGREED the Council's representation on outside bodies as set out on the supplementary agenda which was circulated ahead of the meeting.

16

COUNCIL SCHEME OF DELEGATION

Cllr Caliskan moved, and Cllr Dey seconded the proposal to agree the Council's Scheme of Delegation as set out in Part 3 of the Constitution.

AGREED the Council's Scheme of Delegation as set out in Part 3 of the Constitution.

17

MEMBERS' ALLOWANCES SCHEME 2023/24

Cllr Caliskan moved, and Cllr Tim Leaver seconded the report, subject to an amendment which proposed an annual uplift of 4.04%, as recommended by the Independent Panel for Remuneration of Councillors in London.

Cllr Caliskan introduced the report and noted the findings and recommendations of the IRP report which was published in January 2022 along with agreement to an annual uplift for councillors remuneration.

Cllr Georgiou advised that the Opposition would be voting against any increase in allowances but acknowledged that the Administration had gone for

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a reduced uplift amount compared to that contained in the constitution. He stated that although an uplift had been voted down since 2009, and he was not against a review of allowances, it was simply not the right time to do so. Councillors allowances should not be for local authorities to decide but an independent body such as Independent Parliamentary Standards Authority (IPSA) in a similar way to MPs allowances. Cllr Georgiou said he was willing to send a joint letter with the Leader of the Council to the government asking to change the law and have fair pay for fair work.

A procedural motion was moved and seconded under paragraph 13.20 (v) of the Council's Procedure Rules that the question be now put which was put to the vote and **AGREED**.

Cllr Caliskan agreed with recommendations made by the Leader of the Opposition and has already stated that she welcomes the government taking the steps necessary, so councillors allowances are set by an independent body. As it stands, the law does not allow for that, so there is a requirement to bring a paper annually to the Council. She stated that a 4.04% increase is well below inflation which is appropriate and in the spirit of recognising the work that councillors do and the necessary representation that good democracy requires, she was comfortable making this proposal.

A roll call vote was requested by Cllr Dey and, another 11 members of the Council having stood in support of the request, the report was then agreed with the following votes recorded:

For (37)

Abdul Abdullahi
Josh Abey
Nicki Adeleke
Gunes Akbulut
Mahmut Aksanoglu
Nawshad Ali
Kate Anolue
Chinelo Anyanwu
Mahym Bedekova
Sinan Boztas
Alev Cazimoglu
Nesil Caliskan
Mustafa Cetinkaya
Hivran Dalkaya
Guney Dogan
Elif Erbil
Ergin Erbil
Susan Erbil
Thomas Fawns
Margaret Greer
Ayten Guzel
Nelly Gyosheva
Ahmet Hasan

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Mohammad Islam
Chris James
Rick Jewell
Doris Jiagge
Destiny Karakus
Tim Leaver
Gina Needs
Sabri Ozaydin
Ahmet Oykenner
Bektas Ozer
George Savva MBE
Nia Stevens
Doug Taylor
Eylem Yuruk

Against (24)

Maria Alexandrou
Lee Chamberlain
Chris Dey
Hannah Dyson
Peter Fallart
Reece Fox
Alessandro Georgiou
Patricia Gregory
Adrian Grumi
Stephanos Ioannou
Chris Joannides
Joanne Laban
Andy Milne
Elisa Morreale
Tom O'Halloran
Paul Pratt
Michael Rye OBE
Julian Sampson
Ruby Sampson
David Skelton
Edward Smith
Jim Steven
Emma Supple
Andrew Thorp

AGREED:

That the Members' Allowances Scheme is approved as set out in Part 6 of the Constitution but subject to an uplift of just 4.04% as recommended by the Independent Panel on January 2022.

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18

CALENDAR OF MEETINGS

AGREED the calendar for the 2023/24 municipal year, subject to any further changes/additions being delegated to the Director of Law & Governance in consultation with both party groups.

19

DATE OF NEXT MEETING

NOTED that the next meeting of the Council will be on Wednesday 14 June 2023 at 7pm.



London Borough of Enfield

Report Title	Council Plan 2023-26: Investing in Enfield
Report to	Council
Date of Meeting	14 June 2023
Cabinet Member	Cllr Caliskan, Leader
Executive Director / Director	Ian Davis, Chief Executive
Report Author	Harriet Potemkin, Head of Strategy and Policy harriet.potemkin@enfield.gov.uk Sarah Gilroy, Strategy and Policy Manager sarah.gilroy@enfield.gov.uk
Ward(s) affected	All
Key Decision Number	N/A
Classification	Part 1 Public
Reason for exemption	N/A

Purpose of Report

1. This report presents the new Council Plan 2023-26: *Investing in Enfield* for agreement and adoption by Enfield Council

Recommendations

- | |
|--|
| <ol style="list-style-type: none"> I. Agree and adopt the new Council Plan 2023-26: <i>Investing in Enfield</i> |
|--|

Background and Options

2. The new Council Plan 2023-26 replaces our previous Council Plan: *A Lifetime of Opportunities* which was approved by Council in 2020 and expired in 2022.

3. The previous Council Plan 2020-22 set out three overarching priorities and four cross-cutting themes.
4. The three priorities were:
 - Good homes in well-connected neighbourhoods
 - Safe, healthy, and confident communities
 - An economy that works for everyone
5. The four cross-cutting themes were:
 - A modern council
 - Fairer Enfield
 - Early Help
 - Climate Action
6. A full review of the previous Council Plan 2020-22 was carried out between January and April 2022 to evaluate progress against these priorities and cross-cutting themes and outcomes achieved. The review has informed the new Council Plan 2023-26 alongside the Ruling Group manifesto from the May 2022 elections; analysis of local socio-economic data; benchmarking with other local authorities; and analysis of wider engagement and research carried out across the local authority on specific projects.
7. Using this research, the new Council Plan 2023-26 has been developed through workshops, analysis, reflection, and debate by elected members, the Executive Management Team (EMT), senior managers and staff. We also shared the draft Plan with the Health and Wellbeing Board for discussion at their meeting on 15 December 2022; the Safer and Stronger Communities Board for discussion on 5 January 2023 and Overview and Scrutiny Committee on 31 January 2023. Feedback from these Boards and Committees informed this final draft of the Plan.

Preferred Option and Reasons For Preferred Option

8. The proposed Council Plan 2023-26 has been informed by robust consultation with officers and elected members; a review of the previous Council Plan 2020-22; the Ruling Group manifesto from the May 2022 election; an analysis of socio-economic data; an Equality Impact Assessment; and benchmarking of best practice and is the recommended option.
9. The new draft Council Plan 2023-26: *Investing in Enfield* sets out the Council's strategic direction and priorities for the next three years. The Plan sets out five overarching priorities; five principles; and six future outcomes we are working towards. The Plan will be used to inform and guide staff across the organisation on the Council vision and priorities and will be available online for all our stakeholders and partners to learn more about the Council and our goals.

10. The five priorities are:

- **Clean and green places**
- **Strong, healthy, and safe communities**
- **Thriving children and young people**
- **More and better homes**
- **An economy that works for everyone**

Each priority is underpinned by a set of strategic high-level actions.

11. The way the Council engages and works with residents, businesses and partners and the way it makes decisions and allocates resources are fundamental to our success. The Council Plan principles explain how the Council will work to deliver the vision for Enfield and are:

- **Fairer Enfield**
- **Accessible and responsive services**
- **Financial resilience**
- **Collaboration and early help**
- **Climate conscious**

12. We have identified six future outcomes that we are seeking to positively impact over the four years of the Council Plan and beyond. We have identified measurable indicators to help us understand progress on achieving these outcomes for all our residents. Most of these indicators will show us how we are doing on tackling long-standing challenges, such as poverty and health inequality, which are impacted by many complex factors, including those outside of our control. While these challenges can only be addressed by many institutions and individuals working together over the longer term, we are investing in Enfield and delivering our services in order to contribute towards improvement across all these indicators for the future. The six future outcomes are:

- **Residents live happy, healthy, and safe lives**
- **Residents have enough income to support themselves and their families**
- **Children and young people do well at all levels of learning**
- **Residents age well**
- **Residents live in good quality homes they can afford**
- **Residents live in a carbon neutral borough**
- **Embedding behaviours and ensuring ownership of the Council Plan**

13. The Corporate Strategy Service, under the direction of EMT and with leadership from the Director of HR and OD, will be coordinating a programme of presentations, briefings and training and induction to help embed the plan across the workforce. Five new priority communications campaigns, linked to our new Council Plan, will promote what the Council is doing to improve Enfield and the lives of our residents.

- **Governance and monitoring**

14. We will create new corporate performance scorecards for 2023/24 onwards in line with the priorities set out in the Plan, to track our performance and progress in delivering our five new priorities. These will be reported to Directorate Management Teams, Executive Management Team and Cabinet quarterly. This performance management framework will enable senior leadership and Cabinet to monitor the progress being made towards delivering the Plan; consider the current and future strategic risks associated with the information provided and use this to inform decision-making; and challenge progress with responsible officers, as necessary.
15. Alongside quarterly review of Key Performance Indicators in the new scorecards, all Council departments will produce annual service plans that detail the work they are undertaking to deliver on the Council Plan priorities. Services will review progress against their service plans on a quarterly basis and report on this to their Departmental Management Team.
16. The Council Plan will be reviewed each year based on our performance and on the economic, social, legal, and regulatory environment and will be refreshed and updated as needed during the three-year period of the Plan.

Relevance to Council Plans and Strategies

17. This report proposes that Cabinet agrees a new Council Plan for the organisation which builds upon the 2020 Plan and sets the strategic priorities and direction for the Council for the next three years.

Financial Implications

18. The new Council Plan provides the overarching strategic framework under which the Council will operate to 2026. Whilst there are no specific financial implications arising from the Plan, it will inform how we set our budget. It also reflects on and takes into account our challenging financial position.
19. The Plan emphasises the need for financial resilience and moving to a position where we are less reliant on central government funding and instead resourced more by funding generated in-borough (e.g., our Council Tax base and National Non-Domestic Rates), and through inward investment using levers such as our Local Plan.

Legal Implications

20. The Council must where relevant take account of its agreed policies and priorities in determining matters that come before it.

Equalities Implications

21. The draft new Council Plan 2023-26 is closely aligned to and supports the delivery of the Fairer Enfield: Equality, Diversity, and Inclusion Policy. Fairer

Enfield has been included as one of the five underlying principles to outline how the Council will consider equality, diversity, and inclusion in the decisions it makes on how to deliver the best possible outcomes for its communities.

22. To analyse how the new Council Plan 2023-26 could impact differently on people who share a protected characteristic compared with those who do not, we have completed an Equalities Impact Assessment (EqIA) which is attached with this report at appendix 2. Based on this assessment, we do not expect delivery of the Council Plan 2023-26 to have any adverse impacts on any group who share a protected characteristic. The EqIA indicates that delivery of this new Plan is expected to positively impact on all our residents and contribute toward addressing existing inequalities, helping us to meet our Public Sector Equalities Duty to advance equality of opportunity between groups.

HR and Workforce Implications

23. All staff set clear objectives with their line manager as part of the annual Performance Development Review (PDR) process. These goals will link directly to the new Council Plan 2023-26, so that all staff understand how their role contributes to the overall vision for the Council.
24. The Corporate Strategy Service, under the direction of EMT and with leadership from the Director of HR and OD, will be coordinating a programme of presentations, briefings and training and induction to help embed the new Plan across the workforce.

Environmental and Climate Change Implications

25. The new Council Plan 2023-26 will support the Council to deliver on its commitments to become a carbon neutral organisation by 2030 and a carbon neutral borough by 2040 as set out in the Enfield Climate Action Plan.
26. The draft Council Plan 2023-26 includes a principle for us to be climate conscious. This means that the Council will continue to consider the impact of all decisions on the environment and climate change, ensuring that the decisions it makes across operations will help us on our path towards carbon neutrality. This includes considering energy consumption, carbon emissions, and environmental risks associated with our decisions, and how we will mitigate against the impacts of climate change.
27. The draft Council Plan 2023-26 sets out the Council's vision to deliver clean and green places that will help to tackle climate change and protect residents and businesses from the impacts of changing weather that we are already starting to experience. This includes enhancing biodiversity by planting more trees and introducing new wetlands and wildlife programmes; continuing to deliver programmes that make low carbon transport easier and safer for people; and supporting and enabling our residents and businesses to make better use of resources. The Council Plan also reaffirms our commitment to

reduce emissions from our buildings and the emissions created from the goods and services we use.

28. Homes in Enfield are a significant contributor to the borough's carbon emissions. The draft Council Plan 2023-26 includes our commitment to deliver low-carbon, and climate-resilient new-build homes and facilitate retrofitting of existing homes as part of our priority for more and better homes.

Public Health Implications

29. The draft Council Plan 2023-26 sets out our vision to build and maintain strong, healthy, and safe communities where people lead active lifestyles, have access to healthy food, feel safe in and connected to their community and live in good health for as long as possible.
30. The conditions in which people grow, live, work and age can make it harder for them to live healthier lives. There is a stark difference in life expectancy and in the number of years lived in good health, between people who live in poverty and those who do not. Across all the Council Plan priorities, the Council is seeking to address the wider determinants of health – housing, education, welfare, work, and poverty - and contribute to reducing health inequalities and improving physical and mental wellbeing for everyone. This is reflected in the future outcomes we are seeking to impact.

Property Implications

31. No direct property implications have been identified by this report. The Council Plan 2023-26 provides an overarching strategic direction for how the Council will invest in Enfield to deliver positive outcomes for local people and does not introduce specific new or expanded plans with implications for property. Such decisions would be the responsibility of relevant departments and would be agreed through the Council's formal governance and decision-making structures.

Safeguarding Implications

32. The new Council Plan 2023-26 sets out a vision for how the Council will invest in Enfield to deliver positive outcomes for all residents. This includes how the Council will continue to provide robust early help and social care services to children and young people and vulnerable adults.

Crime and Disorder Implications

33. The new Council Plan 2023-26 sets out a vision for how the Council will invest in Enfield to deliver positive outcomes for all residents. This includes how the Council will improve feelings of safety and tackle crime and anti-social behaviour.

Other Implications

34. No direct procurement implications have been identified by this report. The Council Plan 2023-26 provides an overarching strategic direction for how the Council will invest in Enfield to deliver positive outcomes for local people. Any projects linked to the Council Plan priorities that involve the commissioning or procurement of goods, services or works must be in line with the Council's Contract Procedure Rules.

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Strategy and Policy Manager
sarah.gilroy@enfield.gov.uk

Appendices

1. Draft Council Plan 2023-26: *Investing in Enfield*
2. Draft Council Plan 2023-26 Equality Impact Assessment

Background Papers

None

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Investing in Enfield

Enfield Council Plan 2023-26



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Foreword

Our Council Plan 2023-26 sets out how we are investing in Enfield to deliver positive outcomes for our communities. We want to support residents to live happy, healthy and safe lives; have enough income to support themselves and their families; and live in a good quality home they can afford in a carbon neutral borough. We want children and young people to do well at all levels of learning and for residents to age well.

Enfield is increasingly one of the most diverse parts of London, with all the benefits this brings us across our communities, culture, heritage and local economy. We also have incredibly diverse landscapes – from the urban centres of Edmonton, Southgate, Palmers Green and Enfield Town, to our rural areas and farmland in the north of the borough.

Our history of industry, invention, innovation and growth makes us the borough we are today. We are becoming a destination for today's makers and creators and have a growing national reputation as a destination for creative industries. We have significant industrial land, which is strategically important to our region's economy and we have a huge part to play in London's inclusive growth.

But, despite this, too many people in our borough do not have fair and equal opportunities. In Enfield, more than 30% of children live in poverty. Residents living in our most deprived wards are likely to live seven years fewer than their wealthier neighbours; and over 15 years fewer in good health. We have an acute shortage of social and affordable homes, with over 6,000 households on the Housing Register and over 3,000 households living in temporary accommodation. Air pollution from road traffic poses a serious risk to the health of our residents, particularly more vulnerable groups such as children, older people and those with heart and respiratory conditions.

As a council, I am proud of how creative and innovative we are being in the face of these challenges, whilst managing our financial position in exceptionally challenging and uncertain times. Since 2010, our government funding has been cut by 50%, whilst our population has grown by 13%. This has resulted in significant increases

in demand for services which have been further compounded by the cost-of-living crisis. But we've still managed to achieve a huge amount.

We are changing the lives of young and vulnerable people through youth programmes and projects. We are increasing our in-borough Special Educational Needs and Disabilities (SEND) provision so that we can care for and educate our children and young people locally in a setting that is right for them. Our SMART Living project is utilising technology to enable Adult Social Care users to achieve happiness, safety and independence and reduce isolation.

We have some of the most exciting transformational regeneration projects happening anywhere in the UK. In 2021, residents living on the Joyce and Snell's estates voted in favour of our regeneration proposals which will provide around 2,000 sustainable and energy efficient homes, a safer estate and improved green spaces and play facilities. Construction has also commenced at Meridian Water, one of London's largest regeneration programmes.

We deliver award-winning environmental programmes which are enhancing green spaces and waterways across the borough and bringing rain gardens and sustainable drainage to our urban centres – helping London in our journey to net zero and adapt to a changing climate. As part of our work to keep Enfield clean, we are continuing to support residents and businesses to make better use of resources, reduce waste and improve recycling rates.

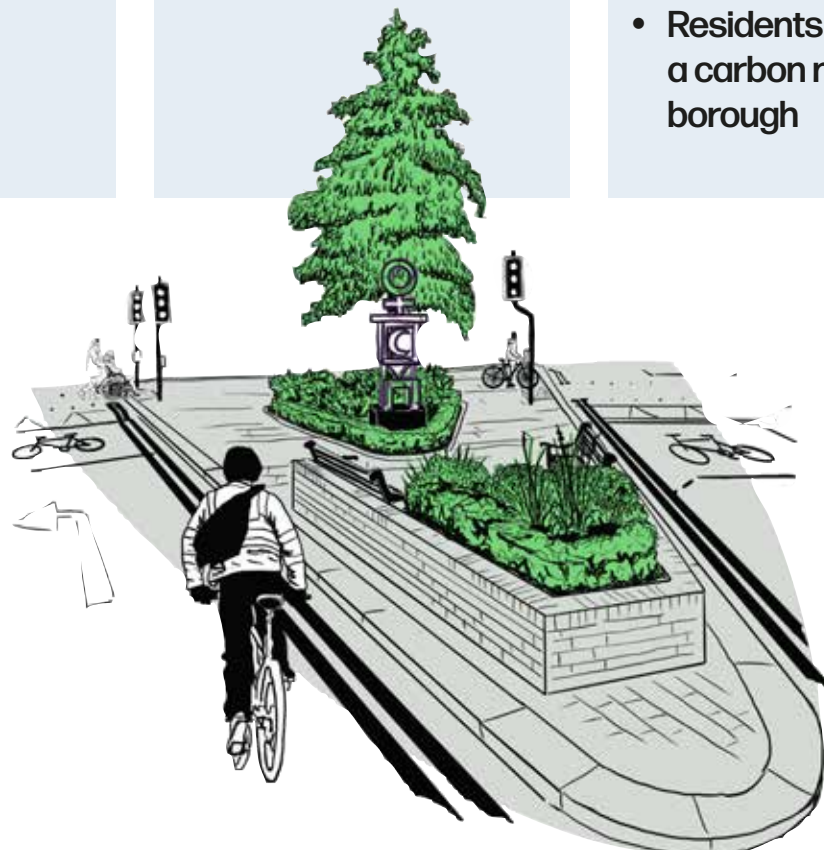
This Council Plan sets out the next stages of our journey, to invest in Enfield for our communities now and in the future.

Cllr Nesil Caliskan
Leader, Enfield Council



Council Plan Framework

Investing in Enfield		
Priorities	Principles	Future outcomes
<ul style="list-style-type: none"> • Clean and green places • Strong, healthy and safe communities • Thriving children and young people • More and better homes • An economy that works for everyone 	<ul style="list-style-type: none"> • Fairer Enfield • Accessible and responsive services • Financial resilience • Collaboration and early help • Climate conscious 	<ul style="list-style-type: none"> • Residents live happy, healthy and safe lives • Residents earn enough to support themselves and their families • Children and young people do well at all levels of learning • Residents age well • Residents live in good quality homes they can afford • Residents live in a carbon neutral borough



Our Principles

We are investing in Enfield to deliver positive outcomes for our communities. The way we engage and work with our residents, businesses and partners and the way we make decisions and allocate resources are fundamental to our success. Our five principles explain how we work.

The right values and behaviours are key to the delivery of our vision for Enfield. We expect everyone, regardless of who they are and what they do for the council, to demonstrate these values and behaviours.

Our values are to be bold; make a difference; and show you care.

Our behaviours are to take responsibility; be open, honest and respectful; listen and learn; and work together to find solutions.

Fairer Enfield

Investing to create a fairer Enfield is central to everything we do. We are developing our understanding of how our services and projects impact different members of our community in different ways. We are using every opportunity to tackle longstanding inequalities and improve outcomes for people experiencing disadvantage.

In [Fairer Enfield 2021-2025](#) we outline our principles as a community leader, service provider and commissioner, and employer. We define an equal and inclusive borough as one where all residents, service users, council staff and elected members are supported to fulfil their potential, are treated equally with respect and are actively involved in shaping the decisions that will affect their workplace and wider community.

As a community leader, equality, diversity and inclusion are central to the decisions we make on how to deliver the best possible outcomes for our communities at a time of considerable financial challenge, both for local people and for the local authority.

Accessible and responsive services

We want everyone who comes into contact with the council to have a positive experience of our staff, our buildings and the service we provide. Whether this is a resident contacting us to make a planning application, a business contacting us about paying their business rates, or a prospective candidate contacting us about a job application, we want everyone to be treated with respect, given the information they need and helped to resolve their query or request promptly and effectively.

Since 2020, we have enhanced our digital offer with the launch of a new user-friendly website so that those who are able to can self-serve, giving our staff more time to spend on complex queries and with residents who need extra support. We're continuing to invest in the digital systems we need to keep providing our services as effectively as possible.

Where our services are provided from a council venue, we'll manage and look after those buildings so that they are safe, accessible, supported with the right technology and in the right locations. We have developed community hubs at our flagship libraries, giving residents easy access to the support and services they need in one place. We will seek to continuously drive improvement in our services, ensuring they are accessible for and responsive to our diverse communities and partners.

Financial resilience

We are having to manage our financial position in exceptionally challenging and uncertain times. Since 2010, our funding from central government has been cut by almost 50%, whilst our population has grown by 13%. This has resulted in significant increases in demand for services which will be further compounded by the cost of living crisis. Rising inflation and interest rates, the cost of living crisis as well as the ongoing cost of recovering from the Covid-19 pandemic present additional financial challenges.

We need to deliver excellent value for money in all that we do and target our resources smartly to enable us to meet the needs of our residents, now and in the future. To do this, we will plan ahead carefully, making decisions based on evidence of what works, to deliver on the priorities set out in this plan. We will invest in our organisation to become more efficient and effective in what we do, in order to prevent higher costs for the future. This includes ensuring we have the right digital infrastructure in place. We will deliver our long-term regeneration programme for the borough to drive transformational change for Enfield and achieve better outcomes for local people. This will also support our financial resilience by growing the local economy and Council Tax base.

We will look for new and innovative ways to generate income, so that we have additional funding to invest in services over the long-term. In line with our new [Sustainable and Ethical Procurement Policy](#), we will use our significant purchasing power to help us achieve our strategic objectives, ensuring our suppliers show a wider commitment to the borough, our residents and local businesses through the delivery of social value.

Collaboration and early help

We work together with our partners to provide support as early as possible to children, young people, families and adults to prevent problems from escalating and reduce the demand for

specialist and costly services. When problems are identified early on, residents have better outcomes and the cost to public services is less. Our [Early Help Strategy](#) sets out our vision to work with our communities and partners to help everyone in Enfield be resilient, overcome challenges and lead happy and fulfilling lives. We will continue to embed early help across the Council, strengthen our early help offer and ensure we provide clear information and advice to residents, so they know where to go to access support.

We will work closely with our residents and voluntary and community groups to empower them to take positive action in their neighbourhoods, building on social capital and networks which help make the borough better for everyone.

Climate conscious

We are committed to becoming a carbon neutral organisation by 2030 and a carbon neutral borough by 2040. To meet these targets, we must consider the impact of all our decisions on the environment and climate change, ensuring that the decisions we make across the Council's operations will help us on our path toward carbon neutrality. This includes considering energy consumption, carbon emissions, and environmental risks associated with our decisions, and how we will adapt to the effects of climate change. More information can be found in our [Climate Action Plan](#).



Priorities and actions

Clean and green places

- Enhance biodiversity and protect our parks, open spaces, woodlands, watercourses, wetlands, trees and shrubs
- Keep our streets and public spaces clean and welcoming
- Enable active and low carbon travel
- Facilitate reuse of materials, reduce waste and increase recycling rates
- Reduce carbon emissions from our buildings, street lighting, fleet and the goods and services we procure

Strong, healthy and safe communities

- Improve feelings of safety and tackle crime and antisocial behaviour
- Protect vulnerable adults from harm and deliver robust early help and social care services
- Work with our partners to provide high quality and accessible health services
- Support communities to access healthy and sustainable food
- Improve our leisure and sports opportunities to enable more active lifestyles
- Nurture our arts, heritage and creative sectors to connect people through culture

Thriving children and young people

- Help all children to have the best start in life
- Safeguard children and young people and increase support in-borough for looked after children with complex needs
- Improve educational outcomes for all children and young people
- Increase local education, play and leisure opportunities for children and young people with special educational needs and disabilities
- Engage children and young people in positive activities
- Involve children and young people in decisions that affect their lives

More and better homes

- Build and facilitate more good quality homes that local people can afford
- Deliver low carbon, and climate-resilient new-build homes and facilitate retrofitting of existing homes
- Create well-connected, digitally enabled and well-managed neighbourhoods
- Invest in and improve our council homes
- Drive up standards in the private rented sector
- Provide a range of specialist housing for those who need it

An economy that works for everyone

- Enable local people to develop skills to access good quality work
- Support local businesses and encourage inward investment in growing sectors which offer sustainable employment to local people
- Provide support and advice for residents on low incomes
- Develop town centres that are vibrant, healthy and inclusive
- Transform our industrial land to create modern and low carbon spaces for business

Priority One

Clean and green places



40%

of the borough lies within designated
Green Belt
and
Metropolitan Open Land



31%

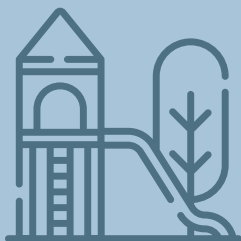
of household waste was sent for
reuse, recycling and composting
in 2021/22



10,000

hectares of open water,
the highest among any London borough

In 2021/22, the **council's**
total direct emissions were
17,662 tCO₂e,
a reduction of 19% from 2018/19



1,030
hectares of parks
and open spaces,
attracting
13 million
visitors each year



The latest data on
borough-wide emissions
from 2018 shows a total of
1,114,769 tCO₂e,
a 2% reduction from 2017,
broken down into the following contributors:
Domestic buildings - 39%
Transport - 34%
Commercial, institutional
and industrial buildings - 24%
Waste - 3%



14 School Streets
across the borough

We will:

- Enhance biodiversity and protect our parks, open spaces, woodlands, watercourses, wetlands, trees and shrubs
- Keep our streets and public spaces clean and welcoming
- Enable active and low carbon travel
- Facilitate reuse of materials, reduce waste and increase recycling rates
- Reduce carbon emissions from our buildings, street lighting, fleet and the goods and services we procure

Enfield is rich in parks, open spaces, woodlands and watercourses. We are investing in the biodiversity of our borough through the introduction of new wetlands, wildlife programmes and green spaces. This is providing more people with access to nature and the associated health and wellbeing benefits this brings, while also helping to mitigate climate change and protect residents and businesses from the impacts of changing weather that we are already starting to experience. This is sometimes referred to as climate adaptation.

We want to protect and enhance our natural environments and encourage more people to use and enjoy these spaces. We will work with residents, community groups and other stakeholders to further enhance our attractive network of parks. We aim to become the greenest borough in London by planting more trees and other greenery in our urban areas, creating

new woodlands and introducing new wetlands and wildlife programmes across the borough. By creating high quality and accessible open spaces where residents can experience nature and biodiversity, we will help boost physical and mental health and wellbeing and address existing inequality in access to green space between wards in the east and west of the borough.

We are also bringing more greenery and biodiversity onto our streets and into our neighbourhoods through creating new rain gardens and planting more street trees. This is part of both our climate mitigation (capturing carbon emissions and tackling local air pollution) and adaptation (reducing the risk of flooding). We are improving how we keep all public spaces, from parks to high streets, free from litter and fly-tipping. We will continue to take enforcement action against those who fly tip in our borough and place CCTV cameras at fly-tipping hotspots to catch those who dump rubbish.

The climate emergency presents a serious risk to our communities. Extreme weather events like the flooding and heatwaves we have witnessed recently are a consequence of climate change. As temperatures rise, so too will the frequency of such events. Our programmes to improve and enhance the natural environments of our borough are also helping us to adapt to the impacts of climate change through the cooling impact of green spaces and the natural flood defences created by wetlands, rain gardens and tree planting.



Air pollution, largely caused by road traffic, poses a serious risk to the health of our residents and visitors, particularly more vulnerable groups such as children, older people and those with heart and respiratory conditions. We need to reduce the numbers of vehicles on our roads, and we continue to deliver programmes to make low carbon transport – walking, cycling, and public transport – easier and safer for more people. We're taking a more strategic approach to managing parking and the kerbside, to help us make better use of street space. We're reducing the emissions from the Council's transport by changing our own fleet to electric vehicles.

We are also working to reduce emissions from our buildings and the emissions created from the goods and services we use. We are improving energy efficiency and developing robust plans for decarbonising our heating across all council buildings, from our Civic Centre, to our libraries, community centres and schools.

We are supporting residents and businesses to make better use of resources, reduce waste and improve recycling rates. As a community leader, we are well placed to encourage and enable our residents, businesses and local partners to also reduce emissions from their buildings; adopt low or zero carbon behaviours and work with us to achieve a carbon neutral borough by 2040 – so that we can protect our borough and the planet for future generations.

Our strategies

To find out more about how we're delivering on this priority, take a look at some of our key strategies:

- [Climate Action Plan](#)
- [Blue and Green Strategy](#)
- [Local Plan](#)



Our achievements so far



We have dedicated resources to clearing our borough of unsightly and illegal dumping and continue to take enforcement action against people who fly-tip.



Between 2019 and 2022, we delivered on our ambitious programme to plant 100,000 trees at Enfield Chase in partnership with the charity Thames21. The new woodland will improve biodiversity, reduce flood risk and provide residents with access to nature.



Our award-winning Watercourses team created a new wetland at Albany Park which opened in October 2021, creating wildlife-rich spaces for local communities to enjoy, providing opportunities for education and volunteering and reducing flood risk to homes.



In June 2021 we made 12 School Streets across the borough permanent, improving air quality and making it safer for primary school pupils to walk, cycle and scoot to school.



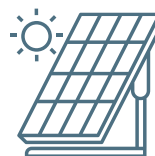
In July 2022, we launched an innovative digital platform to allow materials coming out of demolition projects to be reused, supporting our commitments to reduce carbon emissions and promote the circular economy.



We were awarded an A rating for our sustainability and climate action work by internationally recognised environmental data charity CDP.



Our council buildings and communal council housing areas are now supplied by 100% certified renewable electricity.



We have delivered £3.1 million of low-carbon retrofit works to council buildings and schools, funded through the Public Sector Decarbonisation Scheme. We installed 589 solar panels to corporate buildings and 10 air source heat pumps to reduce reliance on natural gas.

Priority Two

Strong, healthy and safe communities



The proportion of **over 65s** in Enfield grew by **16%** between 2011 and 2021



8.3% of residents are living with diabetes, higher than London and England averages

In 2021/22, Enfield's crime rate was **88.97** per 1,000 residents, lower than the London average of **92.75**



61.4% of adults in the borough are physically active, doing at least 150 minutes of moderate intensity activity each week

Men in Enfield can expect to live an average of

64.3 years in good health

and **women** can expect to live

62.1 years in good health



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



The difference in **life expectancy** between the most and least deprived areas in Enfield is

7.4 years for women
7.2 years for men

We will:

- Improve feelings of safety and tackle crime and antisocial behaviour
- Protect vulnerable adults from harm and deliver robust early help and social care services
- Work with our partners to provide high quality and accessible health services
- Support communities to access healthy and sustainable food
- Improve our leisure and sports opportunities to enable more active lifestyles
- Nurture our arts, heritage and creative sectors to connect people through culture

We will work with residents and partners to build and maintain strong, healthy and safe communities where people lead active lifestyles, have access to healthy food, are smoke-free, feel safe in and connected to their community and live in good health for as long as possible.

The conditions in which people grow, live, work and age can make it harder for them to live healthier lives. There is a stark difference in life expectancy and in the number of years lived in good health, between people who live in poverty and those who do not. Across all our priorities, we are seeking to address the wider determinants of physical and mental health – housing, education, welfare, work and poverty – and contribute to reducing health inequalities.

