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THE CABINET

AGENDA

**Wednesday, 12th June, 2024 at 7.00 pm in the Conference Room,
Civic Centre, Silver Street, Enfield, EN1 3XA**

Membership:

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

Associate Cabinet Members (Invitees)

Councillors : George Savva (Enfield South East), Ahmet Hasan (Enfield North), Chris James (Enfield West) and Destiny Karakus (Non-geographical)

Note: Conduct at Meetings of the Cabinet

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

1. APOLOGIES FOR ABSENCE

2. DECLARATIONS OF INTEREST

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

3. DEPUTATIONS

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

4. MINUTES (Pages 1 - 6)

To confirm the minutes of the previous Cabinet meeting held on 13 March 2024.

5. ENFIELD CLIMATE ACTION PLAN 2024 (Pages 7 - 182)

A report from the Executive Director - Environment and Communities is attached. **(Key decision – reference number 5735)**

6. SCHOOLS CAPITAL PROGRAMME STRATEGIC DELIVERY PLAN 2024/25 - 2025/26 (Pages 183 - 214)

A report from the Executive Director – People is attached. **(Key decision – reference number 5706)**

(This item contains exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person – including the authority holding that information) of Schedule 12A to the Local Government Act 1972, as amended).

7. QUARTERLY CORPORATE PERFORMANCE REPORT (Q3) (Pages 215 - 250)

A report from the Chief Executive is attached. **(Non Key)**

8. 2023/24 TREASURY OUTTURN (Pages 251 - 270)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5743)**

9. 2023/24 CAPITAL PROGRAMME OUTTURN (Pages 271 - 298)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5744)**

10. HOUSING GATEWAY LIMITED (HGL) BUSINESS PLAN 2024-27 (Pages 299 - 318)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5725)**

11. ENERGETIK OPERATING PLAN AND GOVERNANCE REVIEW (Pages 319 - 322)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5597)**

(This item contains exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person – including the authority holding that information) of Schedule 12A to the Local Government Act 1972, as amended).

See also Item 14 in Agenda – Part 2.

12. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 11 September 2024 at 7:00pm.

13. EXCLUSION OF THE PRESS AND PUBLIC

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

AGENDA – PART 2

14. ENERGETIK OPERATING PLAN AND GOVERNANCE REVIEW (Pages 323 - 398)

A report from the Executive Director – Resources is attached. **(Key decision – reference number 5597)**

(This item contains exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person – including the authority holding that information) of Schedule 12A to the Local Government Act 1972, as amended).

CABINET - 13.3.2024

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 13 MARCH 2024**

COUNCILLORS

PRESENT Nesil Caliskan (Leader of the Council), Ergin Erbil (Deputy Leader of the Council), Chinelo Anyanwu (Cabinet Member for Public Spaces, Culture and Local Economy), Alev Cazimoglu (Cabinet Member for Health and Social Care), Rick Jewell (Cabinet Member for Environment) and George Savva MBE (Cabinet Member for Social Housing)

ABSENT Abdul Abdullahi (Cabinet Member for Children's Services), Susan Erbil (Cabinet Member for Licensing, Planning and Regulatory Services), Tim Leaver (Cabinet Member for Finance and Procurement) and Gina Needs (Cabinet Member for Community Safety and Cohesion)

OFFICERS: Ian Davis (Chief Executive), Tony Theodoulou (Executive Director – People), Fay Hammond (Executive Director - Resources), Perry Scott (Executive Director – Environment and Communities), Joanne Drew (Strategic Director of Housing and Regeneration), Cheryl Headon (Acting Director of Leisure, Parks and Culture), Richard Eason (Programme Director, Journeys & Places), Nick Denny (Director of Property), Terry Osborne (Director of Law and Governance), and Jane Creer (Secretary)

Also Attending: Associate Cabinet Members (Invitees): Councillor Mustafa Cetinkaya (Enfield South East), Councillor Ayten Guzel (Non-geographical), Councillor Ahmet Hasan (Enfield North), Councillor Chris James (Enfield West)
Opposition Member observing (Councillor Reece Fox)
Local press representative
Officers and public observing

1 APOLOGIES FOR ABSENCE

Councillor Nesil Caliskan welcomed everyone to the meeting, and thanked Councillor Ergin Erbil as Deputy Leader for stepping in while she was away.

Apologies for absence were received from Councillors Abdul Abdullahi, Susan Erbil, Tim Leaver, and Gina Needs.

2 DECLARATIONS OF INTEREST

There were no declarations of interest.

CABINET - 13.3.2024

3 DEPUTATIONS

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

4 MINUTES

AGREED that the minutes of the previous meeting of the Cabinet held on 21 February 2024 be confirmed as a correct record.

5 COUNCIL HOUSING WORK PLAN 2024/25

Cllr George Savva (Cabinet Member for Social Housing) introduced the report of the Strategic Director of Housing and Regeneration, reviewing the progress of the Council Housing Service over the last year and the proposed Work Plan for 2024/25. An improvement plan for 2023/24 was implemented and significant progress achieved as detailed in the report. Surveys showed that tenant satisfaction was high and had increased from 2022/23. The revised plan for 2024/25 was included in the report and included wider actions in respect of Decent Homes compliance, particularly the regeneration of the Joyce and Snells estate.

In response to Members' queries, officers confirmed that the shortfall of £43m over the next 10 years referenced in the report meant that works could only be delivered at a certain pace, but if the Council received additional grant funding or greater flexibility it would be able to increase decent homes standard delivery. It was advised that an 83% level of decency was anticipated by the end of this month. The delivery was across the whole borough and focused on components failure, including kitchens, bathrooms and roofs.

DECISION: The Cabinet agreed to:

I. Approve the Work Plan for 2024/25 for the Council Housing service to drive forward improvement in services and resident satisfaction.

II. Note the Tenant Satisfaction Measure scores which will be submitted to the Regulator of Social Housing in March.

III. Ask the Housing Scrutiny Panel to review progress of the plan alongside Cabinet's oversight of progress through the monitoring of key performance indicators in the Corporate Performance dashboard.

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

6 APPROVAL OF COUNCIL CAPITAL AND THE PROGRESSION OF BOWES EAST AND EDMONTON GREEN QUIETER NEIGHBOURHOODS

CABINET - 13.3.2024

Cllr Rick Jewell (Cabinet Member for Environment) introduced the report of the Executive Director – Environment and Communities, providing an overview of the Bowes East and Edmonton Green Quieter Neighbourhoods and seeking approval for capital funding to progress the project. He highlighted the aims of creating an attractive and safe environment for active and sustainable travel, and delivering benefits including improved air quality and improvements in people’s health. Bowes and Edmonton Green had been chosen as the next sites for Quieter Neighbourhoods following assessment. These were currently in the early design stages. The Journeys & Places Team was thanked for their excellent work.

In response to Members’ queries, more details were provided on the engagement with residents in both areas, which had been carried out in two stages. In January and February this year, residents were given the opportunity to comment on specific design proposals, and the information gathered was currently being assimilated. Ward councillors had also been fully engaged.

DECISION: The Cabinet agreed to:

I. Note the findings and ongoing exploratory work in relation to the creation of two new quieter Neighbourhoods at Bowes East and Edmonton Green.

II. Note that a further Key Decision report will be brought for approval after statutory consultation has been concluded, to invite a decision on whether to agree and implement either or both schemes.

III. Approve the addition of £1.6m to the capital programme funded by borrowing (£1.4m) and grant (£0.2m), to increase the total budget of the schemes to £2m to facilitate the design, consultation, and (if agreed) implementation of the schemes in in FY 24/25.

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

7 THE AWARD OF LEASE OF MILLFIELD COMPLEX

Cllr Chinelo Anyanwu (Cabinet Member for Public Spaces, Culture and Local Economy) introduced the report of the Interim Director of Parks, Leisure & Culture, setting out proposals to let Millfield House and Theatre site. The reasons for recommendation of Platinum Performing Arts as the preferred recommended bidder were outlined in the report.

Members welcomed that the future of this site would be secured in this way, and the commitment that it would be kept as a vibrant cultural venue in Edmonton.

In response to Members’ queries, it was confirmed that the library at Millfield would remain on the site and continue to be provided, in partnership with the Council’s Library service.

CABINET - 13.3.2024

Also in response to questions from Members, it was clarified that the rent reviews would be based on market rents and that they would occur on the 5th, 10th, 15th, 20th and 25th anniversaries of the grant of the lease. It was further clarified that the break clause would also be exercisable on the 10th anniversary of the grant of the lease and thereafter upon either party having served 6 months prior notice of their intention to terminate.

DECISION: The Cabinet agreed to:

I. Agree to grant a lease of the Millfield House & Theatre site to Platinum Performing Arts, for up to 30 years to include:

- A peppercorn rent for years 1-5.
- On the 5th and 10th anniversary of the term a rent review based on market rents.
- Further rent reviews on the 15th, 20th and 25th anniversary of the term.
- On the 5th anniversary of the term of the commencement date, a break option will be exercisable by the Council in it's absolute discretion or by the lessee.
- From the 10th anniversary of the term, a 6 months' notice rolling break option will be exercisable by the Council in it's absolute discretion or by the lessee.
- The lease to prohibit assignment, subletting and charging of the lease and premises.
- The lease will restrict use of the premises for cultural (as a theatre) and community use only.

II. Delegate Authority to the Director of Leisure, Parks and Culture and the Director of Property, in consultation with the Cabinet Member for Public Spaces, Culture and Local Economy to finalise lease terms and any associated documentation in consultation with the Director of Law and Governance.

III. To note that as no change of use of the site is proposed, public consultation is not required as suggested in KD5637.

IV. To note that the terms of the lease are to include full repair and maintenance of the site.

V. To note that the library at Millfield will remain on the site and will continue to be provided by Platinum Performing Arts.

VI. To agree a separate service level agreement in relation to the library service.

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

8 DELIVERY OF A MENTAL HEALTH HUB

CABINET - 13.3.2024

Cllr Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director – People, seeking approval for the delivery of a Mental Health Hub at Park Avenue, Enfield. She noted that creation of the hub was a manifesto commitment, and that it would provide an integrated service and ensure an easy point of access. The 58-60 Silver Street building would also be freed up for disposal.

In response to Members' queries in respect of the funding sources, it was confirmed that no borrowing was required and the hub would be mainly funded from the Better Care funds set aside for this project, with additional funds from Section 106 and Corporate Condition Programme contribution. Members welcomed the report and looked forward to the progress of this project.

DECISION: The Cabinet agreed to:

I. Agree to create a Mental Health Hub at Park Avenue bringing together teams currently working across two sites and improve the offer to service users and residents.

II. Approve the overall budget of £3.387m to deliver a new Mental Health Hub, (funded by £3.25m Better Care Fund, £60k CCP contribution, £77k Section 106 Grant). The total budget consists of £2.86m Capital and £0.53m Revenue.

III. Approve the addition of £2.86m to the approved Capital programme.

IV. Note that £0.2m of this will be used for the relocation of the Resource Centre from Park Avenue to another appropriate site. This project will be managed via Accommodation Board.

V. Note that co-location of these services will also give the Council vacant possession of 58-60 Silver Street, enabling its disposal, letting, redevelopment or re-purposing.

VI. Delegate authority to the Director of Property to procure, award and enter into contract with the relevant suppliers to support delivery of the project.

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

9 DISPOSAL OF SURPLUS/UNDERPERFORMING PROPERTY ASSETS

Cllr Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Resources, seeking agreement to dispose of the property assets identified in the appendix to the report. Each site would be marketed accordingly, depending on the type of property, and this would be a competitive process to secure a winning bid. Officers gave assurance of full due diligence, and that value of assets would be maximised.

CABINET - 13.3.2024

In response to Members' queries, it was confirmed the receipts generated from the caretakers' house sales would be ringfenced so as to remain within Education and to be used to develop special educational needs provision.

DECISION: The Cabinet agreed to:

I. Agree that the Council proceeds with the disposal of the property assets listed in the table contained in both the appendix and confidential appendix (which includes receipt estimates) to the report at the earliest opportunity (subject to appropriate due diligence investigations).

II. Delegate authority to the Cabinet Member for Finance and Procurement in consultation with the Executive Director of Resources and Director of Property (and otherwise in accordance with the Council's Scheme of Delegation) to market and finalise terms of sale with successful bidders in order to achieve best consideration.

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

10 DATE OF NEXT MEETING

NOTED the dates of the future meetings will be confirmed following Annual Council on Wednesday 15 May 2024.

11 EXCLUSION OF THE PRESS AND PUBLIC

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

12 THE AWARD OF LEASE OF MILLFIELD COMPLEX

DECISION: The Cabinet decision is recorded under item 7 above.

The meeting ended at 7.31 pm.



London Borough of Enfield

Report Title	Enfield Climate Action Plan 2024
Report to	Cabinet
Date of Meeting	12 th June 2024
Cabinet Member	Cllr Chinelo Anyanwu, Cabinet member for the Environment, Culture & Public Spaces
Executive Director/ Director	Perry Scott, Executive Director for Environment and Communities
Report Author	Vera Vajda
Ward(s) affected	ALL
Key Decision Number	KD5735
Classification	Part 1 Public
Reason for exemption	

Purpose of Report

1. To provide an overview of the revised Enfield Climate Action Plan 2024 and seek approval for its adoption.

Recommendations

- | |
|---|
| <ul style="list-style-type: none"> (i) Adopt the revised Climate Action Plan 2024 (ii) To delegate authority to the Executive Director of Environment and Communities in consultation with the relevant Cabinet Member to implement the Climate Action Plan. (iii) To delegate authority to the Executive Director of Environment and Communities, following consultation with the relevant Cabinet Member to update the Action Plan and make amendments, as long as they do not change its core value or have financial implications, so that all implementation, delivery and management requirements continue to be sufficient and effective. |
|---|

Note that whilst a number of the actions in the Enfield Climate Action Plan are already funded, others will require new funding commitments, mainly from central and regional government, and there will be full consideration of the financial implications as workstreams are progressed.

Background and Options

As highlighted in the recent report by the International Panel for Climate Change (IPCC), the effects of climate change are unequivocal, widespread, and intensifying, driven primarily by human activity. London, including Enfield is experiencing observable changes such as hotter, drier summers and warmer, wetter winters signalling the urgent need for concerted action.

Enfield faces significant climate risks, including extreme heat, drought and flooding. Our borough's vulnerability to flooding is due to the network of watercourses that flow through the borough as well as incapacity of our aging drainage infrastructure. This is exacerbated by urban development encroachment on our green infrastructure and the increasing intensity of rainfall events.

Addressing these interconnected challenges necessitates concerted efforts at the local, national and global levels. Acknowledging our responsibility as a major employer and influencer, Enfield Council declared a climate emergency in 2019, committing to:

- Make Enfield Council a carbon neutral organisation by 2030.
- Divest the Council from investment in fossil fuel companies.
- Only use environmentally friendly products where we are able to do so.
- Make our supply chain carbon neutral through ethical procurement.
- Work with local partners and communities and positively promote changing behaviours in Enfield to limit activities scientifically linked to climate change.

To expedite the implementation of these crucial initiatives the Climate Action Plan is being finalised having been informed by constructive feedback from local climate change organisations, residents and staff. Continuous engagement with stakeholders will be an ongoing and remain vital to the delivery of these measures.

Preferred Option and Reasons for Preferred Option

In response, the Council has committed to tackling the climate change emergency and to do this requires a clear strategy with supporting actions.

Relevance to Council Plans and Strategies

Our Council Plan 2023-26 sets out our priorities for investing in Enfield to support residents to live happy, healthy and safe lives. Central to this commitment is our priority for Clean and Green places where we enhance biodiversity and protect green spaces to help Enfield's resilience in the face of a changing climate. We also strive for a more efficient use of resources, to reduce waste and increase

recycling, as well as reduce carbon emissions from energy consumption across our buildings and operations.

In line with the Council's priority for More and better homes by making buildings, that are the key emitters, the CAP undertakes measures to enhance the energy efficiency of buildings, including via high quality new homes and the retrofit of existing, as well as connecting them to sources or renewable and low carbon energy such as the Energetik network.

Furthermore, the CAP is also aligned with the Council's overarching Blue and Green Strategy, along with the emerging Local Plan and Transport Strategy. This strategic alignment ensures a cohesive approach towards sustainability and climate resilience across all of Enfield's development and infrastructure planning.

Financial Implications

(Note: Neil Goddard 09/05/24)

Achieving carbon neutrality and tackling emissions across the borough is both hugely ambitious and financially challenging given the budgetary pressures on the Council as reflected in the Medium Term Financial Plan and the local government sector as a whole.

A number of the actions in the CAP are already committed and funded e.g., the government grant funded Schools decarbonisation programme of £3.4m which is in the pipeline of the capital programme awaiting approval to spend. However, where there are new areas which need further development, the financial implications of any new schemes will need to be considered in each business case and assessed early on to determine the cost/benefits and affordability before any decision is taken to implement them.

All opportunities for external resources will need to be explored, including grants from Central Government and the GLA. Examples of potential external funding sources include:

- Accessing the renewable heat incentive (RHI).
- Salix funding for specific projects.
- Heat Networks Investment Project funding to further develop Energetik's heat network.
- Office of Low Emission Vehicles funding for electric vehicle infrastructure.

The Business case should also identify where there are opportunities to reduce costs by operating more efficiently, for example by using less energy and water, and to generate revenue through climate change activities.

Legal Implications

The Climate Change Act 2008 is the basis for the UK's approach to tackling and responding to climate change. The Climate Change Act commits the UK government by law to reducing greenhouse gas emissions by at least 100% of 1990 levels (net zero) by 2050. The 100% target was based on advice from the Climate Change Commission's 2019 report, 'Net Zero – The UK's contribution to stopping global warming'.

Local authorities can use their own powers to take actions. The relevant powers are likely to include the wide general power of competence under Section 1 of the Localism Act 2011 which allows local authorities to do anything that individuals generally may do. The existence of the general power is not limited by the existence of any other power of the Council which (to any extent) overlaps the general power.

The Council must have due regard to its Public Sector Equality Duty as set out in the Equality Act 2010 when adopting this revised plan. This requires all public bodies, including local authorities, to have due regard to the need to: eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act, advance equality of opportunity between people who share a protected characteristic and those who do not, Foster good relations between people who share a protected characteristic and those who do not.

Equalities Implications

An equality impact assessment (EQIA) has been completed for this policy and is appended to this report. The EQIA concludes that there is no differential impact on any protected characteristic as a result of the implementation of this policy; and implementing the policy will have a positive impact on all protected groups, providing fair and equal treatment to all residents.

National and local data analysis shows an over representation of women and an over representation of disabled women as victims of domestic abuse. The majority of victims/survivors are white women and the majority of perpetrators are men. Nearly 60% of those accessing domestic abuse support services have children. The draft policy sets out a consistent person-centred approach to managing all disclosures of domestic abuse ensuring all victims are treated fairly. Due to the over representation of female and disabled female victims and high percentage of cases with children present in the household, the policy is expected to have a particularly positive impact on people who share these protected characteristics by improving how we respond to disclosures of abuse.

The policy includes a commitment to understand intersectionality – victims/survivors will have different experiences and may face barriers related to their identity and protected characteristics such as age, sex, gender, sexual orientation, religion or belief, disability, pregnancy and maternity, marital status and socio-economic status. We will respect and seek to fully understand individual differences, experiences and needs, enabling tailored services and the right support.

We ran a 10-week consultation on the draft policy which closed with 77 responses. The equalities questions were answered by 55 respondents. This included 42 female, 12 male and 1 respondent who preferred not to say. The analysis showed an over representation of female domestic abuse victims. Of the 55 who answered the question, 22 (40%) reported a disability. The analysis showed a slight over-representation of disabled victims of domestic abuse. We will use the results of the consultation to inform the implementation of our policy and continue to improve the service we offer.

HR and Workforce Implications

The Council's staff have been instrumental in developing the CAP and will be essential to its the successful implementation. The actions set out in the CAP include some which will require changes to the way we work as an organisation, including embedding a climate change in all policies approach, with climate champions supporting this.

While some of these changes might not be popular, initial engagement shows that staff see the overall benefits of reducing carbon emissions and support the Council taking action.

Where changes impact on contractual terms and conditions, staff engagement and consultation will be undertaken in line with statutory requirements and agreed HR policies.

Environmental and Climate Change Implications

The Climate Action Plan which accompanies the report sets out how Council operations will be carbon neutral by 2030.

The Climate Action Plan which accompanies the report provides a framework for making the borough carbon neutral by 2040.

These targets go beyond the UK national target date of 2050.

Implementation of the CAP will be overseen by a senior manager with a dedicated resource maintained to support this and regular monitoring of the CAP will ensure that targets are being met and, where not, that remedial actions are put in place.

Implementation of the CAP will be overseen by a senior manager with a dedicated resource maintained to support this.

- a. There will also be regular monitoring of the CAP to ensure that targets are being met and, where not, that remedial actions are put in place.
- b. Grants will be sought to fund the CAP as opportunities arise. It is envisaged that such opportunities will increase as central and regional government seeks to address their own targets for net zero carbon emissions.
- c. The CAP includes a number of actions which should not have an impact on Council funding; they will simply involve new ways of working.
- d. The CAP also includes actions which, following initial investment costs, will see long term net savings (for example the introduction of LED street lights).
- e. There will be opportunities for revenue generation, for example through energy generation and trading on the Council's expertise in some areas.
- f. Continuing work to influence national and regional policy to make sure that climate change remains a priority and that funding for related activities, such a property retrofit programmes, are funded.

Public Health Implications

The World Health Organisation in its 2003 report 'Global climate change and health: an old story writ large' noted that:

“Populations of all animal species depend on supplies of food and water, freedom from excess infectious disease, and the physical safety and comfort conferred by climatic stability. The world’s climate system is fundamental to this life-support.”

The climate change emergency that we currently face is having a direct impact on the world’s life support, which in turn has a range of health impacts. Some of these could be positive, for example more temperate winters leading to a reduction in the seasonal peak in deaths.

However, as recent events have shown, overwhelmingly these impacts will be negative including the direct impacts on health arising from adverse weather events, such as peaks in deaths attributable to respiratory illnesses in periods of high temperatures.

Therefore, the CAP, seeks to drastically reduce the Council’s own carbon emissions and lead by example to encourage others to do likewise. This will have a positive impact on resident’s health.

The CAP has significant synergy with the emerging Health and Wellbeing Strategy (HWBS) which encompasses work on reducing smoking, increasing physical activity and improving access to healthy foods. As well as addressing the overall negative impacts of climate change, many of the actions in the CAP will have more direct health benefits addressing priorities within the HWBS such as:

- Increasing the use of low carbon and zero carbon forms of transport and active travel reduces air pollution and, given our ambition for more people to walk and cycle, should also reduce the health damaging effects of motorised transport e.g., road traffic injuries, community segregation and noise and physical inactivity.
- By encouraging a sustainable food offer within the borough, we will contribute to better nutrition among residents as well as reduced carbon emissions.
- Similarly, by reducing smoking among residents we will contribute to reducing the negative impact that tobacco production has on the environment as well as also achieve improved health outcomes.

Other positive health benefits to the CAP include:

Improving the quality of housing stock, including providing better insulation, has a positive impact on mental health and could reduce incidents of conditions such as hypothermia and excess winter deaths.

In addition, consideration of reducing the impact of climate change amongst the most socially and economically vulnerable residents will also positively impact on health inequalities.

Given this, overall the actions proposed in the CAP will support Public Health’s efforts to embed Health in all Policies across the Council.

Property Implications

Buildings and assets make up 89% of the Council's scope 1 and 2 emissions. Therefore, the CAP sets out measures to achieve significant reductions in these emissions through an energy efficiency investment programme:

- Review building management practices to maximise the non-cost measures through efficient building management.
- Comprehensively meter water usage across the largest buildings across the council's portfolio and install water saving devices in all council buildings
- Where appropriate the council will install metering and sub-metering for all council buildings in the areas of energy and water by 2023
- Further consolidate our council property estate, while continuing to provide good public services in appropriate locations.

This programme will see buildings and assets improved so the overall implications are expected to be positive.

At this time the detailed financial and funding implications of delivering the CAP are still to be determined and will be identified as separate actions are brought forward.

Council-owned land may be requested and change contract and use, for example changing contracts to enable food production to benefit the local community.

Safeguarding Implications (draft for review)

None identified as arising directly from reducing carbon emissions.

Crime and Disorder Implications

None identified as arising directly from reducing carbon emissions.

Other Implications

There are additional key performance and data implications:

Annual baseline refresh - Staff resources required to collect and collate updated baseline data.

Dedicated resource maintained to oversee delivery of the CAP including baseline updates. The majority of the inputs into the baseline should be available publicly or locally because they are already regularly collected. A tool has been developed which should streamline the collation of the data inputs.

Performance monitoring - Staff resources required to collect and collate performance data.

Dedicated resource maintained to oversee delivery of the CAP including performance monitoring. The majority of the performance targets are already reported either publicly or locally. Any new targets will be monitored by the relevant service as part of their day-to-day activities.

Reporting – Regular performance reports and annual summary will require staff resources.

Where not already part of the Council's performance monitoring framework, the reporting of progress against CAP targets should become part of the existing monitoring regime to ensure appropriate oversight. Dedicated resource maintained to oversee delivery of the CAP including performance monitoring and annual reporting.

Report Author: Vera Vajda
Climate Action and Sustainability Lead Officer
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Appendices

1. Appendix 1 – Enfield's Climate Action Plan 2024

Background Papers

Enfield's Climate Action Plan 2020
Enfield Local Area Energy Plan 2023
Delivering Net Zero study 2023

Enfield climate action plan 2024



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Foreword

Introduction from Cllr Ergin Erbil Deputy Leader and Chinelo Anyanwu, Climate Change and Net Zero Lead

Our planet is facing a real and imminent threat from climate change.

The Intergovernmental Panel on Climate Change’s synthesis report in 2023 served as a “final warning” about the urgent need to act on climate change to prevent catastrophic consequences for communities around the world.

The emergency is real and action in response must be local, national and global. Enfield Council declared a climate emergency in 2019 and published our first Climate Action Plan in 2020.

This review and update of our 2020 plan builds on our successes so far, and responds to the rapidly changing context we’re operating in. We have also further developed our approach based on what we have learnt since 2020 and we have listened to the feedback and ideas of local people and our partners.

Our overall aims remain unchanged - the Council will be carbon neutral by 2030 and the borough by 2040. Thorough internal engagement has taken place to ensure climate action is embedded into every team and department, while extensive external engagement has brought us closer to community, education and business organisations who are aligned to deliver these aims together. We cannot do this alone.

In 2023, we agreed a new Council Plan which sets out our plans to invest in Enfield over the next four years and beyond. Responding to the climate emergency through adaptation and mitigation is a key part of all these priorities and we have a cross cutting principle to be climate conscious in all that we do. Our aim as an administration is to deliver positive outcomes for all our communities, now and in the future. Through our actions and those of our community, we will play our part in combating and adapting to climate risks.

This Plan has been subject to discussion and development with elected members at the Environment Forum and the Environment and Climate Action Scrutiny Panel. It has also been informed by engagement with national and regional climate change organisations and other local authorities.

This Plan has been guided by discussion and engagement with staff across the Council, with our partners and with our communities. It has been subject to discussion and development with elected members at the Environment Forum and the Environment and Climate Action Scrutiny Panel. It has also been informed by engagement with national and regional climate change organisations and other local authorities.



Cllr Ergin Erbil
Deputy Leader of
Enfield Council



Cllr Chinelo Anyanwu
*Climate Change and Net Zero
Lead*

Thank you to everyone who has contributed to the development of this revised Climate Action Plan for Enfield, and to all those who will be working with us to deliver on it in the months and years ahead.

Cllr Ergin Erbil
Deputy Leader of Enfield Council

and

Cllr Chinelo Anyanwu
Cabinet Member for Environment, Culture and Public Spaces



Our Vision for Climate Action



Our Vision for Climate Action

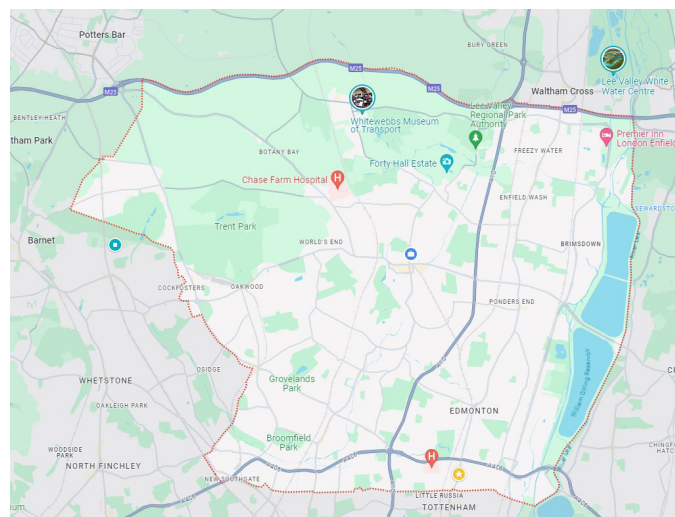
We will work with our staff, suppliers, residents, businesses, schools, community organisations, statutory partners and the government to become a carbon neutral organisation by 2030 and create a carbon neutral borough by 2040.



Enfield Council as an organisation

Carbon Neutral by:

2030



London Borough of Enfield as geographical area

Carbon Neutral by:

2040

In summer 2019, we signed a Climate Emergency Pledge, which commits us to:

- Make Enfield Council a carbon neutral organisation by 2030.
- Divest the Council from investment in fossil fuel companies.
- Only use environmentally friendly products where we are able to do so.
- Make our supply chain carbon neutral through ethical procurement.
- Work with local partners and communities and positively promote changing behaviours in Enfield to limit or stop activities scientifically linked to climate change.

This plan sets out how we are delivering on this pledge.

The Government has set a national target to be carbon neutral by 2050. We believe action needs to be taken faster than this to prevent climate breakdown and we are committed to using our statutory powers and our role as facilitator and influencer, to work together with residents, businesses, the community and voluntary sector and other public sector partners to achieve carbon neutrality in the borough by 2040.

Our success also depends on changes in national policy, further grid decarbonisation and significant additional investment from the Government. Along with other public sector organisations, private and voluntary and community sector groups, we are calling on Government to increase the investment and the powers available to local government so we can act at the scale and urgency required.

	Carbon Neutral Council			Carbon Neutral Borough		
Scopes	1	2	3	1	2	3
Type of calculation	Organisational emissions			Territorial emissions using Borough Boundary		
Status	Commitment to Carbon Neutral		Monitoring and Methodology in progress.	Commitment to Carbon Neutral (Territorial emissions)		Currently monitoring waste and depending on LEGGI
Emissions reduction and date	2030 for 73% reduction.		Date to be set	2040 for 64% reduction.		Date to be set
Offsetting	Final 25% offsetting from 2030 and beyond. Sequestration or Offset method to be confirmed.		Explore how we influence partners and value chain.	Explore and facilitate long term borough sequestration and offset projects.		



Executive Summary



Executive Summary

Our 2024 Climate Action Plan builds upon the priorities we established in 2020 in our first plan, responding to our progress so far, the changing policy, regulatory, economic and technological context, and the feedback and ideas from our partners.

We have strengthened our evidence base since 2020, including through commissioning our Local Area Energy Plan and by further refining our methodology for how we measure the greenhouse gas emissions produced by the Council. This has also enabled us to develop our plans with a greater understanding of current emissions.

Context

Global, national and regional policy, the economic context, the technological context and climate risk have all changed since 2020. Each year, Conference of the Parties (COP) achieves new agreements, new technologies emerge, existing ones become cheaper and more efficient, professional bodies provide useful tools and the evidence base for climate action develop. At the same time climate risk is increasing and the links between poverty, health and climate risks become more pronounced.

Locally, we have seen these risks play out, with increases in extreme weather events, rising living costs and the increasing impact of increasing poverty impacting residents. We also have new opportunities to act because of the increasingly rich partnerships developing across the borough, as well as with other London boroughs, the successful initiatives we've delivered to date and as a result of our improved evidence base, including our Local Area Energy Plan and a comprehensive study on Delivering Net-zero co-commissioned with 18 other London councils.

We have developed our refreshed plan in the context of these new challenges and opportunities.

Our principles





We will deliver climate action using the following principles:

- Robust governance and decision making
- Affordable climate action
- Fair and inclusive climate action
- Vigorous and transparent carbon accounting and offsetting

The climate action we take will not impose additional financial burden for the Council or penalise disadvantaged groups. We will make investments to adapt and mitigate the effects of climate change in a way that reduces future costs and therefore generates longer term savings, and in a way which tackles inequality and poverty. This includes green jobs and employment opportunities to strengthen our workforce and support our local economy, Our climate action aims to attract new and additional finance into the council and the borough that has co-benefits for Enfield residents and all stakeholders.

A Carbon Neutral Council

To meet our target of being a carbon neutral Council by 2030, we will reduce carbon emissions the Council creates from the operation of our own buildings (including our libraries, civic centre, council housing, maintained schools, leisure centres and other council buildings); from our street lighting and from our council fleet of vehicles; and from how our staff commute to and from work and travel during the working day. We are also working to reduce emissions from the goods and services we purchase, and intend to reduce, re-use and recycle more from council buildings as well as develop initiatives to offset our remaining emissions. This involves supporting our staff in all teams to understand and take climate action.







A carbon neutral organisation by 2030	
<p>Carbon neutral council buildings</p> <p>Buildings owned and operated by the council will be carbon neutral by 2030</p> 	<p>Decarbonised council travel and street lighting</p> <p>Council vehicle fleet will be carbon neutral by 2030</p> 
<p>Resource efficient Council</p> <p>The council will be water and resource efficient implementing best practice recycling</p> 	<p>Climate conscious organisation</p> <p>Decision making, spending, procurement and pension investment drives positive change</p> 



A Carbon Neutral Borough

We will take coordinated actions with our partners across the borough to reduce carbon emissions from all sectors to achieve a carbon neutral borough by 2040. We will also adapt to the consequences of the climate change that we are already experiencing and which we will experience in the years ahead.

Our 'spheres of influence' range from direct initiatives such as local planning regulation through to engaging and working in partnership on community initiatives. Action includes enabling carbon neutral, sustainable and active travel; achieving carbon neutral and climate resilient buildings through planning policy and retrofit; reducing waste through enabling a circular economy; and decarbonising the energy sector. We also set out our plans for enhancing biodiversity and protecting natural landscapes across Enfield which will capture carbon emissions and help us to manage flood risk and mitigate against urban heating as part of our climate adaptation work.

A carbon neutral Borough by 2040	
<p>Carbon neutral and climate resilient buildings</p> <p>Carbon neutral buildings by 2040</p> 	<p>Carbon neutral, sustainable and active travel</p> <p>Carbon neutral travel by 2040</p> 
<p>Reduce, Reuse, Recycle</p> <p>Waste in the borough reduced by 30% by 2040</p> 	<p>Decarbonised energy systems</p> <p>Carbon neutral energy systems carbon neutral by 2040</p> 
<p>Resilient urban and native natural environment</p> <p>Increasing resilient urban and natural environment by 2040</p> 	<p>A climate conscious organisation</p> <p>Residents, businesses and local partners engaged and committed to achieve a carbon neutral borough by 2040</p> 

Successes 2020 to 2023



Successes 2020 to 2023

Council

30% decrease in the Council's direct emissions from the baseline

Carbon neutral council buildings

- 10 heat pumps installed in our council buildings
- Piloted our first connection of the Energetik heat network to a school building
- Installed 247 kWp of solar panels at council and community buildings and three maintained schools



Decarbonised travel

- 18% of the council's fleet is electric
- Replaced all street lighting to LED



A climate conscious organisation

- Launched our new Sustainable and Ethical Procurement Policy
- Reported to and received a score of A and A- for our Carbon Disclosure Project (CDP) submission in three consecutive years, demonstrating the Council's commitment to climate adaptation and mitigation.



Borough

6% decrease in Borough greenhouse gas emissions from baseline

Carbon neutral and climate resilient buildings

- Deep retrofit of ten Council homes in Haselbury



Carbon neutral, sustainable and active travel

- 3.9 km of new cycle routes added to the network from 2021/22 baseline
- 20 school streets



Reduce, Reuse, Recycle

- Re-use shop at Barrowell Green Recycle centre
- Excess Materials Exchange launched helping us to reuse materials from entire dismantled buildings in Meridian Water



Decarbonised energy systems

- 709 homes connected to the heat network since March 2020
- Completed our Local Area Energy Plan (LAEP), published with this Plan, serving as basis for development of other subregional LAEPs

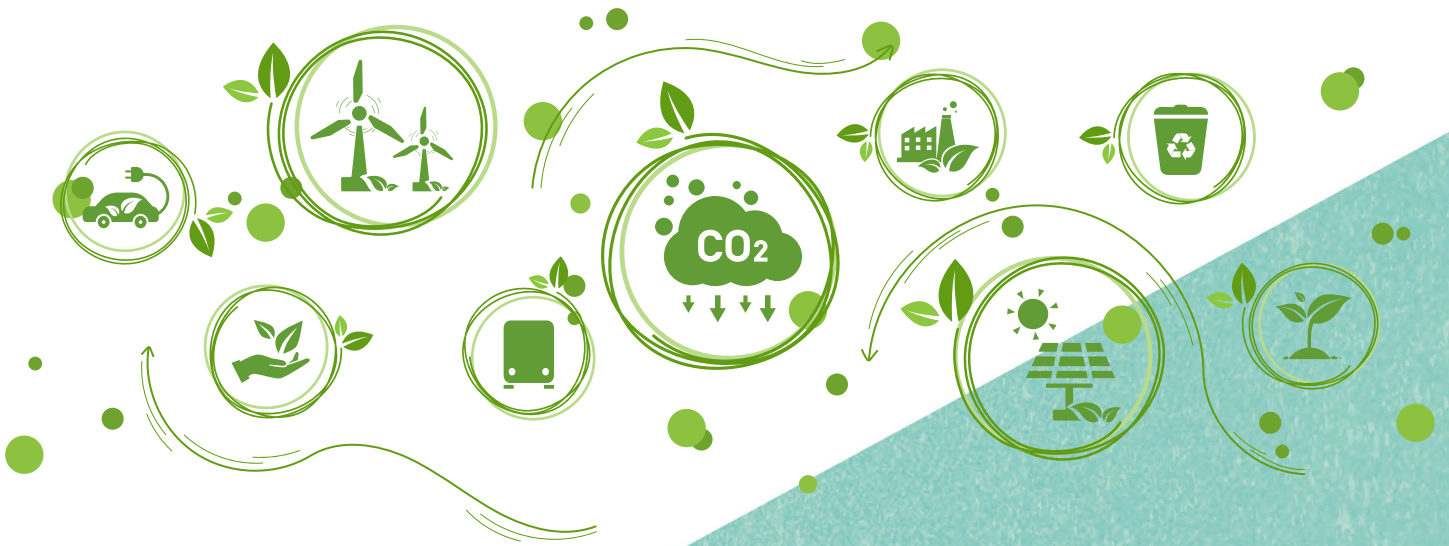


Nature and green spaces

- 80 hectares of new woodland created
- 1,905 street trees planted from 2021/22 baseline
- Delivered 112 new rain gardens and 4 new wetlands, as well as the Albany Park River Restoration since 2020



The context



The context

The trajectory of global, national and regional science-based requirements all limit global warming to below 1.5°C when compared to pre-industrial levels and reach global net zero by 2050. This is the backdrop for Enfield's Climate Action Plan.

The increasing need for urgent action on climate, health and poverty

The last three years has seen the climate crisis accelerate in parallel with the Covid-19 pandemic and cost-of-living crisis, highlighting the need for urgent action to reduce carbon emissions and restore nature, while also addressing inequality, poverty and poor health.

Our revised Plan includes more emphasis on the co-benefits of climate action on improving the health, wellbeing and financial resilience of our residents.

Responding to climate change involves two major responses: mitigation (reducing greenhouse emissions) and adaptation (reducing the risks to people from changes to the climate), both of which have many major wider benefits for society. Mitigation strategies improve public health, reduce NHS expenditure, improve energy security and boost employment in emerging green business sectors. Improving green spaces to capture carbon and reduce impacts of flooding and heatwaves will improve physical and mental health – and help us in our response to the biodiversity crisis too.

These co-benefits make climate investment extremely cost-effective over the medium and long term.

Climate risk in Enfield

The International Panel for Climate Change (IPCC) has reported that effects of climate change are already 'widespread, rapid and intensifying'¹ and 'unequivocally' caused by human activity. London is having hotter, drier summers and warmer wetter winters.

The main climate risks for Enfield residents are extreme heat, drought and flooding. Enfield experiences flood risk due to the network of watercourses that flow through the borough as well as incapacity of our dated drainage systems. This is exacerbated by urban creep and the increasing intensity of rainfall events.

Climate risk compounds the issues of deprivation in the east of the borough. Most of the properties at risk of flooding are in the Lee Valley Area, which was historically an area of marshland. Land is lower lying in the Edmonton area compared to that in the west of the borough and it is where the Salmons Brook and Pymmes Brook meet to join the River Lee. Surface water flooding due to heavy rainfall is particularly high risk, causing the drainage systems to fail.

As with flood risk, wards to the east of the borough which experience higher level of deprivation, are also more at risk from extreme heat. As a dense urban environment London suffers from a significant urban heat island effect. In more deprived areas, poor housing, lack of green space, poverty and high numbers of elderly or very young people and those with long term conditions combine to concentrate risk in already marginalised communities. Enfield also experiences fluvial flood risk due to the flood plain of the river Lea.

¹ [Remarks by Hoesung Lee, the IPCC Chair during Working Group III](#)

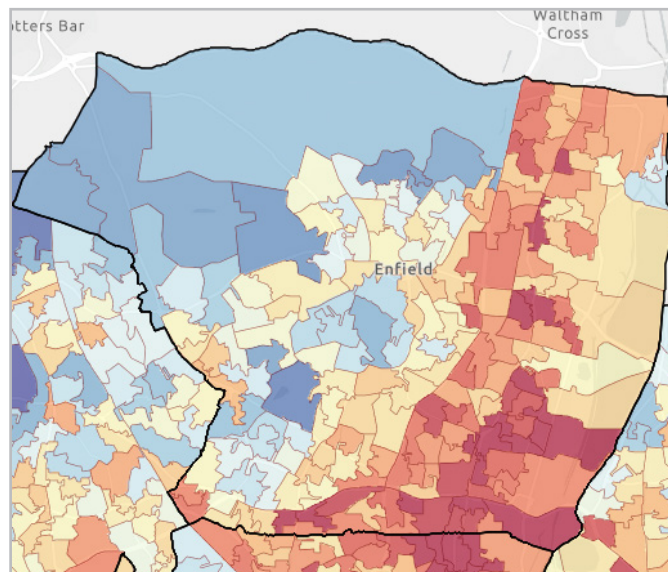


Figure 1 - Climate risk in Enfield, GLA climate risk mapping 2022

Technological advances and the transition to a green economy

Some initiatives and technological options that were only emerging, or considered innovative three years ago, have now become more mainstream. For example, there have been significant developments in electric vehicle manufacturing and charging and solar panels are becoming increasingly affordable. We have developed our plans in response to these new opportunities and will continue to do so as technology advances further and funding becomes more available to deliver, anticipating that these technologies will also help reduce costs.

To respond to new technology and opportunities to deliver climate action, we need to skill, re-skill and develop our workforce across multiple teams. This includes training in retrofit and low carbon heat for council housing, facilities management and planning teams, low carbon procurement for commissioners and procurement teams, and low carbon finance opportunities for all teams needing to think differently about how to resource local climate action.

We also need to respond locally to the transition to a green economy so that local people do not miss out on accessing green jobs. Estimates by the LGA currently predict that in 2050 only 0.02% of direct jobs in low-carbon and the renewable energy sector in London will be in Enfield. We need to work to change this so that our local economy benefits from new green jobs and so that local people can access green jobs within the borough.

We need to ensure local people get the skills they need to access green jobs in the wider regional economy too. Nationally, the low-carbon and renewable energy economy is defined as consisting of low-carbon electricity; low-carbon heat; alternative fuels; energy efficient products; low-carbon services and low-emission vehicles. The Office of National Statistics have defined green jobs as 'employment in an activity that contributes to protecting or restoring the environment, including those that mitigate or adapt to climate change.'¹¹

The financial challenge

Like local authorities across the country, we are facing unprecedented financial challenges with rising inflation, significant interest rate increases, a cost-of-living crisis and increasing numbers of households in need of support putting increased pressure on all our front-line services – with insufficient government funding to meet the increase in demand and costs.

Our Plan includes short and medium-term actions we are taking now with the resources available to us, in the context that we will need flexibility to deliver in rapidly changing circumstances. We are also committed to taking advantage of all available grant funding to mitigate and adapt to climate change, recognising the longer-term positive impact this can have on the council's financial position.

Our Plan also includes longer term action, necessary to reach our goals, which is not yet funded – because the funding will need to come from budgets in future years. With the current short-term funding mechanisms for local government, and the lack of sufficient sustainable funding, we cannot yet plan in any detail for how these longer-term actions will be funded – which is a huge challenge across the local government sector.

Along with other local authorities across the country, we are calling on the Government to put in place the necessary resources and powers so that we can deliver on all the actions set out in this plan, in time to meet our 2030 and 2040 targets. We are calling on Government to consolidate the different funding streams, reduce competitive bidding processes, give longer lead-in times where bidding remains and provide funding over the medium rather than the short-term with multi-year funding arrangements where possible. Non-competitive funding reduces administrative burdens and ensures that allocation of funding is based on need and opportunity rather than bidding capacity.

Developing our evidence base

Local Area Energy Plan for Enfield

In 2022, Enfield Council was supported by the Mayor of London and the European Regional Development Fund (ERDF) to fund the first London borough-wide Local Area Energy Plan. A Local Area Energy Plan is an energy planning process which is considered the best practice approach for local governments to set decarbonisation pathways. A Local Area Energy Plan is a data-driven, whole energy system, evidence-based approach to set out the most effective route for a local area to contribute to meeting net-zero targets.

Our Local Area Energy Plan sets out the cost optimal pathway to the borough being carbon neutral by 2040, establishing a future vision of a ‘Carbon neutral Enfield’. The process included non-technical analysis, stakeholder engagement and extensive detailed analysis of heat, transport and power demands of our energy system against a decarbonisation pathway to net-zero. The technical output is detailed analysis, recommendations and outputs alongside detailed mapping.

The Local Area Energy Plan sets out detailed recommendations on the steps we need to take to reach our carbon neutral target, which have been embedded into this updated Climate Action Plan and supporting implementation plans. Our Plan also reflects the targets set in interim years, showing the trajectory we need to take to meet our carbon neutral objectives.

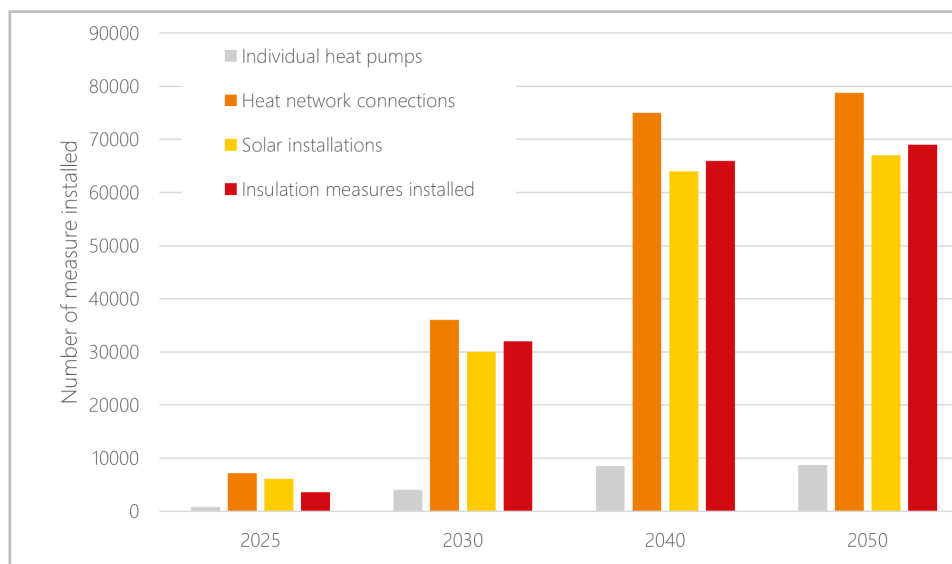


Figure 2 - Number of installation of measures

Meeting these targets is no easy undertaking, with a substantial cost to deliver the required measures. The Council cannot deliver this alone, with a whole systems solution requiring all stakeholders ranging from all levels of government, utilities, businesses and residents to come along on the journey.

Consumption based emissions

In July 2019, London Councils Transport and Environment Committee (TEC) Executive agreed that London Councils should develop support for borough action on climate change and one of the seven work streams is 'One World Living – Reducing London’s Consumption Emissions'. In 2021, University of Leeds was commissioned to provide consumption-based emissions for the 32 London Boroughs and the City of London. This enables Enfield to have a deeper understanding of the climate implications of the actions taken by our residents, helping us identify where there are opportunities for change.

The output of this study forms a baseline for consumption-based emissions in Enfield. The study showed that Enfield is 12th out of the 33 boroughs for per capita emissions, an improvement from 18th in 2001, with 1 being the lowest and 33 being the highest figure, showing a trend in the right direction. The study also shows that 60% of emissions produced are from spend within the UK with 75% from within Europe.

Enfield has one of the largest industrial areas in London, with manufacturing forming 11% of our emissions, showing the opportunity to work with partners to move towards more sustainable manufacturing processes.

Our largest emissions sources are from direct household, forming 26% of all consumption-based emissions. This shows the importance of working together to enable and encourage our residents to make positive changes.

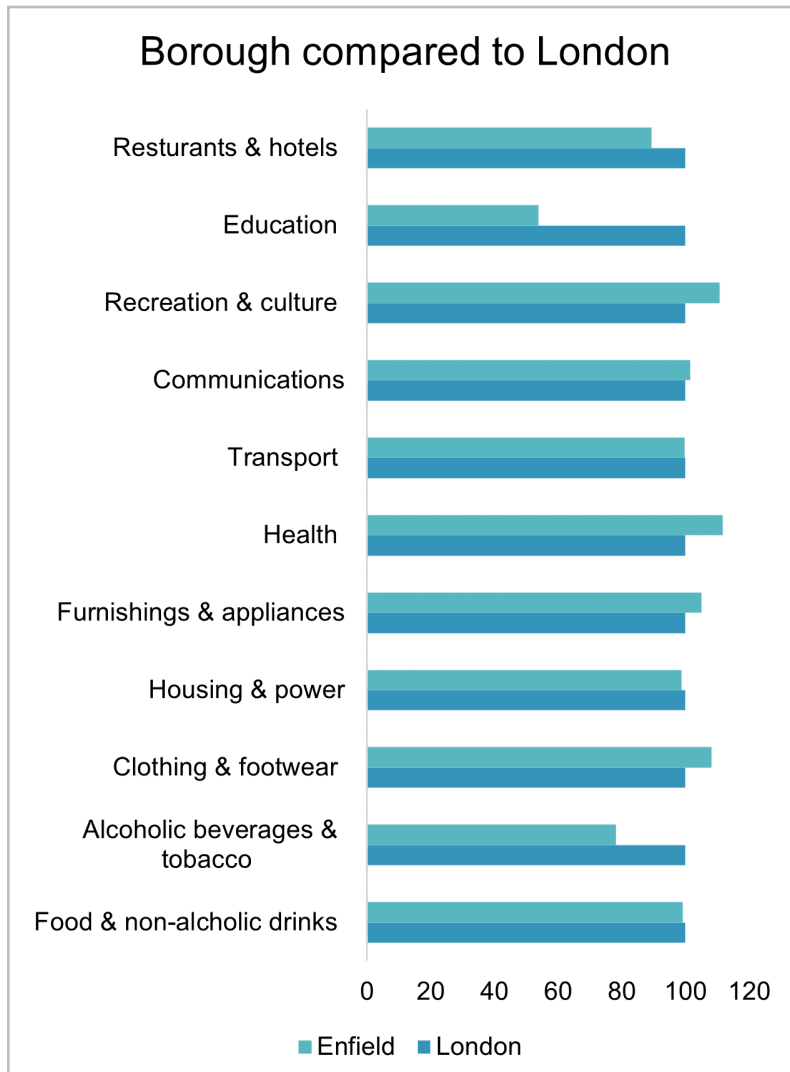


Figure 3 - Product based emissions (tCO2) 2018 (Baseline)

Engagement with residents and partners

In December 2022 and January 2023, we asked Enfield residents and stakeholders to give us their views on our 2020 Climate Action Plan and their ideas for future action. We ran events across the borough and also asked for feedback via an online questionnaire. Through this engagement, we heard from 136 local people with their views on our 2020 Plan and future approach.



We identified the following themes from this engagement:

- **Working in partnership** - There so are many opportunities to work together with our informed and motivated community. We can only achieve our goal of a carbon neutral borough by 2040 if the Council, public sector and voluntary and community sector partners, local businesses and residents work together.
- **Climate as a co-benefit** – Action to reduce climate change is widely understood as an imperative, but people are comfortable with it being a secondary outcome, or ‘co-benefit’, of another initiative – for example one that could save money.
- **Homes and heating** - Energy costs, heating efficiency and retrofit of buildings is foremost in everyone’s minds, and people told us that they are prepared to put up with some disruption and some short-term costs to improve their buildings.

Assumptions, constraints and gaps

This is a strategic document which focuses on delivery against the Council’s Climate Emergency Declaration. Its intention is to cover all areas related to climate mitigation and adaption, but it cannot singlehandedly cover all environmental or sustainability issues as it relies on other documentation and strategies to cover these.

Our long-term Climate Action Plan assumes a ‘best guess’ of the evolving context around us. However, there are still many uncertainties as national policy is still emerging and central government has, at the time of publication of this Plan, downgraded its policies. We have to assume that there could also be unexpected forthcoming crises similar to previous ones, which could impact on this plan.

There are constraints on delivering this Climate Action Plan, the most obvious being finance and external policy decisions. Whilst these should not excuse holding back, they do have to be considered if the plan is to be realistic.

Principles of climate action



Principles of climate action

The way in which we take climate action is critical. In delivering on all our priority areas, we will always do so using the following principles:

- Robust governance and decision making
- Affordable climate action
- Fair and inclusive climate action
- Vigorous and transparent carbon accounting and offsetting

The climate action we take will not impose additional financial burden that the Council cannot fund, and it will not penalise disadvantaged groups.

As a local government, we will proactively work with Government to make investments to adapt and mitigate the effects of climate change in a way that reduces future costs and therefore generates longer term savings, and in a way which tackles inequality and poverty. Although climate change and climate breakdown affect all of us, the impacts disproportionately impact disadvantaged communities. This is the case globally and within regional areas too, including Enfield.

Considered and planned climate action can help us protect and improve outcomes for the most disadvantaged communities in the borough. It can attract new and additional finance into the council and the borough that has co-benefits for Enfield residents and all stakeholders, and we will take all opportunities available to us to draw this investment into Enfield.

Principle	This means....
<p>Robust governance and decision making</p>	<p>Climate action has robust and integrated governance and holistic climate conscious decision making is used throughout the council.</p> <p>There is a robust approach to coordinating and monitoring the delivery of the actions in this plan and we will measure success using the indicators we have identified for each priority and action.</p> <p>We will publish an annual progress report against our performance indicators and an annual emissions report tracking our journey to carbon neutrality.</p>
<p>Affordable climate action</p>	<p>All funding options and incentives are maximised and lobbying increases available budgets. Realistic and affordable business cases will be created for delivering all the actions in the Plan, using funding opportunities that become available, and making investments that facilitate future financial savings for the Council and our residents.</p> <p>Action will not be taken where there is not a realistic and costed plan for delivery. This will mean our Plan may need to evolve and change over time through to 2040, to take account of the changing context we are operating in.</p> <p>We will lobby national Government to consolidate the different funding streams, reduce competitive bidding processes, give longer lead-in times where bidding remains and provide funding over the medium rather than the short-term with multi-year funding arrangements where possible. Non-competitive funding reduces administrative burdens and ensures that allocation of funding is based on need and opportunity rather than bidding capacity – and allows all available capacity within local government to be focused on delivering climate action at the pace and scale required.</p> <p>We will also lobby Government to make significant investment in reducing carbon from our buildings and transport and energy systems.</p>

<p>Fair and inclusive climate action</p>	<p>Climate action protects the most vulnerable people in the borough from the climate changes that are already happening or are now inevitable.</p> <p>Climate action helps us tackle longstanding inequalities, by tackling health inequality through better air quality, improving the conditions of our homes and neighbourhoods, increasing access to nature and by supporting livelihoods through creating new good quality jobs and reducing fuel poverty.</p> <p>In all climate action we take, we undertake a robust equality impact assessment to ensure that action does not discriminate against anyone because of their protected characteristic, and that we are using every opportunity to advance equality of opportunity for people facing disadvantage.</p>
<p>Robust and transparent carbon accounting and offsetting</p>	<p>Our carbon accounting, compensation and offsetting programme will bring wider community value and we will be transparent about our approach at all times.</p> <p>We use the international Greenhouse Gas Protocol, a globally accepted standard for measuring emissions that is used as the system behind reporting frameworks such as CDP.</p> <p>Our key focus is carbon reduction, but for our council target we will also need to offset our residual emissions to become carbon neutral. This will be built into long term budgets and we will use offset schemes that are local, verifiable, have high impact, and bring community benefits for the borough.</p> <p>For our borough target we will explore ways that we can facilitate offsetting the residual borough emissions.</p> <p>We will also work with London Councils to establish a methodology to monitor and reduce the boroughs consumption-based emissions.</p>

Our action plan

O.P1	Robust governance and decision making	
O.P1.A1	Climate conscious decision-making	Implement processes to assess climate change implications in all decisions we take, review options for increased robustness including integrating carbon calculations and standardised monitoring and decision weighting
O.P1.A2	Monitoring and reporting	Annually and publicly report on Council and Borough GHG emissions and progress against the Climate Action Plan. Monitor progress internally through tracking of corporate indicators assigned to services
O.P1.A3	Continuous review	Continually assess effectiveness of the Climate Action Plan actions and targets in delivering the required outcome

O.P2	Affordable climate action	
O.P2.A1	External funding opportunities	Track, bid for and spend grant and low-cost loan funding for projects to deliver carbon neutral trajectory and its co-benefits
O.P2.A2	Resourcing and financing of new capital projects	Build in necessary internal resourcing and costing of carbon neutrality into the early stages of capital projects, with provisional funding targets so once funding is secured further development work is not needed
O.P2.A3	Use of financial incentives	Explore financial incentives and review options for lower carbon choices with finance and commercial teams.

O.P3	Fair and inclusive climate action	
O.P3.A1	Equality Impact assessments	Undertake Equality Impact Assessments to inform all key decisions relating to climate adaptation and mitigation

O.P4	Vigorous carbon accounting and offsetting	
O.P4.A1	Carbon price	Pilot the use of HM Treasury carbon price in business cases, options appraisals, and as internal accounting for project incentives and levies
O.P4.A2	Council carbon compensation fund	Continue to maximise the incoming council carbon offset funds and the projects that are funded
O.P4.A3	Borough carbon fund	Explore and support local/community carbon offset funds for investment in carbon mitigation projects in Enfield
O.P4.A4	Carbon offsetting	Establish mechanisms to monitor local council enabled carbon offsetting in borough, and identify projects and budget to offset all council residual scope 1 and 2 emissions from 2030, and borough residual emissions from 2040

Measuring success

O.P	Principles for climate action	
O.P1	Robust governance and decision making	
O.P1.M1	To be developed by 2025	
O.P2	Affordable Climate Action	
O.P2.M1	Climate action resourcing	(£) Council funds annually allocated to climate action resourcing and delivery
O.P2.M2	Funding raised for climate action	(£) Grants secured per year related to climate action
O.P3	Fair and inclusive climate action	
O.P3.M1	To be developed by 2025	
O.P4	Vigorous Carbon accounting and offsetting	
O.P4.M1	Carbon offset per year in borough	(tCO ₂ /yr) Nature based carbon offset per year in borough
O.P4.M2	Organisational natural offsets	(kgCO ₂ e) Natural environment offsets invested in to offset council carbon emissions

Carbon neutral council



Carbon neutral council

Our vision

By 2030 the Council will be a carbon neutral organisation. Enfield Council's operations will reduce scope 1 and 2 emissions by 73% from our baseline in 2018/19 and offset the remaining emissions to zero. Council buildings and schools will have reduced energy demand and decarbonised heating systems and all energy will be supplied by renewable energy. The Council's fleet will be decarbonised and in all the decisions we make, we will ensure that the lowest amount of carbon possible is emitted.

Carbon neutral council buildings

By 2030 all buildings owned and operated by the Council will be decarbonised and support the green economy through a combination of building rationalisation, energy efficiency investment, heat decarbonisation and utilisation of renewable energy. This will be demonstrated by a 73% reduction from our 2018/19 baseline by 2030, with year-on-year reductions in energy and carbon emissions and an increase in installed solar capacity.

Decarbonised council travel and street lighting

By 2030, the Council will have decarbonised council travel through reducing the overall size of our fleet and investing in decarbonised vehicles, reducing energy consumption from street lighting infrastructure and supporting staff to use low and zero carbon forms of transport.

Resource efficient Council

By 2030, the Council will be resource efficient, minimising water consumption and waste produced, implementing best practice in recycling and circular economy principles.

Climate conscious organisation

By 2030, Council staff and partners will be climate conscious in all decisions we make and actions we take. This includes ensuring pension funds are sustainably invested, using all procurement activity to make positive changes towards climate action and using every opportunity to mitigate and adapt to climate change.

Council carbon footprint and our trajectory to carbon neutrality

A carbon footprint is the total amount of emissions an organisation will emit in the delivery of its objectives. This may be in the form of energy use or an organisational fleet. We measure our carbon footprint over three areas:

Scope 1	Carbon that is emitted directly from the council's gas usage and vehicle fleet.
Scope 2	Carbon that is emitted from electricity usage in council buildings and street lighting.
Scope 3	Carbon emissions from sources that the council does not own or control but are within our value chain and can therefore influence. This includes emissions associated with business travel, procurement, waste and water. It also includes estimated emissions from energy used by residents in council homes and capital goods for the construction of new homes.

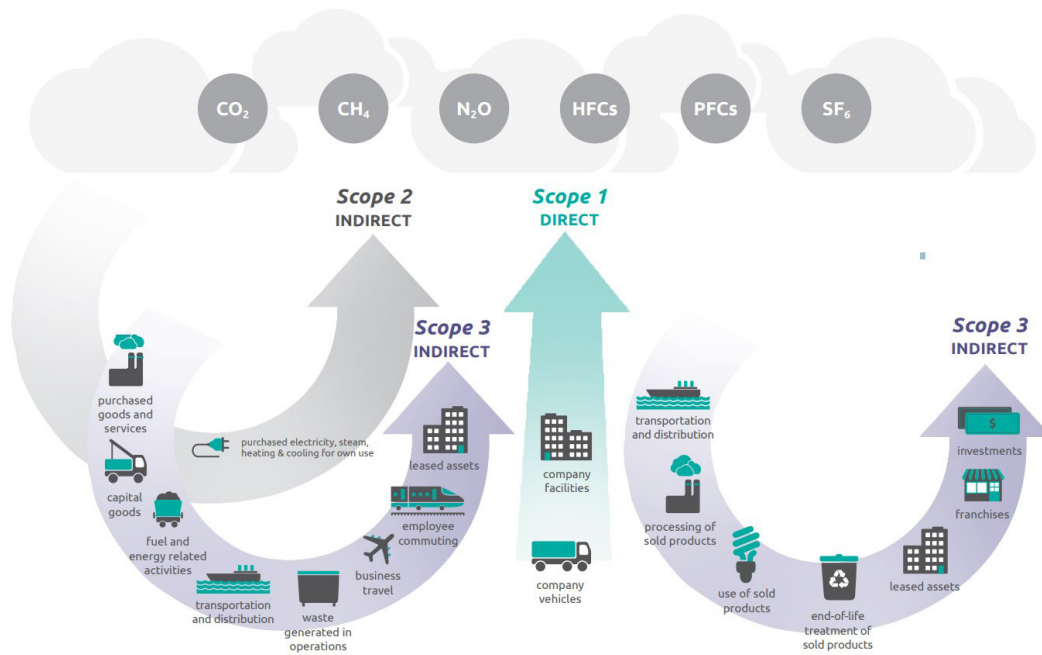


Figure 4 [Overview of GHG Protocol scopes and emissions across the value chain](#)

Historically, carbon emissions reporting has concentrated on only scope 1 and 2 emissions. Recognising the severity of the climate crisis and the need to work with our partners, as set out in our Climate Action Plan 2020, we are committed to reporting on our scope 3 emissions, establishing new methodologies for more accurate reporting. Whilst we are focusing on reducing scope 1 and 2 to zero by 2030, we recognise we also have an important role to play in being transparent and identifying the actions we can take to reduce our scope 3 emissions as well.

Enfield Council reduced its emissions by around 50% between 2009 and 2019, halving our carbon footprint in 10 years. This was achieved by investing in our buildings to make them more energy efficient, investing in low carbon energy sources and consolidating our operations into fewer buildings.

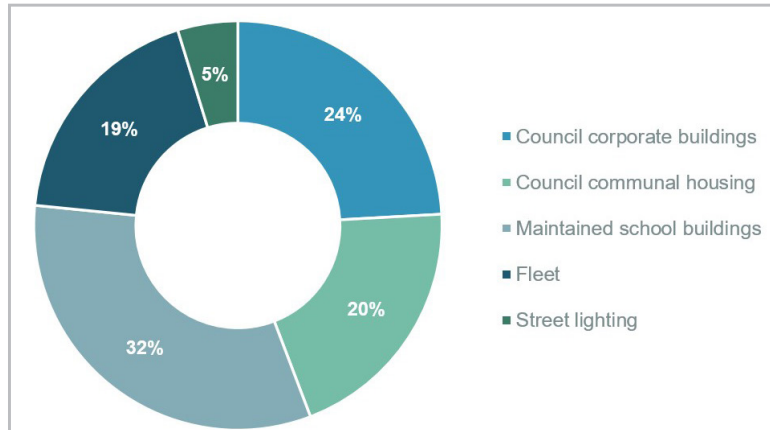
Baseline

In the development of the Climate Action Plan 2020, Enfield Council calculated a new baseline utilising 2018-19 data year, to measure the footprint of our own operations. Since then, we annually reported, following the GHG companies reporting methodology, against this baseline to measure improvement and progress toward our target.

The Council's scope 1,2 and 3 emissions

Council direct, indirect and influencing emissions			
Council scope 1, 2 and 3 (tCO2e)	2018/19	2021/22	2022/23
	Baseline	Previous	Current
Scope 1			
Direct emissions from fleet and buildings	11,199	11,527	9,908
Scope 2			
Indirect emissions from purchased electricity	10,709	6,134	5,347
Scope 3			
Indirect emissions from council influence	81,256	43,732	39,920
Total scope 1, 2, 3 emissions	103,165	61,157	55,175

The Council’s scope 1 and 2 emissions



The Council’s scope 3 emissions

Council influencing emissions			
Council Scope 3 (tCO2e)	2018/19	2021/22	2022/23
Capital Goods	45,440	588	7,721
Fuel and energy related activities	913	543	488
Water	48	62	68
Business Travel	139	96	104
Employee commuting	No date	2,230	2,040
Upstream leased assets	No data	237	243
Downstream leased assets	32,237	38,057	27,402
Franchises	2,479	1,919	1,855
Total Scope 3 Emissions (tCO2e)	81,256	43,732	39,920

Carbon neutral trajectory

Below is our projected trajectory towards carbon neutrality for our Council scope 1 and 2 emissions. This trajectory has been established using science-based targets methodology, setting a reduction target which is in alignment with the Paris agreement. At the time of the publication of this plan in 2024, we are on trajectory.

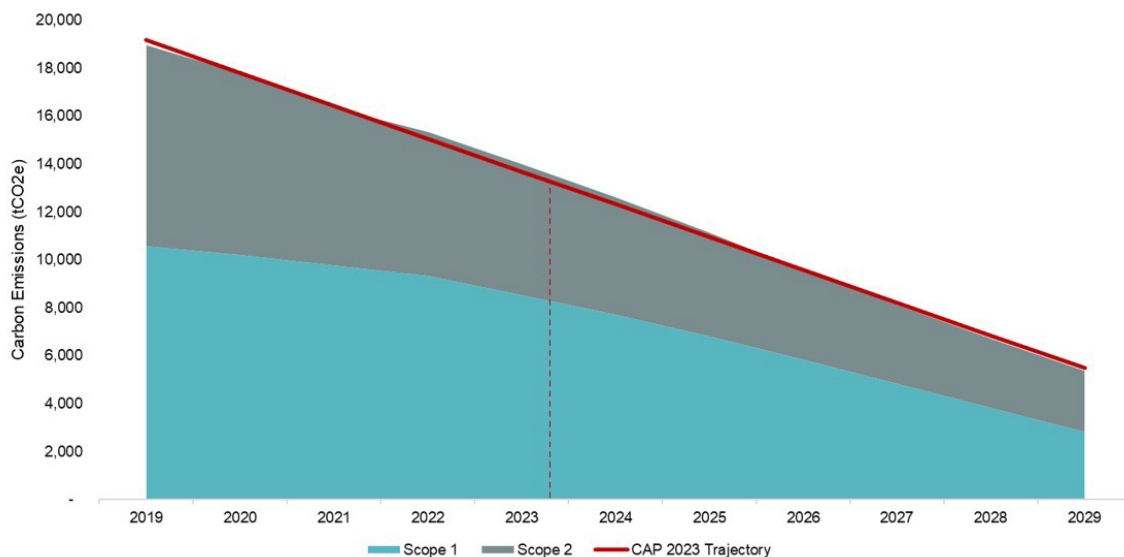


Figure 5 Enfield Council scope 1 and 2 2030 decarbonisation trajectory

Carbon offsetting

Reducing emissions through direct action will be our main approach to becoming a carbon neutral organisation. But there will be c.20% of emissions which are currently not practically or financially possible to reduce, these are called “residual emissions”. This will likely include:

- Emissions from the UK power grid, based on carbon content of the national grid, which is projected to massively decarbonise by 2030
- Emissions from the heating and hot water systems of hard-to-treat buildings or buildings where at the point of heating system replacement there was no viable low-carbon alternative. This may be in areas of the borough which are awaiting strategic growth of the heat network to decarbonise as part of the 2040 plan
- Emissions from fleet vehicles for which no low-carbon fuel or electric vehicle product alternative is available at time of replacement

From 2030, the Council will offset all residual scope 1 and 2 emissions to zero. Carbon offsetting will be undertaken through the allocation of funds and delivery of in-borough offsetting projects such as renewable energy generation and investment in natural offsetting through green infrastructure (carbon sequestration). All projects will provide additionality, avoid double counting, ensuring best practice is followed seeking 3rd party accreditation where necessary. This will be budgeted utilising the HM Treasury cost of carbon guidance. The Council will develop a robust offsetting framework as set out in the action plan.



Milestones and targets

Carbon neutral organisation by 2030		2018 Baseline	2027	2030
Council scope 1 and 2 carbon emissions	(tCO ₂ e/yr) Council total scope 1 and 2 corporate emissions	21,908 ²	15,062	5477
Council scope 1 and 2 carbon emissions reduction	(%) Reduction of council scope 1 and 2 corporate emissions over 2019 baseline	0%	42%	75%
Carbon neutral council buildings				
Operational buildings emissions	(tCO ₂ e/yr) Council corporate scope 1 and 2 emissions	4978	2640	1274
Maintained school buildings emissions	(tCO ₂ e/yr) Council maintained school scope 1 and 2 emissions	4889	4271	1773
Community housing asset emissions	(tCO ₂ e/yr) Council communal housing scope 1 and 2 emissions	26072	2737	1246
Decarbonised council travel				
Annual carbon of street lighting (market)	(tCO ₂ e/yr) Annual scope 2 emissions from street lighting contract (market based)	2478	753	405
Council fleet emissions	(tCO ₂ e/yr) Annual carbon emissions from the council's directly managed fleet vehicles	2470	2238	684
Council resource efficiency				
Council waste diversion rate	(%) of council waste from corporate sites which is recycled, reused or composted	We are working to establish a measure for this metric		
Working together to be climate conscious				
Fossil fuel divestment	% Invested of total pension fund invested in fossil fuels	We are working to establish a measure for this metric		
Employees empowered to take climate action	(%) Percentage of employees who answer positively to annual staff survey question "Do you feel empowered to take climate action in your work?"	We are working to establish a measure for this metric		

² This figure does not align with the original 2020 baseline as we have since improved the granularity of our reporting.

