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THE CABINET

Wednesday, 14th February, 2018 at 7.00 pm (please note earlier start time) in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA

Membership:

Councillors : Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader of the Council), Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community, Arts & Culture), Alev Cazimoglu (Cabinet Member for Health & Social Care), Krystle Fonyonga (Cabinet Member for Community Safety & Public Health), Dino Lemonides (Cabinet Member for Finance & Efficiency), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykener (Cabinet Member for Housing and Housing Regeneration) and Alan Sitkin (Cabinet Member for Economic Regeneration & Business Development)

Associate Cabinet Members

Note: The Associate Cabinet Member posts are non-executive, with no voting rights at Cabinet. Associate Cabinet Members are accountable to Cabinet and are invited to attend Cabinet meetings.

Dinah Barry (Associate Cabinet Member – Non Voting), George Savva MBE (Associate Cabinet Member – Non Voting) and Vicki Pite (Associate Cabinet Member – Non Voting)

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.

Cabinet are advised that any recommendations included within the reports being considered by Cabinet as part of this agenda, that are for noting only, will not be subject to the Council's call-in procedures. Such recommendations are not deemed to be decisions of the Cabinet, but matters of information for the Executive.

AGENDA – PART 1

1. APOLOGIES FOR ABSENCE

2. DECLARATION OF INTERESTS

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

DECISION ITEMS

3. URGENT ITEMS

The Chair will consider the admission of any reports (listed on the agenda but circulated late) which have not been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012.

Note: the above requirements state that agendas and reports should be circulated at least 5 clear working days in advance of meetings.

4. DEPUTATIONS

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

5. ITEMS TO BE REFERRED TO THE COUNCIL

To agree that the following reports be referred to full Council:

1. Report Nos. 145 and 152 – Budget 2018/19 and Medium Term Financial Plan 2018/19 to 2021/22 (General Fund)
2. Report No.146 – Housing Revenue Account (HRA) Business Plan Budget 2018/19, Rent Setting and Service Charges

6. BUDGET 2018/19 AND MEDIUM TERM FINANCIAL PLAN 2018/19 TO 2021/22 (GENERAL FUND) (Pages 1 - 162)

A report from the Executive Director of Finance, Resources and Customer Services is attached. (Report No.152, agenda part two also refers) **(Key decision – reference number 4597)**

(Report No.145)
(7.05 – 7.15 pm)

7. HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN BUDGET 2018/19, RENT SETTING AND SERVICE CHARGES

A report from the Chief Executive and Executive Director of Finance, Resources and Customer Services **will be circulated as soon as possible.**
(Key decision – reference number 4586)

(Report No.146)
(7.15 – 7.20 pm)

TO FOLLOW

8. REVENUE MONITORING REPORT 2017/18: DECEMBER 2017 (Pages 163 - 180)

A report from the Executive Director of Finance, Resources and Customer Services is attached. **(Key decision – reference number 4549)**

(Report No.147)
(7.20 – 7.25 pm)

9. OLDER PEOPLE'S HOUSING AND CARE PROJECT (Pages 181 - 208)

A report from the Director of Adult Social Care and Executive Director of Finance, Resources and Customer Services is attached. **(Key decision – reference number 4624)**

(Report No.148)
(7.25 – 7.30 pm)

10. GOVERNANCE OF ENFIELD'S TRADING COMPANIES (Pages 209 - 234)

A report from the Executive Director of Finance, Resources and Customer Services is attached. (Non key)

(Report No.149)
(7.30 – 7.35 pm)

11. ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

To note that there are currently no issues arising from the Overview and Scrutiny Committee for consideration at this meeting.

12. CABINET AGENDA PLANNING - FUTURE ITEMS (Pages 235 - 238)

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

13. MINUTES (Pages 239 - 254)

To confirm the minutes of the previous meeting of the Cabinet held on 24 January 2018.

INFORMATION ITEMS

14. ENFIELD STRATEGIC PARTNERSHIP UPDATE

To note that there are no written updates to be received.

15. DATE OF NEXT MEETING

To note that the next meeting of the Cabinet is scheduled to take place on Wednesday 14 March 2018 at 8.15pm.

CONFIDENTIAL ITEMS

16. 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)

MUNICIPAL YEAR 2017/18 REPORT NO: 145**MEETING TITLE AND DATE:**

Cabinet: 14 February 2018

Council: 21 February 2018

REPORT OF:Executive Director of Finance,
Resources & Customer Services**Agenda – Part: 1****Item: 6****Subject: Budget 2018/19 and Medium
Term Financial Plan 2018/19 to
2021/22 (General Fund)****Key Decision No: 4597****Wards: All****Contact Officers:**

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Tim Finney Tel: 0208 379 3912

1. EXECUTIVE SUMMARY

1.1 The purpose of this report is to set the general revenue budget and council tax for the 2018/19 financial year. It also updates the Council's medium term financial strategy in the light of those decisions. In summary, it recommends:

- A net revenue budget of £227.9m, a 0.25% decrease when compared with 2017/18.
- A core council tax of £1,237.15 at band D, a 2.99% increase, of which 1% will be allocated for Adult Social Care.
- A further £24.02 at band D to pay for Adult Social Care as allowed by central government, a 2.00% increase on 2017/18.

This will result in a headline charge for Enfield Council of £1,261.17 at band D, a 4.99% increase.

Additionally, the Council will levy a council tax of £294.23 at band D on behalf of the Greater London Authority which is a 5.07% increase on last year.

In total the impact of all of these proposals will be total council tax of £1,555.40 at band D, a 5.01% increase on the 2017/18 level.

1.2 These proposals are the culmination of the 2018/19 budget planning process and provide information on:

- the outcome of the recent budget consultation
- the details of the local government financial settlement
- the details of the Council Tax
- the Council's Medium Term Financial Plan over the next four years including savings proposals and pressures included in the Medium Term Financial Plan

- the financial outlook for the Council and its services

- 1.3 The report also makes recommendations regarding the Council's Capital Programme and the Schools' Budget.
- 1.4 Additionally, in accordance with the Prudential Code, the report recommends that the Council agrees the Treasury Management Strategy as well as the setting and monitoring of Prudential Indicators for capital financing and the revised Minimum Revenue Provision policy.
- 1.5 Finally the report includes recommendations on the appropriate level for the Council's contingencies, balances and earmarked reserves undertaken in the context of the risks and uncertainties associated with the budget and Medium Term Financial Plan.

