

# London Borough of Enfield Housing Gateway Ltd

**James Rolfe**

**Executive Director of Finance, Resources & Customer  
Services**

**APSE Housing Seminar  
23 March 2017**

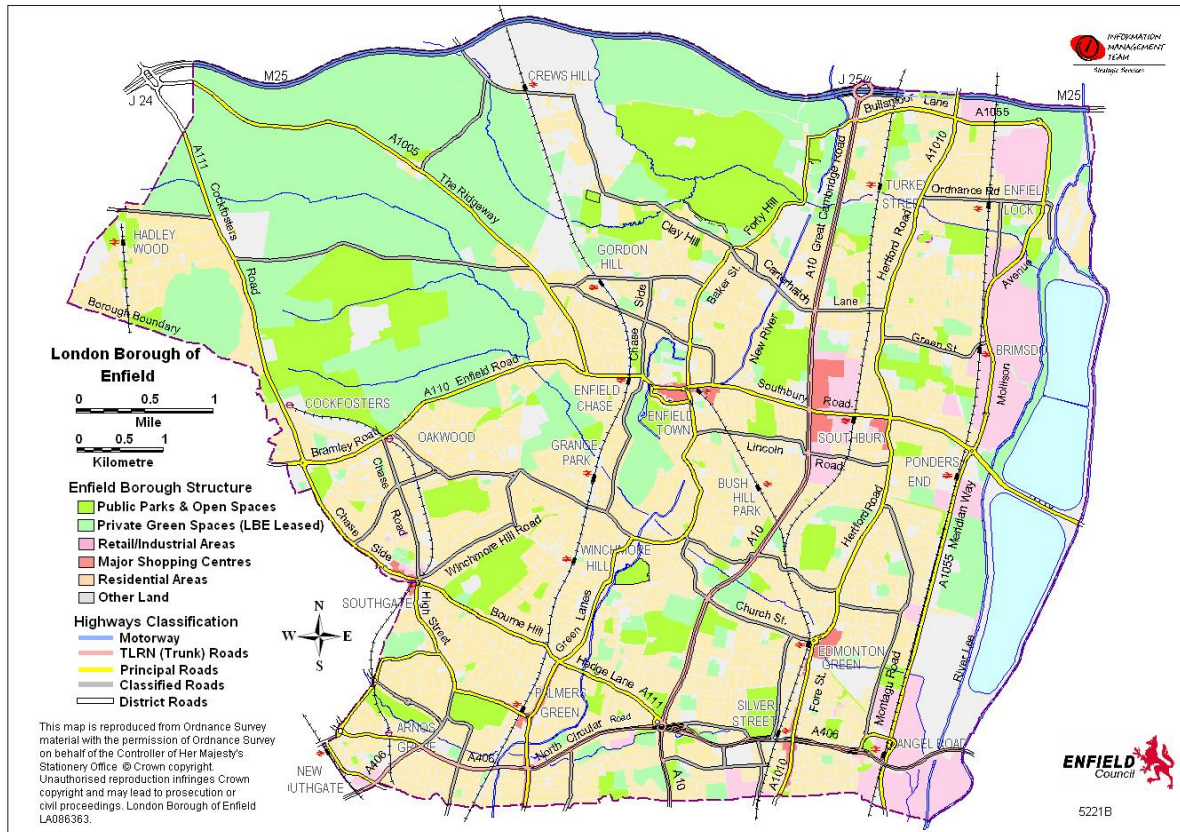
[www.enfield.gov.uk](http://www.enfield.gov.uk)

Striving for excellence



# Enfield's Vision

To make Enfield a better place to live and work, delivering fairness for all, growth, sustainability and strong communities



# Enfield's Challenge

- Shortage of affordable and social housing.
- Rapid growth of the private rented sector BUT quality variable.
- Significant homelessness pressures & cost of meeting statutory requirement a challenge for the Council .
- Temporary accommodation numbers equivalent to a small town - 3200 households @ January 2017
- £3.2m budget pressure in 14-15. Worst case scenario of £7.8m pressure if no action is taken.

# Enfield's Objectives

- Improve the quality and management of the private rental sector.
- Secure a supply of cost efficient accommodation as an alternative to temporary accommodation
- Manage the cost pressures associated with the statutory homelessness duties.

# Key Considerations for the Company

A range of options for

- **Structure** – Council, LA owned company, Joint Venture between LA and Private Interest, Private company
- **Finance stream** – General Funds, Public Works Loan Board, External Equity, External Debt, Fixed Rate Annuity, Inflation Linked Annuity
- **Timescales** – significant financial pressures, so prompt interventions were necessary

# Enfield's Response - Housing Gateway



“An innovative approach to securing better quality, better value accommodation for Enfield people.”