Council: Buildings

Our vision

By 2030 all buildings owned and operated by the Council will be decarbonised and support the green economy through a combination of building rationalisation, energy efficiency investment, heat decarbonisation and utilisation of renewable energy. This will be demonstrated through a 73% reduction from our 2017/18 baseline by 2030, with year-on-year reductions in energy and carbon emissions and an increase in installed solar capacity.

Council buildings include all council owned and operated buildings, recognising our role as a building owner, occupier and operator. This includes our offices, depots, libraries, youth centres, family hubs, council housing community halls, council housing stock and buildings we rent commercially to other operators.

C.BU.1	Decarbonised operational buildings	By 2030, Council operational buildings will be rationalised and the carbon emissions from our remaining estate will be reduced through an energy efficiency and heat decarbonisation programme, delivered as increased funding becomes available.
C.BU.2	Decarbonised maintained schools	By 2030, Enfield Council's maintained schools will be decarbonised by 64% from our baseline. Schools will be supported and empowered to decarbonise and benefit from improved estates.
C.BU.3	Decarbonised council housing assets	By 2030, landlord energy supply to council housing will be decarbonised by 79% from our baseline through decarbonisation of communal heating systems and renewable energy investment. We will achieve year on year reductions in energy and carbon emissions and increases in solar capacity installed with savings passed on to residents.
C.BU.4	Retrofit of Council homes	By 2030, all existing directly managed council housing will be carbon neutral and housing energy inefficiency will no longer contribute to fuel poverty. All council homes will have an average rating of EPC C (>70) at least and moving towards B (>80) where affordable.
C.BU.5	Carbon neutral council-led development	By 2030, all buildings developed by the Council will be carbon neutral and resilient. Leading by example, the Council will minimise whole-life carbon impact of all developments and require the highest standards from development partners.
C.BU.6	Carbon neutral commercial landlord	By 2030, EPC B average will be achieved for all investment properties through the council utilising powers as a landlord to support, encourage, and enable retrofit of commercial properties.
C.BU.7	Climate resilient buildings	By 2030, council owned and maintained buildings will be resilient to a changing climate, with reduced risk of overheating and flooding and with opportunities for further adaptation in the future if required.

Why is this important

Decarbonising buildings is a challenge at every scale. The UK's built environment is responsible for 25% of the UK's greenhouse gas emissions. The Mayor of London has committed to going beyond the national target with an aim to be carbon neutral by 2030. Our homes and workplaces in Enfield make up over 3% of London-wide building emissions.

We recognise our role in decarbonising the large number of buildings we own in the borough, ranging from council operational properties, council commercial assets and council homes. We have estimated that buildings used for day-to-day council's operations and occupied by our maintained schools, make up almost 5% of non-residential borough wide emissions, and our council housing makes up almost 10% of the domestic emissions in the borough. This does not include the numerous commercial properties the council leases, such as many of our leisure and shopping centres in the borough.

In addition, the Council is continuing to address challenges including ever increasing financial pressures and continued need to deliver affordable high-quality housing and school spaces for our residents and their families.

We recognise the co-benefits that come with decarbonisation including improved working, learning and community spaces for our staff, residents and children and young people, positively impacting the physical and mental health of our community. Through the decarbonisation of our buildings, we can lead by example, supporting the creation of green jobs in the borough.

Our asks of others

- Long-term, consistent funding from Government which not only supports but enables the decarbonisation of heat and acknowledges the significant investment needed in buildings to bring them up to modern standards to utilise the best in new technology.
- Viable financing options from Government and the private sector for delivering a fabric-first approach to address the fuel-poverty challenge, aligning funding with an increased aspiration in reducing fuel-bills, home decency and increasing quality of life for our residents.

Our action plan

C.BU1	Decarbonised operational buildings	
C.BU1.A1	Planning, funding and delivery	Develop a two-phase strategic plan and business cases to rationalise 30% of the Council's operational estate, and secure funding to decarbonise the remaining portfolio including investing in energy saving opportunities and low-carbon heating systems.
C.BU1.A2	Skills, monitoring and operational improvements	Develop robust data gathering and storage processes ensuring active metering and monitoring to enable operational insight and improve reporting. Invest in training, skills and operational improvements to support decarbonisation of public buildings
C.BU1.A3	Low-carbon energy installation and procurement	Invest in renewable energy prioritising on-site opportunities that provide additionality. Identify opportunities for increased carbon reduction through energy procurement



Local story: Decarbonising our public buildings

Enfield Council have been investing in energy saving measures in our public buildings for many years, demonstrated by our previous achievements reducing our emissions by around 50% between 2009 and 2019, halving our carbon footprint in 10 years. This was achieved by investing in our buildings to make them more energy efficient, investing in low carbon energy sources and consolidating our operations into fewer buildings

In 2020 we made steps to further decrease our emissions, securing funding through Phase 1 of the Public Sector Decarbonisation Scheme, with £3.1m invested over 15 sites. The council installed 10 heat pumps, to reduce our reliance on natural gas and piloted our first connection of the heat network to an existing school building. We invested in insulation and energy saving technologies and installed 247 kWp of solar panels at council office and community buildings and three maintained schools.



C.BU2 Decarbonised maintained schools		
C.BU2.A1	Schools retrofit planning, funding and delivery	Align maintained schools' capital programme with decarbonisation opportunities, and support schools with decarbonising whilst upgrading assets
C.BU2.A2	Schools low-carbon energy installation and procurement	Support schools to access funding for building upgrades and decarbonisation. Submit for capital funding from the Public Sector Decarbonisation Scheme for minimum 1 school per round of funding
C.BU2.A3	Renewable energy for maintained schools	Support schools with access to renewable energy to decarbonise energy supply and reduce bills

C.BU3 Decarbonised council housing assets		
C.BU3.A1	Council housing energy investment programme	Develop strategic plans and business cases to decarbonise council housing communal areas, secure funding and invest in energy saving opportunities and decarbonisation of communal heating systems.
C.BU3.A2	Communal energy systems	Undertake a strategic review of council housing communal energy systems to identify opportunities for connection to heat network and, create shovel ready schemes for future rounds.
C.BU3.A3	Council housing renewable energy	Invest in renewable energy where a business case can be made, prioritising on-site opportunities that provide additionality and explore affordable opportunities to procure renewable electricity through corporate contracts.

C.BU4 Retrofit of Council homes		
C.BU4.A1	Strategic planning	Develop a planned and consistent approach to retrofitting properties and proposed goals to be set out in a carbon neutral aligned Housing Asset Management Strategy which is reviewed at regular intervals.
C.BU4.A2	Delivery and funding	Establish business cases and deliver a programme of works, securing funding required to support the delivery.
C.BU4.A3	Skills gap	Identify skills gaps and upskill inhouse staff and contractors working on behalf of the Council.
C.BU4.A4	Resident engagement	Establish a programme to engage with council housing residents to raise awareness about energy saving and decarbonisation.

C.BU5 Carbon neutral council-led development		
C.BU5.A1	Standardisation and knowledge sharing	Develop, implement, and enforce net-zero standards for all council-led developments, standardised across departments, in line with best practice guidance available, embedding throughout the design process from inception through to occupation, including prioritising data collection in contracts. Share knowledge between departments on new approaches
C.BU5.A2	Best practice pilot	Invest resources to learn from best practice approaches and delivery mechanism, such as Passivhaus and MMC, to identify opportunities and establish template business cases to ensure net zero is achievable
C.BU5.A3	Monitoring and reporting	Establish and implement processes for monitoring on environmental performance across all council-led new build developments, including a toolkit to embed expectations into contracts, to provide oversight and drive-up standards of all new developments

C.BU6 Carbon neutral commercial landlord		
C.BU6.A1	Council non-residential assets	Decarbonise council owned commercial assets utilising our role as landlord to encourage, support and enable low carbon technologies and operational improvements. Identify and implement process and policy levers, including reviewing leases as they come up for renewal and embedding as part of asset disposal decision making
C.BU6.A2	Monitoring and reporting	Develop an in-depth understanding of energy performance and emissions associated with council investment properties. Utilise centralised data information systems to track status including compliance against national policy

C.BU.7 By 2030, council owned and maintained buildings will be resilient to a changing climate, with reduced risk of overheating and flooding, and with opportunities for further adaptation in the future if required.		
C.BU7.A1	Resilience to extreme heat	Implement building design tools to reduce overheating risk in new and existing buildings and use urban design tools to reduce the urban heat island effect on council-maintained sites.
C.BU7.A2	Resilience to flooding	Implement best practices to reduce flood risk on council-maintained sites and council-led developments.

Measuring success

C.BU Carbon neutral council buildings		
C.BU1 Decarbonised operational buildings		
C.BU1.M1	Operational buildings emissions	(tCO ₂ e/yr) Council corporate scope 1 and 2 emissions
C.BU1.M2	Operational buildings gas consumption	(MWh) Annual gas consumed by operational building portfolio
C.BU1.M3	Operational buildings electricity consumption	(MWh) Annual electricity consumed by operational building portfolio
C.BU.1M4	Operational buildings heat consumption	(MWh) Annual heat (from heat network) consumed by council housing communal building portfolio
C.BU.1M5	Solar capacity on operational buildings	(kWp) Total installed solar capacity on council operational buildings
C.BU2 Decarbonised maintained schools		
C.BU2.M1	School buildings emissions	(tCO ₂ e/yr) Maintained on-contract schools' scope 1 and 2 emissions
C.BU2.M2	School gas consumption	(MWh) Annual gas consumed by council maintained schools portfolio (on contract)
C.BU2.M3	School electrical consumption	(MWh) Annual electricity consumed by council maintained schools portfolio (on contract)
C.BU2.M4	Schools heat network connection	(kWp) Total connected heat (from energy network) to council maintained schools
C.BU2.M5	Schools solar capacity	(kWp) Total Installed solar capacity on council maintained schools (all)

C.BU3	Decarbonised council housing assets	
C.BU3.M1	Community housing emissions	(tCO ₂ e/yr) Council communal housing scope 1 and 2 emissions
C.BU3.M2	Community housing gas consumption	(MWh) Annual gas consumed by council housing communal building portfolio
C.BU3.M3	Community housing electrical consumption	(MWh) Annual electricity consumed by council housing communal building portfolio
C.BU3.M4	Community housing heat consumption	(MWh) Annual heat (from heat network) consumed by council housing communal building portfolio
C.BU3.M5	Community housing asset solar capacity	(kWp) Total installed landlord solar capacity on council communal buildings
C.BU4	Retrofit of Council homes	
C.BU4.M1	Social rented energy efficiency	(#) Median energy efficiency score of social rented properties. Score of 0 to 100, with a score of 100 indicating the most energy efficient property
C.BU4.M2	Council housing EPC rating A–C	(%) Percentage of Council Housing homes with EPC rating A–C
B.BU5	Carbon neutral council-led development	
B.BU5.M1	Whole life carbon of new development	(tCO ₂ e) Whole life carbon of units completed in the reporting financial year
C.BU6.M1	Upfront carbon of new build	(tCO ₂ e) Annual upfront carbon of units completed in the reporting financial year
C.BU6	Carbon neutral landlord	
C.BU6.M1	Council commercial average EPC	Council commercial average EPC



Council: Travel

Our vision

By 2030, the council will have decarbonised travel by investing in a decarbonised vehicle fleet, reducing energy consumption from street lighting and highway infrastructure, and supporting staff to use low and zero carbon forms of transport.

C.TR1	Decarbonised street lighting	Council operated streetlight lighting is decarbonised by identifying energy efficiencies and through utilisation of low carbon renewable energy, demonstrated through year-on-year carbon reductions
C.TR2	Decarbonised council fleet	Council's emissions from fleet vehicles decrease by 74% from the baseline by 2030 through a fleet decarbonisation programme. The council's non-HGV fleet will be fully electric by 2030, with residual emissions reduced through vehicle, route and fuel efficiency improvements.
C.TR3	Staff travel sustainably	Staff commuting and delivering services on behalf of the council will be in low carbon forms of transport.

Why is this important

Improving air quality is a high priority for the Mayor of London and Enfield Council. We appreciate the co-benefits that low-carbon technology brings, including reducing air pollutants and improving public health. With a fleet of more than 400 vehicles, of which many are operating in neighbourhoods across the borough, this is a priority area for the council.

The council is also one of the largest employers in the borough, with over 3,000 staff who travel in and around the borough for work. Many of our staff travel to work from across London and from neighbouring areas. We recognise our role as a responsible employer and we are encouraging our staff to make the best choices for their health and wellbeing, whilst also helping to reduce car traffic in Enfield, London and surrounding areas.

Our asks of others

- National investment in public transport and active travel, so our staff can travel to work in an affordable and low-carbon way, with private vehicles being the least attractive options
- National investment in upgrading of the power systems, to be aligned for large-scale electrification of vehicles, and reduce the burden on individuals
- Review of incentive schemes (such as plug-in-grant) for commercial vehicle electrification to ensure VAT registered clients are incentivised and supported to switch to electric vehicles.



Local story: Electrifying our fleet

Enfield have been leading the way in electrifying our fleet investing £1.4m in electric vehicles to date. In 2022 Enfield Council received delivery of the first of four fully electric refuse trucks, Renault's first ever 100% zero-emission electric refuse collection vehicle to reduce the Council's carbon footprint.



Our action plan

C.TR1	Decarbonised street lighting	
C.TR1.A1	Energy reduction in street lighting	Continue to identify opportunities to further reduce energy from street lighting through operational efficiencies.
C.TR1.A2	Low carbon energy for street lighting	Explore opportunities for electricity contracts with increased additionality of renewable energy, alongside local renewably generated assets.

C.TR2	Decarbonised council fleet	
C.TR2.A1	Council EV fleet procurement	Convert the fleet to electric by 2030 as products become available and affordable.
C.TR2.A2	Fleet EV charging infrastructure	Identify options to provide EV charging infrastructure for council fleet as part of planning for fleet accommodation.
C.TR2.A3	Fleet efficiency and route optimisation	Reduce fuel usage by ensuring vehicles are efficient and continuing to utilise ongoing route optimisation analysis to reduce mileage and fuel consumption.
C.TR2.A4	Lower carbon fuel	To reduce emissions of remaining diesel fleet, continue to utilise lower carbon and emissions GTL fuel with ongoing assessment of options for lower carbon fuel alternatives such as HVO, as they become affordable.
C.TR2.A5	EV transition for council contractors	Work with council 3rd party contractors to support electrification of fleet vehicles.

C.TR3	Staff travel sustainably	
C.TR3.A1	Low carbon staff commuting	Review opportunities to incentivise low carbon commuting by staff. Undertake an annual staff travel survey on commuting methods to better understand usage of private vehicles and develop a staff travel plan. Identify incentives such as EV salary sacrifice scheme and cycle to work scheme to encourage uptake of sustainable travel
C.TR3.A2	Staff facilities	Ensure staff have access to appropriate facilities and are incentivised to take sustainable, active and low carbon travel including provision of secure bike parking and EV charging along with reviewing car parking provision.
C.TR3.A3	Flexible working emissions reductions	Support flexible working arrangements and identify opportunities to encourage, support and educate about at home energy savings.
C.TR3.A4	Low carbon 'Grey Fleet'	Reduce emissions from the Council's 'Grey Fleet' (employees using their private vehicles for work) by enabling and encouraging staff and partners delivering services on behalf of the Council to use low-carbon and sustainable forms of transport. Identify options for improved accounting for business travel with expenses systems, review mileage policies and identify options to encourage uptake of low-carbon travel

Measuring success

C.TR	Decarbonised council travel	
C.TR1	Decarbonised street lighting	
C.TR1.M1	Annual carbon of street lighting (market)	(tCO ₂ e/yr) Annual scope 2 emissions from street lighting contract (market based)
C.TR1.M2	Annual carbon of street lighting (location)	(tCO ₂ e/yr) Annual scope 2 emissions from street lighting contract (location based)
C.TR1.M3	Annual energy consumption of street lighting	(MWh) Annual electricity usage from street lighting contract
C.TR2	Decarbonised council fleet	
C.TR2.M1	Council fleet emissions	(tCO ₂ e/yr) Annual carbon emissions from the council's directly managed fleet vehicles
C.TR2.M2	Council electric fleet <3.5t	(%) of Council's directly managed fleet <3.5 tonnes that is fully electric
C.TR2.M3	Council electric fleet >3.5t	(%) of Council's directly managed fleet >3.5 tonnes that is fully electric
C.TR3	Staff travel sustainably	
C.TR3.M1	Staff sustainable and active transport	(%) staff commuting with sustainable and active transport modes
C.TR3.M2	EV charging for staff	(#) of charging points available to staff at council operational sites

Council: Resource efficient organisation

Our vision

By 2030, the Council will be resource efficient, minimising water consumption and waste produced, implementing best practice in recycling and circular economy principles.

This includes the water we consume at our parks, allotments and in our buildings, and how staff manage and minimise the waste they produce, ensuring we encourage re-use, enable recycling and composting at our sites.

C.WA1	Zero waste and circular economy council	The council has a comprehensive understanding of waste management at corporate offices and has made active improvements to reduce waste, improve recycling and embed circular economy principles.
C.WA2	Water efficient council	Council water consumption is reduced, demonstrated through year-on-year water savings.

Why is this important

In 2017, the Mayor of London committed to be a zero-waste city by 2026³. Enfield Council recognise our responsibility to lead by example, ensuring we are demonstrating best practice within our own operations for how we reduce, re-use, recycle and manage our waste. As an organisation we can embed circular economy principles, supporting the market shift.

We are conscious about how we use all our resources including water. London is in a water crisis, with bleak projections on water shortages over the next 25 years and we are looking at what we can do to reduce the water we use in operations.

Our asks of others

- National standardisation for commercial waste, including greater oversight and monitoring.
- Water efficiency to become a national priority, with review and introduction of new standards and policies to ensure accurate monitoring and reporting.

Our action plan

C.WA1	Zero waste council	
C.WA1.A1	Council waste and recycling	Overhaul and improve the Council's own recycling and waste sorting and collection from council buildings, and intensify the campaign to educate all staff on recycling, to increase our corporate recycling rates.
C.WA1.A3	Circular economy principles	Implement circular economy principles when replacing physical items and equipment to ensure product life is maximised.
C.WA2	Water efficient council	
C.WA2.A1	Active water management	Deliver active water management, including leak detection, roll-out of Automatic Meter Reading and ongoing delivery of water saving opportunities in our corporate buildings demonstrated through year-on-year savings.

³ <https://www.london.gov.uk/programmes-strategies/environment-and-climate-change/waste-and-recycling>

Measuring success

C.WA	Council resource efficiency	
C.WA1	Zero waste and circular economy council	
C.WA1.M1	Council waste diversion rate	(%) of council waste from corporate sites which is recycled, reused or composted
C.WA2	Water efficient council	
C.WA2.M1	Council water consumption	(CBM) Cubic meters of water consumption for council corporate sites on the water contract



Council: Climate conscious organisation

Our vision

By 2030, council staff and partners are supported and empowered to be climate conscious in all aspects of our work, in the Council's role as facilitator, provider and commissioner for goods and services. The Council will have continued to reduce the carbon footprint of its own pension fund and will have increased investment in assets that help avoid carbon emissions, whilst encouraging others to do the same.

C.WT1	Climate ready workforce	Enfield Council's workforce are informed, upskilled and empowered to deliver on climate action
C.WT2	Climate conscious investment and procurement	All investment and procurement by the Council is designed to minimise and wherever possible to reduce carbon emissions and to enable adaptation to climate change.
C.WT3	Low carbon pension funds	Carbon content of all pensions fund is reduced by a minimum of 75% from the baseline by 2030 through a decrease in fossil fuel investment and an increase in low carbon stocks whilst ensuring resilience to future market effects of climate change.

Why is this important

The UK economy is ranked 6th largest in the world⁴ and public sector spending is responsible for a total of £1,043.2 billion in 2022/23⁵. Local authorities have huge spending power and must play their part in the transition to national and global decarbonisation. Equally, our pensions should be divested out of fossil fuels and switched to green investments, supporting a better future. Being 'climate conscious' is part of everyone's job, and training on carbon literacy is essential to give everyone the knowledge and tools that they need.

Our asks of others

- A national system of incorporating the value of carbon in budgeting and decision making in a clear and workable way.
- National standardisation set by Government for carbon accounting and monitoring within procurement, to support local authorities to embed robust standards which are consistent, measurable and deliverable.

⁴ <https://www.forbesindia.com/article/explainers/top-10-largest-economies-in-the-world/86159/1>

⁵ <https://obr.uk/public-finances-databank-2022-23/>

Local story: Developing a sustainable and ethical procurement policy

In 2022 Enfield Council launched its Sustainable and Ethical Procurement Policy to implement climate action in working with partners and suppliers at the core of Council's operations.

The policy focuses on four main themes: social value, ethical procurement, supporting the local economy and local employment, and climate action. It sets out our commitments as a commissioner; our minimum expectations of suppliers, service providers and contractors; and the ways in which organisations will be expected to demonstrate how they will deliver additional social value when competing for Council contracts.

This new policy sets out how we will procure value for money goods, services and works, whilst maximising social value, protecting the environment, ensuring workers are treated and paid decently and ensuring human rights are upheld in supply chains.



Our action plan

C.WT1	Climate ready workforce	
C.WT1.A1	Climate Action training and upskilling	Develop and deliver continuous training and support so that staff are equipped with the skills and knowledge necessary to deliver climate action as part of their role.
C.WT1.A2	Climate conscious behaviour	Develop a culture of climate action, through recruitment, developing a behaviours campaign and establishing climate champions.
C.WT2	Climate conscious investment and procurement	
C.WT2.A1	Low carbon and sustainable food	Offer vegan and vegetarian options at events held by Enfield Council where catering is provided, and source food from local organisations, supporting sustainable food initiatives.
C.WT2.A2	Circular council	Implement and monitor the impact of circular economy principles in Enfield's procurement and purchasing policies, prioritising products by quantity most used by the Council.
C.WT2.A3	Sustainable and Ethical Procurement Policy	Implement the Sustainable and Ethical procurement Policy through all procurement activity undertaken by the Council.
C.WT3	Low carbon pension funds	
C.WT3.A1	Pension fund carbon reduction	Reduce carbon across the pension fund portfolios, identifying improved ways to account for the carbon content and make active reductions where possible including increasing investment in fossil free equities and renewable energy funds. Continue to divest from fossil fuel investments
C.WT3.A2	Climate resilience assessment	Undertake a climate resilience assessment in line with HM treasury requirements

Measuring success

C.WT	Climate conscious organisation	
C.WT1	Climate ready workforce	
C.WT1.M1	Employees empowered to take climate action	(%) Percentage of employees who answer positively to annual staff survey question "Do you feel empowered to take climate action in your work?"
C.WT1.M2	Climate training events delivered	(#) Number of employees who have attended a climate training event
C.WT2	Climate conscious investment and procurement	
C.WT2.M1	SEPP compliant contracts - Value	(£) Procurement spend Council-wide with Sustainable and Ethical Procurement Policy compliant contracts by value
C.WT2.M2	SEPP compliant contracts - Volume	(#) Procurement spend Council-wide with Sustainable and Ethical Procurement Policy compliant contracts by volume
C.WT2.M3	SEPP contracts minimum standards	(%) Percentage of contracts (by spend) adhering to minimum levels of the Sustainable and Ethical Procurement Policy in minimum 2 categories (e.g. travel, carbon emissions)
C.WT2.M4	SEPP contracts preferred standards	(%) Percentage of contracts (by spend) adhering to preferred or enhanced levels of the Sustainable and Ethical Procurement Policy in minimum 2 categories (e.g. travel, carbon emissions)
C.WT3	Low carbon pension funds	
C.WT3.M1	Carbon reduction of pension fund	(%) Reduction of carbon content of equity bond pension fund portfolio over 2019 baseline
C.WT3.M2	Fossil fuel divestment	(%) Invested of total pension fund invested in fossil fuels
C.WT3.M3	Clean energy investment	(%) Invested of total pension fund invested in renewable and clean energy infrastructure

Carbon neutral borough



Carbon neutral borough

Our vision

By 2040, the borough will be carbon neutral and resilient by reducing emissions from buildings, travel, energy and waste, enhancing the natural environment and promoting sustainable lifestyle choices. This will be achieved with a 40% reduction in scope 1 and 2 emissions by 2030 and 90% by 2040 from our baseline.

Carbon neutral and climate resilient buildings

Buildings in Enfield will be carbon neutral and resilient to the impacts of climate change with a reduction of fossil fuel heating carbon emissions of 44% from our baseline by 2030 and 100% by 2040.

Carbon neutral, sustainable and active travel

Journeys in Enfield will be low or zero carbon and affordable, convenient and healthy with a reduction of road-based carbon emissions of 44% from our baseline by 2030 and 92% by 2040.

Decarbonised energy systems

Enfield's energy systems will enable the net zero transition through an increase in low carbon electricity and connection to low carbon heat from a heat network.

Reduce, reuse, recycle

Enfield will have a circular economy with increased recycling, composting, and waste used as a resource resulting in overall waste reduction of 30% from our baseline by 2040.

Resilient urban and rural natural environment

Effects of climate change and extreme weather on residents and businesses will be reduced through enhanced urban and rural natural environment with improved biodiversity, air quality and access to green spaces.

Working together to deliver the Climate Action Plan

Enfield residents, businesses and local partners will be engaged, committed and coordinated to deliver the Climate Action Plan.

Borough carbon footprint and trajectory to carbon neutrality

Our borough carbon footprint is the total amount of greenhouse gas emissions occurring due to activities within London Borough of Enfield’s geographical boundary. These are also known as “territorial” emissions. Carbon emissions are categorised under three scopes:

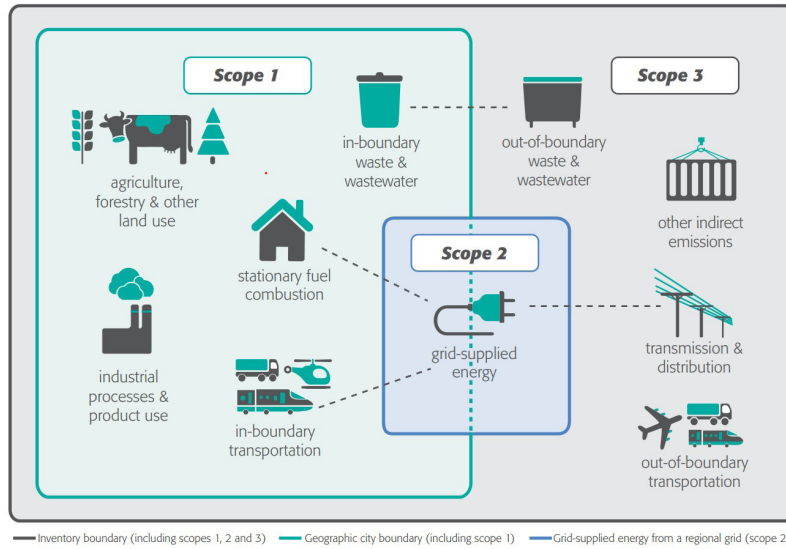
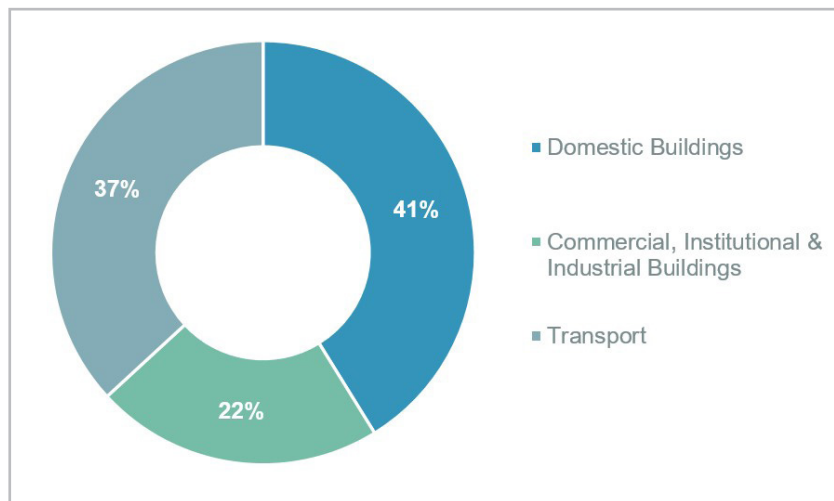


Figure 6 - Sources and boundaries of city GHG emissions ([GHG protocol](#))

Scope 1	Carbon that is emitted directly from a source within the borough’s boundaries such as use of fuel for heating of buildings and in transportation.
Scope 2	Carbon that is emitted from the use of grid-supplied electricity, heat or other energy within the borough.
Scope 3	All other carbon emissions that occur outside the borough due to activities occurring from within the borough, such as from the items we buy and the way we travel.

Scope 1 and 2 Baseline

Enfield’s carbon baseline has been reviewed and revised based on our scope 1 and 2 emissions for a 2018 base year which aligns with best practice reporting using the Greenhouse Gas Protocol and the Science Based Target setting methodology.



Our baseline includes emissions from buildings and transport. Waste has been excluded from our borough carbon emissions baseline as it is being assessed by the Mayor of London at a London-wide scale, which better reflects how waste is managed and processed across the city.

The data is made available to boroughs by the GLA from regionally and nationally compiled data.

Borough's scope 1 and 2 emissions

Borough emissions by category (ktCO ₂ e)				
-	Reporting Year (Data Year)	2019/20 (2017)	2021/22 (2019)	2022/23 (2020)
Scope 1 & 2	Domestic Buildings	438	414	409
Scope 1 & 2	Commercial, Institutional & Industrial Buildings	253	232	218
Scope 1	Transport	370	427	366
Total Scope 1 & 2		1061	1073	993

Previously, we have only reported on our territorial emissions, however, we recognise we are part of a larger global system. Supported by work commissioned by London Councils we can establish our consumption-based emissions. These are emissions which are driven by consumption from those living and working within the borough and are calculated based on what residents are spending their money on.

Carbon neutral trajectory

The trajectory below sets out the trajectory of the borough's scope 1 and 2 carbon emissions and journey towards becoming a carbon neutral borough by 2040. Changes in technology, policy and consumer behaviour will impact on this timeline. As we get nearer to 2040, the planned actions are less certain and specific. However, this graph shows the trajectory we need to take as a borough, setting the scene for the actions we can take and the support we need from others to achieve this goal. We expect by 2030 to have reduced our carbon footprint by 40% and by 2040 by 90%, aligning with the 1.5°C pathway.

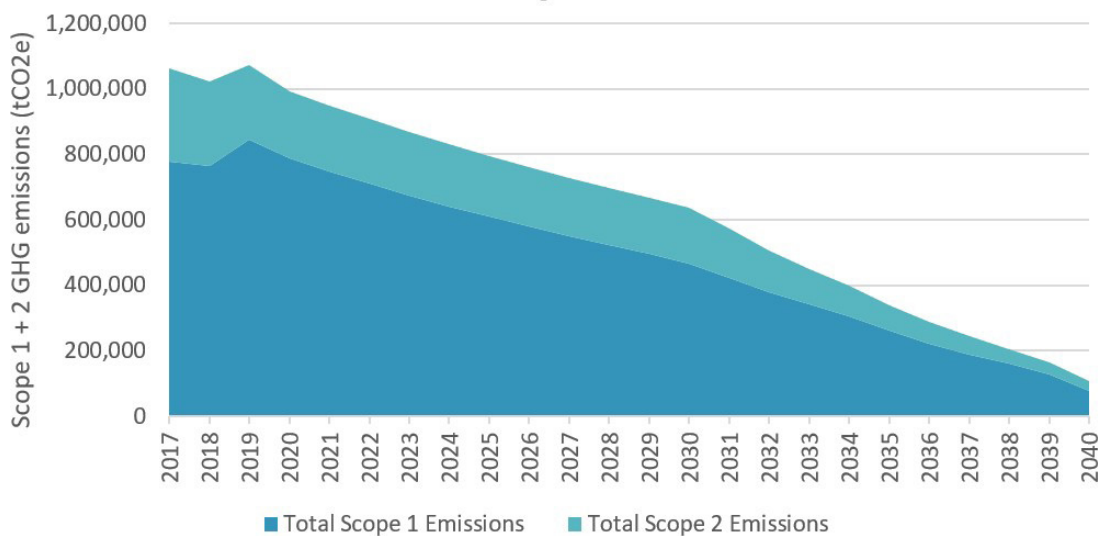


Figure 7 - Enfield borough scope 1 and 2 2040 decarbonisation trajectory

In the following section we have set out the major milestones we expect to achieve to meet this trajectory. We have set out the short-term and long-term milestones we are looking to meet. This will be updated periodically and is based on the evidence base behind the trajectory.

Carbon offsetting

We do not see carbon offsetting as a way of meeting our target, but it is a necessary step to balance emissions that cannot be removed. Our carbon neutral trajectory is set against the Paris agreement reduction targets of a 1.5°C pathway, ensuring we are playing our part in meeting UK net-zero.

We will:

1. Reduce our scope 1 and 2 emissions in line with the targets to meet the 1.5°C target as set out by the Paris Agreement
2. Balance our residual scope 1 and 2 emissions in-borough through an offsetting programme which brings wider community value, using the international [Greenhouse Gas Protocol](#), a globally accepted standard for measuring emissions that is used as the system behind reporting frameworks.
3. Develop an understanding of our scope 3 emissions and set reduction and neutrality targets for our scope 3 emissions by 2050.

Milestones and targets

Carbon neutral borough by 2040		2019 Baseline	2030	2040
Borough wide emissions	(ktCO ₂ e) Borough wide scope 1 and 2 carbon emissions	1061	586	159
Reduction over baseline	(%) reduction of borough scope 1 and 2 emissions over baseline year	0%	45%	85%
Annual borough building emissions	(tCO ₂ e/yr) Annual scope 1 carbon emissions from all buildings in Enfield	691	381	104
Annual borough road transport emissions	(tCO ₂ e/yr) Annual total GHG emissions from road-based transport in Enfield	370	204	55
Annual borough waste emissions	(kg/hh) Annual waste per household	631.62	TBD	TBD
Recycling rate	(%) Household waste sent for recycling	33%	50%	TBD
Borough solar PV capacity	(MW) renewable electricity utilising Solar PV installed capacity in Enfield	6	134	311
Heat network connections	(#) Total number of properties (domestic and non-domestic) connected to the heat network	743	36000	75000

Borough: Buildings

Our vision

Buildings in Enfield will be carbon neutral and resilient to the impacts of climate change with a reduction of fossil fuel heating carbon emissions of 44% from our baseline by 2030 and 100% by 2040.

Buildings account for over a third of the Council's carbon emissions and decarbonising existing and new buildings is essential to achieve our target. This will include working with all stakeholders to improve planning policy, upgrade the fabric of our existing homes and changing the way in which we build new homes. We also have a role to play in enabling the upskilling and reskilling of local people, including our own workforce, in green construction skills.

B.BU1	Carbon neutral planning system	By 2040, our planning system will ensure the delivery of carbon neutral and resilient new buildings and high-quality retrofit, achieved through robust planning policy and approval process.
B.BU2	Low-income and vulnerable residents	By 2040, low income and vulnerable residents will be safe, secure and comfortable in their homes resulting in a reduction in fuel poverty and a reduction in excess deaths.
B.BU3	Carbon neutral homes	By 2040, domestic emissions will be reduced across the borough, by working with partners, sharing information and utilising statutory powers to encourage retrofit resulting in a borough-wide average EPC B.
B.BU4	Carbon neutral public, commercial and industrial buildings	By 2040, reduced emissions and EPC B average will be achieved for non-residential buildings through the council utilising statutory powers to encourage retrofit.
B.BU5	Green skills and employment	By 2040, Enfield will have a highly skilled local workforce of professionals to deliver on building decarbonisation, with thriving local green employment opportunities including digital green skills and tracking progress.
B.BU6	Climate resilient built environment	By 2040, buildings across the borough will be resilient to a changing climate, with reduced risk of overheating and flooding and with opportunities for further adaptation in the future if required.

Why this is important

The built environment is responsible for 39% of global carbon emissions, with emissions relating to both the construction and operation of buildings. Emissions from buildings in Enfield make up 60% of our emissions, with homes in Enfield accounting for an estimated 38% of the borough's total emissions. The majority of those emissions are from the burning of fossil fuels to heat our homes.

80% of the buildings that will be in use in the UK in 2050 have already been built⁶ and therefore to meet the UK's commitments to the Paris Agreement targets priority needs to be placed on retrofitting and refurbishing existing buildings, and decarbonising the energy we use. The Mayor of London has made commitments to decarbonise heating across the capital, with targets to increase the number of heat pumps and heat network connected buildings, to reduce reliance on natural gas in addition to understanding the importance of renewable energy.

There is also an increasing global understanding around the emissions associated with the construction of new buildings due to the manufacturing, construction and deconstruction process, creating a renewed focus on how we can reduce the carbon embedded in the construction of new buildings.

⁶ [UKGBC response to the CCC housing report](#)

In the context of a changing climate, it is also important that buildings and the built environment are resilient to the future climate. UK summers are becoming hotter with more frequent heatwaves and droughts, while sudden outbursts of rain are causing flooding.

To meet the challenge, we need to both ensure new buildings of all types are built to the highest sustainability standards; and retrofit existing buildings to significantly reduce the amount of carbon they emit and ensure they are resilient to extreme weather. This requires substantial financial intervention from Government, a comprehensive investment plan and private sector buy-in, as well as a skilled workforce.

Our asks of others

- Central Government to consolidate the different funding streams for retrofit and low carbon new-build and reduce competitive bidding processes, give longer lead-in times where bidding remains and provide funding over the medium rather than the short-term with multi-year funding arrangements where possible. Non-competitive funding reduces administrative burdens and ensures that allocation of funding is based on need and opportunity rather than bidding capacity.
- Central and regional government to provide accessible funding streams and back investment to incentivise low carbon retrofit for the able-to-pay market and private-rented market.
- Central government to remove, or significantly reduce, VAT on materials used for retrofitting, to accelerate the conversion of homes to zero carbon homes across all tenures.
- Central government to accelerate the adoption of the Future Homes Standard ensuring alignment with best practice such as Passivhaus standard nationally.
- Central and regional government to set clear restrictions for demolition and incentives to prioritise refurbishment over demolition.
- Central government to support the legal basis for reclaim of abandoned, underused spaces and dwellings for meanwhile uses or temporary accommodation.





Local story: Decarbonising homes in Haselbury

Ten homes in Haselbury ward have undergone a deep retrofit, converting them into warm, affordable and environmentally efficient homes.

With funding from the Retrofit Accelerator Programme, Enfield Council delivered the project with partners Osborne Property Services and supported by the Mayor of London with funding from the Department for Energy Security and Net Zero.

The ten ageing houses were transformed to highly efficient homes with triple-glazed windows and high-performance doors to retain warmth inside, solar panels, a new efficient heating and ventilation system to regulate the temperature of the home and insulation of external walls to help regulate the temperature. The gas boilers were replaced with Air Source Heat Pumps, which has lower carbon emissions.

This work, led by Enfield Council, is part of a three-year Innovation Partnership with seven social landlords delivering net zero housing retrofits in London and nationally. The investment in Enfield is worth more than £500,000.

The works support the priorities and principles to decarbonise Enfield Council's housing stock and reduce energy bills, easing residents' by helping to combat fuel poverty.



Our action plan

B.BU1	Carbon neutral planning system	
B.BU1.A1	Carbon neutral plan making	Deliver a new Local Plan with robust policies to deliver carbon neutral new buildings and support high quality retrofit, building on guidance set out by the London Plan and emerging best practice.
B.BU1.A2	Carbon neutral planning process	Implement and enforce planning policy ensuring the highest levels of carbon mitigation and adaptation measures are achieved, utilising all tools available throughout the planning process, including implementing minimum requirements for embodied carbon.
B.BU1.A3	Post occupancy and building performance evaluation	Monitor delivered performance and close the gap between design and performance in practice for new build developments approved through planning.
B.BU1.A4	Retrofit policy and guidance	Support high-quality retrofit through the planning system with updates to policy, guidance and permitted development rights.
B.BU1.A5	Planning training and support	Upskill and empower planners through access to technical support and delivery of regular training to ensure polices are enforced to the highest standard.

B.BU2	Low-income and vulnerable residents	
B.BU2.A1	Fuel poverty funding	Work with partners to leverage funding and identify effective delivery mechanisms to support low-income and vulnerable residents at risk of fuel-poverty to upgrade their homes.
B.BU2.A2	Energy advice	Take part in London-wide initiatives to ensure access to simple and meaningful energy efficiency and saving advice, prioritising the most vulnerable residents.
B.BU2.A3	Climate event resilience	Develop an understanding of climate risk facing vulnerable residents in their homes and identify initiatives and mechanisms to ensure their homes and services available are resilient to extreme climate events.
B.BU2.A4	Adaption in health and social care	Work with our health and social care provider colleagues to raise the importance of adaptation and mitigation in the health sector to protect vulnerable residents from extreme weather.

B.BU3	Carbon neutral homes	
B.BU3.A1	Council domestic assets	Decarbonise council-owned residential assets ⁷ , such as investment properties, Housing Gateway and Enfield Let homes, by improving monitoring, developing programmes, implementing policies and securing funding.
B.BU3.A2	Private rented sector	Raise the standard of private-rented sector properties, through enforcement under the licensing scheme to raise the EPC standard of private-rented properties in line with standards.
B.BU3.A3	Working with partners	Work proactively with housing associations and other housing providers to share knowledge and embed a zero-carbon approach across mixed tenure organisations.
B.BU3.A4	Retrofit knowledge and communications	Participate in shaping a London-wide approach to retrofit through membership of forums and working groups to share knowledge regarding best practices, tools, technologies and case studies, ensuring clear communication with residents.

⁷ Other than council housing assets, which are addressed in the chapter on carbon neutral council buildings.

B.BU4 Carbon neutral public, commercial and industrial buildings		
B.BU4.A1	Business partnerships	Build relationships with the largest emitters in Enfield to identify barriers and opportunities for supporting and showcasing low carbon retrofit.
B.BU4.A2	Engage and communicate	Establish an understanding of existing barriers to retrofit of non-domestic buildings, identifying opportunities for the Council to engage, communicate and support retrofit of all scales in the borough.
B.BU4.A3	Energy efficiency enforcement	Identify mechanisms to utilise powers to enforce increasing energy efficiency standards, such as the Minimum Energy Efficiency Standard (MEES), to upgrade non-domestic buildings in the borough.

B.BU5 Green skills and employment		
B.BU5.A1	Green construction skills training	Work with partners to develop local apprenticeships offering green skills (including digital skills) within the construction industry to increase green skills in the workforce and provide good quality employment opportunities to residents and track the progress.
B.BU5.A2	Green industries	Support inward investment from green industries into the borough utilising the council's role in place-making and as a commercial landowner.

B.BU6 Climate resilient built environment		
B.BU6.A1	Resilience to extreme heat	Implement building design tools to reduce overheating risk in new and existing buildings and use urban design tools to reduce the urban heat island effect through council-led programmes and through our role as a Planning Authority.
B.BU6.A2	Resilience to flooding	Implement best practices to reduce flood risk across the borough through council-led flood management programmes and through our role as a Planning Authority.

Measuring success

B.BU	Overall Outcome	Carbon neutral and climate resilient buildings	
B.BU.M1	Overall Indicator	Annual borough building emissions	(tCO ₂ e/yr) Annual scope 1 and 2 carbon emissions from all buildings in Enfield
B.BU1	Outcome	Carbon neutral and resilient buildings secured through planning	
B.BU1.M1	Indicator	Operational carbon at design stage	(tCO ₂ e) Annual residual operational carbon of all developments required to contribute to the NDCCF
B.BU1.M2	Indicator	Number of units on 'Be Seen' portal	(#) Number of reportable units logged on the 'Be seen' portal
B.BU2	Outcome	Low-income and vulnerable residents supported	
B.BU2.M1	Indicator	People in Enfield in fuel poverty	(%) Proportion of households in fuel poverty
B.BU3	Outcome	Carbon neutral homes	
B.BU3.M1	Indicator	Emissions from residential buildings	(tCO ₂ e/yr) Annual scope 1 and 2 carbon emissions from domestic buildings in Enfield - as reported by LEGGI
B.BU3.M2	Indicator	Efficiency score of private rented sector properties	(SAP score) Median energy efficiency score of private rented sector properties (Score of 0 to 100, with a score of 100 indicating the most energy efficient)
B.BU3.M3	Indicator	Efficiency of owner-occupied properties	(SAP score) Median energy efficiency score of owner-occupied properties (Score of 0 to 100, with a score of 100 indicating the most energy efficient)
B.BU3.M4	Indicator	Private rented properties with F and G rating	(#) Number of private rented properties registered with the Council's Private Rented Property Licensing with F and G rating
B.BU4	Outcome	Carbon neutral public, commercial and industrial buildings	
B.BU4.M1	Indicator	Emissions from industrial and commercial buildings	(tCO ₂ e/yr) Annual scope 1 and 2 carbon emissions from industrial and commercial buildings in Enfield - as reported by LEGGI
B.BU5	Outcome	Green skills and employment	
B.BU5.M1	Indicator	Green jobs in the borough	(#) Number of green jobs in the borough
B.BU5.M2	Indicator	Green skills training	(#) Number of local people gaining a 'green skills' qualification at the Meridian Water Skills Academy

Borough: Travel

Our vision

Journeys in Enfield will be low or zero carbon and affordable, convenient and healthy with a reduction of road-based carbon emissions of 44% from our baseline by 2030 and 92% by 2040. This will be achieved by working with national and regional partners to increase walking and cycling (active travel); enhance public transport options; reduce the need for private car journeys; and develop charging infrastructure for electric cars, vans and buses.

B.TR1	Increase in active transport	By 2040, Enfield residents will have access to more high-quality and safe cycling, walking and wheeling routes and facilities across the borough, encouraging everyone to enjoy active travel
B.TR2	Improved public transport	By 2040, there will be greater capacity on the public transport network, with buses powered by non-fossil fuels resulting in an increase in public transport usage
B.TR3	Reduced private vehicle usage and ownership	By 2040, the use of private vehicles will be significantly reduced with a decrease in the number of vehicles and distance travelled by car. Residents will be able to access shared mobility options such as car clubs
B.TR4	Reduced emissions from transport providers and logistics	By 2040, emissions related to public transport, deliveries and business vehicles will be reduced through transition to more efficient and lower carbon transport
B.TR5	Increase in electric vehicles	By 2040, most vehicles in Enfield will be electric, with sufficient infrastructure in place to support the transition to enable people to choose electric vehicles



Why this is important

Transport emissions make up 20% of emissions and are the fastest growing source of emissions worldwide.⁸ Fair and green travel are related to eight out of the seventeen proposed Sustainable Development Goals (SDGs), illustrating the cross-cutting role that transport has in sustainable development.⁹

The UK is committed to achieving net zero emissions by 2050, and reducing travel emissions are an important part of delivering on this commitment. In September 2023, the UK Government set out that 80% of new cars and 70% of new vans sold in Great Britain, are to be zero emission by 2030. This will increase to 100% by 2035¹⁰. To effectively prepare for the transition, we need to enhance local infrastructure needed for convenient electric transport and better alternatives. We will use our Local Energy Plan to help us with this.

In August 2023, the Mayor of London expanded the Ultra Low Emission Zone (ULEZ) to cover all London boroughs¹¹, reducing the air pollution that causes thousands of Londoners to die prematurely. One of the co-benefits of this will be the reduction of London's carbon transport emissions.¹²

In Enfield, transport emissions account for an estimated 40% of the borough's total emissions. A range of factors contribute to this total, including levels of local car ownership, air pollution from our major roads and travel infrastructure, energy supply and the carbon from making new vehicles. A dual approach includes two key elements: increasing the convenience of and access to better public and active travel, while transitioning vehicles to electric.

As we move towards low carbon transport, prioritising walking and cycling, we will provide a fairer and healthier environment for our residents. We will also contribute towards achieving the Mayor of London's target to increase active and sustainable mode share across London to 80%.

Speaking to our community as part of the external engagement we understood that public transport and walking were important to our residents who preferred better and safer existing modes of transport rather than new solutions. There was a need for a clearer understanding that the reduction in car use needs to be compensated by other options, and that EV charging needed to be fairly distributed. This includes in public carparks, workplaces and on shopping streets.

8 <https://www.statista.com/topics/7476/transportation-emissions-worldwide/#topicOverview>

9 <https://sustainabledevelopment.un.org/content/documents/8656Analysis%20of%20transport%20relevance%20of%20SDGs.pdf>

10 [Government sets out path to zero emission vehicles by 2035 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/news/government-sets-out-path-to-zero-emission-vehicles-by-2035)

11 <https://tfl.gov.uk/modes/driving/ultra-low-emission-zone/ulez-expansion-2023>

12 <https://www.london.gov.uk/press-releases/mayoral/mayor-announces-bold-plans-for-a-greener-london>

Our asks of others

- Improved low carbon public transport in Enfield delivered by partnership work with Transport for London, train operating companies and Network Rail.
- Greater central government funding for Transport for London to enable investment in connectivity in the public transport network in Enfield.
- Greater investment from national government to enable cheaper public transport.
- National and regional investment in cycle and walking infrastructure.
- National messaging to support a culture change away from car dependency.
- Stronger and more joined-up policy for sustainable charging infrastructure for electric vehicles of all types.



Local story: Three new school streets in 2023

We launched a further three 'school streets' in early 2023 at primary schools in the borough to improve road safety for children. School street also encourage more Enfield pupils to walk, cycle and scoot to school safely.

This brings the total 16 permanent projects now in place and still more in the making. The latest additions were launched at Houndsfield Primary School in Edmonton, Hazelwood Primary School in Palmers Green and Wilbury Primary School, near North Middlesex Hospital.

The schemes involve closing roads outside school entrances during arrival and departure times for children and have the added benefit of reducing their exposure to air pollution from car traffic.

Our action plan

B.TR		Carbon neutral, sustainable and active transport
B.TR.A1	Transport and travel plan	Create a coordinated Travel Plan for the borough which aligns incorporating sustainable and active travel objectives, network management and low-carbon transport in line with this Climate Action Plan.
B.TR1		Increase in active transport
B.TR1.A1	Active travel network	Deliver a high-quality borough-wide walking, cycling and wheeling network, including improved pedestrian crossings, upgraded footways, cycleways, cycle parking and shared e-cycle, cargo bike and micro-mobility schemes.
B.TR1.A2	Quieter, safer neighbourhoods	Encourage active travel by delivering quieter, safer neighbourhoods with school streets and other network management measures.
B.TR1.A3	Active travel in planning	Encourage development and urban design which favours sustainable and active travel and reduces reliance on private cars, including increasing the provision of cycle parking and access to shared mobility in new developments, enforced through the planning system.
B.TR1.A4	Sustainable streetscape works	Ensure alterations and maintenance to streets, roads, highways and infrastructure which enable active travel are constructed using sustainable materials and with an awareness of the embodied carbon involved.
B.TR2		Improved public transport
B.TR2.A1	Public transport access	Work with transport partners and local community groups to increase public transport service provision, including delivering new infrastructure across the borough
B.TR2.A2	Low emission public transport	Work with partners to decrease the emissions from public transport, including increasing the number of low and zero emission buses
B.TR3		Reduced private vehicle usage and ownership
B.TR3.A1	Car parking provision	Limit the provision of car parking spaces on new developments in line with the London Plan and review existing kerbside space allocation according to desired mode of travel.
B.TR3.A2	Car clubs and mobility hubs	Support the provision of car clubs where it reduces car use and ownership, engaging with Car Club providers and exploring opportunities for mobility hubs.
B.TR3.A3	Network management initiatives	Utilise network management initiatives to incentivise reduced private vehicle ownership.

B.TR4		
Reduced emissions from transport providers and logistics		
B.TR4.A1	Business transport and logistics emissions	Work with delivery stakeholders and support real estate identification and planning for introducing delivery hubs in town centres, enabling sustainable last-mile delivery in Enfield.
B.TR5		
Increase in electric vehicles		
B.TR5.A1	EV charging for new developments	Support the delivery of EV charging infrastructure for new developments in line with the London Plan.
B.TR5.A2	Increase public EV charging	Increase the provision of public highway and car park electric vehicle charging infrastructure by 1000 points between 2022 and 2026, meeting demand and encouraging the electric transition for residents and businesses, in a way that is coordinated with all relevant stakeholders.

Measuring success

B.TR		
Carbon neutral, sustainable and active transport		
B.TR.M1	Road emissions	(tCO ₂ e/yr) Annual total GHG emissions from road based transport in Enfield
B.TR1		
Increase in active transport		
B.TR1.M1	Sustainable mode share	(%) Walking, cycling and public transport mode share by borough resident based on average daily trips
B.TR1.M2	Traffic levels	(%) Reduction in vehicular traffic
B.TR1.M3	Strategic cycle network proximity	(%) Percentage of population within 400m of strategic cycle network by borough
B.TR1.M4	School streets	(#) Number of school streets added in a year
B.TR1.M5	New cycle routes added to network	(km) Distance of new designated cycle routes added to the network in a year
B.TR1.M6	New cycle parking spaces	(#) Number of new cycle parking spaces installed on public land
B.TR1.M7	New shared mobility spaces	(#) Number of new shared mobility parking spaces installed on public land
B.TR1.M8	Cycle training	(#) Number of people attended the cycle training programme
B.TR1.M9	Infrastructure embodied carbon	(tCO ₂ e/yr) Annual total GHG emissions from embodied energy related to council delivered infrastructure projects
B.TR2		
Improved public transport		
B.TR..M1	Daily public transport trips	(#) Public Transport (Rail, Underground/DLR, Bus/Tram) Trips per day (000s)
B.TR3		
Reduced private vehicle usage and ownership		
B.TR3.M1	Car ownership in Enfield	(#) Number of licensed vehicles in Enfield
B.TR3.M2	Motor vehicle traffic travel	(Km) Annual vehicle kilometres (millions)

B.TR4	Reduced emissions from transport providers and logistics	
B.TR4.M1	Emissions from freight	(ktoe) Annual road transport energy consumption from Freight vehicles (LGV and HGV) (000s)
B.TR4.M2	Industrial vehicle emissions	(ktCO ₂ e/yr) Annual GHG emissions from non-road mobile machinery
B.TR	Increase in electric vehicles	
B.TR5.M1	EV charging sockets	(#) Total number of EV charging sockets on public highway and in public car parks
B.TR5.M2	Electric vehicles in the Enfield	(#) Total number of electric cars (plug in vehicles) licensed in Enfield (All PIV vehicle types and ownership)



Borough: Energy

Our vision

By 2040, Enfield's energy systems will enable the net zero transition through an increase in low carbon electricity and connection to low carbon heat from a heat network. This will enable us to deliver on our vision for buildings and transport, by decarbonising heat and power systems. To achieve this, we will work with partners to roll out the uptake of district heating in the borough, prepare for an electric future and increase renewable energy in Enfield.

B.EN1	District Heat Network provision in Enfield	By 2040, the borough will have a highly efficient decentralised energy network, able to supply homes and businesses with low carbon heat. By 2030, 36,000 properties and by 2040 78,800 properties will be connected to the heat network.
B.EN2	Future energy systems and electrification	Enfield's energy systems will continue to support the electrification of buildings and heat, through upgrade of power systems and grid infrastructure.
B.EN3	Access to low-carbon and renewable electricity	In-borough generated renewable and low-carbon electricity will be increased, with a borough renewable energy installed capacity of 134 MW by 2030 and 311 MW by 2040.

Why this is important

We are experiencing an energy crisis, which puts the spotlight on how critical, and in many ways vulnerable, our energy supply systems are.

As the Committee on Climate Change has established, the future of energy in the UK will become more complex and decentralised. Increased renewables, a decarbonised grid, further electrification and an increase in lower carbon products means that making decisions on energy supply is increasingly difficult.

In order to meet the UK's net zero targets by 2050, the Committee on Climate Change (the CCC) and National Grid state that there will need to be an energy mix that is both low carbon and which ensures security of supply for the coming decades. Nationally, this means phasing out gas boilers over 25-35 years, expansion of decentralised energy systems and networks, electrification of heating and transport - switching from gas boilers to heat pumps and from petrol/diesel to electric vehicles for example - and expansion of renewable energy. Renewable energy generation is also a way to offset emissions across the borough and provide green employment opportunities.

The Council-owned decentralised energy network (Energetik) presents an opportunity to create an affordable and low-carbon heating alternative to gas-fired boilers, with the ability to make use of multiple heat sources. The heat network is being developed to be flexible to future sources of heat, prioritising utilising sources where heat is currently being wasted, such as from the Edmonton EcoPark where heat from the waste incineration and electricity generation process can be utilised.

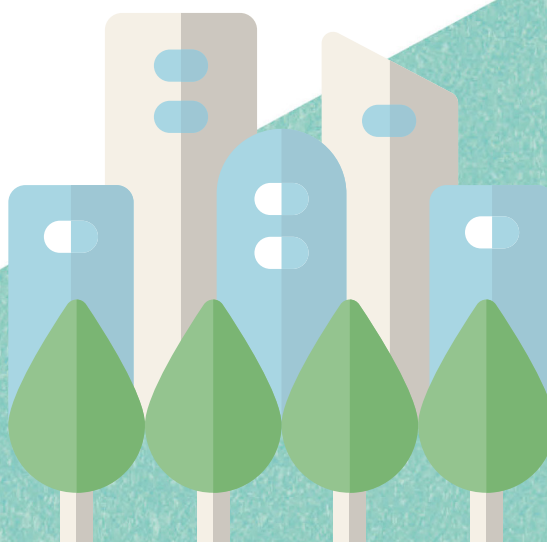
Our asks of others

- Central government to review re-establishing solar and renewable subsidies, with clear time limits, to bolster the low carbon economy and allow businesses and residents to access renewable energy at scale.
- Cross-governmental and industry support for the roll-out of heat networks in the UK, including with sustainable funding and by identifying and tackling barriers including retrofitting of existing buildings.
- National Government to invest in large-scale rollout of energy infrastructure.



Local story: Building the Edmonton EcoPark

The new publicly owned Energy Recovery Facility is under construction to replace the current plant, where non-recyclable household waste from all of North London has been used to generate electricity for the national grid. The benefits of electricity generation from waste are threefold. It avoids waste going to landfill, reduces the cost of waste disposal for council taxpayers and generates cheap electricity, which in turn produces hot water as a by-product which will be used to heat homes, helping to make gas boilers redundant.



Our action plan

B.EN		Decarbonised energy systems
B.EN.A1	Energy infrastructure oversight	Establish a clear role for the local authority in energy infrastructure planning, to deliver changes to energy systems required to deliver the carbon neutral trajectory as outlined in Enfield's Local Area Energy Plan.

B.EN1		District Heat Network provision in Enfield
B.EN1.A1	Stakeholder support for heat networks	Support the delivery of heat networks in Enfield through our role as shareholder of Energetik, and engage in national and regional conversations on sustainable long term planning and funding for heat network expansion.
B.EN1.A2	Planning support for heat networks	Plan for the growth of the heat network through strategic planning and utilising levers such as the introduction of planning policy within the new Local Plan to support connections implemented through the planning system.
B.EN1.A3	Strategic heat network connections	Identify council-led strategic regeneration, development and retrofit projects for connection to the heat network to support growth.

B.EN2		Electrified future energy systems
B.EN2.A1	Grid flexibility for EV charging	Engage with UK Power Network and GLA to shape future flexibility markets that support load levelling for electric vehicle chargers.
B.EN2.A2	Future of Hydrogen	Engage with public and private sector stakeholders to reduce uncertainty around the future role of hydrogen in the transport sector.

B.EN3		Access to low-carbon and renewable electricity
B.EN3.A1	Council owned land	Undertake a review of Council owned land including carparks and agricultural land, to explore opportunities for large scale renewable energy generation such as solar farms.
B.EN3.A2	Renewable energy schemes	Identify, support and promote schemes which encourage uptake of renewable energy across the borough, particularly roof-top solar.

Measuring success

B.EN	Decarbonised energy systems	
B.EN1	District Heat Network provision in Enfield	
B.EN1.M1	Council homes connected to heat network	(#) Total number of council managed homes connected to the heat network
B.EN1.M2	Heat network connections	(#) Total number of properties (domestic and non-domestic) connected to the heat network
B.EN1.M3	Heat provided from heat network	(MW) Average peak capacity of heat provided by Energetik heat network
B.EN2	Electrified future energy systems	
B.EN2.M1	Substation capacity	(#) Number of substations serving Enfield overloaded or with less than 5% headroom (red of amber)
B.EN2.M2	Heat pumps in Enfield	(#) Total number of heat pumps installed in the borough
B.EN3	Access to low-carbon and renewable electricity	
B.EN3.M1	Number of solar installations	(#) Number of sites in Enfield with Solar PV installed
B.EN3.M2	Borough solar PV capacity	(MW) renewable electricity utilising Solar PV installed capacity in Enfield



Borough: Reduce, Reuse, Recycle

Our vision

Enfield will have a circular economy with increased recycling, composting, and waste used as a resource resulting in overall waste reduction of 30% from our baseline by 2040.

B.WA1	Household waste and recycling	By 2040 we will reduce household waste by 30% and achieve 65% household recycling rates by 2030 through campaigns to improve recycling, reduce food waste, as well as initiatives to share, reuse and repair household items to prevent waste
B.WA2	Commercial waste and recycling	By 2040, we will reduce commercial waste and increase recycling by making recycling more widely available to businesses and schools and promoting initiatives to reduce waste.
B.WA3	A circular economy	By 2040, we will accelerate the transition to a circular economy in Enfield by empowering residents to consume less and make better choices and enabling local businesses and industries to transition to circular operational models.

Why this is important

Earth's resources are finite and although thus far it has been able to accommodate human activity, the limit is stretched further and further each year. In 2023 it is estimated that we will use up our annual ecological capacity¹³ within only 7 months, 5 months earlier than 50 years ago.

New initiatives are being introduced nation-wide such as taxes on plastic, banning microbeads and measures to restrict the supply of plastic straws.¹⁴

The Mayor of London has committed to be a zero-waste city, with an aim that by 2026 no biodegradable or recyclable waste will be sent to landfill, and by 2030, 65% of London's municipal waste will be recycled.¹⁵

Enfield, in line with the GLA, has a clear policy to prevent waste going to landfill, to prevent toxic substances leaching into the soil, groundwater and waterways; and the release of methane from organic waste when decomposing anaerobically (without oxygen). Food waste in particular presents a methane risk, which has a very potent greenhouse gas, highlighting the importance of biodegradable food waste collection for composting and creation of biogas.

Enfield is a member of the North London Waste Authority (NLWA) which is responsible for managing waste for the seven north London boroughs (Barnet, Camden, Enfield, Hackney, Haringey, Islington and Waltham Forest). Its primary function is to arrange for the transport and disposal of waste collected by these seven boroughs and to promote waste minimisation and recycling. The NLWA is investing in a waste management site at the Edmonton EcoPark, which will include a new energy recovery facility which will utilise currently unused heat from waste processing.



¹³ <https://www.overshootday.org/>

¹⁴ <https://www.gov.uk/government/news/uk-leads-the-way-on-ending-plastic-pollution#:~:text=We%20have%20so%20far%20introduced,and%20plastic%2Dstemmed%20cotton%20buds>

¹⁵ <https://www.gov.uk/government/news/uk-leads-the-way-on-ending-plastic-pollution#:~:text=We%20have%20so%20far%20introduced,and%20plastic%2Dstemmed%20cotton%20buds>

Our asks of others

- Central and Regional Government to support the transition to a service economy to incentivise high-quality products used for extensive amount of time; and adoption of the sharing economy principles, shifting away from the ownership model to reduce consumption.
- Central Government to introduce a requirement for businesses to manage food surpluses and establish/ seek existing paths for re-distribution.
- Central and Regional Government to increase resources to support behaviour change on waste reduction and recycling including campaigns and support systems for households to better plan groceries and meals around food about to expire.
- Review national guidance around the carbon emissions from incineration, to improve clarity, accessibility and transparency.
- Central Government to improve data and set clear consumption-based emission targets and provide guidance on monitoring from different areas - food, clothes, etc. and including the commercial sector.
- Central Government to take prompt decisions to give local authorities time to implement changes without incurring additional contractual costs, recognising that local authorities need a long run-in time to make changes to waste collection and disposal arrangements.

Our action plan

B.WA1	Household waste and recycling	
B.WA1.A1	Strategic planning and working groups	Work with strategic partners, such as the NLWA and the GLA, to develop and adopt evidenced-based strategic plans which are reviewed on a regular basis.
B.WA1.A2	Reducing contamination	Reduce household recycling contamination rates through a mixture of education and enforcement.
B.WA1.A3	Composting, recycling and residual waste reduction	Enable and encourage household composting, recycling and waste reduction through provision of services, implementing planning guidance and delivering educational campaigns.

B.WA2	Commercial waste and recycling	
B.WA2.A1	Business plastic reduction	Support the NLWA on all waste reduction campaigns and business engagement initiatives.
B.WA2.A2	School and community groups	Work with schools and community groups to reduce food and residual water and increase reuse, recycling and composting.
B.WA2.A3	Commercial recycling	Develop the Council's commercial recycling service for businesses and organisations.

B.WA3	Circular economy	
B.WA3.A1	Community circular economy	Facilitate a circular economy in the community through introduction and support for initiatives such as 'fixing factories' and 'libraries of things'.
B.WA3.A2	Circular construction industry	Explore and enable a move towards a circular construction industry in Enfield by engaging with local developers and suppliers, implementing policy and supporting innovative tools and platforms.
B.WA3.A3	Circular businesses	Work with the NLWA, local businesses and the industrial sector to implement circular economy practices across the borough.

Measuring success

B.WA	Zero waste and circular economy	
B.WA.M1	Annual borough waste emissions	(tCO2e/yr) Annual waste related emissions
B.WA1	Household waste reduction, recycling and composting	
B.WA1.M1	Residual waste per household	(kg) Annual quarterly average of residual waste collected per household by weight
B.WA1.M2	Household waste sent for reuse, recycling and composting	(%) Percentage of annual kerbside household waste which is sent to be recycled, reused or composted
B.WA1.M3	Contamination rate at material recycling facility	(%) Percentage of annual average contamination rate at material recycling facility
B.WA2	Waste reduction and recycling for businesses and organisations	
B.WA2.M1	Commercial waste sent for reuse, recycling and composting	(%) Percentage of annual kerbside commercial waste which is sent to be recycled, reused or composted
B.WA2.M2	Waste deterred from landfill	(t) Tonnes of commercial waste deterred from landfill
B.WA3	Circular economy in Enfield	
B.WA3.M1	Reduction in consumption based emissions	(%) Percentage reduction in consumption-based emissions over a 2021 baseline
B.WA3.M2	Material Value Retention on Major construction projects	(%) Percentage from 0 to 100 where 100 would be retaining materials and 0 would be completely new materials for council's strategic regenerations projects

Borough: Natural Environment

Our vision

By 2040, the effects of climate change and extreme weather on residents and businesses will be reduced through enhanced urban and rural natural environment with improved biodiversity, air quality and access to green spaces. In doing so, we will improve access to nature with all the health and wellbeing benefits this bring and also contribute to tackling the biodiversity crisis.

B.NG1	Urban blue and green infrastructure	By 2040, urban areas will be more resilient to the effects of climate change through increased urban blue and green infrastructure resulting in reduced urban heat island effect and flood risk.
B.NG2	Green, native and resilient rural areas	By 2040, the borough will have more high-quality rural areas that positively contribute to borough-wide climate resilience. Rural areas offer a mosaic of different habitats and land uses that strengthen the rural economy, enhance biodiversity, provide carbon mitigation and reduce flood risk.
B.NG3	Sustainable urban food	By 2040, we will enhance natural ecosystems through increased sustainable urban food growing. Local food production in the borough will establish a market for producers and consumers, improve public health and reduce food poverty by providing access to locally grown food.

Why this is important

In order to align with global climate targets, we need to protect natural resources that provide ecological services to mitigate some of the destruction caused by human development. As part of the commitment in the [Government's 25-year Environment Plan](#), Natural England launched [the Green Infrastructure Framework](#) in January 2023, aimed at planners and developers to help reach 40% of green cover in urban residential areas UK-wide, echoed by the Mayor's Environment Strategy which aims for half of London to be green by 2050.

Enfield is one of London's greenest boroughs, including the Lee Valley Regional Park, 123 parks and public open spaces, 37 allotment sites, more than 300 hectares of woodland and 100 km of rivers and streams. We have an important role to play in protecting and enhancing the borough's biodiversity, helping London to respond to the changing climate and helping to decrease carbon through blue and green infrastructure.

As the summers of 2018, 2019 and 2022 demonstrate, our weather is becoming more extreme, with events such as heatwaves, droughts and flooding occurring more regularly and with higher intensity. These tendencies are amplifying the risk of flooding in vulnerable areas within Enfield, impacting social and critical infrastructure. Unfortunately, the areas with the highest levels of deprivation correspond with the areas where there is the highest flood risk. Thames Water have recently advised that more than 10,000 Sustainable Drainage Systems (SuDS) features need to be delivered in London over the next 25 years to respond to effects from climate change, equating to 400 a year in Enfield.

We need to keep responding to these risks through ongoing work such as proactive flood alleviation work, as well as capitalising on the natural assets the borough has to help offset the emissions we cannot prevent in the coming years. Our approach to blue and green infrastructure is about both mitigating and adapting to climate change, as well as offsetting some of our emissions by capturing carbon. We are aiming to significantly increase carbon sequestration opportunities across Enfield.

Our asks of others

- Embed adaptation and mitigation to the core of any national planning reforms and National Planning Policy Framework updates.
- Develop a clear national framework for carbon accounting to measure and evaluate carbon emissions against sequestration from blue and green infrastructure projects.
- Government to create and promote a national tool to evaluate the benefits of nature-preservation projects to promote a consistent way to capture and record all added value comprehensively (carbon capture, social value) as well as to enable stacking co-benefits to demonstrate viability and enable blended funding plans for these projects.
- Create conditions to make sustainable diet choices (affordable, local, available) and prioritise preventative measures for health challenges, such as tax cuts for healthy options – fruit and vegetables, whole foods.
- Consolidate the different funding streams, reduce competitive bidding processes, give longer lead-in times where bidding remains and provide funding over the medium rather than the short-term with multi-year funding arrangements where possible. Non-competitive funding reduces administrative burdens and ensures that allocation of funding is based on need and opportunity rather than bidding capacity.



Local Story: Turkey Brook restoration at Albany Park

A major transformation of Albany Park, and restoration of a section of the Turkey Brook has been completed in October 2022. The project included open spaces enhancements to make them more accessible. Re-routing the river, it is also expected to attract wildlife, improve biodiversity, and with the wetland, protect local homes from flooding. These improvements will bring the community together in Albany Park to learn about sustainability and improve wellbeing of the locals.

The restoration project was jointly funded by the Mayor of London, the Environment Agency and Enfield Council's capital programme. It will continue to create more than 300 metres of improved footpaths and cycleways and an outdoor classroom that can be used by local school children and community groups. New entry points will help connect surrounding neighbourhoods to Albany Park. Enfield Council received funds to create new woodlands and wetlands, as well as to carry out work to restore existing waterways, which includes the Turkey Brook.

Our action plan

B.NG1		Urban blue and green infrastructure
B.NG1.A1	Resilient new buildings	Through the planning system, ensure all new developments and existing buildings are safe from flood risk and provide improvements in biodiversity through the implementation of robust policies and application review process.
B.NG1.A2	Urban green infrastructure	Explore and implement urban greening and other nature-based solutions used to manage extreme heat and flood risk while also addressing biodiversity, water quality and amenity impact. Continue to deliver our ongoing programme of installing SuDS features such as rain gardens and wetlands throughout urban areas, including in public areas and in school estates.
B.NG1.A3	Urban greenery	Develop and deliver a planting programme across urban areas, to increase coverage by an accumulative 2 ha of green space including 2,000 street trees and other greenery by 2027 and review maintenance regime for grass verges to explore opportunities to improve biodiversity networks.

B.NG2		Green, native and resilient rural areas
B.NG2.A1	Land based carbon emissions	Establish standardised methodologies for monitoring and reporting carbon emissions from land-use changes and sequestration projects.
B.NG2.A2	Forest and woodland programme	Deliver a 10-year restoration and woodland creation programme in the north of the borough to restore natural habitats and create a mosaic of habitats including creating 500 hectares of woodland.
B.NG2.A3	Sustainable land management	Implement conservation grazing and other land management practices to improve biodiversity and sequester carbon.