- 1.6 The report is structured as follows:

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Budget & Council Tax Report Tables and Appendices ¹

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11	Regeneration & Environment Fees and Charges	
12	Adult Social Care Fees and Charges	
13	Finance, Resources & Customer Services / Chief Executive's Fees and Charges	
14	Schools Budget 2018/19	
15	Capital Receipts Flexibility Efficiency Statement	
16	Specific Grants 2018/19 to 2021/22	
17	Design Principles for New Council Structure	

¹ Tables may not sum exactly due to roundings

2. RECOMMENDATIONS

Cabinet is asked to make the following resolutions:

- 2.1 With regard to the revenue budget for 2018/19 to recommend that Council:
- (i) Set the Council Tax Requirement for Enfield at £121.079m in 2018/19;
 - (ii) Set the Council Tax at Band D for Enfield's services for 2018/19 at £1,261.17 (paragraph 8.1), being a 2.99% general Council Tax increase and a 2.00% Adult Social Care Precept.
 - (iii) Approves the statutory calculations and resolutions set out in Appendix 10.
- 2.2 With regard to the Prudential Code and the Capital Programme to recommend that Council:
- (i) notes the information regarding the requirements of the Prudential Code (section 9);
 - (ii) agrees the Approved Capital Programme for 2018/19 to 2021/22 as set out in section 9 (and Appendix 9). Also notes the Indicative Capital Programme and it is recommended that Council agrees that these indicative programmes be reviewed in the light of circumstances at the time;
 - (iii) agrees the Prudential Indicators, the Treasury Management Strategy, the revised Minimum Revenue Provision policy and the criteria for investments set out in section 9 and Appendices 4 & 5.
- 2.3 To agree the Medium Term Financial Plan, including the savings proposals set out in Appendix 2, and adopt the key principles set out in paragraph 10.8.
- 2.4 With regard to the robustness of the 2018/19 budget and the adequacy of the Council's earmarked reserves and balances to:
- (i) note the risks and uncertainties inherent in the 2018/19 budget and the Medium Term Financial Plan (sections 10 & 11) and agree the actions in hand to mitigate them;
 - (ii) note the advice of the Executive Director of Finance, Resources & Customer Services regarding the recommended levels of contingencies, balances and earmarked reserves (section 12) and have regard to the comments of the Executive Director (section 13) when making final decisions on the 2018/19 budget;
 - (iii) agree the recommended levels of central contingency and general balances (section 12).
- 2.5 To recommend that Council agrees the Schools Budget for 2018/19 (Section 5.10 and Appendix 14).
- 2.6 To agree the Fees and Charges for Environmental Services for 2018/19 (Section 10.11 and Appendix 11).
- 2.7 To agree the Fees and Charges for Adult Social Care Services for 2018/19 (Section 10.12 and Appendix 12), subject to consultation.
- 2.8 To agree the Fees and Charges for Finance Resources & Customer Services and Chief Executive's Departments for 2018/19 (Section 10.13 and Appendix 13).

- 2.9 To recommend that Council agrees that the New Homes Bonus £1.986m is applied as a one-off contribution to the General Fund in 2018/19.
- 2.10 To recommend that Council agrees the planned flexible use of capital receipts in 2017/18 £6.7m and approves the planned flexible use of capital receipts in 2018/19, being £1.7m.
- 2.11 To note the feedback and minutes from the Budget Consultation and Overview and Scrutiny Committee Budget Meeting on 18th January 2018 as set out in Appendices 1a and 1b.
- 2.12 To recommend that Council agrees that the design principles contained in Appendix 17 should be used to inform the design of a new leadership and management staffing structure.
- 2.13 To delegate to the Chief Executive the authority to design and implement a new leadership and management staffing structure in line with the design principles.

2.14 Section 106 of the Local Government Finance Act 1992 requires any Member who is two months or more in arrears on their Council Tax to declare their position and not to vote on any issue that could affect the calculation of the budget or the Council Tax. Any Member affected by Section 106 who fails to declare this could be subject to prosecution.

3. BACKGROUND TO THE BUDGET PROCESS

- 3.1 The budget decisions in this report are aligned with the Administration's vision and priorities for Enfield; a better place to live and work by delivering fairness for all, growth and sustainability and strong communities.
- 3.2 The Council's Corporate Strategy, "A Fairer Future for All" sets out each of the Council's strategic aims and associated priorities. The Council Strategy is linked to the budget through the Medium Term Financial Plan and the annual budget process. The Budget and Medium Term Financial Plan (MTFP) (2018 to 2022) forecasts funding requirements for the Council's General Fund services. The budget process has taken into account:
- The Council's Corporate Strategy
 - The Chancellor's 2015 Spending Review and the 2017 Autumn Budget
 - The provisional Local Government Finance Settlement for 2018/19
 - The forecast and prioritisation of the Council's revenue and capital resource requirements over the next four years
- 3.3 Enfield Council has proactively lobbied the Government for a fair share of existing and new national resources in the interest of local residents and businesses. Cabinet and lead members have been actively involved including meeting Ministers to make the case for Enfield.

- 3.4 Executive Directors, in consultation with their portfolio holders and working with the Executive Director of Finance, Resources & Customer Services, have finalised next years' service budget requirements and drawn up savings and additional income proposals to balance the overall budget for 2018/19. Cabinet on 20th December 2017 received a report on the progress of the 2018/19 budget and updates of the Medium Term Financial Plan.
- 3.5 One of the Council's financial objectives is to keep Council Tax increases as low as possible, whilst ensuring that the Council provides quality services that continue to meet the changing and growing needs and expectations of service users.
- 3.6 The proposals in this report enable the Council to balance the 2018/19 budget whilst giving some protection to front line services and investing in key projects and priorities. The funding gap in future years demonstrates the difficult service decisions ahead as central government funding reductions continue to reduce the resources available to meet increasing service demands.

4 BUDGET CONSULTATION

4.1 Scope and Methodology of Consultation

The Council's 2018/19 Budget Consultation was open from 23rd October 2017 to 8th January 2018 (11 weeks). This year residents' views were collected through a questionnaire available online. A printed publication called 'Money Matters' was distributed to all households in Enfield along with the Council's magazine 'Our Enfield' referring people to the online consultation. There were also two public meetings held where residents and other interested parties came along to discuss the Council's budget and give their views. Meetings were also held with interest groups including the Health and Wellbeing Board and the Over 50s Forum.

4.2 Consultation Questions

Residents were given information on our 2017/18 budget including the pressures the Council faces and some of the achievements the Council have delivered despite the financial pressures. Residents were asked to respond to the questions below:

- Prioritisation of services for protection or for savings to be considered
- Any services not currently provided online or which you would like to see made available through the Council's website
- Suggestions on ways to raise income to minimise the effect of funding cuts

4.3 Outcomes

In total 614 responses were received through the online questionnaire. All comments have been considered and common themes have been taken out and categorised under four headings:

- How the Council should prioritise spending
- In which areas the Council should look to make savings
- Which services could be provided online
- How the Council could raise extra income