# The Housing Gateway Model

**What** – Housing Gateway purchases properties at market value and renovates them to a lettable standard.

**How** – Housing Gateway outsources all of its activities to LB Enfield via Service Level Agreements.

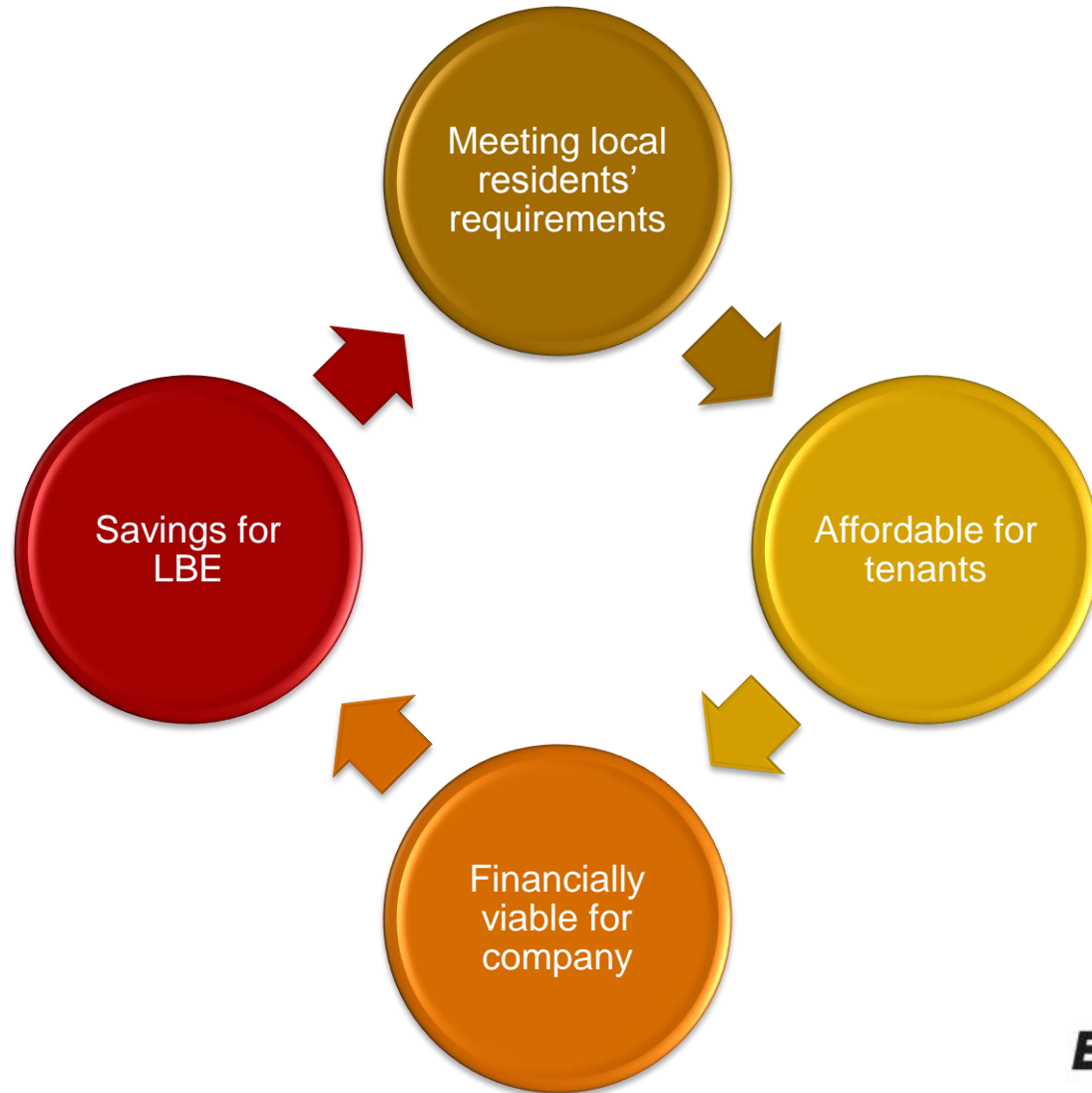
**Who** – LB Enfield has sole nomination rights to Housing Gateway properties and nominates clients already in temporary accommodation or those at risk of homelessness.

# Company Set Up

- Housing Gateway was formed in April 2014.
- A Board of Directors established to provide strategic direction.
- Includes 2 non executive directors with extensive expertise in the housing and finance / risk sectors.
- The Board of Directors sets guidelines for property purchases based on financial model and demand for housing.
- Investment Committee considers individual properties in accordance with the guidelines
- Housing Gateway accesses professional services from the Council – managed using service level agreements.



# Cycle of Success



# Real Lives

## Case Study

- 24 year old with two children under the age of two.
- Made homeless after being evicted from her property.
- She approached the Council for help finding another property and was placed in temporary nightly paid accommodation for six months before offered a Housing Gateway property.
- The tenant has settled well and was very pleased that the kitchen had a fitted cooker and that a fridge and washing machine was supplied.

”I was really pleased to be offered the property and it has given me the chance to settle in a house with my children where we are all very happy.”

# Improved Properties

**Before**



**After**



**Before**



**After**



# Innovation & Flexibility

Enquiries via the websites



Advertising campaigns

# Achievements

**410 properties  
purchased.**

**379  
properties  
tenanted**

**Cost avoidance  
of £1.5m to date,  
predicted to be  
£22.5m over the  
next 15 years**

**85%  
customer  
satisfaction**

**29 properties in  
the pipeline**

# The Future

## Scale

- Achieve the target of 500 property purchases 1 year ahead of schedule.
- Secure funding to continue expanding the portfolio past 500 units

## Vision

- Expand the Housing Gateway portfolio outside the Borough.
- Work with other LB Enfield depts. To provide innovative, cost saving, housing solutions.

## Scope

- Grow the company exploring commercial opportunities.
- Continue to establish a substantial asset base upon which LB Enfield can rely in future years.