Physical activity is a significant factor in determining people's health, with inactivity increasing the risk of chronic conditions including heart disease, diabetes and other obesity-related illnesses. People in Enfield are less likely to be physically active (61.4% of Enfield adults compared to 65.9% of adults nationally) and our rates of obesity are higher than London averages (60.9% of Enfield adults are overweight or obese compared to 56% across London).

We are making our roads safer and more pleasant environments for walking or cycling, to encourage active travel and improve air quality, and we are also continuing to invest in improving everyone's access to sport. Over the summer 2022 we provided free swimming for children and young people; and we're planning to provide new opportunities for activity in our parks and improve what's happening inside our leisure centres too.

As well as physical activity, we know that opportunities to socially connect play a vital role in influencing people's physical and mental health and

wellbeing. We are nurturing and celebrating our arts, heritage and creative sectors to enable more people across the borough, of all ages, to experience culture and connect with one another in our town centres, museums, theatres and libraries. We know that some residents do not have the digital skills needed to access essential services, support and information online and our libraries are providing support to connect people digitally. We help people who would otherwise be digitally excluded, teaching basic computer skills and providing access to equipment and ongoing learning resources.

Access to healthy food is another important determinant of health. Income inequality is increasingly preventing many people from accessing a healthy, balanced diet – food poverty is on the rise in Enfield and more of our residents are having to use food banks. We have already set up two food pantries in Edmonton Green and Enfield Town library and are working with our partners in the Enfield Food Alliance to help residents experiencing financial hardship to access low cost, sustainable and healthy food in community-run pantries across the borough.

We will also continue to work with our partners in the NHS and voluntary and community sector organisations as part of the new integrated care system to provide high quality and accessible health services. This included a new mental health and wellbeing centre to reduce the prevalence of mental ill health in the borough and improve wellbeing among our residents.



Our residents are living longer, often with one or more long term health conditions, which is increasing demand for our social care services. We will support people to live independently for as long as possible within their local communities and are helping people living with disabilities to be in control of their own lives. We are investing in innovative smart technology to enable adult social care users to stay happier, safer and more independent, and to help reduce social isolation. At the same time, we also continue to support those who need it in good quality care homes across the borough. Across all our services, we are safeguarding vulnerable adults and protecting people from harm. We work collaboratively to prevent incidents of abuse and neglect, and to respond effectively when incidents have occurred.

Healthy communities also need to be safe communities. We are working with our partners to improve feelings of safety, and to prevent and address serious youth violence and domestic abuse. We are creating a new Community Law Enforcement Team to help further improve feelings of safety in the borough, alongside increases in CCTV systems which are helping to prevent and detect crime.

Our strategies

To find out more about how we're delivering on this priority, take a look at some of our key strategies:

- [Community Safety Plan](#)
- [Culture Strategy](#)
- [Early Help for All Strategy](#)
- [Hate Crime Strategy](#)
- [Health and Wellbeing Strategy](#)
- [Local Plan](#)
- [Modern Slavery Strategy](#)
- [Safeguarding Adults Strategy](#)



Our achievements so far



In 2021/22, we invested £327,000 in CCTV to help keep communities safe and prevent crime and antisocial behaviour. The locations of new cameras are selected based on reported crime levels.



We protected vulnerable residents during the pandemic, providing free Personal Protective Equipment (PPE), advice and guidance and financial support to the borough's care homes.



Our Modern Slavery team continue to work with partners in the NHS and Police to tackle modern slavery and support victims. In 2021/22, the team delivered training sessions to 455 people, raising awareness about the signs of modern slavery and how to report concerns.



Our SMART Living project is utilising technology to enable Adult Social Care users to achieve happiness, safety and independence and reduce isolation. We are the first local authority to introduce artificial intelligence PainChek technology in care homes to better identify and support residents who may be experiencing pain but unable to express this verbally.



We have opened community food pantries at Edmonton Green and Enfield Town libraries. The pantries offer nutritious food at discounted prices and form part of a network of food support provided by the Enfield Food Alliance, a partnership between the Council and voluntary and community organisations.



We have helped local people get active through the development of new and improved sports facilities, including renovated netball and tennis courts in Broomfield Park which opened in December 2021 and four cricket pitches in the east of Enfield which opened in July 2022.



In 2021 and 2022, our Month of Sundays free street festivals celebrated the rich culture, heritage and diversity of Enfield. We welcomed over 47,000 attendees in summer 2021 who enjoyed food and drink from local businesses and an exciting programme of performances from local people.



We are working in partnership with community organisation Fore Street for All to deliver a rich cultural programme of events for Angel Edmonton, hosted at the recently transformed Fore Street 'Living Room' library, which opened in July 2022.

Priority Three

Thriving children and young people



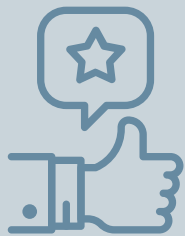
27%

of our population are **under 20**, higher than London and national averages.

This includes: **0-4:** 21,300 | **5-9:** 22,800
10-14: 24,100 | **15-19:** 21,300



Our pupils speak over **189 languages or dialects**, with **48%** of pupils speaking **English as an additional language**



100%

of Enfield maintained primary schools are **Outstanding or Good**



Enfield currently maintains **Education, Health and Care Plans (EHCPs)** for **3.5%** of 0-25-year-olds. **10.6%** of pupils attending Enfield schools and settings receive Special Educational Needs (**SEN**) Support



The percentage of **pupils eligible for Free School Meals** has increased in Enfield by **4%**, from **17.8%** in 2019/20 to **26.9%** in 2021/22

There are **6 Youth Centres** in Enfield welcoming all **young people aged 11-19 years old**





We will:

- Help all children to have the best start in life
- Safeguard children and young people and increase support in-borough for looked after children with complex needs
- Improve educational outcomes for all children and young people
- Increase local education, play and leisure opportunities for children and young people with special educational needs and disabilities
- Engage children and young people in positive activities
- Involve children and young people in decisions that affect their lives

We want every child and young person to be safe, healthy and happy. We are working together to empower them with the skills, knowledge and opportunities they need to thrive.

Our children and young people have experienced the unprecedented impact of the Covid-19 pandemic on their education and everyday lives and our families now face the increasing pressure of the cost of living crisis. This has impacted

children and young people at all stages, deepening existing inequalities and increasing pressure on child and adolescent mental health services.

We know that the first 1,001 days of a child's life (from conception up until the age of 2) can have a significant impact on their early development and their life chances as they grow up. This includes how well they build relationships, achieve at school, their future job prospects and their overall health and wellbeing. We are investing in new Community and Family Hubs and Children's Centres and improving take up of funded early years education places, helping families access the right information, advice and support for their children.

Some of our families need specialist and additional support, and we are seeing rising demand for our Children's Social Care team, at a time of national shortages of qualified social workers. We are committed to developing a long term and sustainable local solution to ensure we continue to protect our vulnerable children, by investing in dedicated Social Work apprenticeships.

We are committed to ensuring that every child and young person in Enfield receives an excellent education by continuing to work closely with the borough's schools. We are increasing our in-borough Special Educational Needs and Disabilities (SEND) provision so that we can care for and educate our children and young people locally in a setting or environment that is right for them. This includes building a new SEND school as well as increasing specialist provision within mainstream schools.

Children and young people with complex needs may require a lot of additional support in their day to day lives. This provision might be for complex SEN, medical and/or mental health needs. Our local social care placements with therapeutic intervention are helping to improve outcomes. We are looking to improve experiences further by commissioning children's homes within Enfield to meet the needs of our looked after children and young people with complex health needs and behaviours of concern.

Inclusion is at the heart of decision making about our services and support for children and young people. We will further develop the range of inclusive play, leisure, social and informal learning opportunities available in the community. This will support children and young people to engage

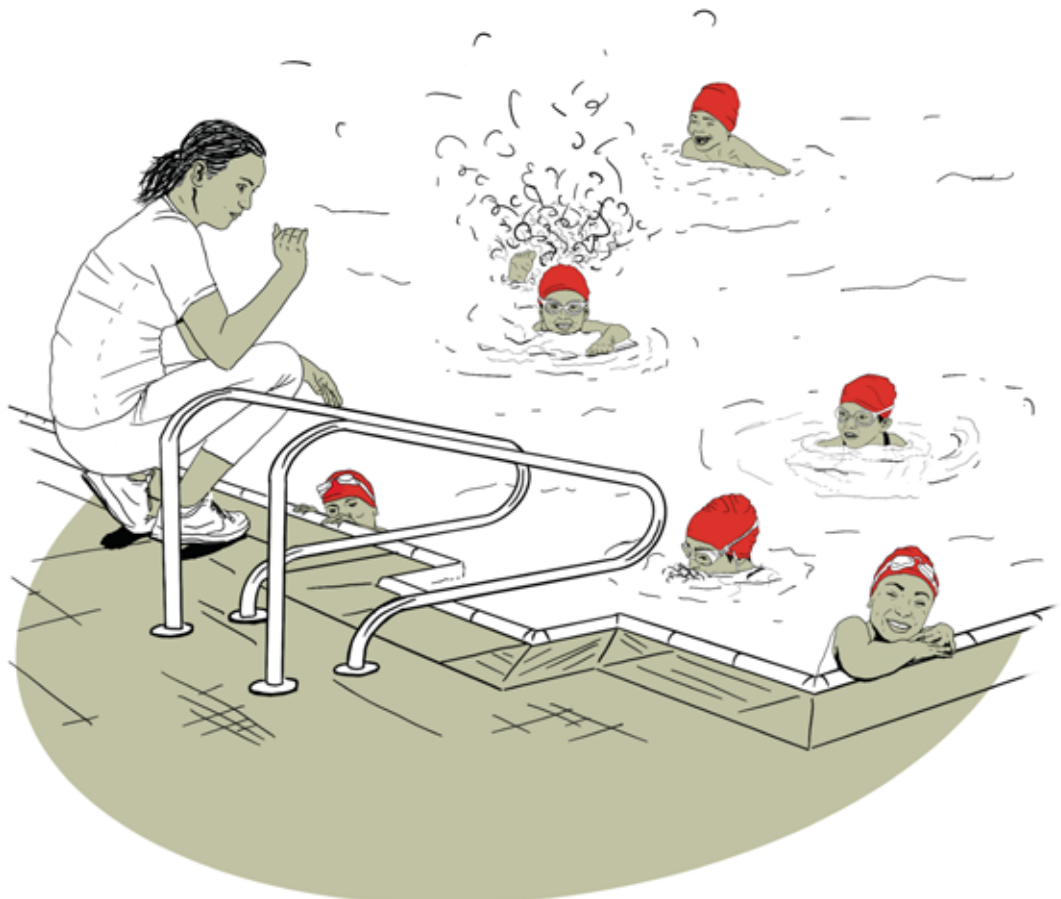
in positive activities which enable them to learn new skills, build healthy relationships, have fun and boost their physical and mental health and wellbeing.

As we look ahead and invest in Enfield and our community, we will continue to empower children and young people in Enfield to shape their borough and the decisions that impact their lives. This means that wherever possible, we will include children and young people in shaping the services they use and the places they go to in Enfield, in a way that is meaningful to them and has a positive impact on their experiences of living or studying in the borough.

Our strategies

To find out more about how we're delivering on this priority, take a look at some of our key strategies:

- [Early Help for All Strategy](#)
- [Empowering Young Enfield](#)
- [Looked after Children Strategy](#)
- [Safeguarding Adolescents from Exploitation Strategy](#)
- [SEND Partnership Strategy](#)
- [Tackling Child Neglect Strategy](#)



Our achievements so far

**£1
million**

In 2021, we invested £1 million in early intervention services to support children and young people with speech, language and communication needs; autism and neurodiversity; and Social Emotional and Mental Health needs.



We launched Operation Engage in October 2020 in partnership with the Metropolitan Police. Outreach youth workers in Wood Green custody suite provide support, signposting and mentoring to young people that come into custody, supporting 310 young people in 2021/22.



In 2021, we launched our New Beginnings project. We support women who have previously had their child or children removed from their care to identify and address their personal needs and future goals, develop resilience and improve their health and wellbeing. The team is currently working with twelve women.



In 2020/21, the Enfield Safeguarding Children Partnership led on the creation of eleven safeguarding ambassadors – a group of young people who act as critical friends and work with the partnership on a range of activities including co-producing a training programme.



We launched an Inclusion Charter which sets out principles and guidance for early years settings, schools and colleges to provide an inclusive education for children and young people with special educational needs and disabilities.



We have increased in-borough provision for children and young people with special educational needs and disabilities by opening Designated Units in three of our special schools during 2021 and 2022.



We funded free swimming lessons to under-16s over the summer holidays in 2022, giving young people the opportunity to meet their friends and stay active.



We opened a brand-new youth centre in Ponders End in July 2021. The centre provides young people with a safe place to meet friends and enjoy a range of educational and recreational activities.

Priority Four

More and better homes



There are
120,900
households
in Enfield

52% of homes in Enfield are
owner occupied

30% are privately rented

10% are rented from the
local authority

7% are rented from a
registered provider

1% are shared ownership



In 2021/22, the eviction rate was
5.8 possession orders
per 1,000
social and private rented properties.
This is the sixth highest in London



The house price to earnings ratio
as of December 2021 was
12.1 to 1 for houses
and
8.3 to 1 for flats



As of October 2022, there were
3,094
households in Enfield living in
temporary accommodation



Emissions from homes
in Enfield account for an estimated
35%
of the borough's total emissions

We will:

- Build and facilitate more good quality homes that local people can afford
- Invest in and improve our council homes
- Drive up standards in the private rented sector
- Deliver low carbon, and climate-resilient new-build homes and facilitate retrofitting of existing homes
- Create well-connected, digitally enabled and well-managed neighbourhoods
- Provide a range of specialist housing for those who need it

Our ambitious regeneration programme will deliver a range of high-quality homes for local people on different incomes to live in at different stages of their lives and transform our borough for the future. We are also working to improve the conditions of homes which are already built. We are aiming for homes and neighbourhoods that are mixed income; health-promoting; environmentally sustainable; child, age and disability friendly; and digitally connected.

There is a nationally acknowledged housing crisis and locally this challenge is significant. We have many residents on low or medium incomes and an acute shortage of social and affordable rented homes. As a result of this, we have over 6,000 households on the Housing Register and over 3,000 households living in temporary accommodation. The rising cost of living is expected to further compound this housing crisis, while conditions in the housing market are shifting, particularly regarding landlords in the private rented sector.

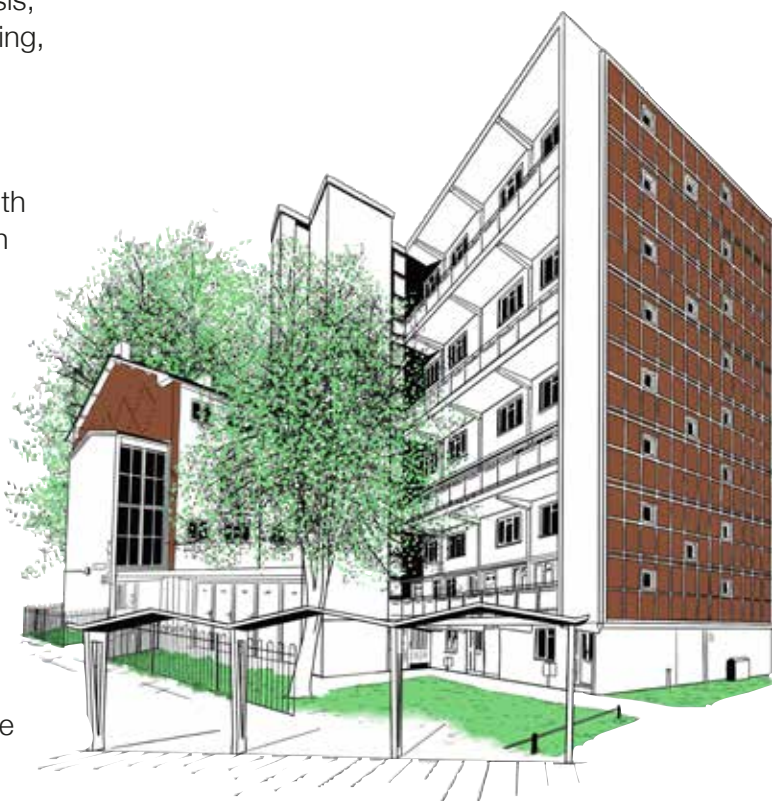
We are also operating in a very challenging and volatile climate for increasing housing supply, with rising interest rates and inflationary pressures on material and labour costs in the construction industry. Over the next few years, we will be identifying new and innovative ways to deliver our affordable housing programme in the challenging economic climate so that we can continue to increase the supply of homes in the borough that local people can afford and meet the ambitious targets set for us in the London Plan as well as our own emerging new Local Plan. As well as social and affordable rented housing, this will include more intermediate rent and low cost home ownership homes for people who are not eligible for social or affordable rented housing but who

are also struggling to access good quality private rented accommodation or cannot afford to buy, including key workers.

Through our role as a place-maker, we will create neighbourhoods that are well-managed and connected to safe and attractive walking, cycling and public transport networks; leisure, culture, employment and education opportunities; and high-speed broadband. We do this by directly delivering public realm and housing programmes and through our planning policies and development of our new Local Plan.

Our housing programme will also seek to provide housing for people with additional and specialist needs, including care leavers, people with physical and learning disabilities, older people, people with mental health needs and rough sleepers. This will include creating more council-run care homes for the growing elderly population in our borough, including a new state of the art building at Reardon Court.

Whilst we are building and facilitating more affordable housing in the borough, it is also crucial that our existing council homes are safe, secure and comfortable, both now and for the future. We will invest in our homes so that they are compliant with consumer standards, meet safety requirements, have improved energy efficiency and promote the health and wellbeing of the people living in them.



We are committed to engaging and working in partnership with our council housing tenants to ensure the continuous improvement of our services.

We recognise the valuable role of the private rented sector in providing homes for Enfield residents. However, a growing number of low-income households are spending a significant proportion of their total earnings on private rented properties where they can face poor housing conditions and insecure tenancies. We will continue to drive up standards in the growing private rented sector through our additional and selective licensing schemes, supporting landlords to meet the requirements and taking enforcement action where necessary. Our council-owned company Housing Gateway will continue to provide good quality private rented homes, helping us to reduce the number of residents living in temporary accommodation.

Homes in Enfield are a significant contributor to the borough's carbon emissions. Fuel poverty is also a major and growing concern with 12.4% of Enfield's households in fuel poverty in 2020 – now increasing further as a result of the significant rise in energy costs. Investment in the energy efficiency of our homes is more important than ever before,

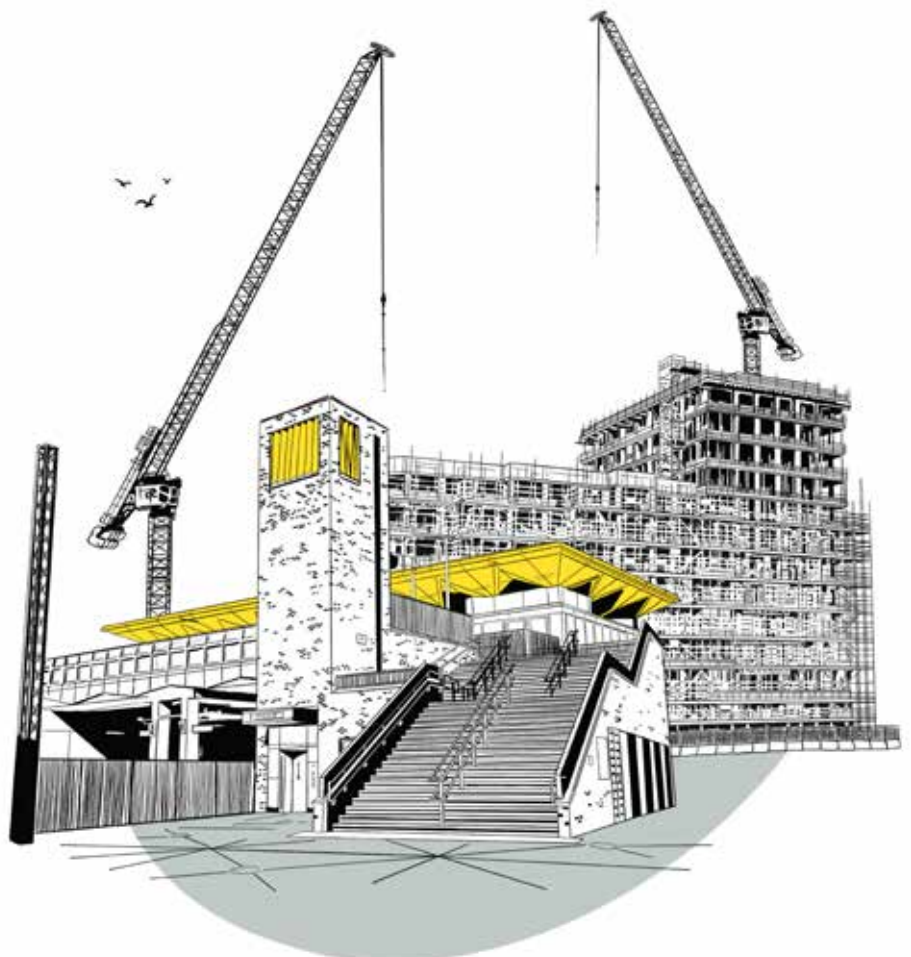
helping us in our work to respond to the climate emergency and tackle fuel poverty. We'll be seeking to build on existing retrofit projects to roll out improvements across our council housing stock; as well as developing how we can work with landlords in the private rented sector to improve the energy ratings of their properties.

Alongside this, our council-owned heat network Energetik is providing better value, reliable and low carbon heat and hot water to over 740 homes in Enfield; and is one important aspect of how we are delivering lower carbon homes in the new homes we build. Our emerging new Local Plan will help us to ensure the minimisation of carbon emissions from new build homes across all developments.

Our strategies

To find out more about how we're delivering on this priority, take a look at some of our key strategies:

- [Housing and Growth Strategy](#)
- [Local Plan](#)
- [Preventing Homelessness and Rough Sleeping Strategy](#)
- [Tenancy Strategy](#)



Our achievements so far



Between 2020 and 2022, we delivered 250 net additional homes through council-led projects.



In December 2021, residents living on the Joyce and Snell's Park estates voted in favour of our regeneration proposals which will provide around 2,000 sustainable and energy efficient homes, a safer estate and improved green spaces and play facilities.



Construction has commenced on our ambitious Meridian Water regeneration project and the first homes will be completed in early 2023 and offered at London Affordable Rents.



We launched our in-house repairs company, Enfield Repairs Direct, in May 2020 to ensure repairs are responded to more efficiently and to a high standard.



We launched our Housing Advisory Service in March 2020. The service aims to prevent people from becoming homeless at the earliest possible stage and equip people with the skills to manage a tenancy in the private rented sector through training and support.



We launched a borough-wide additional licensing scheme for Houses in Multiple Occupation (HMOs) in September 2020 and a selective licensing scheme covering private rented homes in 14 wards in September 2021. The schemes are helping to drive up standards in the growing private rented sector.



Our council-owned company Housing Gateway has continued to acquire new units and held a portfolio of 614 high-quality private rented homes at the end of 2021/22.



We launched an ethical lettings agency Enfield Let in October 2020. The scheme assists those who would otherwise struggle to access private rented housing and ensures residents are not discriminated against because of their financial status. As of August 2022, Enfield Let held a portfolio of 244 properties.

Priority Five

An economy that works for everyone



In 2020/21,

33.7%

of children were living in poverty after housing costs



The median household income in Enfield is

£41,100

This is the 10th lowest of the London boroughs

10,000

(4.5%) people in Enfield

do not have any qualifications,

lower than London and national averages.

Fewer of our residents have **Level 2, 3 or 4 qualifications** than London averages

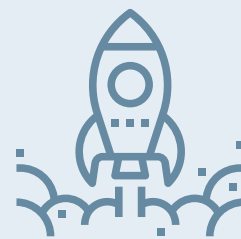


44,539

households in Enfield were receiving state support with their rental costs via Housing Benefit or Universal Credit as of August 2022 *the fourth highest proportion in London*



An estimated **38.2% of adults with a disability** in Enfield were **in employment in 2021**, lower than the national average of 52.5%



There were

3,684

business start-ups in Enfield in 2021/22.

The five-year business survival rate for businesses started in 2015 in Enfield was 38.5%, higher than the London average of 36.7%

5.7%

of Enfield's working age population were officially **unemployed** in October 2022, higher than **London (4.7%)** and **UK (3.6%)** averages



We will:

- Enable local people to develop skills to access good quality work
- Support local businesses and encourage inward investment in growing sectors which offer sustainable employment to local people
- Provide support and advice for residents on low incomes
- Develop town centres that are vibrant, healthy and inclusive
- Transform our industrial land to create modern and low carbon spaces for business

As a community leader and place-maker, we have a vital role in driving forward economic development by bringing partners together, bridging skills gaps, helping businesses to thrive and delivering inclusive regeneration schemes. We want to create a dynamic economy which all our residents can benefit from and participate in.

The present cost of living crisis is escalating the costs of fuel, food and other essentials, which is combining with existing disadvantage and vulnerability within our communities to put many households in Enfield at greater risk of both immediate hardship and reduced opportunity and wellbeing. We are providing holistic welfare, debt, housing and employment advice for people in hardship. While helping people in hardship to access healthy and sustainable food in the immediate term, longer term our aim is to improve the financial resilience of communities so they will not need to rely on food banks and pantries in the future.

We will bring partners together to lead and support collaborative working that enables more people to get into good work and stay in work. Enfield residents face higher levels of unemployment than the London average and younger residents are more likely to be unemployed than other age groups. As we seek to increase employment in the borough and regionally, we must enable local people to access good-quality employment that provides a living wage and job security, supports good physical and mental health and wellbeing and offers opportunities to develop skills and a career.

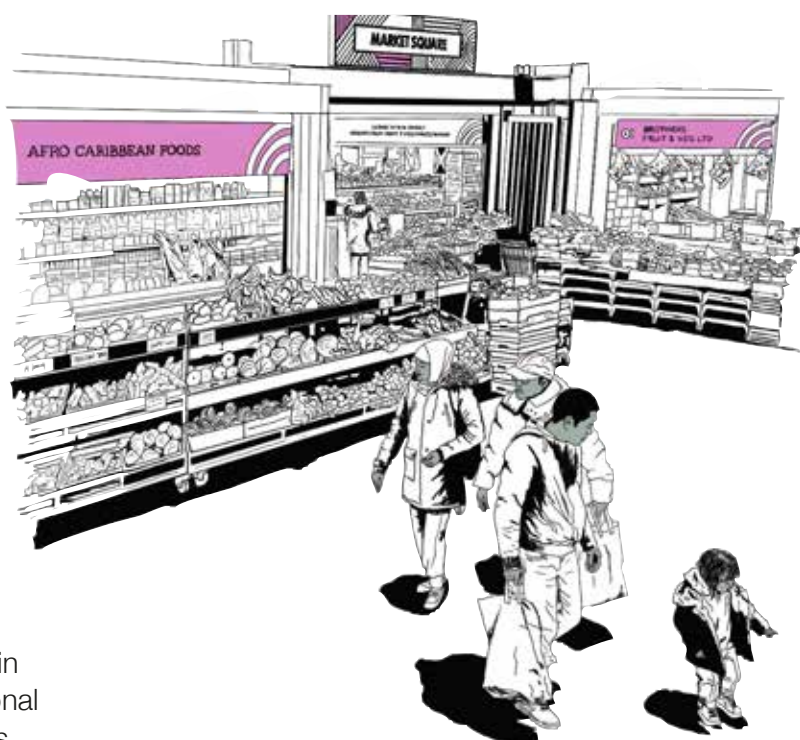
In Enfield there are proportionately more jobs in health and social care, than London and national averages. We will build on our strengths in this

sector and work with NHS colleagues to ensure we are providing the skills and training required for local people to access these opportunities.

Helping local people develop the skills they need for green jobs will also be crucial in meeting the rapidly rising demand for workers in this sector and ensuring Enfield residents do not miss out on new opportunities in the years ahead. This will require us to work with providers to connect further education provision with emerging new jobs, including in sustainable construction and retrofitting; low-carbon electricity; low-carbon heat; biodiversity; organic peri-urban farming and market gardening; green infrastructure and flood management.

We also have an important role to play in creating the right conditions in Enfield for new green industries to choose to locate, maximizing the potential of the unique assets Enfield has to offer. We will explore how we can transform our council-owned rural land so that it has a greater positive impact on the environment, the health and wellbeing of our residents and on the economy.

As well as creating new woodlands and wetlands to attract more people into Enfield for leisure and sport activities, we will explore how we can support and enable organic market gardening to flourish in Enfield, helping us further transform our rural land, provide high quality employment and increase access locally to sustainable food.



Working with small and medium businesses and cooperatives is an essential strand of how we develop Enfield's local economy. Our dynamic business community is a key asset to the borough, offering more and better jobs for our residents, bringing life to our town centres and high streets and contributing to our borough's unique and diverse character. We continue to support our local businesses to recover and thrive post-pandemic. In particular, we will support small and medium-sized businesses through our approach to procurement; facilitate and nurture business start-ups through our libraries and community hubs; support our local creative sector to thrive through our cultural programme; and strengthen digital infrastructure in the borough.

Our support to Enfield's town centres also plays a vital role in nurturing businesses operating on our high streets. We want our town centres to be vibrant, inclusive and health-promoting to benefit communities and provide the environment for a strong and inclusive local economy. We continue to prioritise this in the context of the significant ongoing challenges for the high street resulting from changing shopping habits, the Covid-19 pandemic, inflation and the energy crisis. We have introduced an empty shop grant to entice new businesses, and are making public realm improvements. We are championing our local culture, creative and heritage sectors and are working together with local community groups, to bring life and energy to our town centres.

We will also continue to transform and intensify our industrial land to create modern and sustainable spaces with high-speed broadband coverage which attract new businesses to the borough and offer high quality jobs for our residents. The land is of strategic importance to London's economy and an important source of employment for local residents. As well as the many small and medium sized businesses in our neighbourhoods, Enfield has a history of making and creating through its long-established manufacturing and logistics sector. This gives us a strong opportunity to re-establish our heritage as a 'making' place and grow our reputation as a destination for creative industries across the diverse land and assets the borough has to offer, including supporting the growth of the film and TV production industry in the borough.

Our strategies

To find out more about how we're delivering on this priority, take a look at some of our key strategies:

- [Economic Development Strategy](#)
- [Local Plan](#)
- [A Progressive Approach to Managing Debt and Income in Enfield](#)



Our achievements so far



We launched our Youth Hub at Edmonton Green Library to provide tailored employment and skills support for young people aged 16 to 24 who are not in education or training, or are currently unemployed.



We held the first Create Enfield Careers Fair in June 2022 for 16 to 19-year olds in Enfield. Young people attending the fair found out about the full range of creative careers and opportunities available in the borough and across London.



Our Equals Employment Service provides support to adults with learning disabilities into sustained paid employment. In 2021, we recorded the highest proportion of working age people (16.8%) who receive support for their learning disability in paid employment in London and the fourth highest proportion nationally.



We secured £1.1 million in funding from the Mayor of London's Good Growth Fund in March 2020 which we match funded to regenerate Angel Edmonton. The £2.2m in funding has so far been used to make public realm improvements and refurbish the existing library to create the versatile and innovative 'Living Room Library'.



We have supported the growth of the film industry in Enfield, securing the new Troubadour Meridian Water Studios in spring 2021, which will deliver high quality training and employment opportunities for local people.



Our Welfare Advice and Support Team supported over 2,400 residents referred to the service in 2020/21 and 2,500 residents in 2021/22 to improve their financial situation by supporting them to access the income and benefits they are entitled to and manage their debts.



Our Skills Academy at Meridian Water is set to open in early 2023, providing opportunities for local people to gain the skills and qualifications needed to pursue a career in construction, as well as learning about sustainable construction methods.

Future outcomes

We have identified six long term outcomes that we are seeking to positively impact by delivering on our priorities over the four years of our Council Plan and beyond.

We have identified measurable indicators to help us understand progress on achieving these outcomes for all our residents. Most of these indicators will show us how we're doing on tackling long-standing challenges, such as poverty and health inequality, which are impacted by many complex factors, including those outside of our control.

While these challenges can only be addressed by many institutions and individuals working together over the longer term, we are investing in Enfield and delivering our priorities with the aim of contributing towards improvement across all these indicators for the future.

We have additional indicators to help us track our progress and the performance of our services in more detail over the short and medium term, connected to our priority actions. Our indicators are monitored through our performance scorecards which are reported to senior management and to Cabinet on a quarterly basis.

Alongside our review of performance and outcome indicators, all Council departments produce annual service plans that detail the work they are undertaking to deliver on our Council Plan priorities each year. Services will review progress against their service plans and report on this to their Departmental Management Team mid-year and at the end of each year.