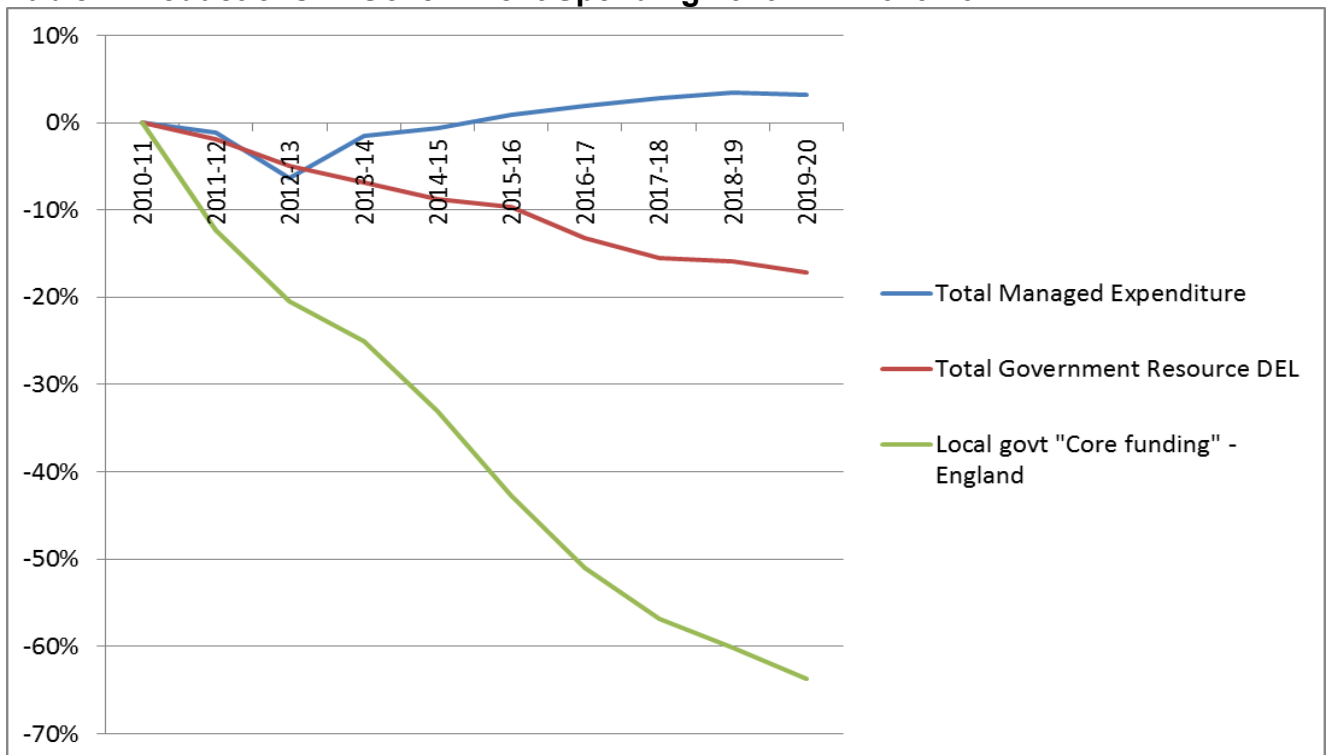
The feedback from the consultation was presented to the Overview and Scrutiny Committee Budget Meeting on 18th January 2018. Appendix 1a to this report provides a summary of the findings from the consultation. The minutes of the OSC Budget Meeting are also included in Appendix 1b.

5. LOCAL GOVERNMENT FINANCE SETTLEMENT

5.1 The Provisional Local Government Finance Settlement was announced on 19 December 2017. This confirmed the significant funding cuts set out in the four-year settlement for 2016/17 to 2019/20. Local government continues to face a disproportionate level of austerity compared to other parts of the public sector. The provisional settlement confirms real terms cuts to Settlement Funding Assessment (SFA) of 12% over the next two years, on top of a cumulative cut to core funding of 57% in real terms between 2010-11 and 2017-18. Over the decade to 2019-20, core funding from central government will have fallen by 63% in real terms.

Table 1 (below) compares the like-for-like cumulative cuts to core funding with total public and departmental spending – clearly showing that local government is shouldering a disproportionate share of funding reductions. The final settlement announcement is expected in mid-February.

Table 1: Reductions in Government Spending 2010/11 – 2019/20



- 5.2 London's population is growing twice as fast as that of the rest of the country, and the cost of meeting this demand is rising at a time of ever decreasing resources for doing so. This has created pressure across core services. The very real pressures in Adult Social Care have been much publicised (and the position for Enfield is discussed below). It is important to recognise that other growing demands, including services for children and the homeless, present as great or greater financial threats. London Councils estimate that London Boroughs face a total funding shortfall of at least £1.5 billion per annum by 2020.

Table 2: Government Funding Allocations for Enfield

	2015/16	2016/17	2017/18	2018/19	2019/20
	£m	£m	£m	£m	£m
Settlement Funding Assessment*	130.5	115.4	104.2	98.6	92.4
Annual cash reduction on the previous year		-15.1	-11.2	-5.6	-6.1
Annual percentage reduction on the previous year		-12%	-10%	-5%	-6%
Cumulative cash reduction on 2015/16 settlement		-15.1	-26.3	-32	-38.1
Cumulative percentage reduction on the 2015/16 settlement		-12%	-20%	-24%	-29%
Source: Provisional Local Government Financial Settlement, December 2017, Core Spending Power					

*Settlement Funding Assessment is composed of the Government's estimate of locally retained business rates, the business rates top up, and revenue support grant. These elements vary in presentation over financial years to reflect the change to the 100% pool in 2018/19, and so for comparison, the combined total figures for the settlement funding assessment rather than the component elements, are shown here.

The provisional settlement announcement outlines provisional Settlement Funding Assessment (SFA) and Core Spending Power (CSP) allocations for local authorities for 2018-19 and illustrative allocations for 2019-20 (which will be the final year of the current "four year offer" period). Core funding for Enfield is in line with that set out in the previous four-year settlement announcement in February 2017. Table 2 above shows the impact of this settlement over the four-year period from 2016/17 to 2019/20. It shows the annual and cumulative impact of government funding reductions in the core funding of Revenue Support Grant and Business Rates Baselines, with a cumulative cash reduction of £38.1m, which is 29%, at the end of the period.

Enfield's reduction in SFA is below the average for England with provisional reductions greatest for the Counties and Districts. This does not, however, take into account the on-going impact of grant damping, under which Enfield has now lost over £100m, and which is hard wired into funding baselines.

5.3 Four Year Settlement

The Government made an offer in 2016/17 that any council that wished to take up a four-year funding settlement to 2019/20 could do so. The Government stated it was making a clear commitment to provide central funding allocations for each year of SR2015, should councils choose to accept the offer and if they published an efficiency plan. The offer was subject to taking account of the increase in the

annual business rate multiplier (based on September RPI) and transfer of functions and responsibilities to local government and any other unforeseen events. In essence, the multi-year offer was intended to give greater certainty for councils on future finance settlements.

The take up by Local Government to the offer was very high with 97% of local authorities, including Enfield, successfully applying for a four-year settlement.

5.4 **Adult Social Care Council Tax Precept**

The Spending Review and Autumn Statement 2015 announced measures to help local authorities with responsibility for Adult Social Care to meet the needs of their population including an additional 2% flexibility on their current Council Tax referendum threshold over the spending review period (i.e. to 2019/20). The additional Council Tax raised from this precept must be used entirely for Adult Social Care. The 2016 Finance Settlement introduced further flexibility for local authorities to re-profile the increase in the precept to a maximum of 3% in any year to 2019/20. However it should be noted that this does not constitute new or additional funding over the 3 year period as the total increase is still limited to 6% over the 3 years 2017/18 – 2019/20, i.e. if a 3% precept is issued in both 2017/18 and 2018/19 then nothing further can be raised in 2019/20. This report is recommending a 2% Adult Social Care (ASC) precept in 2018/19 to be supplemented by a 1% increase in Council Tax specifically for Adult Social Care allowing a further 1% ASC precept to be raised in 2019/20.

There is concern in local government that the ASC precept is the first time central government has moved to ring-fence an element of locally determined Council Tax to pay for a particular service. The new Improved Better Care Fund allocations from 2017/18 have been calculated on the assumption that all eligible authorities will raise the precept, thus the pressure on councils to increase Council Tax for residents is considerable.

Additional funding for Adult Social Care was announced in the Spring 2017 budget. LB Enfield's additional allocations were £5.7m for 2017/18, £3.7m in 2018/19, and £1.8m in 2019/20. The profile of the allocations is intended to even out the allocations in the original Better Care Fund allocations, which were back loaded towards the end of the four-year settlement period. Table 3 below sets out the total additional funding, including the ASC precept, for LB Enfield's Adult Social Care to 2019/20.