B.NG3		Sustainable urban food
B.NG3.A1	Land for local food production	Support a food partnership with organisations to enable commercially viable food production on council-owned land.
B.NG3.A2	Food Strategy	Develop a comprehensive food strategy for the borough to ensure residents and communities have access to healthy and sustainable food by addressing aspects of food production, distribution consumption and waste
B.NG3.A3	Supporting community initiatives	Support community initiatives such as Energy Garden to utilise under-used in-between spaces for micro-scale food growing, gardens and Photovoltaic installation.

Measuring success

B.NG	Resilient urban and native natural environment	
B.NG.M1	Homes at medium to high risk of flooding	(%) Percentage of homes at medium to high risk of flooding
B.NG.M2	Homes at medium to high risk of flooding	(#) Number of homes at medium to high risk of flooding
B.NG.M4	Land-use emissions	(tCO ₂ e) Annual emissions related to land-use change
B.NG1	Urban blue and green infrastructure	
B.NG1.M1	Wetland sites	(#) Total number of wetland sites created in the borough
B.NG1.M2	Number of street trees (net)	(#) Net number of street trees planted from 2021/22 baseline
B.NG1.M3	Urban SuDS projects delivered	(#) Number of urban SuDS projects delivered from baseline
B.NG2	Green, native and resilient rural areas	
B.NG2.M1	New woodland created	(ha) Area of new woodland created
B.NG2.M2	New trees planted in new woodland	(#) Number of new trees planted in new woodland
B.NG2.M3	Carbon sequestered from new woodland	(tCO ₂ /annum) Annual carbon emissions sequestered from woodland (existing and new)
B.NG3	Sustainable urban food	
B.NG3.M1	Allotments available	(#) Number of allotment spaces available in the borough
B.NG3.M2	Land for food productions	(ha) Area of land dedicated to food production

Borough: Working together

Our vision

By 2040, Enfield residents, businesses and local partners will be engaged, committed and coordinated to deliver the Climate Action Plan. This will mean that by 2040, we will need to have established strong and thriving networks to facilitate collective climate action with all local stakeholders. Our success in this will in part depend on how we work with national and regional government as well as specialist groups to collaborate on and lobby for policy, law and incentives that will drive decarbonisation nationally and at a borough level.

B.WT1	Everyone makes low-carbon lifestyle choices	By 2040, people who live, work in and visit Enfield will be informed, encouraged and enabled to make low carbon choices.
B.WT2	Business and external organisation coordination	By 2040, all businesses (of all sizes), developers, schools, NHS, voluntary, community, charity and religious organisations will be knowledgeable, engaged, committed and coordinated to achieve a carbon neutral borough viably and successfully.
B.WT3	Regional and national engagement, coordination and lobbying	The Council will participate effectively in regional and national networks to coordinate, share knowledge and resources and successfully lobby for regulatory, policy and funding changes that enable climate action at scale and at pace.

Why this is important

We cannot tackle the climate emergency without working with our partners, communities and businesses and without increasing support from national and regional government. To achieve a carbon neutral borough by 2040, we need to work proactively to encourage behaviours which significantly reduce our carbon footprints. The easier, more attractive and more affordable these choices are, the speedier the uptake will be.

We only have control over around 2 to 5%¹⁶ of our emissions (scope 1 and 2). Other areas we can influence through procurement, policy and leading by example (scope 3). Other areas we can do little more than report on. Each of these 'spheres of influence' needs a different approach.

For every 'sphere of influence', coordination with individuals and groups is essential, so that as a borough, there are no types of emissions left unattended, and all the stakeholders who control these emissions are empowered to reduce them, rather than waiting on others. Likewise, coordination reduces the areas where there might be a doubling up, as this can waste effort, create tension and leave people demoralised.

Our asks of others

- Help from residents, organisations and businesses in delivering impactful carbon reductions in all areas covered in this plan.
- Understanding that our current way of living is leading to the climate change that we are already experiencing and some change to our way of life is inevitable. This Climate Action Plan seeks to make this transition in the best way possible.

¹⁶ <https://www.theccc.org.uk/publication/local-authorities-and-the-sixth-carbon-budget/> - page 5 from report

- Government to increase the powers of local government to act at the scale and pace required, and to consolidate the different funding streams, reduce competitive bidding processes, give longer lead-in times where bidding remains and provide funding over the medium rather than the short-term with multi-year funding arrangements where possible. Non-competitive funding reduces administrative burdens and ensures that allocation of funding is based on need and opportunity rather than bidding capacity.
- Government to make the policy and regulatory changes called for throughout this Plan to enable us to meet our targets.



Local story: Leading on retrofit in London

Enfield and Waltham Forest jointly lead London boroughs for the collaborative Retrofit London programme retrofitting homes to reduce carbon emissions, and along with London Councils, were declared winners at the MJ Awards 2022.

Retrofit London brought the 33 London local authorities together to agree a pan-London plan for improving energy efficiency and radically reducing emissions providing potential solutions for other councils across the UK.

As buildings account for about a third of total carbon emissions in the metropolitan area, boroughs are now working together to upgrade their housing stock and decarbonise the built environment, while also reducing fuel poverty and boosting green industries.

Our action plan

B.WT1		Everyone makes low-carbon lifestyle choices
B.WT1.A1	Climate communications	Develop and oversee a cross-service climate action communications and engagement plan
B.WT1.A2	Community coordination and engagement	Develop stronger links, engage regularly, and promote the work of local environmental groups to help coordinate action across the borough. Utilise existing governance arrangements to share progress and receive feedback
B.WT1.A3	Resident engagement	Actively engage with residents across Enfield in areas that are directly or indirectly related to climate change, such as the cost of living and energy crisis.

B.WT2		Business and external organisation coordination
B.WT2.A1	Business engagement	Engage and coordinate with business organisations across the borough from micro, SMEs, to the largest emitters, using existing networks, council led forums and identifying where new forums may be needed to address climate change issues if required.
B.WT2.A2	School engagement	Engage with schools on operational and educational issues related to climate action. Utilise head teacher and business manager briefings and the Enfield Schools Climate Action Network to share knowledge and information between schools.
B.WT2.A3	Sustainable building forums	Engage in building related forums, to share knowledge and coordinate actions.

B.WT3		Regional and national engagement, coordination and lobbying
B.WT3.A1	National government and environmental groups	Engage with relevant national groups and networks to improve coordination of action and relevant lobbying activity.
B.WT3.A2	London government and regional groups	Engage with London groups, such as London Councils, GLA, TFL, neighbouring boroughs and sub-regional working groups to improve coordination of action at a local and regional level and relevant lobbying activity.

Measuring success

B.WT	Working together to achieve carbon neutrality	
B.WT1	Everyone makes low-carbon lifestyle choices	
B.WT1.M1	Residents engaged	(#) Overall reach of the council's "Greener Enfield" campaign per year
B.WT1.M2	Community groups engaged	(#) Number of community groups engaged on climate action related topics
B.WT2	Business and external organisation coordination	
B.WT2.M1	Enfield climate action group	(#) Number of active climate action group available for businesses, organisations and schools
B.WT3	Regional and national engagement, coordination and lobbying	
B.WT3.M1	Regional climate-related forums	(#) Number of regional forum Enfield Council's participating in



Glossary of terms

Actions:

Actions are how we achieve Outcomes. Actions are split into "Actions" which have flexibility and longevity and "Implementation Actions" are more specific and detailed which are owned by each service team and can be costed in specific business plans.

Additionality:

The extent to which something happens as a result of an intervention that would not have occurred in the absence of the intervention.

Blue and Green Infrastructure:

Strategically planned network of natural and semi-natural areas with other environmental features designed and managed to deliver a wide range of ecosystem service.

Carbon footprint:

The amount of carbon dioxide released into the atmosphere as a result of the activities of a particular individual, organisation or community.

Carbon literacy:

Having a general awareness of climate change and the impact of humankind on the climate.

Carbon neutral:

Where some emissions are still being generated by an organisation after carbon reductions, these emissions are being offset making the overall net emissions zero.

Carbon positive:

Activity that goes beyond achieving net zero carbon emissions to actually create an environmental benefit by removing additional carbon dioxide from the atmosphere.

Carbon pricing:

A carbon price is a cost applied to carbon pollution to encourage polluters to reduce the amount of greenhouse gas they emit into the atmosphere.

Circular economy:

A circular economy is an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.

Climate change:

A large-scale, long-term shift in the planet's weather patterns and average temperatures.

Climate emergency:

The intention to take immediate action and develop policy to mitigate climate change beyond current government targets and international agreements.

Climate mitigation:

Efforts to reduce or prevent emission of greenhouse gases.

Climate resilience:

Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate.

Climate risk/adaptation:

Inertia in the climate system means that rising temperatures, changing rainfall patterns, changes in extreme weather events and sea level rise are unavoidable. These impacts will have consequences for business operations, social services, human lives and many other areas vital to economic and social development.

Climate risk:

Climate risk includes a ratio of severity of the hazard and adaptive capacity to respond to the threat.

Carbon sequestration:

The long-term storage of carbon. In this instance using natural measures to store carbon.

Divestment:

This the process of removing an asset for financial, ethical or environmental reasons. In this case divestment is focused on the removal of all fossil fuels from Enfield's pension funds.

Green House Gas:

Greenhouse gas, any gas that has the property of absorbing infrared radiation (net heat energy) emitted from Earth's surface and reradiating it back to Earth's surface, thus contributing to the greenhouse effect. There are seven main GHGs that contribute to climate change: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulphur hexafluoride (SF₆) and nitrogen trifluoride (NF₃). Using the conversion factor relating to CO₂e covers all of these GHG's.

Indicator:

Every outcome has a specific and measurable Indicator. These align with the Council Plan and will be incorporated into reporting in the council and borough.

Medium to high flood risk:

A risk of at least 25% of the building experiencing a chance of between 1 in 100 (1%) and 1 in 30 (3.3%) of flooding each year, or see the latest Local Flood Risk Management Strategy.

Location/market-based emissions:

A location-based method reflects the average emissions intensity of grids on which energy consumption occurs (using mostly grid-average emission factor data). A market-based method reflects emissions from electricity that companies have purposefully chosen (or their lack of choice). It derives emission factors from contractual instruments, which include any type of contract between two parties for the sale and purchase of energy bundled with attributes about the energy generation, or for unbundled attribute claims.", see: GHG Protocol Scope 2 Guidance

Low Traffic Neighbourhoods:

Low traffic neighbourhoods involve introducing measures which reduce the number and speed of cars going through a neighbourhood. This encourages more people to cycle and walk, making the streets healthier and more pleasant for people.

Offsetting:

Carbon offsetting is used to compensate for emissions which may have reached their limit of reduction by using low carbon technology, natural environment or funding an equivalent carbon dioxide saving.

Orientation:

A design tool that enables new developments passively reduce their energy demand by placing the building to maximise the benefit of the local microclimate to take advantage of the solar radiation, natural daylight and ventilation.

Outcomes:

Outcomes are what we want to achieve. There is one "Overarching Outcomes" per topic, followed by several "Outcomes". These take the place of the 'vision' in the previous Climate Action Plan

Play Streets:

Play Streets are where local authorities use their existing powers under road traffic legislation to allow temporary street closures at regular weekly or monthly intervals, so that children are able to play out in the streets where they live.

Residual Emissions:

The carbon emissions from a development after all the reduction measures have been implemented.

School Streets:

School-street schemes are where cars are prevented from going up to the school gates at drop off and pick up times. Enfield launched its first two schemes in early 2020.

Service economy:

The sector of the economy, also known as the tertiary sector, that provides services rather than products. Moving toward the service economy implies switching from products to purchasing the service that the product provides, thereby producing less waste with more durable products.

Stranded Assets:

Assets that turn out to be worth less than expected as a result of changes associated with the energy transition and the physical impacts of climate change.

SuDS:

Sustainable Drainage System: a set of interventions to align our drainage systems with natural water processes incorporated into the local green infrastructure strategy. They are designed to manage excess rainwater on site and encourage infiltration, attenuation and passive treatment.

Urban creep:

The process of converting gardens and other permeable areas, where green land that naturally soaks up the water is removed by impermeable surfaces such as concrete, causing rates and volumes of runoff to rise and contributing to flood risk.

Urban greening:

An urban design tool to capture carbon, reduce urban heat and the risk of flooding by integrating green roofs and walls, pockets green spaces and urban trees within the urban fabric.



Appendix: Global, national and regional context

Global context

The United Nations Sustainable Development Goals (SDGs), recognising the limits of growth, set the overarching and comprehensive global objectives to serve as a “shared blueprint for peace and prosperity for people and the planet, now and into the future”¹. The 17 goals and 167 targets and numerous indicators help countries, cities and corporations work to ensure that people everywhere and future generations have access to basic resources.

According to the 2022 SDG report², current policies will almost certainly fail to achieve the reductions in greenhouse gas (GHG) emissions necessary to limit global warming, increasing the threats and endangering ecosystems and populations around the world.

In 2021, COP26 in Glasgow closed with two major achievements: the [Glasgow Climate Pact](#) is a pledge signed by almost 200 signatories, detailing decisions and commitments to limit global warming to 1.5°C recognising the role of climate justice among the impacts. The other is the [Article 6 rulebook](#) which is a set of new agreements and rules for the international carbon market.

Other documents published by the International Energy Agency (IEA) include the [Net Zero by 2050](#) report that plots out the key steps to achieve global net zero by 2050, by shifting from fossil fuels to clean energy sources, as well as the [World Energy Outlook 2021 guide](#) on the opportunities, benefits and risks of the energy transition.

In 2022 data from the [IRENA trends](#) (International Renewable Energy Agency) showed that while global electricity generation from renewables, especially wind and solar increased by 7.4%, public investment in renewable energy sources fell. For the UK, renewable energy’s share of electricity capacity only increased by 1.11% between 2020 and 2022 to a total of 53,025 MW. The overall renewables share in total installed capacity globally was 40% in 2022¹⁷.

The UN’s Environment Programme published the [Emissions Gap Report](#) highlighting the lack of progress towards the Paris goals¹⁸, predicting that with current policies global temperature will reach a 2.8°C rise by 2100 and urging for more robust system-wide transformation to cut GHG emissions.

In 2022 the final decision document from the COP27 conference was the [Sharm el-Sheikh Implementation Plan](#) that summarised the agreements achieved by the parties including commitments to loss and damage funding.

National context

The Climate Change Committee’s (CCC) [Sixth Carbon Budget](#) report (2033-2037) advises a 78% reduction in UK territorial emissions between 1990-2035, and at least a 68% reduction in overall emissions between 1990-2030. This aligns with the **Paris Agreement goals** but accelerates a fall in emissions relative to previous carbon budgets. These targets will enable the UK to remain a global leader in climate action and are feasible with effective policies in place.

The [National Risk Register 2020](#), published by the UK government summarised the main environmental hazards expected in the UK, the level of risk, and actions taken to protect against these risks.

The 2021 [Net Zero Strategy](#), published by Department for Business, Energy and Industrial Strategy (BEIS) also sets out how to reach net zero emissions by 2050, through reducing emissions from each sector of the economy. BEIS’s [Heat and Buildings Strategy](#) provides a roadmap to reduce emissions from heating buildings through improving energy efficiency and switching from high to low carbon sources of heat.

¹⁷ [IRENA: Tripling Renewable Power and Doubling Energy Efficiency](#)

¹⁸ [Set out in the Paris Agreement at COP 21 \(2015\)](#)

The Department for Transport's (DfT) [Decarbonising Transport](#) is the plan to deliver the required emissions reductions from transport to meet net zero by 2050, which also highlights the benefits decarbonisation will bring.

The UK CCC's [Progress Reports](#) documents the progress made by the government in reducing emissions and adapting to climate risk, and also provides recommendations for future action. [The reports](#) identified a strong climate framework but a lack of overall coherent planning jeopardising the achievement of the 2050 net-zero targets.

In 2022, the Independent Assessment of Climate Risk (IACR) investigated the impacts of warming to the UK. This found that adaptation has failed to keep pace with the reality of climate risk. It identified 8 risk areas which require major attention in the next two years, and 10 principles which can inform good adaptation planning.

[Building to Net Zero](#), is a 2022 parliamentary review considering the best pathways to net zero construction taking into account the UK's present and future building needs. The core recommendation of the review was for the government to introduce a mandatory requirement to undertake whole-life carbon assessments for major developments, as well as develop progressively stringent carbon targets for buildings, in line with its trajectory towards net zero.

[The UK's 2022 Nationally Determined Contribution \(NDC\)](#) is an updated version of the 2020 non-binding national plan to reduce greenhouse gas emissions, following the Glasgow Climate Pact. The four major updates demonstrate how the UK's target aligns with the Paris Agreement temperature goal; how the UK will deliver on its NDC by 2030; the progress made to expand the territorial reach of the NDC; and the enhanced information to achieve the UK's approach to levelling up, just transition and green skills.

The 2022 ONS [Energy prices and their effect on households](#) analysis points out how rising energy prices are influencing household behaviour to make greater energy savings, while the [UK National Risk Assessment on Security of Gas Supply](#) (by BEIS) reports that gas supply in the UK is very secure, with supply able to meet demand across a variety of potential future scenarios.

Regional context

London has been leading on climate-conscious decision-making and policies on the trajectory to achieve carbon neutrality by 2030. The 2020 [Green New Deal \(GND\) for London](#) aims to tackle the climate and ecological emergencies, alongside the issue of air quality, by doubling the size of London's green economy by 2030 through three core practical priorities: getting London's buildings to net zero; modernising public transport; and building the economic, industrial, and political foundations for London's green economy to grow.

In 2021, the Mayor released the [London Environment Strategy](#) to safeguard London's environment, aspiring to make the city greener and cleaner in the long-term. The strategy addresses air quality, green infrastructure, climate change mitigation and adaptation, waste, ambient noise, and a low carbon circular economy.

In 2022, the GLA published an [analysis of net zero targets for 2030](#), to check against progress and offered four possible scenarios, with different levels of decarbonisation ambition, through which London could meet its target for net zero by 2030.

In 2022, the London Assembly introduced the [Grow Back Greener Fund](#) and the Green New Deal mission to reduce inequalities of access to green spaces in London.

London Councils conducted a survey on Londoners' perspectives on climate change, and the impact the cost-of-living crisis is having on their ability to act on it. The [What do Londoners think about climate change](#) found that Londoners are well informed about climate change and support ambitious action, though there are some barriers to changing behaviours.

Local context

Enfield's 2023-2026 Council Plan sets out the overarching priorities and associated high level actions for the Council for the next three years. One of our five priorities is to deliver clean and green places. This includes the action to enhance biodiversity and protect our parks, open spaces, woodlands, watercourses, wetlands, urban trees and shrubs. It includes enabling active and low carbon travel; facilitating reuse of materials, reducing waste and increasing recycling rates, and reducing carbon emissions from our buildings, street lighting, fleet and the goods and services we procure. Our Climate Action Plan sets out the detail for how we will deliver on these actions.

More and better homes is another of our five priorities. We need to respond to the housing crisis and increase the supply of affordable homes in an extremely challenging financial climate. It is in this context that we need to reduce the emissions produced from our existing and new homes, and in the building of new homes. One of our actions is to deliver low carbon and climate resilient new-build homes and retrofit existing homes – our sections on buildings in this Plan explains more about how we will do this.

To achieve our targets of net zero for the council as an organisation and for our borough and to adapt to the climate change already underway, we need to consider climate impact in everything we do – our cross-cutting principle of 'climate conscious' in our Council Plan commits us to consider energy consumption, carbon emissions, and environmental risks associated with our decisions, and how we will adapt to the effects of climate change.

Our Council Plan sets out priorities and actions to invest in Enfield in order to positively impact on six long term outcomes. Effective climate action contributes to all these outcomes – but most explicitly to the long-term goal for residents to live in a carbon neutral borough, which is one of the six outcomes set out in the Council Plan.

Alongside the Council Plan, other key related strategies for climate action include the **Enfield Blue and Green Infrastructure Plan** the **Local Flood Risk Management Strategy** which set out in detail how the Council will use nature-based solutions to make the borough more resilient; the **Journey's and Places** plan and principles to make the borough more liveable focusing on the urban public sphere; and the **Sustainable and Ethical Procurement Policy** which sets out how we will procure value for money goods, services and works, whilst maximising social value including by protecting the environment and reducing carbon emissions







centre for
sustainable
energy

Enfield Local Area Energy Plan

March 2023



European Union
European Regional
Development Fund

**GREATER
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AUTHORITY**



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Executive Summary

Context

After declaring a climate emergency in summer 2019, Enfield has set the ambition to become a net zero borough by 2040. The core aim of this Local Area Energy Plan (LAEP) is to provide a framework for Enfield to achieve this target. This report and its accompanying documents provide the foundations for the decarbonisation of the energy system in Enfield.

An energy system is the system designed to supply energy to end users. In the context of this LAEP, that is the supply of electricity and heat to the people, businesses and industry within the London Borough of Enfield. The three key areas for decarbonisation covered by this work are heat in buildings, transport and power systems.

The LAEP places emphasis on the key first steps that will drive the decarbonisation process, whilst setting out those future actions and decisions that will ensure longer-term commitment to a net zero Enfield.

The starting point

In 2019 Enfield's annual emissions amounted to almost 1,200 ktCO₂e. Approximately 45% of these emissions come from transport, 28% from heating buildings and 17% from use of grid electricity. Enfield has already made some progress in reducing these emissions, however the rate and scale of change required is huge. Enfield will need to transform its approach to how buildings are heated, how people and goods travel and how energy is used.

How to achieve net zero by 2040

The technical analysis of the LAEP produced four decarbonisation "scenarios", i.e. ways to envisage the path to Net Zero. Demand reduction needs to be the starting point of the decarbonisation process, alongside the adoption of net zero technologies and techniques throughout the local energy system. As well as reduction in energy demand, each scenario looked at electrification as a way to reach Net Zero. This is because electrification ties Enfield's emissions to those of the national grid. Therefore, as there are already commitments to decarbonise national electricity generation, electrification is the most realistic way to achieve Net Zero. Whilst energy from waste incineration is not zero carbon, where waste incinerators already exist, such as in Enfield, it makes sense to capture the available heat for use in networks and use this as a transitional solution alongside electrification.

The decarbonisation scenario chosen as optimal for Enfield (mixed demand management) has the lowest overall costs for decarbonisation of the energy system. It combines a cost-optimising approach to insulation and heating with maximised generation of renewable energy across the borough. In this scenario there is a significant shift to active and sustainable modes of transport

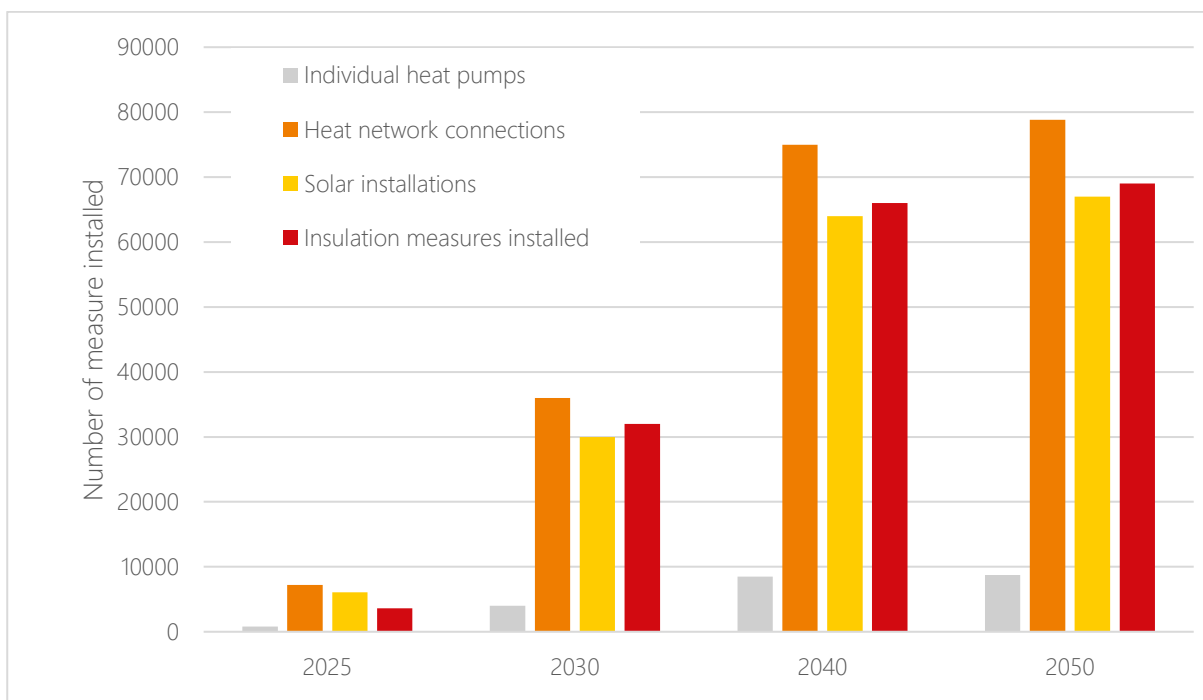
and the charging of electric vehicles (EVs) is flexible in order to ease the total demand on the electricity grid.

Results

The LAEP analysis shows that a mixture of district heating and standalone air source heat pumps (ASHPs) is the best way to decarbonise heat in buildings in Enfield. This is in conjunction with a cost-effective campaign of insulation. In addition, the widespread rollout of rooftop solar photovoltaic (PV) across the borough would generate zero carbon electricity locally. By reducing the electricity demand on the grid, rooftop PV would also help lower customer bills and contribute to fuel poverty alleviation. Transport is decarbonised primarily through electrification of most vehicles, as well as significant “modal shift”, i.e. switching to alternative transport such as walking, cycling or public transport.

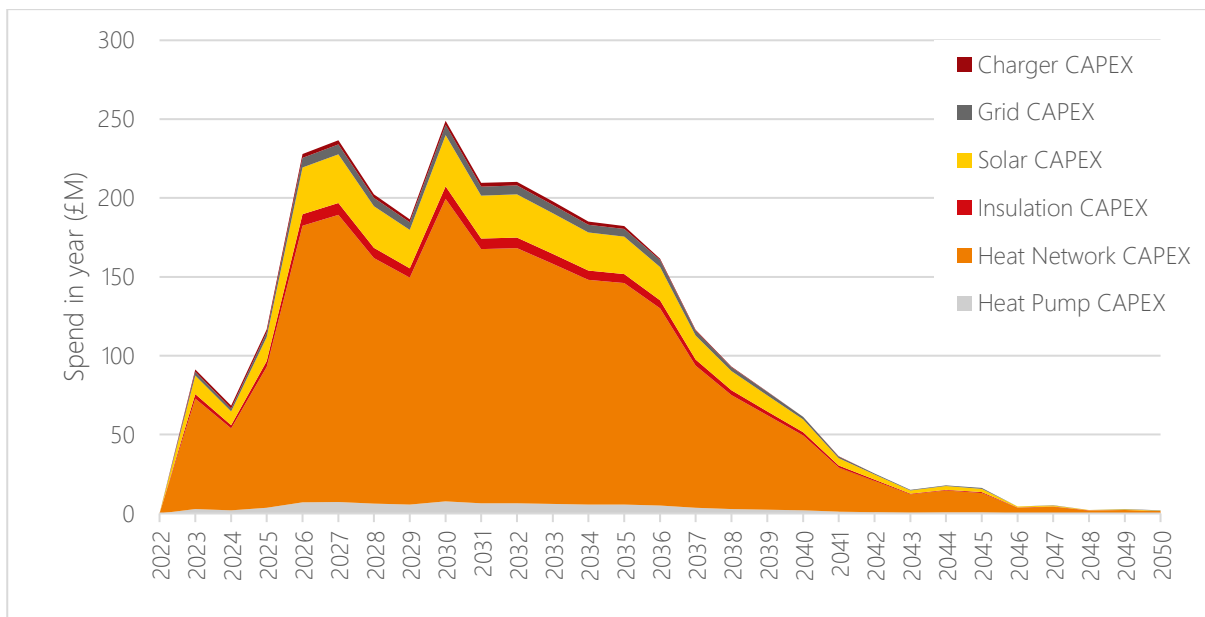
Figure shows targets for the technology changes required in Enfield in the key years of 2025, 2030, 2040 and 2050.

Figure A: Targets for net zero technology adoption in key years



Meeting these targets would cost in total £5.03 billion distributed over the period to 2050. Figure shows how the costs for each technology change would be distributed over time.

Figure B: CAPEX spend over time and per intervention

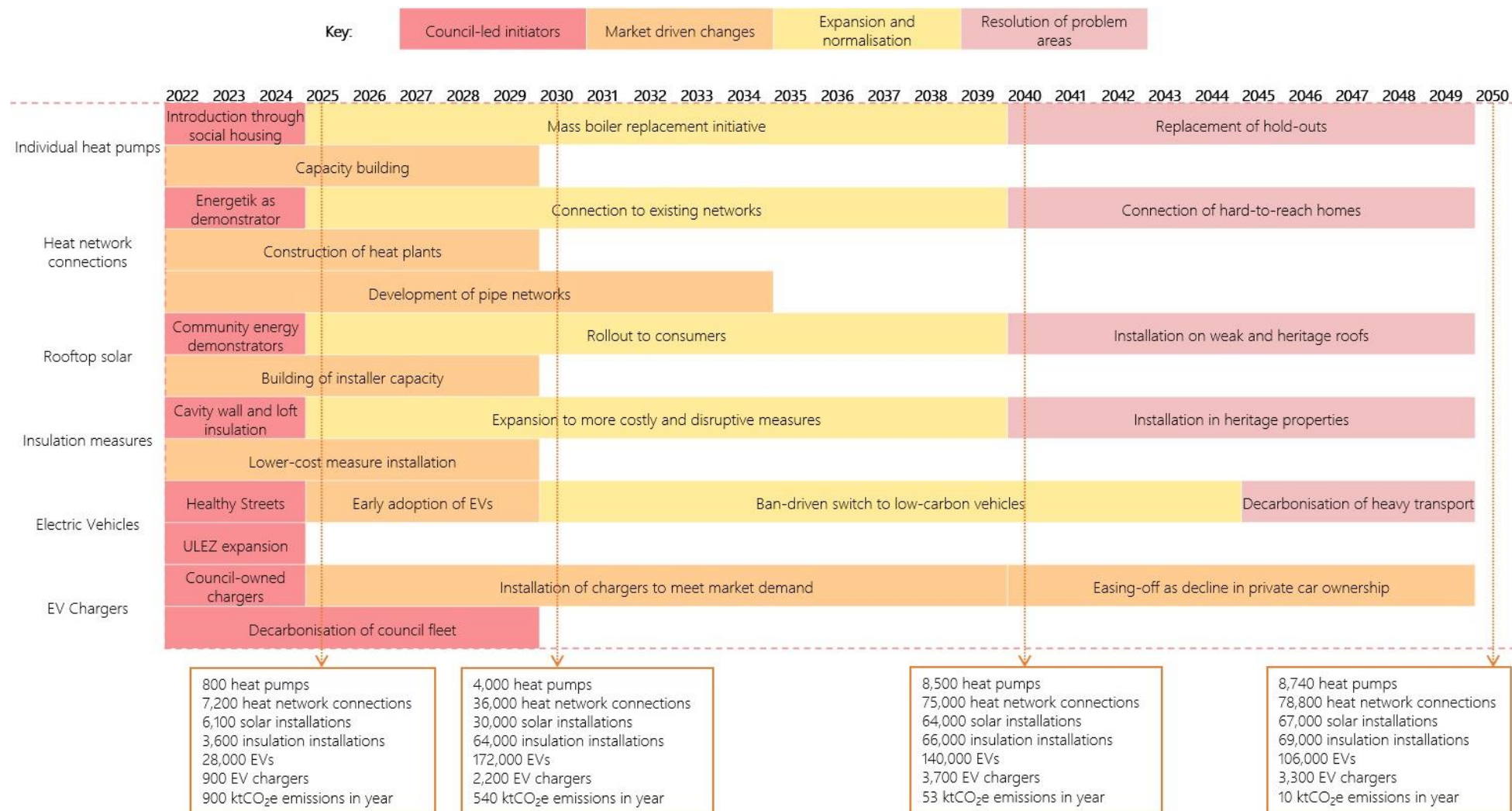


Whilst the mixed demand management scenario carries significant cost, it is cheaper than doing nothing. The total avoided carbon is estimated to be 19,085 ktCO_{2e} by 2040, representing an avoided carbon impact cost of £6.26 billion.

A route map to Net Zero

Figure illustrates Enfield's route map to Net Zero. It was developed building on existing opportunities and addressing challenges to change. There is a focus on early interventions, introducing net zero technologies and initiating capacity building within the market to then spark wider adoption. The route map shows sequenced interventions that will enable the targets illustrated in Figure A to be met.

Figure C: Route map for a net zero Enfield



As the focus of the LAEP is on those first steps that will be key in driving decarbonisation efforts, the analysis finally zoomed in on three local areas and identified three projects as priority for further detailed investigation and implementation within a relatively short timescale:

1. A heat network opportunity area within Upper Edmonton
2. A combination of viable heat technologies at West Carterhatch
3. Large rooftop PV deployment at Highfield Primary School

Overall, the LAEP provides a framework for action that represents the first significant step towards decarbonising the whole energy system in Enfield. Following the recommendations presented in this plan will be crucial to keeping momentum and achieving Net Zero by 2040.

1. A Local Area Energy Plan for Enfield

The core aim of this Local Area Energy Plan (LAEP) is to provide a framework for Enfield to decarbonise the local energy system in line with the ambition to become a net zero borough by 2040. This report and its accompanying documents provide the foundations for effective and sustained local action for the decarbonisation of the energy system in Enfield, which comprises heat in buildings, transport and power systems.

This LAEP was developed in line with the guidance provided in the Local Area Energy Planning: The Method¹, as referenced in Ofgem's RIIO-ED2 Sector Specific Methodology Consultation² document and presents a vision for a net zero energy system in the London Borough of Enfield. Within this, the LAEP focuses specifically on the decarbonisation of heat in buildings, transport and power systems. An energy system is the system designed to supply energy to end users. In the context of an LAEP, that means the supply of electricity and heat to the people, businesses and industry of the London Borough of Enfield.

1.1. The LAEP process

Local area energy planning is a place-based process that informs, shapes and enables the transition to a net zero carbon energy system. The process focuses on the decarbonisation of the whole energy system at a local level (including the energy networks, buildings, transport, industry and local generation and flexibility opportunities). It recognises that places are different (the people, infrastructure, geography, ambition) and identifies what needs to happen, where and by when.

The Enfield LAEP was developed over several months and incorporates the outcomes of four key elements:

- A robust technical analysis based on available and viable zero carbon technologies and solutions, formulated in consultation with those stakeholders that have a key role in the local system changes required, and including more in-depth study of three projects identified as priority
- A comprehensive assessment of non-technical factors, including local and national conditions, developed collaboratively with key local actors and initiative takers to confirm and inform our understanding of the local area and identify the opportunities and barriers to the successful decarbonisation of Enfield

¹ <https://www.cse.org.uk/downloads/file/LAEP-method-final-review-draft-30-July-2020.pdf>

² <https://www.ofgem.gov.uk/sites/default/files/2022-04/Call%20for%20Input%20Future%20of%20local%20energy%20institutions%20and%20governance%20.pdf>

- A continued process of effective stakeholder engagement that sought to secure ownership and commitment from local actors to the proposed plans and required radical changes for a net zero Enfield by 2040
- Proposals and recommendations for ongoing governance and delivery to ensure that the LAEP becomes a 'live' and evolving plan that is supported and implemented by local planning, investment and initiatives

1.2. LAEP report structure

This report presents a summary of the work undertaken over several months and is structured as follows:

- **The challenge:** this section provides a characterisation of the state-of-play in Enfield and provides an understanding of the scale of the challenge of decarbonising the local energy system
- **Technical pathways:** this section presents the outputs of various research and modelling exercises that sought to identify the potential for a range of technical measures to enable Enfield to reach the net zero target by 2040
- **Route Map to Net Zero:** this section outlines the key building blocks that should form the foundations for a strategic approach to decarbonising Enfield, as well as three local energy projects that can be implemented as priority, and an overview of the costs and benefits of decarbonising Enfield
- **Next steps:** this section summarises what immediate actions need to be taken to finalise delivery plans and drive the LAEP forward

For completeness, five documents accompany this LAEP report and underpin the work presented in this document:

- Technical evidence base
- Walking Around the Issues
- Detailed recommendations to 2040
- Stakeholder Engagement Report
- Local Plan review and policy recommendations

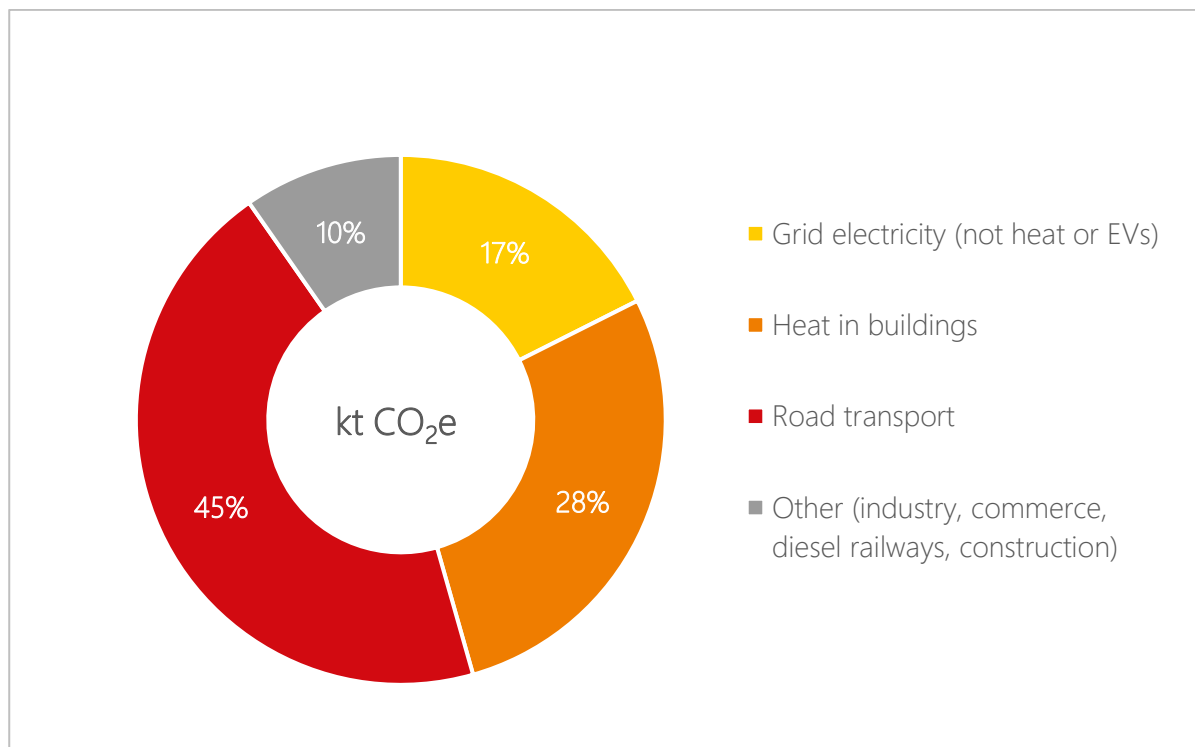
2. The challenge

Enfield Council declared a climate emergency in summer 2019 and published a detailed Climate Action Plan in the summer of 2020. The Climate Action Plan outlined steps the council would take to become a carbon neutral council by 2030 and carbon neutral borough by 2040.

As part of the Local Energy Accelerator programme³, the Greater London Authority (GLA) provided funding for Enfield to prepare a Local Area Energy Plan to support the borough in becoming Net Zero by 2040. The purpose of this report is to inform the Climate Action Plan review process and act as an evidence base for the actions listed within it.

As set out in the Enfield Climate Action Plan (2020)⁴, Enfield Council has already taken actions towards reducing its own carbon emissions as well as those of the borough as a whole. However, the path to a net zero Enfield remains challenging. In the baseline year of 2019 Enfield's total annual emissions amounted to almost 1,200 ktCO₂e. Figure 1 shows that the sector with the highest emissions is transport, followed by heat in buildings and then grid electricity⁵.

Figure 1: Enfield carbon emissions by sector in 2019 (kt CO₂e)



The process of decarbonising Enfield will be challenging since the rate and scale of change required is huge. Enfield will need to transform its approach to how buildings are heated, how people and goods travel, and how energy is used. Demand reduction needs to be the starting

³ <https://www.london.gov.uk/what-we-do/environment/energy/low-carbon-accelerators/local-energy-accelerator>

⁴ https://www.enfield.gov.uk/_data/assets/pdf_file/0011/4610/enfield-climate-action-plan-2020-environment.pdf

⁵ The remaining emissions shown the figure as 'other' are beyond the scope of the LAEP and only account for approximately 100 kt CO₂e.

point of the decarbonisation process, alongside the adoption of net zero technologies and techniques throughout the local energy system.

By establishing and maintaining high levels of engagement from key actors and the local community, Enfield will be able to fully unlock the potential for action that exists across all sectors. Implementing the changes required for a net zero Enfield will also yield critical wider benefits, such as fuel poverty reduction, improved public health, job creation and skills development.

2.1. Setting the scene: opportunities and challenges for a net zero Enfield

Planning for a net zero borough needs to respond to rapidly changing socio-economic and political systems at local, regional and national level. In order to understand the scale of the changes required for a net zero borough, the LAEP process analysed the current state of play in Enfield and the required conditions for successful decarbonisation of the local energy system. A full analysis of the wide range of non-technical factors that can influence the potential for and realisation of change is included in the accompanying Walking Around the Issues document. Based on that detailed analysis, the following sections provide an overview of the main opportunities and challenges that exist in the borough.

2.1.1. Heat in buildings

One of the main opportunities in Enfield for decarbonising heat in buildings comes from the well-established local energy company Energetik, which is owned by Enfield Council. Energetik has already invested in heat networks across the borough, including Meridian Water, Arnos Grove, Ponders End and Oakwood, and is looking to continue its expansion in the coming years. Although gas boilers still heat a majority of the buildings in the borough, district heating in Enfield is already leading the way in best practice across London.

In addition to district heating, there are opportunities to build on Enfield's co-leading role in developing the Retrofit London Housing Action Plan that seeks to develop a home retrofitting programme in London that can achieve an average EPC B rating by 2030. There are also wider factors that play a supporting role in the decarbonisation of heat in the borough. As energy prices rise, net zero measures such as heat networks powered by net zero heat sources and insulation become more economically viable. The availability of wider funding schemes enhances the economics of net zero measures. Some examples of these schemes are the Local Authority Delivery Scheme (LADS), the Green Heat Network Fund, the Boiler Upgrade Scheme, and the Public Sector Decarbonisation Scheme. However, there is no long-term plan to maintain these funding sources, which is a challenge for local authorities. The creation and delivery of long-term plans for net zero measure funds at national level is therefore crucial for the successful decarbonisation of heat in buildings.

Despite these opportunities for change in the borough, there are challenges that Enfield needs to overcome to make progress towards zero carbon heating in all buildings. These include a limited supply chain for zero carbon heating technologies, both in terms of skills and materials,

which at the moment is not able to support the scale of change needed. The currently limited funding for decarbonising heat is another critical challenge. The funding available is not extensive enough to cover the scale of change needed, especially as net zero options carry an upfront cost that is higher than conventional heating choices.

2.1.2. Transport

Transport is an area where it can be difficult to make significant change, due in part to it not being bound to a particular location or authority. However, there are many factors which present opportunities to decarbonise transport within Enfield. Within the borough, Enfield Council has already taken significant steps in promoting active travel, such as through the Cycle Enfield scheme. Through the LAEP process, Enfield Council has also laid the foundations for a strong partnership with the local electricity distribution network operator (DNO) UK Power Networks to ensure that electricity network can support plans for an expansion in electric vehicle numbers.

There are also opportunities for decarbonising transport in trends and factors that go beyond the borough boundaries. Electric vehicles are becoming cheaper to purchase and to run and can travel further. As people become more aware of environmental and climate issues, further growth of the electric vehicle industry is expected. Across London there have been many successful smart electric vehicle charging trials and pilots with promising results. As net zero transport becomes more common, road congestion may fall, leading to even more people feeling safer in taking up active travel such as walking and cycling.

However, there are existing challenges that could hamper Enfield's ability to decarbonise local transport. In terms of decision making, as most of funding for transport in the borough comes from Transport for London, Enfield Council have limited agency over transport decisions, even within the borough boundaries. The transition to electric vehicles also presents challenges such as the ability of the electricity grid to support the large-scale adoption of electric vehicles, limitations in the supply chain and the lack of skilled technicians and after sales service agents.

2.1.3. Power systems

The decarbonisation of Enfield's power systems will largely depend on the successful decarbonisation of the national grid, however there are opportunities for Enfield to make its own contributions. In terms of renewable energy generation, there are opportunities to build upon the success of deploying solar rooftop photovoltaic (PV) panels on school buildings and Enfield Council's own buildings. In a broader context, rising electricity prices and falling battery costs are improving the financial case for generation of net zero energy.

The capacity of the local electricity grid to take the extra load of decarbonised technologies is a significant challenge. However, Enfield already has large industrial clusters, with a high grid capacity, as well as a large rooftop area for solar panels. There is also a mix of electricity users in Enfield, presenting many options for flexibility, and funding is available for grid flexibility initiatives.

There are wider challenges that impact the ability of Enfield to decarbonise the electricity system. The complexity of the electricity market and slow regulatory developments cause difficulties in innovation, which slow down the development of flexibility technologies, where commercial demand services are in early stages. There is also limited public interest in flexibility services and installation of renewable technologies, due to a lack of funding, understanding of the technologies and awareness of their benefits.

2.2. Overcoming the challenges

Although the scale of the challenge of decarbonising the whole local energy system is significant, if Enfield capitalises on its opportunities and carefully plans for Net Zero, carbon emissions for the borough can reach Net Zero by 2040. This LAEP is a fundamental first step towards this target. It sets out achievable trajectories for the decarbonisation of the three main energy use sectors and sets out what changes are needed to ensure the prompt delivery of Enfield's net zero ambitions. To this end, the LAEP focuses particularly on those key first next steps that will need to be taken in the immediate future to build momentum and ensure timely progress in the implementation of the long-term plan.

3. Technical Pathways

The recommendations set out within this document are underpinned by a technical evidence base. This includes the outputs of several separate research and modelling exercises that identified, and where possible quantified, the potential for a range of technical measures to reduce emissions within the borough. It also sought to examine how a locally appropriate combination of measures could be applied that could enable the net zero target to be achieved by 2040. These combinations of measures are referred to here as ‘scenarios’, or ‘pathways’. This section provides a high-level summary of the scenario analysis contained in the technical evidence base, along with a description of key technical outputs for the final selected scenario across the three domains of heat in buildings, transport and power systems. This section therefore provides a vision for a net zero Enfield.

3.1. Analysis of scenarios

The technical analysis produced four decarbonisation scenarios, which result from the combination of various choices that could be made in pursuing a net zero Enfield. Details of the combination of choices for each scenario, as well as the rationale behind their development, are in the “Technical Scenarios” section of the accompanying technical evidence base. The following sections provide an overview of the scenarios and what they mean for Enfield.

3.1.1. Visions of a net zero Enfield

To illustrate the way the four scenarios would affect Enfield, they are described below in terms of the changes that would be seen from today to 2040 (in coloured boxes). The four scenarios are: ‘high demand management’, ‘medium demand management’, ‘low demand management’, and ‘mixed demand management’. These names refer to the amount of active control that can be taken over the energy demand from heating buildings, transport and power systems.

High Demand Management

Vision

This is a scenario which prioritises decarbonisation benefits over cost-efficiency. Heat demand reduction is prioritised by applying high levels of insulation, before then determining the cost-optimal low carbon heating. Renewable energy is maximised across the borough, and transport is decarbonised through high levels of modal shift and high usage of flexible EV charging.

Results

Fabric insulation measures have very high uptake, with the majority of buildings in the borough being insulated to the maximum level of insulation which is appropriate. Less of the borough is connected to heat networks than in other scenarios, as high levels of insulation favour individual heat pumps. Despite this, a small majority of buildings are connected to heat networks rather than receiving an individual heat pump. Rooftop PV installations would become very common, installed on about three-quarters of the buildings. Private car ownership would fall by about a quarter by 2040 and by nearly half by 2050. EV charging is well managed, leading to smooth demand profiles. Total CAPEX would be £3.17B.

Heat	Transport		Rooftop solar	
39,963 individual domestic heat pumps	3,761 public chargers installed		311 MW of rooftop solar installed	
1,086 individual non-domestic heat pumps	25% reduction in private car fleet		5,218 social housing installations	
46,500 heat network connections	454 GWh per year of demand from EVs		40,842 owner occupied installations	
37.3 p/kWh cost of heat from individual heat pumps*			11,440 privately rented installations	
18.7 p/kWh cost of heat from heat network connections**			1,969 non-residential installations	
155,000 insulation measures installed			7,121 other installations	
Heat changes CAPEX of £2.7B			Solar CAPEX of £391M	
			Grid reinforcement CAPEX of £75.4M	
Total emissions	2040	52 ktCO ₂ e	2050	10 ktCO ₂ e

* Here the cost of heat is the average levelised pence per kWh of heat delivered from the heat pumps. This includes CAPEX, OPEX, REPEX of the heat pump installation and operation, divided by the total heat output over its lifetime, with both value streams discounted in the same way.

** This value is the average levelised cost of heat delivered through networks. It includes costs (CAPEX, REPEX, OPEX) associated with both the generation and distribution of heat.

Medium Demand Management

Vision

This is a moderate scenario which takes an entire-system cost-optimising approach, balancing the costs of insulation against those of increased heat demand. It also places higher requirements on economic performance for renewable energy. There is less ambition in transport with lower levels of modal shift and less optimisation of EV charging.

Results

Many buildings will have new insulation, but the total insulation installed would be about half of that installed in the high demand management scenario. However, the total-system optimisation leads to a lower overall cost. About 9 in 10 properties would be connected to a heat network, with the remainder receiving an individual heat pump. Rooftop solar would be more common than today, but only present on about 1 in 10 buildings. Private car ownership would fall by about 15% by 2040, and 35% in 2050. EV charging is managed giving smoother demand profiles than in the low demand management scenario, but not as smooth as high demand management. Total CAPEX would be £2.73B.

Heat	Transport		Rooftop solar	
7,989 individual domestic heat pumps	3,899 public chargers installed		149 MW of rooftop solar installed	
751 individual non-domestic heat pumps	15% reduction in private car fleet		774 social housing installations	
78,800 heat network connections	467 GWh per year of demand from EVs		4,514 owner occupied installations	
22.3 p/kWh cost of heat from individual heat pumps			1,507 privately rented installations	
17.4 p/kWh cost of heat from heat network connections			1,482 non-residential installations	
69,000 insulation measures installed			1,097 other installations	
Heat changes CAPEX of £2.5B			Solar CAPEX of £155M Grid reinforcement CAPEX of £75.4M	
Total emissions	2040	56 ktCO ₂ e	2050	11 ktCO ₂ e

Low Demand Management

Vision

This is a scenario of low intervention, whilst still reaching Net Zero. Heat in buildings is optimised by balancing insulation and heating. Very high economic requirements are placed on renewable energy. There is little modal shift within transport, and little optimisation of EV charging.

Results

The heat system is the same as that in the medium demand management scenario, because the mix of insulation and heating is determined in the same way. There is very little uptake of renewable energy, with installations largely limited to large non-residential rooftops. There would be a switch to electric vehicles to move transport towards Net Zero, however there would not be any collective modal shift, and there would be a 22% growth in the private car fleet by 2040. EV charging demand is very ad-hoc and produces very rough demand profiles. Total CAPEX would be £2.64B.

Heat	Transport	Rooftop solar
7,989 individual domestic heat pumps	4,783 public chargers installed	63 MW of rooftop solar installed
751 individual non-domestic heat pumps	22% growth in private car fleet	2 social housing installations
78,800 heat network connections	542 GWh per year of demand from EVs	23 owner occupied installations
22.3 p/kWh cost of heat from individual heat pumps		6 privately rented installations
17.4 p/kWh cost of heat from heat network connections		260 non-residential installations
69,000 insulation measures installed		91 other installations
Heat changes CAPEX of £2.5B		Solar CAPEX of £53M
		Grid upgrade CAPEX of £89.6M
Total emissions	2040	2050
	66 ktCO ₂ e	13 ktCO ₂ e

Mixed Demand Management

Vision

The mixed demand management scenario is driven by optimising cost whilst still retaining high levels of good practice. This means that less economic renewable schemes are considered, and that hard-to-achieve changes such as modal shift are heavily encouraged. This scenario combines a cost-optimising approach to insulation with maximised generation of renewable energy across the borough. Modal shift uptake and EV charging flexibility are high.

Results

The heating system is the same as in the medium and low demand management scenarios, offering the most cost-effective mix of insulation and zero carbon heat sources. However, rooftop solar would be as in the high demand management scenario, with high capacity and many installations across differing property types. There would also be a shift to alternative transport as seen in the high demand management scenario, with reduction in the private car fleet. EV charging would also be very well managed, with smooth demand profiles. Total CAPEX would be £2.97B.

Heat	Transport		Rooftop solar	
7,989 individual domestic heat pumps	3,761 public chargers installed		311 MW of rooftop solar installed	
751 individual non-domestic heat pumps	25% reduction in private car fleet		5,218 social housing installations	
78,800 heat network connections	454 GWh per year of demand from EVs		40,842 owner occupied installations	
22.3 p/kWh cost of heat from individual heat pumps			11,440 privately rented installations	
17.4 p/kWh cost of heat from heat network connections			1,969 non-residential installations	
69,000 insulation measures installed			7,121 other installations	
Heat changes CAPEX of £2.5B			Solar CAPEX of £391M	
			Grid reinforcement CAPEX of £79.9M	
Total emissions	2040	53 ktCO₂e	2050	10 ktCO₂e

3.1.2. Technical overview of scenarios

Further detail on the scenarios than is given here is available in technical evidence base. The scenarios have also been governed by a number of additional assumptions which are not directly controllable but will affect the analysis. These assumptions are:

1. **The price of electricity and gas** – Energy prices are currently rapidly rising, and it is impossible to constantly update the work alongside them. For the LAEP, a price based on April – September 2022 values was assumed. This is detailed in the technical evidence base section “Scope and methodology” for the power systems analysis. It should be noted that rising prices generally support the measures suggested in this LAEP.
2. **Carbon intensity of grid electricity** – As noted previously, decarbonisation is assumed to rely on the electrification of heat and transport. Therefore, the electricity grid that powers these measures must be decarbonised. The modelling uses carbon factors from the Committee on Climate Change’s Balanced Pathway, which sees the grid achieve zero carbon in the 2030s (see power systems section for further details).
3. **Availability of hydrogen** – While light transport can be electrified, there is no currently viable solution for heavy, long-range transport other than hydrogen. The availability, cost and carbon intensity of hydrogen is uncertain, and at present it is not expected that heavy duty transport can be fully decarbonised by 2040. Hydrogen has not been considered for home heating because it is an emerging technology with little evidence for economic use in heating homes⁶

There are also underlying requirements such as funding, supply chains, public consent, and political will, that will be necessary to achieve the objectives of this LAEP. The analysis assumes these non-technical conditions are met, and the accompanying WATI and SWOT analyses set out how these can be developed in and around Enfield.

It should also be noted that there are several variables which are not explicitly considered – for example the value of electricity demand flexibility services. More detail on these is provided in the technical evidence base.

3.1.3. Optimal scenario

Based on the analysis, the mixed demand management scenario is recommended as optimal for Enfield. When examining the carbon trajectories under each scenario, there is little difference in total carbon emissions by 2040, as all scenarios are in line with the overarching net zero ambition for the borough. Instead, the scenarios were considered in relation to how cost effective they are for the end user. Certain interventions are likely to increase costs to the end user and others have the potential to decrease them. As higher end user costs would increase rates of fuel poverty in the borough, they are the least desirable, and therefore least optimal, option. For instance, heating changes and grid reinforcement investment increase costs to the

⁶ For a review of independent studies looking at hydrogen heating, see Rosenow, J. (2022) Is heating homes with Hydrogen all but a pipe dream? An evidence review. Available at: <https://doi.org/10.1016/j.joule.2022.08.015>

end user in proportion to the money spent to implement them. On the other hand, profitable solar installations have the potential to decrease end user costs because they offset electricity charges and are therefore particularly important where the heating system is electrified.

In terms of heating and power system upgrades, the mixed demand management scenario is the second cheapest option (only £4M more than the medium demand management scenario, which is the cheapest). Like the high demand management scenario, the mixed management one presents the highest deployment of solar PV, with 162MW of additional solar capacity. Through high levels of modal shift, it sees the biggest reduction in car usage and through high rates of flexibility, it generates the lowest electricity demand from EV charging. By combining these factors, the mixed demand management scenario was therefore chosen as the optimal scenario in keeping the costs to the end user low.

3.2. Heat in buildings

This section addresses the significant challenge of decarbonising the energy used for space and water heating in Enfield's almost 90,000 buildings. Table 1 summarises the baseline position and gives the scale of the challenge: the elimination of just under 350,000 tonnes of CO₂ emissions annually.

Table 1: Existing heat demand and carbon emissions in Enfield in 2019

Sector	Buildings	Annual Heat demand (GWh)	Energy Use Intensity (kWh space heat / m ² floor area)	Emissions from fossil fuels (kt CO ₂ e)	Emissions from electric systems (kt CO ₂ e)	Total emissions (kt CO ₂ e)
Residential	84,805	921	102	295	19	314
Non-residential	2,753	208	65	10	12	22
Total	87,558	1,129	90	305	31	336

The analysis presented here is taken from the mixed demand scenario. It follows the core principles of Least Regrets and Least Cost set out in the technical evidence base, and identifies the most cost-effective combination of the following option across all buildings in Enfield:

1. Saving energy used for space heating by improving building fabric efficiency.
2. Using high efficiency electrically powered air-source heat pumps (ASHPs)⁷.

⁷ Individual hydrogen boilers are not cost competitive with ASHP so have not been considered as per explanation in evidence base p. 14.

3. Deploying heat networks supplied from a combination of sources (such as large air/water/ground/waste source heat pumps, industrial/commercial waste heat, and hydrogen produced from excess renewable electricity generation).

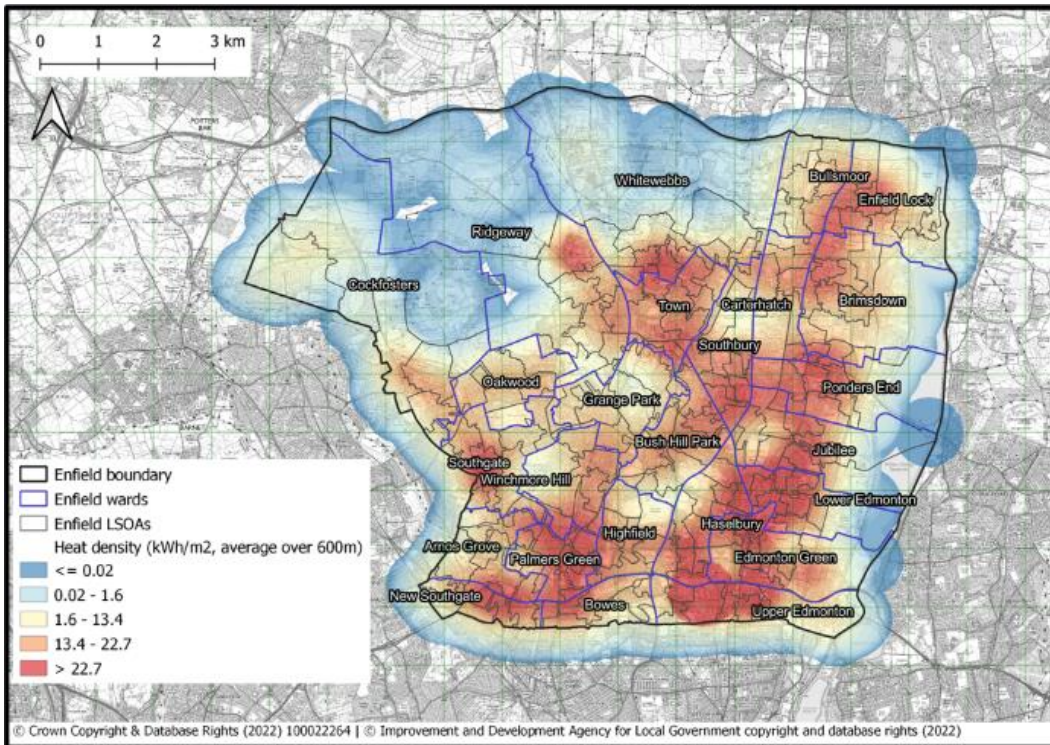
Map 1 shows the geographic spread of demand for space and water heating across Enfield. Map 2 shows the distribution of low efficiency residential buildings. Taken together, these present a visualisation of the challenge this section addresses – that is, the reduction and decarbonisation of heat demand using the least-cost combination of the measures discussed above.

Energy from waste incineration is not zero carbon⁸, because a proportion of its energy value comes from plastics which are derived from oil. However, where waste incinerators already exist (and are contracted to continue operating for a long period), it makes sense to capture the available heat for use in networks – the alternative is simply to vent it to the atmosphere, which would be a missed opportunity to reduce gas use elsewhere. This is the basis on which the Energetik network in Enfield currently operates and plans to expand. However, in the long-term such heat networks will need to transition to zero carbon energy sources, which is the basis of the modelling undertaken for this LAEP.

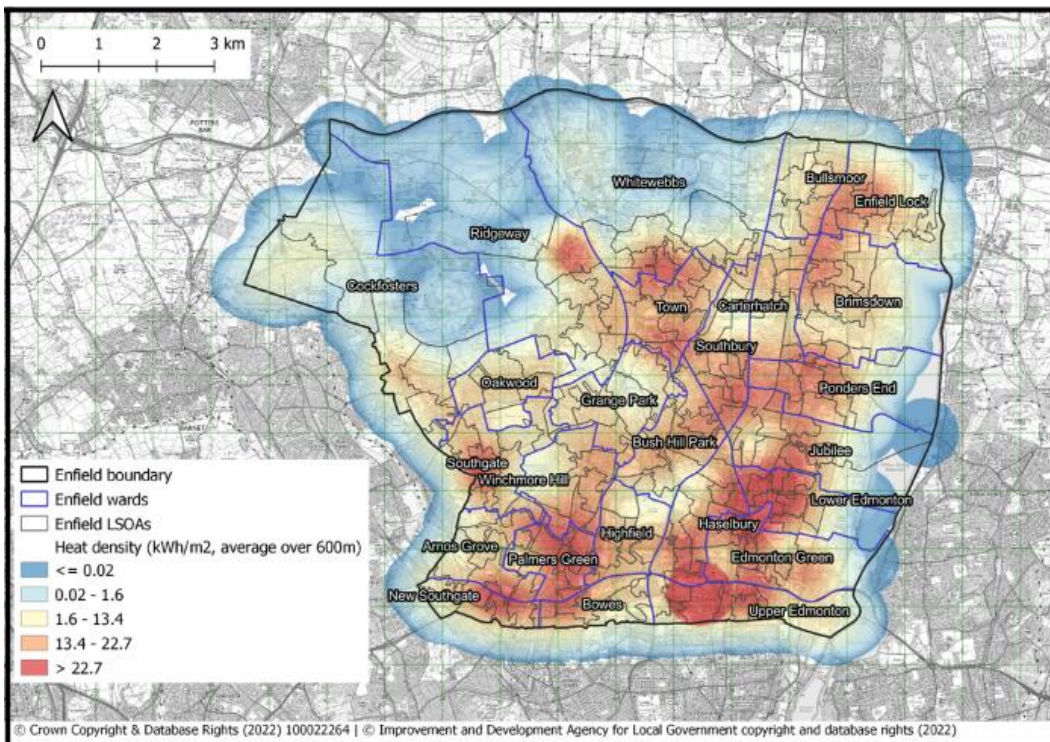
⁸ Energy from waste is not considered a zero carbon heat source. Carbon factors from BEIS (<https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2022>) place the carbon emissions at 21.28 kgCO₂e/tonne of household waste incinerated.

Map 1: Heat demand density in Enfield: baseline vs at Net Zero

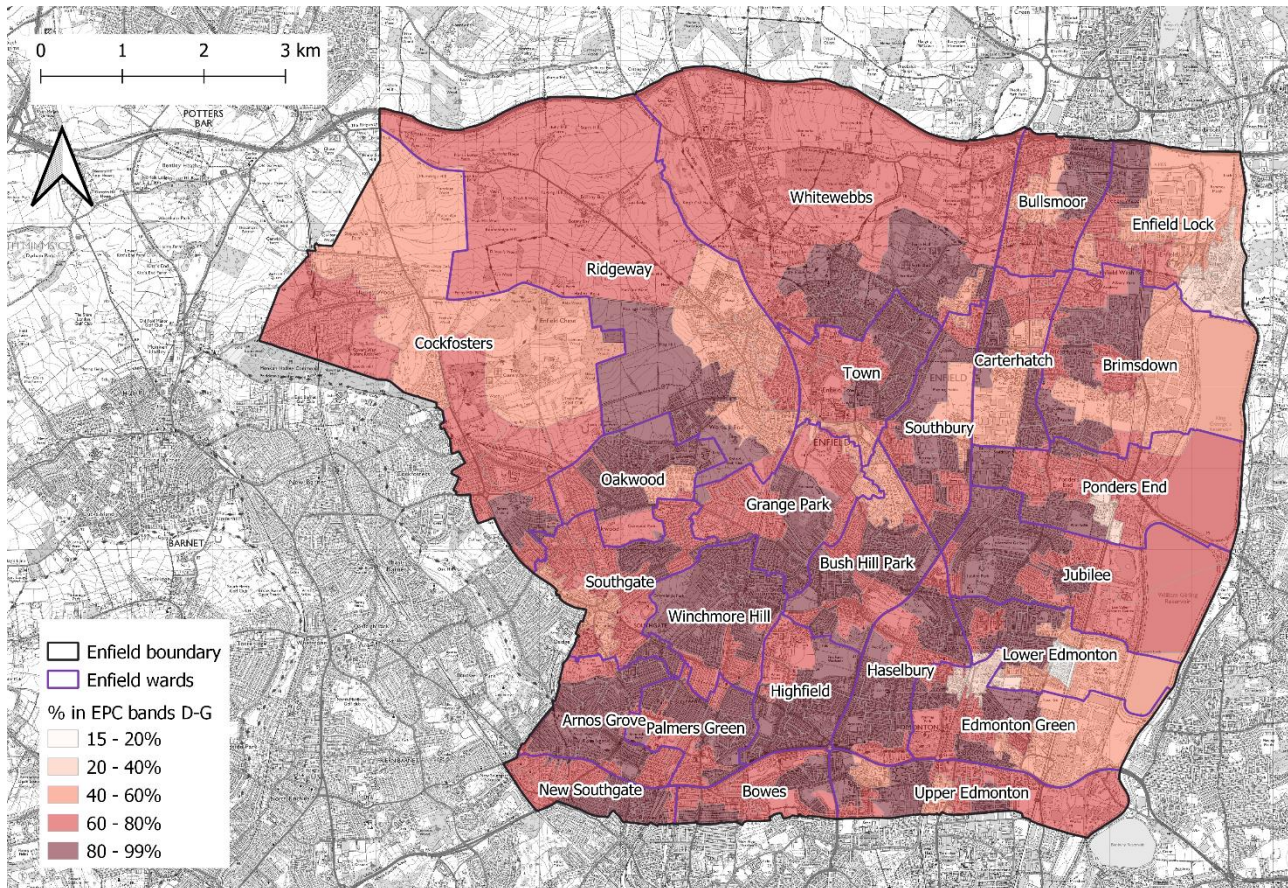
Baseline



At Net Zero:



Map 2: Proportion of buildings in EPC bands D-G by ward



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3.2.1. Method

To identify the most cost-effective mix of these options, a cost-minimising optimisation approach was used. The model automatically finds the best combination of insulation and heat supply for each and every building in the borough, while taking into account localised heat network routing options and costs. This uses the model underpinning CSE's widely used THERMOS heat network optimisation software. The detailed methodology is described in the approach in the technical evidence base.

The results presented here are taken from the mixed demand management scenario, which is the selected scenario. In this scenario only cost-optimal insulation is installed and heat networks are assumed to be able to obtain heat at a maximum levelised cost of heat⁹ (LCOH) of 6p/kWh¹⁰, with no limit placed on the amount of such heat available. This LCOH is a conservative estimate and allows flexibility in future policy decisions.

⁹ Levelising is an approach to summarising costs which enables a comparison between items with different cost structures. In this case it involves summing (with optional discounting) the CAPEX, OPEX and REPEX cashflow for a heat supply option, and dividing this by the (also optionally discounted) sum of delivered heat

¹⁰ 6p/kWh is the assumed levelised cost at which heat can be purchased by the network operator from the heat generator, for the purposes of optimising the mix of heat networks and heat pumps across the borough. It represents the LCOH at the gate of the heat plant, and is calculated only from the costs (CAPEX, OPEX, REPEX) of building and operating the heat plant – it does not consider the heat distribution network. This is why it is lower

3.2.2. High level findings

Demand reduction

Insulation needs to be installed on around 50,000 of the 87,600 buildings in Enfield, reducing annual space heat demand by 108 GWh – this is 10% overall, with a typical reduction of 20% for the buildings that receive insulation. The capital cost of the insulation is just under £100M, with an average of around £2,000 per insulated building. This is summarised in Table 2 with a breakdown by insulation measures. The reduction in heat demand by the selected insulation measures comes at a cost of just over 6p/kWh of heating avoided. The cost per kWh of supplying heating from a heat network or individual heat pump is significantly greater than 6p/kWh, therefore there is a clear advantage to installing these insulation measures. The average change in energy use intensity is from a figure of 90 kWh/m² to 81 kWh/m² per year, across both residential and non-residential properties.

Table 2: Cost-optimal insulation measures by 2040 under the recommended scenario

Measure ¹¹	Installations	Cost £M	Cost average £	Total yearly GWh reduction	Average yearly kWh reduction
CWI	11,501	23	2,004	38	10,358
EWI	518	5	9,547	4	12,120
Floor	37,096	50	1,352	41	8,985
Glazing	53	1	25,927	2	85,298
Loft	16,759	18	1,050	23	10,186
Total	65927	97	-	108	-

Installing insulation reduces running costs. As a simple illustration, at current gas prices¹² a 20% reduction in consumption for a typical gas-heated home would be worth around £200/year¹³. For a home heated via an ASHP, the calculation is complicated by the fact that the insulation improves the operating efficiency of the heat pump as well as reducing demand. Taking this into account, the estimated annual saving would be around £400¹⁴. Long-term projections from BEIS¹⁵ currently imply that prices return to trend – in this case estimated savings would be around two thirds of the above figures.

than the overall LCOH of networked heat given in the results (see below), which accounts for both heat costs and pipe costs.

¹¹ CWI stands for cavity wall insulation and EWI stands for external wall insulation. Further details are available in the technical evidence base document.