Residents live happy, healthy and safe lives

Indicator	Latest data as of January 2023	Data source
Percentage of babies born with a low birthweight	3.2% (2021/22)	Office for Health Improvement and Disparities
Percentage of children aged 4-5 classified as overweight or obese	25.3% (2021/22)	Office for Health Improvement and Disparities
Percentage of children aged 10-11 classified as overweight or obese	42.2% (2021/22)	Office for Health Improvement and Disparities
Percentage of adults who are overweight or obese	60.9% (2020/21)	Sport England
Percentage of children and young people who are physically active	31.8% (2020/21)	Sport England
Percentage of adults who are physically active	61.4% (2020/21)	Sport England
Percentage of adults who smoke	18.5% (2021)	ONS
Prevalence of diabetes	8.4% (2021/22)	NHS
Prevalence of hypertension	12.8% (2021/22)	NHS
Under 75 mortality rate from all cardiovascular diseases (1 year range)	74 per 100,000 (2020)	Office for Health Improvement and Disparities

Indicator	Latest data as of January 2023	Data source
Under 75 mortality rate from cancer (1 year range)	114.8 per 100,000 (2020)	Office for Health Improvement and Disparities
Under 75 mortality rate from respiratory disease (1 year range)	26.9 per 100,000 (2020)	Office for Health Improvement and Disparities
Percentage of adults receiving secondary mental health services living independently, with or without support	39% (2021/22)	NHS
Percentage of adults with learning disabilities in settled accommodation	86.5% (2021/22)	Enfield Council
Average life satisfaction of residents	7.4* (2021/22)	ONS
Average anxiety levels of residents	3.2** (2021/22)	ONS
Average happiness levels of residents	7.3* (2021/22)	ONS
Average ratings of feeling that the things done in life are worthwhile	7.7* (2021/22)	ONS
Recorded prevalence of depression in adults 18+	9.5% (2020/21)	Office for Health Improvement and Disparities
Crime rate	103 offences per 1,000 residents (2022)	Metropolitan Police

*Score out of 10 with higher scores indicating better wellbeing

**Score out of 10 with lower scores indicating better wellbeing

Residents earn enough to support themselves and their families

Indicator	Latest data as of January 2023	Data source
Percentage of children living in relative low-income families	15.9% (2020/21)	Department for Work and Pensions
Percentage of children living in absolute low-income families	13% (2020/21)	Department for Work and Pensions
Percentage of children living in poverty after housing costs	33.7% (2020/21)	End Child Poverty
Employment rate of working age population	70.7% (July 2021 – July 2022)	ONS
Percentage of adults with a disability in employment	38.2% (2020/21)	Department for Work and Pensions
Percentage of adults with learning disabilities who receive long-term support in employment	14.7% (2021/22)	NHS
Percentage of adults receiving secondary mental health services in employment	6% (2021/22)	NHS

Indicator	Latest data as of January 2023	Data source
Percentage of Enfield households with a household income less than £30,000 per annum	35% (2022)	CACI
Percentage of Enfield households with a household income less than £15,000 per annum	11.4% (2022)	CACI

Children and young people do well at all levels of learning

Indicator	Latest data as of January 2023	Data source
Percentage of pupils achieving a Good Level of Development at end of Early Years Foundation Stage	65.3% (2021/22)	Department for Education
Percentage of pupils achieving expected standards in Reading, Writing and Maths at KS2	61.1% (2021/22)	Department for Education
Percentage of pupils achieving grades 5 or above in English and mathematics GCSEs	50% (2021/22)	Department for Education
Average Attainment 8 score per pupil at KS4	48.4 (2021/22)	Department for Education

Residents age well

Indicator	Latest data as of January 2023	Data source
Percentage of older people (65 and over) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	87.7% (2021/22)	NHS
Emergency hospital admissions due to falls in people aged 65 and over	1,650 per 100,000 (2020/21)	Office for Health Improvement and Disparities
New admissions to supported permanent residential and nursing care (65+)	412.6 per 100,000 population (2021/22)	Enfield Council
Dementia: Recorded prevalence 65+	5.34% (2020)	NHS
Healthy life expectancy at birth (male)	64.3 years (2018-2020)	Office for Health Improvement and Disparities
Healthy life expectancy at birth (female)	62.1 years (2018-2020)	Office for Health Improvement and Disparities
Inequality in healthy life expectancy at birth (male)	14.4 years (2009-2013)	Office for Health Improvement and Disparities
Inequality in healthy life expectancy at birth (female)	15 years (2009-2013)	Office for Health Improvement and Disparities

Residents live in good quality homes they can afford

Indicator	Latest data as of January 2023	Data source
Number of households living in temporary accommodation	3,106 (November 2022)	Enfield Council
Number of households on Housing Needs Register	6,609 (November 2022)	Enfield Council
Median energy efficiency score of social rented properties	69* (March 2022)	ONS
Median energy efficiency score of private rented sector properties	65* (March 2022)	ONS
Median energy efficiency score of owner occupied properties	62* (March 2022)	ONS
Percentage of council homes that do not meet the Decent Homes Standard	34.3% (November 2022)	Enfield Council
Percentage of homes in the private rented sector that have at least one Category 1 hazard	28% (2020)	Metastreet
Percentage of households in Enfield that are overcrowded	13%** (2021)	Census

*Score of 0 to 100, with a score of 100 indicating the most energy efficient property

**Based on the number of bedrooms available minus the recommended bedroom standard

Residents live in a carbon neutral borough

Indicator	Latest data as of January 2023	Data source
Percentage reduction in the Council's carbon emissions (tCO ₂ e) over baseline year 2018/19	19.4% (2021/22)	Enfield Council
Carbon emissions per Council employee (tCO ₂ e per FTE)	4.7 (2021/22)	Enfield Council
Borough wide carbon emissions (tCO ₂ e)	1,114,769 tCO ₂ e (2018)	SCATTER
Percentage reduction in borough wide carbon emissions over previous year	2% (2018)	SCATTER
Percentage of trips made by active and sustainable modes (public transport, walking and cycling)	55% (3 year average 2017/18 – 2019/20)	Transport for London
Air pollution: fine particulate matter	9.2µg/m ³	Office for Health Improvement and Disparities

Thank you for reading our Council Plan.

If you would like to find out more about our plans and services, how we're doing and how to get involved, please visit our website:

www.enfield.gov.uk/services/your-council/our-vision-aims-and-values

 EnfieldCouncil  EnfieldCouncil



Illustrations in our Council Plan were produced by local artist Vikkie Thompson

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 e.g., 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 Plan 2023-26: <i>Investing in Enfield</i>
Team/ Department	Chief Executive Corporate Strategy Service
Executive Director	Ian Davis, Chief Executive
Cabinet Member	Cllr Nesil Caliskan, Leader
Author(s) name(s) and contact details	Sarah Gilroy, Strategy and Policy Manager sarah.gilroy@enfield.gov.uk
Committee name and date of decision	Cabinet – 8 February 2023 Council – 23 February 2023

Date the EqIA was reviewed by the Corporate Strategy Service	N/A
Name of Head of Service responsible for implementing the EqIA actions (if any)	N/A
Name of Director who has approved the EqIA	Ian Davis, Chief Executive

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?

What is the proposed decision or change?

The new Council Plan 2023-26: *Investing in Enfield* sets out a renewed vision for the Council as it continues to invest in the borough to deliver positive outcomes for residents.

The Plan sets out five overarching priorities; five principles; and six future outcomes we are working towards. The Plan will be used to inform and guide staff across the organisation on the Council vision and priorities and will be available online for all our stakeholders and partners to learn more about the Council and our goals.

The five priorities are:

- **Clean and green places**
- **Strong, safe, and healthy communities**
- **Thriving children and young people**
- **More and better homes**
- **An economy that works for everyone**

Each priority is underpinned by a set of strategic high-level actions.

The way the Council engages and works with residents, businesses and partners and the way it makes decisions and allocates resources are fundamental to the success of the Council Plan. The Council Plan principles explain how the Council will work to deliver its vision for Enfield and are:

- **Fairer Enfield**
- **Accessible and responsive services**
- **Financial resilience**
- **Collaboration and early help**
- **Climate conscious**

What are the reasons for the decision or change?

The new Council Plan 2023-26 replaces our previous Council Plan 2020-22: *A Lifetime of Opportunities*. We have reflected on progress made on delivery this 2020 Plan; and on the challenges and opportunities for the borough and its residents for the next three years to create a new refreshed vision and priorities for 2023-26.

What outcomes are you hoping to achieve from this change?

We have identified six future outcomes that we are seeking to positively impact over the four years of the Council Plan and beyond. We have identified measurable indicators to help us understand progress on achieving these outcomes for all residents. Most of these indicators will show us how we are going on tackling long-standing challenges, such as poverty and health inequality, which are impacted by many complex factors, including those outside of our control. While these challenges can only be addressed by many institutions and individuals working together over the longer term, we are investing in Enfield and delivering our priorities with the aim of contributing towards improvement across all these indicators for the future. The six future outcomes are:

- **Residents live happy, healthy, and safe lives**
- **Residents have enough income to support themselves and their families**
- **Children and young people do well at all levels of learning**
- **Residents age well**
- **Residents live in good quality homes they can afford**
- **Residents live in a carbon neutral borough**

Who will be impacted by the project or change?

The Council Plan will impact on all Enfield residents, staff, and our partners.

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 (e.g., 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](#).

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.

According to the 2021 Census, Enfield's population in March 2021 was estimated to be 330,000 (rounded to the nearest hundred).¹

Age breakdown of Enfield's population

Age group	Enfield population
0-4	21,300
5-9	22,800
10-14	24,100
15-19	21,300
20-24	19,100
25-29	21,200
30-34	23,100
35-39	24,000
40-44	24,600
45-49	22,700
50-54	22,700
55-59	21,100
60-64	17,100
65-69	12,800
70-74	11,200
75-79	8,200
80-84	6,500
85+	6,400

Children and young people

Enfield has higher proportions of residents aged under 20 than regional and national averages.

Priority One: Clean and green places

Road safety

Children are more vulnerable to being killed or seriously injured in road traffic incidents.

¹ ONS, [Population and household estimates, England and Wales: Census 2021](#)

Between 2018 and 2020, 30 children in Enfield were killed or seriously injured in road traffic incidents, a rate of 13.1 per 1,000 children, higher than the London average of 11.²

Air pollution

Young people are particularly vulnerable to the effects of air pollution. Long-term exposure to negative air quality can lead to reduced lung development, asthma, developmental problems and more wheezing and coughs in younger people.³

Physical activity

Children aged five to 18 are recommended to do at least 60 minutes of moderate intensity activity each day. In 2020/21, 31.8% of children and young people in Enfield were physically active, significantly lower than London (44.4%) and England (44.6%) averages.⁴

Delivery of this priority is expected to have a positive impact on children and young people, helping to improve air quality and increase physical activity rates through the following actions:

- Enhance biodiversity and protect our parks, woodlands, watercourses, wetlands, trees, shrubs, and open spaces so that children and young people can benefit from them
- Enable active and low carbon travel including by introducing new cycle lanes, more pedestrian crossings, and School Streets,
- Reduce carbon emissions from our buildings, street lighting, fleet and the goods and services we procure working towards a carbon neutral organisation by 2030

Priority Two: Strong, healthy, and safe communities

Obesity

Children living in Enfield are more likely to be overweight or obese than regional and national averages.

In 2021/22, 25.3% of children in Reception in Enfield were classified as overweight or obese, higher than London (21.9%) and national (22.2%) averages.⁵

In 2021/22, 42.2% of children in Year 6 in Enfield were classified as overweight or obese, higher than London (40.5%) and national (37.8%) averages.⁶

² Office for Health Improvement & Disparities, [Children killed and seriously injured \(KSI\) on England's roads](#), 2018-20

³ Public Health England, [Health matters: air pollution](#), 2018

⁴ Office for Health Improvement & Disparities, [Percentage of physically active children and young people](#), 2020/21

⁵ Office for Health Improvement & Disparities, [Obesity Profile](#), 2021/22

Mental health and wellbeing

The mental health and wellbeing of young people have been significantly impacted by the pandemic. Published in February 2022, the Prince's Trust Youth Index which surveyed 2,106 16–25-year-olds reported that the happiness and confidence of young people is at the lowest point in the survey's 13-year history.⁷ Almost half (48%) of all young people report experiencing a mental health problem and more than a fifth (23%) of young people feel they will 'never recover' from the emotional impact of the pandemic.

Serious youth violence

Enfield has recorded a decline in the number of serious youth violence victims. In the year end to September 2022, a total of 278 serious youth violence victims were recorded in Enfield, representing a 16.7% decrease from the previous year. Enfield is now ranked 6th for number of serious youth violence victims compared to the 32 London boroughs after historically recording the highest number of serious youth violence victims.⁸

Our response

Our Council Plan sets out our vision for strong, healthy, and safe communities and includes actions to tackle crime and antisocial behaviour; to prevent and tackle obesity; and improve the wellbeing and mental health of children and young people.

Delivery of this priority is expected to have a positive impact on children and young people, in particular the following actions:

- Improve feelings of safety and tackle crime and antisocial behaviour
- Improve our leisure and sports opportunities to enable more active lifestyles
- Work with our partners to provide high quality and accessible health services
- Support communities to access healthy and sustainable food

Priority Three: Thriving children and young people

Take up of funded early years places

Take up of funded early years places in Enfield is lower than national averages.⁹

Age group	Percentage registered with a childcare provider in 2021	Percentage registered with a childcare provider in 2019	National average 2021
Two-year-	49%	53%	62%

⁶ Office for Health Improvement & Disparities, Local Authority Health Profile, [Year 6: Prevalence of obesity](#)

⁷ The Prince's Trust, [Youth Index 2022](#)

⁸ Data provided by Enfield Council Community Safety Intelligence Team

⁹ Department for Education, [Education provision: children under 5 years of age](#), 2021

olds			
Three-year-olds	75%	81%	87%
Four-year-olds	88%	89%	93%

Attainment¹⁰

In 2019 attainment of Enfield pupils at KS1 was below London and England averages.

	% pupils achieving the expected standard in reading, KS1	% pupils achieving the expected standard in writing, KS1	% pupils achieving the expected standard in maths, KS1
Enfield average	70.0	65.0	73.0
London average	77.0	72.0	79.0
England average	75.0	69.0	76.0

In 2019 attainment of Enfield pupils at KS2 was level with or above England averages but below London averages.

	% pupils achieving the expected standard in reading, KS2	% pupils achieving the expected standard in grammar, punctuation, and spelling, KS2	% pupils achieving the expected standard in maths, KS2
Enfield average	73.0	80.0	81.0
London average	78.0	84.0	84.0
England average	73.0	78.0	79.0

There are attainment gaps for children and young people eligible for free school meals and those with special educational needs and disabilities which will be explored later in the EqIA.

Our response

Our Council Plan sets out our vision for thriving children and young people. Delivery of this priority is expected to have a positive impact on all children and young people:

- Help all children to have the best start in life
- Safeguard children and increase support in-borough for looked after children with complex needs
- Improve educational outcomes for all children and young people, by increasing educational attainment and continuing our efforts to reduce the number of

¹⁰ Enfield Council, Education Borough Profile

children and young people who are excluded from school

- Increase local education, play and leisure opportunities for children and young people with special educational needs and disabilities
- Engage children and young people in positive activities
- Involve young people in decisions that affect their lives

Priority Four: More and better homes

As of October 2022, there were 4,381 children in Enfield living in temporary accommodation.¹¹

The Council Plan sets out our vision for more and better homes. Delivery of this priority is expected to have a positive impact on children and young people, in particular children living in temporary accommodation. We also commit to providing a range of specialist housing for those who need it, including for care leavers aged 18 to 25.

Priority 5: An economy that works for everyone

Child poverty

Data from the Department of Work and Pensions shows that 15.9% of children under 16 in Enfield were living in relative poverty¹² in 2020/21.¹³ Most of these children (72%) live in families where at least one adult works. When children aged up to 19 years are added, nearly 17% are living in low-income households. 13% of under 16s and 14% of under 20s are estimated to be living in families with absolute low income.¹⁴

Levels of child poverty differ depending on which ward children are living in. 25.2% of children under 16 living in the former Edmonton Green ward are from relative low-income families, compared with 6.9% of children in the former Grange ward. 21% of children under 16 living in the former Edmonton Green ward are from absolute low-income families, compared with 6% of children in the former Grange ward.¹⁵

After accounting for housing costs, 33.7% of children living in Enfield were in poverty in 2020/21.¹⁶

Young people not in education, employment, or training (NEET)

In 2021 (3-month average between December and February) 4.6% of 16-18-year-olds in

¹¹ Enfield Council

¹² Relative low income is defined as a family whose equivalised annual income is less than 60% of the current UK median.

¹³ Department for Work and Pensions, [Children in low income families: local area statistics 2014 to 2021](#)

¹⁴ Absolute low income is defined as a family whose equivalised annual income is less than 60% of the UK median in 2011.

¹⁵ Data is not yet available for the new wards

¹⁶ [End Child Poverty](#)

Enfield were not in education, employment, or training (NEET) or not known. This is slightly higher than the NEET rate in 2020 of 4.1%. This is lower than the England average of 5.5% but slightly higher than the London average of 4%.¹⁷

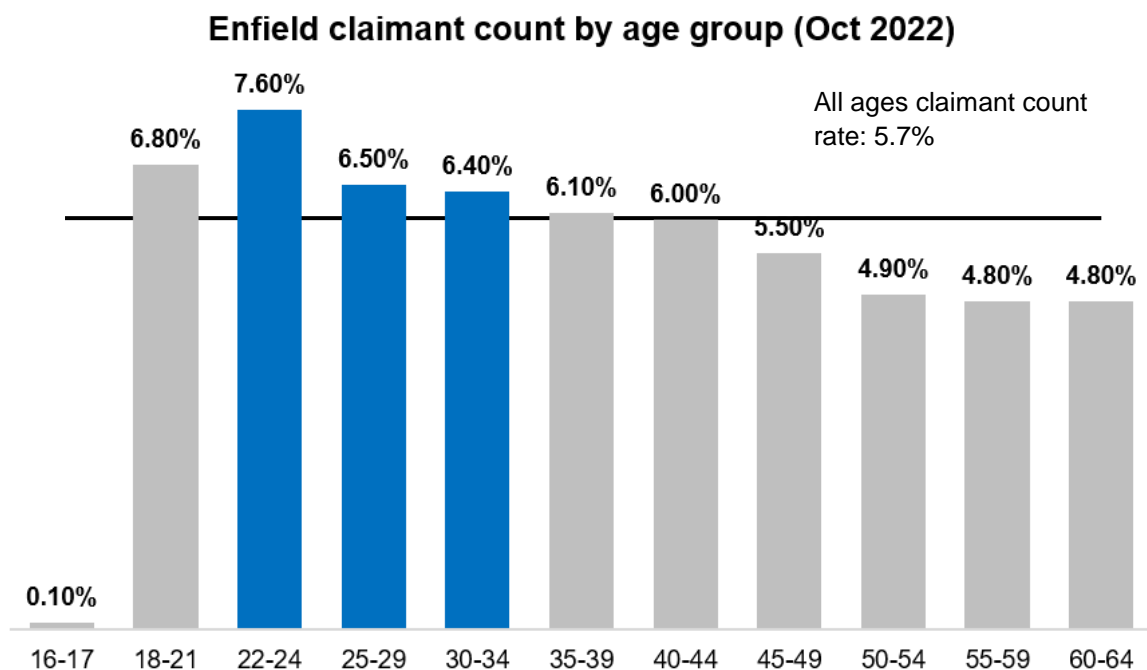
Employment prospects

One in five young people do not think that their employment prospects will ever recover from the pandemic, rising to 27% for young people who are NEET and 23% for young people from poorer backgrounds.¹⁸ 47% of young people say they never have enough money to save after paying bills. Half of all young people who have missed out on school or work due to the pandemic believe that they will be overlooked for jobs in the future.

According to The Prince's Trust Youth Index, wellbeing, and confidence for those not in work, education, or training (NEET) is considerably lower than for those in jobs or education. 34% of those who are NEET feel that they will fail in life, 12% more than their peers and 46% of this group said they felt hopeless because they were unemployed.¹⁹

Youth unemployment

In October 2022, 5.7% of working age people (16-64) in Enfield were unemployed. People aged 35 and under in the borough were more likely to be unemployed than other age groups. People aged 22 to 24 are the most likely to be unemployed with a claimant count rate of 7.6%.



¹⁷ Enfield Council

¹⁸ The Prince's Trust, [Youth Index 2022](#)

¹⁹ The Prince's Trust, [Youth Index 2021](#)

Our response

In the Council Plan we set out our vision for an economy that works for everyone. Delivery of this priority is expected to have a positive impact on all children and young people with a particularly positive impact on children living in low-income families, and young people who are NEET:

- Enable local people to develop skills to access good quality work
- Support local businesses and encourage inward investment in growing sectors which offer sustainable employment to local people
- Provide support and advice for residents on low incomes

People aged 65 and over

The proportion of over 65s in Enfield has grown by 16% in the last ten years.²⁰

Priority One: Clean and green places

Air pollution

Older people are particularly vulnerable to the adverse effects of air pollution, partly because they are more likely to have multiple long-term conditions occurring at the same time. Exposure to air pollution is also associated with accelerated cognitive decline in older people and the increased risk of stroke.²¹ Air pollution in London is largely caused by road traffic.

Road safety

Older people may be more likely to experience mobility impairment, affecting movement and reaction times, and some may use mobility aids for walking.

Our response

The Council Plan sets out our vision for clean and green places. Delivery of this priority is expected to have a positive impact on older people, in particular the following actions:

- Keep our streets and public spaces clean and welcoming. This includes installing more seating areas.
- Enable active and low carbon travel which will reduce the number of vehicles on our roads and decrease emissions from road traffic resulting in improved air quality.
 - Additional and improved space for pedestrians is expected to have a positive impact on older people who may find it more difficult to negotiate narrow or crowded footways.

²⁰ ONS, [Population and household estimates, England and Wales: Census 2021](#)

²¹ Impact on Urban Health, [Air pollution and older people](#)

Priority Two: Strong, healthy, and safe communities

Health

Long-term conditions are more prevalent in older people (58% of people over 60 compared to 14% under 40).²² According to research, two-thirds of adults aged over 65 are expected to be living with multiple health conditions (multi-morbidity) by 2035. Seventeen percent would be living with four or more diseases, double the number in 2015. One-third of these people would have a mental illness like dementia or depression.²³

Enfield has a higher than average mortality rate from all cardiovascular diseases for residents aged 65 years. In 2020, 1,203 per 100,000 people in Enfield aged 65+ died as a result of cardiovascular disease, higher than London (932.8) and England (1,007) averages.²⁴ The main risk factors for cardiovascular disease are diabetes and hypertension. 8.2% of residents (age 17+) in Enfield have diabetes, higher than London (6.7%) and England (7.1%) averages.²⁵ 13% of residents (all ages) in Enfield have hypertension, higher than London (10.8%) but slightly lower than England (13.9%) averages.²⁶ The risk of developing these conditions can be reduced through lifestyles changes such as eating a healthy diet and exercising regularly.

Mental health and loneliness

36% of older people (5.8 million) have said that they feel more anxious since the start of the pandemic, with 43% of older people saying they feel less motivated to do things they enjoy since the start of the pandemic.²⁷

Living alone is a major risk factor for loneliness. According to ONS data, in 2021 36.8% of people in Enfield aged 65 and over are estimated to live in a single person household, higher than London (32.2%) averages.

Digital inclusion

12% of people aged between 65 and 74 years, and 40% of people aged over 75 years, say they do not use the internet.²⁸ Some elderly people reported to Age UK that they find it more difficult to do some things because they are not online, and they feel they are being left behind or missing out. For those who are keen to develop digital skills, Age UK

²² The King's Fund, [Long-term conditions and multi-morbidity](#)

²³ National Institute for Health and Care Research, [Multi-morbidity predicted to increase in the UK over the next 20 years](#), 2018

²⁴ Office for Health Improvement & Disparities, [Mortality rate from all cardiovascular diseases, ages 65+ years](#), 2020

²⁵ Office for Health Improvement & Disparities, [Diabetes: QOF prevalence \(17+\)](#), 2020/21

²⁶ Office for Health Improvement & Disparities, [Hypertension: QOF prevalence \(all ages\)](#), 2020/21

²⁷ Age UK, [Impact of Covid-19 on older people's mental and physical health: one year on](#)

²⁸ Age UK, [Living in a digital world after Covid-19 – the experience of older people who don't live their lives online](#), December 2021

recommended ongoing support, tailored to their needs and preferences.

Crime

While research shows that those aged 65+ are less at risk of crime overall than other groups, some crime types – such as those linked to physical, mental, or financial abuse – disproportionately affect older people.²⁹

Our response

The Council Plan sets out our vision for strong, healthy, and safe communities. Delivery of this priority is expected to have a positive impact on older people, in particular the following actions:

- Improve feelings of safety and tackle crime and antisocial behaviour
- Protect vulnerable adults from harm and deliver robust early help and social care services. This includes providing residents with support to connect people digitally through our libraries and investing in innovative smart technology to enable adult social care users to stay happier, safer, and more independent.
- Work with partners to provide high quality and accessible health services
- Improve our leisure and sports opportunities to enable more active lifestyles, helping to reduce the risk of developing certain long-term conditions
- Connect people through culture, helping to reduce social isolation and improve physical and mental health and wellbeing

Priority Four: More and better homes

Our housing programme will seek to provide housing for people with additional and specialist needs, including elderly people. These homes will be affordable, safe, accessible, and energy efficient. This will also include creating more care facilities for the growing elderly population in our borough.

Priority Five: An economy that works for everyone

Poverty

The number of pensioners living in poverty is increasing. In 2019/20, 2.1 million (18%) were living in relative poverty after housing costs, an increase from 1.6 million in 2013/14.³⁰

Our response

The Council Plan sets out our vision for an economy that works for everyone. Delivery of this priority is expected to have a positive impact on residents aged 65+ who are living in

²⁹ Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services, [The poor relation: The police and CPS response to crimes against older people](#), July 2019

³⁰ Age UK, [Poverty in later life](#), January 2022

poverty, in particular through the following action:

- Provide support and advice for residents on low incomes. This includes maximising the income of residents by encouraging take up of benefits, including Pension Credit.

Mitigating actions to be taken

The Council Plan 2023-26 is expected to have a positive impact on residents from all age groups with particular positive impacts for children and young people and those aged 65+.

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 2011 census provides the latest data on disability which covers the whole population. At the 2011 census, 47,979 (15.4%) of Enfield residents reported a long-term health problem or disability. More recent data on disability among the working age population estimated that in the year ending December 2020, 52,700 (nearly 25%) Enfield residents aged 16-64 had a disability, higher than London (17.9%) and England (22.4%).³¹

Principle: Fairer Enfield

The Council Plan includes a principle of Fairer Enfield that will inform our work to deliver transformation in the borough and help us make the right decisions. This section details how, through the delivery of our Fairer Enfield Equality, Diversity, and Inclusion Policy and eight equalities objectives, we will create an equal and inclusive borough where all residents, service users and Council staff are supported to fulfil their potential, are treated equally and with respect and are actively involved in shaping the decisions that affect their workplace and wider community.

Priority Two: Strong, healthy, and safe communities

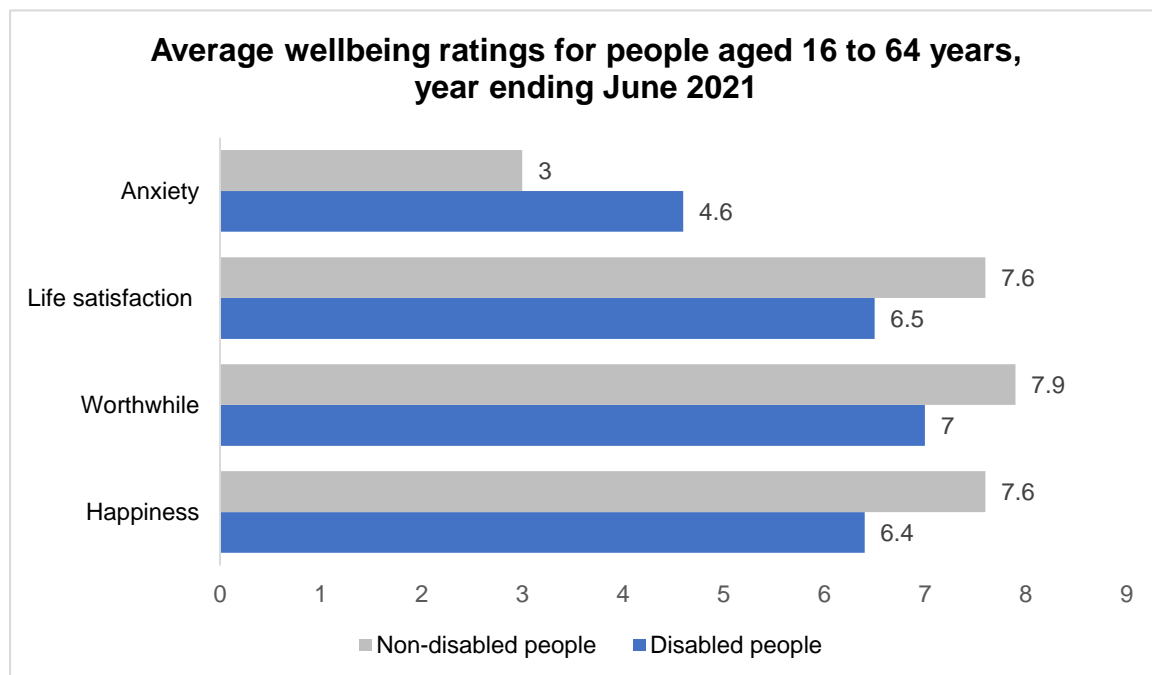
³¹ Enfield Council, [Borough Profile](#), 2021

Mental health and wellbeing

According to national data from March 2022, on average disabled people aged 16 to 64 years had poorer ratings than non-disabled people on all four personal wellbeing measures, with the greatest disparity in average anxiety levels.³²

The four personal wellbeing measures are as follows:

- Life satisfaction (out of 10, higher numbers equal better wellbeing)
- Feeling that the things done in life are worthwhile (out of 10, higher numbers equal better wellbeing)
- Happiness yesterday (out of 10, higher numbers equal better wellbeing)
- Anxiety yesterday (out of 10, higher numbers equate to poorer wellbeing)



According to national data from 2020/21, loneliness was significantly higher for people with a limiting long-term illness or disability. 41% of people with a limiting long-term illness or disability reported feeling lonely 'often/always' or 'some of the time', compared to 21% for people without a limiting long-term illness or disability.³³

Anti-social behaviour

³² ONS, [Outcomes for disabled people in the UK](#), 2021

³³ Department for Digital, Culture, Media & Sport, [Community Life Survey](#), 2020/21

According to national data, disabled people aged 16 years and over (43.4%) were more likely to have experienced anti-social behaviour in the year ending March 2020 than non-disabled people (39%).³⁴

Hate crime

In the year ending October 2022 there were 13 disability hate crime offences in Enfield.³⁵

Our response

Our Council Plan sets out our vision for strong, healthy, and safe communities. Delivery of this priority is expected to have a positive impact on disabled people, in particular through the following actions:

- Improve feelings of safety and tackle crime and antisocial behaviour
- Protect vulnerable adults from harm and deliver robust early help and social care services
- Work with partners to provide high quality and accessible health services. Our outcome measures for this will include mental wellbeing as well as physical health.

Priority Three: Thriving children and young people

Children and young people with special educational needs and disabilities (SEND)

In Enfield, the most recent data from 2020/21 shows that there are 58,472 school age children and young people in the borough. 10.0% of these pupils receive SEN support and 4.3% have an Education, Health and Care Plan (EHCP).³⁶ The proportion of pupils with an EHCP in Enfield is higher than London (3.8%) and national (3.7%) averages.