Table 3: Additional Adult Social Care Funding

	2017/18	2018/19	2019/20
Additional Funding	£m	£m	£m
Improved Better Care Fund	6.1	8.2	10.1
Additional Precept 3% in 17/18, 2% in 18/19, and 1% in 19/20	3.3	2.3	1.2
Use 1% of General Council Tax increase to fund ASC in 2018/19		1.2	
The 2017-18 Adult Social Care Support Grant	1.3		
Total Additional Funding	10.7	11.7	11.3

The funding from the ASC precept and additional grant funding announced by the Government will be used by the Council directly on maintaining and improving care provision of Adult Social Care. The conditions of the additional improved BCF include meeting social care needs, reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready; and ensuring that the local social care provider market is supported. The budgets of the improved BCF must be agreed with the CCG and signed off by the Health and Wellbeing board. The additional funding will also fund additional costs from increased demographics from older people and adults with Learning Disabilities and Mental Health. Enfield's older Adult population (over 65s) is increasing at the rate of about 3,000 people per year (ONS).

5.5 **New Homes Bonus (NHB)**

The NHB is awarded on the basis of new properties eligible for council tax in the borough, and is not ring-fenced, so can be used to support the general budget. In order to fund the 2017/18 Adult Social Care Support Grant, the Government top-sliced the existing New Homes Bonus Grant funding (in turn top sliced from Revenue Support Grant). The total national reduction to the New Homes Bonus Grant was £241m. The Government reduced the number of years that local authorities would receive payment for a property from 6 to 5 years in 2017/18 and from 5 to 4 years in 2018/19. In addition, if the property growth level was less than 0.4%, councils would not receive new NHB funding. The Government also consulted during 2017 on further restricting the award of NHB based on successful planning appeals, but confirmed in the provisional settlement 2017 that it would not do this in 2018/19. The amount of NHB awarded to LB Enfield is therefore £1.986m, which is lower than announced in the settlement figures in 2016.

5.6 **Longer Term Outlook**

The four-year deal runs out in March 2020. Beyond this date, there is no clarity over funding levels, for both the national and local allocations. This hampers meaningful financial planning at a time when central government grant funding is the lowest it has been for decades and demand pressures are increasing. The four-year settlement, whilst the most challenging in decades, provided some certainty over the medium term. For the coming four-year period, the budget and medium-term plan are prepared in the context of continued financial uncertainty and risk for local government, which is discussed further below.

Business Rates Retention

In October 2015 the Government announced its intention to enable local government as a sector to retain all business rates raised locally (known as 100 per cent business rates retention). The Government also committed itself to a full review of the needs and redistribution mechanism for local authority funding through the Fair Funding Review (discussed below). Whilst the principle of incentivising locally generated resources is to be welcomed, there are clearly risks attached to a new system in the current context of significantly reduced public spending.

A Local Government Finance Bill was introduced in Parliament in January 2017 to provide enabling legislation for the reforms. The Bill did not complete its legislative stages before the 2017 general election and was subsequently not reintroduced.

In the provisional settlement, the Government announced its intention to introduce 75 per cent business rates retention for all in 2020/21. This will be through rolling Revenue Support Grant, GLA Transport Grant, the Rural Services Delivery Grant and the Public Health Grant into funding baselines, which will be funded by locally retained rates.

The Government also announced a number of 100% pilot pools in 2018/19, which will include a pool for the London Boroughs and the GLA. This was the subject of a report to Cabinet in November 2017. London will collectively retain a greater proportion of the business rates collected in the capital, swapping these resources for Revenue Support Grant. London will not in practice keep the full 100% of rates collected, as it will still pay an aggregate tariff to government to support local services in other parts of the country. London will, however, retain 100% of any growth in business rate income above baselines, and will pay no levy on that growth. London Councils has estimated the net benefit to London to be in the region of £240 million in 2018/19, based on forecasts provided by the Boroughs in the summer of 2017. These forecasts are currently being updated.

The founding principles of the pool are that, firstly, no authority participating in the pool can be worse off than they would otherwise be under the existing 50% scheme. This includes a guarantee that, where authorities are anticipating growth, they will continue to receive at least the same increase in income as they would have received under the present system, plus a further share of the net benefits of the pool as a whole.

The second founding principle is to recognise that growing London's economy is a collective endeavour in which all boroughs make some contribution to the success of the whole, and therefore all members will receive some share of any net benefits arising from the pilot pool. The distribution which was agreed by the Boroughs, via discussions at London Councils is that the net benefits from pooling will be distributed under a mechanism that weights the distribution at 15% rates growth; 35% to needs; 35% to population and 15% to a strategic investment pot. This distribution is more favourable to LB Enfield than the other options which were originally proposed, and, based on the estimated £240m total net benefits, Enfield would gain £4.2m. It must be borne in mind that any actual benefit will depend on the actual business rates which are raised across London in 2018/19, and this may be a one-off benefit during the period of the pilot scheme (originally for one-year only but extendable to two years). It is intended that any financial benefit that does arise will be held in reserve to support future initiatives and if necessary support future budgets as funding reduces. Proposals for allocating potential financial benefits will be included in the final Council Budget report.

Fair Funding

Alongside the Local Government Finance Settlement, the Government confirmed that it is looking to implement the Fair Funding Review in April 2020 and published the consultation: *Fair funding review: a review of relative needs and resources* on the 19th December 2017. This consultation focuses specifically on potential approaches that have been identified to measure the relative needs of local authorities. In particular, it presents the idea of using a simple foundation formula to measure the relative needs of local authorities, based on a small number of common cost drivers. It also considers a number of service areas where in

addition, a more sophisticated approach to measuring relative needs may potentially be required; and outlines the statistical techniques that could be used to construct relative needs. The consultation does not cover the relative resources adjustment, transition or other technical matters but these will be the subject of a later series of discussion papers.

Enfield will take all opportunities to lobby Government for a fair funding deal and will fully participate in any consultations on the operation of the new system. This will include joint lobbying with the outer London Boroughs who share the pressures and challenges that we face.

5.7 Capital Receipts Flexibility

The provisional settlement also extended the temporary capital receipts flexibility, under which local authorities can fund transformative revenue costs from capital receipts, for a further three years to April 2022.

With effect from 2016/17 the Government provided a general capitalisation directive to all councils enabling them to utilise new capital receipts to finance projects that are designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners.

For 2017/18 local authorities should produce a strategy which discloses the individual projects that will be funded or part funded through capital receipts flexibility to full Council or the equivalent. As a minimum, the strategy should list each project that plans to make use of the capital receipts flexibility and provide details, on a project-by-project basis, of the expected savings or service transformation that will result. The strategy should report the impact on the local authority's Prudential Indicators for the forthcoming year and subsequent years.

For 2017/18 and in each future year, the strategy should contain details of projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial analysis. This requirement can be satisfied as part of the annual budget setting process, through the Medium Term Financial Plan or equivalent. The strategy is therefore set out in Appendix 15 for consideration.

5.8 Apprenticeship Levy 2018/19

The Government's 2015 Spending Review confirmed a new apprenticeship levy payable by large employers in all industries to increase their contribution towards staff training. This began in 2017/18 and will continue in 2018/19. All companies with an employee payroll bill of over £3m per annum are subject to the levy based upon the earnings of its employees (regardless of actual apprentices employed). The levy equates to 0.5% of the total pay bill. Employers are also able to claim back training costs, which could potentially be more than the levy paid (depending on national take-up). The Medium Term Financial Plan includes an estimate of the annual cost to Enfield (£0.545m).