¹² October 2022: 10p/kWh for gas, 30p/kWh for electricity

¹³ 30p/kWh * 10,000 kWh/year * 20% = £300

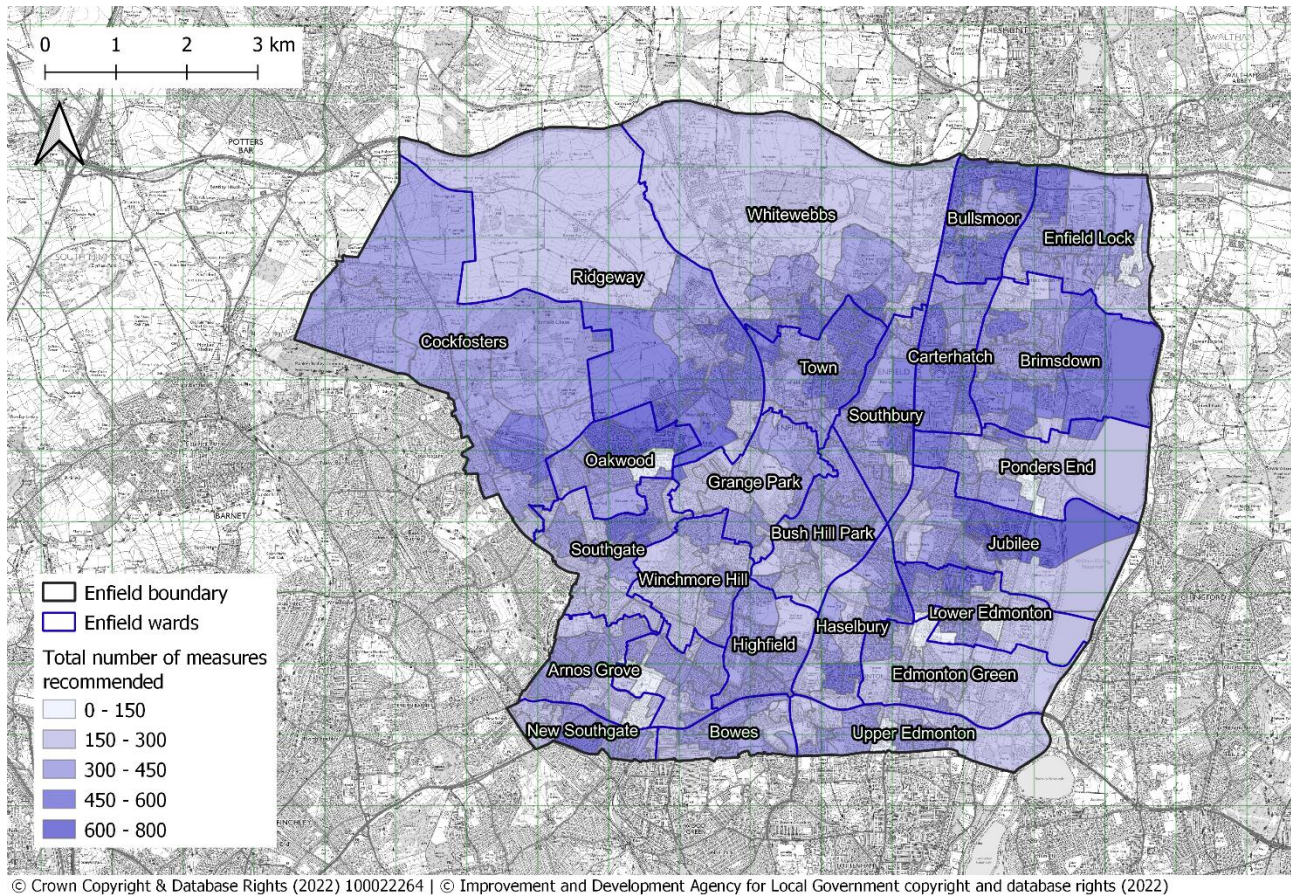
¹⁴ 10p/kWh * 10,000 kWh/year @COP 2.5 = £1,200. Cf 10p * 8,000 kWh * @COP 3 = £800

¹⁵ BEIS Green Book Tables 4-8. Available at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/793632/data-tables-1-19.xlsx

There is a balancing act in the choice of insulation, as some insulation measures, such as external wall insulation and double glazing, are very expensive to install. This means that the money saved on heating by insulating is less than the cost of insulation and therefore the installation of these measures is rarely recommended. The distribution of the insulation measures in the recommended scenario is shown in Map 3.

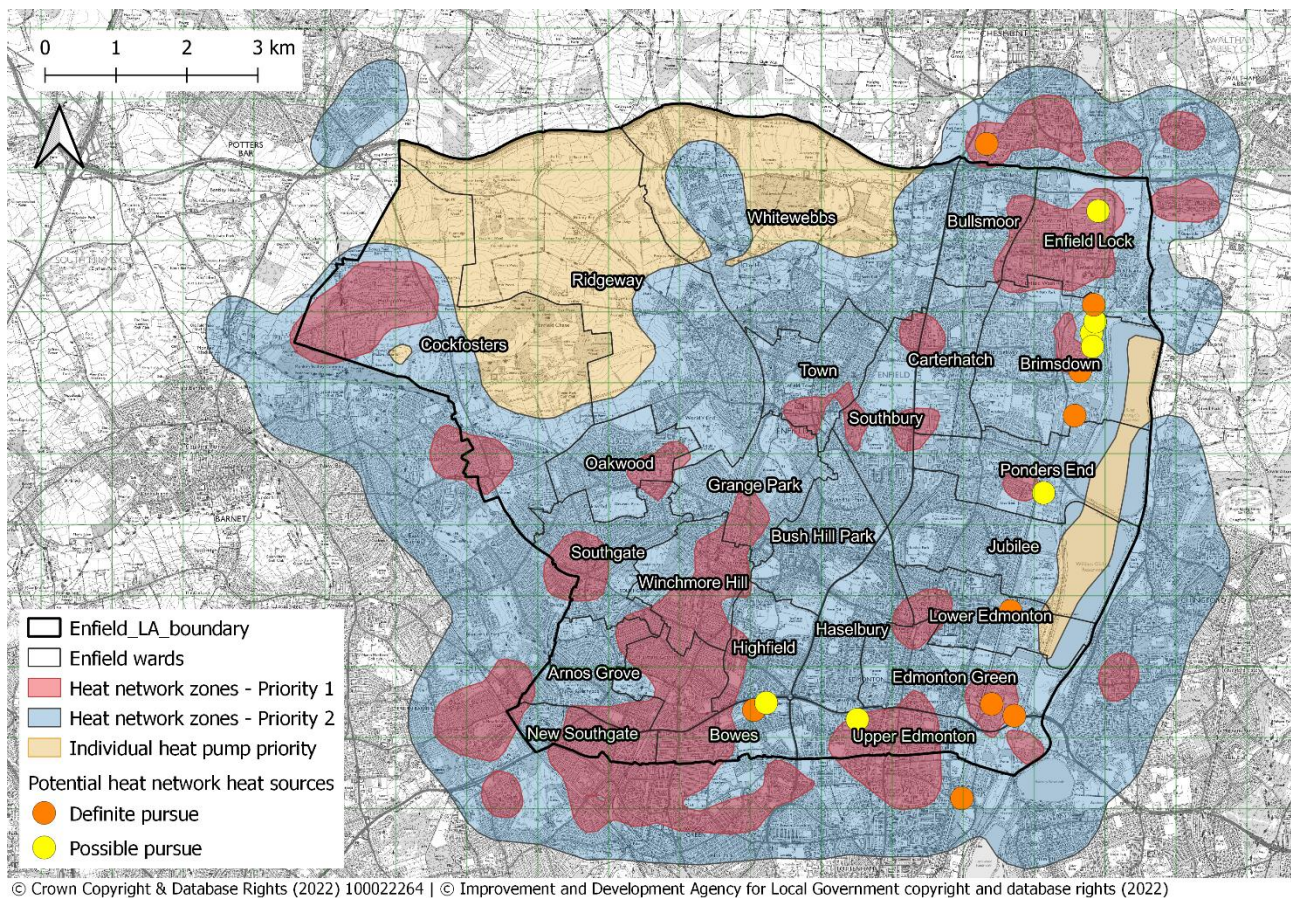
Map 3: Distribution of insulation measures recommended under the mixed demand management scenario by Net Zero



Heat supply

The mixed demand scenario results show that heat pumps are needed to supply around 10% of buildings, and 12% of demand, with heat networks supply 90% of buildings, and 88% of demand. These latter figures may appear high compared with earlier studies – this is partly because previous work has tended to focus on a competition between gas boilers (which are cheaper than ASHPs) and heat networks. It is also because the approach we have used for modelling the costs of heat networks are much more detailed than has previously been possible. The distribution of the differing heat supply solutions is shown in Map 4. Also shown are the locations of potential waste heat sources, which could provide low cost heat to heat networks. Heat networks are split into two priority levels in the map. Priority one areas are those where the economic performance of the heat network is very good and therefore should be developed first. The analysis aligns well with Energetik’s plans for heat network expansion, which, if implemented, would serve several of the heat network priority areas identified.

Map 4: The distribution of heat supply technologies across Enfield under Net Zero



Total capital cost of heat pump installations is £94M, excluding power network reinforcement, with an average levelised unit cost of around 21p/kWh. Heat networks supply just over 900 GWh, at a capital cost of £2.3Bn (excluding power network reinforcement), and an average levelised unit cost of 17.5p¹⁶. There are likely to be additional benefits to upgrading the heat system within Enfield that are notable even though difficult to quantify. These are some examples of co-benefits:

- Adding additional insulation to homes can help residents feel warmer (even beyond the benefit of increased heating efficiency).
- Centralisation of heating management through heat networks can also reduce stress and worry over boiler issues – as it is no longer the responsibility of individuals to negotiate maintenance and repairs.
- Further, the removal of gas heating reduces secondary issues related to failure.
- By using heat pumps powered by electricity, and heat networks where there is no internal boiler, issues related to carbon monoxide poisoning from boiler failure are eliminated.

¹⁶ This levelised unit cost refers to the cost at the end point of the distribution system. It accounts for the original levelised cost of heat at the gate of the heat plant, as well as the distribution networks, pumping systems, etc.

- Increased carbon dioxide levels within homes where gas is burned for heating and cooking are common and these will be eliminated with the elimination of in-home gas boilers.

3.2.3. Summary

To decarbonise space and water heating in Enfield by 2040, 50,000 buildings will need fabric insulation measures installed, at a cost of £100M. This will decrease the heating demand across the borough by 10%. 8,740 premises in the borough should be supplied by individual air source heat pumps, installed at a cost of £94M. Heating to the remaining 78,800 premises should be supplied from heat networks at a cost of £2.3bn.

3.3. Transport

The transport sector is the largest single sector source of greenhouse gas (GHG) emissions in Enfield, contributing 45% of total CO₂ emissions in the borough¹⁷. Enfield also has areas that exceed government objectives for air pollutants at busy roadside locations. Progress towards decarbonising the road transport sector in Enfield is therefore vital to the borough's overall net zero objectives. However, the transition to electric vehicles and resulting electricity demand will also contribute to the challenge faced by the energy system that must seek to facilitate rather than hinder decarbonisation activities.

3.3.1. Current situation

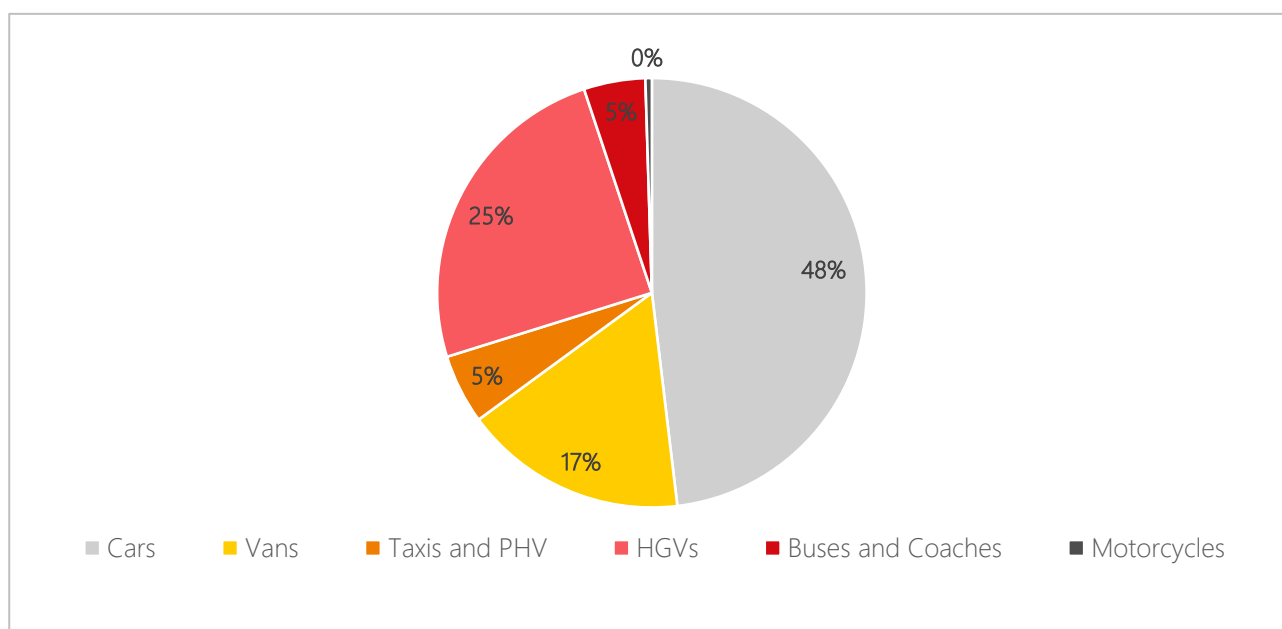
As shown in Figure 2, the bulk of Enfield's energy emissions associated with transport comes from cars (48%), which make up over 80% of the total fleet. Heavy goods vehicles (HGVs) are the next largest source of emissions (25%), despite only representing 2% of all road vehicles. Transport emissions in Enfield have been estimated based on the stock of vehicles primarily operating in the Borough. The 2019 London Energy and Greenhouse Gas Inventory (LEGGI) is another estimate of emissions that is based on overall traffic flows, average speeds and fleet composition. While the two approaches produce similar estimates, a comparison indicates that Enfield could be a net exporter of vehicle activity for cars, vans and taxis. However, the differences could also be explained by the other differences in the methodology of each calculation.

¹⁷ BEIS (2019) UK local authority and regional carbon dioxide emissions national statistics: 2005-2019

Table 3: Total transport fleet size in the Borough of Enfield¹⁸

	Total vehicles	Electric vehicles
Cars	139,228	1,882
Vans	17,870	47
Taxis and private hire vehicles (PHVs)	5,433	590
HGVs	2,712	-
Buses & Coaches	641	-
Motorcycles	3,091	123
Total	168,976	2,642

Figure 2: Enfield Borough vehicle fleet contribution to emissions in Enfield (2020)



Enfield Council and external partners have already been promoting a shift away from car travel and towards public transport and other sustainable travel options (modal shift). To do this, the Councils support the extension of the Ultra Low Emission Zone (ULEZ) across the whole borough and have set up the Healthy Streets initiative to promote walking and cycling. Although it appears vehicle activity is increasing on Enfield's roads, the stock of vehicles licensed to addresses in Enfield (i.e. that are owned or leased by local residents) has actually been stable and slightly decreasing over the last 5 years¹⁹. This trend may be the result of key spine roads that carry large vehicle numbers through Enfield.

¹⁸ Ricardo estimations from UK Power Networks DFES scenarios (UK Power Networks, 2020) and DfT vehicle licensing statistics (DfT, 2021)

¹⁹ DfT (2021) Vehicle licensing statistics (Table VEH0105)

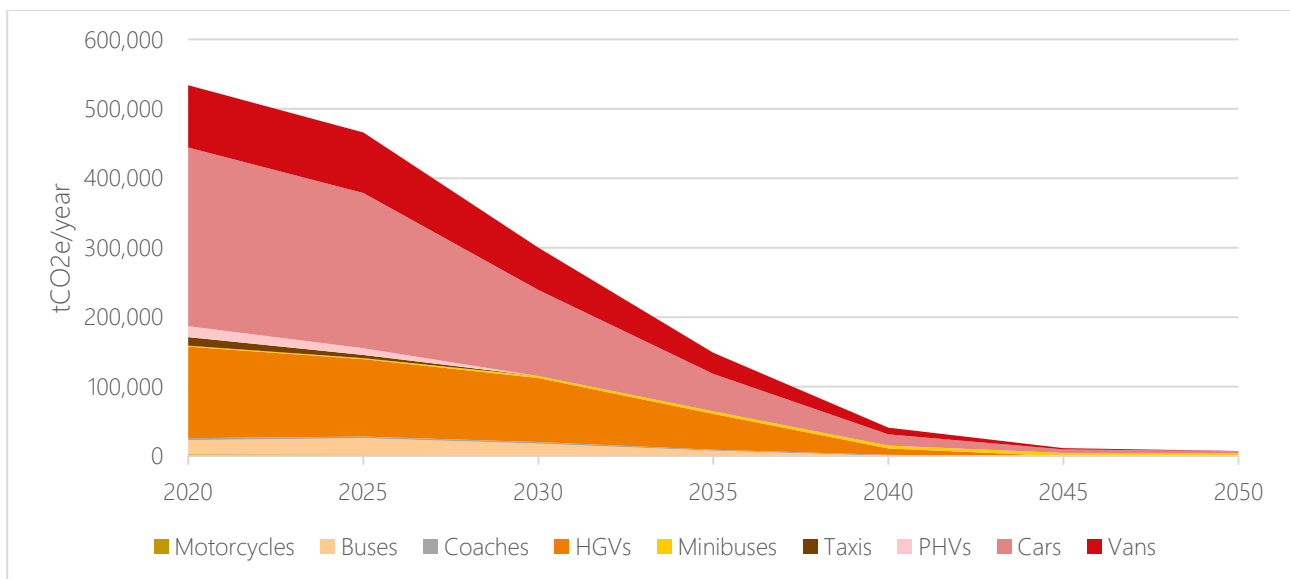
If Enfield is to achieve its net zero ambitions, as well as effective modal shift, any vehicles in the borough must be switched to zero emissions alternatives. For most road vehicles this will be electric vehicles, although for some larger vehicles hydrogen is likely to be a viable option. This transition to electric has already begun and is expected to accelerate as we move towards the end of new petrol and diesel car and van sales in 2030. However, with electric vehicles representing only a fraction of total vehicles in Enfield today, the scale of the challenge is clear.

To establish what the future of transport in Enfield needs to look like in line with the mixed demand management scenario, we have considered several key variables:

- The level of modal shift away from private vehicles
- The pace of transition to zero emission vehicles
- The uptake of smart charging for electric vehicles to manage peak electricity demand events²⁰

To achieve its 2040 net zero ambition, Enfield will need a 92% reduction in GHG emissions from vehicles between 2020 (534,000 tonnes CO₂e) and 2040 (41,000 tonnes CO₂e). Figure 3 shows that emission reductions from the HGV fleet only begins to accelerate after 2030, while emissions from light duty vehicles drop consistently from 2020.

Figure 3: Total tailpipe GHG emissions from vehicles in Enfield – high scenario (based on UK Power Networks Leading the way DFES scenario²¹)



3.3.2. Method

A statistical model was used to assess a range of potential futures (scenarios) for the transport system in Enfield. Four scenarios were developed that are described in more detail in the

²⁰ Vehicle-to-grid impacts have not been modelled due to a lack of data on expected uptake (from a technology and driver user perspective) or network impacts of such services. Further investigation is required. In the latest UK Power Networks DFES, the export capacity available from vehicle-to-grid at system peak is equivalent to 36% of the total in the Leading the Way scenario.

²¹ UK Power Networks (2020) Distribution Future Energy Scenarios

Analysis of scenarios section. The model considers how the number and type of road vehicles in Enfield may develop over time, what charging infrastructure will be needed to support electric vehicles, and how the electric vehicles will place an additional burden on the electricity network. The detailed methodology is described in the technical evidence base.

3.3.3. Transitioning to a net zero transport sector

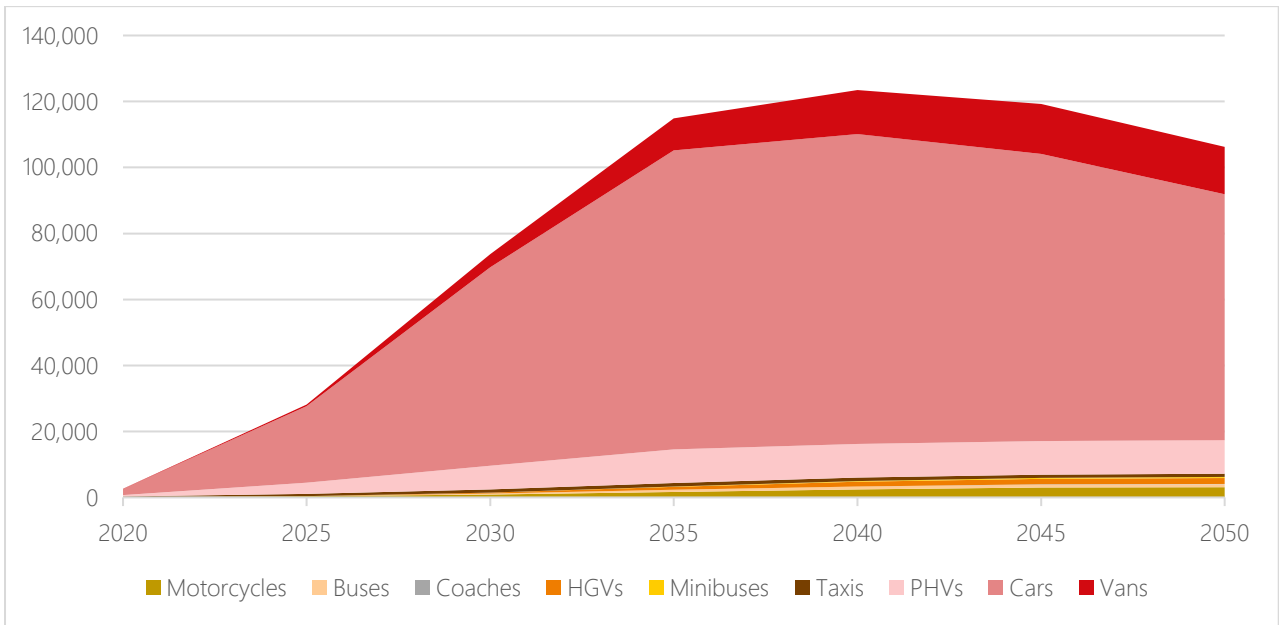
As described above, it is vital that there is a shift away from the reliance on private cars towards more sustainable modes, such as public transport, walking and cycling. This should also be a focus for the Council as they have more direct influence over how the way people travel, rather than the type of vehicle people purchase. As well as supporting the extension of the ULEZ, the Council should make sure there are convenient electric vehicle charging options across the Borough. The Council will also need to work with stakeholders to ensure that the electric vehicles use the limited electricity network capacity effectively and do not result in expensive network upgrades.

3.3.4. Modal shift and EV uptake

Strong measures that encourage the use of public transport, walking and cycling can reduce the total fleet size from almost 170,000 in 2020 to 110,000 in 2050. There is a short-term increase in vehicle numbers before a steady decline from 2025. A reduction in private car use is supported by an increase in buses and private hire vehicles, responding to higher demand for these services. The key metric to monitor modal shift will be 45% percentage reduction in private car mileage between 2020 and 2050, which in practice may be reflected by fewer vehicles on the road, lower average mileage or a combination of both. In contrast to the 2020 report, the most recent UK Power Network DFES report assumes no decrease in total vehicle numbers, although kilometres travelled are assumed to reduce. Figure 4 shows the rapid increase in electric vehicles, which make up almost 90% of the total fleet by 2040 and 95% by 2050. This is driven by national policy (such as the ban on new petrol and diesel sales), a maturing electric vehicle market, and local policies that ensure EVs are convenient to use.

While electric vehicles still produce non-exhaust emissions of particulate matter, they have the potential to significantly reduce emissions of air pollutants (particularly nitrogen oxides, NOx) as they replace conventional internal combustion engines. In addition to environmental benefits, the resulting health benefits are one of the key drivers behind policies such as (ultra)low emission zones. There is also likely to be the opportunity to make better use of space within Enfield. Active travel and public transport usage uses less space than personal vehicles. Therefore, portions of existing infrastructure such as car parks can be converted to other uses such as green space, further improving wellbeing. A change in transport modes is likely to have significant secondary benefits beyond reaching Net Zero that are difficult to quantify at this stage. Increased use of alternative travel such as walking and cycling can improve public wellbeing and health, in particular reducing levels of obesity. Changing to active travel for commuting can also reduce commuting costs, increasing the level of disposable income within the area. Finally, modal shift presents an opportunity to make better use of space within Enfield, as infrastructure allocated for private car use (i.e. roads and parking) can be converted to other uses such as green space, which can further improve local wellbeing.

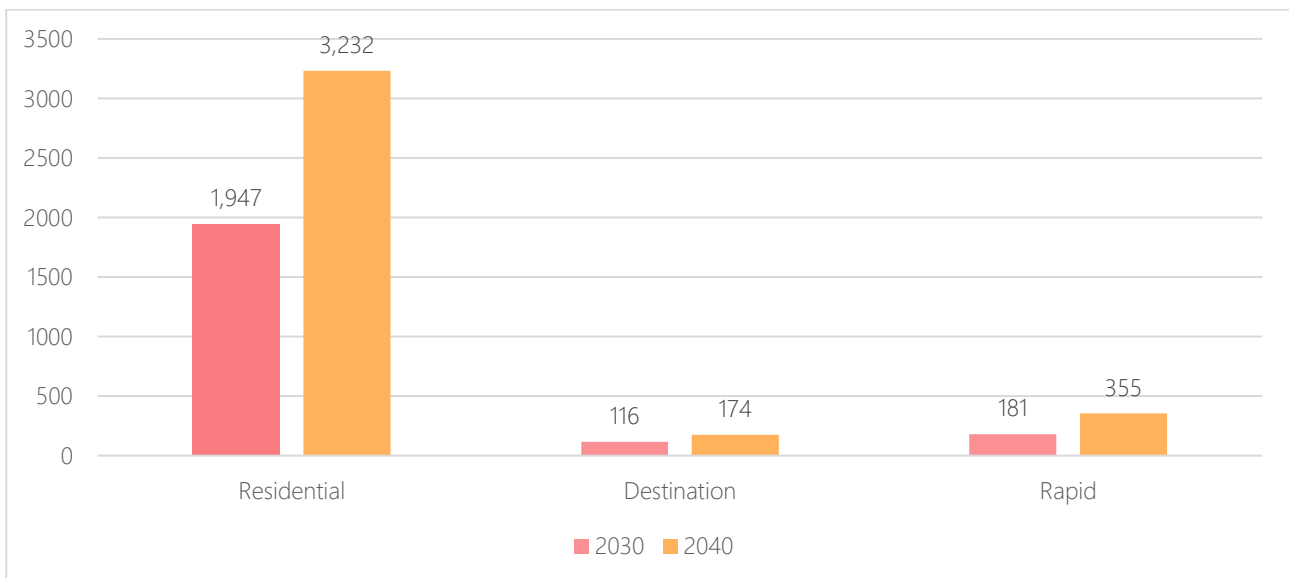
Figure 4: Electric vehicles in the fleet



3.3.5. Charger deployment

Based on the future estimated number of electric vehicles in Enfield shown in Figure 4, Enfield will require around 2,244 public charge points in 2030, rising to 3,761 in 2040. Enfield currently has just over 100 public charge points²², of which over 80% are slow chargers. Figure 5 shows that the majority of these will be residential slow charge points, with far fewer destination and rapid chargers strategically deployed across the borough.

Figure 5: Number of public charge points required by type, in 2030 and 2040

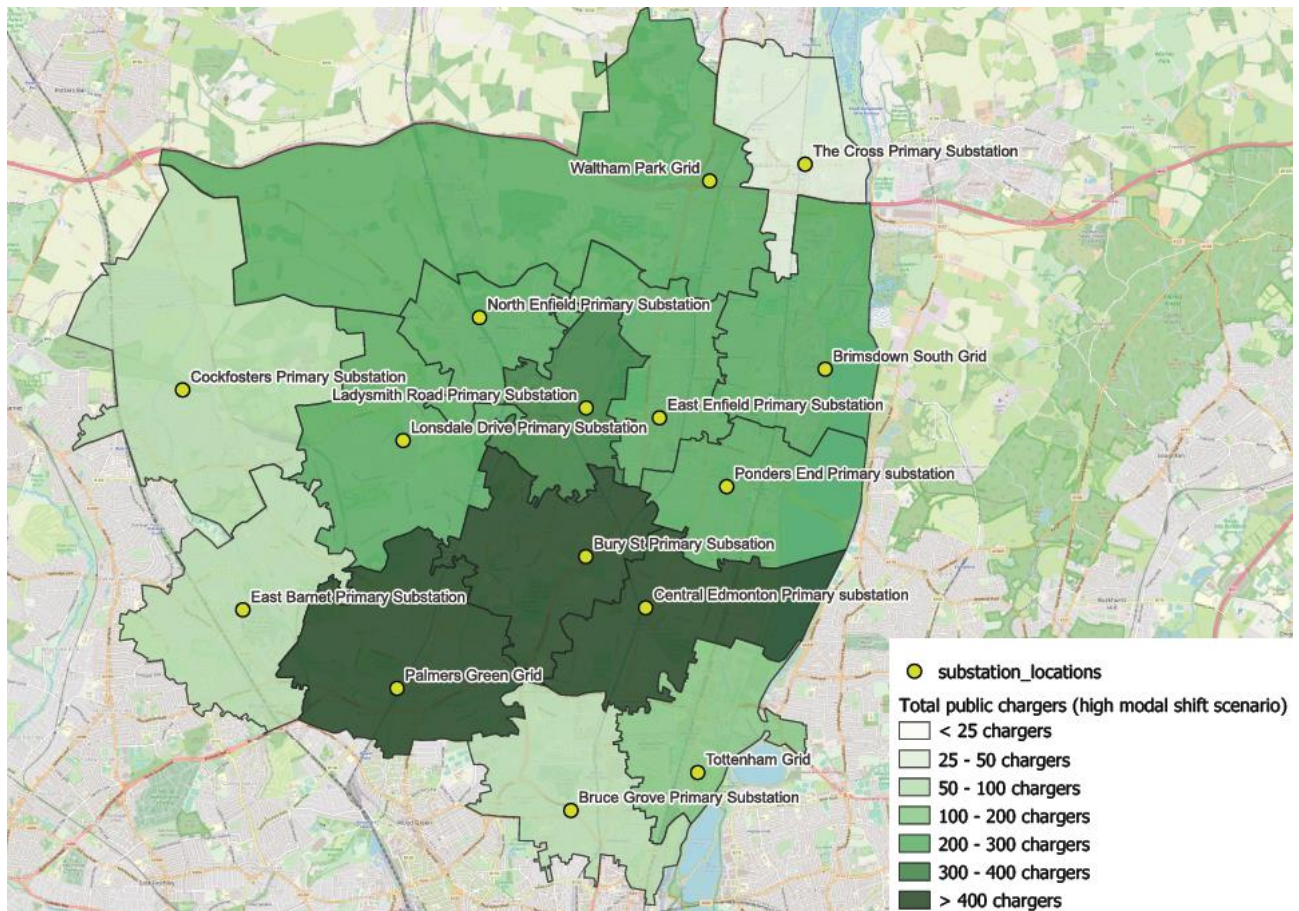


Map 5 shows the concentration of these charge points across Enfield in 2040, divided into the catchment areas of primary electricity substations that each charger would be connected to.

²² London Borough of Enfield (2022) Enfield EV Chargers Asset Register

Most chargers will be required in the south of the Borough across Palmers Green, Bury St and Edmonton.

Map 5: Public charge points required in 2040



By 2040, the total investment required to deploy these charge points would be £30 million. If Enfield is only responsible for the deployment of residential on-street chargers, then a total investment of £16 million would be required by 2040, with the private sector funding the remaining £14 million for destination and rapid charge points. Currently there is funding for on-street residential chargers through ORCS (on-street residential charging scheme) of up to 60% of CAPEX. This scheme is due to be replaced by the LEVI fund (local electric vehicle infrastructure fund), which may have different funding capabilities.

Table 4 shows the estimated numbers of public charge points required across each substation catchment area in 2040 for residential, destination and rapid chargers. Naturally, areas with high demand for chargers will require a greater overall power capacity to accommodate these charge points. This is particularly the case for higher-powered chargers that are usually required for larger vehicles such as HGVs. For this reason, substation catchment areas with a large number of HGVs registered (such as Brimsdown South Supply Area) could have a very high power capacity requirement in future in the HGVs transitioned to electric vehicles by 2040, particularly when the private depot chargers are considered.

Table 4: Number of charge points required per substation catchment area in 2040

Substation	Residential	Destination	Rapid
Cockfosters supply area	79	5	8
Waltham Park grid supply area	203	12	22
The Cross	41	2	4
Waltham Abbey Supply Area	0	0	0
Lonsdale Drive Supply Area	254	16	26
North Enfield Supply Area	196	12	20
Ladysmith Road Supply Area	280	18	29
East Enfield Supply Area	252	15	27
Brimsdown South Grid supply area	219	10	33
Ponders End Supply area	209	9	24
Chingford Supply Area	0	0	0
East Barnet Supply Area	73	4	8
Palmers Green Grid Supply Area	503	29	52
Bury St Supply Area	377	21	39
Central Edmonton Supply Area	389	15	41
South Chingford Primary Supply Area	0	0	0
Watsons Road Supply Area	0	0	0
Cranley Gardens Primary Supply area	0	0	0
Bruce Grove Supply Area	72	3	8
Tottenham Grid Supply area	83	4	12

Note: this table only covers public charge points required. There will be considerably more private home chargers and depot chargers required in the area to serve the future electric vehicle fleet.

By 2040, the total investment required to deploy the public charge points would be £30 million. If Enfield is only responsible for the deployment of residential on-street chargers, then a total investment of £16 million would be required by 2040, with the private sector funding the remaining £14 million for destination and rapid charge points. Currently there is funding for on-street residential chargers through ORCS (on-street residential charging scheme) of up to 60% of CAPEX. This scheme is due to be replaced by the LEVI fund (local electric vehicle infrastructure fund), which may have different funding capabilities.

There are several different business models and approaches to deploying public charge points²³. For example, the recent EV Charging Infrastructure Strategy announced by the UK Government has indicated that the public sector is stepping away from supporting destination charging, as the market for these types of chargers are developing naturally²⁴. There is also a better financial case for rapid chargers, given the higher throughput of electricity enabling a greater return on investment for the private sector. Residential charge points are more likely to require public funding and support to implement. These are usually deployed as lamp post chargers or standard bollard-style chargers. Each type of charge point has different investment strategies and costs to end-users.

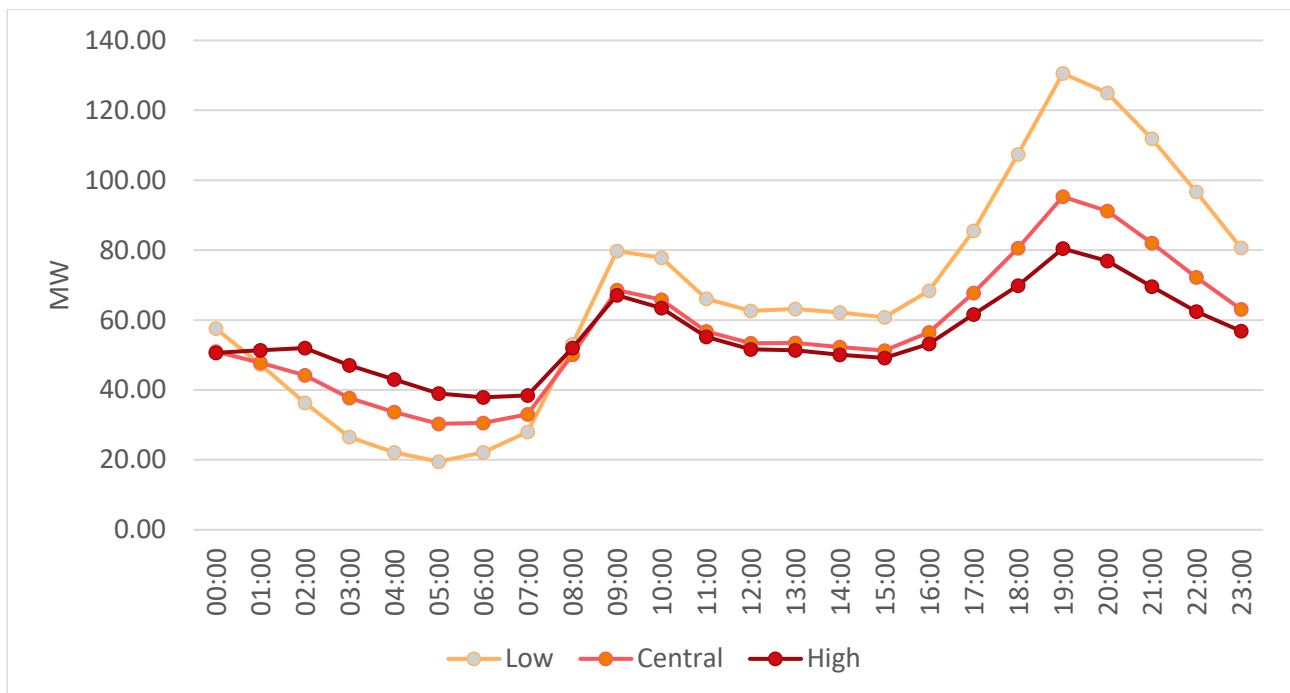
3.3.6. Supporting flexibility

Flexibility or smart charging involves shifting charge events to a different time, when there is lower overall demand on the electricity system, or higher levels of renewable energy generation. This can help to ease the total power demand on the electricity network, potentially avoiding the need for costly upgrades to network assets. EV drivers may be rewarded with cheaper electricity. Figure 6 shows the daily charging demand profile (in MW per hour) across all substations in 2040 and demonstrates the impact of a great uptake of smart charging practices. The chosen (high) scenario has a significantly smoother daily charging profile with reduced peaks in the morning and evening. This results from a greater uptake of smart charging during private charging events (i.e. residential, work and depot). This could include vehicles charging during off-peak hours to benefit from cheaper electricity rates, or managed charging of vehicles that can disable charging during peak events. In June 2022, new laws introduced a requirement for new private chargers (excluding rapid) to have smart functionality. This is expected to increase the uptake of smart charging. There is a role for Enfield Council to support awareness raising of the benefits of smart charging to EV owners.

²³ <https://www.theccc.org.uk/publication/costs-and-impacts-of-on-street-charging-ricardo-energy-environment/>

²⁴ <https://www.gov.uk/government/publications/uk-electric-vehicle-infrastructure-strategy>

Figure 6: Total peak power required per day on typical weekday (MW, all substations, 2040)



3.3.7. Summary

The chosen mixed demand management scenario presented is characterised by:

- Effective modal shift away from private cars resulting in 60,000 fewer cars on the road, or 45% reduction in distance travelled by cars by 2050 compared to 2020²⁵.
- Fast uptake of electric vehicles to comprise 90% of the total fleet by 2040 and 95% by 2050.
- Broad uptake of smart private charging, delivering a reduction in evening peak power demand of almost 40% relative to a limited smart charging uptake scenario.

In this scenario, a 92% reduction in GHG emissions from road vehicles can be achieved by 2040, broadly aligned with Enfield's net zero target. The total investment for public charge point deployment would be around £30m over 20 years, while smart charging would help to keep down network upgrade costs. Grants for capital costs of charge points are available through the LEVI fund (formerly ORCS), and often charge point operators (CPOs) will agree to pay the operational and maintenance of the chargers. Therefore, Enfield could expect that a large share of the £30m investment required would be attributed to grant funding or the CPOs themselves.

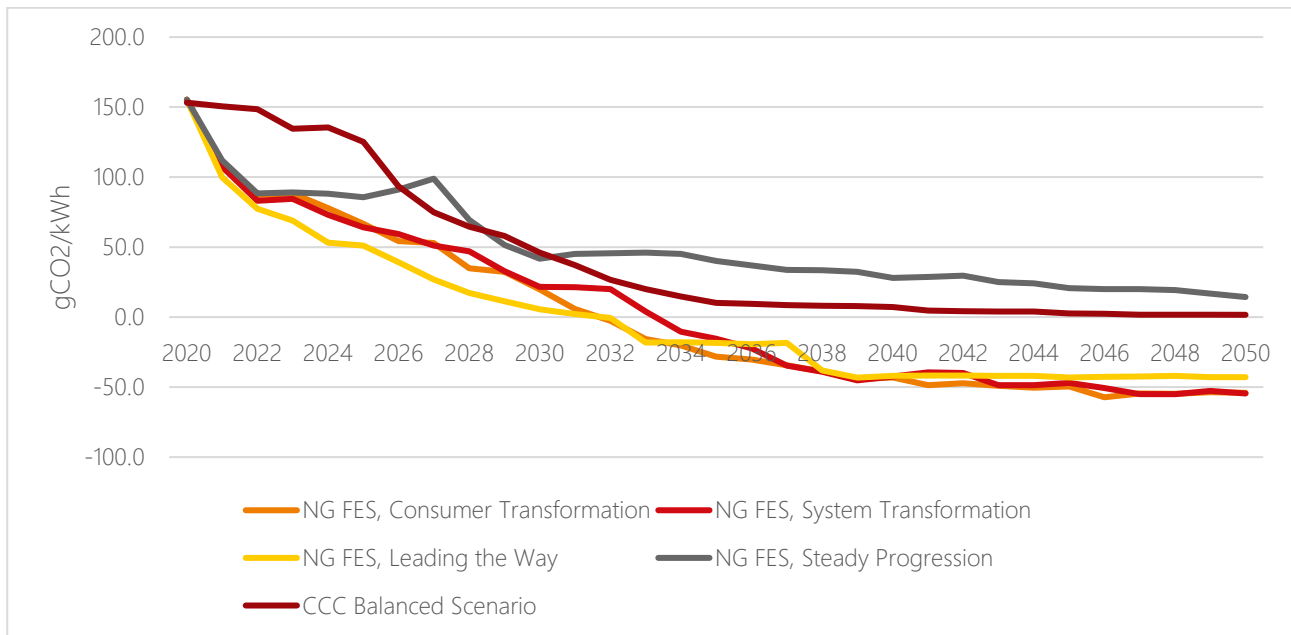
²⁵ The high modal shift scenario was based on DFES leading the way scenario, but with a higher ambition (10% higher modal shift by 2050 = 45% shift). This aligns more closely with the Mayor's Transport strategy as well as Enfield's greater ambition for modal shift relative to other London Boroughs.

3.4. Power systems

Enfield's ability to achieve Net Zero will ultimately depend on the decarbonisation of electricity consumed within the borough as it displaces the direct use of fossil fuels for transport and heat. For the latter, as the results presented in the Heat in buildings section show, this will happen both through the replacement of individual gas boilers with air source heat pumps, and via electrified zero carbon heat networks – including replacement of the heat that is currently supplied from waste incineration (see Heat in buildings section). Over time, as both heat and transport progress on the path to electrification (and accounting for population growth projections), the scale of demand for electricity is expected to increase significantly. Enfield's chosen route to decarbonisation will have a direct effect on the shape and size of this increase.

The decarbonisation of Enfield's electricity use will be largely dependent on the rate of decarbonisation of the whole electricity system in Great Britain. The pace of this change relies on a large number of variables and so there is some uncertainty as to when and how grid electricity will become zero carbon. Figure 7 shows how the carbon intensity of grid electricity (in gCO₂/kWh) could fall under scenarios produced by the National Grid and the Committee on Climate Change.

Figure 7: Grid carbon intensity trajectories



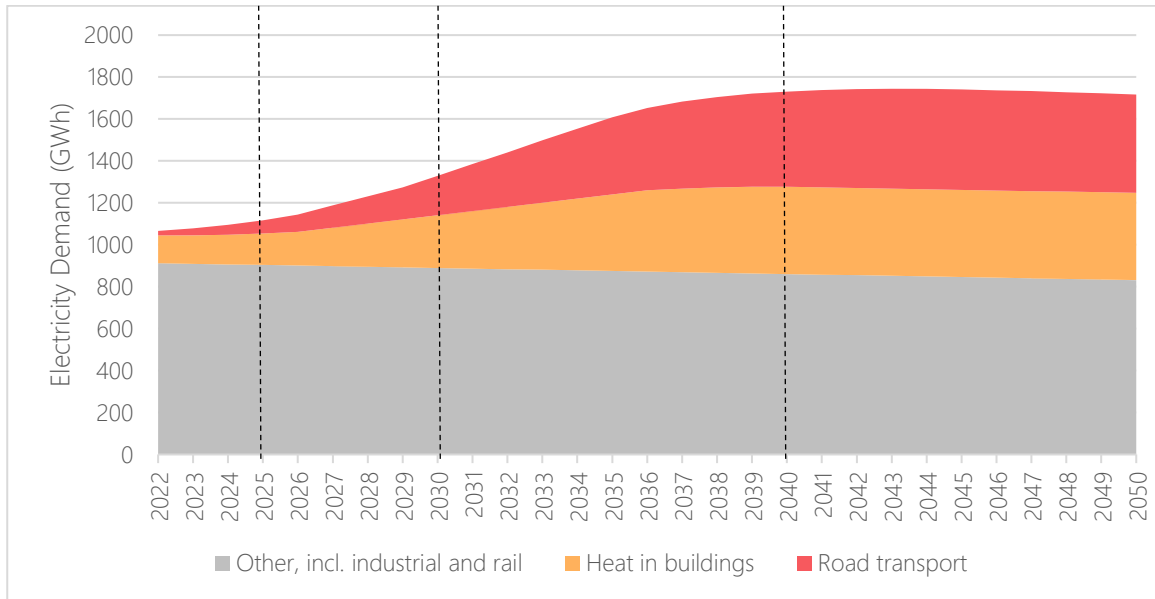
These scenarios consider different types of strategy for cutting carbon in the power sector, with the National Grid's 'Consumer Transformation' scenario considered to be most in line with the suggested strategy for Enfield. This scenario assumes widespread electrified heating, changes in consumer behaviour, high energy efficiency and increased uptake of demand flexibility services. These changes direct the decarbonisation of the national electricity supply, leading to decreasing carbon emissions from any electrical power consumed. Zero carbon grid electricity is achieved in the early 2030s, slightly ahead of the UK Government's 2035 target. Whilst these predictions are a valuable tool for energy planning, at present there is little clarity in policy as to

the expectation of the supporting role of individual local authorities like Enfield and its citizens and businesses.

3.4.1. Current situation

Figure 8 sets out how the demand for power might change in Enfield over time under the Mixed DM scenario, where the measures described in the previous two sections are implemented. The key target years of 2025, 2030 and 2040 are marked by the dotted lines.

Figure 8: Demand for grid electricity in Enfield under the chosen scenario



By 2040, demand for power is expected to increase to approximately 1600 GWh per year. In order to achieve Net Zero by 2040 as cost effectively as possible, Enfield will need to better manage both its demand for power, and its local supplies.

Based on the most recent available data, around 0.003% of Enfield's electricity demand was matched by renewable generation within its own boundary in 2020 (i.e. 31.3MWh out of 1,054GWh). Given the largely urban nature of the borough, scope for developing large-scale renewable energy projects is relatively limited. However, if Enfield is to achieve its net zero target, then opportunities for increasing locally-generated power need to be exploited to a much greater extent than they currently are. Table 5 provides a breakdown of existing renewable capacity by technology type. At the time of writing, a small number of additional projects are listed within the Renewable Energy Planning Database (REPD), which may provide additional capacity in the near future (a list of these is contained in the evidence base).

Table 5: Existing renewable capacity within Enfield, 2020 data from regional renewable statistics²⁶

	Renewable Electricity: Installed Capacity (MW)
Photovoltaics	6.0
Sewage gas	3.0
Plant biomass	0.3
Total installed capacity (MW)	9.3

3.4.2. Method

A full resource assessment covering all types of renewable electricity generation is outside of the scope of this LAEP. However, the potential for the deployment of roof-mounted solar PV within the borough was modelled at building level. The PV model combines building data with shading information and estimates for each roof what is the most suitable size of PV array. The model also calculated annual generation potential for each building, subject to financial assumptions and constraints. The figures presented in this LAEP include only those installation opportunities which would be financially attractive²⁷. The full dataset is available to Enfield Council.

The scenario analysis did not seek to quantify the potential for non-thermal non-transport electricity demand or supply-side flexibility measures in Enfield. However, these are considered to be an essential component of the decarbonisation strategy and are to some extent implicit in our use of carbon factors from the National Grid's 'Consumer Transformation' scenario. Flexibility consists of mechanisms to reduce peak demand and hence lessen both distribution network capacity and electricity generation requirements. For example, this can be in the form of stored energy that is deployed during times of peak demand, or mechanisms to add diversity to the timing of electricity demand to reduce the size of the peaks. Implementation of demand-side flexibility within Enfield's own boundaries is considered to hold the most potential, and there is scope for Enfield Council to influence its uptake. This could, for example, consist of time-of-use (TOU) tariffs, smart appliances or domestic/small-scale battery systems. Additionally, peak loads can be shifted through smart EV charging and vehicle-to-grid systems, as set out in the Transport section of the technical evidence base.

The costs associated with upgrading Enfield's power network infrastructure to accommodate the LAEP proposals have also been estimated and are presented below.

²⁶ <https://www.gov.uk/government/statistics/regional-renewable-statistics>

²⁷ These have an estimated internal rate of return (IRR) of at least 4%, based on the assumption that those with a lower IRR would be unlikely to receive investment. 4% IRR is considered an acceptable level of investment risk and is commonly used for Government investments.

3.4.3. Increasing renewable generation at a local level

As noted above, opportunities for large-scale renewable generation within Enfield are limited, with rooftop solar PV considered to have the greatest potential within the borough. Table 6 provides summary figures from the modelling for the Mixed DM scenario (assuming IRR of 4% or above).

Table 6: Total technical potential for rooftop solar PV in 2040, assuming an IRR of 4% or above

	Total installed capacity (MW)	Total estimated generation (GWh/yr)	Number of installations	Total CAPEX (£M)
Total	311MW	272GWh	66,590	£391M

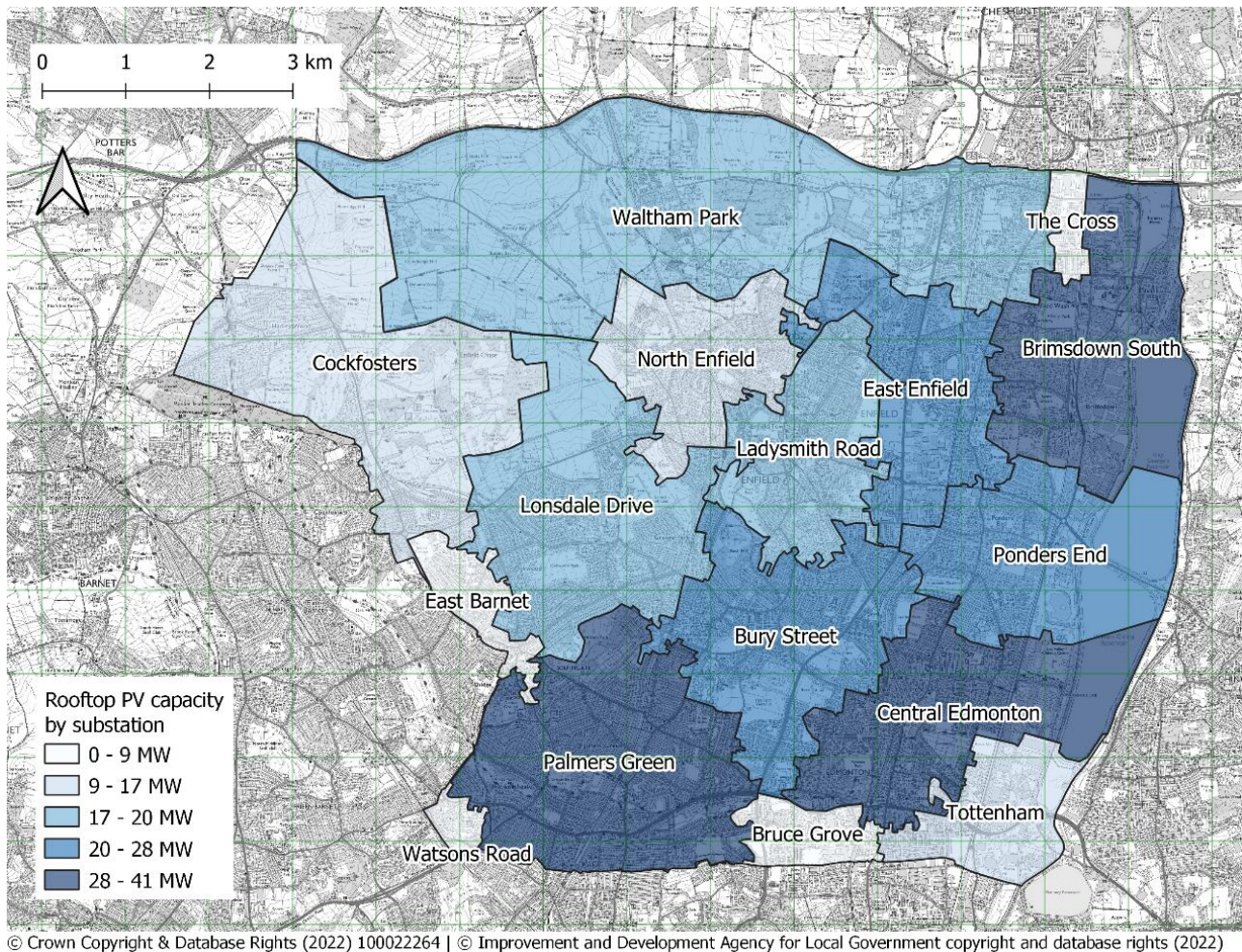
It's important to note that the figures above represent the technical and financial potential, and that the figure for total deployable capacity is likely to be somewhat lower due to building-specific factors such as planning restrictions for listed buildings or those within Conservation Areas, or individual roof conditions.

Table 7 shows how these figures can be broken down between tenure types, and Map 6 shows the distribution of this capacity across Enfield's substation areas.

Table 7: PV summary data by tenure/building use in 2040

Tenure	Number of installations	Total installed capacity (MW)	Average capacity per building (kWp)	Total estimated generation (GWh/year)
Council / housing association	5,218	21.3	4.1	18.7
Owner occupied	40,842	126.1	3.1	111.3
Privately rented	11,440	41.3	3.6	36.3
Non-residential	1,969	69.3	35.2	60.1
Buildings with unknown use	7,121	52.7	7.4	45.7

Map 6: Rooftop solar PV capacity recommended within each electricity substation area in 2040



There are a number of potential means by which Enfield Council could enable large-scale deployment of roof-mounted solar PV. For example, this might include an expansion of the proposals already contained within Enfield's Climate Action Plan to target funding collected to offset the Council's own carbon emissions (including Scope 3 emissions) towards solar PV installations, or actively working with other stakeholders to encourage the establishment of community energy projects locally.

Community energy projects can entail significant co-benefits in terms of skills development and employability, increased community resilience, reduced bills for community buildings such as schools (allowing more money to be spent on other support services), and alleviation of fuel poverty and consequent improved health and wellbeing of residents.

In terms of the potential for the deployment of other renewable generation technologies, a study carried out by AECOM in 2010²⁸ highlighted some limited opportunities for biomass production and large-scale wind in particular, although the technical potential (in MW) associated with these opportunities has not been quantified. It notes the presence of Grade 3 agricultural land in the north of the borough, which may be suitable for the growing of energy

²⁸ AECOM (March 2010), Renewable and Low Carbon Development Study for London Borough of Enfield

crops such as Miscanthus or willow short rotation coppice (SRC), and the potential for the use of chipped arboricultural waste from council contracts to be used for the generation of heat and power. Enfield Council are also currently investigating the potential to install floating solar PV arrays, in conjunction with Thames Water, at the William Girling and King George V reservoirs.

Support to encourage greater deployment of renewable technologies at scale – not necessarily all within Enfield’s boundary – could take the form of encouraging wider uptake of renewable tariffs by households and businesses in Enfield, consideration of the use of private-wire arrangements and storage for locally-generated power or involvement with other types of power purchase agreements (e.g. sleeved PPAs), and lobbying central government for policies to support a faster rate of decarbonisation at GB grid-level.

the main co-benefit to the installation of renewable generation at a local level is the reduction in emissions beyond greenhouse gases. An example is the reduction in sulphates released into the atmosphere, which cause acid rain, among other issues (this is however not confined locally and is dependent on the reduction in fossil fuel use at a wider scale). Another example is the reduction in the emissions of carbon particulates, which cause lung issues. Whilst local renewable energy contributes to this co-benefit, it still relies on wider scale adoption.

3.4.4. Upgrading Enfield’s power networks

To avoid the risk of Enfield’s electricity distribution infrastructure becoming a constraint on deployment, significant investment in network upgrades will be required (note that these upgrades and costs are beyond the influence of Enfield Council and that network costs are covered by all consumers). Table 8 provides a summary of the estimated costs of electricity network reinforcement as a result of the additional peak demands added by decarbonising heat in buildings and transport under the Mixed DM scenario.

Table 8: Estimated network upgrade costs

	Total cost
Secondary connection costs	£20,090,000
High voltage (HV) connection costs	£23,620,000
Primary reinforcement costs	£20,150,000
Extra high voltage (EHV) reinforcement costs	£16,000,000
Total	£79,860,000

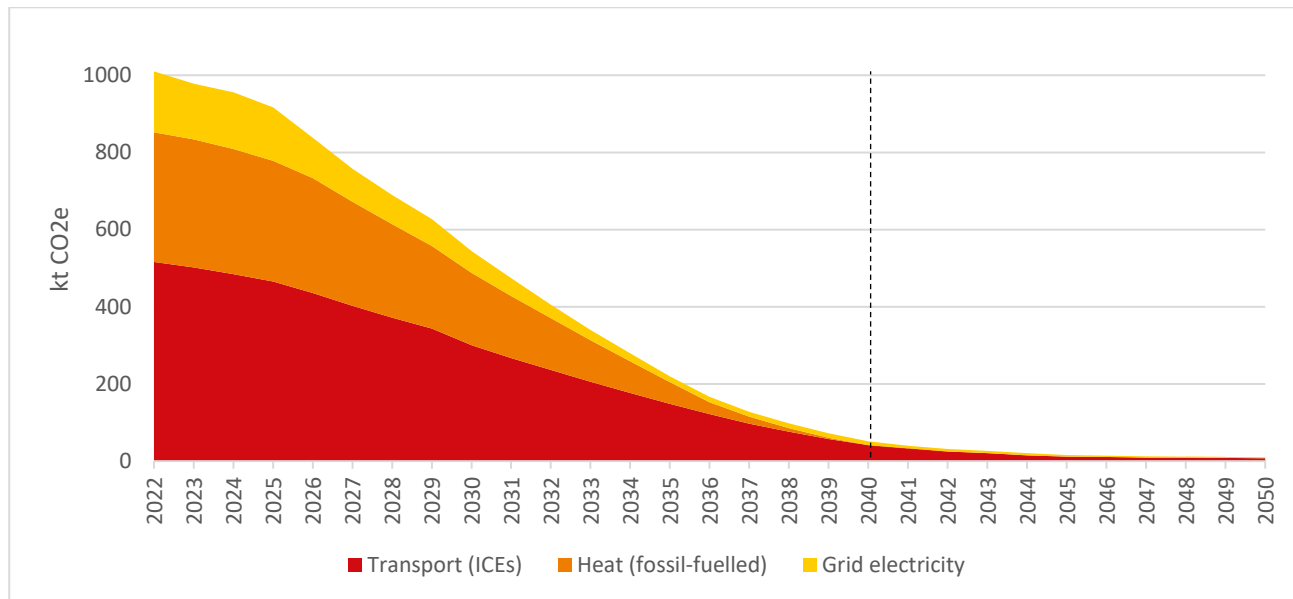
3.5. Carbon pathways

3.5.1. Emissions trajectories in Enfield

The emissions trajectory that results from the implementation of the measures set out in the optimal mixed demand scenario is shown in Figure 9, with the emissions split by sector. This

trajectory is based upon the decarbonisation projections in the CCC's Balanced Pathway projections.

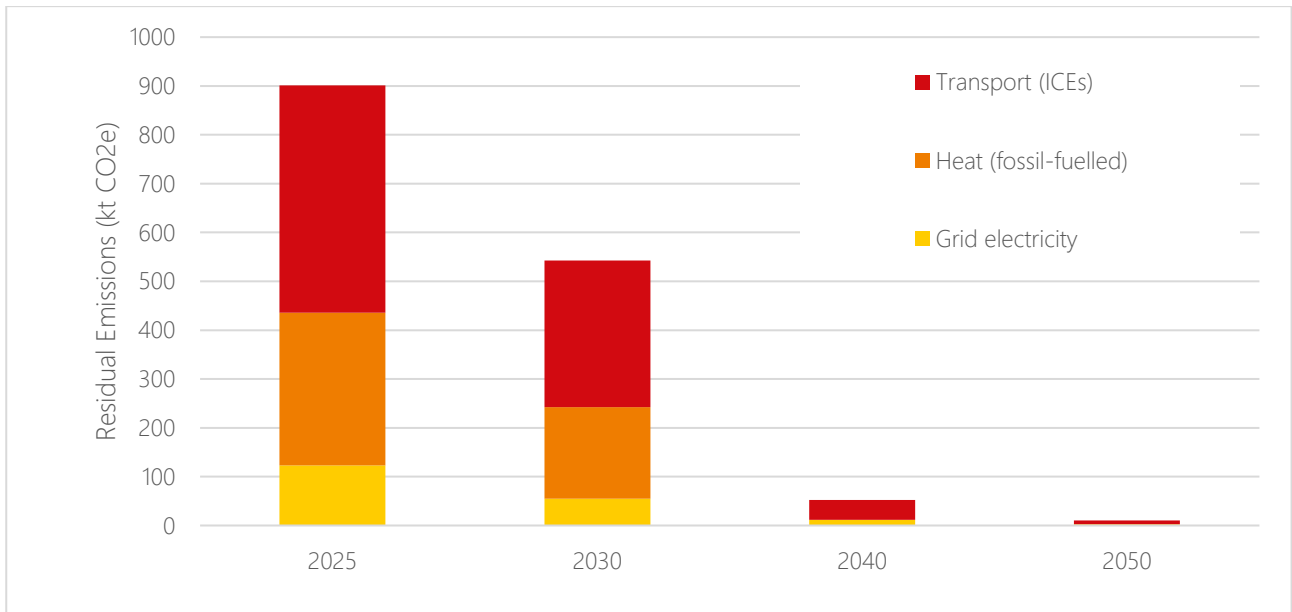
Figure 9: Carbon emissions projections in the mixed demand management scenario



In 2040 there remain approximately 50 kt CO₂e of residual emissions, which are largely accounted for by difficulties in decarbonising transport and a small amount of emissions remaining within grid electricity. By 2050, this falls to approximately 10 kt CO₂e, due to a lack of hydrogen to decarbonise heavy transport. It is possible to decarbonise heating completely by 2040, so that direct emissions from this sector are zero.

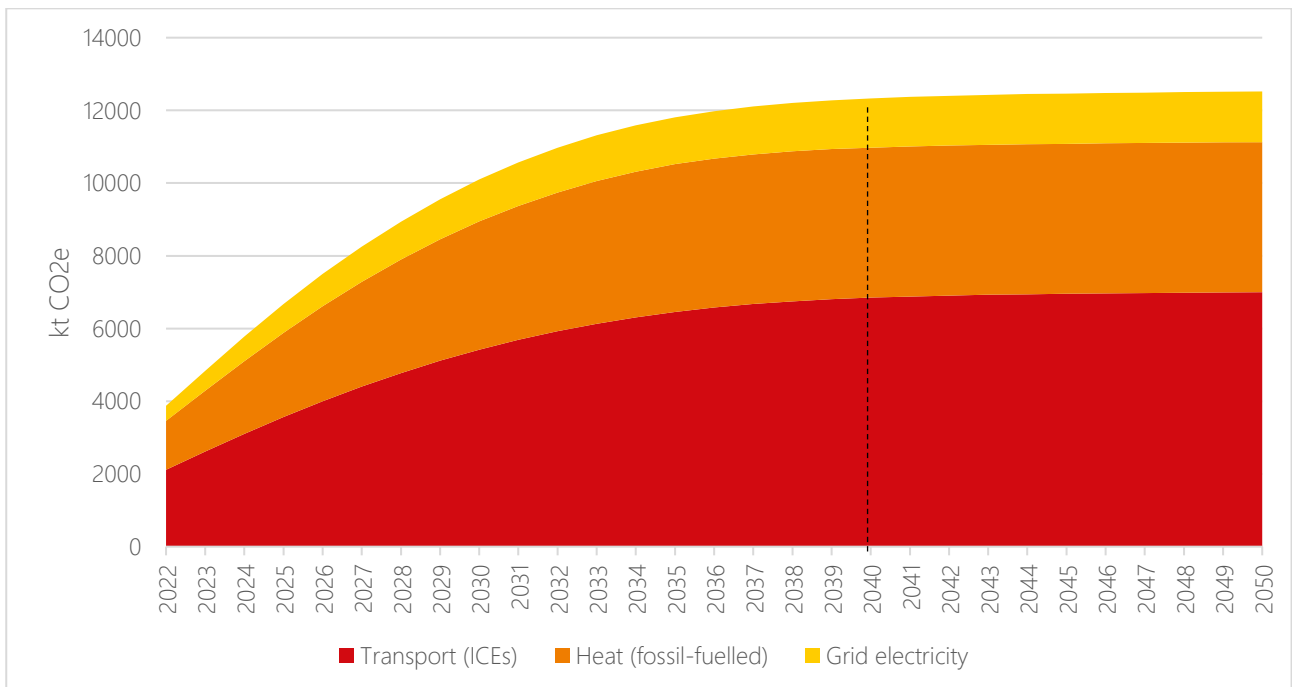
To help with setting targets and tracking progress towards Net Zero, the residual emissions in key target years, split by sector, are shown in Figure 10.

Figure 10: Residual emissions in key target years in the mixed demand management scenario



To view the total impact of carbon emissions until 2050, the cumulative emissions, split by sector are shown in Figure 11. This shows that the decarbonisation approach leads to emissions that decrease at a faster rate throughout the 2020s and 300s. Cumulative emissions mostly level off prior to 2040, at around 12,000 kt CO₂e emitted over the period 2022-2050.

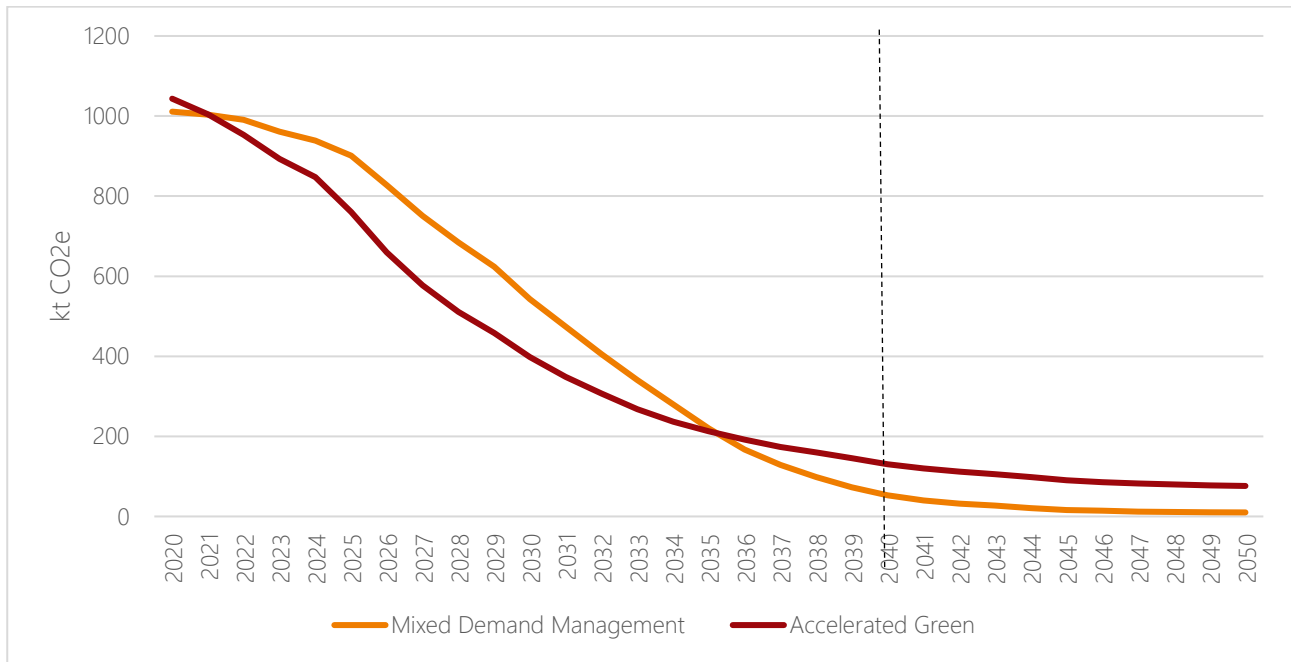
Figure 11: Cumulative carbon emissions in the mixed demand management scenario



There are numerous methodologies for calculating emissions, each of which uses different data sources, assumptions, scenarios and scopes. For the purpose of this report, we have established a baseline using London Energy and Greenhouse Gas Inventory (LEGGI) data and based changes in net zero technology and grid decarbonisation on Climate Change Committee forecasts. It should be noted that the GLA set a 2030 target for Net Zero and since this LAEP

was commissioned selected the Accelerated Green pathway as their preferred pathway. The mixed demand management scenario is compared to this pathway in Figure 12, however a direct comparison is not advisable, because they consider slightly different emissions sources, giving different results. the accompanying technical evidence base provides further details on this in the section 'Comparison to other emissions trajectories and pathways'.

Figure 12: Carbon emissions pathways under the mixed demand management scenario and the Accelerated Green pathway



4. Route Map to Net Zero

4.1. Ten building blocks for Net Zero

The ten key building blocks identified in Figure 13 represent the foundations for a net zero Enfield by 2040, building on existing opportunities and addressing challenges to change. In combination, these will ensure delivery of the radical and transformative approach required to address the gap between the current state of play in the borough and what needs to happen in Enfield to achieve Net Zero by 2040.

The building blocks underpin a list of recommended interventions that are required to ensure timely delivery of Enfield's net zero ambitions. This full set of recommended interventions for Net Zero is included in the accompanying Detailed recommendations to 2040 document. The focus of the LAEP recommendations is on those next steps that create the conditions in which Enfield can successfully achieve its long-term decarbonisation ambitions. For each decarbonisation sector, the recommendations are grouped into three categories:

- **Do:** actions that can be taken now with relatively immediate impact
- **Prepare:** steps needed now to ensure Enfield is ready for more immediate actions in the next few years
- **Explore:** activities that create the conditions now to pave the way for future impact

The accompanying Detailed recommendations to 2040 document also assigns a lead for each item as the organisation that should take early responsibility for initiating action (often working with others) to implement the interventions.

Figure 13: Ten building blocks for Net Zero

<p>1 Secure timely implementation of the LAEP by convening a LAEP progress board to maintain momentum and build ownership of the outcomes. This will ensure that across Enfield all key players take on responsibility for action towards Net Zero.</p>	<p>6 Accelerate low carbon housing retrofit. Building on the Retrofit Accelerator programme and in consultation with existing local retrofitting expertise, establish and develop a well-trained local supply chain.</p>
<p>2 Develop a long-term engagement strategy for climate communications, including clear and consistent messaging on Net Zero and the changes needed in the borough. This will create a borough wide sense of purpose in the transition to Net Zero.</p>	<p>7 Tackle fuel poverty at its roots by ensuring fuel poor households receive all the support and funding available. Targeted retrofit programmes will be key to mitigating fuel poverty whilst transitioning to Net Zero.</p>
<p>3 Ensure that Net Zero and the findings of the LAEP are embedded in all of the Council's existing and future plans and funding. Planning policy, procurement planning and Council team plans need to be built around net zero ambitions.</p>	<p>8 Coordinate the growth of electric vehicles, starting with the development of an EV charging infrastructure delivery plan, alongside encouraging and supporting a shift to active and sustainable modes of transport.</p>
<p>4 Build on the three Priority Projects presented in the LAEP as a starting point for funding proposals. Pursuing these projects will enable Enfield Council to lead by example in transforming the local energy system.</p>	<p>9 Realise Enfield's potential for renewable energy generation, starting with large scale programmes of rooftop solar PV deployment across all sectors and tenures, as identified in the LAEP analysis.</p>
<p>5 Enable the decarbonisation of heat in buildings by continuing to support Energetik in developing planned routes for heat network expansion, based on the areas of the borough identified in the LAEP as priority for heat network.</p>	<p>10 Ensure the electricity network is ready for the required electrification of heat and transport. Demand-side flexibility services, smart demand management and local electricity storage will support Enfield in becoming more self-sufficient in energy.</p>

4.2. Route map for a net zero Enfield

Figure 14 shows the decarbonisation route map to 2050 for the local energy system in Enfield, based on the theory of the development of technology adoption within society. The figure illustrates the likely key stages of the rollout of net zero technologies in Enfield over the coming years.