According to the Education Policy Institute, on average pupils with SEND (without an EHCP) are already almost 10 months behind, and pupils with an EHCP are 15 months behind their peers by the age of 5. By the end of their secondary school education, the gap widens further and pupils with SEND (without an EHCP) are 2 years behind, and those with an EHCP are on average over 3 years behind their peers.³⁷

We can see the impact of this in data from Enfield's schools where attainment of pupils with SEN is consistently below attainment of pupils without SEN at all stages of education. For example, the latest available data from 2019 shows that 75.7% of pupils in Enfield without SEN achieved a good level of development at early years foundation

³⁴ ONS, [Disability and crime](#), 2020

³⁵ Metropolitan Police, [Crime Dashboard](#)

³⁶ Department for Education, [Special educational needs in England: Pupils in all schools by type of SEN provision](#), 2021

³⁷ Education Policy Institute, Fair Education Alliance, and Unbound Philanthropy, [Education in England Annual Report 2020](#)

stage, compared to 25.9% of pupils with SEN support and 6.3% of pupils with an EHCP.³⁸ At KS4 level, only 4.9% of pupils with an EHCP and 24.2% of pupils with SEN support achieved a 5+ in English and Maths, compared to 46.7% of pupils without SEN.³⁹

In Enfield pupils with SEN support have a disproportionately higher chance of being excluded. In 2019/20 60% of pupils permanently excluded and 29.4% of pupils with fixed term exclusions were receiving SEN support.⁴⁰

Our response

Our Council Plan sets out our vision for thriving children and young people. Delivery of this priority is expected to have a positive impact on children and young people with special educational needs and disabilities, in particular through the following actions:

- Help all children to have the best start in life
- Safeguard children and increase support in-borough for looked after children with complex needs
- Improve educational outcomes for all children and young people
- Increase local education, play and leisure opportunities for children and young people with special educational needs and disabilities
- Engage children and young people in positive activities (this includes developing inclusive universal youth services)
- Involve young people in decisions that affect their lives (associated policy under development to deliver on this includes how to involve children and young people with SEND)

Priority Four: More and better homes

Housing tenure

Disabled people are more likely to live in the social rented sector. According to the English Housing Survey 2020/21, over half (55%) of households in the social rented sector had one or more household members with a long-term illness or disability.⁴¹

Housing conditions

Research published by homelessness charity Shelter in 2021 found that households with household members who were affected by disability (45%) were significantly more likely to be living in homes with poor conditions than households with no disabled household members (23%). This includes damp, thermal inefficiency, hazards in the home or issues with structural integrity.⁴²

³⁸ Department for Education, [Early years foundation stage profile results](#), 2018/19

³⁹ Department for Education, [Key stage 4 performance](#), 2019

⁴⁰ Enfield Council Knowledge and Insight Hub, Schools exclusions 2019/20 analysis

⁴¹ Department for Levelling Up, Housing and Communities, [English Housing Survey](#), 2020/21

⁴² Shelter, [Denied the right to a safe home: Exposing the housing emergency](#), 2021

Our response

Our priority around more and better homes is expected to have a positive impact on disabled people, in particular through the following actions:

- Build and facilitate more good quality homes that local people can afford
- Deliver low carbon new build homes and facilitate retrofitting of existing homes, increasing energy efficiency, and reducing fuel poverty
- Create well-connected, digitally enabled, and well-managed neighbourhoods
- Invest in and improve our council homes
- Drive up standards in the private rented sector
- Provide a range of specialist housing for those who need it, including homes for people with learning disabilities, mental health needs and physical disabilities.

Priority Five: An economy that works for everyone

Employment

Disabled people in Enfield face lower levels of employment. In 2020/21, it was estimated that 38.2% of disabled people in Enfield were in employment, lower than London (55.1%) and national (55%) averages. People affected by disability have an employment rate that is 32.6 percentage points lower than that of people who are not affected by disability.⁴³ In the UK, disabled people with severe or specific learning difficulties (26.2%) and autism (29.0%) had the lowest employment rates.⁴⁴

In 2020/21, disabled people in the UK were more likely (11.3%) than non-disabled people (8.7%) to be employed in elementary occupations and were less likely to work in the three highest-skilled occupations. Disabled people were also more likely to work part-time (32.5%) than non-disabled people (21.8%).⁴⁵

We are, however, seeing comparatively good employment outcomes for service users of Adult Social Care. The Equals Employment Service is part of Adult Social Care and provides support to adults with learning disabilities to gain and sustain paid employment. In 2020/21, Enfield had the highest proportion in London of working age people (16.8%) who receive support for their learning disability in paid employment. This was the fourth highest proportion nationally and significantly higher than the London (6.1%) and national (5.1%) averages.⁴⁶

Pay

⁴³ Department for Work and Pensions, [The employment of disabled people](#), 2021. N.B. At a local authority level the confidence intervals for this data are quite broad due to the relatively small sample sizes.

⁴⁴ ONS, [Outcomes for disabled people in the UK](#), 2021

⁴⁵ ONS, [Outcomes for disabled people in the UK](#), 2021

⁴⁶ NHS, [Measures from the Adult Social Care Outcomes Framework](#), 2020-21

In 2021, the disability pay gap in the UK was 13.8% with disabled employees earning a median of £12.10 per hour compared with £14.03 an hour for non-disabled employees. In 2021, disabled employees with autism had the largest pay gap to non-disabled people with no long-lasting health conditions, with their median pay being 33.5% less. Those with severe or specific learning difficulties (29.7% less), epilepsy (25.4% less), or mental illness or other nervous disorders (22.1%), also had a large pay gap to non-disabled employees with no long-lasting health conditions.⁴⁷

Education

In the UK disabled people aged 21 to 64 years were almost three times as likely to have no qualifications (13.3%) than non-disabled people (4.6%). Disabled people aged 21 to 64 years were also more likely to have GCSE grades C and higher as their highest form of qualification (23.3%), in comparison with non-disabled people (17.4%).⁴⁸

Poverty

Disabled people are more likely to be living in poverty than non-disabled people.

According to data published by think tank the Joseph Rowntree Foundation, the poverty rate for disabled people is 32%, 12 percentage points above those who are not disabled. The difference is even more significant for working-age adults: those who are disabled are more than twice as likely to live in poverty than those who are not (38% and 17% respectively).⁴⁹

Research published by disability equality charity Scope in 2019 reported on the extra costs faced by disabled adults and families with disabled children.⁵⁰ They found that disabled adults face, on average, extra costs of £583 per month and families with disabled children face extra costs of £581 per month. These extra costs are driven by factors such as specialist equipment and home adaptations; higher energy use; and inaccessibility of public transport resulting in greater use of taxis.

Scope have also highlighted the significant impact of the cost-of-living crisis on disabled people, in particular rising energy costs.⁵¹ National research highlights that disabled people are more likely to report feeling worried about the cost-of-living crisis. According to ONS survey data collected between April and May 2022 over four in five (82%) of disabled people reported feeling worried about the rising costs of living compared with 75% of non-disabled people. Disabled people were also more likely to be very worried (35%) about the rising costs of living than non-disabled people (22%).⁵²

⁴⁷ ONS, [Disability pay gaps in the UK](#), 2021

⁴⁸ ONS, [Outcomes for disabled people in the UK](#), 2021

⁴⁹ Joseph Rowntree Foundation, [UK Poverty 2022: The essential guide to understanding poverty in the UK](#), 2022

⁵⁰ Scope, [The Disability Price Tag 2019](#)

⁵¹ Scope, [Disabled people hit hardest in the biggest cost-of-living crisis in a generation](#), February 2022

⁵² ONS, [Worries about the rising costs of living, Great Britain: April to May 2022](#)

Research published by think tank the Resolution Foundation in January 2023 found that the gap in median household income between adults with a disability (£21,405) and without (£27,766) was 30% in 2020/21.⁵³ When income from disability benefits is excluded, the gap rises to 44%.

According to the research 48% of disabled people have cut back on energy use (compared to 32% of the non-disabled population) and 31% of disabled people have reduced their expenditure on food (compared to 18% of non-disabled people) due to rising prices.

Our response

Our Council Plan sets out our vision for an economy that works for everyone, in relation to support to tackle debt and access relevant benefits and grants; skills support; and inclusivity of our town centres. Delivery of this priority is expected to have a positive impact on disabled people, in particular through the following actions:

- Enable local people to develop skills to access good quality work
- Provide support and advice for residents on low incomes
- Develop town centres that are vibrant, healthy, and inclusive

Mitigating actions to be taken

The Council Plan 2023-26 is expected to positively impact Enfield residents who are affected by disability.

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.

For the first time in 2021, the Census asked a voluntary question on gender identity to respondents aged 16 years or over. People were asked “Is the gender you identify with the same as your sex registered at birth?” and had of the option of selecting “Yes” or selecting “No” and writing in their gender identity.⁵⁴

⁵³ Resolution Foundation, [Costly differences: Living standards for working-age people with disabilities](#), January 2023

⁵⁴ ONS, [Gender identity, England and Wales: Census 2021](#)

In Enfield 91.42% of residents aged 16 years and over responded to the question.

Gender identity	Enfield population aged 16 years and over	Percentage of residents aged 16 years and over
Gender identity the same as their sex registered at birth	232,329	90.34%
Gender identity different from their sex registered at birth but no specific identity given	1,652	0.64%
Trans woman	518	0.2%
Trans man	486	0.19%
Non-binary	74	0.03%
Another gender identity	58	0.02%
Did not answer	22,065	8.58%

Cross-cutting theme: Fairer Enfield

The Council Plan includes a principle of Fairer Enfield that will inform our work to deliver transformation in the borough and help us make the right decisions. This section details how, through the delivery of our Fairer Enfield Equality, Diversity, and Inclusion Policy and eight equalities objectives, we will create an equal and inclusive borough where all residents, service users and Council staff are supported to fulfil their potential, are treated equally and with respect and are actively involved in shaping the decisions that affect their workplace and wider community. One of our eight equalities objectives is to **improve the wellbeing and celebrate of our LGBT communities**. This objective is expected to support trans people living in Enfield to feel included, valued, and safe.

Priority Two: Strong, healthy, and safe communities

Crime

National data suggests that transgender people are at greater risk than the general population of being victims of a crime. Data from the Crime Survey for England and Wales (CSEW), found that transgender people (30.7%) were more likely than cisgender people (20.7%) to have been victims for all CSEW crime and personal crime in the year ending March 2020.⁵⁵

Hate crime

⁵⁵ ONS, [Crime in England and Wales: Annual Trend and Demographic Tables](#), year ending March 2020. N.B. The Crime Survey for England and Wales is a face-to-face victimisation survey in which people resident in England and Wales are asked about their experiences of a range of crimes in the 12 months prior to the interview.

A report published by Galop in 2020 presents the findings of a survey of 227 transgender people on transphobic hate crimes and prejudice.⁵⁶ In the 12 months prior to completing the survey, 93% of respondents stated they had experienced transphobia and 81% of respondents had experienced a form of transphobic hate crime. Only 14% of respondents reported their experience to the police, suggesting that transphobic hate crime remains significantly underreported.

In the year ending October 2022 there were 11 transphobic hate crime offences in Enfield, a slight increase from the previous year where there were 8 transphobic hate crime offences.⁵⁷

Domestic abuse

According to Stonewall research from 2018 more than a quarter (28%) of trans respondents in a relationship had faced domestic abuse from a partner in the last 12 months.⁵⁸

Health and wellbeing

According to Stonewall research from 2018 LGBT people are at a higher risk of experiencing common mental health problems than the general population. Two-thirds of trans people (67%) had experienced depression in the last year. Almost half of trans people (46%) had thought about taking their own life in the last year.⁵⁹

According to the National LGBT Survey from 2017 21% of trans respondents said their specific needs were ignored or not taken into account when they accessed, or tried to access, healthcare services in the 12 months preceding the survey. 18% said they were subject to inappropriate curiosity and 18% also said they avoided treatment for fear of discrimination or intolerant reactions.⁶⁰

Our response

Our Council Plan sets out our vision for strong, healthy, and safe communities. Delivery of this priority is expected to have a positive impact on transgender people, in particular through the following actions:

- Improve feelings of safety and tackle crime and antisocial behaviour
- Work with our partners to provide high quality and accessible health services

Our Fairer Enfield objective around **promoting safer and stronger communities by encouraging the reporting of hate crime and reducing repeat incidents** is also expected to have a positive impact on transgender people who are more likely to

⁵⁶ Galop, [Transphobic Hate Crime Report](#), 2020

⁵⁷ Metropolitan Police, [Crime Dashboard](#)

⁵⁸ Stonewall, [LGBT in Britain: Trans report](#), 2018

⁵⁹ Stonewall, [LGBT in Britain: Health report](#), 2018

⁶⁰ Government Equalities Office, [National LGBT Survey Summary Report](#), July 2018

experience hate crime as a result of their gender identity.

Priority Four: More and better homes

Trans people are at a disproportionate risk of homelessness. Stonewall research from 2018 found that one in four trans people had experienced homelessness at some point in their lives.⁶¹

Our Council Plan sets out our vision to deliver more and better homes. Delivery of this priority is expected to have a positive impact on transgender people, supporting them to access good quality housing that meets their needs across a range of tenures.

Mitigating actions to be taken

The Council Plan 2023-26 is expected to positively impact transgender residents.

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.

All residents are expected to be positively impacted by the Council Plan regardless of their marital status.

Mitigating actions to be taken

The Council Plan 2023-26 is expected to positively impact Enfield residents regardless of their marital status.

⁶¹ Stonewall, [LGBT in Britain: Trans report](#), 2018

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.

In 2020, there were 4,086 live births in Enfield.⁶²

Socio-economic deprivation

Research conducted by the National Maternity and Perinatal Audit found that socio-economic deprivation is a risk factor for adverse pregnancy outcomes. The analysis found that 24% of stillbirths, 19% of preterm births and 31% of cases of foetal growth restriction⁶³ were attributed to socio-economic inequality. Possible reasons for these disparities include women from deprived neighbourhoods being at a disadvantage due to pollution, poor housing, social isolation, limited access to maternity and health care, insecure employment, and stressful life events.⁶⁴

The Council Plan aims to tackle poverty in Enfield through delivery of our five priorities which is expected to have a positive impact on residents who are pregnant or in the maternity period and experiencing socio-economic disadvantage.

Priority One: Clean and green places

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.⁶⁵

The Council Plan sets out our vision for clean and green places. Delivery of this priority is expected to have a positive impact on residents who are pregnant or in the maternity period, in particular through the following actions which will help to reduce air pollution and contribute to the creation of a carbon neutral borough by 2040:

- Enhance biodiversity and protect our parks, open spaces, woodlands, watercourses, wetlands, trees, and shrubs

⁶² ONS, [Births in England and Wales](#), 2020

⁶³ Foetal growth restriction is a condition in which babies are smaller than expected for their gestational age.

⁶⁴ National Maternity & Perinatal Audit, [Adverse pregnancy outcomes attributable to socioeconomic and ethnic inequalities in England: a national cohort study](#), 2021

⁶⁵ Royal College of Obstetricians and Gynaecologists, [Outdoor air pollution and pregnancy in the UK](#), June 2021

- Enable active and low carbon travel
- Facilitate reuse of materials, reduce waste, and increase recycling rates
- Reduce carbon emissions from our buildings, street lighting, fleet and the goods and services we procure

Priority Two: Strong, healthy, and safe communities

Health

In Q2 2021/22, 98% of babies received a new baby review within 14 days, against an annual target of 95%.⁶⁶

In 2020 the under 18s teenage conception rate in Enfield was 14.7 per 1,000 women aged 15-17, higher than the London (9.8) and England (13.0) average.⁶⁷

Between 2018 and 2020 the infant mortality rate in Enfield was 3.5 per 1,000 live births, higher than the London average (3.4) but lower than the England average (3.9).⁶⁸

In 2020/21, 5.3% of mothers in Enfield were smoking at the time of delivery, higher than the London average (4.6%) but lower than the England average (9.6%).⁶⁹

Crime

Pregnancy can be a trigger for domestic abuse, and existing abuse may get worse during pregnancy or after giving birth. Research from Safe Lives, a charity dedicated to ending domestic abuse, highlights that around 30% of domestic abuse begins during pregnancy, while 40-60% of women experiencing domestic abuse are abused during pregnancy.⁷⁰ According to data from Women's Aid, in 2020/21 5.9% of women accessing domestic abuse community-based services and 7.3% of women in refuge services were pregnant.⁷¹

Food

During pregnancy, poor diets lacking in key nutrients can cause anaemia, pre-eclampsia⁷², haemorrhage and death in mothers. They can also lead to stillbirth, low birthweight, and developmental delays for children.⁷³

⁶⁶ Enfield Council

⁶⁷ ONS, [Conceptions in England and Wales](#), 2020

⁶⁸ Office for Health Improvement & Disparities, [Local Authority Health Profile: Infant mortality rate, 2018-2020](#)

⁶⁹ Office for Health Improvement & Disparities, [Public Health Outcomes Framework](#)

⁷⁰ Safe Lives, [A Cry for Health: Why we must invest in domestic abuse services in hospitals](#), 2016

⁷¹ Women's Aid, [The Domestic Abuse Report 2022: The Annual Audit](#), 2022

⁷² Pre-eclampsia is a blood pressure condition that affects some pregnant woman and can be serious if not treated.

⁷³ UNICEF, [Maternal nutrition](#)

Our Council Plan sets out our vision for strong, healthy, and safe communities. Delivery of this priority is expected to have a positive impact on residents who are pregnant or in the maternity period, in particular the following actions:

- Improve feelings of safety and tackle crime and antisocial behaviour
- Work with partners to provide high quality and accessible health services
- Support communities to access healthy and sustainable food

Priority Three: Thriving children and young people

Our Council Plan sets out our vision for thriving children and young people. Delivery of this priority is expected to have a positive impact on residents who are pregnant or in the maternity period, in particular the following actions:

- Help all children to have the best start in life

Priority Four: More and better homes

Research produced by charities Birthrights and Birth Companions highlighted the negative impact unsuitable or temporary housing can have on women who are pregnant or in the maternity period, causing and/or exacerbating mental health problems and jeopardising access to care.⁷⁴

The Council Plan sets out our vision to deliver more and better homes. Delivery of this priority is expected to have a positive impact on residents who are pregnant or in the maternity period, supporting them to access good quality housing that meets their needs across a range of tenures.

Priority Five: An economy that works for everyone

The Council Plan sets out our vision for an economy that works for everyone. Delivery of this priority will have a positive impact on residents who are pregnant or in the maternity period, particularly those who are experiencing socio-economic disadvantage:

- Enable local people to develop skills to access good quality work
- Provide support and advice for residents on low incomes

Principles: Early help

Under our principles, we commit to providing support as early as possible to prevent problems escalating. We will work with our communities and partners to help everyone in Enfield to be resilient, overcome challenges and lead happy and fulfilling lives. This includes actions around providing clear information, advice and support to residents who are pregnant or in the maternity period.

Mitigating actions to be taken

The Council Plan 2023-26 is expected to positively impact Enfield residents who are

⁷⁴ Birthrights and Birth Companions, [Holding it all together: Understanding how far the human rights of women facing disadvantage are respected during pregnancy, birth and postnatal care](#), 2020

pregnant or in the maternity period.

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.

We are increasingly one of the most diverse areas of London with all the benefits this brings our communities, culture, heritage, and local economy. However, ethnic minority groups continue to experience inequality in housing, education, employment, health, and criminal justice.⁷⁵

According to the 2021 Census, 40% of Enfield residents were born outside of the UK.⁷⁶

Census 2021 ethnicity data⁷⁷

Ethnicity	Estimated population size	Percentage of total population
Asian or Asian British	37,973	11.5%
Bangladeshi	8,123	2.5%
Chinese	2,611	0.8%
Indian	11,870	3.6%
Pakistani	3,674	1.1%
Any other Asian background	11,615	3.5%
Black, Black British, Caribbean, or African	60,512	18.3%
African	36,463	11%
Caribbean	16,990	5.1%
Any other Black, Black British, or Caribbean background	7,059	2.1%
Mixed or multiple ethnic groups	19,558	5.9%

⁷⁵ The term 'ethnic minority' or 'ethnic minority group' refers to all ethnic groups except the white British group. This includes white minorities, such as Gypsy, Roma, and Irish Traveller groups.

⁷⁶ ONS, [International migration, England and Wales: Census 2021](#)

⁷⁷ ONS, [Ethnic group: England and Wales, Census 2021](#)

White and Black Caribbean	5,165	1.6%
White and Black African	2,994	0.9%
White and Asian	3,818	1.2%
Any other Mixed or multiple ethnic background	7,581	2.3%
White	171,884	52.1%
English, Welsh, Scottish, Northern Irish or British	103,140	31.3%
Irish	5,969	1.8%
Gypsy or Irish Traveller	374	0.1%
Roma	1,121	0.3%
Any other White background	61,280	18.6%
Other Ethnic Group	40,058	12.1%
Arab	2,535	0.8%
Any other ethnic group	37,523	11.4%

Priority One: Clean and green places

Transport

Data from the National Travel Survey shows that Black people are most likely out of all ethnic groups to live in a household with no access to a car or van. In the 5 years from 2015 to 2019 40% of Black people lived in a household with no access to a car or van, compared to 17% of White people and a 19% average across all ethnic groups.⁷⁸

Access to green space

National research highlights inequality 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%).⁷⁹ 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%).

Air pollution

⁷⁸ Department for Transport, [Ethnicity facts and figures: Car or van ownership](#), December 2020

⁷⁹ Ramblers, [The grass isn't greener for everyone: Why access to green space matters](#), 2020

According to analysis by the Greater London Authority (GLA), areas in London where people from a non-white⁸⁰ background are more likely to live are more likely to have higher levels of air pollution. In 2019, annual average concentrations of nitrogen dioxide were on average between 16 and 27 per cent higher in areas where non-white people were most likely to live compared with areas where white people were most likely to live.⁸¹

Our response

The Council Plan sets out our vision for clean and green places. Delivery of this priority is expected to have a positive impact on residents from all ethnic groups, and in particular ethnic minority groups who may be more likely to experience lack of access to green space, live in areas where air pollution is higher, and not have a car. This includes the following actions:

- Enhance biodiversity and protect our parks, woodlands, watercourses, wetlands, trees, shrubs, and open spaces
- Enable active and low carbon travel
- Reduce carbon emissions from our buildings, street lighting, fleet, and the goods and services we procure

Priority Two: Strong, healthy, and safe communities

Health inequalities

National and local data and research highlights health inequalities between ethnic minority and white groups, and between ethnic minority groups.⁸² As highlighted by the King's Fund, the causes of these health inequalities are multiple and include higher levels of socio-economic deprivation experienced by ethnic minorities.⁸³

The Covid-19 pandemic has had a disproportionate impact on ethnic minority communities, who have experienced higher infection and mortality rates than the white population.

Obesity

Childhood obesity rates are higher among Black and Asian children.⁸⁴

⁸⁰ Several terms are routinely used by government departments, public bodies, and the media to refer to the collective ethnic minority population. This report reflects the language and terminology originally used in the studies to which we refer. However, we fully recognise the importance of the heterogeneity within these terms.

⁸¹ Greater London Authority, [Air Pollution and Inequalities in London: 2019 update](#), 2021

⁸² The King's Fund, [The health of people from ethnic minority groups in England](#), 2021

⁸³ The King's Fund, [Ethnic health inequalities and the NHS: Driving progress in a changing system](#), 2021

⁸⁴ NHS Digital, [National Child Measurement Programme](#), England, 2019/20

Prevalence of childhood obesity by ethnic group, England, 2019/20

Ethnic group	Proportion of children aged 4-5 years who are obese	Proportion of children aged 10-11 years who are obese
White	9.6	19.4
British	9.7	19.0
Irish	10.9	20.4
Any other White background	9.1	22.5
Mixed	10.3	23.4
White and Black Caribbean	13.0	26.4
White and Black African	13.3	28.2
White and Asian	6.7	17.9
Any other mixed background	9.6	22.5
Asian	9.6	25.3
Indian	7.2	21.6
Pakistani	10.8	26.2
Bangladeshi	12.6	30.1
Any other Asian background	9.4	24.7
Black	15.0	29.7
Caribbean	13.1	30.3
African	15.9	30.5
Any other Black background	13.9	27.4
Chinese	4.5	19.6
Any other ethnic group	10.7	25.4

Long term conditions

South Asian ethnic groups have a higher incidence of and mortality from heart disease and stroke than White groups and develop heart disease at a younger age. Black ethnic groups have a lower risk of heart disease compared to the general population, but have a higher incidence of, and mortality from, hypertension and stroke.⁸⁵

The prevalence of diabetes is higher among South Asian and Black ethnic groups than in the White population and people in these groups develop the condition at a younger age. The risk of developing diabetes is up to six times higher in South Asian ethnic groups than in White ethnic groups and South Asian ethnic groups have a higher mortality from diabetes. Diabetes prevalence in Black ethnic groups is up to three times higher than in the White population and people in these groups have a higher mortality from diabetes.⁸⁶

Pregnancy and maternity

⁸⁵ The King's Fund, [Ethnic health inequalities and the NHS: Driving progress in a changing system](#), 2021

⁸⁶ The King's Fund, [The health of people from ethnic minority groups in England](#), 2021

Research conducted by the National Maternity and Perinatal Audit found that racial inequalities are a risk factor for adverse pregnancy outcomes. The analysis found that 12% of stillbirths, 1% of preterm births and 17% of cases of foetal growth restriction were attributed to racial inequality.⁸⁷

Compared with the white group, the rate of women dying in the UK between 2017 and 2019 during or up to one year after pregnancy was more than four times higher in the Black ethnic group, and almost double in the Asian and Mixed ethnic groups (although the number of such deaths is relatively low).⁸⁸

Mental health

In the year to March 2020, Black people were more than 4 times as likely as White people to be detained under the Mental Health Act.⁸⁹ This disparity is reflected at a local level. Between January – October 2021, 159 men were detained in hospital in Enfield for mental health, 28% of which were from Black ethnic backgrounds.⁹⁰ However, Black men make up only 17% of the borough's population.

Covid-19 vaccine uptake

As of March 2022, vaccination rates in Enfield were highest among the Asian-Indian and White British ethnic groups, with 88% and 84% having received their first dose, respectively. People from the Gypsy Roma Traveller (GRT) community had the lowest vaccination rate with 34% having received their first dose. People from the Black

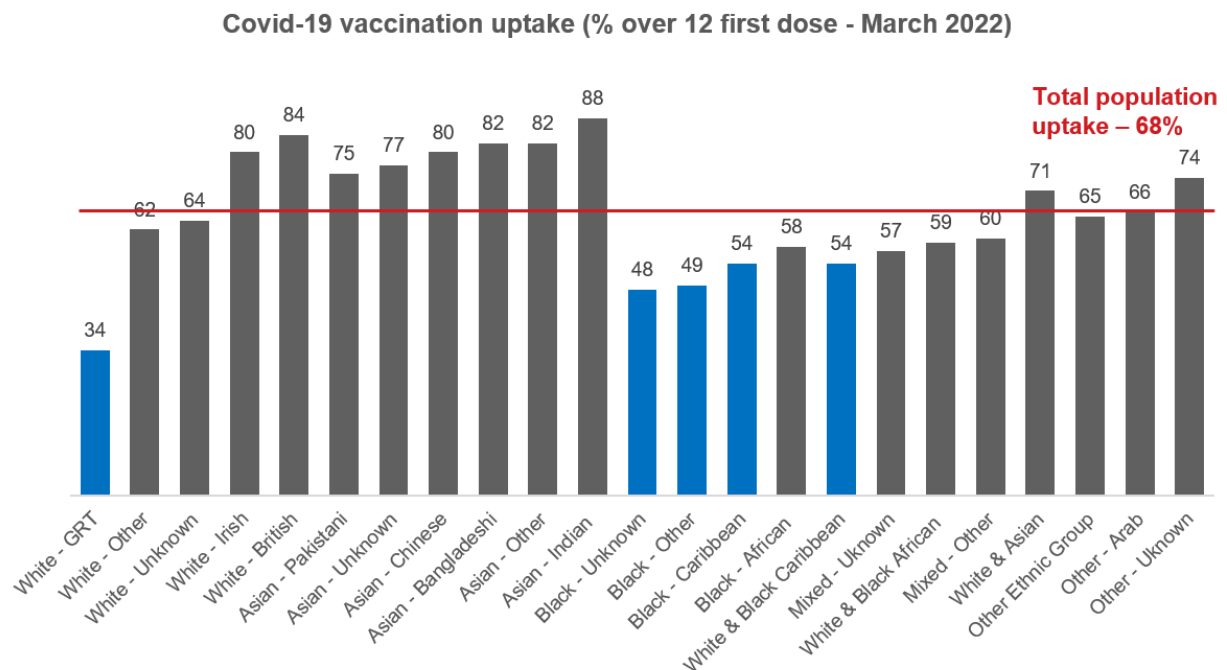
⁸⁷ National Maternity & Perinatal Audit, [Adverse pregnancy outcomes attributable to socioeconomic and ethnic inequalities in England: a national cohort study](#), 2021

⁸⁸ MBRRACE-UK, [Saving Lives, Improving Mothers' Care: Lessons learned to inform maternity care from the UK and Ireland Confidential Enquiries into Maternal Deaths and Morbidity](#), 2017-19, November 2021

⁸⁹ ONS, [Detentions under the Mental Health Act](#), March 2021

⁹⁰ Enfield Council, Public Health Intelligence Team, 2021

Unknown, Black Other, Black Caribbean and White & Black Caribbean groups were also less likely to have received their first dose.⁹¹



Stop and search

In England and Wales people from a Black ethnic group were significantly more likely to be stopped and searched than people from a White ethnic group. Between April 2020 and March 2021 there were 7.5 stop and searches for every 1,000 White people, compared with 52.6 for every 1,000 Black people.⁹² Enfield residents from Black or Black British backgrounds are the most frequently stopped and searched ethnic group by police.⁹³ Between July 2021 and June 2022, 29.7 per 1,000 Black residents were stopped and searched compared to 15.2 for every 1,000 White residents.

Our response

The Council Plan sets out our vision for strong, healthy, and safe communities. Delivery of this priority and accompanying actions is expected to have a positive impact on all ethnic groups, with a particularly positive impact on minority ethnic groups experiencing inequalities in health and criminal justice:

- Improve feelings of safety and tackle crime and antisocial behaviour
- Improve our leisure and sports facilities to enable more active lifestyles
- Work with partners to provide high quality and accessible health services
- Support communities to access healthy and sustainable food

Priority Three: Thriving children and young people

⁹¹ Enfield Council, Public Health Intelligence Team, March 2022

⁹² Home Office, [Ethnicity facts and figures: Stop and search](#), May 2022

⁹³ Metropolitan Police, [Stop and Search Dashboard](#), July 2021 to end June 2022

Education and attainment

The Spring 2021 School Census records 189 languages or dialects being spoken by pupils who live in Enfield.⁹⁴ 2021/22 school data from the Department for Education reveals that just over half of pupils (51.7%) in Enfield's schools have English as a first language – a lower percentage than in London (55.4%), and significantly lower than the average for England (80.1%).⁹⁵

The 5 largest ethnic groups in Enfield's schools are White British (19%), Black African (12%), White Turkish (11%), White Eastern European (9%) and Black Caribbean (4%).

When examining the educational attainment of children from these ethnic groups, in 2019, the number of children reaching the expected standard of reading, writing, maths at Key Stage 2 is highest for pupils from a White British background, (71.4%), and is lowest for pupils from an Eastern European background, (53.5%). When looking at average attainment 8 score, the lowest score in 2019 was students from White Eastern European ethnic groups (36.6), and the highest score on average were students from the White British ethnic groups (50.3), a gap of 13.7 points.⁹⁶

Free school meals

As of January 2022, 27% of pupils in Enfield were eligible for free school meals. Rates of free school meals eligibility in Enfield in 2022 were highest among pupils in the Traveller of Irish heritage (76%), White and Black Caribbean (41%) and Any other Black background ethnic groups. Rates were lowest among pupils of Chinese (6%) and Indian (9%) ethnic groups.⁹⁷

Children in need

Children in need are supported by children's social care due to safeguarding and welfare needs, including: children on child in need plans; children on child protection plans; looked after children; and disabled children.

As of June 2022, there were 714 children in Enfield with a Child in Need Plan. Of the children whose ethnicity has been recorded (697), the majority (79%) were from ethnic minority backgrounds. The highest proportion of children with Child in Need Plans were from White British (21%), Any other Black background (16%), Any other White background (15%) and Black African (15%) ethnic backgrounds.⁹⁸

⁹⁴ Enfield Council, [Borough Profile](#), 2021

⁹⁵ Department for Education, [Schools, pupils and their characteristics](#), 2021/22. N.B. data does not include independent schools

⁹⁶ Enfield Council Education Department

⁹⁷ Department for Education, [Schools, pupils and characteristics](#), 2021/22

⁹⁸ Enfield Council, Children and Family Services, June 2022. N.B. Children whose ethnicity has not been recorded have not been included.

As of June 2022, there were 284 children in Enfield subject to a Child Protection Plan. The majority of children subject to a Child Protection Plan (70%) were from ethnic minority backgrounds. The highest proportion of children with Child Protection Plans were from White British (30%), Any other White background (19%), Any other Black background (15%), and Black African (13%) ethnic backgrounds.⁹⁹

As of June 2022, there were 397 looked after children in Enfield. The majority of looked after children (71%) were from ethnic minority backgrounds. The highest proportion of looked after children were from White British (29%), Any other White background (21%), Any other Black background (16%), and Black African (10%) ethnic backgrounds.¹⁰⁰

Convictions and cautions

In 2020/21, there were 161 cautions or sentences for young people aged 10-17 in Enfield. Proportionately, in Enfield, more young people from Black ethnic backgrounds (38%) were convicted of youth offences than other ethnic groups in 2020/21.

Our response

The Council Plan sets out our vision for thriving children and young people. Delivery of this priority is expected to have a positive impact on children and young people from all ethnic groups, across all the actions.

Priority Four: More and better homes

Housing conditions

In the 3 years to March 2019, an average of 3% of households in England were overcrowded, that is, they had fewer bedrooms than they needed to avoid undesirable sharing. White British households (2%) were significantly less likely to be overcrowded than households from all other ethnic groups. The households with the highest rates of overcrowding were in the Bangladeshi (24%), Pakistani (18%), Black African (16%), Arab (18%) and Mixed White and Black African (14%) ethnic groups.¹⁰¹

Research published by homelessness charity Shelter in 2021 found that Black (56%) and Asian (49%) households were significantly more likely to be living in homes with poor conditions than White households (33%), such as damp, thermal inefficiency, hazards in the home or issues with structural integrity.¹⁰²

Homelessness

⁹⁹ Enfield Council, Children and Family Services, June 2022. N.B. Children whose ethnicity has not been recorded have not been included.