5.9 Other Specific Government Funding

The local government finance system distributes much of Government funding. Other significant “stand-alone” Government Grants are set out in detail in Appendix 16. The non-ring-fenced revenue grants can be used to fund the Council’s annual budget in the same way as Revenue Support Grant, even though the grants may refer to specific services such as benefit administration.

5.10 The Schools’ Budget

Dedicated Schools Grant 2018/19

The Dedicated Schools Grant (DSG) is a ring-fenced grant, the majority of which is used to fund Individual Schools Budgets. For 2018/19 the Government has confirmed that they will continue with their proposal to implement a National Funding Formula (NFF) for the Schools and High Needs Blocks and the creation of a Central Services Schools Block. Department for Education (DfE) guidance for 2018/19 has confirmed that a ‘soft’ NFF will be implemented for 2018/19 with the intention to move to a ‘hard’ NFF from 2020/21. By implementing a ‘soft’ NFF in 2018/19, the funding provided to local authorities has been calculated using the NFF but authorities have some local flexibility regarding the distribution of these funds. Options for the schools’ funding formula range from continuing with the local funding formula to partly, or fully, implementing the NFF. The Government announced that £1.3bn would be provided over 2 years to support the implementation of the school funding reforms and NFF. The indicative funding allocation for Enfield for 2018/19 includes £7m additional funding comprising an increase to the Schools Block of £5.5m and an increase to the High Needs Block of £1.5m. A further £3m is expected for 2019/20.

Under DfE regulations, certain specific decisions relating to the distribution of the DSG funding are subject to consultation with the Schools Forum, with the Council making the final decision on the allocation of available resources taking account of any recommendations made by the Schools Forum. The draft 2018/19 School’s Budget was presented to Schools Forum on 17th January 2018 for agreement of the School Block formula funding allocations prior to submission of the data to the Education Funding Agency (EFA) by their deadline of 19th January 2018. The draft budget is detailed in Appendix 14 for approval.

Enfield’s initial 2018/19 DSG settlement was announced on 19th December 2017 as £329.423m. The Early Years Block allocations for 2, 3 and 4 year olds are based on January 2017 data and will be updated during 2018/19 to reflect January 2018 census data. The authority will also receive £2.118m from the Education & Skills Funding Agency (ESFA) to fund post 16 pupils in special schools. This increases the forecast 2018/19 resources to £331.541m. The DSG allocation will be adjusted during 2018/19 to reflect the January 2018 census for early years and academy recoupment. Updates will be provided to Schools Forum as and when revised allocations are received.

There are considerable risks in the school’s budget for 2018/19 due mainly due to the ongoing increase in numbers of children presenting with special educational needs. This has resulted in an in-year pressure in 2017/18 which is estimated to result in a DSG overspend of £3.4m which will be carried forward to 2018/19. Officers are working to develop a recovery plan to eliminate this overspend in future years. The authority is working on various initiatives to develop additional in

borough special education provision which will reduce the number of children being educated in independent out borough provision and reduce costs.

Additional information about the individual blocks is detailed below.

Schools Block

Grant Income

- For 2018/19 the majority of funding is based on a per pupil allocation calculated on the number of pupils recorded on the October 2017 Census. Separate per pupil funding rates have been introduced and for Enfield these are £4,416.31 for primary and £5,647.06 for secondary.
- The per pupil funding has been increased to ensure a 0.5% increase per pupil overall. This is the first increase in funding levels for 5 years but is not sufficient to address the pay and inflationary pressures faced by schools during this period.
- In addition to the per pupil funding, the authority receives a block allocation to cover growth, premises and mobility factors based on historic spend.

Funding Allocations

- New funding regulations for 2018/19 require the majority of Schools Block funding to be passported to schools via a funding formula. Funding can only be retained centrally to support the requirements of the Growth Fund
- With the approval of Schools Forum, 0.5% of the Schools Block allocation can be transferred to the High Needs Block. This was agreed by the Forum at their meeting in December 2017 to support the current arrangements for pupils with exceptional needs (special educational needs)
- 3 formula models were considered for 2018/19 and following consultation with schools and discussion with Schools Forum a model that moves 50% towards NFF rates and factors will be implemented.

Central Services Schools Block

Grant Income

- The Central Services Schools Block (CSSB) is a new block introduced as part of the new arrangements for 2018/19. The block brings together funding for the
 - retained duties element of the Education Services Grant (ESG)
 - ongoing central statutory functions
 - historic commitments
- Funding for statutory duties is allocated on a NFF per pupil basis. For Enfield, the per pupil rate is £40.58 per pupil. Funding for historical commitments is based on historic spend in 2017/18.

Funding Allocations

- For 2018/19 there was a reduction in funding of £53k for statutory services and following a review of these services savings were identified to match the decrease in funding.
- Schools Forum agreed at their meeting in December 2017 to continue to fund the services that had been funded in previous years.

Early Years Block

Grant Income

- This is a per pupil allocation initially based on the January 2017 Census and then updated for the January 2018 Census for 3 & 4-year-old free entitlement, 30 hours provision for working parents and 2-year-old free entitlement.
- The Early Years National Funding Formula (EYNFF) was implemented with effect from 2017/18. For 2018/19, Enfield will receive £5,339 per Full Time Equivalent (FTE) pupil for 3 and 4 year olds. This is an increase from the 2017/18 rate of £5,016. We are required to pass the majority of funding to providers but can hold back 5% for central early years expenditure in 2018/19.
- The 2018/19 allocation also includes an allocation to reflect the expected full year effect of the 30 hours early years initiative for working parents, which was introduced in September 2017. This allocation will be revised to reflect January 2018 census.
- The initial allocation for the 2-year-old free entitlement is also based on January 2017 Census data at a rate of £5,377 per pupil (FTE).
- The overall Early Years Block allocation also includes funding for Early Years Pupil Premium (£250k) and Disability Access Fund (£69k).

Funding Allocations

- 5% of funding will be retained centrally to fund central early years services
- The balance of funding will be allocated to providers based on an hourly rate, deprivation allocations and an Inclusion Fund to support pupils with special educational needs.
- Allocations are made from the Early Years Pupil Premium and Disability Access Fund for pupils who meet specific deprivation and disability criteria.

High Needs Block

Grant Income

- A second baselining exercise was conducted by the DfE during 2017 to analyse the 2017/18 spending by block for each authority. The 2018/19 allocations reflect the outcome of this exercise which has resulted in an increased basic high needs allocation for Enfield.
- The High Needs Block had been calculated via a national funding formula based 50% on proxy indicators and 50% on planned spend reported for 2017/18 plus 0.5%.
- £0.5m has been transferred from the High Needs block to the Schools block as the first £4k for pupils in special units known as Additionally Resourced Provisions (ARPs) will now be allocated via the funding formula.

Funding Allocations

- Funding will be delegated to special schools and mainstream schools for ARPs and pupils with exceptional needs;
- Funding for pupils in external school and college payments has been estimated based on current levels of pupils plus 10% contingency. There is a risk that these budgets will overspend during the year if current trends continue and there is limited contingency available to address this pressure;
- Funding for commissioned and central services is based on 2017/18 budgets

The budget includes a high needs contingency of £0.7m at this stage of the budget setting process.