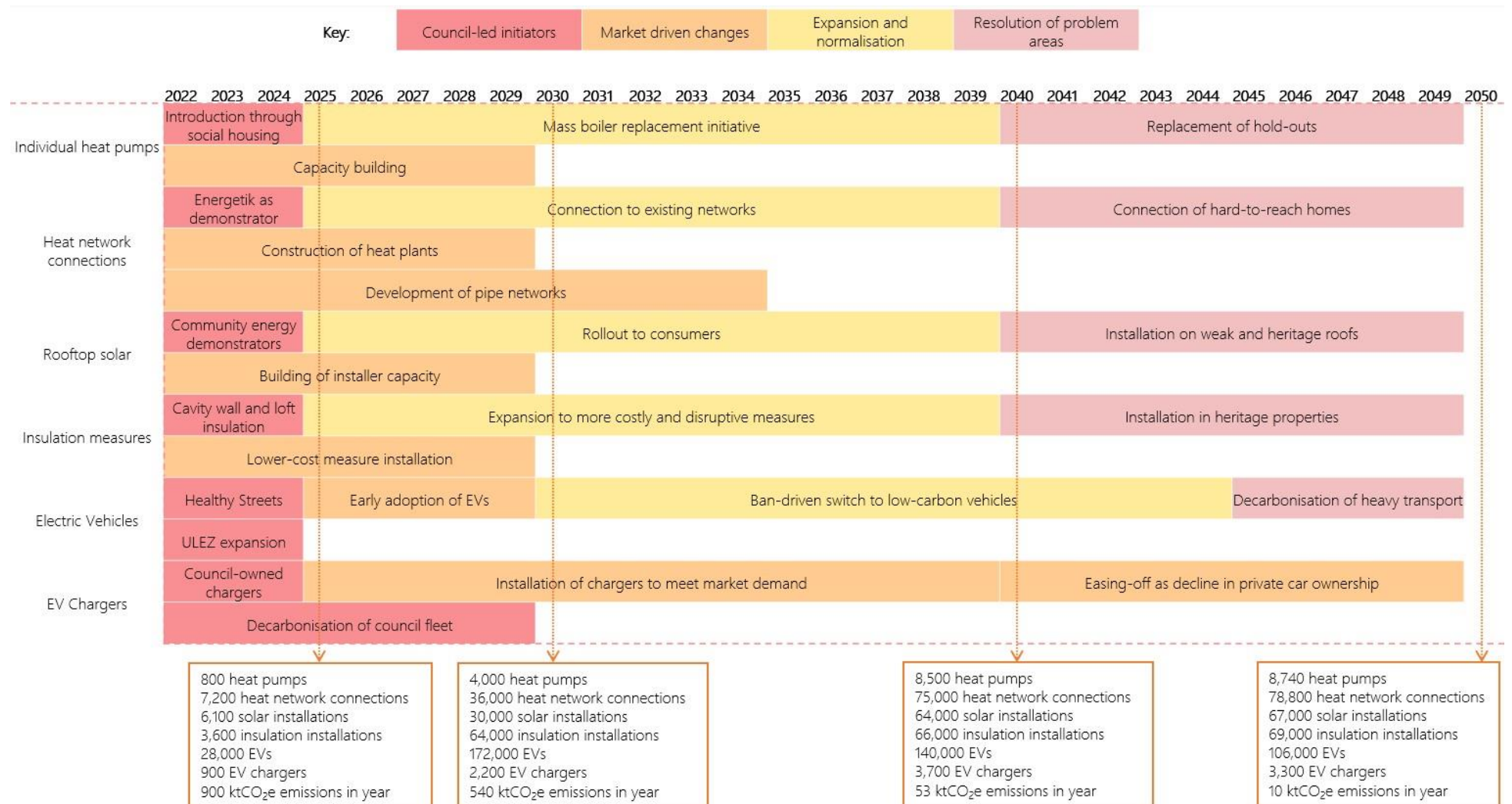
The route map illustrates how, in line with the results and recommendations of the LAEP, a series of early interventions can introduce net zero technologies and initiate capacity building within the market. This can then spark wider adoption, with more rapid changes developing across society. Finally, “laggard” adopters (those with some barrier to adoption) will need extra attention to ensure they are not left behind. This profile supports the targets shown in for technology adoption in key years.

Table 9: Targets for net zero technology adoption in key years

	Individual heat pumps	Heat network connections	Rooftop PV installations	Insulation measures installed
2025	800	7,200	6,100	3,600
2030	4,000	36,000	30,000	32,000
2040	8,500	75,000	64,000	66,000
2050	8,740	78,800	67,000	69,000

It should be noted that these targets should be regarded as ambitions rather than “hard” targets and should not be considered fixed. The pace of societal adoption of technologies is difficult to predict and should be based on observation. Policies and actions can speed or slow the trend and therefore targets should be updated as part of the LAEP review process.

Figure 14: Route map for a net zero Enfield



4.3. Priority projects

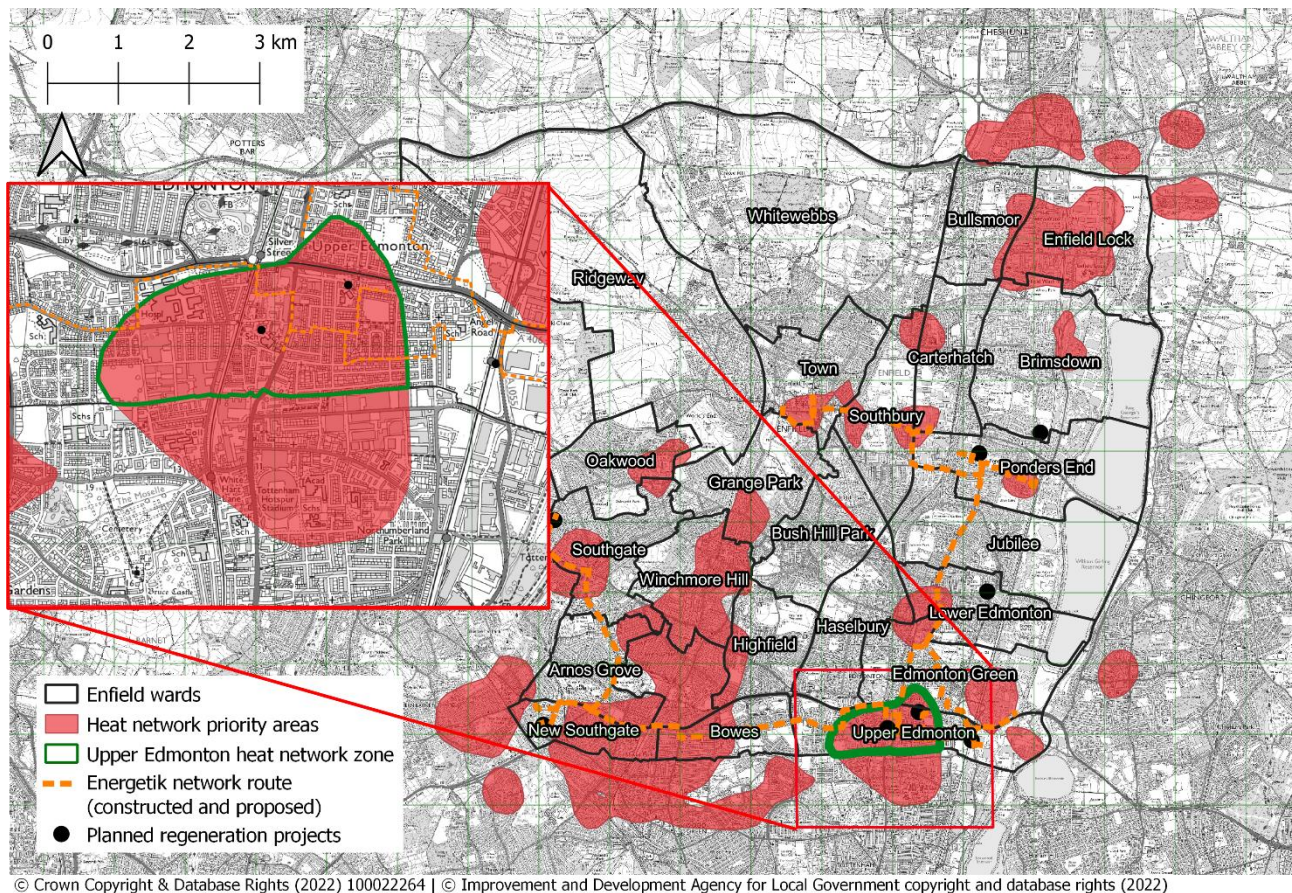
Driving implementation of the LAEP is a key outcome of this report. The first few steps in the implementation of the LAEP will be crucial to the successful decarbonisation of the local energy system. In order to ensure that initial momentum is gained, three projects were identified and are proposed as priority for detailed investigation and implementation within a relatively short timescale.

4.3.1. Priority Project One: Upper Edmonton Heat Network Opportunity Area

Project analysis

The heat network opportunity area within Upper Edmonton is shown in Map 7. This priority project has been selected to show the benefits that a heat network can offer an area. This area has been selected as a Priority Project because it represents a significant opportunity to demonstrate the use of heat networks as a tool for decarbonising heat, in an area where there is a relatively high level of fuel poverty. In addition, the area is already targeted for regeneration by Enfield Borough Council and lies on the route of Energetik's heat network. Although the identified network opportunity area spans the Enfield-Haringey boundary, reporting here covers buildings falling on the Enfield side of the boundary. In contrast, network costs are analysed as a whole. More detailed pre-feasibility work will be required to determine the actual scope of the network to be constructed.

Map 7: Location of priority heat network areas, with Upper Edmonton area highlighted



There are 2,565 addresses on the Enfield side of the area, of which 2,402 are residential. Very few of these addresses are recommended an individual heat pump, leaving 2,323 addresses connecting to the heat network.

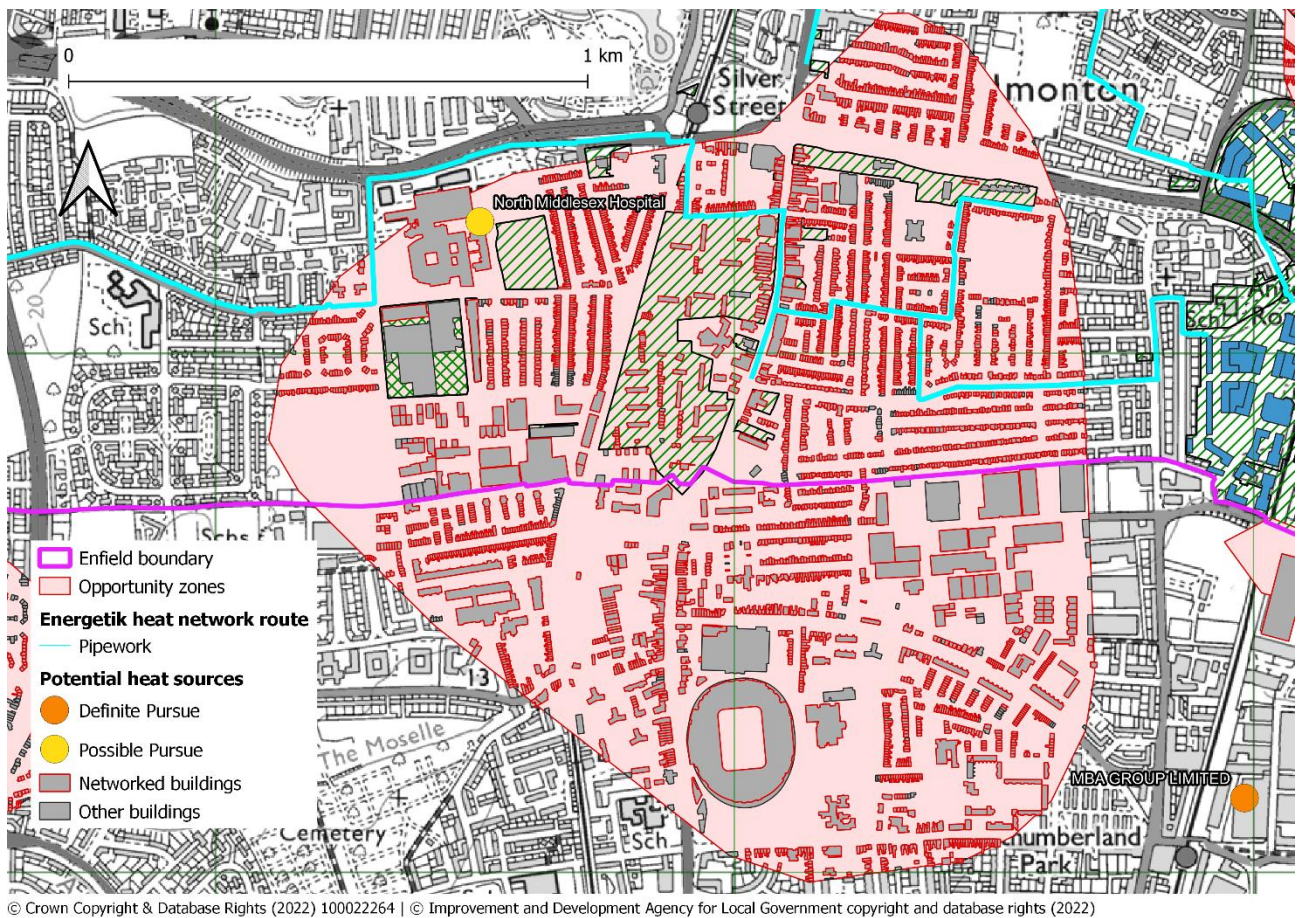
Table 10 summarises the least-cost heat decarbonisation options for these residential users.

Table 10: Recommended decarbonised heat source by tenure type

Tenure Type	Heat Network Connections (Fuel Poor)	Individual Heat Pumps (Fuel Poor)
Owner occupied	1,485 (372)	61 (9)
Privately rented	536 (153)	12 (2)
Social housing	223 (72)	6 (1)
Unknown tenure	79 (0)	0 (0)
Total	2,323 (597)	79 (12)

The modelled capital cost of the heat network within the area is £65.4 million. This capital cost is based upon a supply plant using technologies at the more expensive end of the scale, so it should be regarded as a conservative estimate. Annual operational expenditure is modelled to be £2.6 million. The heat area is shown in more detail in Map 8.

Map 8: The heat network opportunity area shown in more detail



The number of addresses recommended each type of insulation, and the capital expenditure of the insulation, by tenure type and decarbonised heat source are shown in Table 11.

Table 11: Number of each insulation measure of total tenure type connected to that heat source by decarbonised heat source and tenure type (numbers for fuel poor households in brackets)

Decarbonised heat source	Tenure type	Cavity wall insulation (fuel poor)	Loft insulation (fuel poor)	Solid wall insulation (fuel poor)	Double glazing (fuel poor)	Floor insulation (fuel poor)	Roof insulation (fuel poor)	Insulation CAPEX (fuel poor) (£1000)	Total tenures of type (fuel poor)
Heat Network	Owner occupied	74 (13)	227 (60)	1,403 (362)	109 (29)	850 (215)	75 (14)	1,103 (239)	1485 (372)
	Social	34 (6)	37 (11)	157 (61)	31 (6)	110 (36)	8 (3)	412 (38)	223 (72)
	Privately rented	31 (10)	87 (22)	510 (146)	66 (13)	298 (85)	50 (16)	546 (122)	536 (153)
	Unknown	0 (0)	0 (0)	0 (0)	3 (0)	0 (0)	0 (0)	49 (0)	79 (0)
	Subtotal	139 (29)	351 (93)	2,070 (569)	209 (48)	1,258 (336)	133 (33)	2,110 (399)	2323 (597)
Individual Heat Pump	Owner occupied	0 (0)	0 (0)	8 (8)	0 (0)	4 (4)	0 (0)	8 (8)	9 (9)
	Social	0 (0)	1 (1)	1 (1)	0 (0)	0 (0)	0 (0)	0 (0)	1 (1)
	Privately rented	1 (1)	1 (1)	2 (2)	0 (0)	1 (1)	1 (1)	3 (3)	2 (2)
	Unknown	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)	0 (0)
	Subtotal	1 (1)	2 (2)	11 (11)	0 (0)	5 (5)	1 (1)	11 (11)	12 (12)

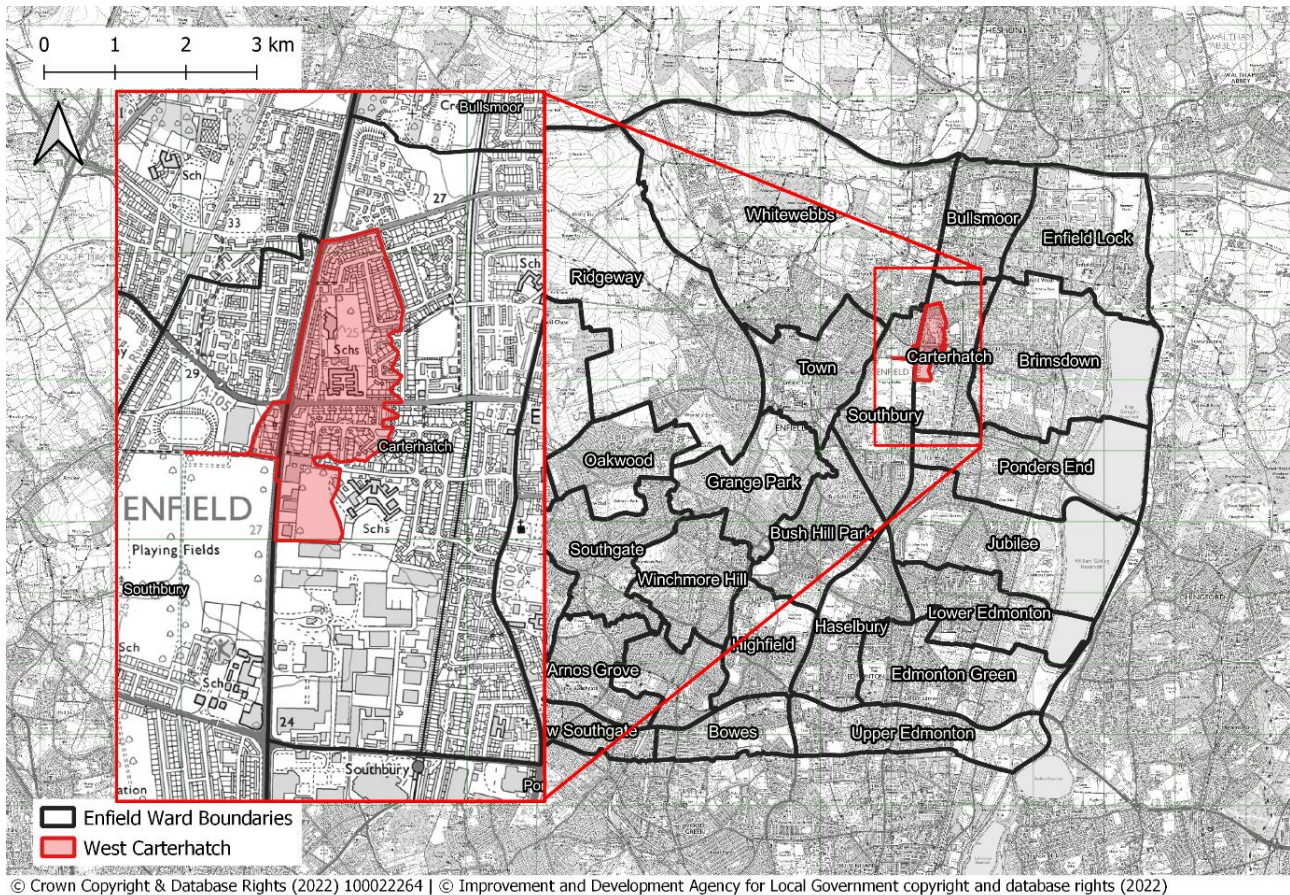
Next steps

1. Discuss this opportunity with Energetik to align with their strategy. Currently, the Upper Edmonton area is well located to be supplied from waste heat from the Edmonton Eco Park. Decarbonisation of the heat source should be explored, as noted below.
2. Further investigate the potential heat sources of North Middlesex Hospital and MBA Group Limited to see if they are suitable waste heat sources.
 - a. Establish temperature of supply.
 - b. Establish quantity of supply.
 - c. Establish cost of heat.
3. Commission a pre-feasibility study to examine the on-the-ground viability of this heat network.
4. Commission an on-the-ground study of the actual insulation measures installed in buildings in the area and the effect of upgrading installation measures.
 - a. A study of stakeholder attitudes should form part of this assessment.
 - b. It would also be advisable to seek advice on how best to target different tenure types.
 - c. As part of this, establish if funding through schemes such as HUGS/LADS would be able to be used in insulation schemes.

4.3.2. Priority Project Two: West Carterhatch Combined Measures**Project analysis**

West Carterhatch has been selected as a priority project where there are a combination of viable heat technologies, including properties which are unlikely to be cost-effective for connection to a heat network. The installation of an air-source heat pump (ASHP), alongside solar photovoltaic panels (to reduce electricity costs), and the installation of insulation measures both to minimise demand and maximise the efficiency of the ASHP. Of particular interest are the potential benefits for social housing occupants, where Enfield Council will be able to lead the way in supporting lower-income households. The specific area of analysis is the Lower Super Output Area (LSOA) called Enfield 005D, the extents of which are shown in Map 9.

Map 9: Location of West Carterhatch area within Enfield



This area has 648 households in 559 buildings, of which 188 households (about 30%) are likely experiencing fuel poverty by the low income, high-cost methodology (though note that with recent price rises, this number is likely to have grown). Most households within the area are heated using mains gas (625). The current total heat consumption in the area is about 825MWh per year. The number of addresses which are recommended each action are broken down by tenure type in Table 12.

Table 12: Recommended action by tenure type (numbers for fuel poor households in brackets)

Tenure Type	Social housing (fuel poor)	Owner occupied (fuel poor)	Private rental (fuel poor)	Total (fuel poor)
Heat pump installations	27 (12)	78 (11)	43 (8)	148 (31)
Heat network connections	104 (41)	317 (17)	79 (24)	500 (82)
Cavity wall insulation	76 (27)	112 (30)	38 (10)	226 (67)
Loft insulation	11 (5)	48 (13)	21 (5)	80 (23)
Solid wall insulation	17 (7)	224 (53)	69 (23)	310 (83)
Double glazing	13 (5)	16 (4)	11 (3)	40 (12)
Floor insulation	45 (16)	58 (62)	238 (24)	341 (102)
Roof insulation	5 (1)	12 (5)	9 (4)	26 (10)

It is useful to know how the choice of heating system affects the recommendation to install insulation. Table 13 shows the number of addresses where each insulation type is recommended by heating system.

Table 13: Recommended insulation by heating system

Recommended insulation	Heat pump	Network connection	Total
Cavity wall insulation	66	160	226
Loft insulation	23	57	80
Solid wall insulation	56	254	310
Double glazing	15	25	40
Floor insulation	73	268	341
Roof insulation	2	24	26

As there is only one rooftop but potentially many addresses per building, it does not make sense to break down the rooftop solar statistics by count of addresses. However, to give an indication of where the benefits of rooftop solar will lie, Table 14 shows the capacities, areas, and costs and benefits of solar installations, with subtotals showing the distribution against the presence of socially rented addresses, and households at risk of fuel poverty. The layout of panels (including panels on commercial buildings not considered in this analysis) is shown in Figure 15.

Table 14: Rooftop solar statistics showing the distribution among social housing and fuel poor

	PV Installed Capacity (kW)	PV CAPEX (£1000)	PV yearly revenue (£1000)	PV Area (m ²)
All Buildings	1,020	1473.9	117.8	5,100
Buildings including social housing	202	276.6	23.4	1,010
Buildings including fuel poor	289.6	421.6	33.2	1,448
Buildings both SH and FP	76.9	113.0	8.9	385

Figure 15: Layout of rooftop solar in West Carterhatch (red line = West Carterhatch boundary; blue shading = rooftop PV installations)



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As with rooftop solar PV, insulation measures generally pertain to the building, rather than to individual addresses. The costs are broken down as with rooftop solar in Table 15.

Table 15: Economic factors for the installation of insulation and heat pump systems

	Insulation CAPEX (£1000)	Heat Pump CAPEX (£1000)
All Buildings	691	874
Buildings including social housing	125	171
Buildings including fuel poor	201	246
Buildings both SH and FP	47	84

There is potentially significant support available to cover the upgrades necessary to decarbonise the area. The Boiler Upgrade Scheme (BUS) could provide funding to many owner occupied properties which would need to upgrade to a heat pump – with the £5,000 of funding available covering most of the average cost for a heat pump (approximately £5,900). Under the most recent round of Local Authority Decarbonisation funding, support was available for low income households, likely to be in fuel poverty, with low EPC ratings. This analysis shows that across all sectors there is a significant need to install insulation (which indicates low EPCs) in homes likely to be in fuel poverty. Hence significant numbers of homes would qualify for support under this funding scheme, and the area could be recommended for future phases of funding.

Next steps

1. Convene a project team with representatives from the relevant council departments and determine a scope for housing upgrades in the area.
2. Within this scope, review the funding opportunities.
3. Plan refinements to the technical plan for insulation, air-source heat pumps and rooftop solar.
4. Engage with the local community and businesses working with the required net zero technologies involved to understand the barriers within the local context.
5. Advance knowledge of the feasibility through site surveys.
6. Perform feasibility studies on the specific buildings involved in the project.

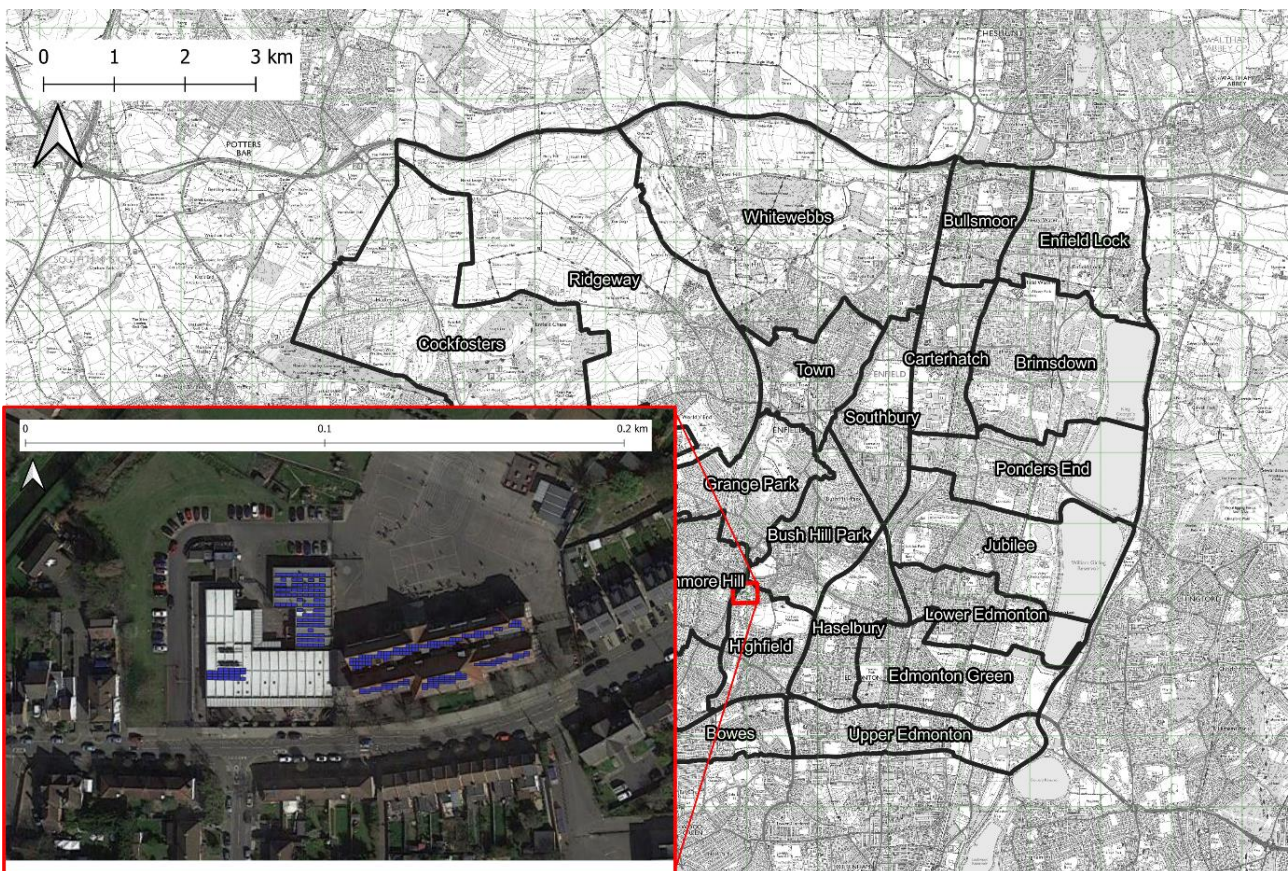
A review of funding is likely to centre on schemes such as BUS, HUGS, and LADS. For schemes such as BUS, the council could establish support for owner occupied homes (particularly those at risk of fuel poverty) to ease applying to funding. For schemes such as HUGS and LADS, the team would be responsible for identifying suitable properties for retrofitting and to coordinate funding applications and distribution. Site surveys would help to refine the technical plans for the upgrades and would go on to contribute to funding applications.

4.3.3. Priority Project Three: Highfield Primary School Rooftop Solar

Project analysis

Highfield Primary School has been selected as an example of where larger PV deployment is viable. This is suggested as a priority project because it is an example of where a community energy project could be fostered on a council-owned property. It is a school which is maintained by the local authority, which therefore provides funding and has influence over operations. Highfield has been selected from the borough-wide PV modelling results as it shows a promising rate of return on investment. The location of the school, and the layout of the proposed panels is shown in Figure 16.

Figure 16: Map showing the location and layout of rooftop PV on Highfield Primary School



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The total area of the proposed panels is approximately 525m² with an installed capacity of 105kW. The installation has been modelled as producing 95.8MWh per year. The capital expenditure to install the panels would be approximately £88,500. Under the assumed solar PV electricity value of 13.5p/kWh used in this report, the annual benefit would be £13,000, giving a simple payback period of under seven years. Because there is likely to be variation in electricity prices, the economic performance of the panels for different assumed values of electricity is shown in Table 16.

Table 16: Variation in economic performance with price of electricity

Assumed value of generated electricity (p/kWh)	Annual value (£)	Payback Period (Years)	NPV (£)	IRR (%)
5.5	5,300	16.8	4,600	3.9
13.5	13,000	6.8	140,000	14.3
17.6	17,000	5.2	210,000	18.9
21.4	21,000	4.3	270,000	23.1
29.7	28,000	3.1	410,000	32.1

At lower electricity prices, the economic viability of the project is reduced. However, it should be noted that the estimated lifetime of solar panels is more than 20 years. This means that even under the lowest electricity value modelled, the installation would still more than pay for itself. This minimum price is based on the standard Smart Export Guarantee (SEG) rate of 5.5p/kWh.²⁹ BEIS predicts a future electricity price of 21.4p/kWh to 2050³⁰. Octopus Energy currently offers 15 p/kWh to its own customers. The estimate of 13.5p/kWh used here is therefore considered conservative.

Next steps

1. Establish the annual hourly demand profile of Highfields Primary School to understand how demand coincides with solar production hours.
2. Refine the returns estimates given here based on the above data by correcting the exported vs imported assumption on an hourly basis.
3. Arrange a site survey by several PV installers to verify the conditions for panel verification and to get a more accurate estimate of solar potential of the specific site.
 - a. Based on the demand-production profile, investigate if a battery could prove cost-effective for the site and, if so, factor this into installer estimates.

Enfield could also consider using this priority project to build a community energy initiative within the borough. School projects are well established within the community energy sector and often provide the focus for new initiatives. The Council could reach out to existing groups in London that have a track record in setting up new local projects or groups (Power Up North London, Stokey Energy, Repowering London, Solar for Schools, for example) or approach Community Energy London to discuss the opportunity. The GLA runs the London Community

²⁹ Solarguide (2022) Compare Smart Export Guarantee Tariffs. Available at: <https://www.solarguide.co.uk/smart-export-guarantee-comparison#/>

³⁰ BEIS (2021) Green Book supplementary guidance: valuation of energy use and greenhouse gas emissions for appraisal, Data tables 1 to 19. Available at: <https://www.gov.uk/government/publications/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal>

Energy Fund which an Enfield based group could apply to for feasibility funding or capital funding for the school PV array & battery. They might also want to explore Energy Local clubs where residents could purchase any exports above the SEG, but below market cost. This could be a useful mechanism to cover the summer holidays when school PV arrays have maximum output but minimum onsite demand.

4.4. Costs and benefits

This section presents a brief assessment of the relative costs and benefits of the actions proposed in the Enfield LAEP. In doing this, we assumed for simplicity that expenditure would follow the same trajectory as emissions reductions (see Carbon pathways section). We used BEIS's social cost of carbon³¹ to approximate the value of the damage caused by carbon emissions in a given year. Note that we consider these values to be optimistically low. We also ignored the fact that inaction (i.e. the continued use of natural gas) itself has significant operational costs (i.e. the purchase of the gas and the replacement of the boilers over time). We therefore see the results presented here as a conservative estimate of the value of action on emissions.

Capital expenditure in the mixed demand management scenario is £2.97 billion, with operational expenditure of £2.06 billion to 2040. Taken together this puts the total cost of decarbonisation at £5.03 billion. This includes insulation, heat networks, heat pumps, power network upgrades and solar PV. It excludes transport costs. Table 17 sets out the relevant quantities, with a discount rate of 0% (see below for discussion). Figure 17 shows how these costs are broken down over time, and by intervention.

Table 17: Comparison of costs versus avoided costs

Quantity	Value ³²
Total expenditure from mixed demand management scenario	£5.03 billion
Avoided carbon emissions to 2040	19,085 ktCO ₂ e
Total value of avoided carbon emissions to 2040	£6.26 billion
Cost per tonne of CO ₂ avoided	£264
Average avoided cost per tonne of carbon	£328
Cost per avoided cost	£0.8 of cost per £1 of avoided cost
Return on investment	24%

³¹ <https://www.gov.uk/government/publications/valuing-greenhouse-gas-emissions-in-policy-appraisal/valuation-of-greenhouse-gas-emissions-for-policy-appraisal-and-evaluation>

³² In £ 2020

While the total cost of the decarbonising Enfield is clearly significant, it is significantly cheaper than the costs of the damage which would result from inaction. When considering these values, the cost may be seen as an investment yielding a 24% return. If the costs are discounted at a rate of 3% per annum, the total sums to £3.49 billion, and the returns to £3.66 billion. This gives a simple return of 4.8%.

There is significant debate about applying discounting to investments that impact society. As time exceeds a certain horizon for an investment, the discount becomes so large that it reduces future values to essentially zero. This would imply that society should never take action in the present to protect against consequences beyond some arbitrary time horizon – a position that would be absurd, as well as at odds with the idea of a climate emergency.

Figure 17: CAPEX spend over time and per intervention

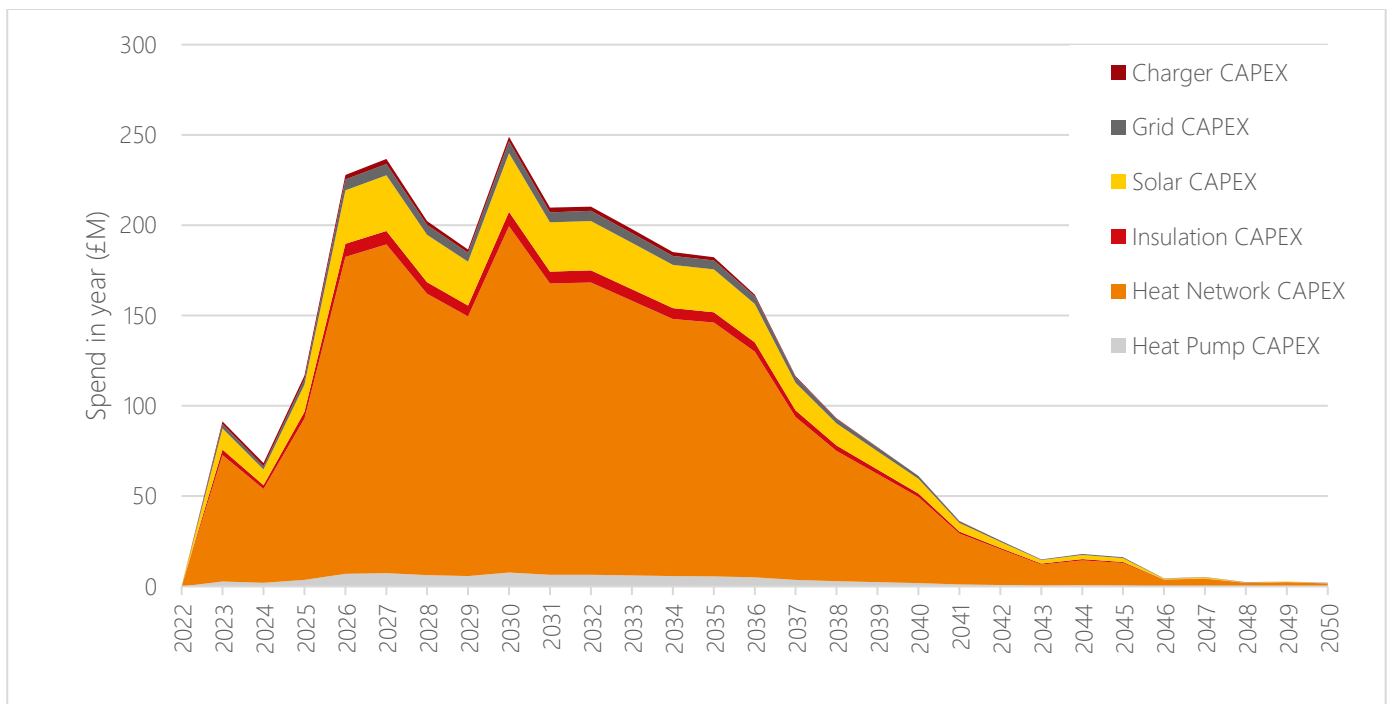
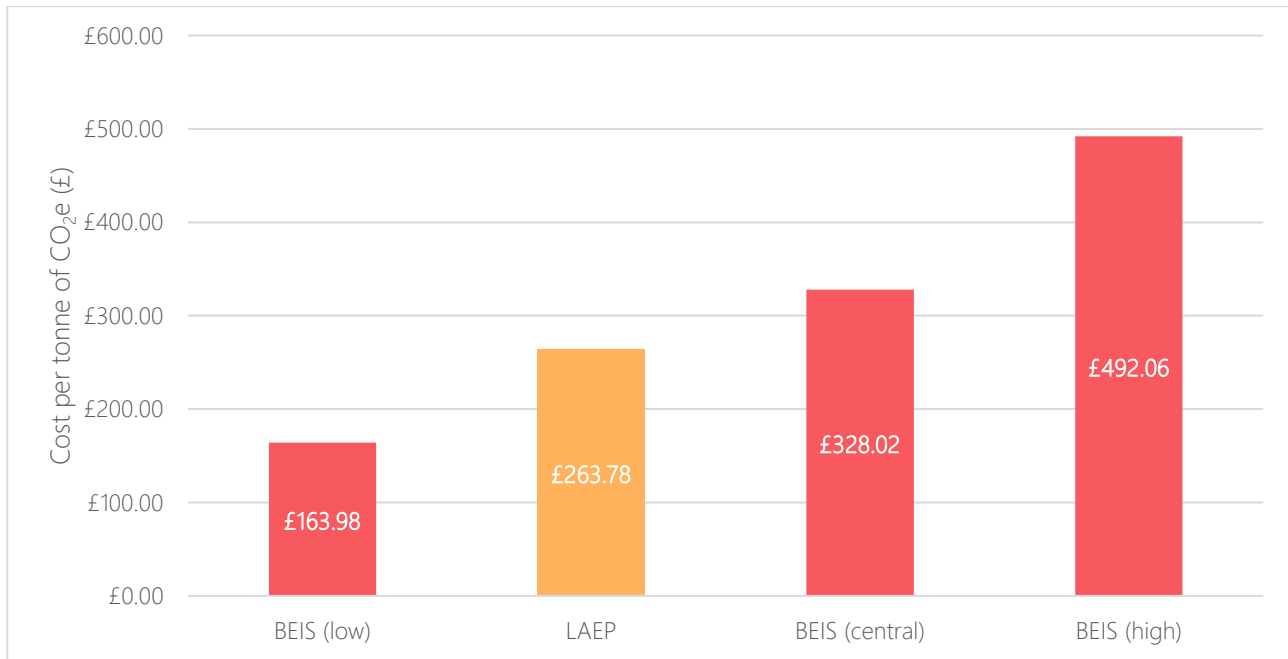


Figure 18 compares the £264/tCO₂ carbon abatement cost of the LAEP against different modelled future average costs from BEIS, placing it at the lower end of the range of values anticipated. This suggests that under a wide range of future conditions, the LAEP will prove better value than not taking action to abate carbon.

Figure 18: Costs per tonne of CO₂e in the future

A direct socio-economic benefit of implementing the LAEP will be in job creation. Some jobs will be permanent, and some temporary. A detailed socio-economic analysis was not within the scope of the LAEP, however in order to give an indication, employment multipliers may be used. These give an estimate for the number of jobs created per million pounds of spend³³. The factors are applied in the highest year of spending, to represent the “peak” job creation. This method of estimating jobs will give a figure for jobs “created” in each year of spending. However, the jobs created in each year are more likely to be the same jobs carried over year-to-year rather than new jobs. For example, if in one year there are 200 jobs created related to insulation and the next there are 250, it is more likely that 200 jobs were carried over from the first year to the next with 50 new jobs.

In the peak spending year, a total of 1,850 jobs would be created. 310 of these jobs would be created in solar installation, 40 in upgrading the existing electricity grids, 50 in heat pump construction and installation, 1,360 in heat network construction, operation and maintenance and 90 in insulation installation. These figures include direct and indirect jobs. Direct jobs are those involved in the installation and operation of these new measures. Indirect jobs are those created in the supply chain – such as in heat pump manufacturing.

³³ Employment multipliers are taken from International Energy Agency (2020) Sustainable Recovery: World Energy Outlook Special Report. Converted to GBP from USD by applying a conversion factor of 1.28 USD per GBP. As no figure is given for heat networks, it is assumed that this will be the same as for heat pumps – because it is assumed that the heat networks will be supplied by large scale heat pumps.

5. Next Steps

The LAEP provides a framework for action that represents the first significant step towards decarbonising the whole energy system in Enfield and achieving Net Zero by 2040.

Following on from the ten key building blocks and detailed recommendations set out in the plan, the following next steps will be crucial to keep momentum and ensure implementation of the LAEP:

- Identify and assign appropriate resources to ensure the timely delivery of the LAEP. These can come from allocating a dedicated resource within Enfield Council, outsourcing to an external organisation, or working in partnership with one.
- Produce a timetable with assigned responsibilities for monitoring, reviewing and chasing progress of implementation of the LAEP.
- Identify and engage with all local stakeholders that need to play a key role in decarbonising Enfield by 2040. Understanding power structures, level of influence and scale of local agency of different stakeholders should be a first step towards ensuring that responsibilities and actions are realistically assigned.
- Secure endorsement of the LAEP from the local stakeholders that will need to implement the plan. They need to make meaningful commitments to successfully take forward those actions in the plan which are within their reach.
- Set out clearly what further work is required in the immediate term. This will include additional tailored studies, feasibility analysis and detailed design work that is required to develop the plan and its recommendations into delivery outputs.
- Lobby central Government for continued consistent long-term funding and support programmes for the decarbonisation of heat, such as the Social Housing Decarbonisation Fund (SHDF) and the Public Sector Decarbonisation Fund (PSDS).
- Lobby central Government to devolve powers need to enable local authorities to enforce heat network connections for existing buildings, ensure robust consumer protection for heat network users and relate Council Tax bands to energy efficiency and carbon emissions in buildings.
- Lobby the GLA to ensure continued funding of relevant organisations and initiatives working towards the decarbonisation of transport, such as TfL and Healthy Streets.
- Update the plan at regular intervals (recommended every three years) to reflect the inevitable changes in local and wider circumstances, such as technology availability and costs, funding opportunities, and local and national policy.

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	Climate Action Plan 2024-2030
Team/ Department	Strategic Planning and Design
Executive Director	Perry Scott, Executive Director Environment and Communities
Cabinet Member	Cllr Ergin Erbil, Deputy Leader
Author(s) name(s) and contact details	Vera Vajda, Climate Action and Sustainability Lead Vera.vajda@enfield.gov.uk
Committee name and date of decision	Portfolio decision (Cllr Ergin Erbil)
Date of EqIA completion	01/03/2024

Date the EqIA was reviewed by Policy and Performance	4 April 2024
Name of Head of Service responsible for implementing the EqIA actions (if any)	-
Name of Director who has approved the EqIA	Perry Scott, Executive Director Environment and Communities

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?

Brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

After declaring a Climate emergency in 2019, Enfield council adopted its first Climate Action Plan in 2020 setting out its commitments to carbon neutrality. In the 2020 Climate Action Plan (CAP), the Council commits to reviewing the plan every two years. The output of this review is the revised Climate Action Plan 2024, with proposed changes to services/ policy/ strategy / budget change / project plan / key decisions that come out of it.

The revised Climate Action Plan builds upon the priorities established in the 2020 plan, and responds to our progress made since then, influenced by the changing policy, regulatory, economic context and technological developments. We have also taken into consideration the evidence and recommendations set out in our Local Area Energy Plan (LAEP), the feedback received from the engagement process, internal stakeholder discussions and the recommendations from the audit review.

What is the proposed decision or change?

The changes in the new plan include:

- alignment of the structure, using the OnePlanet Outcome-Action-Indicator (OAI) framework
- alignment to other relevant strategies
- alignment to the council structure to accurately capture priorities and owners for each action
- setting reasonable and measurable performance indicators
- setting expectations for feasibility dependant on available funding.

What are the reasons for the decision or change?

The revision responds to the changing areas of priority, including:

- Cost-of-living crisis and fuel poverty challenges

- Embedded actions into all council service teams
- Decarbonising corporate buildings inc. schools
- Council housing retrofit at scale
- Adaptation and resilience
- Enfield Rural Transformation
- Raising funding from the public and businesses
- Reducing consumption and increasing recycling
- Installing more electric vehicle charging points
- Promoting green industry and skills
- Staff carbon literacy programme

What outcomes are you hoping to achieve from this change?

The intended outcomes of the review include:

- the Council's ability to effectively deliver climate action as part of our services, using new and existing indicators to track progress.
- Distinguish actions that are within the council's direct control, from those where our role is more limited e.g. influencing or monitoring. Where actions are not under our direct control, we will describe the stakeholders and 'actors' needed to bring about the action, and the part we will play.
- Distinguish between outcomes, actions, and indicators.
- Review Actions against SMART criteria (Specific, Measurable, Attainable, Relevant and Time-based).
- Ensure the affordability of the plan and explore how any costs, savings and revenue can be included in 2024/2025 and longer-term budgets.

Who will be impacted by the project or change - staff, service users, or the wider community?

The outcomes from the review of the Climate Action Plan could affect everyone working for the council, living and working in the borough.

The clearly communicated actions and measurable performance indicators will facilitate the council teams and the owners of each actions to embed climate action in their day-to-day activities, resulting in more effective climate action and emissions reduction.

Residents will be more engaged and aware of the Council's efforts to make Enfield a more sustainable borough.

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 care experience and socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (eg people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) will be significantly more affected by the change than other groups. Please consider both potential positive and negative impacts, and provide evidence to explain why this group might be particularly affected. If there is no differential impact for that group, briefly explain why this is not applicable.

Please consider how the proposed change will affect staff, service users or members of the wider community who share one of the following protected characteristics.

Detailed information and guidance on how to carry out an Equality Impact Assessment is available [here](#). (link to guidance document once approved)

Age

This can refer to people of a specific age e.g. 18-year olds, or age range e.g. 0-18 year olds.

Will the proposed change to service/policy/budget have a **differential impact [positive or negative]** on people of a specific age or age group (e.g., older or younger people)?

Please provide evidence to explain why this group may be particularly affected.

According to the 2021 Census, Enfield's population in March 2021 was estimated to be 330,000 (rounded to the nearest hundred).¹ Between the last two censuses, the average (median) age of Enfield increased by three years, from 34 to 37 years of age.

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

The Climate Action Plan is expected to have a positive impact on all Enfield residents, regardless of their age. The plan outlines Enfield Council's priorities for climate action:

- Robust governance and decision making

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

- Affordable climate action
- Fair and inclusive climate action
- Vigorous and transparent carbon accounting and offsetting

The age groups most vulnerable to the immediate adverse effects of climate change such as extreme cold and heat are the youngest and eldest, as their body is less able to adapt to such conditions.²

Children and young people are also 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

Older people are also 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.⁴

Looking further ahead, if climate change is unaddressed, it will have a greater impact on children and young people throughout their lifetimes.

Engagement

To understand the concerns and awareness levels of residents, we conducted a multi-layered engagement exercise across the borough, with live events evenly distributed among the range of socio-economic areas of the borough, in locations where we were able to reach residents of all ages.

We promoted the engagement using a variety of methods, including social media channels and newsletters.

We provided a variety of engagement events at a variety of times to work with different age groups. The events were also held in a range of locations, including schools, libraries, markets and shopping centres.

We prepared a wide variety of engagement options – online survey, facilitated workshops, and one to one face to face discussions. We used an online platform for surveys (predominately text based), to enable web browser tools that enhance accessibility, such as screen readers and talkback features. Surveys were also made available in paper form for anyone who would rather not engage digitally.

Equalities monitoring questions were included in the survey.

² <https://www.climatejust.org.uk/socially-vulnerable-groups-sensitive-climate-impacts>

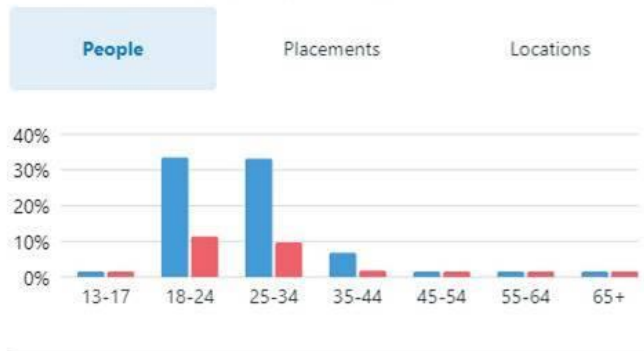
³ Public Health England, [Health matters: air pollution](#), 2018

⁴ Impact on Urban Health, [Air pollution and older people](#)

The results of the survey are displayed below:

The survey reached 2779 people, predominantly women, between 18-34 years old (see breakdown below), and resulted in 671 clicks.

This ad reached 2,779 people in your audience.



Audience details

Location – Living in
United Kingdom: Silver Street, Enfield, Enfield (+5 km) England

Age
18-65+

Advantage detailed targeting
On

Edit Audience

Preview

Climate Action Plan Open
Event Thursday 8 December
6:30pm - 8:30pm at Fore St
Living Room Library, N18 2XF
We'd really like your...



Learn more

Edit Ad

Payment method

Ad credit: £7.77

Your MasterCard • 9088 will be charged for any amount spent beyond the value of your coupon. [Change](#)

Mitigating actions to be taken

No mitigating actions to be taken.

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.

In the 2021 Census, 44,876 Enfield residents (13.6% of the total) reported a long-term health problem or disability.

People with disabilities are likely to be more vulnerable to the impacts of changing climate as they may be more difficult to evacuate or endure extreme weather conditions. The Climate Action Plan aims to reduce emissions and improve the quality of life of all residents and is expected to have a positive impact on all Enfield residents, including those with a disability.

Engagement

To understand the concerns and awareness levels of residents, we conducted a multi-layered engagement exercise across the borough, with live events evenly distributed among the range of socio-economic areas of the borough, in locations where we were able to reach residents of all ages.

We promoted the engagement using a variety of methods, including social media channels and newsletters.

We provided a variety of engagement events at a variety of times to work with different age groups. The events were also held in a range of locations, including schools, libraries, markets and shopping centres.

We prepared a wide variety of engagement options – online survey, facilitated workshops, and one to one face to face discussions. We used an online platform for surveys (predominately text based), to enable web browser tools that enhance accessibility, such as screen readers and talkback features.

Mitigating actions to be taken

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.

The Climate Action Plan aims to reduce emissions and improve the quality of life of all residents and is expected to have a positive impact on all Enfield residents, regardless of their gender identity.

Mitigating actions to be taken

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 Climate Action Plan aims to reduce emissions and improve the quality of life of all residents and is expected to have a positive impact on all Enfield residents, regardless of their marital status.

Mitigating actions to be taken

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 Climate Action Plan aims to reduce emissions and improve the quality of life of all residents and is expected to have a positive impact on all Enfield residents, including those who are pregnant or in the maternity period.

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.⁵

Mitigating actions to be taken

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.

According to the 2021 Census, 40% of Enfield residents were born outside of the UK.⁶

Census 2021 ethnicity data⁷

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%

⁵ Royal College of Obstetricians and Gynaecologists, [Outdoor air pollution and pregnancy in the UK](#), June 2021

⁶ ONS, [International migration, England and Wales: Census 2021](#)

⁷ ONS, [Ethnic group: England and Wales, Census 2021](#)

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%
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%

The Climate Action Plan is expected to have a positive impact on all Enfield residents, regardless of their ethnicity.

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%).⁸ 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%). The Climate Action Plan includes actions to extend access to public green spaces, which is expected to balance this discrepancy.

Air pollution

According to analysis by the Greater London Authority (GLA), areas in London where people from a non-white⁹ background are more likely to live are more likely

⁸ Ramblers, [The grass isn't greener for everyone: Why access to green space matters](#), 2020

⁹ 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

to have higher levels of air pollution. In 2019, annual average concentrations of nitrogen dioxide were on average between 16 and 27% higher in areas where non-white people were most likely to live compared with areas where white people were most likely to live.¹⁰

Mitigating actions to be taken

Religion and belief

Religion refers to a person's faith (e.g. Buddhism, Islam, Christianity, Judaism, Sikhism, Hinduism). Belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who follow a religion or belief, including lack of belief?

Please provide evidence to explain why this group may be particularly affected.

The Climate Action Plan is expected to have a positive impact on all Enfield residents, regardless of their religion or belief.

Mitigating actions to be taken

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.

studies to which we refer. However, we fully recognise the importance of the heterogeneity within these terms.

¹⁰ Greater London Authority, [Air Pollution and Inequalities in London: 2019 update](#), 2021

The Climate Action Plan is expected to have a positive impact on all Enfield residents, regardless of their gender.

Mitigating actions to be taken

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 Climate Action Plan is expected to have a positive impact on all Enfield residents, regardless of their sexual orientation.

Mitigating actions to be taken

Care Experience

This refers to a person who has spent 13 weeks or more in local authority care.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people with care experience?

Please provide evidence to explain why this group may be particularly affected.

The Climate Action Plan is expected to have a positive impact on all Enfield residents, including those with care experience.

Mitigating actions to be taken

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Socio-economic deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, low academic qualifications or living in a deprived area, social housing or unstable housing.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who are socio-economically disadvantaged?

Please provide evidence to explain why this group may be particularly affected.

Enfield's deprivation ranking compared with 317 other local authorities in England dropped from 2015 to 2019: Enfield is the 74th most deprived local authority in England overall (out of 317), so still within the most deprived 25% of all districts. Enfield's average deprivation score has not worsened in those four years. However, Enfield has become relatively more deprived when compared with other London boroughs. In 2015, Enfield was the 12th most deprived borough in London, whereas in 2019 it was the 9th most deprived¹¹. 10% of Enfield households have an annual gross household income of less than £15,000 (as at 2023), and 32% have an income lower than £30,000.

There is a significant body of research that links socio-economic disadvantage with vulnerability to the effects of climate change¹² and susceptibility to extreme weather conditions.

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 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.¹³

The Department for Business, Energy and Industrial Strategy estimated that in 2021 (latest data available) the percentage of fuel-poor households in Enfield was 13.8%.¹⁴ This is higher than both the Outer London average of 11.9% and the London average of 12.1%.

Homes that are cold due to fuel poverty exacerbate health inequalities. Cold

¹¹ [Enfield Borough Profile 2023](#)

¹² <https://www.oecd.org/env/cc/2502872.pdf>

https://www.un.org/esa/desa/papers/2017/wp152_2017.pdf

<https://www.imf.org/en/Publications/fandd/issues/2021/09/climate-change-and-inequality-guivarch-mejean-taconet>

¹³ Logika Noise Air Quality Consultants, [Air Pollution and Inequalities in London: 2019 update](#), 2021

¹⁴ Department for Business, Energy & Industrial Strategy, [Fuel poverty sub-regional statistics](#), 2021

homes can cause and worsen respiratory conditions, cardiovascular diseases, poor mental health, dementia, hypothermia and problems with childhood development.¹⁵

The Climate Action Plan addresses the vulnerability of residents living in fuel poverty by prioritising energy efficiency improvements in the most deprived areas to help reduce energy bills for low income households. The Climate Action Plan is expected to have a positive impact on all Enfield residents, but some elements prioritise the socio-economically deprived residents, such as decarbonising council housing and the worst performing properties first.

Mitigating actions to be taken.

¹⁵ Institute of Health Equity, [Fuel poverty, cold homes and health inequalities in the UK](#), August 2022

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 Climate Action Plan includes a set of performance indicators inherent in the plan to monitor the progress for each outcome. These indicators have been selected in consultation with the respective teams to ensure they are measurable and accessible for reporting.

The progress against these indicators will continue to be monitored and reported on in an annual Progress Report, assessed Climate Action and Sustainability Lead and presented to Cabinet before being published on the Council's Climate Action webpage.

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

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London Borough of Enfield

Report Title	Schools Capital Programme Strategic Delivery Plan 2024/25 - 2025/26
Report to:	CABINET
Date of Meeting:	12 June 2024
Cabinet Member:	Cabinet Member for Children's Services
Directors:	Tony Theodoulou- Executive Director, People Peter Nathan- Director of Education
Report Author:	Neil Best Head of Education Strategic Resourcing & Partnerships neil.g.best@enfield.gov.uk Bob Seera Head of Capital Delivery bob.seera@enfield.gov.uk
Ward(s) affected:	All
Key Decision Number	KD5706
Implementation date, if not called in:	21 June 2023
Classification:	Part I Public & Part II Private
Reason for exemption	Restricted Appendix 'A'. Not for publication due to commercial sensitivity

Purpose of Report

1. This report sets out the detailed and strategic delivery plan for the continuation of the annual Peoples Directorate Schools Capital

Programme 2024/25- 2025/26, for inclusion in the Council's 10-year Capital Programme.

2. The Schools Capital Programme addresses the Council's corporate landlord responsibilities to support and facilitate capital works to ensure the safety and wellbeing of pupils and staff. This includes works and services to maintain and improve the school's estate, meet the demand for additional Special Education Needs (SEN) Pupil Places and works that contribute to the decarbonisation of the school's estate in line with the Council's Climate Action Plan.
3. The report also outlines additional opportunities for further capital investment outside of capital grant income to deliver the strategic objectives within this report.

Recommendations

That Cabinet:

- I. Provides 'approval to spend' for the £19.74m revised schools' 2024/25 capital budget as detailed in restricted Appendix A (subject to Council approval of revised capital budget KD 5744 elsewhere on this meeting agenda)
- II. Approves the strategic objectives as set out in this report.
- III. Gives approval to commence the delivery of projects detailed in restricted appendix 'A' to allow tenders to be pursued in compliance with the Council's Contract Procedure Rules
- IV. Notes that the £19.74m revised schools' capital budget includes a £0.5m contingency budget for urgent works and / or new schemes not yet identified as priority works.
- V. Notes that the 2024/25 capital programme is funded from DfE capital grant, assumed education s106 contributions and ringfenced capital receipts.
- VI. Delegates authority to the Lead Member for Children's Services to
 - a. Approve the procurement and award of works and services contracts for the SEN projects which are over £0.5m including professional and technical expenses as detailed in restricted appendix 'A' given their strategic importance for delivering SEN places to address the increasing demand.
 - b. Approve the award of works contracts over £5m for all condition related projects, decarbonisation projects and works resulting from the sale of Caretaker Houses.
- VII. Delegates authority to Executive Director of People to:
 - a. Approve the award of works contracts up £5m for all condition

related projects, decarbonisation projects and works resulting from the sale of Caretaker Houses.

- b. Approve the award of works contracts up to £0.5m for any SEN projects.
 - c. Add urgent projects to the programme funded from the approved contingency (total £0.5m).
- VIII. Delegates authority to Executive Director of Resources or the Executive Director of People to accept any future funding rounds from the Public Sector Decarbonisation Scheme (PSDS) or Low Carbon Skills Fund (LCSF) and to add this to the Schools Capital Programme.
- IX. Notes and authorises applications to the Department for Education (DfE) for Secretary of State consent in respect of any disposal or repurposing of the vacant caretakers / site managers properties.
- X. Notes Cabinet's previous approval (KD 5373) of the approach in relation to the disposal or repurposing of the vacant caretaker properties, allocating income generated to support the delivery of SEN provision as a strategic priority as well as undertaking works at each individual school.

Background and Options

- 4. The Schools Capital Programme addresses the Council's corporate landlord responsibilities to support and facilitate capital works to ensure safety and wellbeing of pupils and staff. This includes works and services to maintain and improve the school's estate, meet the demand for additional Special Education Needs (SEN) Pupil Places and works that contribute to the decarbonisation of the school's estate in line with the Council's Climate Action Plan.
- 5. KD 5677 was approved by Cabinet on 7 February 2024. That detailed report provided a progress update on each of the strategic objectives agreed by Cabinet in April 2023 and approved additional funding to be added to the programme by applying unallocated capital grant funding.
- 6. This report reaffirms the previously agreed Strategic Objectives and forward plan for delivery of the programme for 2024/25- 2025/26.

STRATEGIC OBJECTIVE 1: Condition Related Works

- 7. The Council as Corporate Landlord is responsible for works to address the condition of community and foundation schools in accordance with the Asset Management Plan. In general, the School Capital Programme is developed considering the previously approved de-delegated funding

whereby schools are expected to undertake work which fall below the de minimis limits of £15,000 for primary and special schools and £25,000 for secondary schools from their devolved budgets. These limits will be reviewed considering the schools and future available grant.

8. Condition surveys undertaken for the majority of community and foundation schools for which the Council as Corporate Landlord has a responsibility to maintain have indicated capital investment of circa £100m for works over the next 10 years. With Schools Allocation Grant (SCA) estimated to be around £4m pa based on current grant allocation, the funding gap will continue to increase.
9. The programme typically covers works that are required to the building structure, fabric and building services which are in excess of the de minimis levels which the schools cannot be expected to cover from their devolved funding. Projects are prioritised following consideration of condition surveys which assess the state of the building and the elements within it in accordance with the Department for Education definitions.
10. Officers from the Education Capital Delivery Team have visited schools to further review the school estate against the condition surveys and set out plans for future works. Through this collaborative process, a number of schools have made requests for additional works to those detailed in the surveys. A number of these requests have been assessed against the condition surveys and other evidence provided and are being brought forward into the proposed capital programme.
11. Previously approved projects have been progressing well and detailed updates were provided in a report KD 5677 which was approved by Cabinet on 7 February 2024.
12. Works practically completed in 2023/24 includes;
 - Window replacements (3 schools)
 - Roofing works (2 schools)
 - Fire alarms replacements (2 schools)
 - Boilers and pipework replacements (3 schools)
 - Ventilation works (1 school)
 - New kitchen extension (1 school)
 - New passenger lift (1 school)
 - New toilet block (1 school)
 - Other major works such as fencing, structural repairs, post completion remedial works etc have been undertaken to several schools.
13. Those that are in progress of delivery include;
 - Electrical works (1 school)
 - Roofing works (3 schools)
 - Window replacements (3 schools)
 - Ventilation works (1 school)
 - RAAC remedial with refurbishment works (1 school)
 - Fire precautions programme across several schools
 - Structural repairs (1 school)

- Boiler replacement (1 school)
 - Classroom reorganisation/ remodelling and refurbishment (1 school)
14. Restricted Appendix A sets out committed and ongoing maintenance projects that will continue through delivery as well as proposed new projects that will be delivered through 2024/25 and 2025/26.
15. This includes projects such as
- Boilers/ heating improvements
 - Window replacements
 - Roofing works
 - New passenger lift
 - Toilet refurbishments
 - Replacement fire alarms
 - Replacement of light fittings and emergency lighting
 - Electrical works
 - Fire precaution works
 - Improvements to SEN facilities
 - Delivery of ARPS & Units
16. The Council was successful in its bid to the DfE for the Schools Rebuilding Programme (SRP) in 2022, for Chase Community School. The DfE have agreed to fund and manage the rebuilding of the whole school except for the arts/ dining block that was built in 2011. A funding contribution was agreed by Cabinet in February 2024 to fund offsite works (abnormals) that were excluded from the SRP. The rebuilding project has progressed to detailed design and a planning application was submitted in February. Construction of the new school will commence in Autumn 2024 with the new school being built on the current playing field site (allowing the school to remain fully operational). The project is scheduled for completion in early 2026 allowing staff and pupils to decant into the new building(s). Thereafter the original school building(s) will be demolished, and new external play areas created by late 2026.
17. In addition, Enfield Grammar School, Fleecefield Primary School, St Anne's Catholic High School for Girls and St Ignatius College were also successful in their bids to the Schools Rebuilding Programme. Whilst this programme is wholly funded and delivered by the DfE, the Council is a named stakeholder and will through this role monitor the delivery of the projects and act as the superior landlord where the Council has freehold title.
18. Highlands Secondary School is currently managed through a PFI (Private Finance Initiative) contract which comes to an end on 31st August 2025. From this point, the Council will be responsible for any maintenance and capital works required. Any works identified through a condition survey will be included in the capital programme from 2025/26 onwards.

STRATEGIC OBJECTIVE 2: Special Educational Needs Pupil Places

19. There is continued demand for SEN provision due to the increasing number of Educational Health Care Plans (EHCPs) required for Enfield pupils. This ongoing rise requires an approach that addresses the current demand impact, in particular the costs of placements in the independent sector and related transport costs.
20. Provision for children within the borough is varied and the number of pupils is subject to constant change as children being identified with special educational needs currently within mainstream settings may change throughout the academic year. In the 2022/23 academic year, 562 children were educated through out of borough provision. Of these, 205 are in independent provision at a cost of circa £9m per annum. In addition to the capacity and cost related aspect of the current position there is significant impact on parents and children who are required to travel to independent sector provision.
21. In addition, average transport costs are more than twice as expensive for out of borough pupils is circa £15,180 versus £7,400 in-borough. Therefore, the saving for every in-borough place created on average will be circa £21,700 per annum (rates at July 2022).
22. The 2024/25 capital programme seeks to continue with the delivery of the previously approved projects as follows;
 - a) Winchmore Secondary School - Completing the construction of the new sixth form block with additional SEN unit planned for completion by October 2024. This will provide 20 places for pupils with complex learning needs as well as 150 post-16 places for mainstream pupils (currently provided at Laurel Park School).
 - b) West Lea School Horizon Campus (formerly Swan Annexe) - Completing the construction works for the remodelling of the building in Ponders End to provide 100 places for pupils with complex learning needs for the start of the new academic year in September 2024.
 - c) Oaktree School – Completing the detailed design for the remodelling and extensions to provide an additional 33 places for SEMH pupils. Works are planned to be delivered in three phases starting in January 2025 and completing in January 2027.
 - d) West Lea at Laurel Park School- Completing the detailed design and undertaking construction works over summer and autumn 2024 that will provide improved and accessible SEN facilities through an extension as well as remodelling works.
 - e) Portcullis Lodge- In February 2024 Cabinet agreed funding for pre-preparatory and offsite works (abnormals). Subsequently, Heads of Terms for leasehold acquisition are being negotiated with DfE to facilitate their delivery of a new free school that will provide a 96-place provision for primary pupils with autism and complex needs. Design work will progress through 2024/25 with the school planned to open in

2027. The DfE has now selected Search Academy Trust to run the new Free School which is proposed to be called Orchard School.

- f) Addison House -With initial funding agreed by Cabinet in February 2024, a detailed feasibility study has yet to be commissioned to redevelop this site as a satellite school provision to provide circa 48 secondary places (11-17 year olds) for pupils with autism and complex needs. A detailed business case will be developed on completion of the feasibility study which if agreed will unlock the approved pipeline funding allowing the project to progress to detailed design and delivery. The timeline for this project will be agreed at a later stage.

Following the drafting of this report an application was made to the DfE for SEN Wave 4 programme for new secondary provision as described above. This has initially been approved by DfE but will be subject to further reviews of the available site before the project is confirmed. Until such time, the Councils own proposed project remains in the programme.

- g) Eldon STC- With initial funding agreed by Cabinet in February 2024, a detailed feasibility study has been commissioned to investigate potential options for this site. This study will consider the option to dispose of the site if deemed unsuitable for large scale SEN provision.

23. The Education Strategic Resourcing & Partnerships Service (ESRP) have been continuing to support the SEN Service to establish new Additional Resourced Provision (ARPS) and Designated Units to increase the number of SEN places for children and young people whose parents would like them to attend a mainstream setting utilising available spaces where school rolls have declined. The number of additional places available through these provisions has increased to 261 this academic year which was achieved without capital investment from the programme.
24. The emerging Pupil Place Strategy will further assess the availability of spaces in all schools and will seek to strengthen education provision in the Borough. This should identify future opportunities to optimise the use of school sites for education provision and wider community uses.
25. To assist the future development of this type of provision, Cabinet in February 2024 approved a capital grant fund which is wholly funded from the income generated from the sale of vacant caretaker properties. This fund will be managed by ESRP and will be available to any academic institutions wishing to establish ARPs and Units that are able to accommodate Enfield learners. Applications will be assessed on a case-by-case basis considering the demand for the suggested cohort and number of places to be provided. ESRP will manage the application process with a final authorisation by the Director of Education. This process will be aligned with the SEN services assessment of the schools ability to run the provision.

STRATEGIC OBJECTIVE 3: Decarbonisation and Energy Projects

26. ESRP are continuing to work collaboratively with the Construction, Maintenance and Facilities Management Team (CMFM) and the Climate

Action & Sustainability Team to look at how Public Sector Decarbonisation Scheme (PSDS) and Low Carbon Skills Fund (LCSF) can be accessed to support the delivery of condition/maintenance projects, where life expired elements can be replaced with low carbon options to help reduce the carbon emissions from our schools.

27. The condition surveys have identified several schools where the fabric is in poor condition and opportunities to make improvements to increase the thermal efficiency. Delivering these projects is the first step to introducing decarbonisation initiatives whilst improving the teaching environments, reducing heat loss and heat gain.
28. Following improvement to the building fabric, the next priority will be to replace gas boilers that are coming to the end of their life expectancy with alternative 'greener' options where viable. Works may also be required to replace the secondary heating systems such as new radiators and pipework, to allow them to operate at a lower temperature as is required for Air Source Heat Pumps (ASHP)/ Ground Source Heat Pumps (GSHP) and future Energetik connections.
29. When considering options for replacing gas boilers with Energetik connections or greener options, detailed feasibility studies and options appraisals will be undertaken to ascertain the preferred solution. These will consider the amount of capital investment required, technical requirements and revenue implications on schools' devolved budgets. In some cases, it may be financially or technically unviable to move away from gas boilers due to the significant amount of capital investment needed for consequential works to the existing heating systems, electrical supply capacity and the heat loss through the fabric. Maintenance costs for new plant can also increase the revenue costs for the school and be financially prohibitive. In these cases, it can be that gas boilers that are at end of life are replaced with more efficient gas boilers and greener options are considered in future years when costs are more affordable.
30. As stated in paragraphs 10 and 11 above, works undertaken across our schools in 2023/24 has focussed on improving the insulation. Works have included;
 - Window replacements with double glazed units
 - Cladding replacements with insulation upgrades to improve energy efficiency
 - Flat roofing replacements with insulation upgrade to improve energy efficiency
 - New highly efficient gas boilers reducing the energy usage and carbon emissions.
 - Installing electric heating and appliances in new buildings
31. ESRP have also identified schools using fluorescent lighting in some settings. The government implemented a phased ban on certain types of compact fluorescent lighting in September 2023 and sourcing light bulbs has already become increasingly difficult. A number of schemes proposed in this programme will address this condition issue and in doing so, will significantly reduce the energy use and running costs.