¹⁰⁰ Enfield Council, Children and Family Services, June 2022. N.B. Children whose ethnicity has not been recorded have not been included.

¹⁰¹ Ministry of Housing, Communities and Local Government, [Overcrowded households](#), 2020

¹⁰² Shelter, [Denied the right to a safe home: Exposing the housing emergency](#), 2021

Residents from a Black ethnic background are disproportionately affected by 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.¹⁰³ Residents from Black ethnic groups make up 15% of the population in Enfield.¹⁰⁴

Our response

The Council Plan sets out our vision to deliver more and better homes. Delivery of this priority and accompanying actions is expected to have a positive impact on residents from all ethnic groups with a particular positive impact on residents from Black and Asian households who are more likely to be homeless or experience poor housing conditions:

- Build and facilitate more good quality homes that local people can afford
- Deliver low carbon new build homes and facilitate retrofitting of existing homes
- Create well-connected, digitally enabled, and well-managed neighbourhoods
- Invest in and improve our council homes
- Drive up standards in the private rented sector

Priority Five: An economy that works for everyone

Poverty

Poverty rates between ethnic groups vary significantly, with some groups at a much higher risk of poverty than others. Nationally, according to research from the Joseph Rowntree Foundation, poverty rates for the Bangladeshi and Pakistani ethnic groups are higher than other ethnic groups. The poverty rate for the Bangladeshi ethnic group is 53% and 48% for the Pakistani ethnic group, compared to the white group where it is 19%.¹⁰⁵

Employment

The unemployment rate for people from a White ethnic background was 3.1% between January and March 2022 compared to 7.1% for people from minority ethnic backgrounds. People from Bangladeshi (9.3%) and Black/African/Caribbean/Black British (9%) backgrounds had the highest unemployment rates.¹⁰⁶

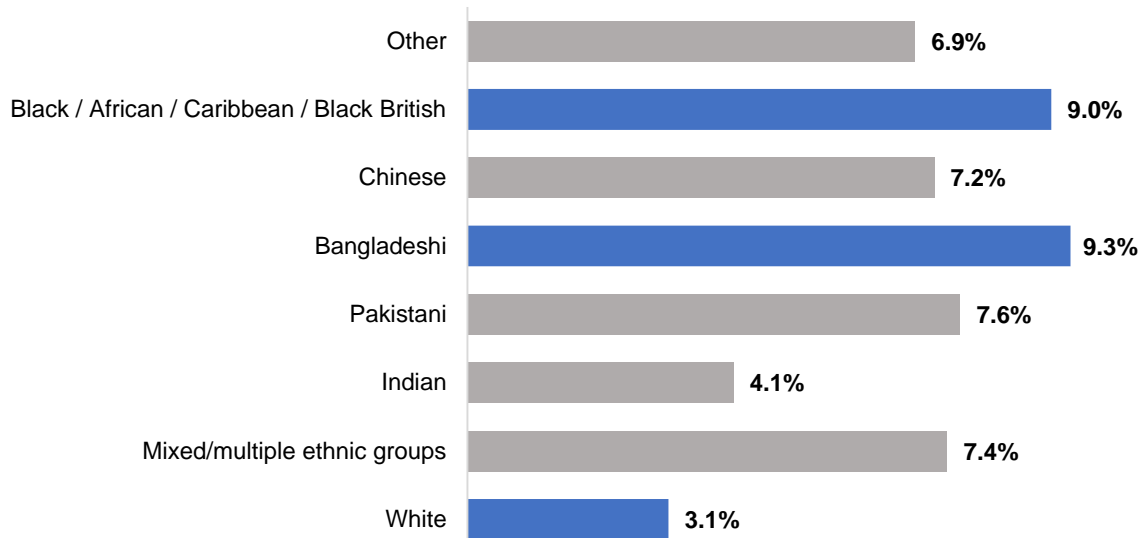
¹⁰³ Department for Levelling Up, Housing & Communities, [Statutory homelessness in England, 2020/21](#)

¹⁰⁴ Enfield Council, [Borough Profile](#), 2021

¹⁰⁵ Joseph Rowntree Foundation, [UK Poverty 2022: The essential guide to understanding poverty in the UK](#), 2022

¹⁰⁶ ONS, [Labour market status by ethnic group](#), May 2022

UK unemployment rates by ethnicity (Jan-March 2022)



Impact of Covid-19

Black and minority ethnic workers were disproportionately impacted by the pandemic and are now experiencing a slower recovery than white workers.

Workers from Black, Asian, and Minority Ethnic (BAME) workers were more likely to work in sectors that shut down as a result of the Covid-19 pandemic, such as retail, passenger transport, accommodation and food, and arts and leisure. Of workers in the shutdown sectors, 15% are from BAME backgrounds, compared to a workforce average of 12%. Some shutdown sectors had a particularly high proportion of BAME workers. BAME workers made up 28% of the vulnerable jobs in the transport sector and 16% of the vulnerable jobs in the accommodation and food service sector.¹⁰⁷

For both white and BME¹⁰⁸ workers, the unemployment rate during the pandemic peaked in Q4 2020. The unemployment rate for white workers rose to 4.5%. The unemployment rate among BME workers rose faster and higher, reaching 9.8% in the same quarter.¹⁰⁹

As of Q4 2020/21 the unemployment rate for BME workers is 1.9 percentage points higher than it was pre-pandemic, for white workers it is 0.1 percentage points higher.

Insecure work

¹⁰⁷ House of Commons Women and Equalities Committee, [Unequal Impact? Coronavirus and BAME people: Third Report of Session 2019-21](#), December 2020

¹⁰⁸ The term BME is used here to reflect terminology originally used in the study to which we refer.

¹⁰⁹ Trades Union Congress, [Jobs monitor – the impact of the pandemic on BME employment](#), June 2022

A 2022 report by think tank, Work Foundation, found that people from ethnic minorities are more likely to be in severely insecure work than white workers (24% versus 19%).¹¹⁰ The gap is especially stark for men - almost 1 in 4 (23%) men from an ethnic minority were experiencing insecure work in 2021 compared to just over 1 in 8 (13%) of white men.¹¹¹

Pay

Nationally, coverage of the minimum wage varies among workers from different ethnic backgrounds. In 2019/20 coverage was highest for workers from Bangladeshi backgrounds (almost 14.5%), compared with 8.4% among White workers.¹¹² Coverage was also higher for workers from Pakistani backgrounds (13.4%) and from Black African, Caribbean, and Black British backgrounds.

In 2020, the gap in median hourly pay between White employees and Black, Asian and minority ethnic group employees in London was 28.2%, significantly higher than that across the rest of England and Wales (5.5%).¹¹³ The highest pay gaps in London were among Pakistani employees (37%), Black African (36.8%) and Bangladeshi (34.4%) employees.¹¹⁴

Ethnic minority led businesses

42% of company directors in Enfield are non-UK nationals.¹¹⁵ Ethnic minority-led businesses are over-represented in sectors such as hospitality, retail, and transport and as a result have been disproportionately impacted by the Covid-19 crisis.¹¹⁶

Our response

Our Council Plan sets out our vision for an economy that works for everyone. Delivery of this priority is expected to have a positive impact on residents from all ethnic groups, in particular those from minority ethnic groups who are more likely to be experiencing poverty and unemployment; and those who may be running their own small or medium sized business:

- Enable local people to develop skills to access good quality work
- Support local businesses and encourage inward investment in growing sectors which offer sustainable employment to local people

¹¹⁰ Severe insecurity is defined as workers experiencing involuntary part-time or involuntary temporary forms of work, or a combination of two or more of these factors: low-pay, part-time work, and underemployment.

¹¹¹ Work Foundation, [The UK Insecure Work Index](#), May 2022

¹¹² Low Pay Commission, [Low pay and ethnicity](#), May 2021

¹¹³ Greater London Authority, [London Datastore: Ethnicity Pay Gap](#). N.B. Ethnicity pay gap compares median pay for all Black Asian and minority ethnic groups with median pay for all White groups

¹¹⁴ N.B. Compared with White British

¹¹⁵ Enfield Council, [An Economy that Works for Everyone: Economic Development Strategy](#), 2021

¹¹⁶ Centre for Research in Ethnic Minority Entrepreneurship, [Time to Change: A Blueprint for Advancing the UK's Ethnic Minority Businesses](#), May 2022

- Provide support and advice for residents on low incomes

Mitigating actions to be taken

The Council Plan 2023-26 is expected to positively impact on Enfield residents from all ethnic groups.

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.

Religious profile of Enfield (2021 Census)¹¹⁷

Religion	Proportion of Enfield population
Christian	46.4%
Buddhist	0.5%
Hindu	3.1%
Jewish	1.1%
Muslim	18.6%
Sikh	0.4%
Other religion	3.1%
No religion	19.8%
Religion not stated	7.0%

Principle: Fairer Enfield

The Council Plan includes a principle of Fairer Enfield that will inform our work to deliver transformation in the borough and help us make the right decisions. This section details how, through the delivery of our Fairer Enfield Equality, Diversity, and Inclusion Policy and eight equalities objectives, we will create an equal and inclusive borough where all residents, service users and Council staff are supported to fulfil their potential, are treated equally and with respect and are actively involved in shaping the decisions that affect their workplace and wider community. Delivery of our Fairer Enfield Policy is expected to have a positive impact on residents of all religions and beliefs.

Priority Two: Strong, healthy, and safe communities

¹¹⁷ ONS, [Religion, England and Wales: Census 2021](#)

Hate crime

Religious hate crime includes crimes motivated by prejudice based on religion or faith. In the year ending October 2022 there were 658 racist and religious hate crime offences in Enfield.¹¹⁸

Our response

Our Council Plan sets out our vision to sustain strong, healthy, and safe communities. Delivery of this priority is expected to have a positive impact on people from all religions and beliefs, in particular the following action:

- Improve feelings of safety and tackle crime and antisocial behaviour (including hate crime)
- Connect people through culture helping to promote cohesion, mutual understanding and respect and celebrate the diversity and culture of our communities.

Priority Three: Thriving children and young people

The Council Plan sets out our vision for thriving children and young people. Delivery of this priority is expected to have a positive impact on children and young people of all religions and beliefs, in particular through the following action:

- Involve young people in decisions that affect their lives to allow them to shape their borough and ensure the decisions we make are inclusive.

Priority Five: An economy that works for everyone

The Council Plan sets out our vision for an economy that works for everyone. Delivery of this priority is expected to have a positive impact on children and young people of all religions and beliefs, in particular through the following action:

- Develop town centres that are vibrant, healthy, and **inclusive**. This means that our town centres will represent and celebrate our diverse communities.

Mitigating actions to be taken

The Council Plan 2023-26 is expected to positively impact on Enfield residents of all religions and beliefs.

¹¹⁸ Metropolitan Police, [Crime Dashboard](#)

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.

According to Census 2021 data, 52% of Enfield's population is estimated to be female and 48% male.¹¹⁹

Priority Two: Strong, healthy, and safe communities

Health

Although life expectancy is higher for women in Enfield than men (reflecting national figures), women in Enfield spend on average a greater proportion of their lives in ill health. Women in Enfield spend on average 62.1 years of their life in good health, compared to 64.3 years for men.¹²⁰

Menopause

In Enfield, 20% of females are aged between 45-59 years old (menopause usually starts during the ages of 45 and 55).¹²¹ Menopause usually happens between the ages of 45 and 55 and can cause symptoms like anxiety, mood swings, brain fog, hot flushes, and irregular periods.¹²² This can have a considerable impact on a women's life, including relationships and work.

Mental health and wellbeing

According to national data, women (20%) are more likely to experience common mental health conditions, such as anxiety or depression, than men (12.5%). While rates have remained relatively stable in men, this research found that prevalence was increasing in women. Young women in particular have been identified as a high-risk group, with over a quarter (26%) experiencing a common mental disorder compared to 9.1% of young men.¹²³

¹¹⁹ ONS, [Population and household estimates, England and Wales: Census 2021](#)

¹²⁰ Office for Health Improvement & Disparities, [Public Health Outcomes Framework](#)

¹²¹ ONS, [Population and household estimates, England and Wales: Census 2021](#)

¹²² NHS, [Menopause](#)

¹²³ NHS Digital, [Adult Psychiatric Morbidity Survey: Survey of Mental Health and Wellbeing, England, 2014](#)

Suicide rates in the UK are significantly higher among men than women. In 2020, three-quarters of registered suicide deaths were for men.¹²⁴

Caring

Women are more likely to take on caring roles than men. According to national data from 2020/21, women are more likely to be informal carers, with 2.5 million women versus 1.7 million men.¹²⁵ Female carers are also more likely to work part-time, with 22% of women in comparison to 8% of men.

Domestic abuse

In the year ending January 2022 there were 6,276 domestic abuse incidents in Enfield.¹²⁶ Anyone can experience domestic abuse, but women are more likely to be victims of domestic abuse than men.¹²⁷

Between May 2020 – December 2021, the Council's Domestic Abuse Hub received 242 contacts via phone calls and emails. Where gender was recorded, 141 contacts related to female victims and 12 related to male victims of domestic abuse. In relation to perpetrator gender, 119 calls were in relation to male perpetrators and 10 calls in relation to female perpetrators.

Safety

According to data from March 2022, more women (27%) than men (16%) reported they had experienced at least one form of harassment in the previous 12 months.¹²⁸ Women aged 16 to 34 years felt the most unsafe of any age and sex group using public transport alone after dark (58%).

Youth justice

In the year ending March 2021, 87% of children cautioned or sentenced were boys.¹²⁹

Our response

The Council Plan sets out our vision for strong, healthy, and safe communities. Delivery of this priority is expected to have a positive impact on male and female residents:

- Improve feelings of safety and tackle crime and antisocial behaviour (including

¹²⁴ ONS, [Suicides in England and Wales: 2020 registrations](#)

¹²⁵ Department for Work and Pensions, [Family Resources Survey](#), 2020/21

¹²⁶ Enfield Council, Community Safety Unit, 2022

¹²⁷ ONS, [Domestic abuse victim characteristics, England and Wales](#), year ending March 2021

¹²⁸ ONS, [Perceptions of personal safety and experiences of harassment, Great Britain](#): 16 February to 13 March 2022

¹²⁹ Youth Justice Board for England and Wales, [Youth justice statistics](#), 2020/21

domestic abuse)

- Work with our partners to provide high quality and accessible health services, including services that address health issues specific to men and women outlined above and mental health services

Priority 3: Thriving children and young people

In cases of Children in Need (CiN), child protection, care leavers and looked after children, a greater proportion are boys.

Our response

The Council Plan sets out our vision for thriving children and young people. Delivery of this priority is expected to have a positive impact on children and young people in Enfield regardless of their gender with a particular positive impact on boys who are more likely to have a safeguarding risk, in particular the following action:

- Safeguard vulnerable children and increase support in-borough for looked after children with complex needs

Priority Four: More and better homes

According to national data, lone parent households with dependent children make up a higher proportion of households in the social rented sector than other tenures (18% compared to 3% of owner occupied households and 11% of private rented households).¹³⁰ According to ONS data, lone parents are significantly more likely to be women. In 2021, an estimated 86% of lone parents were women.¹³¹

Rough sleeping

During 2021/22, people seen rough sleeping in the borough were significantly more likely to be men than women, with 151 men and 30 women.¹³²

Our response

The Council Plan sets out our vision for more and better homes. Delivery of this priority is expected to have a positive impact on both men and women.

Priority 5: An economy that works for everyone

Poverty

¹³⁰ Department for Levelling Up, Housing and Communities, [English Housing Survey: Social rented sector](#), 2020-21

¹³¹ ONS, [Families and households](#), 2021

¹³² Greater London Authority, [CHAIN Annual Report: Outer Boroughs](#), 2021/22

According to data from the Joseph Rowntree Foundation, working age lone parent families have the highest poverty rates of any family type (49%).¹³³ Currently, 49 percent of children in single parent families are in poverty, compared with 25 percent of children in couple families. In 2022, 31 percent of working-age lone parents and thirty-five percent of their children are in “persistent poverty”, which was considerably higher than for any other group.¹³⁴ Persistent poverty is defined as an individual experiencing poverty (a net household income below 60% of the median in that year) for at least 3 of the past 4 years.

Employment

Between January 2021 and December 2021, men aged 16 to 64 in Enfield (72.1%) were more likely to be in employment than women (68.1%), this is also reflected regionally and nationally.¹³⁵ Women are significantly more likely to work part time, with 38% of women in employment working part-time at the end of 2021, compared to 13% of men.¹³⁶

Pay disparity

The gross weekly pay of men in Enfield is significantly higher than for women. In 2021, male full-time workers in Enfield on average received £745.90 gross weekly pay, compared to £595.10 for women, a difference of £150.80 a week. This is significantly higher than the pay disparity in London (£94.90) and the UK (£97.40).¹³⁷

For both men and women, the proportion of residents’ jobs that pay below the London living wage is one of the largest in London with men at 27.3% and women at 30.9%.¹³⁸

Our response

The Council Plan sets out our vision for an economy that works for everyone. Delivery of this priority is expected to have a positive impact on male and female residents, in particular the following actions are expected to have a positive impact on tackling issues disproportionately experienced by women:

- Enable local people to develop skills to access good quality work
- Provide support and advice for residents on low incomes

Mitigating actions to be taken

The Council Plan 2023-26 is expected to have a positive impact on all residents, regardless of their sex.

¹³³ Joseph Rowntree Foundation, [UK Poverty 2022: The essential guide to understanding poverty in the UK](#), 2022

¹³⁴ Gingerbread, [The invisible family: The impact of the Covid-19 pandemic on single parents living in London](#), June 2022

¹³⁵ Nomis, [Labour Market Profile: Enfield](#)

¹³⁶ [House of Commons Library, Women and the UK economy, March 2022](#)

¹³⁷ Nomis, [Labour Market Profile: Enfield](#)

¹³⁸ Trust for London <https://www.trustforlondon.org.uk/data/low-pay-in-London-boroughs/>

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.

For the first time in 2021, the Census included a voluntary question on sexual orientation for all respondents aged 16 and over.¹³⁹ The different sexual orientations that people could choose from included:

- Straight or heterosexual
- Gay or lesbian
- Bisexual
- Other sexual orientation (respondents were then asked to write in the sexual orientation with which they identified)

In Enfield, 90.3% of residents aged 16 and over responded to this question.

Sexual orientation	Enfield population aged 16 years and over	Percentage of Enfield residents aged 16 years and over
Straight or heterosexual	226,705	88.15%
Gay or lesbian	2,342	0.91%
Bisexual	2,073	0.81%
Pansexual	944	0.37%
Asexual	74	0.03%
Queer	35	0.01%
All other sexual orientations	151	0.06%
Not answered	24,858	9.67%

Principle: Fairer Enfield

The Council Plan includes a principle of Fairer Enfield that will inform our work to deliver transformation in the borough and help us make the right decisions. This section details how, through the delivery of our Fairer Enfield Equality, Diversity, and Inclusion Policy

¹³⁹ ONS, [Sexual orientation, England and Wales: Census 2021](#)

and eight equalities objectives, we will create an equal and inclusive borough where all residents, service users and Council staff are supported to fulfil their potential, are treated equally and with respect and are actively involved in shaping the decisions that affect their workplace and wider community. One of our eight equalities objectives is to **improve the wellbeing and celebrate of our LGBT communities**. This objective is expected to support Lesbian, Gay and Bisexual (LGB) people to feel included, value and safe.

Priority Two: Strong, healthy, and safe communities

Crime

National data suggests that LGB people are at greater risk than the general population of being victims of a crime. Data from the Crime Survey for England and Wales (CSEW), found that gay/lesbian people (21.2%) and bisexual people (21.5%) were more likely than heterosexual people (13.8%) to have been victims of all CSEW crime and personal crime in the year ending March 2020.¹⁴⁰

Hate crime

Anti-abuse charting Galop published a report on experiences of hate crime in Lesbian, Gay, Bisexual and Transgender+ (LGBT+) communities which involved a survey of 1166 LGBT+ people and 15 interviews. The research found that a large proportion of LGBT+ people (64% of respondents) have experienced hate crime, including verbal abuse, online abuse, harassment, sexual and physical violence. The research also reported that very few LGBT+ people reported their experiences of LGBT+ hate crime to the police or other relevant agencies, suggesting that LGBT+ hate crime remains significantly underreported.¹⁴¹

In the year ending October 2022 there were 92 homophobic hate crime offences in Enfield, an increase from the previous year where there were 64 homophobic hate crime offences.¹⁴²

Domestic abuse

Research conducted by Stonewall in 2018 found that more than one in ten LGBT people (11%) had faced domestic abuse from a partner in the last year.¹⁴³

Health and wellbeing

¹⁴⁰ ONS, [Crime in England and Wales: Annual Trend and Demographic Tables](#), year ending March 2020. N.B. The Crime Survey for England and Wales is a face-to-face victimisation survey in which people resident in England and Wales are asked about their experiences of a range of crimes in the 12 months prior to the interview.

¹⁴¹ Galop, [Hate Crime Report 2021: Supporting LGBT+ victims of hate crime](#), 2021

¹⁴² Metropolitan Police, [Crime Dashboard](#)

¹⁴³ Stonewall, [LGBT in Britain: Home and communities](#), 2018

According to Stonewall research from 2018 one in eight LGBT people (13%) have experienced some form of unequal treatment from healthcare staff because they're LGBT.¹⁴⁴

The NHS has produced national data on health outcomes for LGB people.¹⁴⁵ In 2021, the prevalence of limiting longstanding illness was higher among LGB adults (26%) than heterosexual adults (22%).

Health-related behaviours

LGB adults (32%) were more likely to drink at levels which put them at increased or higher risk of alcohol-related harm (14 units in the last week), than heterosexual adults (24%).

LGB adults (27%) were also more likely than heterosexual adults (18%) to be current smokers.

Mental health and wellbeing

LGB adults had lower average mental wellbeing scores on the Warwick-Edinburgh Mental Wellbeing Scale¹⁴⁶ (48.9) compared with heterosexual adults (51.4), with LGB women reporting the lowest well-being scores (47.3).

The Covid-19 pandemic has also had a negative impact on the mental health and wellbeing of LGBT people. In London, almost 4 in 5 (79%) of LGBT people said that their mental health had been negatively impacted by the Covid-19 lockdown.¹⁴⁷

Our response

Our Council Plan sets out our vision for strong, healthy, and safe communities. Delivery of this priority is expected to have a positive impact on LGB adults, in particular the following actions:

- Improve feelings of safety and tackle crime and antisocial behaviour (including hate crime and domestic abuse)
- Work with partners to provide high quality and accessible health services

Priority Four: More and better homes

Housing

According to Stonewall research from 2018, one in six LGB people have experienced homelessness at some point in their lives.

¹⁴⁴ Stonewall, [LGBT in Britain: Health Report](#), 2018

¹⁴⁵ NHS Digital, [Health and health-related behaviours of Lesbian, Gay and Bisexual adults](#), July 2021

¹⁴⁶ The Warwick-Edinburgh Mental Wellbeing Scale is a set of 14 questions scored from 1 to 5 designed to monitor mental wellbeing at a population level. The total score ranges from 14 to 70.

¹⁴⁷ LGBT Hero, [The LGBTQ+ Lockdown Wellbeing Report](#), 2020

Our response

Our Council Plan sets out our vision to deliver more and better homes. Delivery of this priority is expected to have a positive impact on LGB people who experience a disproportionate risk of homelessness.

Mitigating actions to be taken

The Council Plan 2023-26 is expected to positively impact Enfield residents regardless of their sexual orientation.

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.

As of 2019, Enfield was the 74th most deprived local authority in England overall and the 9th most deprived London borough.¹⁴⁸

Priority One: Clean and green places

Transport

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.¹⁴⁹ 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.

Air pollution

According to an analysis commissioned by the Greater London Authority (GLA), communities which have higher levels of deprivation are more likely to be exposed to

¹⁴⁸ Enfield Council, [Borough Profile](#), 2021

¹⁴⁹ Transport for London, [Travel in London: Understanding our diverse communities](#), 2019

higher levels of air pollution. In 2019, the mean annual average NO₂ concentration for the most deprived areas was 3.8 µg/m³, 13% higher than for the least deprived areas.¹⁵⁰

Our response

The Council Plan sets out our vision for clean and green places. Under this priority we commit to enabling more active and low carbon travel through delivery of School Streets, more pedestrian crossings, cycle lanes, etc. Delivery of this action is expected to have a positive impact on all residents with a particularly positive on residents facing socio-economic disadvantage who are more likely to walk and use public transport to get around. Furthermore, road transport is the greatest contributor to air pollution in London. Increasing low carbon and active travel is therefore expected to have a positive impact on residents experiencing socio-economic disadvantage by reducing road traffic and associated air pollution.

Priority Two: Strong, healthy, and safe communities

Food poverty

In 2021/22 12,805 food parcels were distributed to Enfield residents from food banks in the Trussell Trust's network, a 28% increase from 2019/20 where 10,003 parcels were distributed (levels were significantly higher in 2020/21 as a result of the pandemic). 5,287 of these parcels were distributed to children.¹⁵¹ This was the 7th highest level among the London boroughs. North Enfield foodbank doubled its support between 2019-2020 and 2021-22, with 1500 households accessing food aid in Enfield on a weekly basis. Low income and benefit changes/delays are the two main reasons for accessing food support.

Adverse health outcomes linked to poor diet include dental caries, being overweight or obese, type 2 diabetes, cardiovascular disease, and some cancers.¹⁵²

Low-income households are less able to afford some food groups, such as fruit and vegetables. Healthy foods, such as fruit and vegetables, are typically more expensive and their price has increased more significantly recently than unhealthy foods. The poorest 20% need to spend 47% of their disposable income on food to meet dietary recommendations, compared to 11% for the richest 20%.

The Council Plan sets out our vision for strong, healthy, and safe communities. Delivery of this priority is expected to have a positive impact on residents facing socio-economic disadvantage, in particular the following actions:

- Support communities to access healthy and sustainable food

¹⁵⁰ Logika Noise Air Quality Consultants, [Air Pollution and Inequalities in London: 2019 update](#), 2021

¹⁵¹ Trussell Trust, [End of year statistics](#), 2021/22

¹⁵² UK Parliament POSTnote, [Diet related health inequalities](#), December 2022

Priority Three: Thriving children and young people

Free school meals

As of January 2022, 27% of pupils in Enfield were eligible for free school meals.¹⁵³ The proportion of pupils eligible for free school meals in Enfield is slightly higher than the London average of 25% and England average of 23%.¹⁵⁴

Attainment of pupils receiving free school meals is consistently below overall attainment of all pupils. The latest available data from 2019 shows that 60.7% of pupils receiving free school meals achieved a good level of development at Early Years Foundation Stage, compared to 69.7% of all pupils.¹⁵⁵

KS1 (2019)

Pupil characteristics	% of pupils achieving expected standard in reading	% of pupils achieving expected standard in writing	% of pupils achieving expected standard in maths
All pupils	71%	66.2%	73.6%
Pupils eligible for free school meals	62.2%	56.2%	63.6%

KS4 (2019)

Pupil characteristics	% of pupils achieving 5+ in English and maths
All pupils	49.6%
Pupils eligible for free school meals	28.5%

The Council Plan sets out our vision for thriving children and young people. Delivery of this priority is expected to have a positive impact on children and young people facing socio-economic disadvantage, in particular the following actions:

- Help all children to have the best start in life
- Safeguard children and increase support in-borough for looked after children with complex needs
- Improve educational outcomes for all children and young people
- Engage children and young people in positive activities

Priority Four: More and Better Homes

¹⁵³ Data provided by Knowledge and Insight Hub

¹⁵⁴ Department for Education, [Schools pupils and their characteristics](#), 2021/22

¹⁵⁵ Enfield Council, Education Borough Profile 2020

Homelessness and rough sleeping

In 2021/22, 183 people were seen sleeping rough in Enfield, this includes 120 new rough sleepers.¹⁵⁶

In 2021/22, we received 4,013 homelessness applications.¹⁵⁷ The cost-of-living crisis is starting to contribute to an increase in homelessness applications with 1,041 applications in Q1 2022/23, a 32% increase from Q1 2021/22 where there were 783 applications.

Temporary accommodation

As of October 2022, there were 3,094 households in Enfield living in temporary accommodation.¹⁵⁸

Housing needs register

As of March 2022, there were 5,978 households on the housing needs register.

Social housing tenants

According to the Census 2021, 10% of households in Enfield live in local authority owned properties and 7% live in registered provider homes.¹⁵⁹

Fuel poverty and energy efficiency

The Department for Business, Energy and Industrial Strategy estimated that in 2020 (latest data available) the number of fuel-poor households in Enfield was 16,030, representing 12.4% of households in Enfield.¹⁶⁰ This is higher than both the Outer London average of 11.5% and the London average of 11.4%.

According to national data, households living in the private rented sector are more likely to live in dwellings with lower energy efficiency rating (EER).¹⁶¹ 39% of private renters lived in homes with an energy efficiency rating of C, compared with 63% of social renters. 10% of social renters lived in dwellings with an EER band E and 4% lived in dwellings with the poorest energy efficiency (EER bands F or G).

¹⁵⁶ Greater London Authority, [CHAIN Annual Report: Outer Boroughs](#), 2021/22

¹⁵⁷ Enfield Council, 2022

¹⁵⁸ Enfield Council, 2022

¹⁵⁹ ONS, [Housing, England, and Wales: Census 2021](#)

¹⁶⁰ Department for Business, Energy & Industrial Strategy, [Fuel poverty sub-regional statistics](#), 2020

¹⁶¹ Department for Levelling Up, Housing and Communities, [English Housing Survey: Private rented sector](#), 2020-21. The Energy Efficiency Rating uses an A to G banding system where band A represents high energy efficiency and band G represents low energy efficiency.

Homes that are cold due to fuel poverty exacerbate health inequalities. Cold homes can cause and worsen respiratory conditions, cardiovascular diseases, poor mental health, dementia, hypothermia, and problems with childhood development.¹⁶²

The Council Plan sets out our vision for more and better homes. Delivery of this priority is expected to have a positive impact on residents experiencing socio-economic disadvantage, in particular the following actions:

- Build and facilitate more good quality homes that local people can afford to reduce numbers of people living in temporary accommodation
- Deliver low carbon new build homes and facilitate retrofitting of existing homes to improve energy efficiency and reduce fuel poverty
- Create well-connected, digitally-enabled and well-managed neighbourhoods
- Invest in and improve our council homes
- Drive up standards in the private rented sector to create more secure tenancies and better-quality homes

Priority Five: An economy that works for everyone

Enfield has historically had lower employment and economic activity rates than London and UK.

Unemployment

As of October 2022, 5.7% of Enfield's working-age population were officially unemployed, higher than London (4.7%) and UK (3.6%) averages.¹⁶³ Enfield's unemployment rate was the seventh highest of the 32 London boroughs.

Unemployment is estimated to be highest in the five wards of Edmonton Green (9.9%), Lower Edmonton (9.6%), Upper Edmonton (7.6%), Jubilee (7.6%) and Ponders End (7.4%). Unemployment rates are estimated to be lowest in Grange Park (1.9%), Cockfosters (2.1%), Bush Hill Park (2.6%), Oakwood (3.2%) and Town (3.3%).

Pay

Low-paid workers were significantly impacted by the pandemic. They were far more likely to be furloughed, particularly in the sectors most exposed to lockdown measures such as hospitality and leisure.¹⁶⁴ Low paid workers also reported to the Low Pay Commission concerns over health and safety, mental wellbeing and surviving on low levels of sick pay during the pandemic.

¹⁶² Institute of Health Equity, [Fuel poverty, cold homes and health inequalities in the UK](#), August 2022

¹⁶³ Enfield Council, November 2022

¹⁶⁴ Low Pay Commission, [National Minimum Wage: Low Pay Commission Report](#), 2021

Brent and Enfield were the boroughs in 2021 that saw the highest proportions of residents' jobs being paid less than the London Living Wage with 29.5% and 29% respectively. The largest increases in London residents suffering from low pay in the last decade were in Enfield, Havering, and Haringey.¹⁶⁵

Qualifications

Approximately 10,000 people in Enfield do not have a qualification (4.5%) which is lower than London (5.5%) and national (6.6%) averages. 192,700 people have a level 1 qualification (87.5%) achieving similar levels to the London and national averages. 67.9% of people in Enfield have a level 3 qualification, lower than the London average (71.4%), but higher than the national average (61.5%). 49.2% have achieved a level 4 qualification, which is again, lower than the London average of 58.9%, but higher than the national average (43.5%).¹⁶⁶

Household income

As of 2022, Enfield's median household income was £41,100, the 10th lowest of the London boroughs. 11.4% of households in Enfield have an annual gross income under £15,000, higher than the London average (10.1%). 35% of Enfield households earn less than £30,000 per annum, the 10th highest proportion in London.¹⁶⁷

Household receiving help with housing costs¹⁶⁸

As of August 2022, 44,539 households in Enfield were receiving state support with their rental costs via Housing Benefit or Universal Credit:

- 37% are tenants in social rented sector
- 62% are tenants in PRS
- 1% are households whose rental sector is unknown or homeowners who have successfully claimed UC to assist with mortgage interest payments

Council Tax Support

As of Q2 2022/23 35,478 households in Enfield were receiving Council Tax support, representing one third of households. Enfield has the highest Council Tax support caseload in London.¹⁶⁹

Cost of living crisis

¹⁶⁵ Trust for London, [Low pay in London boroughs](#), 2021

¹⁶⁶ Nomis, [Labour Market Profile – Enfield](#), 2021

¹⁶⁷ Enfield Council, [Borough Profile](#), 2022

¹⁶⁸ Enfield Council, 2022

¹⁶⁹ Enfield Council, 2022

According to national data, social renters are less likely to have savings than private renters and owner occupiers which leaves them more vulnerable to experiencing financial difficulties as a result of the cost of living crisis. In 2020/21, 69% of social renters had no savings, compared to 19% of owner occupiers and 45% of private renters.¹⁷⁰

Research by economic research organisation Institute for Fiscal Studies highlighted that inflation for poorest households could increase faster for the poorest households as they spend as they spend a much larger share of their total household spending on gas and electricity.¹⁷¹

Research by the Joseph Rowntree Foundation from October/November 2022 found that of those in the bottom 40% of incomes, 7.3 million households (62%) are currently going without essentials such as food, warm home, toiletries, or showers.¹⁷²

The Council Plan sets out our vision for an economy that works for everyone. This priority aims to support local businesses, develop our town centres, encourage investment in the borough and the development of skills. Delivery of this priority is expected to have a positive impact on residents experiencing socio-economic disadvantage, in particular the following actions:

- Enable local people to develop skills to access good quality work
- Support local businesses and encourage inward investment in growing sectors which offer sustainable employment to local people
- Provide support and advice for residents on low incomes

Health inequalities

There is a significant body of research that links socio-economic disadvantage with poor physical and mental health outcomes.¹⁷³ The conditions in which people grow, live, work and age can make it harder for them to live healthier lives.