5.11 Other Schools' Funding

Pupil Premium Grant

The Pupil Premium is allocated in addition to the DSG to enable schools to work with pupils who have been registered for free school meals (FSM) at any point in the last six years (known as 'Ever 6 FSM'). The Government has confirmed that the rates for 2018/19 will remain at 2017/18 levels i.e. £1,320 for primary FSM 'Ever 6' and £935 for secondary FSM 'Ever 6' pupils.

Looked After Children (LAC), and children who have been adopted from care, will continue to attract a higher rate of funding than children from low-income families and this has been increased from £1,900 per pupil for 2017/18 to £2,300 in 2018/19. The NFF does not include a LAC factor and this increase in pupil premium funding will help to compensate schools who previously received formula funding for LAC.

Children who have parents in the armed forces are supported through the Service Child premium, which remains at £300 per pupil in 2018/19.

The Pupil Premium is a specific grant that the council has to passport directly on to schools, who can then decide how they will use the additional funding to achieve improved outcomes for this group of children. The latest pupil premium allocation for 2017/18 totals £14.3m but this is expected to reduce in 2018/19 due to reductions in FSM eligibility and schools who have converted to academy status and will receive this funding direct from the Education Funding Agency. Allocations for 2018/19 will be based on January 2018 pupil data and will be published in June 2018.

Early Years Pupil Premium (EYPP)

EYPP was introduced in 2015/16 with schools, nurseries and child-minders receiving £300 for every 3 and 4 year-old from a low-income family, to enable these children to start school on an equal footing to their peers. This is based on the 3 and 4 year olds taking up their full entitlement of 570 hours. This will continue at the same rate in 2018/19.

Sixth Form Funding

The Education Funding Agency (EFA) is responsible for the funding of 16-19 provision in academies, general further education colleges, sixth-form colleges and independent provision. The EFA also distributes resources to local authorities for them to pass on to maintained schools.

In 2018/19 funding is being maintained at 2017/18 rates i.e. base rate of £4,000 for full time students aged 16-17 years (£3,300 for 18 year olds). School sixth forms will receive their 2018/19 indicative allocations by the end of January 2018 followed by final allocations in March 2018. Similarly, to 2017/18 the Education Funding Agency (EFA) will set a deadline in April to receive business cases where exceptional circumstances have affected their 2018/19 indicative allocation. Considerations will be given to:

- Cases where there has been a major error in the data submitted by the institution via the school census
- Cases where exceptional growth has been experienced based on a minimum threshold of 5% of students or a minimum of 50 students, whichever is lower
- other cases not covered above, reviewed individually

Universal Infant Free School Meals

Funding for free school meals for infant pupils will continue in 2018/19 based on a rate of £2.30 per day.

Primary PE and Sport Premium

This grant will continue in 2018/19 for schools with pupils in years 1 to 6. The funding rates, which were doubled with effect from the 2017/18 academic year, are expected to continue as a lump sum of £16,000 plus £10 per pupil.

5.12 Local Referendums on Council Tax Increases

The Localism Act requires councils to hold a referendum for proposed Council Tax increases in excess of a threshold set annually by the Secretary of State for Communities and Local Government. The draft Referendums Relating to Council Tax Increases (Principles) (England) Report 2018/19, published with the provisional settlement, sets out the principles which the Secretary of State has determined will apply to local authorities in England in 2018/19.

For 2018-19, the relevant basic amount of council tax of local authorities such as Enfield is excessive if the increase in the authority's relevant basic amount of council tax for 2018/19 is 6% or more than the relevant basic amount of council tax for 2017-18. The maximum increase would comprise 3% for expenditure on Adult Social Care and 2.99% for other expenditure. For 2018/19 Enfield Council is increasing the Council Tax by 4.99%; this is made up of 2.99% on general expenditure and 2.00% on Adult Social Care. It is also proposed to apply 1.00% of the general increase towards funding ASC in 2018/19. Current regulations around Council Tax increases mean that this approach provides greater flexibility for funding services in 2019/20.

The Council is required to determine whether its basic amount of Council Tax is excessive in accordance with the principles approved under Section 52ZB of the Local Government Finance Act 1992. The London Borough of Enfield element of the Council Tax, in accordance with the regulation, is not excessive as it is within the thresholds set by the Secretary of State.

6 COUNCIL TAX BASE, BUSINESS RATES AND THE COLLECTION FUND

6.1 The Tax Base

This is the fifth year of the local Council Tax Support Scheme whereby Council Tax benefits are provided through locally determined discounts applied to residents' Council Tax bills. The 2018/19 scheme was approved by Council on 31st January 2018, with the contribution frozen at 26.5% for 2018/19.

On the 31st January 2018, the Council agreed a Council Tax Base of 96,005 Band D properties for 2018/19 (95,043 in 2017/18), based on the latest composite collection rate of 97.1%. The increase in the Tax Base of 962 is broken down in the table below:

Table 4: Council Tax Base 2018/19

Council Tax Base Change - Band D Equivalent	Band D Equivalent
Tax base 2017/18	95,043
Increase in Band D Equivalent Properties	489
Change in Council Tax Discounts, including CTS	(250)
Discounts, Exemptions & Empty Homes Premium	723
Tax Base 2018/19	96,005

6.2 The Collection Fund

Council Tax

The Council's 2016/17 audited accounts reported a surplus of £2.5m (Enfield's share £2.1m) on the Council Tax Collection Fund. The latest review of the Fund indicates that there will be an estimated surplus balance of £5.01m at 31st March 2018. This follows continued better than expected collection rates following the introduction of the local Council Tax Support Scheme in 2013/14. The balance will be shared between the Council (£4.07m) and the Greater London Authority (£0.94m) in proportion to their 2017/18 Band D council tax charges. Enfield's share is included in the 2018/19 council tax requirement calculation in Table 8.

Business Rates

The council has opted to be part of the 100% London pilot scheme. From 1 April 2018 Enfield will retain 64% and GLA will retain 36% of the non-domestic rating income. Enfield will also receive section 31 grants in respect of Government changes to the business rates system which reduce the level of business rates income such as the decision to change the annual uprating of the NNDR multiplier from RPI to CPI from April 2018. In moving to 100% rates retention, the Ministry for Housing, Communities and Local Government will no longer pay Revenue Support Grant (RSG), as this element will be replaced by Business Rates Retention.

The Council's 2016/17 audited accounts reported a surplus of £2.1m (Enfield's share £0.641m) on the local Business Rates Collection Fund. The latest review of the Fund indicates that there will be an estimated surplus balance of £459k at 31st March 2018. Enfield's share (30% - based on 17/18 split) is £138k and is included in the 2018/19 council tax requirement calculation in Table 8.

The overall estimated surplus on the Collection Fund for Enfield as at 31st March 2018 is:

Table 5: Enfield Collection Fund 31st March 2018

	£'000
Council Tax Surplus	(4,066)
Local Business Rates Surplus	(138)
Total Surplus	(4,204)

7. REVENUE BUDGET PROPOSALS

7.1 Budget Update

The overall summary of the budget proposals by each service is shown in Appendix 3. An overview of the budget position regarding pressures and savings is set out below.