STRATEGIC OBJECTIVE 4: Caretaker Houses Disposal

32. In October 2021, Cabinet approved the KD 5373 Strategy for disposal and re-use of vacant site managers residential dwellings at community schools. It was agreed that the capital receipts generated would be invested in the education estate and in the provision of Special Education Needs (SEN) places.
33. As reported to Cabinet in February 2024 under KD 5677, 3 vacant caretaker houses were successfully disposed of in 2023/24.
34. In 2024/25, a further 5 disposals are planned with the income received being reinvested in the programme.
35. The remaining vacant Caretaker Houses and those that are vacated will be disposed of in future years.

FUNDING

36. The Schools Capital Programme 2024/25 to 2025/26 is to be primarily funded from the Schools Capital Allocation grant as well as High Needs Capital Grant, S106 contributions and capital receipts from the disposal of Caretaker Houses. Furthermore, it will be supplemented by funding from the Public Sector Decarbonisation Scheme and other funding opportunities that may present themselves during the life of the programme. There will be no call from the Councils General Fund.
37. The Schools Allocation Grant (SCA) is a grant that the council receives annually from the DfE calculated on the number of Local Authority (LA) maintained schools within the Borough, excluding all Voluntary Aided, Academies and Free Schools. Therefore, all proposed projects identified in this programme will be delivered at LA maintained schools only (unless agreed that a wider benefit to the borough is achieved by alternative site investment). The 2024/25 funding amount has been confirmed at £4,022,341. This is less than the 2023/24 funding allocation as there have been some academy transfers.
38. The PFI contract at Highlands Secondary School will conclude at the end of the 2024/25 academic year. It is expected that the SCA funding allowance for 2025/26 will increase to cover this addition to the maintained schools portfolio.
39. The Council has also received an additional £2,466,314 of High Needs Capital Allocation from the DfE in March 2024 for 2024/25. This grant is provided to the Council to invest in delivering new SEN provision and support SEN learning in both mainstream and special provision.

40. Basic Need Grant of £6.91m for up to 2025/26 has previously been reported to Cabinet and no further grant is expected to be received in 2024/25.
41. Section 106 developer contributions (S106) will be used to support in-year capital expenditure, but the level of contribution will not be confirmed until the end of the financial year when the capital programme is financed. In such circumstances the capital grant will be carried forward and the equivalent S106 funding will be applied to finance the in-year capital spend. In addition, large scale housing schemes such as Meridian Water may include the provision of new schools to serve these new neighbourhoods.
42. In 2023/24, £1.3m of S106 funding was successfully secured for the project to construct a new 6th form building at Winchmore School. This allowed allocated grant funding to be recycled into the programme.
43. Salix Finance administers the Governments Public Sector Decarbonisation Scheme (PSDS) and Low Carbon Skills Fund (LCSF). These projects provide grant funding to public sector organisations for heat decarbonisation and energy efficiency projects to reduce greenhouse gas emissions from public sector buildings. Six Heat to Decarbonisation Plans were prepared from LCSF funding and are being used alongside the condition surveys to develop detailed project plans.
44. Applications will be made to Salix for further funding when the funding rounds are announced. Any funding secured, will supplement the funding approved in this report and enable the Council to deliver the energy saving projects.
45. Should any other funding opportunities be made available that could supplement the Schools Capital Programme, applications will be made, and any funding approved will be added to the programme.

Preferred Option and Reasons For Preferred Option

46. The Council as Corporate Landlord retains the statutory responsibility to keep the school estate in good order and must utilise the School Capital Allocation (SCA) Grant Funding received from the DfE to deliver projects that aim to rectify and repair items of high technical or strategic priority. This programme will prioritise the projects based on the condition survey information which informs the Asset Management Plan (AMP).
47. In addition, the Council has the legal duty to provide sufficient school places including the provision of the SEN places. The creation of additional SEN place supports the invest to save approach by reducing the need for expensive independent school places. This programme is part funded by the High Needs Grant that supports this priority.

48. The strategic approach presented in the report is in response to the financial challenges in delivering the capital programme in recent years and the opportunities to supplement the programme with external funding.

Relevance to Council Plans and Strategies

49. This programme will enhance biodiversity for appropriate projects and seek to reduce carbon emissions from our buildings.
50. The provision of good quality schools will help all children to have the best start in life and improve educational outcomes.
51. The programme aims to deliver more in borough SEN places to support local children with special educational needs and disabilities.
52. This programme will assist in the procurement of construction related activity within the borough and its associated employment and economic benefits. The Borough needs to ensure appropriate infrastructure is in place to allow for the growth of the population.

Financial Implications

Capital budget and financing

53. Council has been asked to approve a revised 2024/25 capital budget of £19.74m for schools (KD 5744). In line with financial regulations, this report seeks Cabinet' approval to spend' for this revised capital budget.
54. A full listing of capital projects the Council intends to deliver in 2024/25 is provided in restricted Appendix A. There will likely be changes to this planned programme of works during the year as cost estimates fluctuate, works contracts are tendered and awarded and new priority works emerge. These will be managed from within the £19.74m approved capital budget envelope.
55. The planned programme is funded from external capital grants and contributions, ringfenced capital receipts from the disposal of former caretakers' houses on school premises and education related s106 contributions.
56. The Council will continue to explore additional funding streams including public sector decarbonisation grant funding and s106 carbon offset contributions for eligible works.
57. Restricted Appendix A includes provisional budget estimates for 2025/26 and 2026/27. These are indicative estimates that will be revised and approved at the start of each year as part of the Council's annual budget setting cycle. Budget estimates for 2025/26 and 2026/27 include £12.9m of grant funded projects provisionally moved from the Council's pipeline

programme. This spend is planned in later years of the 3-year programme and require full business cases to be prepared prior to being included in the main capital programme for those respective years.

58. The Council retains around £44.6m of unspent ringfenced DfE education capital grant and £0.6m of unspent ringfenced capital receipts (from the disposal of former caretakers' houses) at 1 April 2024 in its balance sheet. A further £1.0m of education s106 contributions have been identified as potential funding for 2024/25 (total capital funding envelope £46.2m). Restricted Appendix A provides a clear 3-year plan of investment to utilise this funding.
59. Additionally funding allocations (2024/25 to 2025/26) of £4.0m school condition grant, £2.5m High Needs Grant and £6.9m Basic Need Grant have been announced by DfE. This funding will be allocated to future strategic priorities from 2025/26 onwards.

Financial risks

60. DfE capital grants are ringfenced and grant conditions complied with (e.g. Basic Need grant can only be used for the supply of new school places). The 3-year capital programme (restricted Appendix A) will be reviewed to ensure that there is sufficient ringfenced grant for each strategic objective.
61. The 2024/25 programme assumes the use of £1.0m education related s106 contributions. These are based on projections of s106 available but will need to be formally applied for by the Service and approved by Strategic Planning Board.
62. The programme includes comparatively high value projects for schools. The delivery of these projects will be managed in accordance with the Council's updated capital programme governance requirements and project milestone-based monitoring, which require spend to be released by schools related project boards when agreed project milestones are met.

Value for Money

63. The capital programme will ensure that public funds are used to best effect. This means targeting grant funding towards priority works and approved strategic objectives.
64. The capital programme will also seek to ensure that, wherever possible Education related revenue pressures (particularly around SEND provision) are mitigated by sustainable strategic capital investment.

VAT implications

65. The report seeks Council's approval to spend £19.74m on the schools' 2024/25 capital budget.

66. This includes works and services to maintain and improve the Council's schools, for which LBE as Corporate Landlord is legally responsible, meet the demand for additional Special Education Needs (SEN) Pupil Places and works that contribute to the decarbonisation of the school's estate in line with the Council's Climate Action Plan.
67. The funding for the Schools Capital Programme comes from the DfE's (Department for Education) School Capital Allocation (SCA) Grant, High Needs Capital Grant, and Education S106 developer contributions which are all non-business for VAT purposes.
68. There are partial exemption implications to the Council arising from these capital works with 1% of the VAT on these school capital projects being added to LBE's Partial Exemption calculation using the HMRC approved simplification method.
69. Since no works will be carried out at VA (Voluntary-Aided) schools as part of this Schools Capital Programme, there will be no adverse VAT implications to the Council arising from this proposal.
70. Should the projects not be undertaken in the way described in the report, the VAT implications will need to be reassessed.

Legal Implications

71. Section 13 of the Education Act 1996 ("the 1996 Act") places a general duty on local authorities to contribute (so far as the Council's powers enable them to do so) towards the spiritual, moral, mental and physical development of the community by securing that efficient primary education, secondary education and further education are available to meet the needs of the population of their area.
72. Section 14 of the 1996 Act says that local authorities shall secure that sufficient schools are available in its area for providing primary and secondary education. 'Available' means schools which are sufficient in number, character and equipment to provide for all pupils the opportunity of appropriate education.
73. In addition, section 27 of the Children and Families Act 2014 says that local authorities must keep under review the educational provision, training provision and social care provision made in its area for children and young people who have special educational needs or a disability. The authority must consider the extent to which the provision referred to above is sufficient to meet the educational needs, training needs and social care needs of the children and young people concerned. In exercising its functions with respect to section 27, the Authority must consult children, young people, parents and schools, amongst others.
74. Section 111 of the Local Government Act 1972 gives a local authority power to do anything (whether or not involving the expenditure, borrowing or lending of money or the acquisition or disposal of any property or rights)

which is calculated to facilitate, or is conducive or incidental to the discharge of its functions.

75. Under the Regulatory Reform (Fire Safety) Order 2005 and the Fire Safety Act 2021, the Council as landlord must ensure that its buildings are safe from fire, that it carries out regular and periodical risk assessments and ensure that tenants, operatives, employees, visitors to the buildings and members of the public will always have access to an unrestricted escape route. As landlord, the Council must ensure that fire doors are correctly installed, that a safe escape route is provided and that fire, smoke and fume resistant emergency lighting capable of resisting these effects to allow safe evacuation of the building is installed. Accordingly, the Council is required to carry out fire safety works detailed in this Report. The Council must consider the provisions of the Building Safety Act 2022 and whether obligations on building owners in the Act apply to any of the buildings which are the subject of this report.
76. Under the Health and Safety at Work etc Act 1974 the Council as an employer has a duty to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees.
77. Under the Occupiers' Liability Act 1957, the Council has a duty as landlord to take reasonable care to ensure the safety of persons who are invited or have permission to enter its property when using it for the purpose for which they are invited or permitted to be there.
78. In addition, the Council has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals generally may generally do provided it is not prohibited by legislation. There is no express prohibition, restriction or limitation contained in a statute against use of the power in this way.
79. The increase of school places will be subject to the statutory consultation prescribed by Section 19 of the Education and Inspections Act 2006, and the School Organisation (Prescribed Alterations to Maintained Schools) (England) Regulations 2013 (Prescribed Alterations Regulations). The Council should further comply with the current statutory guidance about making organisation changes to local-authority-maintained schools when exercising functions under the Prescribed Alterations Regulations for each school expansion. The proposals must be published and then the statutory consultation process followed. This consultation process needs to follow general consultation principles.
80. Where Planning Permission is required pursuant to section 57 of the Town and Country Planning Act 1990 ("the 1990 Act") in respect of any school site expansion that proceeds beyond feasibility considerations and initial consultation with schools, such will be accordance with the Town and Country Planning (Development Management Procedure) (England) Order 2015. This will require statutory and public consultation. Pursuant to section 316 of the 1990 Act, regulation 3 of the Town and Country Planning General Regulations 1992 and the Council's constitution, the decision as to whether to grant planning consents will be a matter for the

Council's Planning Committee. Works should not commence until such time as approval is given and any pre-commencement conditions (if required) by the planning permissions are discharged.

81. Council officers must be mindful of, and comply with, any conditions attached to the grant funding which may be used when delivering the proposals within this Report.
82. When procuring and awarding contracts pursuant to this Report, the Council must comply with its Contract Procedure Rules, the Public Contracts Regulations 2015 or the Procurement Act 2023 once in force, and its obligations with regard to obtaining best value under the Local Government Act 1999. Any use of frameworks must comply with the framework terms and there must first be due diligence on the framework undertaken by Procurement Services.
83. Legal implications provided for (KD 5373) in respect of potential disposal of Site Manager's houses equally apply to this report considering the recommendations
 1. S123 of the Local Government Act 1972 requires the Council to dispose of the property for the best consideration reasonably obtainable.
 2. The disposal of school land held by a local authority requires the Secretary of State's prior consent under paragraph 4 of Part 1 of Schedule 1 to the Academies Act 2010. This applies to all land which has been used wholly or mainly by a school in the last eight years, whether still open or now closed.
 3. If a Site Manager's house forms part of the Council's title to the school land and has been used "wholly or mainly" for the purposes of a school at some time in the past eight years consent from the Secretary of State for Education (SoS) will have to be obtained before the Council can dispose of the house.
 4. There is a benefit to the Council in that having such consent as it will allay the fear of a purchaser that the Secretary of State might exercise a power to compulsorily purchase the site for the purposes of any academy that might be established in the future. It is therefore important that individual former site manager properties are investigated individually to determine whether there is a need for any specific consent to disposal.
 5. All disposals of land need to be in accordance with the Council's Property Procedure Rules
84. All contracts should be in a form approved by Legal Services on behalf of the Director of Law and Governance.

Equalities Implications

85. An Equalities Impact Assessment has been conducted. The Council approach to meeting its statutory duty to ensure that there are sufficient pupil places across the Borough to meet demand ensures that these

places are not discriminatory and ensure that all children have access to quality education.

86. The Council has had due regard to its Equalities Duties and in particular with respect to its duties arising pursuant to the Equality Act 2010. It is considered that the delivery of condition related projects and decarbonisation projects will have no adverse impacts in respect of protected characteristics. As such, the Council considers that there is no need for an Equalities Impact Assessment to be carried out for each of these projects and that in approving this proposal the Council will be acting in compliance with its equalities duties.
87. With regards to the projects to deliver additional SEND places as set out in Appendix A, Equality Impact Assessments will be undertaken as part of the Delegated Approval process to award the works as these are likely to impact on the protected characteristics.

Environmental and Climate Change Implications

88. Enfield Maintained Schools make up a significant proportion (approximately 30%) of the Council's direct carbon emissions. Supporting maintained schools to reduce these emissions is a focus of the Council's Climate Action Plan. As well as supporting behavioural change, there will need to be improvements to school buildings and sites, which deliver improved thermal efficiency, decarbonise heat sources, increase the generation of renewable energy and increase offsetting and resilience, for example through tree planting and Sustainable Drainage Systems (SUDS).
89. Strategic Objective 3 for Decarbonisation and Energy Projects has been developed to align with the Councils Climate Action Plan.
90. A grant application was made for the Department of Transport's SuDS in Schools funding earlier this year, but the bid was unfortunately not successful. If further rounds of funding are announced, bids will be made to support the Councils Climate Action Plan to implement and improve Sustainable Drainage Systems across the school's estate.

Public Health Implications

91. Good quality accommodation and external learning environments creates spaces for continued and sustained learning development, social integration and well-being.

Property Implications

92. The property implications for the programme of works within this report are intrinsic within it. As individual projects come forward, the property

implications of these will be identified and addressed at the appropriate time.

Other Implications- Risks

93. The amount of funding available is not sufficient to cover all priorities so some projects will not be progressed and ongoing reactive and planned preventative maintenance will require funds to keep the buildings safe and operational. In the event of failure, the unplanned projects may have to be brought forward and funded from the contingency sum included in the programme.
94. Due to the high volatility of the construction market, the tenders received for the works may be significantly more than the estimated budget based on the condition surveys. Projects will be delivered through a staged approach with cost checks being made at all stages to allow the scope to be varied to fit within the available budgets where feasible to do so. In some cases, it may be necessary to use the approved contingency sum to supplement the approved budget to complete a project.
95. As and when schools convert to Academies, the agreed programme may need to be varied in year where planned works that had not yet been committed. Where these are removed from the programme, alternative priority projects will be added through the delegated powers given to the Executive Director of People.
96. The works to decarbonise buildings may result in higher revenue running costs for schools. The benefit of decarbonisation versus the revenue impact will have to be assessed on an individual project basis as part of developing the business case.
97. The Council may not realise savings from the investment made in the Special Needs places within the lifetime of this programme. Where large scale provision is proposed a Strategic Business Case will be produced to clarify the period for a return on investment.
98. Risk register(s) will be maintained at both the Capital Programme and individual project levels. Mitigating actions will be implemented, as necessary.

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Appendices

Restricted Appendix A

Background Papers

KD 5677 Schools Capital Programme Strategic Delivery Plan 2023/24 - 2024/25-
Update on progress

KD 5373 Strategy for the use of vacant site managers residential dwellings at
community schools

[Enfield Climate Action Plan 2020](#)

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

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Enfield Equality Impact Assessment (EqIA)

Introduction

The purpose of an Equality Impact Assessment (EqIA) is to help Enfield Council make sure it does not discriminate against service users, residents and staff, and that we promote equality where possible. Completing the assessment is a way to make sure everyone involved in a decision or activity thinks carefully about the likely impact of their work and that we take appropriate action in response to this analysis.

The EqIA provides a way to systematically assess and record the likely equality impact of an activity, policy, strategy, budget change or any other decision.

The assessment helps us to focus on the impact on people who share one of the different nine protected characteristics as defined by the Equality Act 2010 as well as on people who are disadvantaged due to socio-economic factors. The assessment involves anticipating the consequences of the activity or decision on different groups of people and making sure that:

- unlawful discrimination is eliminated
- opportunities for advancing equal opportunities are maximised
- opportunities for fostering good relations are maximised.

The EqIA is carried out by completing this form. To complete it you will need to:

- use local or national research which relates to how the activity/ policy/ strategy/ budget change or decision being made may impact on different people in different ways based on their protected characteristic or socio-economic status;
- where possible, analyse any equality data we have on the people in Enfield who will be affected eg equality data on service users and/or equality data on the Enfield population;
- refer to the engagement and/ or consultation you have carried out with stakeholders, including the community and/or voluntary and community sector groups 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	Schools Capital Programme Strategic Delivery Plan 2024/25 - 2025/26
Team/ Department	Strategy and Resources
Executive Director	Tony Theodoulou
Cabinet Member	Cllr Abdul Abdullahi
Author(s) name(s) and contact details	Neil Best Head of Education Strategic Resourcing & Partnerships neil.g.best@enfield.gov.uk Bob Seera Head of Capital Delivery bob.seera@enfield.gov.uk
Committee name and date of decision	Cabinet 12 June 2024
Date of EqIA completion	23 April 2024

Date the EqIA was reviewed by the Corporate Strategy Service	
Name of Head of Service responsible for implementing the EqIA actions (if any)	Neil Best Head of Education Strategic Resourcing & Partnerships
Name of Director who has approved the EqIA	

The completed EqIA should be included as an appendix to relevant EMT/ Delegated Authority/ Cabinet/ Council reports regarding the service activity/ policy/ strategy/ budget change/ decision. Decision-makers should be confident that a robust EqIA has taken place, that any necessary mitigating action has been taken and that there are robust arrangements in place to ensure any necessary ongoing actions are delivered.

Section 2 – Summary of proposal

Please give a brief summary of the proposed service change / policy/ strategy/ budget change/project plan/ key decision

Please summarise briefly:

What is the proposed decision or change?

What are the reasons for the decision or change?

What outcomes are you hoping to achieve from this change?

Who will be impacted by the project or change - staff, service users, or the wider community?

The Schools Capital Programme addresses the Council's corporate landlord responsibilities to support and facilitate capital works to ensure the safety and wellbeing of pupils and staff. This includes works and services to maintain and improve the school's estate, meet the demand for additional Special Education Needs (SEN) Pupil Places and works that contribute to the decarbonisation of the school's estate in line with the Council's Climate Action Plan.

The positive impacts of the programme include:

- To increase the offer of pupil places for children and young adults, in particular those with SEND.
- To address the suitability and condition issues of the current buildings used for providing education to pupils.

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 care experience and socio-economic status as an additional characteristic.

“Differential impact” means that people of a particular protected characteristic (eg people of a particular age, people with a disability, people of a particular gender, or people from a particular race and religion) will be significantly more affected by the change than other groups. Please consider both potential positive and negative impacts, and provide evidence to explain why this group might be particularly affected. If there is no differential impact for that group, briefly explain why this is not applicable.

Please consider how the proposed change will affect staff, service users or members of the wider community who share one of the following protected characteristics.

Detailed information and guidance on how to carry out an Equality Impact Assessment is available [here](#). (link to guidance document once approved)

<p>Age</p> <p>This can refer to people of a specific age e.g. 18-year-olds, or age range e.g. 0–18-year-olds.</p>
<p>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)?</p> <p>Please provide evidence to explain why this group may be particularly affected.</p>
<p>The schools will predominantly be used by pupils and staff. The age profile of school pupils ranges from 3- to 19-year-old.</p> <p>The programme will positively benefit children and young people in education through the improvement of the availability of school places and the improvement and construction of school buildings.</p>
<p>Mitigating actions to be taken</p> <p>As outlined in the report, the programme will deliver additional school classrooms, units and buildings that will increase the number of SEND pupil places available for primary, secondary and post 17 pupils across the Borough to help meet the demand and ensure more children with Special Needs have access to in borough quality education.</p>

<p>Disability</p> <p>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.</p> <p>This could include: physical impairment, hearing impairment, visual impairment, learning difficulties, long-standing illness or health condition, mental illness, substance abuse or other impairments.</p>
<p>Will the proposed change to service/policy/budget have a differential impact [positive or negative] on people with disabilities?</p> <p>Please provide evidence to explain why this group may be particularly affected.</p>
<p>The programme will positively benefit children and young people with special educational needs and disabilities through the improvement of the availability of school places, and the improvement and construction of school buildings.</p>
<p>Mitigating actions to be taken</p> <p>As outlined in the report, the programme will deliver additional school classrooms, units and buildings that will increase the number of SEND pupil places available</p>

across the Borough to meet demand and ensure more children and young people have benefit from SEND specific school adaptations in order to receive a quality education.

When undertaking condition based works across the existing schools estate, barriers to accessibility will be removed where they form part of the works.

All new buildings, extensions and significant refurbishments are designed to meet at minimum Part M of the Building Regulations.

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 will be no differential impact on this group. The programme will positively benefit all regardless of their gender identity, through the improvement of the availability of SEND places and improvement and construction of school buildings.

Mitigating actions to be taken

N/A

Marriage and Civil Partnership

Marriage and civil partnerships are different ways of legally recognising relationships. The formation of a civil partnership must remain secular, where-as a marriage can be conducted through either religious or civil ceremonies. In the U.K both marriages and civil partnerships can be same sex or mixed sex. Civil partners must be treated the same as married couples on a wide range of legal matters.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people in a marriage or civil partnership?

Please provide evidence to explain why this group may be particularly affected.

There will be no differential impact on this group. The programme will positively benefit all regardless of whether they are married or in a civil partnership through the improvement of the availability of SEND places and improvement and construction of school buildings.

Mitigating actions to be taken

N/A

Pregnancy and maternity

Pregnancy refers to the condition of being pregnant or expecting a baby. Maternity refers to the period after the birth and is linked to maternity leave in the employment context. In the non-work context, protection against maternity discrimination is for 26 weeks after giving birth, and this includes treating a woman unfavourably because she is breastfeeding.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on pregnancy and maternity?

Please provide evidence to explain why this group may be particularly affected.

The programme will positively benefit all regardless of whether they are pregnant or on maternity leave, through the improvement of the availability of SEND places and improvement and construction of school buildings.

Mitigating actions to be taken

N/A

Race

This refers to a group of people defined by their race, colour, and nationality (including citizenship), ethnic or national origins.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people of a certain race?

Please provide evidence to explain why this group may be particularly affected.

The programme will positively benefit all regardless of their ethnicity or nationality, through the improvement of the availability of SEND places and improvement and construction of school buildings.

Mitigating actions to be taken

N/A

Religion and belief

Religion refers to a person's faith (e.g. Buddhism, Islam, Christianity, Judaism, Sikhism, Hinduism). Belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live.

Will this change to service/policy/budget have a **differential impact [positive or negative]** on people who follow a religion or belief, including lack of belief?

Please provide evidence to explain why this group may be particularly affected.

The programme will positively benefit all regardless of their religion or belief, through the improvement of the availability of SEND places and the improvement and construction of school buildings.

Mitigating actions to be taken

N/A

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.

The programme will positively benefit all regardless of their sex, through the improvement of the availability of SEND places, improvement, and construction of

school buildings.

Mitigating actions to be taken

N/A

Sexual Orientation

This refers to whether a person is sexually attracted to people of the same sex or a different sex to themselves. Please consider the impact on people who identify as heterosexual, bisexual, gay, lesbian, non-binary or asexual.

Will this change to service/policy/budget have a differential impact [positive or negative] on people with a particular sexual orientation?
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Please provide evidence to explain why this group may be particularly affected.

The programme will positively benefit all regardless of their sexual orientation, through the improvement of the availability of SEND places and the improvement and construction of school buildings.
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Mitigating actions to be taken

N/A

Care Experience

This refers to a person who has spent 13 weeks or more in local authority care.

Will this change to service/policy/budget have a differential impact [positive or negative] on people with care experience?
--

Please provide evidence to explain why this group may be particularly affected.

The programme will not negatively impact on young adults in care through the improvement of the availability of SEND places and the improvement and construction of school buildings.

Mitigating actions to be taken

N/A

Socio-economic deprivation

This refers to people who are disadvantaged due to socio-economic factors e.g. unemployment, low income, low academic qualifications or living in a deprived area, social housing or unstable housing.
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Will this change to service/policy/budget have a differential impact [positive or negative] on people who are socio-economically disadvantaged?
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Please provide evidence to explain why this group may be particularly affected.

The programme will positively benefit all regardless of their socio-economic status, through the improvement of the availability of SEND places and the improvement and construction of school buildings.

Mitigating actions to be taken.
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N/A

Section 4 – Monitoring and review

How do you intend to monitor and review the effects of this proposal?

Who will be responsible for assessing the effects of this proposal?

Annual review of programme delivery by Cabinet.

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
Programme delivery targets	Annual project and programme review	Bob Seera Head of Capital Delivery	April 2025		



London Borough of Enfield

Report Title	Quarter 3 23/24 (October – December 2023) Performance Report
Report to:	Cabinet
Date of Meeting:	June 2024
Cabinet Member:	Cllr Erbil, Deputy Leader
Directors:	Ian Davis, Chief Executive
Report Authors:	Sarah Gilroy, Policy & Performance Manager
Ward(s) affected:	n/a
Classification:	Part I Public

Purpose of Report

1. This is the quarterly report on the Corporate Performance Scorecard that reflects our performance in delivering on the Council priorities as outlined in the [Council Plan 2023-26](#). The report attached at Appendix 1 shows the Quarter 3 performance for 2023/24 (October 2023 – December 2023) and compares it to the Council's performance across the previous period for a series of Key Performance Indicators (KPIs).

Recommendations

Note the progress being made against the key priority indicators for Enfield.

Background and Options

2. The Council continues to monitor its performance in an increasingly challenging financial environment, both for the Council and local people relying on our services. Our performance management framework ensures that the level and quality of service and value for money is

maintained and where possible improved; and enables us to take appropriate action in areas where performance is deteriorating. This may include delivering alternative interventions to address underperformance or making a case to central government and other public bodies if the situation is beyond the control of the Council.

3. The Corporate Performance Scorecard has been developed to demonstrate progress towards achieving the Council's aims and key priorities as set out in the [Council Plan 2023-26](#). The report is a management tool that supports Council directors, the Executive Management Team (EMT) and Cabinet in scrutinising, challenging and monitoring progress towards achieving the Council's aims.
4. Performance information is reported quarterly to the Departmental Management Teams (DMT) for each directorate and then to the Executive Management Team (EMT) and Cabinet. In addition, detailed management and operational performance information is monitored more regularly.
5. The Corporate Scorecard is reviewed annually with departments and EMT to identify the key performance indicators (KPIs) that should feature in the scorecard for the coming year. Targets are set based on the previous 3 years' performance, direction of travel, local demand, performance at a regional level, and by considering available resources to deliver services.
6. Targets allow us to monitor our performance. KPIs are rated at quarterly intervals as Red, Amber or Green (RAG), by comparing actual performance to the target. The RAG ratings are determined as follows:
 - a. Red: The KPI is significantly behind/below target. The acceptable variance is calculated based on the level of risk associated with the missed target. In most cases, a red rating is given if the actual performance varies 10% or more from its target.
 - b. Amber: The KPI is narrowly missing its target.
 - c. Green: The KPI is meeting/exceeding its target.
7. The table below gives an overview of the performance indicators rated as Red, Amber or Green in Quarter 3 2023/24 compared with Quarter 2 2023/24. This report includes a number of indicators which are only updated once a year, hence the increase in the number of KPIs.

	Q2 2023-24 (July – September)	Q3 2023-24 (October – December)
Total KPIs RAG rated	63	76
Number KPIS as Red	16 (25%)	29 (38%)
Number KPIS as Amber	18 (29%)	12 (16%)
Number KPIS as Green	29 (46%)	35 (46%)
Data only KPIS	43	77

8. Further information on how we are delivering on our actions for each of our Council Plan 2023-26 priorities and principles are set out in the following sections, along with a summary of the action being taken to address areas where performance is rated as red. The full set of indicators and commentary are provided in the Appendix.

Clean and green places

	Q2 2023-24 (July – September)	Q3 2023-24 (October – December)
Total KPIs RAG rated	6	6
Number KPIs as Red	2	2
Number KPIs as Amber	2	1
Number KPIs as Green	2	3
Data only KPIs	3	6

9. Officers have developed documents for the procurement of 17 rapid chargers and 1,000 slow chargers. The 17 rapid (50kw) chargers are to be delivered across the borough and the 1000 slow (5kw) chargers will be attached to lighting columns at suitable locations. The estimated timelines for procurement of the 17 rapid chargers is late February 2024 with an estimated contract award in May 2024. It is typical for rapid chargers to be installed and in operation nine months following contract award (February 2025) given the process of public engagement, electricity connection and construction. Procurement for the 1,000 slow chargers will commence in late March 2024 with an estimated contract award in June. Slow chargers are much easier to install than rapid chargers so should start to be installed gradually following the statutory consultation process. They are estimated to start to be installed in batches over a twelve-month period following contract award.
10. Fewer loads of recycling are being rejected prior to processing in comparison to 2022/23. Just under 250 tonnes of recycling were rejected prior to processing in Q3 2023/24, significantly lower than the same period last year (339 tonnes).
11. Waste Services are making improvements to the service's webpages (the first phase went live in January 2024) to better support residents to understand what can/can't be placed in the recycling bins to decrease the contamination rate.
12. The Council is exceeding its carbon neutral trajectory, having reduced emissions by 30% since 2018/19. The Council's Scope 1 and 2 emissions remain largely driven by energy use in buildings, accounting for 77% of the Council's footprint. This is largely driven by gas used for heating and hot water in buildings. The largest carbon savings this year were from the reduction in natural gas in buildings for heating and hot water. This is likely the result of initiatives to address the impact of the energy crisis and high energy costs and also investment in heat decarbonisation technology.

Strong, healthy and safe communities

	Q2 2023-24 (July – September)	Q3 2023-24 (October – December)
Total KPIs RAG rated	9	8
Number KPIS as Red	2	3
Number KPIS as Amber	1	2
Number KPIS as Green	6	3
Data only KPIS	10	20

13. Our crime indicators show that total notifiable offences were down 0.3% on the previous 12 months, compared to an increase of 6.5% in London in the same period. Enfield recorded 102.9 total notifiable offences per 1,000 population between January and December 2023, this was the 14th lowest rate of the 32 London boroughs.
14. We were below target on number of new admissions to residential and nursing care 18-64 per 100,000 population. The increase in admissions this year is due to clients who are approaching age 65 but who have had to permanently go into care homes for a variety of reasons such as strokes or early onset dementia.
15. The scorecard includes a number of annual indicators measuring the health and wellbeing of the Enfield population, including the latest estimated life expectancy for men and women in Enfield. Life expectancy at birth for females has increased marginally between 2021 and 2022 and is higher than the England average. Life expectancy at birth for males has increased between 2021 and 2022 and is also higher than the England average.

Thriving children and young people

	Q2 2023-24 (July – September)	Q3 2023-24 (October – December)
Total KPIs RAG rated	10	18
Number KPIS as Red	1	11
Number KPIS as Amber	2	2
Number KPIS as Green	7	5
Data only KPIS	9	11

16. The Q3 scorecard includes the 22/23 attainment data for Early Years Foundation Stage, KS1, KS2 and KS4.

17. 65.2% of pupils in Enfield achieved a good level of development at the end of Early Years Foundation Stage (EYFS) in 22/23. This is lower than Outer London (69.1%), London (69.1%) and England (67.2%) averages.
18. When comparing 2022/23 KS1 attainment data with other local authorities, we note the following:
 - a. In 2022/23, 67% of KS1 pupils in Enfield reached the expected standard in reading, lower than London (71%), statistical neighbour (69.2%) and England (68%) averages.
 - b. In 2022/23, 60% of KS1 pupils in Enfield reached the expected standard in writing, on par with the England average, just below the statistical neighbour average of 61.9% and significantly below the London average of 64%.
 - c. In 2022/23, 69% of KS1 pupils in Enfield reached the expected standard in maths, below the England (70%), statistical neighbour (71.1%) and London (73%) averages.
19. 62% of pupils reached the expected standard in reading, writing and maths in KS2. Enfield's KS2 attainment was higher than the England average (60%) but lower than the London average (67%).
20. The lower scores at KS1 are mainly attributable to some children coming into school speaking little or no English and this impacts on their achievement in tests carried out in English (not their first language). KS2 outcomes are above the national average and Enfield is ranked at 48th with local authorities nationally so in the upper part of the second quartile.
21. Children in Enfield schools make improved attainment as they progress through the school system as these overall outcomes show and this is reflected in the much improved Ofsted inspection for our schools. We are now ranked in the top 20 local authorities in the country for Ofsted inspection outcomes.
22. At Key Stage 4, although Enfield pupils are achieving below the London average, Enfield schools perform in the top quartile nationally for student progress (ranked 27th) and for the percentage achieving the English Baccalaureate (levels 4-9) (ranked 35th). In terms of Attainment 8, Enfield are ranked in the upper part of the second quartile being ranked 48th nationally. In all these cases, Enfield are either above or well above the national average.
23. There are groups of pupils that are performing less well in terms of examination outcomes such as pupils of Caribbean heritage and those of Turkish heritage and data analysis shows that boys in all groups are performing at a lower level than girls. This has led to the setting up of a Boys Achievement Group as well as a group that is focused on disadvantaged pupils.
24. It should be noted that Enfield schools do not receive anywhere near the same funding as inner London authorities. We have set aspirational targets for the borough's children and schools which have been agreed

with headteachers through the Enfield Learning Excellence Partnership Board but funding plays a part in what a school is able to offer.

25. This quarter's report also includes the latest Ofsted inspection performance for state funded schools in Enfield. As of August 2023, 96% of Enfield state funded primary schools (including academies) were judged as Outstanding (16%) or Good (79%). This is in line with the London average but significantly higher than the England (90%) average. As of August 2023, 90% of Enfield state funded secondary schools (including academies) were judged as Outstanding (14%) or Good (76%). This is slightly lower than the London average (92%) but significantly higher than the England average (82%).
26. We have recorded a steady improvement over the past year for the percentage of Children & Family Assessments for children's social care that were authorised within 45 days of their commencement. 90% of assessments were authorised within 45 days of their commencement in Q3 23/24, significantly higher than at the same period in 22/23 (75.5%).
27. 5.9% of 16-17-year-olds were NEET (not in education, employment or training) or not known as of December 2023. Although this is below our target of 3.4%, this is lower than at the same period in 2022/23 (7.8%). However, it is higher than the London average of 1.8% and England average of 3.1%).

More and better homes

	Q2 2023-24 (July – September)	Q3 2023-24 (October – December)
Total KPIs RAG rated	26	29
Number KPIS as Red	7	7
Number KPIS as Amber	8	5
Number KPIS as Green	11	17
Data only KPIS	12	27

28. In Planning, performance on planning applications was above target in Q3 2023/24. The Wellbeing & Improvement project which aimed to reduce the total number of applications to more sustainable levels and ensure the speedier determination of in-time applications has, over the last 18 months, reduced the total number of applications from over 1,900 cases to 656 cases.
29. The report includes new indicators relating to planning applications dismissed at appeal. There was 1 major application appeal in Q3 23/24 and this was dismissed. 17 out of 29 non-major planning applications were dismissed at appeal in Q3 23/24 (59% against a target of 80%). The percentage of non-major planning applications dismissed at appeal remains unacceptably low. An appeals action plan is currently being implemented to address this. This includes a deep dive review of allowed

cases to understand/identify where our reasons for refusal are consistently being overturned by the Planning Inspectorate; training staff in the outcome of this exercise and the need to be more thorough and considered when determining if an application should be refused.

30. In Council Housing, we are meeting our targets for percentage of homes with a current gas safety certificate; and proportion of homes for which required asbestos management surveys, fire and legionella risk assessments have been carried out. We were below target for percentage of homes for which all lift safety checks have been carried out as 3 lifts required remedial works to allow the completion of safety checks. All works are booked in with the Council's contractor.
31. Since April 2023 there has been a gradual improvement in the number of council homes not meeting the Decent Homes Standard, from 31.8% reported in Q1 to 22.7% in Q3.
32. In April 2023 Central Government started its 'Social Housing - Make Things Right' Campaign. As we approach the first winter we have seen an increase in complaints, this is also paired with upskilling staff to ensure complaints are reported alongside the new Ombudsman Complaints code which states 'A complaint should be formally logged where a dissatisfaction of service is recorded'. This may result in an increase in complaint totals to ensure we are compliant and log dissatisfactions at the earliest stage. All London local authorities recorded an increase in complaints across this period and Enfield records much lower complaint numbers than the London median.
33. The percentage of council housing complaints responded to within complaint handling code timescales recorded a slight decrease from Q2 23/24. 165 out of 210 (78.6%) complaints were responded to on time. There is a Housing Improvement Plan along with weekly senior management oversight to drive response time performance. We are also creating templates for staff to utilise the Housing Ombudsman code to the fullest, including extensions. Additionally, we have delivered customer service training to managers to get them to think differently about complaint handling, and ensure that all dissatisfaction is reported as complaints. This could result in a rise in complaints which may affect total percentage performance.
34. There was an increase in the number of repairs orders raised concerning damp and mould in Q3. This remains an area of keen focus for the Service, with a Damp and Mould Taskforce ensuring appropriate and timely actions. Increased reporting, partly due to greater information being made available to residents and increased surveys by the Council, is to be welcomed as proportionate actions can be taken to manage risks.
35. Performance on non-emergency repairs (92% in Q3 2023/24) remains well above the London average of 75% of non-emergency repairs completed on time. Performance continues to be closely monitored, with a greater emphasis on better-value, planned works for non-emergency

works. Benchmarking of performance in relation to emergency repairs shows consistent performance with other London boroughs.

36. The turnaround time for local authority housing properties has been significantly impacted by the holding of properties for the Walbrook and Shires rehousing project. The figure in the report shows the average number of days taken to re-let general needs minus the held period (44 days). Void repairs have shown considerable improvement in 2023/24 with the latest data from December 2023 showing an average of 23 days to complete void repair works, compared to 42 in December 2022. This improvement in performance has been achieved by holding 6-weekly meetings with contractors and meeting them on-site, enabling us to drive up customer satisfaction and ensure contractors are meeting agreed targets. Although off target, our voids turnaround is comparable to London. Benchmarking also shows us that neighbouring boroughs are not meeting their targets in relation to re-lets.
37. The number of households living in temporary accommodation has reduced slightly since the last reported quarter. We are developing a long-term strategy to reduce the overall number of households in temporary accommodation to 1,000 over a five-year period based on national procurement.
38. Homeless applications continue to show a year-on-year rise. As of the end of Q3 23/24, there has been a total of 4,116 homeless applications received in the current financial year, a 54% increase on the same period last year. The gap between rents and benefit levels continues to grow and is leading to increasing presentations. Enfield also continues to record a high number of Section 21 eviction notices when compared to other London boroughs.
39. This quarter's scorecard includes the latest energy efficiency data published by the ONS. ONS use Department for Levelling Up, Housing and Communities (DLUHC) data on Energy Performance Certificates (EPCs) to present energy efficiency scores for various tenure types. The higher the score (up to a maximum of 100), the more energy efficient a property is. Across the three tenure types (social rented, private rented sector and owner occupied), Enfield's homes are less energy efficient than London and England averages (with the exception of private rented sector properties where performance is in line with the England average).
40. Full Fibre broadband coverage has increased significantly since Q2 with 17% of premises (residential and non-residential) having coverage from Full Fibre broadband. However, Enfield's coverage remains significantly below the England average of 55%.

An economy that works for everyone

	Q2 2023-24 (July – September)	
Total KPIs RAG rated	1	1
Number KPIS as Red	0	0

Number KPIS as Amber	1	1
Number KPIS as Green	0	0
Data only KPIS	7	8

41. This section of the scorecard includes a number of contextual socio-economic indicators. Enfield continues to face higher rates of unemployment (6%) than London (5%) and Great Britain (3.7%) averages.
42. In 2023, the median gross weekly pay for full time workers in Enfield was £759. This is lower than the London average of £796.30 but higher than the England average of £683.40. The median gross weekly pay for male full time workers (£795.90) was higher than for female full time workers (£709).
43. An estimated 52.2% of disabled people in Enfield were in employment in 2022/23, lower than London (55.4%) and England (54.9%) averages. The 2022/23 disability employment gap (the difference between how many disabled people are in work compared to how many non-disabled people are in work) was 23.8 percentage points.
44. The number of residents claiming Council Tax Support and/or Housing Benefit continues to show an increase (7.4% in Q3) when compared to the same period in 2022/23.

Accessible and responsive services

	Q2 2023-24 (July – September)	Q3 2023-24 (October – December)
Total KPIS RAG rated	9	11
Number KPIS as Red	4	6
Number KPIS as Amber	4	1
Number KPIS as Green	1	4
Data only KPIS	0	0

45. Complaints, FOI, MEQ and SARs performance were below target in Q3 2023/24. 439 out of a total 630 (70%) initial review complaints were responded to inside target. 11% of total complaints were only 1 day late. 40 out of a total 49 final review complaints (82%) were responded to inside target. The Complaints Team have begun liaising with high volume services, and those particularly missing any deadlines, to customise admin arrangement and provide the best support to help these services achieve the response times. The service is also looking at ways to further increase proactive chasing of complaints and MEQs before they are due, including synergies with other teams (e.g. contact centre) Additionally, we will be analysing complaint feedback and data to improve service provision where possible and decrease failure demand, that is to stop it before it becomes a complaint.

46. In relation to MEQs, performance has been increasing quarter-on-quarter over the past 12 months however this quarter has remained the same as Q2. 1,334 MEQs were responded to within 8 days out of a total 1,601 MEQs (83%). Compared to the two previous years (pre-IT system implementation and year of implementation), performance is more consistent and less volatile in terms of peaks & troughs. Future improvement actions in relation to MEQs are focused on IT enhancements and staff structural/leadership changes. As the Environment and Communities department includes Customer Solutions, new approaches to the complaints and MEQ service will include deliverables such as outbound contact of customers to support deadlines and further liaison with services via the contact centre/webchat. During 2024/25, the MEQ team will be recentralised (moving departmental satellite support teams back into the central Complaints & Access to Information Service). A central point of contact will be created so that Members can escalate issues, queries, concerns to a named officer within the central team, ensuring faster problem resolution.
47. 323 out of a total 370 FOIs (87%) were responded to within 20 days. 5% of total requests were only 1 day late. Services that recorded drops in performance have been reminded of deadlines.
48. 24 out of a total 32 SARs (75%) were closed within a calendar month. The drop in performance was a result of sickness absence in the team. The team is now back at full capacity.
49. Average wait time for calls answered by the contact centre is showing a positive trajectory over the year (performance for Q3 shows an average wait time of 1m 29s). The new telephony system went live at the end of October 2023. The system offers new functionality which will help drive performance improvement, including increased information on performance of call agents and improved allocation of call queues and call back allocation.
50. The scorecard also includes new measures tracking customer satisfaction with webchat and telephony services (data provided by customer feedback tool GovMetric). For the Contact Centre, GovMetric provides detailed feedback, which is used to improve call agent performance monitoring, identify knowledge gaps and refine training whilst improving average handling time. It is also used to increase morale and motivation as high performers are identified and celebrated. Feedback has also informed website and content improvements as well as the implementation of new digital systems such as the recent telephony platform.

Financial resilience

	Q2 2023-24 (July – September)	Q3 2023-24 (October – December)
Total KPIs RAG rated	3	3

Number KPIS as Red	0	0
Number KPIS as Amber	0	0
Number KPIS as Green	3	3
Data only KPIS	2	2

51. The council tax collection rate as of the end of December 2023 was 79%. This is a slight reduction on the collection rate at the same period last year (79.26%). The business rates collection rate as of the end of December 2023 was 79.49%. This is a significant improvement on the collection rate at the same period last year (75.92%).
52. We continue to make good progress in collecting council tax arrears from previous years. We have made good progress in collecting council tax arrears from previous years. As of the end of March 2023, total council tax arrears from previous years were £40,142,461 and this has reduced to £30,730,953 as of the end of December 2023.
53. As of end of March 2023, total business rates arrears from previous years were £18,875,371 and this has reduced to £18,176,533 as of the end of December 2023. In October 2023, The Valuation Office issued an amendment in the Rateable Values of a couple of large properties in the borough, resulting in an increase in arrears.

Climate conscious

	Q2 2023-24 (July – September)	Q3 2023-24 (October – December)
Total KPIS RAG rated	3	0
Number KPIS as Red	0	0
Number KPIS as Amber	0	0
Number KPIS as Green	3	0
Data only KPIS	2	3

54. This section of the scorecard presents the latest borough-wide scope 1 and 2 emissions data from 2020. The borough-wide scope 1 and 2 emissions reported a 7% decrease over the previous year. The borough-wide scope 1 & 2 emissions remain driven by energy use in buildings, accounting for 63% of the borough's footprint, with 41% relating to domestic buildings. The borough's carbon emissions are largely driven by Scope 1 emissions from gas and fuel used for heating and hot water in buildings and on-road transport, together equating to approximately 79% of all borough-wide emissions, with only 21% relating to electricity consumption.

Relevance to Council Plans and Strategies

55. The performance measures are grouped under the Council Plan 2023-26 priorities and principles:

- Clean and green places
- Strong, healthy and safe communities
- Thriving children and young people
- More and better homes
- An economy that works for everyone
- Fairer Enfield
- Accessible and responsive services
- Financial resilience
- Collaboration and early help
- Climate conscious.

56. Our progress in delivering the objectives of Fairer Enfield is tracked and reported on in our [Annual Equalities Report](#).

57. Our progress in delivering our [Early Help for All Strategy](#) is monitored through a number of the indicators grouped under our Council Plan priorities.

Financial Implications

58. The performance scorecard includes indicators measuring the Council's financial resilience.

Legal Implications

59. There is no statutory duty to report regularly to Cabinet on the Council's performance. However, under the Local Government Act 1999 a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. Regular reports on the Council's performance assist in demonstrating best value.

Equalities Implications

60. Our performance scorecard includes indicators which monitor our performance in tackling inequality in Enfield. Our progress in delivering the objectives of Fairer Enfield is tracked and reported on in our [Annual Equalities Report](#).

Environmental and Climate Change Implications

61. Our performance scorecard includes indicators which monitor our performance in delivering climate action in Enfield. More detailed progress in delivering on our Climate Action Plan is monitored through our [annual carbon emissions report and annual climate action progress reports](#).

Public Health Implications

62. Our performance scorecard includes indicators which help us monitor the impact of action we are taking to improve health for local people, and performance against targets for providing good quality public health services for the borough.

Safeguarding Implications

63. Our performance scorecard includes indicators which help us to monitor how we are safeguarding vulnerable children and adults.

Crime and Disorder Implications

64. Our performance scorecard includes indicators which help us to monitor community safety.

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Appendices

Appendix 1: Q3 2023/24 Performance Scorecard

Background Papers

None

Departmental reference number, if relevant: CE 23/045

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Priority One: Clean and green places

Keep our streets and public spaces clean and welcoming

- There were 2,350 customer reported fly tips reported and removed in Q3 23/24, this was the lowest figure so far in 2023/24.

Fly tipping - Fixed Penalty Notices (S33 and S87)		Customer reported fly tips removed		Percentage of reported fly tipping incidents cleared within 24 hours		Number of complaints received about street cleaning	
1,341		2,350		91%		11	
Quarterly Q3 23/24		Quarterly Q3 23/24		Quarterly Q3 23/24		Quarterly Q3 23/24	
Quarterly target: 90% Annual target: 90%							
Previous quarter	1,533	Previous quarter	2,988	Previous quarter	94%	Previous quarter	10

Enable active and low carbon travel

- Officers have developed documents for the procurement of 17 rapid chargers and 1,000 slow chargers. The 17 rapid (50kw) chargers are to be delivered across the borough and the 1,000 slow (5kw) chargers will be attached to lighting columns at suitable locations.
- The estimated timelines for procurement of the 17 rapid chargers is late February 2024 with an estimated contract award in May 2024. It is typical for rapid chargers to be installed and in operation nine months following contract award (February 2025) given the process of public engagement, electricity connection and construction.
- Procurement for the 1,000 slow chargers will commence in late March 2024 with an estimated contract award in June. Slow chargers are much easier to install than rapid chargers so should start to be installed gradually following the statutory consultation process. They are estimated to start to be installed in batches over a twelve-month period following contract award.
- In 2022/23, Enfield had the 5th lowest percentage of trips made by public transport, walking and cycling in Outer London.

Number of new electric charging points installed on public highway and in public car parks		Percentage of trips made by active, efficient and sustainable modes (public transport, walking and cycling)	
3		50%	
Quarterly Q3 23/24		Annually 22/23	
Quarterly target:	225		
Annual target:	300		
Previous quarter	0	2017/18 to 2019/20	55%

Priority One: Clean and green places

Facilitate reuse of materials, reduce waste and increase recycling rates

- Fewer loads of recycling are being rejected prior to processing in comparison to 2022/23. Just under 250 tn of recycling were rejected prior to processing in Q3 2023/24, significantly lower than the same period last year (339 tn).
- To decrease the contamination rate, Waste Services are making improvements to the department's webpages (first phase went live in January 2024) to better support our residents to understand what can/can't be placed in the recycling bins.
- The percentage of household waste sent for recycling in Q2 2023/24 was higher than at the same period in 2022/23 (35.8%).

Rejected dry recycling loads (tonnes)			Percentage contamination rate at material recycling facility			Residual waste per household (kg) (cumulative)			Percentage of household waste sent for recycling		
249.8 tn			13.1%			277.5kg per h/h			37.1%		
Quarterly target	350 tn	Quarterly Q3 23/24	Quarterly target	10%	Quarterly Q3 23/24	Quarterly target	300kg per h/h	Quarterly Q2 23/24	Quarterly target	40%	Quarterly Q2 23/24
Annual target	1375 tn		Annual target	10%		Annual target	600kg per h/h		Annual target	40%	
Previous quarter	238.4 tn		Previous quarter	12.6%		Q2 2022/23	268.6 kg per h/h		Previous quarter	33.9%	

Reduce carbon emissions from our buildings, street lighting, fleet and the goods and services we procure

- The Council is exceeding its carbon neutral trajectory, having reduced emissions by 30% in the last 4 years.
- The Council's Scope 1 & 2 emissions remain largely driven by energy use in buildings, accounting for 77% of the Council's footprint. This is largely driven by gas used for heating and hot water in buildings equating to almost half the emissions (46%), this is followed by electricity in buildings (30%).
- Diesel in fleet accounts for 16% of emissions with remaining emissions from electricity for street lighting (5%).
- Maintained schools are the largest emission sector by building portfolio (32%), following by corporate operational buildings (24%).
- The largest carbon savings this year for the first time have been from the reduction in natural gas in buildings for heating and hot water. This may both be a result of initiatives to address the impact of the energy crisis and high energy costs and also investment in heat decarbonisation technology. As the electricity grid continues to decarbonise year on year, this is reflected in the Council's Scope 2 carbon emissions which also capture energy savings from solar PV investment.

Percentage reduction in the Council's carbon emissions (tCO2e) over baseline year 2018/19		Council Scope 1 & 2 carbon emissions (tCO2e)	
30%		15,237	
	Annually 22/23		Annually 22/23
Previous year	19.4%	Previous year	17,662

Priority Two: Strong, healthy and safe communities

Improve feelings of safety and reduce crime and antisocial behaviour

- In the 12 months to December 2023, there was a total of 34,318 notifiable offences in Enfield, a slight decrease of 0.3% on the previous 12 months. London reported a 6.5% increase in the same period. Enfield recorded 102.9 total notifiable offences per 1,000 population between January 2023 and December 2023. This was lower than the London average of 115.4 offences per 1,000 population and the 14th lowest rate out of the 32 London boroughs.
- Residential burglary, non domestic abuse violence with injury and violence against the person offences all recorded an increase in comparison to the previous 12-month period.
- Knife crime offences also recorded an increase of 6.8% in the year ending December 2023. London experienced a 17.1% increase in the same period.
- Domestic abuse incidents increased by 2% in the year ending December 2023. London experienced an increase of 1.2% in the same period. There was also a 11.6% increase in domestic abuse violence with injury offences. London recorded an increase of 5.8% in the same period.
- In the year ending December 2023, there was an 11.4% increase in anti social behaviour offences recorded in the borough.
- Hate crime has seen a decrease of 4.3% in the year ending December 2023. London reported an overall increase of 10.6% in the same period.
- Data correct as of 12.02.24

Total notifiable offences		Burglary - residential offences		Domestic abuse incidents		Domestic abuse violence with injury offences		Anti Social Behaviour offences	
34,318		1,598		4,063		1,075		8,668	
Jan 2023 - Dec 2023		Jan 2023 - Dec 2023		Jan 2023 - Dec 2023		Jan 2023 - Dec 2023		Jan 2023 - Dec 2023	
Previous 12 months	34,424	Previous 12 months	1,476	Previous 12 months	3,982	Previous 12 months	963	Previous 12 months	7,778
Hate crime overall total (5 strands combined)		Non domestic abuse violence with injury offences		Violence against the person offences		Number of knife crime offences			
687		3,042		9,430		611			
Jan 2023 - Dec 2023		Jan 2023 - Dec 2023		Jan 2023 - Dec 2023		Jan 2023 - Dec 2023			
Previous 12 months	718	Previous 12 months	2,061	Previous 12 months	9,378	Previous 12 months	572		

Priority Two: Strong, healthy and safe communities

Protect vulnerable adults from harm and deliver robust early help and social care services

- There has been a total of 132 admissions to supported permanent residential and nursing care (65+) up to December 2023, which is below target.
- The increase in admissions to residential and nursing care for those aged 18-64 this year is due to clients who are approaching age 65, but who have had to permanently go into care homes for a variety of reasons such as strokes or early onset dementia. The rate of admissions has reduced in Q3 compared to Q1 and Q2.
- 73.8% of people who received short-term services did not then require long-term support. This indicator provides an indication of level of independence achieved by users of council-funded short-term services and of prevention, as service users' care needs might otherwise develop to the point that they require long-term support. Note that there are causes other than effective prevention which can result in there being no request for ongoing support, including the death of the care user. Local authorities would want to see a higher figure for this indicator. Enfield was ranked 94th nationally for this indicator and performed better than the London (74.2%) and England (77.5%) averages.
- The Adult Social Care Survey in 2022/23 reported the following:
 - People who used services rated their quality of life 0.418 out of a maximum possible score of 1.0 which is higher than the London average (0.399) and England average (0.411).
 - Of those who use adult social care services, 65.4% find it easy to find information about their services. This is above the London average of 64.6% but below the England average of 67.2%. Enfield was ranked 100th nationally for this indicator.
 - 88.3% of people who use services say that those services made them feel safe and secure, higher than the London (82.3%) and England (87.1%). Enfield was ranked 61st nationally for this indicator.

New admissions to supported permanent Residential and Nursing Care (65+) per 100,000 population over 65 (cumulative)			New admissions to Residential and Nursing Care 18-64 (per 100,000 population) (cumulative)			Percentage of current social care clients with Long Term Support receiving a Direct Payment			Percentage of adults with learning disabilities in settled accommodation			Percentage of people who use services who say that those services have made them feel safe and secure		
291.4			8.39			55.4%			89.4%			88.3%		
Quarterly target	322.9	Quarterly Q3 23/24	Quarterly target	4.44	Quarterly Q3 23/24	Quarterly target	56%	Quarterly Q3 23/24	Quarterly target	86%	Quarterly Q3 23/24	Quarterly target	86%	Annually 22/23
Annual target	430.5		Annual target	5.92		Annual target	56%		Annual target	86%		Annual target	86%	
Q3 22/23	320.1		Q3 22/23	5.92		Previous quarter	53.3%		Previous quarter	89.2%		Previous year	86.3%	
Quality of life of people who use adult social care services			Percentage of people who received short-term services during the year (who previously were not receiving services) where no further request was made for ongoing support			Percentage of people who use adult social care services who find it easy to find information about services								
Oflog indicator			Oflog indicator			Oflog indicator								
0.418			73.8%			65.4%								
Annually 22/23			Annually 22/23			Annually 22/23								
Previous year	0.403		Previous year	59.8%		Previous year	65.9%							

Priority Two: Strong, healthy and safe communities

Work with our partners to provide high quality and accessible health services

- The proportion of drug users (18+) successfully completing treatment has seen a reduction to 18.3% which is below the target but above the London average of 15% for the same period.
- The reported figure for the proportion of young people exiting substance misuse treatment in a planned way is 57%. This figure is a direct result of the transfer of services over to the new provider. This is not unusual following a transfer of providers as new processes are being put in place and we are expecting this figure to increase over the next quarters. The service is monitoring this closely to ensure there is no long-term drop-in performance.

Successful completion rate (%) for all drug users in treatment (aged 18+), excluding alcohol-only users (NDTMS Partnership)

18.3%

Quarterly
Q2 23/24

Quarterly target: 20.3%

Annual target: 20.3%

Previous quarter 21.1%

Substance misuse: proportion of young people exiting treatment in a planned way of all treatment exits

57%

Quarterly
Q2 23/24

Quarterly target: 79%

Annual target: 79%

Previous quarter 57%

Percentage of patients who completed treatment within a month of diagnosis at Enfield Sexual Health Clinics

95%

Quarterly
Q2 23/24

Quarterly target: 90%

Annual target: 90%

Previous quarter 91%

Support communities to access healthy and sustainable food

Take up of healthy start vouchers

Data not available from NHS

Improve our leisure and sports opportunities to enable more active lifestyles

- The Chief Medical Officers recommend, across the week, children and young people do an average of 60-plus minutes of at least moderate intensity activity a day. This can include all forms of activity such as physical education, active travel, after-school activities, play and sports.
- In 2022/23, 43.2% of children and young people in Enfield were physically active, lower than London (45.7%) and England (47%) averages.

Percentage of children and young people who are physically active

43.2%

Annually
22/23

Previous year 47.2%

Priority Two: Strong, healthy and safe communities

Future outcome: Residents live happy, healthy and safe lives

- The percentage of adults who are overweight or obese decreased slightly between 2020/21 and 2021/22. Enfield's overweight and obesity rate is higher than the London average (55.9%) but lower than the England average (63.8%).
- The two life expectancy indicators measure the period life expectancy for females and males in Enfield in a single year period. Period life expectancy is the average number of additional years a person would live if they experienced the age-specific mortality rates of the given area and time period for the rest of their life. These estimates do not take into account future changes to mortality rates.
- Life expectancy at birth for females has increased marginally between 2021 and 2022. The life expectancy at birth for females in Enfield in 2022 is higher than the England average of 83.12 years.
- Life expectancy at birth for males has increased between 2021 and 2022. The life expectancy at birth for males in Enfield in 2022 is higher than the England average of 79.25 years.
- The ONS publish annual estimates of personal wellbeing. The latest data from 2022/23 shows the following ratings for Enfield:
 - 7.41 out of 10 for average life satisfaction levels, higher than London (7.35) and England (7.44) averages.
 - 7.41 out of 10 for average happiness levels, higher than London (7.32) and England (7.38) averages.
 - 7.8 out of 10 for feeling that the things done in life are worthwhile, higher than London (7.6) and England (7.73) averages.
 - 2.33 out of 10 for average anxiety levels (lower scores indicating better wellbeing), significantly lower than London (3.34) and England (3.24) averages.

Percentage of adults who are overweight or obese		Life expectancy at birth - female		Life expectancy at birth - male		Average life satisfaction of residents		Average anxiety levels of residents	
	59.7%	84.9		80.9		7.41		2.33	
	Annually 21/22	Annually 2022		Annually 2022		Annually 22/23		Annually 22/23	
Annual target:	55.9%								
Previous year	60.9%	Previous year 84.1		Previous year 78.9		Previous year 7.41		Previous year 3.2	
Average happiness levels of residents		Average ratings of feeling that the things done in life are worthwhile							
	7.41	7.8							
	Annually 22/23	Annually 22/23							
Previous year	7.33	Previous year 7.7							

Priority Three: Thriving children and young people

Help all children to have the best start in life

- 65.2% of pupils in Enfield achieved a good level of development at the end of Early Years Foundation Stage (EYFS) in 2022/23. This is lower than Outer London (69.1%), London (69.1%) and England (67.2%) averages. The percentage of pupils achieving a good level of development at the end of EYFS increased between 2021/22 and 2022/23 in Outer London, London and England but decreased slightly in Enfield (from 65.4% in 2021/22 to 65.2% in 2022/23).
- Boys (57.4%) were less likely to achieve a good level of development at the end of EYFS than girls (73.7%).
- Pupils eligible for free school meals (55.3%) were less likely to achieve a good level of development at the end of EYFS.
- Pupils with special educational needs (SEN) (16.2%) were less likely to achieve a good level of development at the end of EYFS than pupils with no identified SEN (72.9%).

Percentage of pupils achieving a good level of development at the end of the Early Years Foundation Stage

65.2%

Annually
22/23

Annual target 74.0%

Previous year 65.4%

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

- There were 411 looked after children (LAC) as of the end of Q3. This is a slight decrease from December 2022 when there were 415 LAC.
- 322 children were on a Child Protection Plan as of the end of Q3. There were 18 new plans and 34 cessations in Q3.
- Of the 399 children who became subject to a Child Protection (CP) Plan during the past 12 months, 40 (10.1%) had previously been on a CP Plan in the past two years. The percentage of children subject to CP Plan for a second or subsequent time is higher than at the same period last year (4.8%).
- 3,205 out of 3,560 completed Children & Family Assessments were authorised within 45 working days of the assessment start date. 23/24 performance is showing a significant improvement on the previous year (only 75.5% of assessments were authorised within 45 working days of their commencement in Q3 22/23).
- 137 out of 184 (75%) care leavers aged 19-21 were in education, employment or training (EET) as of December 2023. This is a significant on the position as of December 2022 (58%).

Looked after children (LAC) per 10000 population (81,723) aged under 18		Percentage of Children & Family Assessments for children's social care that were authorised within 45 working days of their commencement (Cumulative)			Number of children on a Child Protection Plan per 10,000 children		Percentage of children subject to a Child Protection Plan for a second or subsequent time (within past 2 years)		Percentage of 19-21 year old care leavers in employment, education or training		
50.3		90.0%			39.4		10.1%		74.5%		
Quarterly Q3 23/24		Quarterly Q3 23/24			Quarterly Q3 23/24		Quarterly Q3 23/24		Quarterly Q3 23/24		
Annual target		Annual target			Annual target		Annual target		Annual target		
74.0%		85%			43.3		10.9%		70%		
Previous quarter		Previous quarter			Previous quarter		Previous quarter		Previous quarter		
52.2		89.2%			43.3		10.9%		73%		

Priority Three: Thriving children and young people

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

- The data for Q2 in relation to percentage of young people engaged in suitable education, training and employment (ETE) at the end of the order shows a decrease from Q1 23/24. 57.7% of young people ended their order in ETE. 11 young people were not engaged in suitable education, training and employment at the end of their order.
- In Q2 there was an increase in the number of young people receiving custodial sentences at court. From April to June 2023 no custodial sentences were set by the courts of the 21 that were sentenced. From July to September 2023 6 young people were given a custodial sentence of the 25 sentenced (24%).
- 5.9% of 16-17-year-olds were NEET (not in education, employment or training) or not known as of December 2023, lower than the December 2022/23 figure of 7.8%. This includes 1.3% (120) who were NEET and 4.6% (419) not known. The percentage of 16-17-year-olds who are NEET is higher than the London average of 1.8% and the England average of 3.1%. Of those who were NEET, 65% (78) young people were seeking employment or training and 12.5% are NEET due to illness.

Number of first time entrants to the Youth Justice System aged 10-17 (known to Youth Justice Service)		Percentage of young people sentenced at court who are given a custodial sentence			Total number of young people sentenced at court who are given a custodial sentence in the period		Percentage of young people engaged in suitable education, training and employment at the end of the order (Pre and Post Court)			Percentage of 16-17 year olds not in education, employment or training (NEET) and Not Known (NK)		
15		24%			6		57.7%			5.9%		
	Quarterly Q2 23/24	Quarterly target	5%	Quarterly Q2 23/24		Quarterly Q2 23/24	Quarterly target	85%	Quarterly Q2 23/24	Quarterly target	3.4%	Quarterly Q3 23/24
		Annual target	5%				Annual target	85%		Annual target	3.4%	
Previous quarter	13	Previous quarter	0%		Previous quarter	0	Previous quarter	70%		Q3 22/23	7.8%	

Improve educational outcomes for all children and young people

Education Health and Care Plans (EHCPs)

- The ability to complete the EHCP process within the 20-week statutory deadline is reliant on a partnership approach. Once we agree to assess we then request advice from relevant professionals. The professional/body has a duty to co-operate and submit their advice within 6 weeks of the request. Failure to submit advice in a timely manner has resulted in a reduction in the percentage of EHCPs completed within 20 weeks.

Percentage of Education Health Care Plans (EHCPs) completed within 20 weeks (excluding exceptions)			Percentage of Education Health Care Plans (EHCPs) annual reviews completed on time			Percentage of Education Health Care Plans (EHCPs) Maintain, Amend or Cease (MAC) letters issued on time following annual reviews		
75%			97%			96%		
Quarterly target	80%	Quarterly Q3 23/24	Quarterly target	80%	Quarterly Q3 23/24	Quarterly target	95%	Quarterly Q3 23/24
Annual target	80%		Annual target	80%		Annual target	95%	
Previous quarter	95.1%		Previous quarter	96%		Previous quarter	89%	

Priority Three: Thriving children and young people

Improve educational outcomes for all children and young people

Educational attainment

- When comparing 2022/23 KS1 attainment data with other local authorities, we note the following:
 - In 2022/23, 67% of KS1 pupils in Enfield reached the expected standard in reading, lower than London (71%), statistical neighbour (69.2%) and England (68%) averages.
 - In 2022/23, 60% of KS1 pupils in Enfield reached the expected standard in writing, on par with the England average, just below the statistical neighbour average of 61.9% and significantly below the London average of 64%.
 - In 2022/23, 69% of KS1 pupils in Enfield reached the expected standard in maths, below the England (70%), statistical neighbour (71.1%) and London (73%) averages.
- 62% of pupils reached the expected standard in reading, writing and maths in KS2. Enfield's KS2 attainment was higher than the England average (60%) but lower than the Outer London (66%) and London averages (67%).
- The lower scores at KS1 are mainly attributable to some children coming into school speaking little or no English and this impacts on their achievement in tests carried out in English (not their first language). KS2 outcomes are above the national average and Enfield is ranked at 48th with local authorities nationally so in the upper part of the second quartile.
- Children in Enfield schools make improved attainment as they progress through the school system as these overall outcomes show and this is reflected in the much improved Ofsted inspection for our schools. We are now ranked in the top 20 local authorities in the country for Ofsted inspection outcomes.
- At Key Stage 4, although Enfield pupils are achieving below the London average, Enfield schools perform in the top quartile nationally for student progress (ranked 27th) and for the percentage achieving the English Baccalaureate (levels 4-9) (ranked 35th). In terms of Attainment 8, Enfield are ranked in the upper part of the second quartile being ranked 48th nationally. In all these cases, Enfield are either above or well above the national average.
- There are groups of pupils that are performing less well in terms of examination outcomes such as pupils of Caribbean heritage and those of Turkish heritage and data analysis shows that boys in all groups are performing at a lower level than girls. This has led to the setting up of a Boys Achievement Group as well as a group that is focused on disadvantaged pupils.
- It should be noted that Enfield schools do not receive anywhere near the same funding as inner London authorities. We have set aspirational targets for the borough's children and schools which have been agreed with headteachers through the Enfield Learning Excellence Partnership Board but funding plays a part in what a school is able to offer.

KS1: Percentage of pupils reaching expected standards in reading			KS1: Percentage of pupils reaching expected standard in writing			KS1: Percentage of pupils reaching expected standards in maths			KS2: Percentage of pupils reaching the expected standard in reading, writing and maths			KS4: Percentage of pupils achieving English Baccalaureate (incl. 9-4 pass in English and Maths)		
	67%	Annually 22/23		60%	Annually 22/23		69%	Annually 22/23		62%	Annually 22/23		28.9%	Annually 22/23
Annual target	77%		Annual target	73%		Annual target	78%		Annual target	71%		Annual target	35%	
Previous year	67%		Previous year	59%		Previous year	67%		Previous year	62%		Previous year	31.9%	
KS4: Average Progress 8 score			KS4: Average Attainment 8 score											
	0.21	Annually 22/23		47.0	Annually 22/23									
Annual target	0.24		Annual target	49.9										
Previous year	0.17		Previous year	48.4										

Priority Three: Thriving children and young people

Improve educational outcomes for all children and young people

Ofsted inspections

- As of August 2023, 96% of Enfield state funded primary schools (including academies) were judged as 'Outstanding' (16%) or 'Good' (79%). This is in line with the London average but significantly higher than the England (90%) average. 4% of state funded primary schools were judged as 'Requires improvement' and 1% were 'Inadequate'.
- As of August 2023, 90% of Enfield state funded secondary schools (including academies) were judged as 'Outstanding' (14%) or 'Good' (76%). This is slightly lower than the London average (92%) but significantly higher than the England average (82%). 5% of state funded secondary schools were judged as 'Requires improvement' and 5% were 'Inadequate'.

Percentage of primary schools judged as good or outstanding by Ofsted (as at 31 August)

	96%	Annually 22/23
Annual target	95%	
Previous year	93%	

Percentage of secondary schools judged as good or outstanding by Ofsted (as at 31 August)

	90%	Annually 22/23
Annual target	95%	
Previous year	90%	

Increase local education, play and leisure opportunities for children and young people with special educational needs and disabilities

Number of EHCP pupils who attend school outside of the borough

	973	Quarterly Q3 23/24
Previous quarter	952	

Percentage of EHCP pupils who attend independent special schools outside of the borough

	2.7%	Quarterly Q3 23/24
Previous quarter	3.0%	

Number of EHCP pupils who attend independent special schools outside of the borough

	128	Quarterly Q3 23/24
Previous quarter	135	

Number of SEN pupils with a personal travel budget (PTB)

	413	Jan-24
Previous quarter	New measure	

Number of SEN pupils with a personal travel budget (PTB) who go to schools and other settings outside of the borough

	70	Jan-24
Previous quarter	New measure	

Number of SEN pupils using fleet services

	921	Dec-23
Previous quarter	New measure	

Priority four: More and better homes

Build and facilitate more good quality affordable homes for local people

Planning

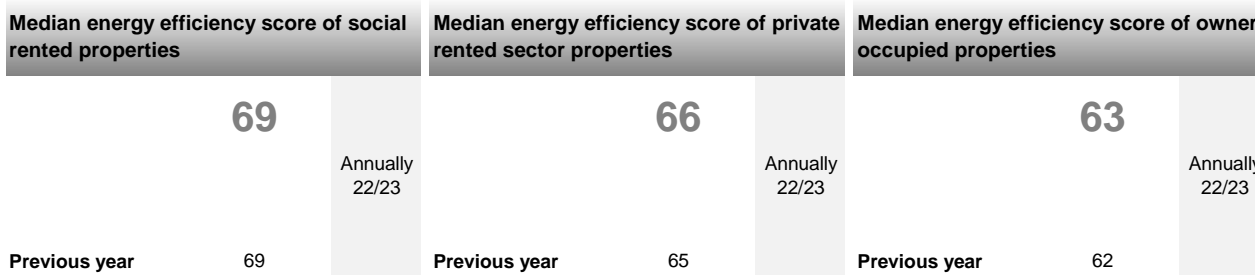
- Fast track performance has shown considerable improvement over the year with 52% of applications determined within 7 weeks in Q1 rising to 88.5% of applications determined within 6 weeks in Q3.
- The Wellbeing & Improvement project which aimed to reduce the total number of applications to more sustainable levels and ensure the speedier determination of in-time applications has, over the last 18 months, reduced the total number of applications from over 1,900 cases to 656 cases.
- The report includes new indicators relating to planning applications dismissed at appeal. There was 1 major application appeal in Q3 23/24 and this was dismissed.
- 17 out of 29 non-major planning applications were dismissed at appeal in Q3 23/24. The percentage of non-major planning applications dismissed at appeal remains unacceptably low. An appeals action plan is currently being implemented to address this. This includes a deep dive review of allowed cases to understand/identify where our reasons for refusal are consistently being overturned by the Planning Inspectorate; training staff in the outcome of this exercise and the need to be more thorough and considered when determining if an application should be refused.
- 1,516 dwellings were approved at Planning stage from April to December 2023, well above the cumulative Q3 target of 934. Q2 recorded a large number of 1,089 new dwellings in the Meridian and Chase Farm developments which has resulted in the annual target already being met.