Health inequalities exist between the east and west of the borough. As of 2021, a man living in Upper Edmonton can expect to live 7.3 years less than a man living in Grange ward. A woman living in Upper Edmonton can expect to live 8.5 years less than a woman living in Highlands ward.¹⁷⁴

As of 2021, a man living in Edmonton Green can expect to live 12.4 years less in good

¹⁷⁰ Department for Levelling Up, Housing and Communities, [English Housing Survey: Social rented sector](#), 2020-21

¹⁷¹ Institute for Fiscal Studies, [Inflation for poorest households likely to increase even faster than for the richest, and could hit 14% in October](#), May 2022

¹⁷² Joseph Rowntree Foundation, [Going under and without: JRF's cost of living tracker](#), winter 2022/23

¹⁷³ Institute for Fiscal Studies, [Health inequalities](#), November 2022

¹⁷⁴ ONS, [Life expectancy by census ward](#). N.B. data is not yet available for the new wards

general health than a man living in Grange ward. A woman living in Edmonton Green can expect to live 13.9 years less in good general health than a woman living in Grange ward.

Our response

Across all our five priorities, we are seeking to address the wider determinants of physical and mental health – housing, education, welfare, work, and poverty – and contribute to reduce health inequalities.

Mitigating actions to be taken

The Council Plan 2023-26 is expected to positively impact residents experiencing socio-economic disadvantage.

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?

We will create new corporate performance scorecards for 2023/24 onwards in line with the priorities set out in the Council Plan, to track our performance and progress in delivering our five new priorities. These will be reported to Directorate Management Teams, Executive Management Team and Cabinet quarterly. This performance management framework will enable senior leadership and Cabinet to monitor the progress being made towards delivering the Plan; consider the current and future strategic risks associated with the information provided and use this to inform decision-making; and challenge progress with responsible officers, as necessary.

Alongside quarterly review of Key Performance Indicators in the new scorecards, all Council departments will produce annual service plans that detail the work they are undertaking to deliver on the Council Plan priorities. Services will review progress against their service plans and report on this to their Departmental Management Team mid-year and at the end of each year.

The Council Plan will be reviewed each year based on our performance and on the economic, social, legal, and regulatory environment and will be refreshed and updated as needed during the three-year period of the Plan.

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
N/A – No mitigating actions identified					

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London Borough of Enfield

Report Title	Future of Shropshire and Cheshire House
Report to:	Council
Date of Meeting:	14 June 2023
Cabinet Member:	Cllr George Savva (Social Housing) and the Leader (Regeneration)
Directors:	Sarah Cary, Executive Director Place Joanne Drew, Director of Housing and Regeneration
Report Author:	Joanne Drew Joanne.drew@enfield.gov.uk
Ward(s) affected:	Edmonton
Key Decision Number	5602
Implementation date, if not called in:	2 May 2023
Classification:	Part I Public
Reason for exemption	N/A

Purpose of Report

1. This report sets out the options appraisal undertaken to decide on the future of Cheshire and Shropshire Houses in response to extensive repairs works required to keep both blocks in a state of safe repair over the coming months and years. The report makes the case for the preferred option in the light of resident engagement.

Recommendations

- I. Following the decision of the Cabinet to vacate the Shropshire and Cheshire blocks and other associated matters, to approve the budget for the acquisition of leaseholder interests.

Background and Options

2. Shropshire House and Cheshire House are two 17-storey blocks, comprising 204 homes, located on the Shires Estate in Edmonton. Built in the 1960s, they have becoming increasingly difficult and costly to maintain due to the form of construction of the blocks (Large Panel System) and limited resources for their maintenance. There is a backlog of works required to ensure the blocks are of a modern-day standard.
3. In order to consider the investment strategy for the blocks a structural survey was commissioned, and the results were concluded in 2022. The findings indicated a need to undertake structural strengthening works and to remove the gas supply. The Council was progressing the delivery of an alternative heating source through a district heating solution.
4. Structural strengthening works are intrusive and disruptive for residents and can involve the need to replace kitchens and bathrooms therefore it was important to address these works before addressing other investment requirements including to meet the Decent Homes standard.
5. Gas supply to Cheshire House was turned off by the gas infrastructure provider (Cadent) in late November 2022 due to the discovery of a gas leak. This was earlier than had originally planned due to the discovery of the leak which led to the need for immediate action.
6. Since that time, Enfield Council has worked at pace to install a new electrical supply for both the buildings (Shropshire works undertaken as a preventative measure). This necessary work is now completed but has been disruptive to residents living in the blocks. Electrical heating is more expensive than gas, and this alongside the general heating cost increases has impacted on residents despite additional heating payments being made by the Council.
7. Whilst these works have ensured the return of a safe heating supply to all homes, to secure the safety of the blocks in the longer term, significant additional investment is required including the structural strengthening works. This will be even more disruptive for residents and will require an element of charge back to leaseholders which would be considerable.
8. Near term capital investment required involves:
 - a. Significant structural strengthening works which are highly disruptive – requiring decant of three to six floors at a time for circa three months.
 - b. Replacement, longer-term, district heating solution.
 - c. Upgrade of soil stacks and water supplies.
 - d. Window replacement.
 - e. External building fabric repairs.
 - f. Kitchens, Bathroom and Property Electrics to meet the Decent Homes Standard.
9. Estimated costs for retaining the building in a state of safe repair over 30 years has been estimated at £53m, with £40m of this amount needing to be spent in the short-term (1-3 years). This does not include more works including replacing external cladding, lift replacements and internal

refurbishments of lobby and stairwells to make the building look more attractive or improve the experience of residents/address urban design issues.

10. Works to that scale would be funded through primarily from the Housing Revenue Account with Leaseholder contributions also due through Section 20 that would also put a considerable financial burden on the existing leaseholders. Table 1 below summarises.

Table 1 – Anticipated costs and source of finance to repair Cheshire House and Shropshire House

Source of Funding	Cheshire	Shropshire
Capital Investment Required	£24,719,939	£24,702,319
Estimated Leaseholder Contributions (S20)	£3,213,592	£3,211,301
Right to buy receipts	£1,141,798	£1,141,798
Finance required from the councils Housing Revenue Account (HRA)	£20,364,549	£20,349,220

11. Grant funding is currently unavailable for supporting such work and investing £40.7m from the HRA account into Cheshire and Shropshire House would reduce the availability of funds for much needed investment in other council housing in Enfield for building safety, decent homes, and infrastructure replacement.
12. It is unviable to retain the buildings, with the costs of investment significantly more than the income that would be generated. The long-term life of the buildings is uncertain, and investment may be over a shorter period than 30 years.
13. The Council has statutory duties under the Landlord and Tenant Act (1985) and Commonhold and Leasehold Reform Act (2002) to maintain its buildings in a good state of repair. We are seeking to ensure investment in the buildings is based on sound asset management reasons whilst also reviewing the options for the longer-term.
14. Doing nothing is not an option, as both blocks have failed structural tests and investment is required to meet and sustain the Decent Homes standard. The risks posed by the structural defects have been mitigated in the short-term, but the blocks cannot remain occupied long-term as they are without the further significant investment outlined.
15. The current funding and policy environment also currently precludes an immediate regeneration scheme that would allow rehousing of residents in an acceptable time period.

16. An options appraisal has been carried out to look at the solutions for the blocks in the long-term. The result of this options appraisal is given in the summary table below.

Table 2: Summary of Options Appraisal

Options	Description	Considerations	Estimated costs
Option 1	Decant both blocks as soon as practically possible,	<p>Provides a long-term safe housing solution for all residents.</p> <p>Further work needed on the availability of alternative housing stock for rehousing.</p> <p>Will cause substantial impact to residents in rehousing.</p> <p>Avoids further additional significant sunk costs and prevents reduction of funding for other housing stock in the borough.</p>	£16.67m
Option 2	Decanting one of the blocks and invest in retaining safe occupation of the other until a regeneration scheme can be mobilised (c.4 years)	<p>Reduces the need for permanent decant accommodation for half of the residents.</p> <p>The decanted block could be utilised to temporarily house residents of the blocks during the strengthening works to limit pressures on the rest of the council's housing stock.</p> <p>Substantial impact for all residents in decanting off-site and those remaining on site but required to decant to vacant block temporarily whilst strengthening works underway. Further disruption to residents once regeneration scheme has been implemented.</p> <p>Significant investment which does not improve the fabric of the blocks or address some of the urban design issues contributing to anti-social behaviour.</p> <p>Reduces available funding for</p>	£25.62m

		repair and maintenance across wider council stock.	
Option 3	Undertake the required works to both blocks and retain pending regeneration scheme (est. 4 years to commence)	<p>A viable regeneration scheme has not yet been identified.</p> <p>Alternative accommodation would be required to allow for the phased decant for structural works to 2 blocks (circa 36 properties per block at a time).</p> <p>Substantial impact on residents both during decant phase and for those remaining in situ during the works to other homes in their block.</p> <p>Significant investment which does not improve the fabric of the blocks or address some of the urban design issues contributing to anti-social behaviour.</p> <p>Reduces available funding for repair and maintenance across wider council stock.</p>	£40.05m
Option 4	Invest and Retain Blocks long term	<p>Alternative accommodation would be required to allow for the phased decant for structural works to each block (circa 36 properties per block at a time).</p> <p>Substantial impact on residents both during decant phase and for those remaining in situ during the works to other homes in their block.</p> <p>Significant investment which does not improve the fabric of the blocks or address some of the urban design issues contributing to anti-social behaviour.</p> <p>Reduces available funding for repair and maintenance across wider council stock.</p> <p>Significant investment which</p>	£52.94m

		does not improve the fabric of the blocks or address some of the urban design issues contributing to anti-social behaviour.	
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17. A resident audit was undertaken in December 2022 which has provided a good understanding of the housing need of residents currently living in the blocks. A summary of the findings from this audit is given in Tables 3 and 4 below.

Table 3 – Summary of Existing Tenure

Block	Secure Council Tenants	Resident Leaseholders	Non-Resident Leaseholders	Total Residents in Situ
Cheshire	69	16	11	96
Shropshire	85	8	6	99

Table 4 - Summary of Housing Need for Residents in Shropshire and Cheshire Houses

Housing Need	Properties Needed (%)
General Needs Properties	
1 bed property	35%
2 bed property	35%
3 bed property	26%
4+ bed property	4%
Total Properties¹	100%

18. The results of a four-week consultation period throughout February and March identified a number of concerns in relation to living on the estate currently. These included:

- Anti-social behaviour and general safety
- Concerns with the quality of homes and communal facilities consistent with the investment required
- Problem with lifts and general maintenance of shared spaces
- Number of properties in overcrowded conditions
- Waste in communal areas

19. Further, through the consultation, residents also raised a number of concerns and considerations related to their potential re-housing off the estate. These included:

- The timeline for moving
- The choice residents will have in their re-housing
- Leaving the area and/or friends/neighbours/support networks

¹ Housing needs data gathered via tenancy audits conducted in December 2022.

- Opportunities for adult children to have their own home
- Length of time it might take to refurbish the blocks if not decommissioned

Table 5: Detailed assumptions for the leaseholder buybacks and tenant decants

Item Cost	Anticipated Cost
Secure Tenant disturbance payments	£2,500 per eligible tenant. There are currently c.155 secure tenants residing across the two blocks. There are a number of tenants who have already been rehoused under management transfer provisions from Cheshire and Shropshire House who will also receive payments retrospectively.
Secure Tenant home loss payments	£7,800 per eligible tenant (based on the current rate set annually by the Government). There are currently c.155 tenants residing across the two blocks. There are 8 tenants who have already been rehoused from Cheshire and Shropshire House who will also receive payments retrospectively.
Resident Leaseholder home loss payments	10% above the independent market valuation of existing homes. There are currently 24 resident leaseholders across the two blocks.
Resident Leaseholder disturbance payments	The Council will cover all the reasonable costs associated with resident leaseholders moving off the estate. This includes reasonable costs incurred such as moving costs and reconnecting appliances etc. There are currently 24 resident leaseholders across the two blocks.
Non-Resident Leaseholder home loss payment of 7.5%	7.5% above the independent valuation of existing homes. There are currently 17 non-resident leaseholders across the two blocks.
Communication and Engagement Materials and Costs	Assumed £2,000 per year
Council Surveyor Costs for Buybacks	Assumed £1,000 per leasehold property
Costs related to leaseholders seeking RICS Surveyor and independent Leaseholder Financial Advice services	Assumed £1,500 per leasehold property.
Council legal fees for conveyancing	Assumed £1,500 per leasehold property
Leaseholders' legal fees	Assumed £3,600 per leasehold property
Stamp Duty payable by the Council on Buybacks	Based on current estimated values of the existing homes.
Stamp Duty for onward purchases	Based on current estimated values of the existing homes and estimated take up for landlords.

Shared Equity	Based on an indicative allowance for a limited number of cases identified as in need of additional financial support through the Exception Panel.
Costs involved in repairing properties to safe standard whilst residents remain	Assumed £6,000 a month based on last year's repairs data for Shropshire & Cheshire Houses
Costs involved in securing void properties when they become empty.	Assumed average of £1,000 per unit for Sitex costs.
Wider Council Decant Costs	An indicative allowance for progressing the Initial Demolition Notice, G10 and Compulsory Purchase Order

Preferred Option and Reasons for Preferred Option

20. Based on the options appraisal undertaken (Table 2), and the feedback from residents the conclusion drawn is that Option 1, decanting both blocks as soon as possible, is the preferred and only viable and feasible option.
21. This will reduce the disruption for residents and the requirement for extensive council investment in the two blocks in the short-to-medium term (as well as significant contribution towards those costs from leaseholders which is likely to be unaffordable) and prevent the significant disruption to residents that would be required during the period of works to make the buildings safe and, for options 2 and 3, the further disruption associated with future regeneration. It will ensure residents can be moved as soon as possible to safe and suitable accommodation off-site. By making this decision the Council has responded as quickly as possible to concerns from residents about the uncertainty around the future of the blocks.
22. This will also prevent the concentration of council expenditure in basic repairs on Cheshire and Shropshire House at the expense of repairs needed across other council homes in the borough. It will also allow the appropriate time for a longer-term regeneration scheme to be identified that is feasible and viable.
23. The preferred option of decommissioning both blocks will require the re-housing of all remaining secure tenants in the blocks into suitable accommodation off-site that meets their individual housing needs or circumstances and the buying back of leaseholder properties.
24. If the preferred option is agreed, then the process of matching tenants to alternative suitable accommodation off-site will follow the council's Allocations Policy.
25. In addition, and to provide the greatest range of choice for tenants with their re-housing options, it is recommended that the Council's Choice

Based Lettings service will be deployed allowing residents to bid for available properties suited to their needs. Due to the imminent re-housing requirement of residents of Cheshire House and Shropshire House, that will be created by a decision to pursue the preferred option, these residents will be given priority weighting in the bidding process to enable a timely and suitable move for each.

26. A Resident Audit was carried out in December 2022, complemented by a four-week consultation period across February and March 2023, which has provided a rich set of up-to-date information about residents' individual housing needs.
27. A pipeline of properties for re-housing tenants has also been explored through holding voids and future handovers, leading to an estimation of being able to re-house all residents into alternative council housing within a year. This is subject to residents bidding for available properties. Should residents not be successful in securing a new home through the Choice-Based Lettings programme within 12 months, then they will be provided with a direct offer of an alternative home.
28. An 'Initial Demolition Notice' will be served on the two blocks under s138A of the Housing Act 1985 which will prevent the completion of any further Right to Buy applications. It is also intended to commence preparation of a G10 possession process to ensure that the Council is able to secure vacant possession as a last resort and within a reasonable timeframe.
29. If the preferred option is progressed and subject to approval by full Council, it will also enable the Council to commence discussions with the leaseholders regarding buying back their properties. It is also proposed that the Council prepare, in parallel with G10, Compulsory Purchase Order requirements [under section 17 of the 1985 Housing Act] to ensure that the Council is able to secure vacant possession of the third-party interests in the block as a last resort and within a reasonable timeframe.
30. To support this process, provide certainty to residents and a strong evidence base for any future possession actions, a fair, clear and consistent offer to residents, both secure tenants and leaseholders, has been developed. An outline of this offer is included in Appendix A.
31. The residents' offer will ensure that secure tenants and resident leaseholders are appropriately compensated for the disruption to their lives by being asked to move off-site as well as ensuring they are provided with any support they might need with the move.
32. The offer to leaseholders will be made based on an assessment of market value as agreed by a RICS accredited surveyor and would not account for disrepair issues the block has – which will be a significant benefit to leaseholders who would otherwise need to make a considerable contribution to the works. The offer to leaseholders will also include home loss and reasonable disturbance payments in line with CPO requirements. The Council will also offer resident homeowners an opportunity to purchase a similar alternative council home on a lease swap basis where void units are available. Further, to address the needs of residents in financial hardship, subject to consideration by an Exceptions Panel (a process that is already in place on other schemes), alternative options, such as an off-site shared equity solution on a comparable alternative

property, or reversion to a council tenancy, will be considered on a case-by-case basis.

33. Once a decision is reached on the preferred option for the future of the blocks, a council engagement team will be deployed to support all residents throughout the period of re-housing. This will include:
 - Resident Engagement Officers deployed full-time to support council tenants across the two blocks with their housing options and moving home (which can be stressful and new for many – particularly the most vulnerable who may need additional support).
 - Access to legal and surveying costs associated with a buyback and financial advice for leaseholders to support their move to a new property.
34. Alongside the re-housing of all residents of both Cheshire and Shropshire House, an options appraisal for the future of the site will also need to be undertaken in consultation with the residents of Hereford and Leicester House and surrounding residents. This options appraisal will consider the demolition of Cheshire and Shropshire and the options for this site post-demolition. It is recommended that this options appraisal progresses at the same time as re-housing residents of Cheshire and Shropshire House to minimise the potential delay in progressing a scheme and reducing the disruption to surrounding residents.

Risks involved in Preferred Option

35. The decision to decant the blocks will require achieving vacant possession as soon as possible. Secure tenants will be given priority re-housing through the Choice Based Lettings scheme to provide the greatest level of tenant choice in re-housing. This may lead to a longer programme to re-house than would be the case through the management transfer process, but it enables residents to see the range of properties available and to bid for them. As noted above, the process will be supported by the serving of an Initial Demolition Notice and by G10 where required.
36. The relative weighting in favour of residents in Cheshire House and Shropshire House in the Choice Based Lettings system will reduce the availability of properties for those on the Housing Needs Register.
37. There are also currently 41 leaseholders across the two blocks. To achieve vacant possession, the council will need to agree the buyback of all leasehold homes within the same time period which will be supported by a CPO process, if required, should the Council not be able to reach agreement within a reasonable timeframe.

Relevance to Council Plans and Strategies

38. The council adopted a new [Council Housing Assurance Framework](#) in February 2023 in preparation for the new regulatory environment and proposed changes to the consumer regulation of social housing. This new Framework establishes transparency and oversight of the performance of the council's own housing and meets the council's corporate plan

objectives to ensure all residents, regardless of whether they are council tenants or housing association tenants, are provided with good homes in well-connected neighbourhoods and the creation or management of safe, healthy, and confident communities.

39. Enfield's [Housing and Growth Strategy](#) (2020-2030) has laid the foundations for significant new housing growth across the borough over recent years which is providing much needed new council homes for local residents. It is anticipated that this pipeline of new homes will need to be utilised to boost the supply of re-housing options for residents, in addition to existing council properties.
40. The council has an established [Housing Allocations Policy](#) which provides homes for residents with enduring needs and who cannot access housing independently. This enables us to ensure those in most need are prioritised for housing. Residents of Cheshire and Shropshire House will continue to be re-housed based on priority need in line with the Allocations Policy.
41. Further, the council operates a Choice Based Lettings Scheme in partnership with Registered Housing Providers operating in the borough. This enables residents on the council's housing register to search for and bid for properties available for social rent and/or London Affordable Rent in Enfield. Bids are based on a points-based system aligned to priority housing need. Should the preferred option to decant be agreed, it is recommended that all council tenants in Cheshire and Shropshire be given priority weighting on Choice Based Lettings to give them more surety in securing their choice of alternative home off-site.

Financial Implications

Summary

42. This report is proposing to approve expenditure to enable full decant of the Shropshire and Cheshire blocks, including the acquisition of leaseholder interests.
43. Shropshire House and Cheshire House are two 17-storey blocks, consisting of 204 homes. Shropshire House has 102 units with 89 tenants and 13 leaseholders and Cheshire House has 76 tenants and 26 leaseholders.
44. The Gas supply to Cheshire House was turned off in November 2022, since this time work has taken place to install a new electrical supply, boiler installations and asbestos removal for both blocks. These works are estimated to cost £2.5m and are included within the HRA approved capital programme.
45. Whilst these works resolve the short-term issues, significant investment is required in the long term. An options appraisal has been carried out to look at the solutions for the blocks in the long-term. These options are:
 - a. Option 1 - Decant both blocks

- b. Option 2 – Decant Shropshire House and invest (undertake works) in Cheshire House
- c. Option 3 - Undertake the required works to both blocks and retain pending regeneration scheme (est. 4 years to commence)
- d. Option 4 - Invest and retain blocks long term

Capital budget impact

46. The capital works costs associated with each option has been estimated as shown in the table below:

Works	Option 1	Option 2	Option 3	Option 4
	£m	£m	£m	£m
Structural Strengthening and Infrastructure works	0.00	9.55	19.09	19.09
Decent homes works (kitchens, bathrooms etc)	0.08	4.30	9.21	19.95
Building safety works	0.20	2.54	5.07	5.07
Contingency @20%	0.06	3.28	6.67	8.82
Total works cost	0.34	19.66	40.05	52.94

47. The preferred option (option 1) to decommission both blocks as soon as possible, will remove the need for such extensive expenditure but will still require investment to continue to secure the building in the short-term and to compensate residents for the disruption caused. The costs for option 1 will be funded from the existing capital budget.

48. The table below shows the full cost impact on both revenue and capital budgets for the preferred option 1:

	Revenue	Capital	Total
Expenditure:	£m	£m	£m
One Off:			
Leaseholder buybacks	0.00	12.53	12.53
Tenants decant costs	2.08	0.00	2.08
Security	0.24	0.00	0.24
Contingency @ 10%	0.23	1.25	1.48
Total One Off	2.55	13.78	16.33
On Going:			
Borrowing costs on capital (per annum)	0.68	0.00	0.68
Loss of rental income (per annum)	0.80	0.00	0.80
Reduction in Management & Maintenance costs (per annum)	-0.20	0.00	-0.20
Reduction in major works costs (per annum)	0.00	-0.20	-0.20

Total On Going	1.28	-0.20	1.08
Total Cost	3.83	13.59	17.42
Funded by:			
HRA reserves (current balance £17m)	3.83	0.00	3.83
Reduction in major works budget	0.00	10.00	10.00
Reduction in acquisitions budget	0.00	3.59	3.59
Total Funding	3.83	13.59	17.42

Funding

49. The one-off costs will be funded as follows:
- a. £13.78m capital expenditure will be funded from approved borrowing – the major works and acquisitions programme budgets will be reduced to these costs are affordable within the current HRA Business Plan
 - b. £2.55m revenue costs will be funded from HRA reserves, the balance is £17m, with minimum reserve levels held at no less than £6m.
50. The on-going costs of £1.08m per annum will be funded as follows:
- a. Revenue efficiency savings will be made – these will include reduction in Management & Maintenance costs, reduced capitalisation on Development and Estate Regeneration projects and Civica Implementation
 - b. HRA reserves will be used if there is a shortfall in these efficiencies.

Leaseholder Offer

51. There are currently 41 leaseholders in-situ. Leaseholder buyback offer will be based on market value with statutory home loss compensation offered at 10% for resident and 7.5% for non-resident leaseholders. In addition, there will be disturbance compensation to cover the costs of solicitor fees and stamp duty costs.
52. For resident leaseholders who are unable to afford to buy a similar property off the estate, the council will consider a shared equity approach. This would see the leaseholder put the equity share, current mortgage, and home loss payment towards the cost of a comparable property. The Council will then purchase the remaining equity share of the property that the homeowner is unable to purchase. The leaseholder would not pay rent on the share they do not own but would be responsible for any service charges related to the property.
53. An allowance of £2.3m for the shared equity option has been included within the leaseholder buybacks costs in the table above. This allowance is based on 24 resident leaseholders, with the Council equity share averaging at 35% of the property value, this is an average of £95k per property. The equity share would go up in value over time and when sold, could offset some or all of the preceding interest cost.

Revenue budget impact

54. This block generates c. £803k rental income per annum, once the blocks have been fully decanted this will create a pressure in the revenue budget. However, this will be partly offset by the reduction in the on-going management and maintenance costs associated with these blocks.
55. The blocks will incur tenant homeless (£7.8k per tenant) and disturbance payments (£2.5k per tenant), council tax on the void properties and security costs, these costs are included within the table above.

Borrowing Impact

56. Borrowing of £13.78m is required to buyback the leaseholders in these blocks, the annual borrowing costs will be £680k based on a 5% borrowing rate

Taxation

57. As these buybacks are not eligible to be supported by grant or RTB receipts subsidy, SDLT (Stamp Duty Land Tax) will be payable, these costs are included in the table above.

Future

58. Options on the future of these blocks are in discussions and a further paper will propose the next steps.

Legal Implications

59. The Council has the power to proceed with the recommendations by virtue of the general power of competence under section 1 of the Localism Act 2011, which provides the Council with the power to do anything that individuals generally may do. Section 111 of the Local Government Act 1972 enables the Council to do anything which is calculated to facilitate, or is conducive to or incidental to, the discharge of any of its functions, whether or not involving expenditure, borrowing, or lending money, or the acquisition or disposal of any rights or property.
60. Section 105 of Part IV of the Housing Act 1985 provides that the Council must consult with all secure tenants who are likely to be substantially affected by a matter of Housing Management. Section 105 specifies that a matter of Housing Management would include a new programme of maintenance, improvement or demolition or a matter which affects services or amenities provided to secure tenants and that such consultation must inform secure tenants of the proposals and provide them with an opportunity to make their views known to the Council within a specified period. Section 105 further specifies that before making any decisions on the matter the Council must consider any representations from secure tenants arising from the consultation. Such consultation must

therefore be up to date and relate to the development proposals in question.

61. Section 137 of Part V of the Housing Act 1996 makes it a requirement for introductory tenants to be consulted who are likely to be substantially affected by a matter of housing management, identical to the Section 105 above.
62. It is noted that the serving of the Demolition Notices is required to prevent future right to buy requests. The blocks are currently occupied by tenants and leaseholders of the Council. The secure tenants have a legal right under Section 105(1) and (2) of the Housing Act 1985 (as amended) (the 'HA 1985') to be consulted on matters of housing management which includes any development proposal resulting in potential displacement of tenants or demolition.
63. The Council may suspend the right to buy by serving the secure tenants with an Initial Demolition Notice under section 138A of the HA 1985. It must contain the information set out in Schedule 5A of the HA 1985 stating that the Council intends to demolish the dwelling-house or the building containing it and setting out the reasons why the Council intends to demolish the premises. The Initial Demolition Notice must specify a reasonable period being no more than 7 years after the date of service of the notice within which the Council intends to demolish the premises. An Initial Demolition Notice will prevent named properties from being acquired from the Council through Right to Buy as the Council is not obliged to sell the properties to the tenants.
64. In order to obtain vacant possession of properties let under secure tenancies, the Council must show that it intends within a reasonable time to demolish or reconstruct the building or part of the building comprising the dwelling-house, or to carry out work on that building or on land let together with, and thus treated as part of, the dwelling-house and cannot reasonably do so without obtaining possession of the dwelling-house.
65. Ground 10 of Schedule 2 Housing Act 1985 states that in order to obtain vacant possession of properties let under secure tenancies, the Council must show that it intends within a reasonable time to demolish or reconstruct the building or part of the building comprising the dwelling-house, or to carry out work on that building or on land let together with, and thus treated as part of, the dwelling-house and cannot reasonably do so without obtaining possession of the dwelling-house.
66. If, exceptionally, the proposals to demolish following the service of an Initial Demolition Notice, the Council can withdraw a notice by service of a revocation notice; followed by the Final Demolition Notice which is valid for up to two years (with possible extension subject to the consent of the Secretary of State).
67. It is noted the Council intends to use compulsory purchase powers to help with the proposed demolition. The Council has numerous powers available under Housing legislation to make a compulsory acquisition of any land in their area. There is further a general power under the Town and Country Planning Act 1990. The further preparatory work for the proposed CPOs should take into account the Government Guidance on Compulsory Purchase (Guidance on Compulsory Purchase and the Crichel Down

Rules published in February 2018 by the Ministry of Housing Communities and Local Government (updated July 2019) in order to decide the most appropriate power to use.

68. It is noted that the Council's rehousing options, financial compensation and general processes in relation to council tenants relocating, are set out in the Council's offer document.

Equalities Implications

69. A full EQIA has been undertaken (see Appendix B). This has concluded that the preferred option does not impact differentially on any protected characteristic groups.
70. The potentially adverse impacts, to all groups, of being re-housed will be mitigated through a strong resident offer that reflects the offers elsewhere and ensures all residents are provided with the support they need to move to an alternative home off site.
71. Pursuing Option 1 of re-housing all secure tenants provides an opportunity to match residents with their current housing needs and provide with suitable alternative accommodation.
72. A Resident Audit and a four-week consultation period already undertaken has provided detailed understanding of residents' accommodation needs and lifestyle considerations which will be factored into the re-housing programme for the estate.

Environmental and Climate Change Implications

73. The preferred option for Cheshire and Shropshire House requires the decommissioning and decanting of both blocks.
74. The longer-term options for the two blocks, including potential demolition or rebuild will be determined through a robust regeneration appraisal which will take full account of the embodied carbon considerations when assessing the potential options.
75. Should the preferred option be pursued, the project team will engage with Enfield's [Excess Materials Exchange](#) Scheme to explore the potential for repurposing the equipment recently installed in the blocks (e.g., electric boilers), as well as working with the original installers and suppliers to investigate possible 'take-back' or re-installation schemes.
76. The Excess Materials Exchange (EME) Scheme embeds circular economy principles into the design, sourcing, specifications, use and re-use of construction materials, components, and buildings to bring benefits to carbon emissions, traffic reduction, resource scarcity, waste reduction, local businesses, employment, skills, and the quality of design. The intention is that this drives down embodied carbon and informs circular economy statements.
77. The project team will also continue to engage with the EME scheme in consideration of the longer-term options for the blocks, to explore the potential for the re-use and repurposing of any materials should any

decision be taken to dismantle the buildings, wholly or in part. In assessment of the longer-term options, the Whole-life Carbon of the options will also be taken into account.

Public Health Implications

78. The preferred option of decommissioning Cheshire and Shropshire House is to ensure safe and comfortable longer-term accommodation for all residents across the two blocks.
79. Residents living in the blocks currently have reported dissatisfaction with living conditions on the estate and concerns with anti-social behaviour and crime.
80. Through re-housing to safe and secure homes off the estate, it is anticipated that residents' well-being and quality of life will be significantly improved.

Crime and Disorder Implications

81. Residents living in the existing blocks have reported regular disturbances from crime and disorder. Moving residents to new properties off the estate through the Choice Based Lettings process will reduce this impact on them.
82. Plans are currently being developed to secure each property as it becomes vacant and 24-hour security will remain in place until all properties are empty to ensure remaining residents remain safe and secure whilst in situ. This is likely to include boarding up each property and fixing with anti-tamper screws, disconnecting electric and water supplies to all void properties. Weekly inspections of the block will also be undertaken.
83. Once both blocks are fully vacant, each block will be secured by Harass fence and a 24-hour, 7 day a week security patrol will be instructed.
84. Any longer-term proposals for the estate will need to address the urban design of the estate to encourage a safer environment that discourages anti-social behaviour and crime.