7.2 Additional Pressures

The Council faces additional pressures in 2018/19 especially as a result of loss of grant; demographic changes; welfare reforms increasing the cost of temporary accommodation; population growth and changing needs. Some of these pressures are already built into the Medium Term Financial Plan (MTFP) including provision for inflation and pay awards for 2018/19 to 2020/21. These costs are shown as Full Year effects in the MTFP. Additional pressures of £10.18m have been included in the 2018/19 to 2021/22 MTFP. This includes an additional £4.68m for the estimated cost of the pay award currently being negotiated, which requires further funding in 2018/19 and 2019/20 above the 1% previously built into the MTFP. £1m has also been allocated to address ongoing pressures in Children's Services. As 2021/22 is a the new year of the MTFP no growth in respect of pay awards and inflation had previously been allocated to this year. These new pressures are broken down in the following table:

Table 6: New Pressures included in the Medium Term Financial Plan

	2018/19	2019/20	2020/21	2021/22	Total
Corporate	£'000	£'000	£'000	£'000	£'000
Pay Award	2,600	2,080	0	1,300	5,980
London Living Wage	0	0	0	200	200
Inflation	0	0	0	3,000	3,000
Subtotal:	2,600	2,080	0	4,500	9,180
Schools and Children's Services					
Special Guardianship Orders	600	0	0	0	600
Children's Social Care	400	0	0	0	400
Subtotal:	1,000	0	0	0	1,000
Total Pressures	3,600	2,080	0	4,500	10,180

7.3 Full year effect of previous year decisions

Some of the 2017/18 pressures and savings agreed by Council were for a part-year only as some items were profiled over several years. Net growth agreed in previous budgets but not due to come into effect until 2018/19 totals £4.443m. This includes additional funding allocated to Adult Social Care as a result of increases in the Better Care Fund.

7.4 New Savings 2018/19

The table below shows the total savings in 2018/19 made by each savings workstream which are detailed in Appendix 2. The allocation of savings to Service Departments is shown in Appendix 3.

Table 7: New Savings Proposals by Workstream

	2018/19	2019/20	2020/21	2021/22	Total
Savings Workstream	£'000	£'000	£'000	£'000	£'000
Corporate Resources Reductions	(988)	(50)	0	0	(1,038)
Corporate Finance	(3,200)	0	0	0	(3,200)
Adult Social Care / Public Health	(918)	30	90	0	(798)
Environmental Services	(839)	(300)	0	0	(1,139)
Procurement & Contracts	(830)	0	0	0	(830)
Children's Services (Including Transport)	(73)	(37)	(65)	0	(175)
Income Generation	(759)	0	0	130	(629)
Management Structures and Bureaucracy Minimisation	(1,000)	0	0	0	(1,000)
Total	(8,607)	(357)	25	130	(8,809)

The spending and savings proposals outlined in this report were developed in the context of the Council's Strategy. These priorities take into account feedback from the Budget Consultation as well as both the Council's and the external auditor's assessment of our performance.

7.5 In setting the Council's 2018/19 Budget and Medium Term Financial Plan, the Council's aim has been to continue to maintain, and where possible, improve services provided, while limiting increases in Council Tax. The focus continues to be on delivering high quality services more efficiently through reductions in costs. The Council routinely, throughout the year, takes action to cut costs and make efficiency savings wherever possible. Every attempt continues to be made to minimise additional costs, but the ability to influence many of them is limited and the ability to make back office savings is increasingly difficult as a result of the scale of public spending cuts. Decisions are becoming more difficult and potentially not without significant impact.

7.6 **Risk Based Budgeting**

In the coming years more than ever the Council faces huge financial uncertainty, especially in respect of:

- Temporary accommodation
- Pressures on Children's and Adults' Social Services
- Local Government funding
- Scope to make savings while maintaining services
- BREXIT impact

The 2018/19 budget includes the best estimate of financial achievement of savings and likely pressures. Where there are potential risks of higher cost pressures as in the areas listed above or slippage in realisation of savings these have been factored into the assessment of budget robustness, balances and reserves to ensure the Council can meet any short term pressures without any impact on service delivery. Corporate and Service budget risks are also detailed in Appendix 6.

8. SUMMARY OF BUDGET PROPOSALS AND IMPACT ON COUNCIL TAX

- 8.1 The Localism Act requires Council approval of the Council Tax Requirement. The following table sets out the Council's budget position after taking into account the proposed changes in this report.

Table 8: Budget Position & Council Tax 2018/19

	2017/18 £000's	2018/19 £000's
Net revenue budget		
Schools Budget	320,474	331,541
Other Services (base budget)	237,791	228,425
Dedicated Schools' Grant	(320,474)	(331,541)
	237,791	228,425
Budget Movements:		
New Pressures (Cost increases)	12,573	3,600
Full Year Effect of previous budget decisions ¹	(8,580)	4,443
Proposals for New Savings (Appendix 2)	(13,359)	(8,607)
Net Budget	228,425	227,861
Less Corporate Funding:		
Revenue Support Grant	(34,050)	0
Business Rate Top Up	(36,879)	(25,885)
Retained Local Business Rates	(36,260)	(72,515)
Other Core Grants	(7,364)	(4,178)
Collection Fund Net (Surplus) / Deficit ²	297	(4,204)
Corporate Funding	(114,256)	(106,782)
Council Tax Requirement	114,169	121,079
Tax Base (Band D equivalents)	95,043	96,005
Council Tax (Band D)	1,201.23	1,261.17

1. Includes Improved Better Care Fund

2. See table 5 for breakdown

- 8.2 The GLA Assembly reviewed the mayor's draft GLA budget on 25th January with the final draft budget due to be agreed by the London Assembly on 22nd February 2018. This is after the publication of the budget report to Council and so any changes to the GLA precept will be reported as revised statutory calculations and resolutions and a new Appendix 10 submitted for approval by Council. The budget was recommended with an increase in the Band D precept from £280.02 to £294.23 The Band D Council Tax payable by Enfield residents for 2018/19 based on the budget proposals (including GLA precept) is £1,555.40. This is made up as set out in Table 9:

8.3 Table 9: Council Tax Band D Charge 2018/19

	2017/18 £	2018/19 £	Change* %
Core Council Tax	1,166.90	1,237.15	2.99%
Adult Social Care Precept	34.33	24.02	2.00%
London Borough of Enfield Total	1,201.23	1,261.17	4.99%
Greater London Authority	280.02	294.23	5.07%
Total	1,481.25	1,555.40	5.01%

*The percentage change shown is calculated in reference to the total 2017/18 LBE Total Band D charge of £1,201.23 not the individual elements shown.

- 8.4 The statutory calculations of the proposed Council Tax for each property band and the formal Council resolutions required under the 1992 Local Government Finance Act are attached at Appendix 10.

9. THE CAPITAL PROGRAMME AND PRUDENTIAL CODE

9.1 Introduction

Public expenditure reductions have significantly reduced Government funding for capital investment. Traditional funding methods on their own cannot meet the investment needs of the Council and so alternative resources have been identified including commercially based investment to both regenerate Enfield and generate increased capital receipts.

- 9.2 This report sets out the projects being undertaken by the Council for confirmation and approval as well as the associated funding arrangements.

9.3 2017/18 Capital Budget

The current capital budget monitoring is reviewed on a quarterly basis at Cabinet. The outturn for the year, at quarter 2, is projected to be £328m for the General Fund (including companies) and £77m for the HRA.

9.4 Approved Capital Programme 2018/19 onwards

The capital programme is based upon the latest financial information in the quarter 2 capital monitor, approved growth and a review of the indicative capital programme. The schemes are set out in Appendix 9 and summarised below in Table 10.