Percentage of pre-application advice given within 60 working days of registration of a valid enquiry			Percentage of major applications determined within target			Percentage of minor applications determined within target			Percentage of other applications determined within target			Percentage of 2 year rolling major applications determined within target		
61.4%			75%			70.4%			85.6%			Oflog indicator 87.2%		
Quarterly target	60%	Quarterly Q3 23/24	Quarterly target	60%	Quarterly Q3 23/24	Quarterly target	70%	Quarterly Q3 23/24	Quarterly target	70%	Quarterly Q3 23/24	Quarterly target	80%	Quarterly Q3 23/24
Annual target	60%		Annual target	60%		Annual target	70%		Annual target	70%		Annual target	80%	
Previous quarter	57.1%		Previous quarter	57%		Previous quarter	68.5%		Previous quarter	84.3%		Previous quarter	90.6%	
Percentage of 2 year rolling minor applications determined within target			Percentage of 2 year rolling minor & other applications determined within target			Number of live planning applications in the system that are undetermined			Percentage of pre-application advice given leading to a successful planning decision			Fast track performance: percentage of applications determined within 6 weeks		
Oflog indicator 81.6%			Oflog indicator 87.1%			656			77.1%			88.5%		
Quarterly target	80%	Quarterly Q3 23/24	Quarterly target	80%	Quarterly Q3 23/24	Quarterly target	580	Quarterly Q3 23/24	Quarterly target	75%	Quarterly Q3 23/24	Quarterly target	80%	Quarterly Q3 23/24
Annual target	80%		Annual target	80%		Annual target	580		Annual target	75%		Annual target	90%	
Previous quarter	83.5%		Previous quarter	87.9%		Previous quarter	713		Previous quarter	72.5%		Previous quarter	71.9%	
Number of new dwellings approved at Planning stage (net additional)			Percentage of major planning applications dismissed at appeal			Percentage of non-major planning applications dismissed at appeal			Number of enforcement cases live in the system			Number of planning notices served		
1,516			Oflog indicator 100%			59%			17			109		
Quarterly target	934	Apr - Dec 2023	Quarterly target	80%	Quarterly Q3 23/24	Quarterly target	80%	Quarterly Q3 23/24	Quarterly target	250	Quarterly Q3 23/24			Quarterly Q3 23/24
Annual target	1,246		Annual target	80%		Annual target	80%		Annual target	250				
Apr - Sept 2023	1,366		Previous quarter	New indicator for Q3		Previous quarter	New indicator for Q3		Previous quarter	308		Previous quarter	100	

Priority four: More and better homes

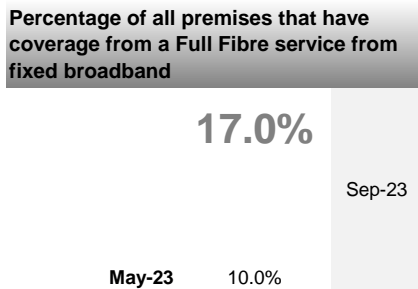
Deliver low carbon, and climate-resilient new-build homes and facilitate retrofitting of existing homes

- This data is sourced from ONS who use Department for Levelling Up, Housing and Communities data on EPCs to present energy efficiency scores for various tenure types. The higher the score (up to a maximum of 100), the more energy efficient a property is.
- Social rented properties: Enfield's median energy efficiency score is slightly lower than the London and England average (70).
- Private rented sector properties: Enfield's median energy efficiency score is lower than the London average (68) and in line with the England average.
- Owner occupied properties: Enfield's median energy efficiency score is lower than the London (65) and England (64) averages.



Create well-connected, digitally enabled and well-managed neighbourhoods

- As of September 2023, 17% of premises (residential and non-residential) had Full Fibre broadband. This is significantly lower than the England average of 55%. Additionally, Enfield has the lowest Full Fibre coverage rate in London. Fibre broadband is delivered via clusters of fibre optic cables (each one thinner than a human hair) and speeds are faster than ADSL (the most commonly available type of broadband delivered through copper wires of phone lines).



Priority four: More and better homes

Invest in and improve our council homes

Tenant satisfaction measures

- We continue to be on target with compliance with gas, fire and asbestos safety measures. At the end of Q3, a total of three lifts required remedial works to allow the completion of the safety checks, all works were booked with the Council's contractor. Although one lift may be out of service, typically a second lift is accessible within the block and support is offered via the Caretaking Team to residents in need of assistance. Performance has dropped slightly in Q3 on the compliance of legionella safety due to one outstanding risk assessment where there was an access issue. An appointment has been scheduled for January.
- Since April 2023 there has been a gradual improvement in the number of council homes not meeting the Decent Homes Standard, from 31.8% reported in Q1 to 22.7% in Q3.
- In April 2023 Central Government started its 'Social Housing - Make Things Right' Campaign. As we approach the first winter we have seen an increase in complaints, this is also paired with upskilling staff to ensure complaints are reported alongside the new Ombudsman Complaints code which states 'A complaint should be formally logged where a dissatisfaction of service is recorded'. This may result in an increase in complaint totals to ensure we are compliant and log dissatisfactions at the earliest stage. All London local authorities recorded an increase in complaints across this period and Enfield records much lower complaint numbers than the London median.
- The percentage of complaints responded to within complaint handling code timescales recorded a slight decrease from Q2 23/24. 165 out of 210 (78.6%) complaints were responded to on time. There is a Housing Improvement Plan along with weekly senior management oversight to drive response time performance. We are also creating templates for staff to utilise the Housing Ombudsman code to the fullest, including extensions. Additionally, we have delivered customer service training to managers to get them to think differently about complaint handling, and ensure that all dissatisfaction is reported as complaints. This could result in a rise in complaints which may affect total percentage performance.
- The percentage of repairs completed within the target timescale has increased slightly when compared to Q2 but remains below target. According to benchmarking the median performance for London is significantly below this figure with 93% meeting targets for emergency repairs and 75% meeting targets for non-emergency repairs. As we have experienced increased demand for works including relating to mould and damp and health and safety actions and corresponding budget pressures it is important that we scale our service response accordingly so we can expect to see a lower level of attainment in the final quarters of the year. Revised targets will be set for 2024/25.

BS03 Percentage of homes for which all required asbestos management surveys or re-inspections have been carried out			BS04 Percentage of homes for which all required legionella risk assessments have been carried out			BS05 Percentage of homes for which all required communal passenger lift safety checks have been carried out			BS01 Percentage of council owned homes which have a current gas safety certificate			BS02 Percentage of homes for which all required fire risk assessments have been carried out		
100%			99.9%			97.5%			100%			100%		
Quarterly target	100%	Quarterly Q3 23/24	Quarterly target	100%	Quarterly Q3 23/24	Quarterly target	100%	Quarterly Q3 23/24	Quarterly target	100%	Quarterly Q3 23/24	Quarterly target	100%	Quarterly Q3 23/24
Annual target	100%		Annual target	100%		Annual target	100%		Annual target	100%		Annual target	100%	
Previous quarter	100%		Previous quarter	100%		Previous quarter	96.6%		Previous quarter	100%		Previous quarter	100%	
RP01 Percentage of homes that do not meet the Decent Homes Standard			RP02 Percentage of repairs completed within target timescale (YTD)			NM01 Anti-social behaviour cases relative to the size of the landlord			CH01 Number of complaints relative to the size of the landlord			CH02 Percentage of complaints responded to within complaint handling code timescales		
22.7%			91.9%			45.93			47.49			78.6%		
Quarterly target	30%	Quarterly Q3 23/24	Quarterly target	98%	Quarterly Q3 23/24			Quarterly Q3 23/24			Quarterly Q3 23/24	Quarterly target	95%	Quarterly Q3 23/24
Annual target	30%		Annual target	98%								Annual target	95%	
Previous quarter	29.7%		Previous quarter	90.2%		Previous quarter	37.29		Previous quarter	29.9		Previous quarter	79.7%	

Priority four: More and better homes

Invest in and improve our council homes

Tenant satisfaction measures (annual survey indicators)

- Please note a different methodology was used in 2023 compared to 2022.

Overall satisfaction with the service your landlord provides (TP01)		Satisfaction with overall repairs service (TP02)		Satisfaction with time taken to complete most recent repair (TP03)		Satisfaction that the home is well maintained (TP04)		Satisfaction that the home is safe (TP05)	
	60%		71%		69%		69%		79%
	Annually 23/24		Annually 23/24		Annually 23/24		Annually 23/24		Annually 23/24
Previous year	52%	Previous year	59%	Previous year	59%	Previous year	57%	Previous year	61%
Satisfaction that the landlord listens to tenant views and acts upon them (TP06)		Satisfaction that the landlord keeps tenants informed about things that matter to them (TP07)		Agreement that the landlord treats tenants fairly and with respect (TP08)		Satisfaction with the landlord's approach to handling of complaints (TP09)		Satisfaction that the landlord keeps communal areas clean and well maintained (TP10)	
	57%		69%		79%		23%		54%
	Annually 23/24		Annually 23/24		Annually 23/24		Annually 23/24		Annually 23/24
Previous year	40%	Previous year	52%	Previous year	58%	Previous year	26%	Previous year	55%
Satisfaction that the landlord makes a positive contribution to neighbourhoods (TP11)		Satisfaction with landlord's handling of anti-social behaviour (TP12)							
	62%		64%						
	Annually 23/24		Annually 23/24						
Previous year	49%	Previous year	37%						

Priority four: More and better homes

Invest in and improve our council homes

Repairs

- There was an increase in the number of repairs orders raised concerning damp and mould in Q3. This remains an area of keen focus for the service, with a Damp and Mould Taskforce ensuring appropriate and timely actions. Increased reporting, partly due to greater information being made available to residents and increased surveys by the Council, is to be welcomed as proportionate actions can be taken to manage risks.
- Performance on non-emergency (responsive) repairs remains well above the London average of 75% of non-emergency repairs completed on time. Performance continues to be closely monitored, with a greater emphasis on better-value, planned works for non-emergency works.
- Benchmarking of performance in relation to emergency repairs shows consistent performance with other London boroughs.

Percentage of responsive repairs completed by agreed target date (YTD)			Number of repair orders raised concerning damp and mould			Percentage of urgent repairs completed on time (YTD)			Percentage of Enfield Repairs Direct repairs completed right first time		
91.6%			220			92.9%			89.7%		
Quarterly target	98%	Quarterly Q3 23/24		Quarterly Q3 23/24		Quarterly target	97%	Quarterly Q3 23/24	Quarterly target	90%	Quarterly Q3 23/24
Annual target	98%					Annual target	97%		Annual target	90%	
Previous quarter	93.1%		Previous quarter	168		Previous quarter	94.9%		Previous quarter	83.1%	

Void management

- We let 98 general needs properties in Q3 23/24. Void repairs have shown considerable improvement in 2023/24 with the latest data from December 2023 showing an average of 23 days to complete void repair works, compared to 42 in December 2022. This improvement in performance has been achieved by holding 6-weekly meetings with contractors and meeting them on-site. These meetings have enabled us to drive up customer satisfaction and ensure contractors are meeting the agreed targets. Although off target, our voids turnaround is comparable to London. Benchmarking also shows us that neighbouring boroughs are not meeting their targets in relation to re-lets.

Percentage of stock vacant and unavailable to let			Average time taken to re-let general needs local authority housing (YTD) excluding held period		
3.1%			44		
		Quarterly Q3 23/24	Quarterly target	25	Quarterly Q3 23/24
			Annual target	25	
Previous quarter	3.42%		Previous quarter	42	

Priority four: More and better homes

Drive up standards in the private rented sector

- This quarter's private sector housing licensing inspection numbers continue to be impacted by a number of vacant posts within the service. Sourcing experienced officers is an issue across London and the wider industry. Officers are looking at alternative options including working with delivery partners in the private rented sector to support with resources to deal with backlogs.

Private sector housing licensing applications received		Private sector housing licensing compliance inspections carried out		Private sector housing licensing enforcement notices	
1,103		774		67	
	Quarterly Q3 23/24	Quarterly target	1,181	Quarterly Q3 23/24	Quarterly Q3 23/24
		Annual target	4,726		
Previous quarter	1,650	Previous quarter	983	Previous quarter	73

Homelessness and temporary accommodation

- The number of households living in temporary accommodation has reduced slightly since the last quarter.
- We are developing a long-term strategy to reduce the overall number of households in temporary accommodation to 1,000 over a five-year period based on national procurement.
- Homeless applications continue to show a year-on-year rise. As of the end of Q3 23/24, there has been a total of 4,116 homeless applications received in the current financial year, a 54% increase on the first three quarters of 2022/23. The gap between rents and benefit levels continues to grow and is leading to increasing presentations. Enfield also continues to record a high number of Section 21 eviction notices when compared to other London boroughs.

Number of households living in temporary accommodation		Number of children living in temporary accommodation		Number of children in B&B accommodation		Families with children in Bed and Breakfast accommodation for more than 6 weeks, excluding those pending review		Number of homeless applications received	
3,160		3,910		398		141		1,397	
Quarterly target	3,000	Quarterly Q3 23/24	Quarterly Q3 23/24	Quarterly Q3 23/24	Quarterly Q3 23/24	Quarterly target	0	Quarterly Q3 23/24	Quarterly Q3 23/24
Annual target	3,000					Annual target	0		
Previous quarter	3,241	Previous quarter	4,343	Previous quarter	393	Previous quarter	157	Previous quarter	1,488

Number of Homelessness Prevention duties ended with positive prevention		Percentage of successful statutory preventions (accommodation sustained or straight into private rented sector)	
61		40.7%	
	Quarterly Q3 23/24	Quarterly Q3 23/24	Quarterly Q3 23/24
Previous quarter	39	Previous quarter	55.7%

Priority five: An economy that works for everyone

Enable local people to develop skills to access good quality work

- Enfield's estimated employment rate for the period October 2022 - September 2023 was 60.9%. This is lower than the regional (74.6%) and national (75.8%) averages. Note the confidence intervals for this period are very broad (28,100, 8.9%). Therefore, the actual employment rate could be anywhere between 52% and 69.8%.
- Enfield's claimant rate was 6% as of December 2023. This is higher than both London (5%) and GB averages (3.7%).
- In 2023, the median gross weekly pay for full time workers in Enfield was £759. This is lower than the London average of £796.30 but higher than the England average of £683.40. The median gross weekly pay for male full time workers (£795.90) was higher than for female full time workers (£709).
- An estimated 52.2% of disabled people in Enfield were in employment in 2022/23, lower than London (55.4%) and England (54.9%) averages. The 2022/23 disability employment gap (the difference between how many disabled people are in work compared to how many non-disabled people are in work) was 23.8 percentage points.

Employment rate in Enfield (working age population)		Claimant count as a percentage of working age population		Median gross weekly pay		Number of households with earnings below London Living Wage (LLW)		Percentage of adults with learning disabilities in employment	
60.9%		6%		£759		10,925		14.6%	
Oct 2022 - Sept 2023		Quarterly Q3 23/24		Annually 22/23		Quarterly Q3 23/24		Quarterly Q3 23/24	
July 22 - June 23	72.2%	Previous quarter	6%	Previous year	£709	Previous quarter	11,024	Quarterly target	15.9%
Percentage of adults with a disability in employment								Annual target	15.9%
52.2%								Previous quarter	14.9%
Annually 22/23									
Previous year	46.6%								

Support local businesses and encourage inward investment in growing sectors which offer sustainable employment to local people

- There were 39,191 active businesses registered at Companies House in Enfield as of December 2023, 1.4% higher than at the same period last year. The number of businesses in London overall grew by 7.9% in the same period. The most common industries in Enfield are: wholesale and retail trade (6,336); real estate (4,761); construction (4,220); and professional services (3,471).

Number of active businesses registered with Companies House	
39,191	
Quarterly Q3 23/24	
Previous quarter	38,717

Priority five: An economy that works for everyone

Provide support and advice for residents on low incomes

- There was a total of 614 referrals to the Welfare Support and Debt Advice Team in Q3. This included 570 direct referrals, 44 residents supported at Tea and Toast sessions and 31 residents supported through the Saturday Project.
- The number of residents claiming Council Tax Support and/or Housing Benefit is 7.4% higher than at the same quarter in 22/23.

Number of referrals to Welfare Support and Debt Advice Team		LBE administered benefits: combined benefits caseload (Housing Benefit and Council Tax Support)	
	614		40,907
	Quarterly Q3 23/24		Quarterly Q3 23/24
Previous quarter	603	Previous quarter	41,462

Our principles

Accessible and responsive services

Complaints, FOIs, MEQs and SARs

- 439 out of a total 630 (70%) initial review complaints were responded to inside target. 11% of total complaints were only 1 day late. 40 out of a total 49 (82%) final review complaints were responded to inside target. The Complaints Team have begun liaising with high volume services, and those particularly missing any deadlines, to customise admin arrangement and provide the best support to help these services achieve the response times. The service is also looking at ways to further increase proactive chasing of complaints and MEQs before they are due, including synergies with other teams (e.g. contact centre). Additionally, we will be analysing complaint feedback and data to improve service provision where possible and decrease failu re demand, that is to stop it before it becomes a complaint.
- In relation to MEQs, performance has been increasing quarter-on-quarter over the past 12 months however this quarter has remained the same as Q2. 1,334 MEQs were responded to within 8 days out of a total 1,601 MEQs (83%). Compared to the two previous years (pre-IT system implementation and year of implementation), performance is more consistent and less volatile in terms of peaks & troughs.
- In relation to MEQs in Q3, 24.6% of responses were accepted by members; 3.6% were rejected; and 71.8% had no response.
- Future improvement actions in relation to MEQs are focused on IT enhancements and staff structural/leadership changes. As the Environment and Communities department includes Customer Solutions, new approaches to the complaints and MEQ service will include deliverables such as outbound contact of customers to support deadlines and further liaison with services via the contact centre/webchat. During 2024/25, the MEQ team will be recentralised (moving departmental satellite support teams back into the central Complaints & Access to Information Service). A central point of contact will be created so that Members can escalate issues, queries, concerns to a named officer within the central team, ensuring faster problem resolution.
- 323 out of a total 370 FOIs (87%) were responded to within 20 days. 5% of total requests were only 1 day late. Services that recorded drops in performance have been reminded of deadlines.

Initial review complaints - percentage responded to inside target (Council overall)			Final review complaints - percentage responded to inside target (Council overall)			Percentage of FOIs answered within 20 days (Council overall)			Percentage of MEQs responded to within 8 days (Council overall)			Percentage of SARs closed within a calendar month (Council overall)		
	70%			82%			87%			83%			75%	
Quarterly target	95%	Quarterly Q3 23/24	Quarterly target	95%	Quarterly Q3 23/24	Quarterly target	100%	Quarterly Q3 23/24	Quarterly target	95%	Quarterly Q3 23/24	Quarterly target	100%	Quarterly Q3 23/24
Annual target	95%		Annual target	95%		Annual target	100%		Annual target	95%		Annual target	100%	
Previous quarter	78%		Previous quarter	87%		Previous quarter	91%		Previous quarter	83%		Previous quarter	87%	

Our principles

Accessible and responsive services

Contact Centre

- Average wait time for calls answered by the contact centre have shown a positive trajectory over the year. The new telephony system went live at the end of October 2023. The system offers new functionality which will help drive performance improvement, including increased information on performance of call agents and improved allocation of call queues and call back allocation.
- In December we were training/testing the move to Cx (new housing management system) which resulted in a higher wait time for calls answered by Council Housing contact centre. Now we have successfully moved over to Cx and no longer have to double enter on two systems the average wait time should be reduced in Q4. Further work will be undertaken in the coming months to improve performance.
- The scorecard also includes new measures tracking customer satisfaction with webchat and telephony services (data provided by customer feedback tool GovMetric). For the Contact Centre, GovMetric provides detailed feedback, which is used to improve call agent performance monitoring, identify knowledge gaps and refine training whilst improving average handling time. It is also used to increase morale and motivation as high performers are identified and celebrated. Feedback has also informed website and content improvements as well as the implementation of new digital systems such as the recent telephony platform.

Percentage of calls answered by contact centre (Gateway Telephones)			Average wait time for calls answered by the contact centre (Gateway Telephones)			Percentage of calls to the contact centre answered within 5 minutes			Customer services telephony customer satisfaction rating			Webchat customer satisfaction rating		
92%			00h 01m 29s			93%			69.8%			88.9%		
Quarterly target	80%	Quarterly Q3 23/24	Quarterly target	00h 03m 00s	Quarterly Q3 23/24	Quarterly target	80%	Quarterly Q3 23/24	Quarterly target	70%	Quarterly Q3 23/24	Quarterly target	80%	Quarterly Q3 23/24
Annual target	80%		Annual target	00h 03m 00s		Annual target	80%		Annual target	70%		Annual target	80%	
Previous quarter	87%		Previous quarter	00h 03m 39s		Previous quarter	78%		Previous quarter	70%		Previous quarter	86.5%	

Housing Contact Centre

Average wait time for calls answered by the Repairs Housing Resolution team

00h 14m 11s		
Quarterly target	00h 03m 00s	Quarterly Q3 23/24
Annual target	00h 03m 00s	
Previous quarter	00h 6m 46s	

Our principles

Financial resilience

- The council tax collection rate as of the end of December 2023 was 79%. This is a slight reduction on the collection rate at the same period last year (79.26%).
- The business rates collection rate as of the end of December 2023 was 79.49%. This is a significant improvement on the collection rate at the same period last year (75.92%).
- We have made good progress in collecting council tax arrears from previous years. As of the end of March 2023, total council tax arrears from previous years were £40,142,461 and this has reduced to £30,730,953 as of the end of December 2023.
- As of end of March 2023, total business rates arrears from previous years were £18,875,371 and this has reduced to £18,176,533 as of the end of December 2023. In October 2023, the Valuation Office issued an amendment in the Rateable Values of a couple of large properties in the borough, resulting in an increase in arrears.

Percentage of Council Tax collected (in year collection)			Council Tax arrears from previous years		Percentage of Business Rates collected (in year collection)			Business Rate/NNDR arrears from previous years		Percentage of all council invoices paid within 30 days		
Oflog indicator	79%		£30,730,953		Oflog indicator	79.49%		£18,176,533		99.4%		
Quarterly target	79%	Quarterly Q3 23/24		Quarterly Q3 23/24	Quarterly target	77%	Quarterly Q3 23/24		Quarterly Q3 23/24	Quarterly target	98%	Quarterly Q3 23/24
Annual target	95%				Annual target	96%				Annual target	98%	
Q3 22/23	79.26%		Previous quarter	£33,043,032	Q3 22/23	75.92%		Previous quarter	£14,472,383	Previous quarter	99.07%	

Climate conscious

- The borough-wide scope 1 & 2 emissions have decreased by 7% compared to the previous year (please note there is a 2-year lag on this data). The borough-wide scope 1 & 2 emissions remain driven by energy use in buildings, accounting for 63% of the borough's footprint, with 41% relating to domestic buildings. The borough's carbon emissions are largely driven by Scope 1 emissions from gas and fuel used for heating and hot water in buildings and on-road transport, together equating to approximately 79% of all borough-wide emissions, with only 21% relating to electricity consumption.
- The fraction of mortality attributable to particular air pollution measures the percentage of annual deaths from all causes in those aged 30 and over that are associated with long term exposure to particulate air pollution. In 2022, an estimated 7.1% of deaths of those aged 30 and over in Enfield were attributable to particulate air pollution. Using ONS data on registered deaths, this equates to 149 deaths in Enfield in 2022.
- Enfield's fraction of mortality attributable to particulate air pollution is in line with the London average but higher than the England average of 5.8%.

Borough wide scope 1 & 2 carbon emissions (ktCO2e)		Percentage reduction in borough wide greenhouse gas emissions (scope 1 and 2) over previous year		Fraction of mortality (those aged 30 and over) attributable to particulate air pollution	
	993		7%		7.1%
	Annually 2020		2020		Annually 2022
Previous quarter	1,073	Previous year	-1%	Previous quarter	6.4%

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London Borough of Enfield

Report Title	Treasury Management Outturn Report 2023/24
Report to	Cabinet
Date of Meeting	12th June 2024
Cabinet Member	Cllr Leaver – Cabinet Member for Finance and Procurement
Executive Director	Fay Hammond – Executive Director of Resources
Report Authors	Olga Bennet - Director of Capital and Commercial Olu Ayodele – Head of Finance (Capital & Treasury) Milan Joshi – Assistant Head Capital & Treasury
Ward(s) affected	All
Key Decision Number	KD 5743
Classification	Part 1 Public
Reason for exemption	Not applicable

Purpose of Report

1. To report on activities of the Council's Treasury Management function during the 2023/24 financial year.

Recommendations

Cabinet is recommended to note the report prior to submission to Council.

Executive summary

2. The overall cost of debt to the Council's General Fund for 2023/24 was £24.7m made up of net interest and other charges £5.5m and MRP £19.2m. This is equivalent to 8.6% of the net revenue budget (i.e. within the affordability level of 10% - 12% set by the Council)
3. This generated an **underspend against budget of £3.3m** made up of interest of £1m due to an Energetik-related loan, and a voluntary Minimum Revenue Provision (MRP) of £3.3m not made for Meridian Water. This was offset by a transfer to reserves of £1m.

4. Originally a pressure of up to £3.8m was reported to Council at the time the budget was set in February 2023 **which** assumed 100% delivery of the capital programme, with a reduced pressure of £2.3m assuming 70% delivery. (Treasury Management Strategy Statement, Council 23rd February 2023, KD5504) i.e. it was assumed that a drawdown from reserves would be required to meet 2023/24 financing costs. This drawdown was not required mainly due to lower capital expenditure in the General Fund.
5. The Mid-year update revised this to a forecast £2.1m drawdown from reserves based on revised capital expenditure estimates (Treasury Mid-Year Update, Council 22nd November 2023)
6. As a result of the Capital Strategy refresh the pressure was revised down to £1.2m as part of the Period 8 monitoring cycle (Capital Strategy, Council 22nd November 2023, KD5666 and Period 8 update, Cabinet 17th January 2024).
7. The accumulated external debt as at 31st March 2024 was £1.250bn which is below the November budget of £1.406bn.
8. The accumulated debt was also below the Capital Financing Requirement (CFR), a key Prudential Indicator, and the Council remained in compliance with all other indicators.
9. The Council held £56.1m in investments as at 31st March 2024 and generated investment income of £3.3m. Of this net interest of £1m was generated from loans taken but not passed onto the Council's companies. This amount will be set aside in an earmarked reserve to offset potential future valuation losses of loans in the future which must be recognised under International Accounting Standards.
10. New regulations in relation to the Council's debt were announced by the Government on 12th April 2024 which will impact Councils from 2024/25. These are designed to ensure Councils can demonstrate a sufficiently prudent attitude to all debt by setting aside adequate financial resources for its eventual repayment.
11. The Council pre-empted the financial impacts of these and has included these in the approved budgets and financial strategies for 2024/25 onwards.

Regulatory framework

12. The Prudential Code for Capital Finance and Treasury Management Code (both 2021) require quarterly reports be submitted to the relevant Council Committee detailing the Council's treasury management activities.
13. This report updates Members on both the borrowing and investment decisions made by the Executive Director – Resources, under delegated authority in the context of prevailing economic conditions and considers the Council's Treasury Management performance. The Council can only borrow for capital investment, it cannot borrow to fund operational, day to day expenditure. The borrowing supports the Council's capital investment programmes for both Council Housing (HRA) and General Fund, the outputs

from this investment are set out in outturn reports appearing elsewhere on the agenda.

Economic Context

14. Inflation, measured by the Consumer Prices Index (CPI) stood at 10.1% at the start of the financial year and has fallen steadily to 3.2% as at 31st March 2024. As at 22nd May it stood at 2.3% with the Government's long term target set at 2%.
15. The Bank of England's Monetary Policy Committee (MPC) relies on interest rates as the primary tool to combat inflation by regulating consumer demand. The has increased the base rate from 4.25% at the start of the financial year to 5.25% as at 31st March 2024. The rate remains unchanged as at 22nd May.
16. The Council borrows mainly from the Public Works Loans Board (PWLB) and has taken advantage of the HRA Concessionary Rates (currently in place until June 2025) which reduce the standard rate by 0.60%. Table 1 below shows indicative PWLB standard rates during 2023/24.

Table 1: Standard PWLB rates 2023/24

PWLB Equal Instalment of Principal (EIP) rates	5 year	10 year	20 year	30 year	40 year
31st March 2023	4.72%	4.49%	4.55%	4.79%	4.90%
31st July 2023	5.88%	5.53%	5.34%	5.48%	5.55%
31st August 2023	5.81%	5.50%	5.38%	5.56%	5.64%
29th September 2023	5.63%	5.39%	5.47%	5.72%	5.85%
4th October 2023	5.69%	5.51%	5.64%	5.89%	6.01%
15th November 2023	5.28%	5.03%	5.19%	5.44%	5.55%
28th March 2024	5.16%	4.84%	4.96%	5.24%	5.38%

Source : Debt Management Office 28th March 2024

Relevance to Council Plans and Strategies

17. Good homes in well-connected neighbourhoods
18. Build our Economy to create a thriving place
19. Sustain Strong and healthy Communities

Cost of Borrowing

20. Table 2 below shows the Council's total cost of interest, debt charges and MRP, as well as how these costs are recharged to the Meridian Water (Capital), HRA and Council owned Companies to generate an overall net charge to General Fund of £24.7m made up of net interest & charges £5.5m and MRP £19.2m.

Table 2: Cost of Debt – General Fund

Cost of Debt - General Fund £m	Feb Budget 70% delivery	Nov budget*	Period 8 estimate	Outturn
Total interest and debt charges	35.8	35.6	33.3	33.2
Meridian Water - interest capitalised	-8.5	-8.5	-8.4	-7.5
HRA - interest recharged	-13.1	-13.1	-10.6	-12.2
Companies	-4.4	-4.4	-4.3	-4.7
Investment & other Income	-1.9	-1.9	-3.0	-3.6
Energetik – working capital facility valuation adjustment	-	-	0.5	0.3
Interest & other charges	7.9	7.7	7.5	5.5
Budget	6.1	6.1	6.5	6.5
(Under) Over-spend	1.8	1.6	1.0	-1.0
MRP – Policy	19.7	19.7	19.4	19.2
MRP Voluntary	3.3	3.3	3.3	0.0
MRP – total	23.0	23.0	22.6	19.2
Budget	22.5	22.5	22.5	22.5
(Under) Over spend	0.5	0.5	0.2	-3.3
Cost of Debt - General Fund	30.9	30.7	30.2	24.7
Transfer to Energetik reserve	-	-	0.8	1.0
Total cost of Debt – General Fund	30.9	30.7	31.0	25.7
Budget	28.6	28.6	29.0	29.0
(Under) Over spend – before transfer to reserves	2.3	2.1	1.2	-4.3
(Under) Over spend – after transfer to reserves	2.3	2.1	2.0	-3.3

*Mid-year update, Cabinet 15th Nov 2023

21. Details of the movement from the November budget (reported to Cabinet as part of the Mid-year update, 15th November 2023) to the final outturn are provided in appendix A.

Debt and Investments Position

22. The Council started 2023/24 with net borrowing and investments of £1,118.2m and £36.9m respectively. These increased to £1,250.2m and £56.1m respectively due to additional borrowing to support capital expenditure and cash requirements as shown in table 3 below.

Table 3: Debt and Investments position

Summary	31.3.23 Balance £m	Movement £m	31.3.24 Balance £m	31.3.24 Ave rate %
Long-term borrowing	1,044.2	189.0	1,233.20	3.02%
Short-term borrowing	74.0	(57.0)	17.0	4.10%
Total borrowing	1,118.2	132.0	1,250.2	3.04%
Total investments	(36.9)	(19.2)	(56.1)	4.98%

Net Borrowing	1,081.30	112.80	1,194.10	
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23. The increase in borrowing funded capital expenditure (not supported by other sources of finance) of £68m HRA, £26m Meridian Water, £14m Companies with the balance financing other General Fund capital expenditure. Further details are shown in the Capital outturn report appearing elsewhere on the agenda. Details of the movement is provided in appendix B.
24. Cash held in investments was used to fund working capital requirements and remained above the £35m minimum average set out in the Treasury Management Strategy.

Borrowing Update

25. On 31st March 2024, the Council held loans of £1,250.2m, an increase of £132m from the 2022/23 closing balance (predominantly due to HRA borrowing for new capital expenditure). The Council repaid loans of £115m during the year and entered into loans of £247m, including refinancing. .
26. The new loans were made up of £205m long term PWLB, £15m for MEEF and £27m short-term borrowing with average interest rates of 4.42%, 2.30% and 4.18% respectively.
27. Table 4 below shows the allocation of debt across the main Council services together with other financial liabilities (PFI and lease obligations) and its investments and how these compare to the November budget positions reported as part of the Mid-year update.
28. The movement in debt and a summary of the Outstanding loans are shown in Appendix B.

The Capital Financing Requirement (CFR)

29. The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This represents capital expenditure accumulated over many years to 31st March 2024 for which borrowing would have been required had the Council not used its own cash balances to supplement budgeted financial resources.
30. Cash balances are used when available to ensure borrowing is kept to a minimum and is termed "internal borrowing," with external borrowing representing the Council's actual debt. Internal borrowing is also repaid over time from revenue via Minimum Revenue Provision, in line with external borrowing.
31. External borrowing of £1,250.2m was below the CFR of £1,402.7m and therefore in compliance with this key Prudential Indicator. The difference of £152.5m is the accumulated cash resources the Council has used to reduce borrowing and represents internal borrowing..

32. Table 5 below analyses the Council's CFR and external borrowing as of 31 March 2024, split between the General Fund and HRA.

Table 5: Capital Financing Requirement

2023/24 Capital Financing Requirement (CFR) and External borrowing	November Budget* £m	Outturn (pre-audit) £m
General Fund	1,064.4	1,031.1
Housing Revenue Account	358.5	371.6
Borrowing CFR	1,422.9	1,402.7
PFI and other liabilities	22.1	22.1
Capital Financing Requirement	1,445.0	1,424.8
External Borrowing	1,406.4	1,250.2
PFI and other liabilities	22.1	22.1
Operational boundary	1,428.5	1,272.3
Headroom	351.6	200.0
Authorised Limit	1,780.0	1,472.3

* Mid-year update, Cabinet 15th Nov 2023

33. The Authorised Limit represents the maximum debt beyond which any additional borrowing is prohibited. This limit, which can only be set by Full Council, was £1.645bn for 2023/24 approved by Council 23rd February 2023 (KD5504). The Authorised Limit in the table below shows the refreshed estimate.

34. The Council is currently estimating the cost of new debt at 5% and will continue to use internal resources where possible to minimise borrowing.

35. This estimate is based on the UK 15-year Gilt yield as at 30th April 2024 of 4.6% which is considered a reasonable estimate of the return demanded by the Capital Markets in exchange for UK Government Bonds. The estimate includes an on-lending allowance expected to be charged by the Debt Management Office.

Forward Borrowing

36. The Council did not enter into any forward borrowing arrangements during the financial year although the market will continue to be monitored should any opportunities arise.

Other Debt Liabilities

37. After £4.2m repayment of prior years' Private Finance Initiative/finance leases liabilities, total debt other than borrowing stood at £22.1m for this financial year end.

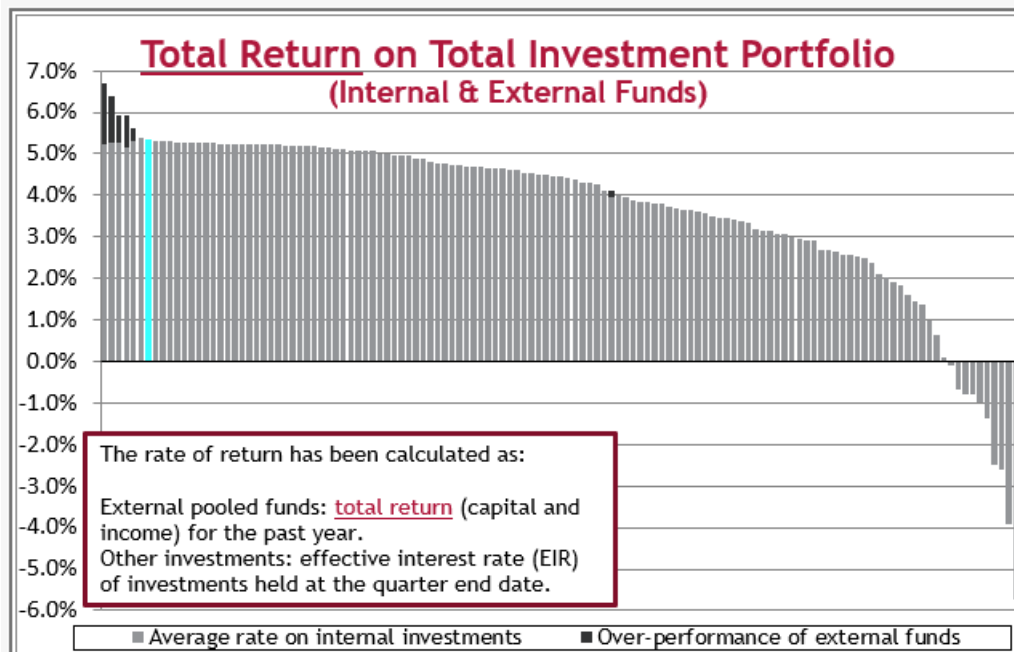
Debt Maturity

- 38. The Council has 109 loans with some loans reaching maturity (becoming repayable) at up to 47 years with the average loan length currently at 15 years.
- 39. To ensure the Council is not overexposed to repayment demands accumulating in a particular year, the maturity profile is kept under review. A balance is therefore maintained between the term of new or replacement debt and its cost to ensure cash resources are not overstretched.
- 40. Details of the maturity profile are provided in appendix D as part of the Treasury Management Indicators.

Treasury Investment Activity

- 41. Total cash balances over the year varied considerably, predominantly because of the significant peaks and troughs arising from payment profiles of business rate collections, capital expenditure, DWP payments and housing benefit payments.
- 42. During the year, the Council’s investment balance ranged between £10 million and £118 million due to timing differences between income and expenditure.
- 43. As at 31st March 2024 the Council held £56.1m investments which generated £3.3m investment income, a return of 4.98% on average, which is amongst the highest in the Council’s benchmarking group as shown in figure 1 below.

Figure 1 – Councils return on investments were amongst highest in England as at 30th September 2023



- 44. The Council also participates in benchmarking its investment risk and return metrics using data compiled by its Treasury Advisers. The Council continues to invest prudently in funds with a credit score of AA-, higher than the

minimum A rating set in the Treasury Management Strategy Statement approved by Council in February 2023.

45. Details of the risk and return indicators are provided in appendix C.

Non-Treasury Investments

46. The definition of investments in CIPFA's revised 2021 Treasury Management Code covers all the financial assets of the Authority as well as other non-financial assets which the Authority holds primarily for financial return. Investments that do not meet the definition of treasury management investments (i.e. management of surplus cash) are categorised as either for service purposes (made explicitly to further service objectives) or for commercial purposes (made primarily for financial return).

47. The Authority held £103.1m of such investments as loans to subsidiaries as set out in table 6 below:

Table 6: Council owned Companies

Loans to Council owned companies	HGL £m	Energetik £m	Total £m
31 March 2023 (nominal)*	126.8	33.9	160.7
New Borrowing	6.5	10.9	17.4
Repaid Borrowing	-0.3	-1.6	-1.9
Balance at 31 March 2024 (nominal)*	133	43.2	176.2
Reclassified Investment in Subsidiary	-43.3	-4.6	-48.0
Fair Value adjustments –			
Capital (no impact on useable reserves)	-	-24.8	-24.8
Working capital – impact on useable reserves	-	-0.3	-0.3
Balance sheet value at 31st March 2024	89.6	13.5	103.1

*Nominal is cash basis

48. These investments generated no investment income in 2023/24 and the Council held no investments for commercial purposes.

Debt Restructuring

49. This normally involves prematurely replacing existing debt (at a premium or discount) with new loans to secure net savings in interest payable or a smoother maturity profile. Restructuring can involve the conversion of fixed rate interest loans to variable rate loans and vice versa.

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

Treasury Management Indicators

51. The Council was in compliance with all indicators used to ensure its activities were within well-defined limits, summarised below with details in appendix D.

Indicator	Result
1. Operational Boundary and Authorised Limit Set by the Council to ensure external debt as at 31 st March 2024 of £1.250bn does not exceed prescribed limits	Complied
2. Liability Benchmark An estimate of how much debt the Council should be carrying based on external debt and requirements to maintain liquidity and is normally forecast for at least ten years. External debt was equal to the Liability Benchmark and below the CFR indicating it is in line with revised estimates and remains within limits.	Complied
3. Debt Servicing costs as a proportion of Net Revenue Budget (NRB) An assessment of the sustainability of the Council's borrowing commitments in the context of its revenue resources. This limit was set 10% - 12% of the General Fund Net Revenue Budget. The indicator for 2023/24 was 8.6%	Complied
4. Net income from Commercial & Service Investments to NRB – Considers the Council's exposure to risk from commercial and service investment income in relation to its overall revenue resources. As the proportion of NRB income from these sources remains insignificant indicating no over reliance on commercial or service investments.	Complied
5. Risk & Liquidity A suite of five indicators assessing the risk and liquidity of the Council's borrowing and investment portfolio : <ul style="list-style-type: none"> • Security • Liquidity • Interest Rate Exposure • Maturity Structure of Borrowing • Principals invested over one year 	Complied (see Appendix D)

Minimum Revenue Provision

52. In accordance with the Local Government Act 2003 and revised Guidance issued 2018 the Council is required to pay off an element of the accumulated General Fund capital expenditure, which was funded from borrowing, through an annual revenue charge known as the Minimum Revenue Provision (MRP).

53. The actual MRP charge for 2023/24 was £19.2m (excluding voluntary MRP for Meridian Water) and total Financing Cost Charged to General Fund for 2023/24 was £24.7m.

Forward Look: New MRP Regulations effective 2024/25 and 2025/26

54. Following consultations revised MRP Guidance was announced on 10th April 2024 under the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2024 with the following key changes:

55. No element of the Capital Financing Requirement can be excluded from the MRP calculation.

56. Capital receipts cannot be used to replace (whole or in part) the MRP charge with the exception of capital loans and leased assets.
57. For Capital loans given after 7th May 2024 sufficient MRP must be charged so the outstanding CFR in respect of the loan is no higher than the principal outstanding minus any expected credit loss (ECLs).
58. The new regulations will take effect from 2025/26 with the exception of the loans to companies changes which are applicable from 7 May 2024. Only new loans given from 7 May 2024 are affected.
59. The requirement to make MRP does not exclude the HRA although the guidance states prudent provision through depreciation may negate the requirement for further MRP charges. The Council had already included an MRP charge assumption in 2024/25 HRA approved budgets.
60. Enfield's Treasury advisors have confirmed that HGL loans are not affected by the changes in the rules due to the nature of the business and asset base of the entity. Energetik loans for contractually committed capital works have been signed and therefore fall before the 7 May 2024 rules. Further capital loans will be subject to a refreshed business plan which will take into account any revenue risks to the Council of providing the loans. The Council has set up an Energetik Shareholder reserve in order to finance costs such as these in the future, if required.
61. A proportion of existing loans are recognised as revenue to support the working capital requirements of the companies, and these are subject to ECLs which are charged direct to the Income & Expenditure account in accordance with proper practices.
62. **Meridian Water** is modelled to be funded partly by MRP and partly through capital receipts generated during the life of the project. The planned future annual Voluntary MRP protects the Council against any MRP accounting adjustments (as the voluntary MRP can be reduced if there was mandatory MRP due to timing differences between assets being 'completed' and being sold).
63. The Council's Annual MRP Statement, published as part of the Treasury Management Strategy Statement, (KD 5666) approved by Council 22nd February 2024, sets out the assumptions to be used in applying MRP from 1st April 2024 including the application of capital receipts and use of voluntary MRP to accelerate debt extinguishment where such opportunities exist.
64. The Council has also commissioned its external Treasury Advisers to review the impact of the consultation now the new guidance has been published. The results of this will be used to update the Capital Strategy and Treasury Management Updates during 2024/25.

Financial Implications

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

Legal Implications

66. Local Authorities in England have broad powers for borrowing and investment. How they do this is largely determined by the Local Government Act 2003 (LGA 2003) and statutory instruments issued under its powers.

67. The Treasury Management function for both borrowing and investment forms part of the Prudential funding structure established by LGA 2003. Authorities are required to have regard to a range of guidance when exercising these powers:

- Guidance issued by the Secretary of State (3rd edition applicable from 1 April 2018)
- Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code of Practice (2021 edition)
- CIPFA Prudential Code (2021 edition)

68. Finally, Local Authorities have the power to invest under [LGA 2003, s 12](#) (England and Wales) and the [Trustee Investments Act 1961](#). When making investments, authorities are required by the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, [SI 2003/3146, regs 2,24](#) to have regard to CIPFA's Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes.

Equalities Implications

69. An Equality Act assessment has been conducted which can be found in Appendix E. The proposals set out in this report do not appear to impact on protected groups.

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Appendices

- A – Cost of borrowing: explanation of variations
- B – Debt position
- C – Investment position and Benchmarking
- D – Treasury Management Indicators

Background Papers

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

- (i) Treasury Management Strategy Statement 2023/24 (KD5502) approved by Council 23rd February 2023
- (ii) Treasury Management Strategy Statement 2024/25 (KD5502) approved by Council 22nd February 2024

Appendix A – Cost of Borrowing: Explanation of Variations

Cost of Debt - General Fund £m	November budget*	Outturn	Variance vs Nov Budget	Explanation
Total interest and debt charges	35.6	33.2	-2.4	(i) £0.4m due to average interest on new borrowing of 4.49% against 4.80% estimated (ii) £0.8m due to lower than expected capital expenditure (iii) £1.2m due to the impact of taking debt later in financial year and internal borrowing
Meridian Water - interest capitalised	-8.5	-7.5	1.0	£574k corrections relating to prior years combined with lower than expected expenditure
HRA - interest recharged	-13.1	-12.2	0.9	Interest payments to HRA on its cash balances recognised in outturn. Nov budgets used older model which did not recognise this payment due to historically low interest rates.
Companies	-4.4	-4.7	-0.3	Model reviewed to ensure income recognised on accruals basis
Investment & other Income	-1.9	-3.6	-1.7	£0.7m of this is due to Higher average investment balances combined with improvement in investment yields. £1m of this had been planned to be transferred to Energetik shareholder reserve – (net in the budget)
Energetik – WCF loan valuation losses	-	0.3	0.3	Review of working capital facility
Interest & other charges	7.7	5.5	-2.2	
Budget	6.1	6.5	0.4	
(Under) Over spend	1.6	-1.0	-2.6	
MRP – Policy	19.7	19.2	-0.5	Mainly £0.3m REFCUS expenditure originally expected to be written off not incurred
MRP Voluntary	3.3	0.0	-3.3	Voluntary MRP not made in 2023/24
MRP – total	23.0	19.2	-3.8	
Budget	22.5	22.5	0.0	
(Under) Over spend	0.5	-3.3	-3.8	
Cost of Debt – GF before transfer to reserves	30.7	24.7	-6.0	
Transfer to reserves	-	1.0	1.0	Transfer to Energetik Shareholder reserve (previously shown net in the investment income figure)
Cost of Debt - GF after transfer to reserves	30.7	25.7	-5.0	
Budget	28.6	29.0	0.4	
(Under) Over spend before transfer to reserves	2.1	-4.3	-6.4	
(Under) Over spend after transfer to reserves				

* Mid-year update, Cabinet 15th Nov 2023

Appendix B – Debt Position

Source & Ref	£m	Rate	From	To
Bfwd 1 Apr 2023	1,118.20	2.80%		
657939	10.00	4.84%	14 Sep 2023	13 Sep 2040
659077	10.00	4.78%	19 Sep 2023	18 Sep 2039
661546	5.00	4.60%	27 Sep 2023	26 Sep 2037
668123	15.00	4.66%	18 Oct 2023	17 Oct 2037
674334	10.00	4.65%	10 Nov 2023	09 Nov 2034
677269	20.00	4.42%	22 Nov 2023	21 Nov 2036
680857	10.00	4.41%	06 Dec 2023	05 Jun 2036
684965	10.00	4.27%	19 Dec 2023	18 Jun 2037
685884	15.00	3.97%	21 Dec 2023	20 Dec 2035
705864	30.00	4.40%	27 Feb 2024	26 Aug 2038
706375	15.00	4.41%	28 Feb 2024	27 Aug 2038
710914	5.00	4.41%	13 Mar 2024	12 Mar 2042
712729	10.00	4.24%	19 Mar 2024	18 Mar 2041
714471	20.00	4.40%	25 Mar 2024	24 Sep 2040
715012	10.00	4.40%	26 Mar 2024	25 Sep 2037
715362	10.00	4.30%	27 Mar 2024	26 Mar 2040
PWLB loans taken*	205.00	4.42%		
Other loans	27.0	4.18%	Various	
MEEF	15.0	2.30%	Various	
Total new loans	247.0	4.27%		
Repayments	-115.0			
C/fwd 31 Mar 2024	1,250.20	3.04%		

**Taken from PWLB using HRA concessionary rates available until June 2025*

Appendix C – Investment Position and Benchmarking

Investment Position	31 March 2023 £m	Cumulative Sums Invested £m	Cumulative Repaid sums £m	31 March 2024 £m
Money Market Funds:				
Invesco	0.0	20.1	(5.1)	15.0
Deutsche	3.8	30.8	(34.7)	0.0
CCLA	25.0	31.3	(56.3)	0.0
Goldman Sachs	0.0	20.7	(20.7)	0.0
Ignis/Aberdeen	0.0	235.7	(235.7)	0.0
Prime Rate	0.0	220.3	(195.7)	24.6
AVIVA	8.0	203.9	(195.4)	16.5
Call Accounts:				
Santander	0	0	0	0
HSBC	0.0	3.6	(3.6)	0.0
Handelsbanken	0	0	0	0
Total Cash Investments	36.8	766.4	(747.2)	56.1

The Council generated investment income of £3.3m on cash balances held in call accounts and money market funds during this financial year equating to 4.98% on average. On average the Council's cash investment portfolio had a risk weighting equivalent to AA- credit rating.

Investment Benchmarking

Table below show the progression of risk and return metrics for the Enfield Investments portfolio compared with other local authorities as extracted from Arlingclose quarterly investment benchmarking as of 30th September 2023:

Benchmarking	Credit Score	Credit Rating	Bail-in Exposure	Weighted Average Maturity (days)	Rate of Return %
30.09.2024*	4.36	AA-	100%	1	5.33%
31.03.2023	4.71	A+	100%	1	4.12%
Similar LA's	4.53	A+	69%	27	4.30%
All LA's	4.47	AA-	59%	13	3.68%

Both the CIPFA Code and Government guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its treasury investments before seeking the optimum rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk

and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Credit score and credit rating measures the credit risk of the Council's investment portfolio. At the end of the reporting period our investment portfolio has been assigned a credit score of 5.00 based on an average long-term credit rating from Fitch as A+. It is worth noting that this is expected of our investment portfolio as all the investments are in money market funds with average maturity of 1 day for instant and liquidity/easy access.

The credit score of money market funds is calculated from the fund's investments on the previous month end date. As part of Arlingclose investment advice an average credit rating from Fitch, Moody's and Standard & Poor's are converted to a number, for example AAA=1, AA+=2, etc. Higher numbers therefore indicate higher risk.

The Council's investment portfolio of £56.1m at 31st March 2024 has 100% "bail in" exposure meaning some or all of the investment can be lost in the event Money Market Funds (MMF) fails.

Prior to 2013, failed banks were either bailed out by Government or placed into administration, with losses shared amongst most investors.

The risk of these losses has been substantially mitigated by the Council placing these investments with seven different MMFs, then with each MMF subsequently invested in more than 10 institutions.

Appendix D – Treasury Management Indicators

Operational Boundary and Authorised Limit

Throughout 2023/24 the total loan debt was kept within the limits approved by Council against an Authorised Limit of £1,645.30 million. The authorised limit (as defined by the Prudential Code) was set as a precaution against the failure to receive a source of income or a major unexpected expenditure. In the unlikely event of this happening, the Council would need to borrow on a temporary basis to cover the shortfall in cash receipts. Any significant breach must be reported to the Council.

Officers report that all treasury management activities undertaken during the year complied fully with the CIPFA Code of Practice and the Council's approved Treasury Management Strategy.

Compliance with the authorised limit and operational boundary for external debt is demonstrated in table D1 below.

D1: Approved Borrowing Limits 2023/24	Maximum debt 2023/24	31st March 2024 Actual £m	Operational Boundary* £m	Authorised Limit* £m	Complied?
Borrowing	1,250.2	1,250.2	1,406.3	1,757.9	Yes
PFI & Finance Leases	22.1	22.1	22.1	22.1	Yes
Total Debt	1,272.3	1,272.3	1,428.4	1,780.0	

* Mid-year update, Cabinet 15th Nov 2023

The Authorised Limit is the ultimate threshold beyond which additional borrowing is prohibited. A temporary breach of the Operational Boundary is not counted as a compliance failure if it is due to variations in cash flow and of a relatively low value.

Liability Benchmark

This is outstanding debt plus an allowance for liquidity to maintain day to day working capital and is therefore an estimate of how much debt the Council should be carrying. Table D2 shows how this is calculated for 2023/24 and the chart showing the liability benchmark and projected debt levels for the Council in the future.

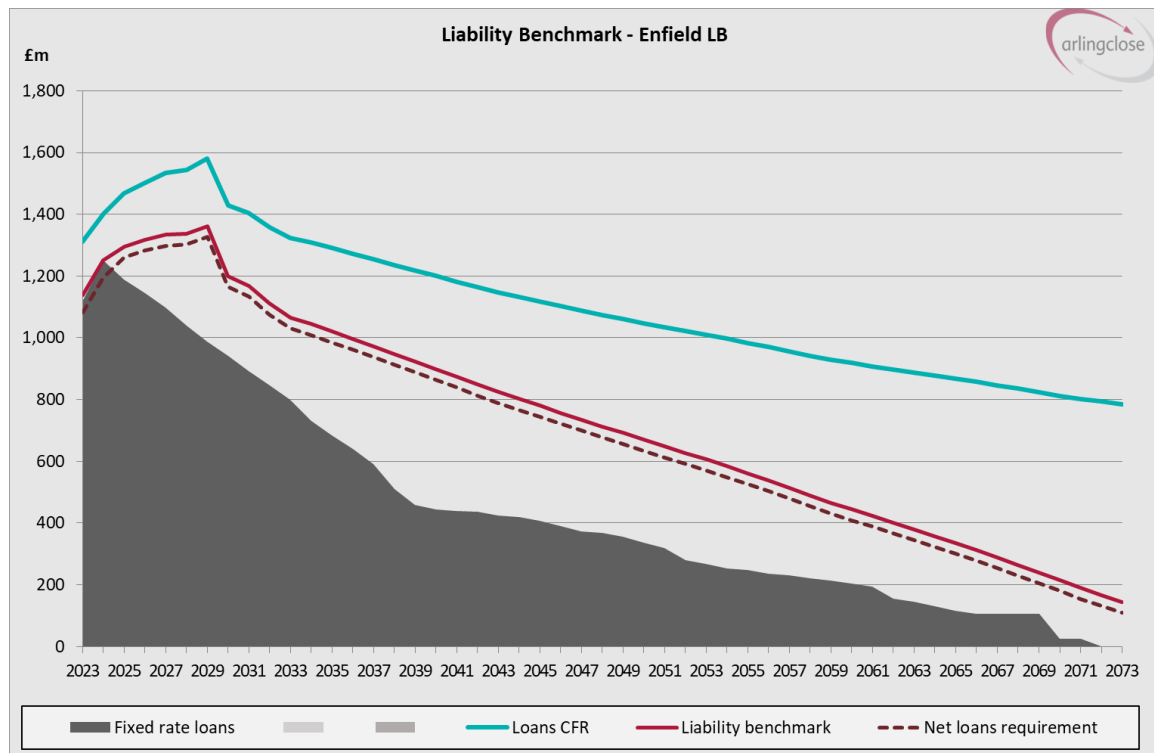
D2: Balance Sheet Summary £m	2022/23 Actual	2023/24 Actual
General Fund – core services	474.3	460.8
Meridian Water	374.2	392.9
HGL	131.5	137.3

Energetik	33.7	40.1
HRA	296.8	371.6
Capital Financing Requirement*	1,310.5	1,402.7
CFR Represented as :		
External Borrowing	1,118.2	1,250.2
Internal Borrowing	192.3	152.5
Capital Financing Requirement	1,310.5	1,402.7
Less : Balance Sheet resources	-218.0	-208.6
Add: Allowance for liquidity	35.0	56.1
Liability benchmark** (year end)	1,127.5	1,250.2

*Capital Financing Requirement : accumulated capital expenditure to 31st March 2024 for which borrowing *would have been required* had the Council not used its own cash resources (termed "internal borrowing") to offset actual borrowing

** **Liability Benchmark** : estimate of net borrowing requirement including allowance for liquidity

The Chart below illustrates the Council’s treasury position on 31 March 2024. It shows the borrowing the Council already has (shaded in grey) does not exceed the borrowing amount required in total (red line). This chart uses data of the capital programme up to 2032 only.



Debt Servicing Costs as a Proportion of Net Revenue Budget (NRB)

From 2024/25 the Council has approved the indicator “Ratio of Financing costs to Net Revenue Budget” as the primary measure of affordability for its debt. Council approved on 22 February 2024 the Capital Strategy (KD 5502) and Treasury Management Strategy Statement (KD 5668) which both set an annual target of 10% to 12%. Table D3 shows the ratio was within these limits for 2023/24.

D3: Financing as a Proportion of Revenue Resources	2022/23 Outturn (pre-audit)	2023/24 Outturn (pre-audit)
General Fund	11.6%	8.6%

Net income from Commercial & Service Investments to NRB

The primary purpose of the Council’s investments in Housing Gateway Limited and Lea Valley Heat Networks Limited are the provision of temporary accommodation (a statutory duty) and the provision of sustainable and low cost energy to the Borough’s residents and businesses, respectively.

Similarly, the Council’s share of the Joint Venture at Montagu Industrial Estate is primarily for the economic regeneration of the area which will have wider benefits for residents and businesses within the Borough.

No income was passed on to the Council by these investments in 2023/24 and any future income will be incidental to the provision of services and not driven for pure commercial gain.

During 2023/24 net income from the Council’s investment properties made up 2.6% of the Net Revenue Budget which is considered neither significant nor a risk and is incidental to the provision of the Council’s wider services as shown in table D4 below.

D4: Total net income from service and commercial investments	2022/23 Outturn (pre-audit)	2023/24 Outturn (pre-audit)
Net income – investment properties	£7.2m	£7.4m
Proportion of net revenue budget	2.8%	2.6%

Risk & Liquidity

Security: The Council has adopted a voluntary measure of its exposure to credit risk by monitoring the value weighted average credit rating and credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk, summarised in table D5 below.

D: Credit Risk	30.9.23 Actual	2023/24 Target	Complied?
Portfolio average credit rating	AA-	A	Yes
Portfolio average credit score	4.36	6	Yes

Liquidity: The Council has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing, summarised in table D6 below.

D6: Liquidity Risk	31.3.24 Actual £m	2023/24 Target £m	Complied?
Total cash available within 3 months	56.1	35.0	Yes

Interest Rate Exposures: This indicator is set to control the Council's exposure to interest rate risk. The Council held no variable interest rate debt during 2023/24. However, the Council's Treasury Management Strategy does permit variable interest rate loans. Table D7 shows the impact of such an increase is within approved limits.

D7: Interest Rate Risk	31.3.24 Actual	2023/24 Limit	Complied?
Upper limit on one-year revenue impact of a 1% <u>rise</u> in interest rates	0.0	+£4m	Yes
Upper limit on one-year revenue impact of a 1% <u>fall</u> in interest rates	0.0	-£4m	Yes

The impact of a change in interest rates is calculated on the assumption that maturing loans and investment will be replaced at current rates.

Maturity Structure of Borrowing: This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of all borrowing are summarised in table D8 below.

D8: Maturity Structure	31.3.24 Actual £m	31.3.24 Actual %	Upper Limit	Lower Limit	Complied?
Under 12 months	62.1	4.97%	30%	0%	Yes
12 months & within 24 months	45.0	3.60%	35%	0%	Yes
24 months and within 5 years	157.1	12.57%	40%	0%	Yes
5 years and within 10 years	258.4	20.66%	45%	0%	Yes
10 years and above	727.6	58.20%	100%	0%	Yes
Total	1,250.2	100%			

Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long-term principal sum invested to final maturities beyond the period are set out in table D9 below.

D9 : Principal invested over one year	2022/23	2023/24	No fixed date
Actual principal invested beyond 365 days	Nil	Nil	Nil
Limit on principal invested beyond 365 days	£25m	£25m	£0m

Complied?	Yes	Yes	Yes
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Long-term investments with no fixed maturity date include strategic pooled funds and real estate investment trusts but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.



London Borough of Enfield

Report Title	Capital programme 2023/24 Outturn
Report to:	Cabinet
Date of Meeting:	12 June 2024
Cabinet Member:	Cllr Tim Leaver
Executive Director/Director	Fay Hammond - Executive Director of Resources Olga Bennet - Director of Finance - Capital and Procurement
Report Authors:	Olga Bennet - Director of Finance (Capital) Olu Ayodele – Head of Capital & Treasury Shirley Haider – Senior Finance Manager (Capital)
Ward(s) affected:	ALL
Key Decision Number	KD5744
Classification:	Part I Public

Cabinet

Meeting Date – 12 June 2024

Purpose of Report

1. The report provides an update on the final outturn position (pre-audit) of the Council capital programme. It focuses on the General fund capital programme, expenditure, financing and key outcomes. The Housing Revenue Account (HRA) will be presented at a future Cabinet meeting.
2. The report also provides updates on additional carry forwards requested as part of year end and changes to the Pipeline programme published as part of the 2024/25-2033/34 capital programme approved by Council in February (KD5502)

Recommendations

1. Cabinet is asked to recommend that Council:

- a. Approves the carry forward of £35.4m unspent budget from 2023/24 to future years (Appendix B), of which £15.68m is funded by borrowing
- b. Approves the revised 2024/25 capital programme (Appendix D)
- c. Approves the growth in Pipeline projects (Appendix E), noting that these projects will be subject to a full business case review prior to being moved into the main capital programme (KD5502 delegated to Cabinet authority to approve Pipeline projects up to £10m)
- d. Notes growth of £7.5m in the 2023/24 capital programme (Appendix C) and approves growth of £12.8m in the 2024/25 capital programme (Appendix D1)

Cabinet is asked to note:

- e. 2023/24 capital expenditure of £198.8m, against approved November budget of £283.1m
- f. An overall net reduction of £20.0m in the 2023/24 programme (Appendix C)

Executive Summary

3. The Council's final capital programme outturn for 2023/24 was £198.8m. This represents 70% of approved November budget. Key outcomes from this investment included £37m spend on core general fund services (91% of £40.6m November budget) on highways, street scene, waste management, children and schools and vulnerable adults. Final capital outturn also includes £103.8m of HRA funded spend (80% of £129.9m approved November budget), £15.8m investment in Housing Gateway Ltd and Energetik (81% of £19.1m approved budget) and £42.3m in Meridian Water (45% of £93.5m approved budget). Full details of comparison with approved budget is provided in Appendix F.
4. Of the final capital programme outturn, £119.1m (60%) was funded from borrowing – including £11.2m for general fund core services, £26.4m for Meridian Water, £13.7m on companies loan drawdowns and £67.8m on the HRA. There is an overall decrease of £34.5m in 2023/24 in-year borrowing requirement, including the removal of a net £10.9m of borrowing from the Council's capital programme.
5. Unspent budget of £35.4m is proposed to be carried forward into later years of the capital programme, including £15.7m of borrowing funded budget, at an estimated annual debt financing cost (MRP and interest) of £70k per annum.

6. Looking ahead, the Council's capital programme for 2024/25 has increased from £315.5m (approved by Council in February 2024) to £329.7m. This includes £35.4m unspent budget carried forward from 2023/24, net £7.3m of grant and s106 contribution funded growth, £1.8m of borrowing funded growth (£1m vehicle replacements, £0.35m Electric Quarter CPO and £0.5m Meridian Water) and the reprofiling of (£30.3m) of budget into 2025/26 and 2026/27.
7. The 2024/25 – 2033/34 approved capital programme included a pipeline programme, which are indicative project budget estimates, subject to full business case review. Appendix E details the updated pipeline programme.

Capital Programme Outcomes

8. Delivery of key outcomes in line with Council objectives is summarised in table 1 below. More detailed information is provided in Appendix G.

Council Objective	November Budget £m	Outturn £m	Key Outcomes
More and Better Homes	233.6	154.5	20 flats at Meridian One completed and transferred to the HRA (remaining 99 expected to complete in 24/25). £48m invested in existing Council homes to deliver improvements to decency standards, comply with building, fire safety regulations, and improve property energy performance. Further £67m invested to deliver new council homes. 20 new properties acquired by Housing Gateway Ltd.
Thriving Children and Young People	14.5	14.3	Winchmore new 6 th form building, Swan Centre remodelling (both expected to complete first half of 2024/25) and a programme of investment in school buildings including windows, heating system, lighting upgrades and new boiler installation. Enfield Children's Homes – expected to open by November 2024. New 'Family Hubs' within existing youth centre premises
Strong, Healthy and Safe Communities	9.3	10.5	4.72km of carriageway and 1.7km of footway replacement and surfacing etc and programme of structural repairs to bridges and culverts. Priority fleet vehicle replacement and continuing work to increase burial capacity at Sloeman's Farm natural burial ground, 144 private home adaptations to enable disabled adults to remain independent living at home and investment in the Integrated Community Equipment Store
An Economy that Works	18.2	11.3	Investment in Energetik, corporate estate and digital services.

Council Objective	November Budget £m	Outturn £m	Key Outcomes
for Everyone			
Clean and Green Spaces	7.6	8.2	New cycle routes, active travel arrangements, flood alleviation measures, refurbishment of parks and playground equipment (to complete 2024/25), first phase of investment in leisure centres (following appointment of new leisure centre management), Broomfield Park boating pond and tennis court refurbishment across Enfield parks.
	283.1	198.5	

Capital Programme Outturn

9. The Council spent £198.8m on capital projects in 2023/24, consisting of £37.0m on core services, £42.3m on Meridian Water, £15.8m on investment in Companies and £103.8m in the Housing Revenue Account (HRA).
10. This compares with a Council-approved November budget of £283.1m.
11. Figure 1 provides a graphical summary of outturn in comparison with approved budget by department.

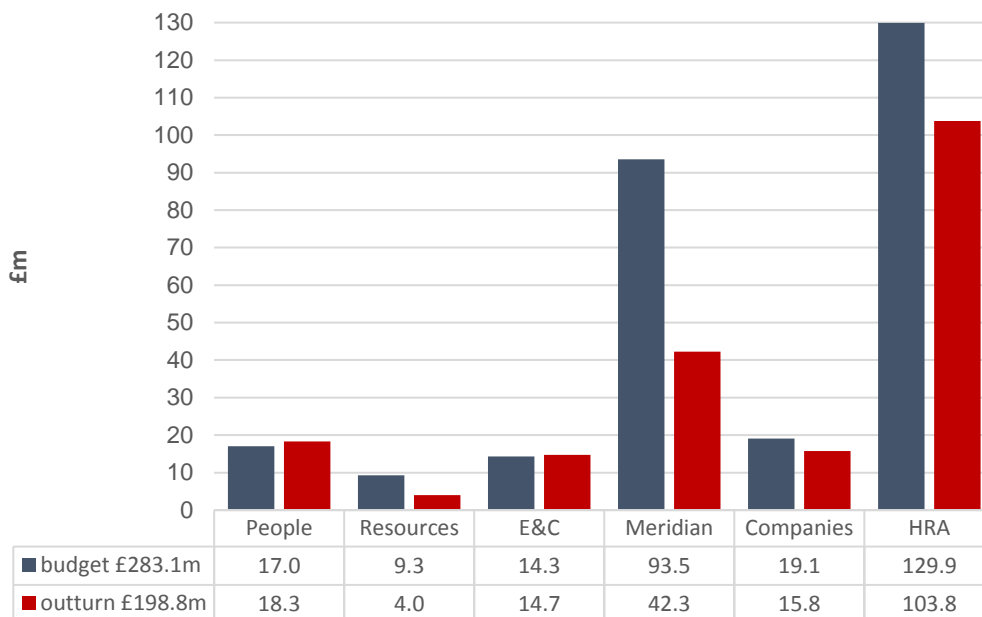


Figure 1: 2023/24 capital outturn in comparison with November budget

12. Spend on core general fund services (excluding Meridian Water, companies and HRA) was £37.0m (91% of £40.6m budget).
13. An in-year review of the digital services capital programme budget has resulted in a realignment of the capital /revenue budget split, with programmes previously planned to be funded by capital now proposed to be funded from the flexible use of capital receipts, as they are transformational in nature. This review will continue for 2024/25 and the resulting budget realignment will be reported as part of the quarterly budget monitoring cycle. As part of this review a number of planned projects were put on hold, which has also contributed to the underspend.
14. Other significant variances to November budget include the use of £1.4m Disabled facilities grant to fund the integrated community equipment store and related salaries spend and £0.5m Lawn Tennis Association grant used to fund tennis court refurbishments across our parks.
15. The Meridian Water programme experienced programme delays which contributed to a final outturn of £42.3m (45% of £93.1m budget). Investment in companies was in line with revised approved loan drawdown timetable and includes grant funded property acquisitions by Housing Gateway Ltd. Separate reports on Companies and the Housing Revenue Account (HRA) will be brought to Council later in the year.
16. Appendix A provides a more detailed breakdown of outturn variances to approved November budget. Appendix F provides more detail on outcomes achieved.

Capital Programme Financing

17. The spend was financed by £119.1m borrowing (60%), £45.5m capital grants (23%), £21.1m capital receipts (including Right to Buy (RTB)) (11%), £10.4m HRA earmarked reserves (5%), £2.7m of s106 contributions and CIL (1%). Reflecting reduced spend in comparison with November budget, there is a reduction in planned utilisation of grants, HRA reserves, capital receipts and borrowing, as illustrated in Figure 2 below.