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Appendices

- A. Proposed Resident Offer
- B. Equality Impact Assessment

APPENDIX A: SHROPSHIRE HOUSE AND CHESHIRE HOUSE – PROPOSED RESIDENTS OFFER

INTRODUCTION

If a decision is taken to re-house residents from Cheshire and Shropshire House, then a clear and transparent offer to all tenants and leaseholders will need to be communicated from the outset.

Based on Government policy, best practice in estate regeneration and examples from elsewhere in the borough, the following draft resident offer has been developed to support Cabinet in deciding whether to support the preferred option of re-housing residents as put forward to the meeting on April 19th, 2023. This offer reflects the specific circumstances at Shropshire and Cheshire House.

COUNCIL TENANTS

Tenancy: Residents re-housed into another council property, the Council will still be the landlord, and residents will still have a secure lifetime tenancy, with accrued Right-to-Buy years protected.

Rents: Secure council tenants currently pay a social rent. A move to existing Council stock would see secure tenants continue to be charged at Council social rent levels and their rents will be set in the same way. There is a very limited supply of new build homes coming available and these are charged at London Affordable Rent levels which are low but not likely to be as low as the existing rent of social tenants. As such, an offer to re-house in a new build property will be subject to an affordability assessment to make sure social tenants can sustain the tenancy and it is the right decision for them.

Compensation: If the decision is made to decant the blocks, Secure Tenants will be entitled to a statutory Home Loss payment which currently stands at £7,800 (this amount is set by the Government and reviewed annually). They will also receive a Disturbance Allowance of up to £2,500 to cover other costs associated with moving such as: redirection of mail; the connection of appliances; etc. For residents moving since December by way of a Management Transfer and before the decision is made to decant, we will backdate the payments minus any support costs we may have incurred in helping them to move.

Homes that reflect need: The Council will be carrying out a Housing Needs Assessment to determine the housing need of the existing Secure Tenants. This will take into consideration medical needs and household occupation.

Under occupiers needs +1: If following the Housing Needs Assessment, it is determined that a household requires a home smaller than its current one, the Council will provide Secure Tenants with the option of an additional bedroom above their housing need. We offer the following incentives to these qualifying Secure Tenants that wish to downsize to a home that meets their need which equates to £1,250 for giving up 1 x room, £2,000 for giving up 2 x rooms, £2,500 for giving up 3 x rooms and £3,000 for giving up a four bedroom or larger property

Support with the move: The Council will offer a wide range of support to help all Secure Tenants move into their new homes. The reasonable costs of this will be covered by the Disturbance Allowance.

Compensation for work undertaken on property: Secure Tenants who can provide evidence of permitted work done on their homes, at their own expense, can claim reasonable compensation. The level of compensation will be assessed and will depend on how long ago the work was carried out.

Rent Arrears: Any rent arrears will be deducted from the home loss compensation payment.

RESIDENT LEASEHOLDERS

Homes independently valued: The Council will pay for an independent market valuation of Leaseholders homes that does not account for the disrepair issues in the block. This will be carried out by an Independent Royal Institute of Chartered Surveyors to make sure it is accurate and fair.

Home loss compensation: The Council will pay resident leaseholders 10% above the independent market valuation of their existing home as a Home Loss payment.

Resident Leaseholders Disturbance Compensation: The Council will cover the reasonable costs associated with moving off the estate. This includes solicitors' fees and Stamp Duty related to the purchase of a comparable home, appointing their own independent surveyor, moving costs, and reconnecting appliances.

Officer support: Resident leaseholders will receive specialist support from the council's Property Acquisitions Team who will guide them on the process for selling their home, purchasing a new home and the move.

Lease Swap: to support residents who wish to purchase an existing Council-owned home elsewhere in the borough, the Council will offer a lease swap on a comparable home of a similar value (where the existing lease is ported over) and where the 10% home loss payment should be used where required.

Exceptional circumstances: For resident leaseholders who are unable to afford to buy a similar property off the estate or take advantage of the Lease Swap offer, the council will consider a shared equity approach which would be subject to approval by an Exceptions Panel. This would enable a resident leaseholder to put the equity of their current property, plus their existing mortgage (if obtainable) and their 10% Home Loss payment towards the purchase of another comparable property within the borough. In this option the council would be paying for, and owning, the remaining equity share that the homeowner is not able to purchase. The leaseholder would not be required to pay rent on the share they did not own but would be responsible for any service charges, maintenance, insurances, etc. The council's equity share would be repaid once the home is sold in the future.

For resident homeowners unable to access any reasonable homeownership options due to being in financial difficulty or assessed as vulnerable, the council will provide additional support and their rehousing will be in line with the Housing Allocations Policy.

NON-RESIDENT LEASEHOLDERS

Homes independently valued: The Council will pay for an independent market valuation of Leaseholders homes that does not account for the disrepair issues in the block. This will be carried out by an Independent Royal Institute of Chartered Surveyors to make sure it is accurate and fair.

Home Loss compensation: The Council will pay non-resident leaseholders 7.5% above the independent market valuation of their existing home as a Home Loss payment.

Non-Resident Leaseholders Disturbance Compensation: The Council will cover reasonable costs associated with terminating any existing tenancy(ies), solicitors' fees related to the purchase and appointing their own independent surveyor and costs associated with purchasing a replacement investment property (i.e., SDLT up to the value of the existing home).

APPENDIX B - 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 e.g., 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	Future of Shropshire and Cheshire House
Team/ Department	Housing and Regeneration
Executive Director	Sarah Cary, Joanne Drew
Cabinet Member	Cllr George Savva
Author(s) name(s) and contact details	Joanne Drew, Joanne.drew@enfield.gov.uk
Committee name and date of decision	19 th April 2023

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?

Shropshire House and Cheshire House are two 17-storey blocks, comprising 204 homes, located on the Shires Estate in Edmonton. Built in the 1960s, the blocks have become increasingly difficult and costly to maintain due to their form of construction.

The discovery of a gas leak in November 2022 led to immediate interruption of gas supply followed by an intensive period of emergency works. While necessary works to ensure the return of a safe heating supply for all residents have been completed, significant additional investment is required to minimise the disruption to residents and secure the long-term safety of the blocks.

Proposed change

An option appraisal has been carried out to look at the solutions for the blocks in the long-term. As set out in the cabinet report, the option appraisal concludes that decanting both blocks as soon as possible is the preferred and only viable option.

Reasons for change

Doing nothing is not an option, as both blocks have failed structural tests. While the risks posed by the structural defects have been mitigated in the short-term, the blocks cannot remain occupied in the long-term without further significant investment. As outlined in the cabinet report:

- It is unviable to retain the buildings as the investment costs outweigh future revenue streams.
- The current funding and policy environment precludes an immediate regeneration scheme that would allow rehousing of residents in an acceptable timeframe.
- Residents are overwhelmingly in favour of re-housing assuming suitable

accommodation is provided off-site

Expected outcomes

The preferred option of decommissioning both blocks will require the re-housing of all remaining residents in the blocks into suitable accommodation off-site. Pursuing this option provides an opportunity to match residents with their current housing needs and provide suitable alternative accommodation that meets their individual circumstances.

A Housing Needs Survey and a four-week consultation period already undertaken has provided detailed understanding of residents' accommodation needs and lifestyle considerations which will be factored into the re-housing programme for the estate.

The Residents' Offer is intended to support all residents, tenants, and leaseholders, to mitigate the disruption to their lives and ensure they receive all the support they need to find an alternative home off-site.

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 (e.g., 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.

Approximately 40% of registered tenants who responded to the housing needs survey are over 55 years old.

☺☺☺

Elderly residents are likely to be negatively impacted by the decision to decant the blocks, but positively assisted through the re-housing offer.

Re-housing is likely to have stronger effects on elderly residents as they are more likely to experience mental health difficulties or physical disabilities. The rehousing offer will seek to prioritise vulnerable households, including elderly residents.

Older residents might find moving to a new home more difficult, especially if they require adaptations to their home. Those needing adapted homes will benefit from being given priority to move to a new home which is suitable to their needs.

Older tenants are more likely to be under-occupying their home. These tenants are likely to be required to move to a smaller home. Payments for down-sizing will be available to incentivise re-housing. Compared to other age groups, residents over 65 years old are not subject to restrictions of the number of bedrooms that can be paid for through benefit.

For school-age children, a move to a different home, off the estate, could be particularly disruptive if the move would require changing schools. Approximately 27% of residents in Cheshire House and 20% of residents in Shropshire are of school age (5-18 years). These children could be adversely impacted by being re-housed if the new property takes them away from the catchment area for their current school.

Mitigating actions to be taken

Consultation has already begun to understand more about the concerns and needs of residents living in Cheshire and Shropshire House. This intelligence will be used to ensure the right support mechanisms are put in place to ease the transition of residents from their existing home to their new home and the re-housing offer will seek to support vulnerable residents to secure alternative homes that match their individual needs and circumstances.

Additional priority to remain in the local area will also be given to residents with Special Educational Needs who receive high quality support from the schools they currently attend.

The council team will begin engagement with the local schools immediately upon decision to progress with the preferred option of re-housing residents.

The effects of re-housing will be in part offset by individual support provided to each household, including disturbance and home loss compensation.

As highlighted in the cabinet report, a council engagement team will be deployed to support residents throughout the period of re-housing.

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.

Residents with disabilities are under-represented among households in the blocks (i.e., less than 1% of the respondents of the resident audit self-identified as having a disability).

Residents with disabilities are likely to be negatively impacted by the decision to decant the blocks, but positively assisted through the re-Housing Offer.

Residents with mental health needs and learning disabilities may find moving to a new home more difficult, especially if moved outside their current area. Similarly, households that require adaptations to their home may find it more difficult to find substitute properties in the local area.

In line with the statutory duties of the Council, the Re-Housing Offer will offer priority for vulnerable households, including residents with disabilities.

Mitigating actions to be taken

Consultation has already begun to understand more about the concerns and needs of residents living in Cheshire and Shropshire House. This intelligence will be used to ensure the right support mechanisms are put in place to ease the transition of residents from their existing home to their new home and the re-housing offer will seek to support vulnerable residents to secure alternative homes that match their individual needs and circumstances as far as possible.

The consultation is being held on site to make it as accessible as possible for residents to engage in, this includes door-knocking for those residents who may struggle to visit the on-site office or engage with any of the online or written material. Individual communication needs are also being monitored by the engagement team to ensure any particular requirements are addressed.

The effects of being required to move will, in part, be offset by support being given to each household, including financial help with the costs of moving, and the Council applying priority for vulnerable households.

Additional priority to remain in the local area will also be given to residents with Special Educational Needs who receive high quality support from the schools they currently attend.

A council engagement team including will be deployed to support residents throughout the period of re-housing.

Gender Reassignment

This refers to people who are proposing to undergo, are undergoing, or have undergone a process (or part of a process) to reassign their sex by changing physiological or other attributes of sex.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on transgender people?

Please provide evidence to explain why this group may be particularly affected.

There is a lack of available data in this area. However, we do not believe that the decision to decant the blocks will have a differential impact (positive or negative) on transgender people. The Re-housing Offer will be made based on need rather than household characteristics.

Mitigating actions to be taken

Consultation has already begun to understand more about the concerns and needs of residents living in Cheshire and Shropshire House. This intelligence will be used to ensure the right support mechanisms are put in place to ease the transition of residents from their existing home to their new home.

We will monitor the implementation of proposed change to ensure that the decision to decant Shropshire House and Cheshire House will not have a differential impact on people or households with protected characteristics, including transgender people.

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 decommissioning of the two blocks will not have a differential impact (positive

or negative) on people in a marriage or civil partnership. The re-housing offer will be made based on needs rather than household characteristics.

Mitigating actions to be taken

We will monitor the implementation of proposed change to ensure that the decision to decant Shropshire House and Cheshire House will not have a differential impact on people or households with protected characteristics.

Pregnancy and maternity

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on pregnancy and maternity?

Please provide evidence to explain why this group may be particularly affected.

The Council does not hold data on pregnancy and maternity among its tenants and leaseholders; however, preliminary data can be derived through current engagement with tenants and leaseholders about their current circumstances. This data indicates that approximately 3% of residents in the two blocks are under 5-years old.

The decision to decommission the blocks is likely to be more disruptive to pregnant women, those with young children, and single mothers. Pregnant women and young parents may rely on family members and friends living locally to provide care and support. These residents may also benefit from local facilities and services for expectant parents, parents, and single parent households.

The re-housing Offer will be based on resident needs, the change will allow the households who have recently increased their family size to move to an appropriate size home.

Mitigating actions to be taken

Consultation has already begun to understand more about the concerns and needs of residents living in Cheshire and Shropshire House. This intelligence will be used to ensure the right support mechanisms are put in place to ease the transition of residents from their existing home to their new home.

The effects of re-housing will be in part offset by individual support provided to each household, including disturbance and home loss compensation. Where possible, the Council will match the household's preference regarding the location of the new home, and additional priority will be given to vulnerable households. If required, households with young children will be given the opportunity to move into an appropriate size home to avoid overcrowding.

A council engagement team will be deployed to support residents throughout the

period of re-housing.

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.

[OBJ]

BAME communities are disproportionately represented in the tenant and leaseholder population of the estate and there may be specific cultural ties, such as businesses and community groups locally that cater for specific cultural needs of residents of a particular race or ethnicity. There are a number of known Turkish and Somali speaking tenants in the blocks who require translation services.

The re-housing offer will be made based on needs rather than household characteristics.

Mitigating actions to be taken

Consultation has already begun to understand more about the concerns and needs of residents living in Cheshire and Shropshire House. This intelligence will be used to ensure the right support mechanisms are put in place to ease the transition of residents from their existing home to their new home.

The effects of re-housing will be in part offset by individual support provided to each household, including disturbance and home loss compensation

A number of measures will be taken to ensure that BAME applicants are not disadvantaged including:

- Providing appropriate advice and assistance
- Translating documents on request
- Having an interpreter present in key engagement activities
- Providing information in other formats on request

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.

[OBJ]

The decommissioning of the blocks is likely to have a greater impact on residents who go to a specific place of worship or are part of a religious community.

There are a number of churches, mosques, and prayer facilities in close proximity to Cheshire and Shropshire Houses that tenants, and leaseholders may frequent.

Where possible, the Council will support the residents to remain in the local area.

Mitigating actions to be taken

Consultation has already begun to understand more about the concerns and needs of residents living in Cheshire and Shropshire House. This intelligence will be used to ensure the right support mechanisms are put in place to ease the transition of residents from their existing home to their new home.

We will monitor the implementation of the proposed change to ensure that the decision to decant Shropshire House and Cheshire House will not have a differential impact on people or households with protected characteristics.

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.

Women are over-represented among households in the blocks. Approximately 59% of respondents of the resident audit are women.

Moving home will be more disruptive to households with children, who may have to make alternative arrangements for schooling. These changes are more likely to affect single mothers who may have support networks in place in the local area, benefit from local facilities aimed at single parent households, and benefit from proximity to work arrangements. We know that most single parent households in Enfield are led by women, and so it is reasonable to expect that this change could have an adverse impact in relation to this protected characteristic.

Where possible, the Council will match the household's preference regarding the location of the new home, and additional priority will be given to

vulnerable households.

Where possible the Re-Housing Offer will allow households who are over-occupying to move to an appropriate size home.

Mitigating actions to be taken

Consultation has already begun to understand more about the concerns and needs of residents living in Cheshire and Shropshire House. This intelligence will be used to ensure the right support mechanisms are put in place to ease the transition of residents from their existing home to their new home.

The effects of re-housing will be in part offset by individual support provided to each household, including disturbance and home loss compensation. Where possible, the Council will match the household's preference regarding the location of the new home, and additional priority will be given to vulnerable households.

The council will also begin pro-actively engaging with the schools serving the area to ensure families with school-age children are supported to retain their school access when re-housed.

If required, the Re-Housing Offer will allow households who are over-occupying to move into appropriate size home.

A council engagement team will be deployed to support residents throughout the period of re-housing.

Sexual Orientation

This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people with a particular sexual orientation?

Please provide evidence to explain why this group may be particularly affected.

The decommissioning of the two blocks will not have a differential impact (positive or negative) on people with a particular sexual orientation as allocations will be made based on need rather than household characteristics.

Mitigating actions to be taken

Consultation has already begun to understand more about the concerns and needs of residents living in Cheshire and Shropshire House. This intelligence will be used to ensure the right support mechanisms are put in place to ease the transition of residents from their existing home to their new home.

We will monitor the implementation of the proposed change to ensure that the

decision to decant Shropshire House and Cheshire House will not have a differential impact on people or households with protected characteristics.

Socio-economic deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g., unemployment, low income, 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.

c.80% of residents in Cheshire and Shropshire Houses are social housing tenants, with the remaining c.20% leaseholders. A decision to decant the blocks could lead to adverse impacts on residents in relation to the costs associated with moving house. Residents could also be adversely impacted if they cannot afford to rent or buy an alternative home off the estate.

Further, those on lower incomes, or in more unstable employment conditions, may be reliant on specific transport connections to access their place(s) of employment and/or on friends and family to support childcare or other caring responsibilities.

Mitigating actions to be taken.

Consultation has already begun to understand more about the concerns and needs of residents living in Cheshire and Shropshire House. This intelligence will be used to ensure the right support mechanisms are put in place to ease the transition of residents from their existing home to their new home.

A resident offer will put in place upon the decision to decant the blocks which is designed to safeguard residents from the above adverse impact.

This will include:

- Social housing tenants being offered an alternative home on the same tenancy agreement (and rent) as their current home if they move to an existing council property. Should a resident choose to be relocated to a new build property that is only available on London Affordable Rent, then the council will undertake an affordability assessment before confirming the offer, to ensure that resident will not be put at risk of being unable to afford their rent.
- A disturbance payment and home loss payment will be given to all social housing tenants to cover the costs of moving house.
- For resident leaseholders, the council will purchase the property at 10% above the independent valuation of existing homes. The Council will also cover all the reasonable costs associated with leaseholders moving off the estate. This includes solicitors' fees, moving costs and reconnecting appliances. For those resident leaseholders unable to afford to purchase an alternative property off the estate, the council is considering alternative options, such as offsite share equity, by exception.

Resident engagement underway will also seek to clarify the specific needs of residents in relation to work, caring responsibilities or other locational factors which will impact where a resident can move to and will try to match a re-housing offer in

line with those needs.

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 council's housing team has already begun to record the specific requirements and concerns of the residents of Cheshire and Shropshire Houses. This insight will be deepened through further engagement upon decision to decant the blocks and then used to form a baseline of need in re-housing.

The subsequent re-housing of residents will be informed by this information and the outcomes of each resident re-housed will be recorded on the central database and reported to the Director Housing and Regeneration and the Cabinet Member for Social Housing on a weekly basis throughout the decant period.

The on-site engagement team will also ensure that the ongoing needs and concerns of residents remaining in situ during the decant period are monitored and addressed.

For resident leaseholders, engagement has begun already to establish personal circumstances that may require additional support for those residents in moving and/or buying a new property of the estate. Again, this will form the baseline from which progress in supporting such residents will be reported weekly to the Director Housing and Regeneration and the Cabinet Member for Social Housing.

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
Potential for adverse impacts on residents with additional needs being re-housed	Develop robust understanding of resident need and align to re-housing offer	Karen Lucas	May 2023	Existing staff time	
Language barriers may prevent residents from engaging with or being supported by the re-housing team	Ensure translation of documents available at all times and interpreters available at key engagement events	Karen Lucas	Throughout re-housing period	Existing staff time plus occasional translation services. An allowance of £2,000 a year has been provided within the budget for communication materials	
All residents may be at risk of adverse impacts through the re-housing	Ensure residents are supported through an on-site engagement team and through a resident offer that meets need and follows best practice.	Karen Lucas	Resident offer in place by May 2023. Engagement team available throughout re-housing period.	See cabinet report for full breakdown of costs involved in resident offer.	



London Borough of Enfield

Report Title	Local Government Association Corporate Peer Challenge report 2023: Enfield Council
Report to	Council
Date of Meeting	14 June 2023
Cabinet Member	Cllr Nesil Caliskan, Leader of the Council
Executive Director	Ian Davis, Chief Executive
Report Author	Shaun Rogan, Head of Corporate Strategy Shaun.Rogan@enfield.gov.uk
Ward(s) affected	All
Key Decision Number	Non-Key – report is for information
Classification	Part 1
Reason for exemption	Not applicable

Purpose of Report

1. The purpose of this report is to share the findings made by the Local Government Association (LGA) arising from their conducting a Corporate Peer Challenge (CPC) review of Enfield Council between 25 November 2022 and 28 November with Full Council and the agreed response of the local authority with elected members for noting.
2. The final CPC report produced by the LGA was published on 19 May 2023. It provides an independent summary assessment of the current operational position and outlook for the local authority conducted by a team of expert peers from local government. The full report can be found at Appendix 1.
3. The LGA has made ten recommendations to Enfield Council in the report and the local authority Executive Management Team has agreed an action plan to respond to those recommendations. The action plan can be found at Appendix 2.

Recommendations

- I. To note the contents of this report and its findings/recommendations as set out at Appendix 1.
- II. To note the agreed action plan of Enfield Council to meet recommendations made by the Local Government Association in its Corporate Peer Challenge report.
- III. To note that it is the intention of the Local Government Association Corporate Challenge peer assessment team to return to Enfield Council in October 2023 to conduct a 6-month progress review against recommendations made as set out in the action plan at Appendix 2.

Background

4. In summer 2022, Enfield Council approached the Local Government Association to request a Corporate Peer Challenge be undertaken at the local authority. This would be the first peer challenge of this nature conducted at the council and would be an opportunity to receive an independent evaluation of how the local authority is performing by an independent peer team of local government experts.
5. The Local Government Association's Corporate Peer Challenge (CPC) seeks to assist local authorities by bringing together political and managerial leadership using member and officer peers.
6. A CPC is not a formal inspection - it is a supportive but challenging 'critical friend' approach to help local authorities to celebrate strengths and identify areas for improvement. It is suggested that every local authority invites a CPC every four years.
7. The peer team considered the following five themes which form the standard core components of all corporate peer challenges.
 - Local priorities and outcomes – Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
 - Organisational and place leadership – Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
 - Governance and culture – Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
 - Financial planning and management – Do the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
 - Capacity for improvement – Is the organisation able to support delivery of local priorities? Does the council have the capacity to improve?
8. In addition to these themes, Enfield Council asked five specific questions:

- Given the transformational objectives in housing and regeneration – what are the peer team’s thoughts on how to configure our programmes given the current economic conditions and pressures?
 - We are transforming our planning service and welcomed the peer team’s views on how to enhance member-officer relationships.
 - Can the peer team provide their views on the approach to establishing and maintaining financial resilience?
 - How might LB Enfield increase positive outcomes for residents and improve customer experience?
 - How might LB Enfield gather and share data and information across the local authority to support evidence-based decision making?
9. Once the scope was agreed, in preparation for the peer challenge, a literature review was compiled by the local authority of relevant documentation and submitted to the LGA along with a newly drafted position statement set against the five main strategic areas covered by the peer challenge covers and a further ask from the local authority to consider specific areas of priority interest. These were customer service, digital and planning.
10. The peer team visited the borough between 25 and 28 November 2022. During this time, they conducted extensive engagement activities with officers at the local authority, elected members and a selection of statutory and non-statutory partners. The intention of this ‘face to face’ work was to add a further layer of understanding in addition to the assessment and analysis of the local authority operations as provided by the literature review and other external assessment data/materials the team had gathered to help build a comprehensive picture of the council and its operations. The peer team also conducted site visits to flagship housing and regeneration sites in Upper Edmonton to see capital projects in development and delivery.
11. Over the four-day period onsite at Enfield Council the peer team gathered information and views from more than forty meetings, including observing planning committee, in addition to further research and reading. It spoke to more than eighty people including a range of council staff together with members and external stakeholders.
12. Following the visit, the LGA peer team compiled a draft report which was agreed with the local authority and signed off in its final iteration in 2023. Shortly thereafter, a final draft action plan setting out the council’s commitment to meet the ten recommendations for further improvement set out in the report were agreed by the Executive Management Team and the LGA.
13. The final report and action plan were published on the council website on Friday 19 May 2023. This report is attached at Appendix 1.
14. The Corporate Peer Challenge process will conclude with a progress review meeting with the LGA that should take place six months after the publication of the final report and action plan. The meeting will consider progress made against the ten recommendations set out in the report and action plan.

15. The date for the progress review meeting is currently being finalised for October 2023.

Relevance to Council Plans and Strategies

16. The Corporate Peer Challenge report provides valuable independent evaluation of how the local authority is configured and sets out to deliver its strategic objectives for the residents of the borough. The commentary in the report and the recommendations made have relevance to all aspects of the present and new Council Plan as evidenced by the report and its recommendations.

Financial Implications

17. The Chief Finance Officer (CFO) welcomes the findings and recommendations of the report. The report recognises that the Council actively manages its finances and has a well-developed understanding of its financial position and of likely future challenges. The CFO also notes the key recommendation of creating strong communications routes to deliver timely and crucial information regarding the Council's financial position. In relation to the current financial challenges, the report goes on to state that the Council will need to have the ability to make timely, risk-based, collective, and difficult decisions. This is a useful and timely reminder as the Council moves into the new financial year and the next round of Medium-Term Financial Planning.
18. The majority of the recommendations arising from the LGA Corporate Peer Challenge report and action plan will be delivered within existing resources as part of day-to-day operations. However, it should be noted the restructures of Property and Planning (recommendations 9 and 10) will need to be delivered in line with savings within the Medium-Term Financial Plan as agreed in the 2023/24 Budget Report and will be covered in their own individual reports. Whilst recommendation 6 relates to the delivery of the Digital Services Strategy and the main body of the report refers to significant investment in digital, this has been subject to a separate Cabinet report 18th January 2023 "A Modern Council-Digital Business Portfolio Update (KD5573) and sets out the investment within the capital programme. These will be kept under review and monitored as part of the Council revenue and capital reporting process and updates provided to Cabinet in the regular Revenue and Capital Monitoring Reports.

Legal Implications

19. There are no legal implications arising from this report.

Equalities Implications

20. There are no additional equalities implications arising from the circulation of this report and the action plan set out in response which is for noting.

HR and Workforce Implications

21. There are no additional HR and Workforce Implications arising from this report and the action plan set out in response which is for noting.

Environmental and Climate Change Implications

22. There are no additional environmental and climate change implications arising from this report and the action plan set out in response which is for noting.

Public Health Implications

23. There are no additional public health implications arising from this report and the action plan set out in response which is for noting.

Property Implications

24. There are no additional property implications arising from this report and the action plan set out in response which is for noting.

Safeguarding Implications

25. There are no additional safeguarding implications arising from this report and action plan set out in response which is for noting.

Crime and Disorder Implications

26. There are no additional crime and disorder implications arising from this report and the action plan set out in response which is for noting.

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Appendices

Appendix 1: The Local Government Association Corporate Peer Challenge report on Enfield Council 2022-2023.

Appendix 2: The Enfield Council action plan in response to the ten recommendations made by the Local Government Association in its report as at Appendix 1.

Background Papers

None.

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LGA Corporate Peer Challenge

LB Enfield Council

22nd - 25th November 2022

Feedback report



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1. Executive summary

Enfield Council has demonstrated a strong commitment to transformational change, with clear evidence of being a driven organisation, focused on improving the borough for all residents. It is clear on its priorities and is set to build upon on the successes of previous years, continuing to create positive outcomes for residents, with ambition and at pace.

The council has strong political leadership, and the Leader is highly regarded by partners and staff. The administration is keen to provide strong and stable leadership and has worked hard, alongside the senior management team, to promote good officer and member relations and ensure that members are the driving force for the organisation. This work must continue at pace as this is considered a key priority. Member and officer relationships are good, with members also working closely together cross-party, with opportunities for overview and scrutiny available.

The council understands its communities and the challenges they face. It has made a real impact on place-making, striving to model the behaviour it wants to see in all development in its borough. It has been accelerating delivery of homes for residents, creating spaces that people want to live and work in, and harnessing the additional social benefits available in a change programme of this magnitude, with the creation of thousands of jobs and new training opportunities. The council has gained strong resident buy-in, demonstrated through positive redevelopment consultation with high turnout and positive results in neighbourhood ballots. There are several development schemes underway in the borough; the redevelopment of Meridian Water and Joyce and Snells Estate are just two successful examples

Whilst being ambitious in transforming the borough through regeneration and renewal programmes, Enfield Council has also created strong and resilient core services, including attaining social care provision that is considered good by external inspection, against a backdrop of significant financial challenge, increased demand, and a caseload featuring greater complexity from those seeking help. The workforce in this area is incredibly dedicated and skilled, with the organisation alive, and responsive to, workforce pressures. Enfield's work to mitigate some of the staffing challenges in social care, that are endemic throughout the country, includes using innovative

solutions like their project recruiting social workers from Zimbabwe and South Africa. This is alongside regularly benchmarking and refreshing terms and conditions to attract new staff and retain existing staff. All of this helps Enfield to maintain the required staffing numbers.

The council is well-regarded by partners and stakeholders, with the council appreciating that there are routes to their community and residents that are more easily navigated and better served by the voluntary and community sector (VCS). The VCS are keen to be part of the change in Enfield and expressed an appetite to build on the existing positive relationships and work more collaboratively with the council. Investing in this relationship is always important, but more so at a time when residents struggle with the cost of living and need help to navigate the support mechanisms available. Rising interest rates, increased mortgage, loan and debt payments, alongside higher heating costs, brings financial hardships to parts of the community not always familiar with the support of councils and where a broader engagement is essential, and partners are well-equipped to deliver the information and elements of support.

The council demonstrates its place and partnership ambitions in the successful investment it has secured for Enfield through its relationship with the Greater London Authority (GLA), evidenced by the high share of success relative to similar boroughs, for example gaining funding post-pandemic to improve town centre spaces, and the Meridian Water scheme. It has invested in securing good quality private rented accommodation to meet local need and help fulfil its homelessness duties with the creation of the council-owned company Housing Gateway, currently holding a portfolio of 600+ homes.

The council is aware of the need to address certain areas of service delivery and performance, and plans are underway or being prepared to address these issues. For example, the planning department is not meeting targets for dealing with planning applications and improvements are underway. The peer team have recommended that this service area may benefit from immediate targeted resource to meet the backlog alongside the larger structural and process changes underway.

The council has also highlighted areas where they are keen to improve and work in different ways, these include stretching their digital ambitions building on their Digital

Services Strategy 2020-23 and looking more closely at ways to ensure a consistent and accessible customer experience. The council set up a Customer Experience Board in 2022 focused on making improvements in this area and this has seen early success.

Enfield like many councils has experienced a history of reduced grant funding and is working hard to manage that alongside the current pressures with inflation, post-COVID costs and the cost-of-living crisis. The council demonstrates active management of their finances, has a well-developed understanding of its financial position and of likely future challenges. These are being modelled through their Medium Term Finance Plan (MTFP). The current financial challenges, from increased demand, a more complex demand caseload, and the fast pace of change because of external financial pressures, will require dynamic models which help to identify the extent of this challenge as it emerges further. It will also require the ability to make timely, risk-based, collective, and difficult decisions. It is important the council keeps that prudent management and finds the right balance of internal controls and management to make sure things don't get out of hand whilst also appreciating excessive control may impede progress and inhibit the development of the council's ambitious programme. Much of what the council seeks to improve to provide better outcomes for residents requires appropriate investment in the right place (for example, significant investment will be required in digital to achieve the transformation required). Communicating the financial position in a way that filters down to operational leads is important.

The council is at a critical juncture as it moves from the last Council Plan 2020-22 to the refreshed Council Plan for 2023-27, scheduled for approval in February 2023 alongside the 2023/24 budget and the new Local Plan. Some of the feedback the team received from officers was that whilst understanding the significant financial pressures in the sector and appreciating the need for prudence, there was a level of anxiety and uncertainty in the teams. Communicating the financial position for Enfield, alongside the refreshed vision and council priorities, will put the council on a clear path and help staff to understand what changes are needed and what it means for them. The sooner the revised vision is launched, and clearly linked to the budget and key performance indicators (KPIs), the better. This will empower staff to look forward and commit to the ambitions in the work programme.

2. Key recommendations

There are a number of observations and suggestions within the main section of the report. The following are the peer team's key recommendations to the council:

2.1. The Leader and cabinet are ambitious in their vision. This needs to be clearly articulated to staff and stakeholders, drawing on organisational development practices to connect the workforce effectively and development of consistent and positive external messaging to enable confident delivery of outcomes.

The launch of the 2023-26 Council Plan, alongside the budget, is crucial for ensuring all staff and stakeholders understand what the council is seeking to achieve and how staff, partners and stakeholders can share the responsibility in delivering these goals. Ensuring staff understand and strive to achieve the council's vision and priorities requires the council to invest ensuring in managers are kept informed of opportunities, challenges and changes. Managers should be resourced to have the time to lead, develop and motivate their people, with organisational development processes including appraisals key to achieving this

2.2. Explain the financial position to staff and stakeholders, using your financial strength and resilience as an enabler for transformational change.

COVID-19 has impacted heavily on council finances and local economies across the country. Enfield Council has been careful to manage expectations around their overall finances in this difficult time and is keen to prioritise spend with reduced resources. The workforce are nervous about the financial position and what it means for them, so there is a need to create strong communication routes to deliver timely and crucial information. Continue with active financial management and keep controls under review to ensure they are proportionate and can flex for impact of external factors. Have regular conversations with staff, members and budget holders communicating

Enfield's budget position.

2.3. Consider your mechanisms for joined-up cross department working, including review of the council's officer/member board structure to clear barriers to workflows, create efficiencies and optimise performance.

Complex cross-departmental issues remain a concern of staff and members. Consider a further review of the board structure – both member and officer level – and the outcomes they provide, to reduce duplication and increase efficiency.

2.4. Benchmark and review member support and the offer to members. Ensure the Enfield offer reflects the council's ambitions to be a modern, member-led council.

It is important that members are supported adequately to deliver their roles and responsibilities as elected members.

2.5. Review how customer service, communication, resident engagement, and involvement can better improve the journey of the resident underpinned by tried and tested digital solutions from elsewhere in the sector.

Review and define what good customer experience and engagement means to Enfield Council. The peer team suggest that the council might start by defining it and use the expertise in the central team to drive the change. Look to what other authorities are doing with digital solutions to engage with communities and stakeholders.

2.6. Exploit ICT and digital opportunities for their transformational potential.

Ensure the council is utilising the digital potential to enhance resident experience, streamline resident contact points, boost productivity, and manage operational performance and improvement indicators. Pockets of digital excellence are evident in the council, including reporting and interrogation of performance management data but there is a strong appetite from staff to move quickly with improvements.

2.7. Build on recent achievements to work more inclusively with VCS partners and residents to shape programme development and improve service delivery.

Partners were enthusiastic about working with Enfield as Enfield staff are well-regarded. Ambassador programmes were working well with opportunities for these to be extended to other programmes, capturing the resident voice and using their influence to drive forward change. Some suggestions were made by partners on how the procurement process could be improved, and communication streamlined.

2.8. Be proud of your regeneration projects and infrastructure provided. Ensure there is a clear focus on all elements to bring about delivery, not just finance.

Enfield is at the forefront of redevelopment in the borough, looking to accelerate delivery and keen to model how redevelopment – when done properly, holistically, and with all council departments supporting the change – can create fairer, safer and stronger communities. Ensure all departments in the council understand the wider improvements that regeneration and redevelopment schemes bring for residents' wellbeing and their experience of living in Enfield from a safety, health and opportunity perspective.

2.9. Invest in the asset team to make the most of opportunities to generate income, provide a pipeline of investment and do things differently with community assets.

It is crucial that you make the most of the assets you have in the difficult financial climate

2.10. Resource the planning department to address backlog

As part of the wider planning transformation consider the speed at which a new approach will be ready and what improvements in performance could be made now, possibly with the inclusion of a targeted, time-limited resource to reduce numbers of applications in progress, and reduce chaser enquires and poor customer service and complaints.

3. Summary of the peer challenge approach

3.1. The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the focus of the peer challenge and peers were selected on the basis of their relevant expertise. The peers were:

- Andrew Blake-Herbert, Chief Executive at LB Havering
- Shaun Davies, Leader at Telford and Wrekin Council and Senior Vice-Chair of the Local Government Association
- Ian Williams Group Director of Finance and Corporate Resources at LB Hackney
- Lorna Carver, Director of Place and Communities at Central Bedfordshire Council
- Susan Zeiss, Director of Law and Governance at BCP Council
- Charlotte Albion, NGDP management trainee at Cambridge City Council
- Rebecca Ireland, LGA Peer Challenge Manager

3.2. Scope and focus

The peer team considered the following five themes which form the core components of all Corporate Peer Challenges. These areas are critical to councils' performance and improvement.

1. **Local priorities and outcomes** - Are the council's priorities clear and informed by the local context? Is the council delivering effectively on its priorities?
2. **Organisational and place leadership** - Does the council provide effective local leadership? Are there good relationships with partner organisations and local communities?
3. **Governance and culture** - Are there clear and robust governance arrangements? Is there a culture of challenge and scrutiny?
4. **Financial planning and management** - Does the council have a grip on its current financial position? Does the council have a strategy and a plan to address its financial challenges?
5. **Capacity for improvement** - Is the organisation able to support delivery of

local priorities? Does the council have the capacity to improve?

In addition to these themes, the council asked five specific questions:

1. Given the transformational objectives in housing and regeneration – what are the peer team’s thoughts on how to configure our programmes given the current economic conditions and pressures?
2. We are transforming our planning service and welcomed the peer team’s views on how to enhance member-officer relationships.
3. Can the peer team provide their views on the approach to establishing and maintaining financial resilience?
4. How might LB Enfield increase positive outcomes for residents and improve customer experience?
5. How might LB Enfield gather and share data and information across the local authority to support evidence-based decision making?

These questions will be addressed within the feedback section of this report.

3.3. The peer challenge process

Peer challenges are improvement focused; it is important to stress that this was not an inspection. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

The peer team prepared by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent four days onsite at LB Enfield during which they:

- Gathered information and views from more than 40 meetings, including observing planning committee, in addition to further research and reading.
- Spoke to more than 80 people including a range of council staff together with members and external stakeholders.

This report provides a summary of the peer team’s findings. In presenting feedback, they have done so as fellow local government officers and members.

4. Feedback

4.1. Local priorities and outcomes

Enfield's Council Plan, *A Lifetime of Opportunities for Everyone*, was published in 2020 to cover a two-year period to 2022. In this the council set out its vision and priorities for the council, and for staff and partners delivering services to Enfield residents. The vision involves ensuring:

- residents have good homes in well connected neighbourhoods,
- safe and healthy and confident communities and
- an economy that works for everyone.

To achieve this Enfield identified that it needs to be a modern council, that prioritises climate action, strives to be fairer, and amplifies early help and prevention services.

Alongside the Council Plan sit 41 manifesto commitments based around the council's vision. The projects are impressive and tangible, with 60% reported as on track in the manifesto pledge tracker, one of the best performance trackers the team has seen.

During our visit the peer team was shown several examples of successful projects meeting local priorities and needs, including the extensive work to manage covid alongside partners in the community, an award-winning Public Health programme based on healthy eating, a council-led house building programme, and the New Beginning Service working with young people, providing mental health support and short stay accommodation.

Supporting the most vulnerable in the community and meeting their statutory commitments is a priority for the council, with investment in these services to ensure they are solid, adequately resourced, well-supported and forward thinking and acting. Enfield Council spend half of their annual budget on adults and children's social care services and have recently asked residents ahead of setting the 2023/24 budget if the priority given to this area is correct, in their view, going forward.

Both adults and children's services are regarded as good by external evaluation, with the peer team given the opportunity to observe the council's relationship with Ofsted in their Annual Engagement Meeting, during the review. The team observed that the council were open to challenge and questions about their services and were seen to

proactively seek recommendations and ideas for improvement. Members and senior staff are extremely proud of having strong and solid services in this area and are keen to maintain these.

Enfield, like many councils, found that COVID increased demand for the council's services. Demand for social care assessments and support increased post-COVID where strains on people's health, relationships, and finances had increased. Additional resources were injected into social care to meet this demand and Enfield Council has modelled the likely cost of this support over the short and medium term, amending their MTFP, reflecting an increasing budget pressure.

Leadership of place is very important to the council, with the peer team visiting two impressive regeneration sites: Meridian Water and the Joyce and Snells Estate. Through these and other regeneration programmes, including the work to improve the five town centres in the borough, the council explained that it is striving to lead and model how development in the borough *should* be delivered, to provide the full benefits to communities, in terms of delivering better health, and economic and socio-economic outcomes. Enfield residents, many on low and medium incomes, struggle to access affordable and good quality accommodation. Demand for council help with housing is increasing, with the numbers of residents on the council's housing register at 4,500, with 3,000 households in temporary accommodation and higher numbers of residents seeking help when homeless. Building more homes to meet this demand must be a priority for the council to help meet some of these challenges and mitigate some of the financial risks and pressures identified by the council, one of which is homelessness and specifically the provision of temporary accommodation. From what the team saw this priority for more and better homes from the development side, is well-developed, resourced and delivering tangible outcomes with the first phase of affordable accommodation at Meridian Water coming on-line in spring 2023.

Linked to this desire to lead on place and development in their borough, the council has identified an issue with their planning service and processing of applications, leading to delays and backlogs. Work to address the service issues has included reviewing the leadership in the department, a review of staffing structures and processes are underway and work to provide better IT and digital support to staff and those trying to apply to the council's service ongoing. It is crucial that the planning process is efficient and makes good, informed decisions. Furthermore, wanting to be

at the forefront of place agenda in the borough also means being an efficient and professional borough to do business with. For Enfield to be the leader it wishes to be in this area, with businesses, partners, and residents and to make the transformational shifts it desires the planning department needs the capacity to work at supporting renewal, development, and investment into the borough. During meetings with staff and members there was a strong desire to push forward and be ambitious bringing opportunities and better outcomes for residents, whilst appreciating that follow through and delivery needs to be as strong and vigorous as the strategy planning phase.

With the revised Council Plan launching in early 2023 and a commitment to *more and better homes*, looking across all the housing tenures in the borough for opportunities and improvement, is essential. Enfield's work on improving standards in the private rented sector has been clearly evidenced but it is equally important that Enfield as a social housing landlord meets its commitments for better homes, for existing tenants, in their current homes.

The manifesto was cited by staff as an area they were aware of being a current priority, the ambition around these aims are clear and understood, with the manifesto planner viewed as impressive. Some staff reflected that that these short project-based objectives needed to be clearly linked to the council's larger vision and objectives and explained to staff in a way to receive the required buy-in from them. Resourcing these projects was also raised with the peer team, with staff not wanting to 'drop the ball' on the council's core service provision, while seeking to meet the manifesto projects.

Throughout the course of this peer challenge, the peer team was able to speak to a cross-section of staff who were excited by the ambition of the Council and the Leader's vision. Occasionally the peer team heard confusion over what should be the current focus. With the existing Council Plan objectives, the new Council Plan imminent and the manifesto commitments, some staff explained that they felt that focussing on fewer priorities/objectives could be a useful step for ensuring they are fully and sustainably delivered.

The Council has put equality, diversity, and inclusion at the forefront of its agenda. The work of the Enfield Poverty and Inequality Commission (EPIC) in 2020/2021 was crucial for the council to understand and evidence what makes Enfield different to other areas and discuss with residents and partners how resources should be used to

meet the challenges Enfield people face. The Fairer Enfield Equality, Diversity, and Inclusion Policy 2021-2025 built upon the findings, with the council making clear commitments, publishing a work programme with goals and targets, and regularly monitoring these at the equalities board. Staff were aware of the requirements for Equality Impact Assessments on new policy and commented that these have improved over time and with training. The peer team also saw examples of how the council uses staff groups to consult on policy changes and support diversity and inclusion within the council.

On the gender pay gap, the council reported in March 2022 pay equality, with women occupying 59% of the highest paid jobs and 55% of the lowest paid jobs.

4.2. Organisational and place leadership

The political leadership is ambitious and driven, clearly wanting to build upon the successes gained in the period 2020-22 and accelerate the transformation of the borough with the support of staff and residents over the course of the current municipal cycle.

With the period of the current Council Plan ending this year, work is underway on a refreshed Council Plan due for approval in early 2023. It focuses on five priorities, each underpinned by a set of strategic high-level actions:

- Clean and green places
- Strong, healthy and safe communities
- Thriving children and young people
- More and better homes, and
- An economy that works for everyone

At the same time the council is refreshing the Local Plan, updating the Housing and Growth Strategy, and working on setting a budget for 2023/24.

The Council's organisational structure is arranged around 4 core pillars/departments: Chief Executive, People, Place and Resources. Human Resources (HR), Law & Governance and Strategy are centralised, with the Council operating a business partner model to service departments. The Council employs 3,723 people on a range of contracts, with almost half of the workforce living in Enfield. The peer team identified

this as an area of opportunity for the Council where they might wish to explore how to harness their staff's local knowledge and identify how staff might be ambassadors sharing information on the ambitions of the council into the communities they live in, especially in regeneration areas.

In the peer team's meetings with staff, the Leader and Cabinet were praised for their strong, decisive leadership. Partners spoke highly of the council's place leadership, and their ability to bring partners together. One partner reflected that the support of the Leader and Chief Executive was excellent. The peer team heard examples of how the senior members and council officers operated at sub regional and London wide spaces, together with national bodies and as such had rich contacts, respect, and influence to help them with presenting the challenges their organisation faced in providing services to Enfield residents with potential solutions, to central government and funders, all to the benefit of the local area. Partners were keen to support those from Enfield to exploit the benefits to the Borough and wider partnership learning. For example through Community Safety, enforcement, and crime.

Enfield is ambitious in its place shaping aims, wanting to model what good development looks like, ensuring sustainability, looking holistic at community benefits, and ensuring good community engagement. The drive for more homes to meet the needs of current, and future residents, is evident, but also are the ambitions about ensuring schemes include training, job creation and are places that people want to live, work and spend their free time and money, benefiting the Enfield economy

The focus on place in Enfield, has been further demonstrated through commitments on being carbon neutral for 2030 with a clear Climate Change strategy, the commitment to having clean and green spaces and ambitious tree planting target of 1 million. All large regeneration schemes have sustainability plans, with the 5 town centres being enhanced with the direction from the council clear that this should happen 'each of them on their own terms'. However maximising the support and investment of the GLA, partners, and residents is important. Evidence of the work to support local high streets came through their successful bids to funding post-COVID to enhance street accessibility and safety, the Council's business resilience work during covid and after, and in their commitment to be visible in their high streets by taking on empty shops to use to facilitate community-based activity.

The Meridian Water regeneration project is impressive. The project is a multi-phase, 25-year project of housebuilding providing 10,000 new homes, 4,000 of which are affordable, with major infrastructure improvements by way of the new Meridian train station. Looking to deliver on the clean and green places priority, the council and developer partner are utilising future phase development space and providing 'meanwhile' purpose in the form of open green spaces residents. Other space on-site has been used for a training facility, to support training and employing thousands of people as a result of the project.

On organisational leadership, the council structure of four departments (Chief Executive, Place, People and Resources) was described in one meeting with the peer team as 'the four kingdoms', with the inference that each department operated independently of the others, with little cross-organisational activity. Ensuring there is a consistent 'One Council' approach, which has all services are working towards shared goals and helps different areas of the council work together more effectively, is imperative to achieving the transformational change agenda Enfield seeks.

The use of cross-departmental groups to co-ordinate between service areas is essential to be effective in delivering transformational change and an important tool to breakdown silo working. The peer team also received feedback that it may be helpful for the council to review the remits of internal board meetings to strengthen cross-cutting work and optimise officer time. Most organisations require cross-divisional working to be effective and in Enfield the boards are a mixture of departmental and cross-cutting. Whether there are too many can only be determined by knowing if they are meeting their individual objectives set in the terms of reference and achieving the desired outcomes. The boards were reviewed by the executive team and Leader in 2022 with some boards being deleted or amalgamated into another, however the peer team believe that further reflection on purpose and outcomes may result in further streamlining to ensure effective oversight.

There is a huge amount of positive activity on place shaping, reducing inequalities and regeneration. The team heard about numerous successful projects and programmes, each with their own Board. There is clear appetite to continue at pace with these programmes and while there may be some delays due to availability of materials or workforce, the peer team did not observe any reasons to stop the ambitious plans from continuing.

4.3. Governance and culture

The Council has a good approach to governance. This approach is well-managed and encourages wider cross-party engagement, with senior political members reporting they feel well-briefed and -engaged around Council decision-making and service performance.

Members spoke positively of their work with officers, and vice versa. Councillors sitting on overview and scrutiny, or other committees suggested changes they would like to see to the committee meeting plan to enhance the opportunities to review the progress and performance of the council. It was suggested that 4 meetings a year were effectively only 3 'real' meetings, as the first meeting of the year was always taken up with workplan setting. Members suggested ways of having more time to work through the projects and the business of the council, including the possibility of adding an additional meeting a year or having the last meeting of the year longer, to set next year's agenda. Peers also heard that members would like more opportunity and space to invite external bodies and representatives to their public meetings.

The council's legal team is well-resourced, with reports that the team is dedicated with most of the legal work is done in-house due to a wide and experienced staff team. The Democratic Services and Registrations teams were noted as operating well. The peer team heard feedback that there is the right balance in most instances between the legal team supporting delivery areas and contributing legal advice in papers and on initiatives.

The peer team received suggestions for committee and council reports to only be provided in electronic form rather than in paper form, although this will often be down to personal preference for working styles. It would be worth discussion with members in more detail. The peer team noticed while on site some departments are still having service booklets or departmental guides professionally printed. There may be an opportunity in the review the communication methods and the use of printed material.

Members raised the new Members Enquiry (MEQ) systems in our discussions with them. Many saw the introduction of the system as having some positive aspects for the council, although some felt that the system benefits the staff more than the

members. As a council having one database for member enquires enables you to manage all incoming requests in one system and collate requests, monitoring performance and explore themes and patterns from one system. It reduces the opportunities for lost requests sitting in email inboxes. However some members felt that the introduction of the system had made the enquires process sterile, impersonal and responses more formulaic. The peer team heard that in some cases responses showed a lack of understanding of the interdependences between services in different departments. An element of good governance is providing insight and members do this through their daily interactions with the community they serve. The system may benefit from a further review now the system has bedded-in to see how improvements can be made or additional opportunities added to the member/officer relationship where dialogue is possible. A clear priority for the council is how to best support residents and meet expectations while utilising digital solutions, and good information management systems and tools. Good quality data and information including hard demand statistics, surveys and case studies of resident experience give the council a richer understanding of how the services are operating. Focus on these and use them to determine what good customer service should look like for your residents. Make those metrics available to the residents and monitor them closely. There are huge amounts of data already used by the council to inform decision making. A focus and shared understanding could help with decision making but also impact.

Helping member-officer relationships in the planning department can be achieved in several ways including, encouraging open and regular communication between both groups, providing space and time for collaboration, fostering an environment of mutual respect and ensuring expectations and roles are clearly defined.

4.4. Financial planning and management

Members and the executive team at Enfield Council know the financial position and understand the difficult financial climate local government are currently operating in. The peer team was on site shortly after the publication of the Autumn Statement and the council was busy reprofiling its financial position in light of the statement. The council is overall in a better financial position than expected, but key financial pressures and risks remain, with the council still needing to make difficult decisions

about the priorities to meet statutory obligations and do the most with their reduced finance.

Enfield have identified key areas of financial pressure and risk around adult social care, specifically older people with physical disabilities; children's social care, including Special Educational Needs transport; homelessness, specifically temporary accommodation demand and provision; and the economic position of Enfield residents due to the cost-of-living crisis, resulting in increased demand for council services. The council has, or is developing, plans to address and where possible mitigate some of these risks.

The budget challenges require the council to explore opportunities and review the resource base at the council, ensuring the resources available are in the right places. There is opportunity to review the council's assets and ensure they are working for the council. This work requires a full project team, political buy-in for the objectives and time, as changes to an asset base can take many years to complete and benefits to be felt.

The peer team heard that tight financial controls had been put in place and including resourcing and recruitment in some parts of the organisation. Communicating the council's financial position and any response to changes in the position is very difficult when change is happening quickly, like at this current time. Investing in good and quick communication processes is essential, because the risk with not providing updates on the direction of travel and reasons for this is that uncertainty and fear can undermine the trust in the organisation and slow the pace of staff working to achieve the aims and goals set out in the vision, plan and manifesto. It is important that all council staff have the opportunity to learn and attend briefings to understand the council's financial position and how it might affect them and the services they provide. This should form part of the induction process and be available at key points of the year for all staff, but managers especially. It would be worth working alongside the council's internal communications team to agree five key financial messages that all members of staff should have and ensure these are communicated clearly and comprehensively.

The peer team found the financial monitoring at Enfield to be robust with the Medium Term Financial Plan (MTFP) in place and regularly updated considering the changing

position and any expected changes in statutory requirements.

The peer team observed that there have been several changes in staff in the senior finance team in the last year resulting in an inevitable period of transition but noted the dedication and professionalism of the team. Staff are coming out the other side of this and the peer team noted that it is important to ensure during these challenging financial times, when there are senior staffing changes, that the council ensure the senior team is provided additional support.

The team felt that the finance leadership team needed to ensure it is appropriately resourced compared to peers and had sufficient resilience.

The finance team is clearly overseeing the financing of ambitious regeneration schemes. The team need to continue to look at ways to mitigate risks through considering phasing of plans as well as alternative delivery methods.

4.5. Capacity for improvement

The council has a positive and committed workforce. This was exemplified by the dedication of staff during the pandemic, leading, and exceeding expectations in responding to COVID-19. Continuing to take to time to celebrate the council's successes and thanking staff for their hard work is important and makes staff feel valued and appreciated.

The peer team found the workforce highly motivated. With the new vision clearly communicated vertically through the organisational tiers, the organisation is a good place to deliver the council's vision. Given the opportunity staff will develop innovative ideas for smarter ways of working. The council could consider developing a framework to embed new approach and opportunities.

The peer team heard from across the organisation of the commitment of staff to be ambitious in improving services and outcomes for residents. The capacity to deliver the council's ambitions relies on having the right people in the right places and addressing recruitment challenges. Some parts of the organisation are holding high numbers of vacancies, for example the peer team heard that the asset management team has a number of vacancies to fill. To make the most of opportunities to generate income, provide a pipeline of investment, and do things differently with community

assets will require resources in place.

The Council provides many good quality services. Enfield children's services are graded as 'good' by Ofsted, and a focused visit in the summer looking at care leaver provision was positive. Investment has been made in reducing serious youth violence with early help and intervention as the focus, partners in the Police noted that the investment is starting to show benefits for the young people of Enfield. Concerted efforts and innovative methods are being used to fill the social work posts in children's services with Enfield experiencing the same national trends concerning recruitment issues. This includes revising terms and conditions to provide opportunities for sabbaticals to attract and keep staff. A recruitment, support and training project was completed to support 20 social workers from Zimbabwe and South Africa to take up posts with Enfield council. The learning from this project could be shared with other departments experiencing recruitment challenges and shared across the sector, celebrating the innovation of staff and the success

Conversely, the Council is performing poorly in planning, with LG Inform reports for the first quarter of 2022/23 showing a further reduction in the percentage of minor and major planning applications decided within timescales. A transformation programme has started to address the performance issues. The council may wish to consider what targeted intervention or resource might be available to support the department for now and until the improvement programme actions start delivering their results.

For effective delivery communication between services and departments must be strong to avoid lost opportunities to take a strategic view. The peer team heard varied experiences from staff of the support they receive from the 'corporate core'. Work with the strategy and communications teams were described as good quality and productive. Engagement with the HR services was described as patchy, with the responsiveness and level of support, perceived to vary depending on which directorate you worked for. An example was given of one part of the organisation carrying a number of staff vacancies where slow responses resulted in longer than necessary gaps in the team and service provision, alongside a view that another department received a 'gold plated service'.

The peer team heard that there had been a notable increase in bureaucracy. An example provided of the practical experience of the decentralisation of recruitment

functions and a current situation of 'perma-recruitment'. It is important that managers are involved in the recruitment to their teams but too heavy an emphasis on the service area to administer a recruitment or other process, can reduce delivery and improvement capacity in the core business functions.

To unpick this further, the council might consider exploring this in more detail with staff across the organisation with a view to refreshing the relationship between the corporate centre and the service areas. Sharing information with service areas on demand and outstanding queries by functions in the corporate centre can be a helpful exercise to better manage the needs and priorities of the organisation and communicate them to staff.

The leadership team is proud of the investment made by the council in their new buildings for their staff teams. Two buildings have been refurbished with staff moving in in 2023. This investment in the building and staff was described to the peer team as part of Enfield's transformation. The investment in them and the physical spaces they occupy communicates to the staff that they are valued, belong and their work is important to the council. There are opportunities to advance the ICT and Digital options in the council with the peer team hearing a real desire from the staff for a digital shift. Staff want to have a system that enables one view of customers/ residents/ service users/ partners and their interactions with the council. The move to a more automated performance data collection system was also discussed, aiming for less time collating and more time interrogating and using that information to meet demand and intervene earlier with prevention and early intervention resulting in better outcomes of residents.

The council clearly wants partners and residents involved and at the heart of the transformation of the borough. The Voluntary and Community Sector (VCS) are keen to do more with the Council. They suggested improvements including a simplified route into the council for queries that included more than one service area. The council might wish to consider reviewing how the organisation engages with the VCS and if there is any merit in making this function part of the Executive and strategy functions. The perception of the team was that role of the VCS as a delivery partner, as well as organisations seeking grants, could be better understood and utilised by the council, appreciating with the opportunity this brings.

The council clearly wants residents involved in the transformation of their borough. A route could be a critical assessment of the degree to which current routes for residents to be involved meet that ambition. Change will require setting challenging goals for resident engagement that make clear to the organisation that the appetite of the Leadership is for the council to be much bolder in this area.

The Council's approach to governance is good with the council keen to make further progress in supporting members to be bold and lead their portfolios areas. Member development and support is critical to ensuring the council's priorities and aspirations for residents are achieved. The council may wish to review the mechanisms in place, to train, brief and support members to fulfil their role and potential.

5. Next steps

It is recognised that senior political and managerial leadership will want to consider, discuss and reflect on these findings.

Both the peer team and LGA are keen to build on the relationships formed through the peer challenge. The CPC process includes a six-month check-in session, which provides space for the council's senior leadership to update peers on its progress against the action plan and discuss next steps.

In the meantime, Kate Herbert, Principal Adviser for London, is the main contact between your authority and the Local Government Association. Kate is available to discuss any further support the council requires. Kate.Herbert@local.gov.uk.

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Corporate Peer Challenge recommendation	Our response
<p>Recommendation 1</p> <p>The Leader and Cabinet are ambitious in their vision. This needs to be clearly articulated to staff and stakeholders, drawing on organisational development practices to connect the workforce effectively and development of consistent and positive external messaging to enable consistent delivery of outcomes.</p> <p>The launch of the 2023-2026 Council Plan, alongside the budget is crucial for ensuring all staff and stakeholders understand what the council is seeking to achieve and how staff, partners and stakeholders can share responsibility in delivering these goals. Ensuring staff understand and strive to achieve the council's vision and priorities requires the council to invest in ensuring managers are kept informed of opportunities, challenges, and changes. Managers should be resourced to have the time to lead, develop and motivate their people, with organisational development processes including appraisals key to achieving this.</p>	<ul style="list-style-type: none"> • Maximise the internal and external communications opportunities available through the launch of the new Council Plan. • Senior leaders and managers will embed Council Plan within their teams through regular one to ones and team discussions. This will also encompass the performance objective setting process, key performance indicators and personal development reviews. • Working in partnership with management teams, recommendation 1 will be supported by organisational development initiatives. <p>Lead Departments: Chief Executive's; Environment and Communities</p>
<p>Recommendation 2</p> <p>Explain the financial position to staff and stakeholders, using your financial strength and resilience as an enabler for transformational change.</p> <p>Covid-19 has impacted heavily on council finances and local economies across the country. Enfield Council has been careful to manage expectations around their overall finances in this difficult time and is keen to prioritise spend with reduced resources. The workforce is nervous about the financial position and what it means for them, so there is a need to create strong communication routes to deliver timely and crucial information. Continue with active financial management and keep controls under review to ensure they are proportionate and can flex for impact of external factors. Have regular conversations with staff, members and budget holders communicating Enfield's budget position.</p>	<ul style="list-style-type: none"> • Clearly link our Medium-Term Financial Plan to our new Council Plan. • Issue regular budget updates to staff through internal communications channels. <p>Lead Department: Resources</p>

Corporate Peer Challenge recommendation	Our response
<p>Recommendation 3</p> <p>Consider your mechanisms for joined up cross-departmental working, including review of the council’s officer/member board structure to clear barriers to workflows, create efficiencies and optimise performance.</p> <p>Complex cross-departmental issues remain a concern of staff and members. Consider a further review of the board structure – both member and officer level – and the outcomes they provide, to reduce duplication and increase efficiency.</p>	<ul style="list-style-type: none"> • Review our officer/member board structure to identify any duplication or barriers to workflow and to increase efficiency. • Work with our Executive Management Team to evaluate potential for further integrated working linked to delivery of our new Council Plan and revised departmental service planning. <p>Lead Department: Chief Executive’s</p>
<p>Recommendation 4</p> <p>Benchmark and review member support and the offer to members. Ensure the Enfield offer reflects the council’s ambition to be a modern, member-led council.</p> <p>It is important that members are supported adequately to deliver their roles and responsibilities as elected members.</p>	<ul style="list-style-type: none"> • Review the member support offer for all councillors including admin and policy support, access to senior officers, training and development, IT support and access to information to ensure they are supported to deliver their roles. • Review the Overview & Scrutiny and committee structure to ensure there is a political management framework that allows members to fully deliver their roles and responsibilities. • Review the way we manage and report on performance and how that information is shared with and used by members in the performance of the elected member roles. <p>Lead Department: Chief Executive’s</p>

Corporate Peer Challenge recommendation	Our response
<p>Recommendation 5</p> <p>Review how customer service, communication, resident engagement, and involvement can better improve the journey of the resident underpinned by tried and tested digital solutions from elsewhere in the sector.</p> <p>Review and define what good customer service and engagement means to Enfield Council. The peer team suggest that the council might start by defining it and use the expertise in the central to drive the change. Look to what other authorities are doing with digital solutions to engage with communities and stakeholders.</p>	<ul style="list-style-type: none"> • Review existing organisational structures, customer experience strategy and customer/resident insight to make recommendations addressing areas of priority. • Make recommendations to EMT/Cabinet on how the journey of the customer/resident can be enhanced through changes in operational delivery and resident interface. <p>Lead Departments: Environment and Communities; Resources</p>
<p>Recommendation 6</p> <p>Exploit ICT and digital opportunities for their transformational potential.</p> <p>Ensure the council is utilising the digital potential to enhance resident experience, streamline resident contact points, boost productivity, and manage operational performance and improvement indicators. Pockets of digital excellence are evidence in the council, including reporting and interrogation of performance management data but there is a strong appetite from staff to move quickly with improvements.</p>	<ul style="list-style-type: none"> • Deliver on Digital Services Strategy and supporting programme of ICT enhancement. • Escalate work to harmonise applications and software to reduce duplication and create a digital environment where officers can more easily access the same information. <p>Lead Department: Resources</p>

Corporate Peer Challenge recommendation	Our response
<p>Recommendation 7</p> <p>Build on recent achievements to work more inclusively with VCS partners and residents to shape programme development and improve service delivery.</p> <p>Partners were enthusiastic about working with Enfield as Enfield staff are well-regarded. Ambassador programmes were working well with opportunities for these to be extended to other programmes, capturing the resident voice, and using their influence to drive forward change. Some suggestions were made by partners on how the procurement process could be improved, and communication streamlined.</p>	<ul style="list-style-type: none"> • Streamline and create clearer relationship management links with the VCS. • Effectively coordinate commissioning with the VCS to improve outcomes. • Build on success of positive resident engagement to encourage greater co-production (e.g., Joyce and Snells renewal programme). <p>Lead Departments: People; Housing Regeneration and Development; Environment and Communities.</p>
<p>Recommendation 8</p> <p>Be proud of your regeneration projects and infrastructure provided. Ensure there is a clear focus on all elements to bring about delivery, not just finance.</p> <p>Enfield Council is at the forefront of redevelopment in the borough, looking to accelerate delivery and keen to model how redevelopment – when done properly, holistically and with all council departments supporting the change – can create fairer, safer, and stronger communities. Ensure all departments in the council understand the wider improvements that regeneration and redevelopment scheme bring for residents’ wellbeing and their experience of living in Enfield from a safety, health, and opportunity perspective.</p>	<ul style="list-style-type: none"> • Develop and share programme of regeneration success and future engagement (internal and external) linked strongly to the new Council Plan. • Increase the profile of regeneration projects internally, e.g., through area walkabouts. <p>Lead Department: Housing Regeneration and Development</p>

Corporate Peer Challenge recommendation	Our response
<p>Recommendation 9</p> <p>Invest in the asset team to make the most of opportunities to generate income, provide a pipeline of investment and do things differently with community assets.</p> <p>It is crucial that you make the most of the assets you have in the difficult financial climate.</p>	<ul style="list-style-type: none"> • Complete restructure of Corporate Property Team. • Update Strategic Asset Management Plan and undertake a review of community assets. <p>Lead Departments: Housing Regeneration and Development; Environment and Communities.</p>
<p>Recommendation 10</p> <p>Resource the Planning Department to address the backlog.</p> <p>As part of the wider planning transformation consider the speed at which a new approach will be ready and what improvements in performance could be made now, possibly with the inclusion of targeted, time-limited resources to reduce numbers of applications in progress and reduce chaser enquiries and poor customer service and complaints.</p>	<ul style="list-style-type: none"> • Complete restructuring of the Planning Team. • Deploy additional short-term capacity to address backlog. <p>Lead Department: Housing, Regeneration and Development.</p>

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