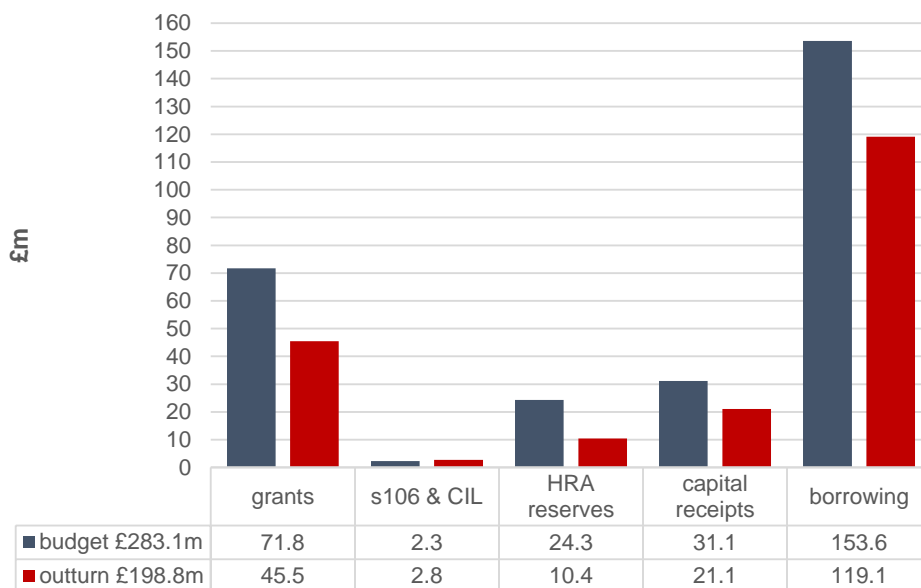


Figure 2: 2023/24 capital financing in comparison with budget

Borrowing

18. There is an overall £34.5m decrease in-year borrowing to November budget, which has resulted in approximately £0.8m less interest charged to the General Fund in 2023/24. Of the £34.5m reduction in borrowing, Council approved the carry forward of £7.9m into 2024/25 (approved February 2024). A further £15.7m is proposed for carry forward at outturn, subject to Council approval (Appendix B). This consists of £15.1m on Meridian Water (non-operational assets) and £0.6m on core services. The revenue impact (MRP and interest) of carrying forward additional £15.7m of borrowing funded budget is around £70k per annum.
19. This also means the Council has removed net £10.9m of borrowing from its capital programme (£34.5m less £7.9m + £15.7m borrowing carried forward to later years). This includes £11.3m for Meridian Water (£9.1m reductions for property acquisition no longer progressing, reductions in Meridian Water staffing and removal of non-invoiced 'barter arrangement' spend and £2m spend now funded from HIF grant), £4.5m digital services due to realignment of capital and revenue budgets and a number of projects on hold, £1.8m Energetik loan drawdowns (to be re-assessed in line with revised drawdown timetable), £0.2m corporate property programme, and a further £0.4m from utilising s106 carbon offset contributions to fund decarbonisation works originally assumed to be funded from borrowing (£18.2m total).
20. These borrowing reductions are offset by additional £6.1m HRA borrowing, £0.7m growth in Meridian Water borrowing in relation to lower than anticipated capital receipts, £0.2m for leisure centre refurbishment, £0.1m for wheeled bin replacements and £0.3m 'temporary borrowing' for Sloeman's Farm natural burial ground, which is expected to be 'repaid' in 2024/25 as soon as contract for soil importation is awarded (no MRP is therefore required) (£7.3m total).
21. HRA borrowing applied in year was £67.8m (budget £61.7m). This represents 65% of HRA outturn (in comparison with budget estimate of 47%). This approach seeks to ensure HRA reserves that would otherwise have been utilised to fund capital spend are maintained close to £15m target.
22. The Meridian Water Financial model report (KD5463), presented to Cabinet on 19th April 2023, included, as a prudent measure, the intention to use some revenue budget to contribute to Meridian Water capital payments via a voluntary MRP charge. Due to broader pressures, this has been postponed This is not being done in 2023/24.
23. The Council always seeks to utilise non-borrowing funding streams where possible. Focussing on the General Fund £25.9m (70%) of spend on core frontline services is funded from capital grants and other contributions and £11.2m (30%) is funded from borrowing (Figure 3). Borrowing is predominantly restricted to Resources (digital services and property services) and Environment & Community (highways infrastructure, waste & recycling, and vehicle replacement programme). These are areas which do not normally benefit from capital grant funding from government.

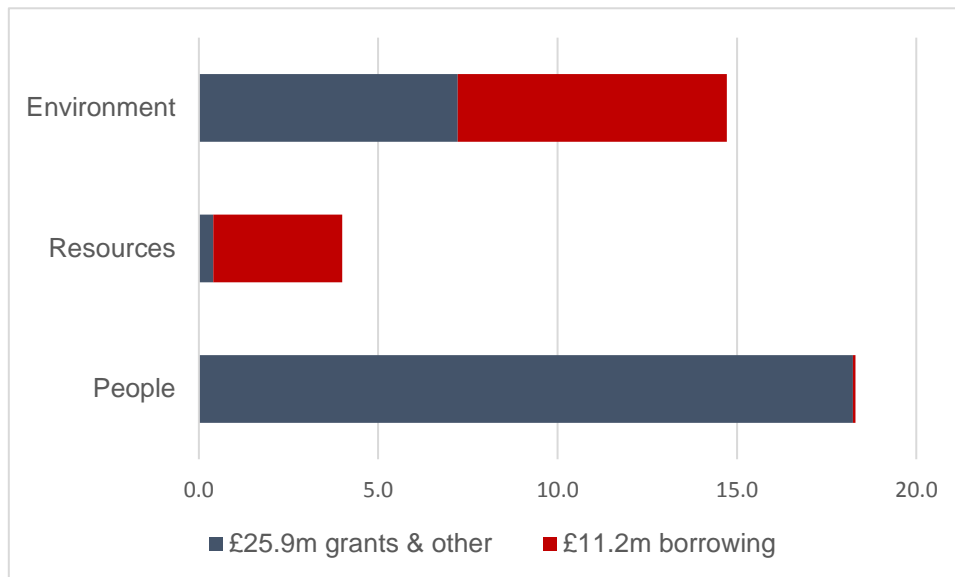


Figure 3: £37.0m general fund core services outturn financing profile

Capital Grants

24. The Council utilised £45.5m of capital grant income in 2023/24 – including £12.8m schools DfE grant, £11.4m Housing Infrastructure Fund grant for Meridian Water, £9.0m GLA grant for the HRA, £3.8m Better Care Fund (DFG) allocation, £2.0m Local Authority Housing Fund (LAHF) grant for HGL property acquisition, £0.6m Environment Agency and GLA grant funding for flood alleviation works, £0.6m LTA grant for tennis court refurbishments and £5.3m TfL, DEFRA and others.
25. The Council must ensure robust plans are in place to ensure residual unspent capital grant held is utilised efficiently to help deliver Council priorities. The schools' capital programme (KD 5706) (reported separately at this meeting) provides a clear strategy for DfE grant utilisation over the medium term. The Council has also received additional capital grant since Council approved the 2024/25 capital programme (for example £0.9m food waste collection grant and £0.5m nursery provision grant). These will be approved and added to the 2024/25 capital programme as new schemes are approved.

Capital Receipts

26. The Council applied £21.1m of capital receipts (including RTB receipts) as funding for capital spend in 2023/24. This consists of £16.5m for the HRA and £4.6m for the General Fund. General fund use of capital receipts to fund capital expenditure is restricted to £4.46m for Meridian Water (£5.2m budgeted) and £0.1m for vehicle replacement and schools' caretakers lodges spend. These are funded from specific ringfenced capital receipts.
27. The Council also applied £7.1m of capital receipts to fund transformational revenue spend under the flexible use of capital receipts (FUCR) strategy, which will be further detailed in September in the Revenue Outturn Cabinet paper. The majority of this has been used to fund redundancy costs which delivers ongoing staffing savings.

S106 Contributions & CIL

28. £2.8m s106 & CIL contributions were utilised to fund the capital programme – including £1.3m on Winchmore School, £0.15m on Broomfield Park Boating Pond, £0.9m on Journeys & Places and Flood Alleviation and £0.4m on decarbonisation works.

Capital Reserves

29. These are mainly HRA major repairs reserve and HRA earmarked reserve. Utilisation is lower than budgeted to maintain overall HRA reserves levels near £15m target.

Forward Look: Capital Programme 2024/25

30. Council approved a £315.5m capital programme budget in February 2024. At the time of report writing this has increased to £329.7m. Full details are included within Appendix D. The draft programme includes net £9.1m of growth, funded from £7.3m of grant and s106 contributions and £1.8m of borrowing.
31. Appendix E provides an update on the status of pipeline projects approved by Council in February. Of these the business case for mental health hub (grant funded) has now been approved and the scheme is moved into the main capital programme. Additionally, pipeline budgets for schools SEND schemes are also moved into the 10-year capital programme (years 2025/26 and 2026/27). The business case for Southbury Leisure centre is pending approval, at an increased estimated budget of £2.4m.

Financial Risks

32. Capital budgets included within the programme are based on officers' best estimates of the cost of planned investment. There is inherent risk that these estimates will need to be revised as projects commence and potential inflationary pressures are realised.
33. There is financial risk regarding the affordability of the programme. In particular, future capital receipts are assumed over the next ten years to minimise the Council's in-year borrowing requirement. These are currently on track to be delivered.

Financial Implications

34. Financial implications are contained throughout this report.

Legal Implications

35. Local authorities must distinguish between capital expenditure and revenue expenditure in their accounting. 'Capital expenditure' for this purpose is defined, in the Local Government Act 2003, as "expenditure of the authority which falls to be capitalised in accordance with proper practices". The aim of the current capital expenditure regime, introduced in the 2003 Act, was to bring local authority practice into line with generally accepted accounting practice.

36. Under part 1 chapter 1 of the Local Government Act 2003, a local authority may borrow for any purpose relevant to its functions or for “the prudent management of its financial affairs”. The total amount that a local authority may borrow is governed by the requirements of CIPFA’s Prudential Code for Capital Finance in Local Authorities; and by the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003 (SI 2003/3146), as amended.
37. The Prudential Framework encourages investment in the capital assets that local government needs to improve services and relies on accounting concepts, including professional and self-regulation. It allows local authorities to raise finance for capital expenditure, without government consent, where they can afford to service the debt without extra government support.

Equalities Implications

38. As part of 24/25 capital programme development budget holders have been asked to complete EQIA demonstrating that the impact of budget changes on all members of the community have been properly considered and understood.
39. Equality impact assessment have been undertaken for the main programmes and they have not identified any equality issues. Proposals for flood alleviation works are expected to have a positive impact on all groups of people as all will have access to the new woodlands, improving accessibility and providing health and wellbeing benefits. Changes to schools’ budgets will not have any negative impact on any of the groups of people that will use the schools. Some changes will improve accessibility to schools and increase SEN provision which will improve availability of schools’ places. All other programmes are not expected to have a negative impact on any group of people.

Environmental and Climate Change Implications

40. The ten-year programme demonstrates ongoing investment in these areas in line with the Council’s strategic priorities.

Public Health Implications

41. There are no direct public health implications arising in this report.

Property Implications

42. The capital programme includes the Corporate Condition Programme (CCP) which funds the replacement of major property elements such as heating systems, lifts, roofs and other high value plant at the end of its design life. Due to budgetary pressures not all projects will accord with the original proposals in terms of delivery.

Conclusion

43. Council is asked to note the £198.8m 2023/24 capital programme outturn and agree the proposed exceptional budget carry forward of £35.4m unspent budget into 2024/25. The Council's capital financing outturn requires £34.3m less in-year borrowing than budgeted. This has reduced 2023/24 revenue interest costs by around £0.8m. Looking ahead Council is also asked to approve a revised capital programme of £329.7m for 2024/25.

Date of report: 22 May 2024

Appendices

Further detailed analysis of the ten-year capital programme is included in the Appendices to this report:

Appendix A: Outturn variances to approved November budget

Appendix B: Outturn exceptional budget carry forward requests (Council approval)

Appendix C: Growth and reductions to approved November budget (Council approval)

Appendix D: Updated 2024/25 capital programme and funding (Council approval)

Appendix E: Proposed pipeline schemes

Appendix F: Ten-year capital programme

Appendix G: Capital programme 2023/24 outcomes achieved

Background Papers

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

Treasury Outturn report 2023/24 (KD5743)

Appendix A: outturn variances to Approved Budget

	Original Budget	Approved Budget (period 5)	Final Outturn	Outturn Variance to Approved Budget		Of which already approved Budget carried forward to 2024/25	Of which proposed additional Budget carried forward to 2024/25	Of which budget growth in 2023/24	Of which budget reduction in 2023/24	Of which budget virements between programmes	Outturn variance to approved budget
	£m	£m	£m	£m		£m	£m	£m	£m	£m	£m
Digital Services	13.5	5.8	0.7	(5.1)		(0.6)			(4.5)		(5.1)
Corporate Condition Programme	2.1	2.1	1.7	(0.4)					(0.2)	(0.2)	(0.4)
Corporate Property Investment		0.2	0.2	(0.0)							(0.0)
Electric Quarter		0.5	0.6	0.1						0.1	0.1
Build the Change	5.0	0.6	0.7	0.1						0.1	0.1
Montagu Industrial	42.2	0.1	0.1	(0.0)							(0.0)
Resources	62.7	9.3	4.0	(5.3)		(0.6)	(0.0)	0.0	(4.7)	0.0	(5.3)
Education	24.7	13.9	14.2	0.3		(0.5)	0.4	1.1	(0.7)		0.3
Foster Carers' Homes	0.3	0.3		(0.2)		(0.2)					(0.2)
Family Hubs	0.0		0.1	0.1				0.1			0.1
Enfield Children's Homes	0.0	0.3	0.1	(0.2)			(0.2)				(0.2)
Mental Health and Wellbeing Centre	1.3	0.3	0.1	(0.1)			(0.1)				(0.1)
DFG Home Adaptations	3.0	2.3	3.8	1.6				1.6			1.6
People	29.3	17.0	18.3	1.3		(0.7)	(0.0)	2.8	(0.7)	0.0	1.3
CCTV	0.2	0.2	0.2	0.0							0.0
Traffic & Transportation	0.7	0.3	0.2	(0.1)				0.1	(0.2)		(0.1)
Highways & Street Scene	4.4	4.3	4.3	0.0							0.0
Waste Management	0.1	0.1	0.2	0.1				0.1			0.1
Vehicle Replacement Programme	2.4	1.0	0.8	(0.2)			(0.2)				(0.2)

Appendix A: outturn variances to Approved Budget

	Original Budget	Approved Budget (period 5)	Final Outturn	Outturn Variance to Approved Budget		Of which already approved Budget carried forward to 2024/25	Of which proposed additional Budget carried forward to 2024/25	Of which budget growth in 2023/24	Of which budget reduction in 2023/24	Of which budget virements between programmes	Outturn variance to approved budget
	£m	£m	£m	£m		£m	£m	£m	£m	£m	£m
Vehicle Workshop	0.3	0.3	0.3	0.0							0.0
Highways Fibre Ducting	0.8	0.2	0.2	0.0							0.0
Journeys & Places	7.9	4.8	5.3	0.4			(0.2)	1.0	(0.4)		0.4
Flood Alleviation	1.5	1.6	1.3	(0.4)			(0.4)	0.5	(0.6)		(0.4)
Parks, Playgrounds & Verges	1.1	1.1	1.6	0.6			(0.2)	0.8	(0.1)		0.6
Sloeman's Farm	0.3	0.3	0.3	(0.1)			(0.1)				(0.1)
Environment & Communities	19.7	14.3	14.7	0.4		0.0	(1.0)	2.6	(1.2)	(0.0)	0.4
Meridian Water non-HIF	35.0	62.9	30.9	(32.1)		(5.7)	(15.1)		(11.3)		(32.1)
Meridian Water HIF	69.4	30.6	11.4	(19.2)		(13.6)	(7.6)	2.0			(19.2)
Meridian Water	104.4	93.5	42.3	(51.2)		(19.3)	(22.6)	2.0	(11.3)	0.0	(51.2)
Development Programme	69.7	66.5	52.7	(13.8)		(6.6)	(7.2)				(13.8)
Estate Regeneration	5.0	12.4	3.1	(9.3)		(4.9)	(4.3)				(9.3)
Investment Programme	60.0	51.0	47.9	(3.1)		(2.9)			(0.2)		(3.1)
Housing Revenue Account	134.6	129.9	103.8	(26.1)		(14.4)	(11.6)	0.0	(0.2)	(0.0)	(26.1)
Energetik	17.6	8.9	7.3	(1.5)		(1.4)	0.0	0.0	(0.1)	0.0	(1.5)
Housing Gateway Ltd	11.2	10.2	8.4	(1.8)		0.0	(0.1)	0.0	(1.7)	0.0	(1.8)
Companies	28.8	19.1	15.8	(3.3)		(1.4)	(0.1)	0.0	(1.8)	0.0	(3.3)
capital programme	379.6	283.1	198.8	(84.3)		(36.5)	(35.4)	7.5	(20.0)	0.0	(84.3)

Appendix B: Exceptional Budget Carry-forward Requests at 2023/24 Outturn (for Council approval)

	Proposed Budget c/f	Purpose of exceptional budget carry forward request
	£m	
Build the Change	0.04	Retention and minor works committed
Extensions to Foster Carer's Homes	0.05	Final projects to deliver – scheme formally closed
Enfield Children's Homes	0.25	Refurbishment and remodelling for new children's home
Vehicle Replacement Programme	0.17	Vehicle replacement - orders placed
Playground and Parks Infrastructure	0.12	To complete the remaining playground installations (potentially utilise s106 as funding)
Meridian Water (non-HIF)	15.06	Programme delays resulting in deferred work
Total funded from borrowing *	15.68	The estimated annual MRP & interest of this is £66k
Education	(0.41)	Accelerated delivery of schools programme 24-25
Family Hubs	0.03	completion of Craig Park and Ponders End Family Hubs
Mental Health & Wellbeing Hub	0.14	Business case now approved (grant funded) and budget moved from pipeline to capital programme 2024/25
Sloeman's Farm Natural Burial Ground	0.05	Consultancy and regulatory costs to progress planning application for the natural burial ground
Refurbishment of Tennis Courts	0.07	LTA grant to complete tennis court refurbishment in parks, with £20.6k borrowing
Flood Alleviation	0.36	Completion of planned flood alleviation works
Journeys & Places	0.22	Completion of planned journeys & places works
Meridian Water – HIF	7.58	Delay in HIF funded works contract award
Housing Gateway Ltd	0.09	Acquisition of additional properties
Housing Revenue Account	11.56	Unspent budget funded from HRA reserves
Total funded grants / other	19.69	
Total proposed c/fwd	35.4	

Appendix C: Growth and Reductions to Approved November Budget 2023/24

	Growth	Reduction	Purpose of Growth / (Reduction)	Funding Source

	£m	£m		
Digital Services		(4.5)	Review of programme resulting in planned projects put on hold as well as a number of projects categorised as transformational in nature and funded using the flexibility of capital receipts	Borrowing
Corporate Condition Programme		(0.2)	EMT did not approve unspent budget c/f	Borrowing
Waste and Recycling Collections	0.1		additional demand for free wheeled bin replacements	Borrowing
Leisure Centres Recovery Programme	0.2		£0.46m immediate investment in leisure centres approved KD 5609	Borrowing
Highways – Verges		(0.1)	reduced spend in year	Borrowing
Meridian Water (non-HIF)		(11.3)	£2m Stonehill / Hastingwood spend now funded from HIF grant, £9.1m reductions for non-cash barter arrangements and property acquisition no longer progressing.	Borrowing
Energetik (loan drawdown)		(0.1)	revised timeline for loan drawdowns	Borrowing
Housing Gateway Ltd (loan drawdown)		(1.7)	revised timeline for loan drawdowns	Borrowing
growth / (reductions) funded borrowing	0.3	(17.9)		

Education (net growth)	1.1	(0.7)	new projects approved per schools' capital programme	DfE grant
Family Hubs	0.1		new project for the creation of 2 new family hubs	Family Hubs grant
Traffic & Transportation	0.1	(0.2)	additional grant funded works	DfT grant
Refurbishment of Tennis Courts	0.7		tennis court refurbishment across parks	LTA grant
Flood Alleviation	0.5	(0.6)	New grant and s106 contributions for Enfield Chase Restoration and Haselbury and the removal of indicative budget allocations for watercourses	EA and others
Journeys & Places	1.0	(0.4)	The programme seeks to be fully funded from grant, s106 contributions and CIL	TfL and other
Housing Adaptations	1.6		DFG grant utilised to fund Integrated Community Equipment Store spend	DFG grant
Meridian Water HIF	2.0		£2m HIF grant growth is used to fund Stonehill	HIF grant
Housing Revenue Account		(0.2)	£0.2m reduction in HRA Investment programme	HRA reserves
growth / (reductions) funded grants / other	7.3	(2.1)		

Appendix C: Growth and Reductions to Approved November Budget 2023/24

	Growth	Reduction	Purpose of Growth / (Reduction)	Funding Source
	£m	£m		
Total growth / (reductions) *	7.5	(20.0)		

- other minor borrowing funded programmes net growth of £5k (Montagu and Edmonton Cemetery offset by minor programme reductions in highways and street scene)

Appendix D1: revised 2024/25 capital programme (by 'Programme')

	Original Budget (Feb 24)	c/fwd. Unspent Budget (from 23/24)	Growth	Reduction	Reprofile (to 25/26)	Revised Budget
	£m	£m	£m	£m	£m	£m
Education	20.7	(0.4)	6.9	(1.3)	(6.1)	19.7
Children & Family Services	0.4	0.3				0.7
Mental Health Hub	0.0	0.1	2.6		(2.2)	0.5
DFG Private Home Adaptations	2.8					2.8
People	23.9	0.0	9.5	(1.3)	(8.4)	23.8
Digital Services (current approved)	5.5					5.5
Property & Economy	2.2		0.4	(0.1)	(0.1)	2.4
Resources	7.7	0.0	0.4	(0.1)	(0.1)	7.9
Environment & Street Scene	6.7	0.2	1.0	(0.1)		7.8
Leisure, Parks & Culture	2.0	0.6	0.8			3.4
Journeys & Places	11.9	0.2	0.7	(0.1)		12.7
Environment & Communities	20.6	1.0	2.5	(0.2)	0.0	23.9
Meridian Water	120.4	22.6	0.5	0.0	(21.8)	121.7
Energetik	11.7					11.7
Housing Gateway Ltd	29.4	0.1		(2.1)		27.4
Companies	41.1	0.1	0.0	(2.1)	0.0	39.1
General Fund	213.7	23.8	12.8	(3.7)	(30.3)	216.4
Housing Revenue Account	101.7	11.6	0.0	0.0	0.0	113.3
capital expenditure	315.5	35.4	12.8	(3.7)	(30.3)	329.7

Appendix D2: revised 2024/25 capital programme funding

	Grants	S106	CIL	Revenue Reserves	Capital Receipts	RTB	MRR	Earmarked Reserves	Borrowing	Total
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Education	18.6	0.6			0.6					19.7
Children & Family Services									0.7	0.7
Adult Social Care (inc DFG)	3.2	0.1								3.3
People	21.8	0.6	0.0	0.0	0.6	0.0	0.0	0.0	0.7	23.8
Digital Services									5.5	5.5
Property & Economy									2.4	2.4
Resources	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	7.9	7.9
Environment & Street Scene	1.9								5.9	7.8
Leisure, Parks & Culture	1.8	0.9	0.5	0.1	0.1				0.2	3.4
Journeys & Places	10.3	0.3	2.1							12.7
Environment & Communities	14.0	1.2	2.6	0.1	0.1	0.0	0.0	0.0	6.1	23.9
Meridian Water	80.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0	41.4	121.7
Energetik									11.7	11.7
Housing Gateway Ltd	0.1								27.3	27.4
Companies	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	39.0	39.1
General Fund	116.1	1.9	2.6	0.1	0.8	0.0	0.0	0.0	95.0	216.4
Housing Revenue Account	36.4	0.0	0.0	0.0	19.6	13.8	5.5	21.9	16.0	113.3
capital funding	152.5	1.9	2.6	0.1	20.4	13.8	5.5	21.9	111.0	329.7

Appendix E: updated pipeline schemes

	Original 24/25 £m	Increase / Reduction £m	Revised Pipeline £m	Update on Status of Pipeline Project
Digital Services	3.2		3.2	The pipeline project will be updated as part of the ongoing review the DS programme, with results reflected in future monitoring reports
Rural estate	1.0		1.0	Indicative investment – will be updated once results of condition surveys are known
Electric Qtr. Secondary Behaviour Support	1.2		1.2	Pending business case
Corporate Condition Rolling Programme	0.7	(0.7)	0.0	No longer required – planned 24/25 programme funded from approved £2.0m budget
Children & Families Invest to Save	2.0		2.0	Project subject to scoping
Bowes Green and Edmonton Green Quieter Neighbourhoods	1.6		1.6	KD5694 – decision called-in 15 April 2024
Highways Trees Removal and Replacement	0.2		0.2	Will be added to programme as funding is confirmed (assumed £80k Forestry Commission grant and £70k borrowing)
Parks and Play Infrastructure	0.5		0.5	Business need and business case to be prepared – no budget yet approved 24/25 for parks and play infrastructure
Southbury Leisure Centre	1.2	1.2	2.4	Business case being prepared and £1.2m growth to be confirmed
Homelessness Prevention	5.0	(5.0)	0.0	Incorporated in Temporary Accommodation

	Original 24/25	Increase / Reduction	Revised Pipeline	Update on Status of Pipeline Project
	£m	£m	£m	
Energetik T3 MEEF	2.2	0	2.2	Subject to approval of business plan at autumn Cabinet
Temporary Accommodation Investment Budget (GF / HRA)	30.0		30.0	Business case for single person's temporary housing being developed
Small Capital Projects and Contingency for Changes in Estimates	0.0	2.0	2.0	
Pipeline Projects Funded from Borrowing	48.8	(2.5)	46.3	
Mental Health and Wellbeing Centre	3.0	(3.0)	0.0	Business case approved and project moved to approved capital programme (growth 24/25)
SEND Portcullis Lodge	1.8	(1.8)	0.0	Grant funded schemes – moved to 25/26 and 26/27 in schools capital programme (KD 5706)
SEND Addison House	2.0	(2.0)	0.0	
SEND Eldon STC	0.2	(0.2)	0.0	
Carriageways and Bridges	0.0	0.4	0.4	
Schools Related Flood Alleviation	0.7		0.7	Grant and s106 funded schemes to be added to the programme as funding is confirmed
Watercourses	0.8		0.8	Grant and s106 funded schemes to be added to the programme as funding is confirmed
Pipeline Projects Funded from External Grants and Contributions	8.5	(6.6)	1.9	
pipeline programme	57.3	(9.1)	48.2	

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10-year
	Revised Budget	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Education	19.7	19.1	10.0	5.4	5.4	5.4	5.4	5.4	5.4	5.4	86.2
Children & Family Services	0.7										0.7
Adult Social Care (inc DFG)	3.3	4.5	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	26.2
People	23.8	23.6	12.3	7.7	7.7	7.7	7.7	7.7	7.7	7.7	113.2
Digital Services	5.5	3.6	1.9	1.9	1.9	1.9	1.9	1.9	1.9		22.3
Property & Economy	2.4	2.1	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	20.5
Resources	7.9	5.7	3.9	3.9	3.9	3.9	3.9	3.9	3.9	2.0	42.8
Environment & Street Scene	7.8	10.3	6.1	5.5	6.7	5.9	5.9	4.9	4.9	4.9	62.6
Leisure, Parks & Culture	3.4	1.4	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	6.8
Journeys & Places	12.7	13.7	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	54.9
Environment & Communities	23.9	25.4	10.0	9.3	10.5	9.7	9.7	8.7	8.7	8.7	124.3
Meridian Water	121.7	115.9	19.0	13.7	23.9	11.3	11.5	7.3	7.8	7.2	339.3
Energetik	11.7										11.7
Housing Gateway Ltd	27.4	19.1	11.7								58.2
Companies	39.1	19.1	11.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	69.9
General Fund	216.4	189.8	56.8	34.5	46.0	32.5	32.7	27.4	28.0	25.5	689.5
Housing Revenue Account	113.3	108.2	119.8	122.6	118.1	63.1	91.3	57.1	68.1	49.9	911.6
10-year capital expenditure	329.7	298.0	176.6	157.2	164.1	95.5	124.0	84.6	96.1	75.4	1,601.1

Appendix F2: 10-year capital borrowing

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10-year
	Revised Budget	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Children & Family Services	0.7										0.7
People	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.7
Digital Services	5.5	3.6	1.9	1.9	1.9	1.9	1.9	1.9	1.9		22.3
Property & Economy	2.4	2.1	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	20.5
Resources	7.9	5.7	3.9	3.9	3.9	3.9	3.9	3.9	3.9	2.0	42.7
environment & street scene	5.9	9.6	5.4	4.8	6.0	5.2	5.2	4.2	4.2	4.2	54.4
leisure, parks & culture	0.2										0.2
Environment & Communities	6.1	9.6	5.4	4.8	6.0	5.2	5.2	4.2	4.2	4.2	54.6
Meridian Water	41.4	40.1	19.0	13.7	23.9	11.3	11.5	7.3	7.8	7.2	183.2
Energetik	11.7										11.7
Housing Gateway Ltd	27.3	19.1	11.7								58.1
Companies	39.0	19.1	11.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	69.8
General Fund	95.0	74.5	40.0	22.4	33.8	20.3	20.6	15.3	15.8	13.3	351.0
Housing Revenue Account	16.0	17.5	29.0	43.3	70.2	0.0	28.0	19.5	9.0	0.0	232.5
10-year capital borrowing	111.0	92.0	69.0	65.7	104.0	20.3	48.6	34.8	24.8	13.3	583.6

Appendix F3: 10-year capital grant & other funding

	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	10-year
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	Revised Budget	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Education	19.7	19.1	10.0	5.4	5.4	5.4	5.4	5.4	5.4	5.4	86.2
Adult Social Care (inc DFG)	3.3	4.5	2.3	2.3	2.3	2.3	2.3	2.3	2.3	2.3	26.2
People	23.1	23.6	12.3	7.7	7.7	7.7	7.7	7.7	7.7	7.7	112.5
Environment & Street Scene	1.9	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	0.7	8.2
Leisure, Parks & Culture	3.2	1.4	0.3	0.3	0.3	0.3	0.3	0.3	0.3	0.3	6.6
Journeys & Places	12.7	13.7	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	54.9
Environment & Communities	17.8	15.8	4.5	4.5	4.5	4.5	4.5	4.5	4.5	4.5	69.7
Meridian Water	80.3	75.8									156.1
Housing Gateway Ltd	0.1										0.1
Companies	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1
General Fund	121.3	115.2	16.8	12.2	12.2	12.2	12.2	12.2	12.2	12.2	338.4
Housing Revenue Account	97.3	90.7	90.8	79.3	47.9	63.1	63.3	37.6	59.1	49.9	679.1
10-year capital grant & other funding	218.6	205.9	107.6	91.5	60.1	75.2	75.5	49.8	71.2	62.1	1,017.5

Appendix G: Capital Programme 2023/24 Key Outcomes Achieved

Education - £14.2m (£13.9m budget)

1. A number of capital projects were progressed during 2023/24, including:
 - a. Special educational needs investment in Swan Annex and the new build 6th form SEN building at Winchmore secondary school as well as preparing for Oaktree school expansion and completing works at Fern House.
 - b. Planned condition and efficiency works across a number of schools.

Children & Families - £0.2m (£0.6m budget)

2. New children's homes (£55k) - Tenders for refurbishment and remodelling works will be evaluated in May. Planning permission to be approved. Project expected to complete by November 2024. Tender documents for service provider prepared.
3. Family Hubs (£96k) - Adaptations to Ponders end and Craig Park youth and Family hubs, to enable the buildings to consolidate a range of services for young people and families and improving access to those services. This is a grant-funded project expected to complete in early 2024/25.
4. Extension to foster carers' homes (£17k) - The project covers the adaptations of 2 foster carer homes, 2023/24 spend covered initial surveyors, architects and structural engineering work. The actual conversion work will be completed during 2024/25, following which the scheme will be closed.
5. Enfield Children's Homes (£55k) – The project covers the remodelling and refurbishment of 2 former caretakers lodges (Ragan and Carterhatch) into children's homes. Design work was undertaken during 2023/24, with the actual conversions starting in 2024/25.

Adult & Social Care - £0.1m (£0.3m budget)

6. Preliminary fees (pre-construction phase) has commenced. Business case has been approved and project moved from pipeline into the capital programme.

DFG - £3.8m (£2.3m budget)

7. Disabled facilities grant funded spend on 144 private home adaptations for disabled clients to better enable vulnerable adults to live independently at home. The cost and complexity of adaptations have increased over time. A further £1.4m spend on Integrated Community Equipment Store (ICES) spend also funded from disabled facilities grant.

Environment & Street Scene - £6.2m (£6.4m budget)

8. Highways & Street Scene (£4.3m) – This programme covers the Councils annual investment in the borough's roads infrastructure, including:

- a. Highways Minor Capital works – over 20,400 small scale improvements were undertaken across the highways network.
 - b. Carriageway Renewal/Resurfacing - Carriageway resurfacing and surface treatments at specific locations or short sections to target the worst areas of carriageway. 4.72 km of carriageway has been improved (0.82km on principal roads and 3.9km on non-principal roads) at the following locations.
 - c. Footways Renewal/Resurfacing - Footway replacement, surfacing and surface treatments at specific locations or short sections to target the worst areas of footway. 1.7km of footway has been improved at the following locations.
 - d. Minor Highway Capital improvement projects - Highway improvement works to extend the life of assets, have been implemented across the borough to protect footways and verges from unwanted vehicle over runs, through the introduction of new kerb lines, planters and bollards, provision of tactile pedestrian access crossings, replacement of redundant vehicle crossovers with new pedestrian paving and improvements to existing access to commercial properties.
 - e. Bridges Capital Investment and Improvement programme - High priority structural repairs and improvements have been undertaken to bridges and culverts across various locations in the borough.
9. The Council received £0.3m DfT grant funding from the reallocation of resource from the cancellation of the HS2 Northern Line programme. This grant funding was used to fund highways revenue expenditure in 2023/24 (with £55k unspent grant carried forward for use in 2024/25)
10. SIP digital enhancements £0.2m (£0.2m budget) - grant funded spend on the installation of fibre ducting beneath highways. A further £0.8m grant funding has been provisionally awarded to complete the second phase of works pending successful tendering for contractor in 2024/25.
11. Traffic & Transportation £0.2m (£0.3m budget) – these are Transport for London (TfL) grant funded projects to support the Mayor’s Transport strategy. Delivered schemes include:
- a. Improvements to road safety, with additional restrictions have been installed at multiple locations across the borough to maintain sightlines at junctions and ensure clear crossing points for pedestrians; a new refuge has been introduced in Station Road N11 to help pedestrians cross and reduce traffic speeds; the zebra crossing in Green Lanes (by Palmerston Road) has been upgraded to include a new refuge, enabling pedestrians to cross a wide section of Green Lanes in two halves
 - b. Improvements to bus accessibility reliability, a new bus lane has been provided in Bowes Road N11, benefiting 4 bus routes including the new Superloop service (SL1). In addition, the operational hours of the northbound bus lane in Fore Street have been increased to operate between 7am and

7pm Monday to Sunday; a study completed examining the feasibility of new bus Lanes on Mollison Avenue and Lee Valley Road; adjustments made to the bus cages on the A110 corridor; and new fixed stops introduced on The Bourne to improve accessibility to the W9 bus service.

12. Vehicle replacement programme £0.8m (£1.0m budget) - the vehicle replacement programme is currently under review as part of investigating ways to extend vehicle lives as well as looking at lease vs outright purchase options. During 2023/24 a number of vehicles were purchased including 6 electric tippers for park services. As part of the fleet commercialisation project a range of equipment was replaced including the commercial brake tester and other large test and maintenance equipment.

Journeys & Places - £5.3m (£4.8m budget)

13. A number of outputs were delivered by the Journeys & Places programme. There was a continued expansion of the School Streets programme with new School Streets launched, alongside future school street design work and for some schools the installation of additional cycle parking and air quality monitors. The Walking & Cycling network continued to be expanded including the progression of the Enfield Town to Broxbourne route and also Enfield Town to Ponders End. Two potential new Quieter Neighbourhood projects were launched for Bowes East and Edmonton Green, with the focus on extensive engagement with the community to help shape designs. Additional cycle hangars were also installed in residential areas across the Borough.
14. The Enfield Town Liveable Neighbourhood project was progressed with detailed design and statutory consultation taking place with a view to start delivery in 2024. Small scale parklet interventions were delivered in Southgate, along with a range of community engagement to inform future developments. In Angel Edmonton works were completed at the Angel Yard development and preparation made for further investment in the area from Levelling-up funding. In both Edmonton Green and Palmers Green design and engagement work took place for projects scheduled to be implemented in 2024.

Leisure, Parks & Culture - £3.2m (£3.1m budget)

15. Watercourses – A number of wetland projects were delivered including:
- a. Wilbury Way Wetlands – Completion of wetlands and river restoration project at Wilbury Way Open Space, benefits include flood alleviation, pollution mitigation, habitat creation and amenity enhancements (contributes to manifesto pledge to create 10 wetlands).
 - b. Durant’s Park Wetlands – Completion of wetlands project at Durant’s Park, benefits include flood alleviation, pollution mitigation, habitat creation and amenity enhancements (contributes to manifesto pledge to create 10 wetlands).
 - c. Green Lanes Flood Alleviation Scheme – A series of rain gardens along Green Lanes designed to alleviate flooding and provide urban greening.

- d. Enfield Chase Woodland – Completion of infrastructure for 2022/23 planting season (34,000 trees) plus a further 8,000 trees planted in 2024/25 planting season to replace trees that did not survive the 2022 summer drought (contributes to manifesto pledge to plant 1m trees).
 - e. Conservation Grazing – Completion of first phase of 12-month conservation grazing trial at Forty Hall.
 - f. Trent Park Ponds – Commencement of pond construction project at Trent Park, works to be completed in 2024/25 (contributes to manifesto pledge to create 10 wetlands).
 - g. Enfield Chase Eastern Gateway – Commencement of project to create over 3km of new footpaths and cycleways connecting new publicly accessible woodlands to urban areas and transport hubs.
 - h. Boundary Brook Park Improvements – Commencement of project to create a new park entrance, with flood alleviation measures, and improve green link from Hertford Road towards Ponders End Station.
16. Sloeman's Farm – Work has continued on the natural burial site, with planning application due to be considered in early 2024/25. Contractor for soil importation receipts expected to be awarded soon afterwards.
17. Parks and Playgrounds – Works delivered included £0.6m programme of tennis courts refurbishment across 12 parks in the borough, predominantly funded by Lawn Tennis Association (LTA) grant funding. A further £0.2m s106 funding was utilised on the restoration of the model boating pond in Broomfield Park and £0.2m of borrowing funded investment in leisure centres.

Digital Services - £0.7m (£5.2m budget)

18. The three main capital programmes progressed during 2023/24 are
- a. Homelessness project – This includes the creation of a document repository within SharePoint for all Hope case data and associated documents, the creation of Python / Power BI reports to support the provision of Temporary accommodation reports and also enable effective management of case workers.
 - b. End User Computing and Smart Mobile device upgrades - This investment has delivered a new active directory to support the security of the Council's IT environment, new laptops, development of a catalogue for all devices purchased as well as changes to the Emergency Planning Office device requirements.
 - c. Infrastructure Programme investment - This supports the change in SIM contract from BTEE to Gamma Network Services.

Property & Economy - £3.3m (£3.5m budget)

19. Corporate Condition Programme – The programme delivers a programme of works focused on investing in the Councils building infrastructure. The main areas of investment during 2023/24 include:
 - a. Completion of public sector decarbonisation works.
 - b. Compliance related works, including legionella related works in parks facilities.
 - c. Mechanical and Electrical works including boilers, heating and cooler replacements.
 - d. Roof and window replacements, including works to Broomfield Park Conservatory and Montagu Boxing Club.
 - e. Health and Safety works including asbestos removal and replacement of septic tanks.
20. Firs Farm temporary community hub – working alongside the Firs Farm Friends Group, the Council's investment delivered a range of works including foundation and utility works, fencing and a new footpath.
21. Build the Change – Project continued during 2023/24, including works to
 - a. Enhance and improve Civic Centre Block A, to allow closure of B Block South.
 - b. Thomas Hardy House, to create the Children and Family Hub.
22. Electric Quarter – CPO acquisition on the High Street.
23. Montagu – Internal fees consisting of Legal fees, surveyors and consultants' costs.

Meridian Water - £42.3m (£93.5m budget)

24. Key outcomes during 2023/24 include:
 - a. Meridian One – 20 HRA units delivered with ninety-nine units planned for practical completion in Quarter 1 of 2024/25. The delay in the completion of these units contributed to the 2023/24 underspend against budget.
 - b. Meridian Ten – The purchase the call option from Dwyer, meaning the Council has now has full ownership of that land.
 - c. Strategic Infrastructure Works (SIW), funded by Housing Infrastructure Funded, - Delivery of £11m of works thorough Taylor Woodrow. The planned expenditure at the start of the financial year was £124m. however delays in contractual negotiations meant work did not commence on site till January 2024.

Companies

25. HGL (loan and grant drawdown) - £8.1m (£10.2m budget)

26. During 2023/24, 20 properties were purchased, of which 11 were funded from the Department for Levelling up, Housing & Communities (DLUHC) grant.

27. Energetik (loan and grant drawdown) - £7.3m (£8.9m budget)

28. Energetik achieved some significant milestones including:

- a. The flagship Meridian Water energy centre was completed, capable of serving 60,000+ homes with very low carbon heat and hot water.
- b. Completing Salmons Brook, one of the few remaining obstacle crossings along the heat network route and connecting the pipework from the energy centre to the Meridian Water development.
- c. Secured £15m of low-cost funding on behalf of the Council from the London Mayor's Energy Efficiency Fund (MEEF) to match fund, what has already been received under the Government's Heat Network Investment Project (HNIP). This to deliver network expansion under Tranche 3 works.
- d. Agreeing the On-Lending Agreement and Working Capital facility and executing with the Council to unlock the extension works northwards to Edmonton Green, Ponders End, Southbury Road and eventually Enfield Town.
- e. Installing over 6km of heat network extensions from Meridian Water to Edmonton Green, and northwards along Hertford Road towards Ponders End, and from Meridian Water to Joyce & Snells.
- f. Pilot projects retrofitting heat network infrastructure into existing domestic properties (flats and houses) was completed, gaining valuable knowledge on the techno-economic case which will inform future decarbonisation plans.

29. Enfield is part of the Advanced Zoning Pilot project being carried out on behalf of central government, which is informing future policy and legislation on heat network zoning, due to come into force in 2023.



London Borough of Enfield

Report Title	Housing Gateway Limited (HGL) Business Plan 2024/25
Report to	Cabinet
Date of Meeting	June 2024
Cabinet Member	Cllr Tim Leaver
Executive Director / Director	Fay Hammond, Executive Director Resources Joanne Drew, Strategic Director Housing and Resources
Report Author	Ravi Lakhani (Head of Pension Investments). Ravi.Lakhani@enfield.gov.uk
Ward(s) affected	All
Key Decision Number	KD 5725
Classification	Part 1

Purpose of Report

1. To present to Cabinet the Business Plan for HGL for the year 2024/25 for approval

Recommendations

<p>I. Approve the HGL Business Plan for delivery in 2024/25</p> <p>II. Delegate authority to the Executive Director of Resources to enter into a new borrowing facility agreement with HGL of up to £29.4m to finance planned capital spend in 2024/25 and refinance £3.9m of properties purchased by HGL but not yet financed by borrowing</p> <p>III. Delegate authority to Executive Director (Resources) to refinance the existing loans to HGL (i.e. revise the existing loan agreements) to ensure that loan repayments from HGL are fully reflective of Council borrowing costs</p> <p>IV. Delegate authority to the Executive Director (Resources) to enter into a working capital facility with HGL for up to £2m.</p>

Background and options

1. Housing Gateway Ltd (HGL) was established in 2014 to provide LBE with good quality housing for its residents addressing temporary accommodation budget pressures. The Company's mission reflects its wider role and critical contribution to the Council's housing strategy.
2. HGL is a wholly owned Council company. It offers assured shorthold tenancies against which the Council can discharge its homelessness duties and these homes can be held in the company over the long term. This provides a tenure solution that the Council cannot provide.
3. Since HGL's inception, it has built up a portfolio of 647 homes. HGL has provided a quality solution to families and is well placed to scale up to tackle the Council's challenge of eradicating the use of temporary accommodation, preventing homelessness, as well as providing a wider range of rented products with more security than would otherwise be secured in the private sector.
4. The Business Plan, attached as an appendix, provides the outturn for 2023/24, a strategic review of 2023/24, strategic objectives for 2024/25, the financial strategy and risks and controls.
5. The Business Plan covers the following objectives that HGL is working towards over the next 3 years:
 - Deliver good quality housing
 - Maximise the financial return and benefits to the Council
 - Develop Enfield Let (an innovative ethical lettings agency, collaborating with the Council to complete a stock transfer of Temporary Accommodation)
 - Review HGL's operating model including growth strategy
 - Ensure effective governance
 - Support the Council's need for specialist accommodation

Preferred Option and Reasons For Preferred Option

6. Cabinet is asked to approve the HGL Business plan for the year 2024/25. During 2024/25, the Council and company will review the growth strategy and purpose of the company and bring forward a revised business plan for the longer term.

Relevance to Council Plans and Strategies

7. The HGL Business Plan supports the Council's homelessness approach as agreed by Cabinet in June 2023.

Financial Implications

8. HGL is a wholly owned Council company. It is funded via PWLB borrowing that the Council has taken out and lent to HGL, grants from external organisations and equity investment from the Council.

Revenue position

9. HGL's revenue position is presented in the table below:

	2023/24 draft outturn position	2024/25 budget
	£000	£000
Profit before tax & fair value adjustments	578	1,762
Cash position	755	2,069

10. In 2023/24 property revaluations as a result of housing market issues resulted in an adverse adjustment to the value of the portfolio resulting in a £2.2m loss which left the profit before tax figure at a £1.6m loss. This was an accounting adjustment rather than a cash loss.

Dividends

11. HGL's forecast profits in 2024/25 could be used to pay a dividend to its shareholders, if the HGL board decides that it is in the best interest of the company and its stakeholders. HGL is forecasting positive cash flows and profits for 2024/25.
12. In considering an approach to making dividend payments the Board has developed a financial framework to ensure a sustainable financial position.
13. This framework includes:
- (i) Holding a desirable (usable) reserve level, based on total risk factors of £1.3m and
 - (ii) Maintaining a minimum cash balance, at the same level, £1.3m for 2024/25
14. In considering the approach to the desirable reserve and cash levels the following was considered:
- Ability to repay loans from surplus.
 - Costs relating to building works to ensure buildings comply with new Health and Safety regulations including at
 - Brickfield and Greenway which are underway and due to be completed in 2024/25.
 - Increased bad debt provision arising from a change in rent policy.
 - Changes in government legislation affecting private rented accommodation.

- Risk of increase in PWLB rates, leading to an increase in borrowing costs.

15. The company anticipates paying a dividend from any profits above these levels.

16. The 2024/25 Plan includes an assumption of a circa £0.5m nomination fee from the Council. The nominations fee is calculated to cover the loss arising from the management of temporary accommodation as rents do not cover costs. However, overall the transfer programme is delivering substantial financial savings to the Council. There is therefore a risk that the amount is different, and in particular could be higher. HGL and the Council will work collaboratively to minimise the nomination fee requirements and maximise the financial independence of Enfield Lets.

Capital expenditure

17. The Enfield Council capital programme envelope approved by Council in February 2024 below is as follows. Spend beyond 2024/25 will be requested in the light of the long term business plan to be agreed by Cabinet at a future date:

	2024/25	2025/26	2026/27	Total	Funded by Borrowing
	£m	£m	£m	£m	£m
Capital Budget	29.4	35.9	17.0	82.3	82.3

18. The Council continues to keep the purchasing programmes under review and every property in the pipeline will be subject to a review as to whether it is most efficient to finance it via HRA (for temporary accommodation) or HGL (for Private Rental Sector properties and/or TA). This may mean that the actual capital expenditure for HGL differs from the plans outlined in the Business Plan.

Borrowing

19. The existing loans to HGL as at 31 March 2024 are as follows:

<u>01.04.2023</u>	Start Date	End Date	Interest Rates	Amount Outstanding
PWLB (Refinanced) 2020	01/04/2020	01/04/2095	2.50%	£115,889,882
Long-term Loan 2020.21	31/03/2021	31/03/2071	2.08%	£4,562,443
Short-term Loan 2021.22	01/04/2023	31/03/2025 (rolled over on temporary basis)	6.25%	£6,000,000
Bridging loan	08/02/2024	31/03/25	6.25%	£6,500,000
Total				£132,952,325

20. The Council is currently in the process of reviewing and potentially refinancing the above loans to ensure that lending is provided at optimal and affordable rates for HGL, that there is prudent provision in place to repay these loans and that the costs are fully reflective of the Council's own borrowing costs for the borrowing used to provide the loans. Cabinet is asked to approve the refinancing of the existing loan portfolio.
21. The current loan facility agreement for £165.39m expired in March 2024. Cabinet is asked to delegate authority to the Executive Director of Resources to enter into a new loan facility agreement of up to £29.4m to finance the anticipated capital spend in 2024/25. This facility will be subject to more detailed business cases and cash flow checks as part of the drawdown process to ensure that HGL is able to repay any existing and future borrowing.
22. In addition, Cabinet is asked to delegate authority to the Executive Director (Resources) to enter into a £2m working capital facility with HGL that can be utilised in case of cash flows not coming through in the expected timescales. This is required because of potential timing differences in lease payments and nomination fee payments from the Council as a result of the temporary accommodation transfer programme.
23. The Council will work with HGL to minimise the use of the working capital facility.

Legal Implications

24. The Council has a general power of competence under s1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation, and subject to public law principles. Under sections 1(4) and 4 of such Act, the Council can use this general power to do something for a commercial purpose or otherwise for a charge so long as it does this through a company. Further statutory powers exist to establish and invest in HGL, and Section 1 of the Local Government Act 2003 permits the Council to borrow and lend (subject to complying with the Prudential Code for Finance in Local Authorities).
25. In addition, there are a number of new duties under the Building Safety Act 2022 (as they relate to any works on higher risk buildings) and under the Building Regulations (Amendment)(England) Regulations 2023 (Building Regulations). The Building Regulations, which came into effect on 1 October 2023, apply to all building works and include the duty to make suitable arrangements for planning, managing and monitoring a project to ensure compliance with all relevant requirements under the Building Regulations.
26. Section 8 of the Housing Act 1985 imposes a duty on every local housing authority to carry out a periodical review of housing conditions in their district and the needs of the district with respect to the provision of further housing accommodation. Enfield is one of the local authorities with a high number of homeless families seeking housing assistance and in temporary accommodation. HGL was set up to assist the Council in reducing its

temporary accommodation budget pressure. It offers assured shorthold tenancies against which the council can discharge its homelessness duties.

27. In its dealings with HGL, the Council must be mindful of its different roles (shareholder, lender, commissioner) and understand the parameters and responsibilities of each. When taking certain actions as shareholder of the company, the Council must comply with the relevant provisions of the Companies Act 2006 where applicable
28. When supporting HGL, the Council must also be mindful of the current subsidy control regime in the UK (previously the EU state aid regime), and should seek legal and financial advice on a regular basis to ensure ongoing compliance. This relates not only to the loans and equity injections the Council makes into the company, but also applies to wider arrangements which could amount to a 'subsidy' such as payments under the nominations agreements.
29. Any Council contracts – including loan agreements and nominations agreements - that may be required as a result of the implementation of the Business Plan must be in a form approved by Legal Service on behalf of the Director of Law and Governance.
30. When it comes to procurement and compliance with the statutory regime in force (currently, the Public Contracts Regulations 2015 (PCR), and from 28 October 2024- the anticipated 'Go-Live' date - the Procurement Act 2024), it should be noted that HGL is likely to fall within the definition of a 'Teckal company'. This means that it can be treated akin to an in-house department for procurement purposes, and contracts can be awarded between the Council and HGL without the need for a competitive process. However, in being a Teckal company, this means that HGL would likely be considered a 'contracting authority' as defined under the PCR and therefore must itself comply with procurement legislation when awarding contracts.
31. The business plan refers to a number of different grants being used for the activities of HGL, and both the company and the Council must be mindful of any conditions attached to that grant funding to avoid inadvertently breaching the relevant grant funding agreements.

Equalities implications

32. A Stage 1 Screening Questionnaire has been completed and considered. An Equality Impact Assessment (EqIA) is not indicated for this stage and decision. However, a full EqIA may be required and will be developed to inform implementation.

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Appendices

Appendix 1: HGL Business Plan 2024/25

Background Papers

None

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Business Plan 2024/25

***Housing Gateway provides quality housing for
Enfield residents.***

Business Plan 2024/25

1. Executive Summary

Housing Gateway Ltd (HGL) was established in 2014 to provide LBE with good quality housing for its residents. The Company's mission reflects its wider role and critical contribution to the Council's Housing strategy:

Housing Gateway provides quality housing for Enfield residents.

HGL is an important part of the Council's strategy to deliver its statutory homelessness responsibilities in the most cost-effective manner possible. The management of temporary accommodation delivers cost avoidance of £5m annually. Its property portfolio also delivers an operating surplus.

HGL has achieved significant success and is now well established with a portfolio of 1,332 properties. HGL has moved from a turnover of £17m in 23/24 to an anticipated turnover of £40m in 24/25. Whilst the strategy for HGL to manage leased temporary accommodation delivers clear savings the ownership of assets and growth of this area is under review in the light of the additional costs incurred by HGL over other routes the Council has available to it. Therefore, future growth plans for the ownership of assets is under review.

HGL has a clear vision for the future to further deliver significant savings to the Council whilst providing local residents with good quality accommodation. As defined in the following objectives;

1. Maximise the financial return (including minimising the nominations fee for TA and Enfield Let) to the Shareholder, contributing to the alleviation of the Council's financial pressures arising from the shortfall in the provision of temporary accommodation, whilst balancing the needs of our residents and condition of housing stock.
2. Develop Enfield Let, an innovative ethical lettings agency, collaborating with the Council to complete a stock transfer of Temporary Accommodation.
3. Deliver demonstrably, good quality housing for residents ensuring the portfolio meets decency standards and aligns with the Council's decarbonisation strategy whilst maximising operating surplus.
4. Review HGL's operating model to ensure that residents in the most need are prioritised and the number of residents who benefit from HGL's stable, affordable accommodation, are maximised.
5. Ensure effective governance through a board that adopts best practice in governance arrangements and ensuring the retention and renewal of Board members as required.
6. Support the Council's need for specialist accommodation by developing innovative housing solutions.

Business Plan 2024/25

2. Strategic Market Review

It is essential that Housing Gateway continues to review and update its service offer in order to remain relevant in the fast-paced private rented sector and deliver successful outcomes to the Council and residents.

The Council is experiencing unprecedented demand from residents losing their homes. This is at a time when the private rented sector is contracting, rents are rising and there is a severe shortage of affordable privately rented homes across the whole of the southeast of England.

The Council currently has c.3000 families in temporary accommodation with 294 being accommodated in hotels. This accommodation is not only unsuitable for the families, but also expensive for the Council.

In addition to the ongoing demand, the supply of temporary accommodation has also fallen, and landlords are exiting the temporary accommodation market as they can gain higher returns through privately renting their properties. This shortage of affordable accommodation within the Borough means that few households have the financial capacity and opportunity to move out of temporary accommodation.

The impact on families staying for extended periods in hotels is immense. Whilst this type of accommodation should only be for emergencies the reality is that it is being used for extended periods of time. The Council's aim is to end the use of hotel accommodation and to deliver sustained reductions in the use of temporary accommodation thereafter.

This is mirrored by the financial cost to the Council. A substantial deficit has been generated during 2023-24, directly caused by the cost of hotel accommodation and the impact of the benefits subsidy system of temporary accommodation.

The Council rely on properties that can be rented at Local Housing Allowance (LHA) levels so that they are affordable to residents. The supply of private rented properties at LHA rents has reduced by 90% since April 2021 and 84% since April 2022.

Additionally, the proposals around the Private Renters Bill and introduction of a Private Renters Ombudsman focuses on good quality accommodation and the renter's ability to challenge poor landlords. Housing Gateway exemplifies these principles ensuring stable private sector tenancies are well maintained and managed.

HGL will be a key stakeholder in the delivery of housing solutions to the Council, ranging from the purchase of properties throughout the UK to delivering the acquisition of block leases. As HGL pivots to be the Council's provider of temporary accommodation it is anticipated to deliver increased savings to the Council c. £5m pa.

Business Plan 2024/25

3. Review of 2023-24

During 2023-24 HGL has continued to thrive, focussing on delivering the transfer of temporary accommodation from the Council to facilitate significant budget savings. HGL has made significant achievements during the last year, which brings the company to a secure position with a portfolio of 647 owned properties and 685 leased properties.

Product	Owned / leased	Income / Rent level	Temporary acc or private rented tenancy	Ongoing nominations fee	No. of properties at 31 st March 24.
HGL Core	Owned	Market rent	Private rented tenancy	No	366
HGL Temporary accommodation	Owned	LHA	Temporary accommodation	yes	207
Enfield Let: Managed	Leased	Market rent	Private rented tenancy	yes	259
Enfield Let: temporary accommodation	Leased	LHA	Temporary accommodation	yes	426
Grant funded properties (RSAP & LAHF)	Owned	70% of LHA	Temporary accommodation	No	74
Total					1,332

HGL's portfolio delivers significant benefits to the Council via savings/cost avoidance, good quality accommodation and diversity of product. HGL has:

- Purchased 647 homes, providing the Council with total savings of £14.3m, by reducing the reliance on expensive temporary accommodation.
- Facilitated the transfer of 426 temporary accommodation properties in 23/24 from the Council to HGL, bringing the total leased portfolio to 685 properties, delivering savings of c. £1.5m
- Delivered a GLA funded property acquisition programme to rehouse rough sleepers. Obtaining £9m grant funding and providing 61 homes.
- Delivered a DLUHC funded property acquisition programme to rehouse Afghan refugees and families in temporary accommodation. Obtaining £2.2m grant funding and providing 13 homes.
- Did not draw down working capital as anticipated, managing cash flow through internal resources.
- Purchased 7 homes to meet the specific needs of residents with additional challenges such as learning or physical disabilities and been shortlisted for an industry award for the scheme.
- Supported the Council's landlord licensing scheme by applying for 354 landlord licences, committing income of £240k to the activity. This equates to 96% of HGL's licensable, owned stock.

Business Plan 2024/25

4. Strategic Objectives 2024 – 25

HGL has a clear vision for the next three years to further deliver significant savings to the Council whilst providing local residents with good quality accommodation. As defined in the following objectives.

Strategic Objective 1: Maximise the financial return (including minimising the nominations fee for TA and Enfield Let) to the Shareholder, contributing to the alleviation of the Council’s financial pressures arising from the shortfall in the provision of temporary accommodation, whilst balancing the needs of our residents and condition of housing stock.

During 2024/25 we will:

1. Review the service delivery model to ensure optimum efficiency of its operating cost base and good levels of customer satisfaction from residents.
2. Implement an open book nomination fee arrangement for temporary accommodation and Enfield Let which will aim to contain the Councils management cost per unit.
3. Implement an effective rent collection procedure and process keeping under review and containing the need for bad debt provision.

Strategic Objective 2: Collaborate with the Council to deliver the Temporary Accommodation stock transfer by developing Enfield Let, an innovative ethical lettings agency.

During 2024/25 we will:

1. Collaborate with the Council to complete the transfer of at least 1387 temporary accommodation homes.
2. Expand the owned portfolio by 100 homes where this is the most cost effective route for the council.
3. Develop a new operating model to support the different stock products and implement a restructure.

Strategic objective 3: Deliver demonstrably, good quality housing for residents ensuring the portfolio meets decency standards and aligns with the Shareholders decarbonisation strategy.

During 2024/25 we will:

1. Purchase 130 properties where this is the most cost effective solution for the Council.
2. Develop an asset management strategy and a capital investment programme to ensure the decent homes standard is met on a just in time basis.
3. Complete enhanced safety works to Brickfield and Greenway bringing them back into use for the Council as soon as possible.
4. Keep under review the standard of temporary accommodation through adherence to multiple compliance checks through ADAM (the procurement

Business Plan 2024/25

framework), through health and safety measures and through the licensing scheme. Undertake 100% of property inspections to properties that do not demonstrate compliance, or that generate a complaint from residents.

Strategic Objective 4: Review HGL's operating model to ensure that residents in the most need are prioritised and the number of residents who benefit from HGL's stable, affordable accommodation, are maximised.

During 2024/25 we will:

1. Take nominations from the council following its prioritisation framework for new lets and re-lets.
2. Implement a transfer policy to ensure that residents are not under occupying due to change of circumstances.

Strategic Objective 5: Ensure effective governance through a board that adopts best practice in governance arrangements and ensuring the retention and renewal of Board members as required.

During 2024/25 we will:

1. Commence the recruitment of two new independent board members.
2. Review the support to the board and the wider governance framework including accountability to the shareholder and compliance with the subsidiary framework.
3. Implement a transparent nominations fee arrangement.
4. Implement a restructure to ensure efficient and effective operational delivery.

Strategic Objective 6: Support the Council's need for specialist accommodation by developing innovative housing solutions.

During 2024/25 we will:

1. Review any grant opportunities to maximise efficiencies, delivering schemes if the Council is unable to.
2. Facilitate 10 disabled facility grants.
3. Redevelop 2 properties for service users of the Learning Disabilities Team.
4. Collaborate with the Council's Leaving Care Team to explore innovative housing solutions.

Business Plan 2024/25

5. Financial Strategy

Housing Gateway has two clear priorities; to facilitate the temporary accommodation stock transfer and to expand its portfolio by purchasing further properties.

HGL has reviewed the financial model and the combination of the longer finance for the core portfolio.

HGL have developed:

- A 30-year financial business plan
- A Treasury strategy that supports the 30-year plan.
- A capital programme.

Housing Gateway Ltd retains a portfolio worth £161m at the end of March 2024, with borrowing at £133m. Short term loans are set to be refinanced to long-term loans, minimising adverse interest rate exposure. HGL's outlook for the next 12 months remains positive, with the current assumptions that HGL are projecting to make £1m cumulative profit. In the sector it is regarded as one of the most successful local authority owned housing companies.

The growth strategy builds on the refinanced model and enables the acquisition of an additional 130 units over the next 12 months. HGL estimates the cost of purchasing these properties to be £14m. Further capital spend on existing stock will result in an overall borrowing requirement of £19m in 2024/25. This growth is subject to it being the best solution for the Council.

HGL has continued to meet all its loan obligations throughout the life of the company. HGL's forecasts and timeliness in repaying interest and capital repayments, demonstrate its continued ability to service these costs, with interest cover of 2.1 for the forecast year.

If assumptions hold, indicative figures highlight that Housing Gateway Ltd will generate an annual turnover of £38m by 2024/25. Whilst HGL is expected to be profitable throughout the period covered in this business plan, cash flow will remain a challenge due to loan repayments and rent collection from the temporary accommodation scheme.

It is important to note that Housing Gateway's main expenditure items are interest charges, debt repayments, service levels agreements and routine repairs and maintenance. Any reductions in these costs would improve the company's profitability. Recovery of tenancy arrears relating to the Temporary Accommodation scheme will be tightly monitored as this product differs in nature from the current schemes provided.

Business Plan 2024/25

2023/24 Draft Outturn

The 2023/24 accounts are in draft at this point in time and show that HGL made an operating profit of £578k, after recognising an additional works requirement of £1.2m at Brickfield House. After adjustments for the revaluation on the property portfolio arising from housing market conditions HGL made a final loss before tax of £1.58m.

The adverse valuation represents a 1% reduction in fair value since 2023 however, HGL's portfolio has strengthened since purchase, with a cumulative fair value uplift of £3.04m (2%) to date (including the latest valuation).

It is worth noting that for newly purchased properties, these will tend to create a negative valuation in the early years as the capitalised SDLT is greater than any uplift in market value. As HGL purchased 37 properties in the previous year, these attracted a downturn of £420k. Retention of properties facilitates greater capital appreciation.

Income Statement

HOUSING GATEWAY LIMITED	2023/24	2024/25	2024/25	2024/25
	<i>Draft</i>		HGL	EL
INCOME STATEMENT	£000	£000	£000	£000
Turnover	17,357	38,540	11,962	26,578
Property Operating Costs	(7,000)	(29,108)	(3,237)	(25,871)
Administrative Expenses	(6,832)	(2,756)	(2,075)	(680)
Grant Income	286	313	313	0
EBIT	3,811	6,989	6,963	26
RCCO	0	(1,203)	(1,203)	0
Interest Payable	(3,233)	(4,024)	(3,999)	(25)
PBT & Fair Value Adjustments	578	1,762	1,761	1
Changes in fair value of investment property	(2,156)	0	0	0
PBT	(1,578)	1,762	1,761	1
Profitability Ratios:				
PBT margin (excluding revaluation)	3%		15%	0%
Property Service Costs	4%		2%	N/A
Total Asset Turnover	10%		7%	N/A

From September 2023 a gradual migration of the temporary accommodation stock has taken place. Due to the change in the nature of the business that this has brought about - the business changing from a majority owned asset base to a majority leased asset base - it is not possible to compare 22/23 – 23/24 on a like for like basis.

Business Plan 2024/25

Profit Margin: HGL's profit against total revenue generated. HGL's net income was impacted by £2.2m loss in valuation at 31/3/24. The profit excluding the valuation was £578k. The 24/25 projected breakeven position in Enfield Let is achieved via a nominations fee, paid by the Council, of c.£500k. Further scrutiny will be applied as the business develops, especially surrounding landlord rates and bad debt provisions.

The nominations fee is an indicative amount which HGL and the Council will work collaboratively to minimise. There are many interdependencies which will impact the nominations fee including rate of transfer, landlord rates, rental income collection and bad debt. Further scrutiny will be applied to this as the business develops to ensure maximum efficiency.

Property Service Cost: HGL is spending approx. 2% in property service costs to maintain and run its total assets.

Total Asset Turnover: HGL is generating healthy revenue from total assets of 7%.

Balance Sheet

HOUSING GATEWAY LIMITED	2023/24	2024/25	HGL	EL
BALANCE SHEET	£000	£000	£000	£000
Tangible Assets	124	106	106	0
Investment Properties	160,644	171,837	171,837	0
Cash	755	2,069	1,326	743
Debtors and prepayments	5,647	2,223	1,009	1,214
Total Assets	167,170	176,236	174,279	1,957
Debt outstanding	132,629	140,233	140,233	0
Government grants	12,621	11,104	11,104	0
Other liabilities	11,392	9,490	6,989	2,501
Shareholder equity	5,000	5,000	5,000	0
Reserves	5,529	10,409	10,952	(543)
Total Liabilities and Equity	167,170	176,236	174,279	1,957
Working Capital Ratios				
Working capital ratio CA-CL	(4,990)	(24,198)	(4,654)	(543)
Gearing Ratio:				
Working Capital Ratio	1:2	1:2	1:3	1:1
Interest cover - PBIT/interest*	1:1		2:1	N/A
Debt ratio - Debt/Assets	94%	91%	91%	N/A
Equity ratio - Equity/Assets	6%	9%	9%	N/A
Asset Efficiency	2%	5%	4%	1%

*No borrowing requirement for Enfield Let.

Business Plan 2024/25

Working Capital: HGL's working capital will be a point of focus. Once HGL has replenished revenue cash (which has temporarily supplemented capital expenditure) via borrowing, working capital is anticipated to improve. In 2024/25 working capital of £1m is required to assist in the implementation of the temporary accommodation scheme.

Interest Cover: HGL has sufficient profit from operations to cover interest expenses.

Debt Ratio: Over 80% of HGL's total assets are financed by loans. HGL makes payments towards the capital element of the loan meaning that the debt ratio will improve over the life of the asset.

Equity Ratio: Equity against total assets gradually increases as HGL continues to make profit and build on its reserves.

Asset Efficiency: HGL is generating a healthy return from total assets.

Portfolio Growth

The business plan assumes the property portfolio increases from 1,332 in 2024/25 to 5,163 including the TA transfer.

The property portfolio increases rapidly in 2024/25 as the temporary accommodation programme progresses. The turnover reflects part year rental income of properties in the year of acquisition. A full year impact will not be seen until subsequent years. The property costs are reflective and in line with the acquisition programme.

Capital Programme and Borrowing Requirements

HGL's planned acquisitions and capital works are underpinned by an agreed Capital Programme, which provides a facility of £29m for 2024/25.

The major works and energy efficiency works will be funded from Revenue Contributions to Capital outlay (RCCO). HGL will borrow to buy properties and to fund the major work at Greenway House and Brickfield.

HGL Capital Programme	Budget	Forecast
	2024/25	2025/26
Expenditure		
Investment in stock	1,201,463	1,331,546
Major Works Greenway House	2,500,000	1,500,000
Major Works Brickfield	2,700,000	-
Investment in acquisitions	22,128,724	TBC
Total	28,530,188	2,831,546

Business Plan 2024/25

Funded by:		
Revenue Contribution to Capital Outlay	1,201,463	1,331,546
Borrowing	27,328,724	1,500,000
Total	28,530,188	2,831,546

6. Risks & Controls

As part of HGL's strong governance framework risks are continuously assessed, monitored and mitigated. Financial risk refers to HGL's ability to manage debt and HGL's ability to fulfil financial obligations. Although It is difficult to monetise these risks, HGL Finance Committee have set controls specifically to minimise financial risks.

Firstly, HGL have determined a minimum (usable) reserve level, this takes in to account the factors listed below and has been set at £1.3m. Secondly, HGL have agreed to maintain a minimum cash balance. This has been also been determined at £1.3m (to match the usable reserves) of 2024/25. Going forward this control will be recalculated each year.

HGL recognises that it has the potential to deliver a return to the Shareholder in several ways e.g., dividend, savings, reduced nomination fee. As a result, HGL will collaborate with the Council to create a policy outlining the preferred use of profits.

HGL has identified several financial risks specific to HGL which have been taken into account in this assessment. The list below is not exhaustive and highlights some of the considerations:

- Ability to repay loans.
- Costs relating to building works to ensure buildings comply with new Health and Safety regulations.
- An increase in the Major Repairs works for Brickfield and Greenway.
- The Council no longer lending to HGL.
- Increased bad debt provision.
- Changes in government legislation.
- Increase in PWLB rates, leading to an increase in borrowing costs.

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London Borough of Enfield

Report Title	Energetik Operating Plan and Project Plan for Strategic Review
Report to	Cabinet
Date of Meeting	12th June 2024
Cabinet Member	Cllr Leaver
Executive Director / Director	Brett Leahy and Olga Bennet
Report Author	Rafe Bertram
Ward(s) affected	All
Key Decision Number	Non Key
Classification	Part 1 Public
Reason for exemption	<p>By virtue of paragraph(s) marked below with * of Part 1 of Schedule 12A of the Local Government Act 1972:</p> <ol style="list-style-type: none"> 1 Information relating to any individual. 2 Information which is likely to reveal the identity of an individual. 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information). * 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority. 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. 6a Information which reveals that the authority proposes to give under any enactment a notice under or by virtue of which requirements are imposed on a person.

	<p>6b Information which reveals that the authority proposes to make an order or direction under any enactment.</p> <p>7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.</p>
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Purpose of Report

1. The Shareholder Agreement requires Energetik to report for information its operating plan to Cabinet on an annual basis. In the Shareholder Agreement the Operating Plan does not require the approval of the Cabinet.
2. The Operating Plan is a company document and so remains confidential and is covered by a Part 2 report and a Part 2 Appendix.

Recommendations

<p>I. To note Energetik's Operating Plan 2023 – 2026</p>
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Background and Options

3. Please refer to Energetik's Operating Plan in the private appendix.

Preferred Option and Reasons For Preferred Option

4. To note this report.

Relevance to Council Plans and Strategies

5. The development Energetik, Enfield council's heat network company, represents the Council Plan priorities of More and Better Homes, the principles of Climate Conscious, Fairer Enfield, Financial Resilience and the future outcomes of Residents Living in a Carbon Neutral Borough. Energetik's progress is also underpinned by the Climate Action Plan and the existing and emerging Local Plan.

Financial Implications

6. Please see part 2

Legal Implications

7. Please see part 2

Procurement Implications

8. Please see part 2

Equalities Implications

9. Please see part 2

Environmental and Climate Change Implications

10. Please see part 2

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Appendices

Part 2 (confidential section) Report - Energetik Operating Plan and Project Plan for Strategic Review

Part 2 (confidential section) Appendix - Energetik Operating Plan

Background Papers

None

Departmental reference number, if relevant:

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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