Table 10: Approved Capital Programme Summary

Approved Capital Programme Schemes	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Schools & Children's Services	44,324	10,900	13,843			69,067
Regeneration & Environment:						
Environment	39,706	18,875	607	2,260		61,448
Regeneration	137,880	12,850	4,887	22,000		177,617
Housing, Health & Adult Social Care:						
Housing Grants	3,085	2,371	1,819			7,275
Adult Social Care	1,497					1,497
Finance, Resources & Customer Services:						
Libraries, Leisure and Culture	3,815					3,815
Enfield 2017 & other IT Investment	15,053	8,000	6,000			29,053
Other Corporate Schemes	17,455	18,871	50			36,376
General Fund Programme	262,815	71,867	27,206	24,260		386,148
Housing Revenue Account	76,884	79,806	52,827	41,984	34,715	286,216
Companies	65,394	12,987	5,080			83,461
Approved Capital Programme	405,093	164,660	85,113	66,244	34,715	755,825

*Planned expenditure in 2021/22 is shown in the indicative programme (See Appendix 9)

9.5 The impact of the recommended Capital Programme is reflected in the current borrowing requirements set out as Prudential Indicators in Appendix 5. It should be noted that part of the programme will be financed using commercial returns, the split is summarised in Appendix 9.

9.6 Indicative Capital Programme

The General Fund capital programme has a number of schemes that will only proceed following a full business case and relevant approval in line with governance requirements being made, in order to ensure that the schemes:

- meet Council priorities
- represent value for money
- can be funded within the Medium Term Financial Plan estimates
- meet governance requirements

All indicative projects have been grouped together as a separate programme block for noting by Council (see Appendix 9). They include later years' rolling programmes and projects where external funding is expected but not guaranteed at this stage. This block totals £169m over four years and will be subject to further reports to Cabinet and Council as necessary. **The revenue costs of these schemes are not yet provided for in the Medium Term Financial Plan.**

9.7 Capital Financing

Table 11: Funding of the Approved Capital Programme

Financing	Capital Grants £000	Contributions £000	Capital Receipts £000	Earmarked Reserves £000	General Resources £000	Total £000
Schools & Children's Services	69,067					69,067
Regeneration & Environment:						
Environment	28,281			12,002	21,165	61,448
Regeneration	1,371	1,487			174,759	177,617
Housing, Health & Adult Social Care:						
Housing Grants	7,275					7,275
Adult Social Care					1,497	1,497
Finance, Resources & Customer Services:						
Libraries, Leisure and Culture					3,815	3,815
Enfield 2017 & other IT Investment		6,000			23,053	29,053
Other Corporate Schemes		-			36,376	36,376
General Fund Programme	105,994	7,487	-	12,002	260,665	386,148
Housing Revenue Account	1,949	72,361	113,076	66,830	32,000	286,216
Companies					83,461	83,461
Approved Capital Programme	107,943	79,848	113,076	78,832	376,126	755,825

9.8 Councils can no longer rely upon Government grants, capital receipts and developer contributions to meet the capital investment needs of the Council, especially in respect of regeneration. However, planned investment in schools

over the four-year period is fully funded by government grants. The Council continues to seek external support but the cuts in public spending and economic uncertainty means that there is greatly reduced funding available to Councils. The Council has approved schemes based on commercial financial arrangements whereby the required borrowing is financed either by selling acquired assets at a profit or using annual income flows to meet capital financing costs such as interest and the provision for debt repayment. These schemes currently take two forms, wholly owned Council companies which acquire assets for housing and Council owned land developed for housing and commercial regeneration.

Housing Gateway Limited (HGL) was set up as a wholly owned local authority company to acquire and manage properties in the private rented sector, to assist in alleviating budget pressures in temporary accommodation and assist the Council to discharge its statutory Housing responsibilities. This also increases the supply of private sector housing, which offers better value for money to Enfield residents. By acquiring properties through a wholly owned company the investment is safeguarded as Right to Buy is not applicable.

HGL is funded through Council borrowing, which HGL utilises to acquire a portfolio of properties for rent. The properties generate income streams, which fund the Council's loan repayments. In addition, there is the possibility of future capital receipts, should HGL's portfolio be sold.

The Meridian Water budget as shown in the capital programme in this report does not include any growth over and above already approved budgets. A separate report will be presented to Cabinet in the coming months, which will provide an update to the project, including any new budget requirements. The existing 2017/18 approved budget will be reprofiled as part of the Q3 capital monitoring process.

- 9.9 The financial implications are reflected in the prudential indicators in Appendix 5. The Council recognises the risk with these commercial schemes. For that reason the associated borrowing and potential revenue costs have been built into the Executive Director of Finance, Resources and Customer Services' risk assessment and advice as to the robustness of the Council budget and reserves.

9.10 **Housing Revenue Account Capital Programme**

The HRA Capital Programme has been prepared for 2018/19 in line with currently available resources, including estate renewals. The proposed HRA Capital Programme is a key element of the HRA business plan; the Housing Revenue Account – Budget 2018/19 Rent Setting and Service Charges report forms part of tonight's agenda.

9.11 **Monitoring and revision to the programme**

The monitoring of the Capital Programme is reported to Cabinet on a quarterly basis. Monitoring statements are signed off by Executive Directors and Lead Members.

The Capital Programme is revised on a continual rolling basis by reporting changes to Cabinet for approval as part of the monitoring process. The programme recommended is based on the latest information. The regular 2018/19 monitoring report to Cabinet will include updates to the information provided here.

In the work that we are doing on capital, we are aiming to achieve the right balance between rigorous control and flexibility for the future. With the latter of these two principles in mind, we will adjust the programme as required throughout the year and ensure that Cabinet and Council are kept fully informed. However, to maintain control we will ensure that we always operate within the prudential code, which is designed to help local authorities act in a responsible fashion in respect of capital expenditure.

9.12 The Prudential Framework

The Prudential framework for capital finance comprises four elements:

- CIPFA's Code of Practice on Treasury Management
- CIPFA's Prudential Code for Capital Finance in local authorities
- DCLG Guidance on Local Government Investments
- DCLG Guidance on Minimum Revenue Provision

CIPFA and the Ministry for Housing, Communities and Local Government (MHCLG, previously DCLG) undertook consultation on all four of these aspects of the prudential framework in the latter part of 2017. CIPFA published revised a revised Code of Practice on Treasury Management and a revised Prudential Code for Capital Finance in December 2017, and MHCLG published revised guidance on Investments and Minimum Revenue Provision in early February 2018.

The principles behind the Prudential Code are that capital investment plans made by the Council are:

- Prudent
- Affordable
- Sustainable

9.13 The Code identifies a range of indicators which must be considered by the Council when it makes its decisions about future capital programmes and sets its budget. Capital expenditure plans for 2018/19 to 2021/22 as proposed in this report give rise to a net borrowing requirement for the Council. This has an impact on affordability with the revenue budget due to the financing costs associated with that borrowing.

9.14 Appendix 5a sets out the Prudential Indicators and other Treasury limits for the London Borough of Enfield, based on the Capital Programme for 2018/19 to 2021/22 as detailed in this report. The indicators are split to highlight the scale of the commercially based projects that are subject to the greatest financial opportunities and also risks.

9.15 **Proposed Changes to Minimum Revenue Provision Policy**

As noted, MHCLG has recently published revised guidance on Minimum Revenue Provision (MRP). The revised guidance applies to accounting periods from 1 April 2019, except for paragraphs 27-29 which relate to changing methods for calculating MRP and will take effect from 1 April 2018. The proposals to revise MRP policy in its application to financial year 2017/18 and future years set out below are in line with the previous guidance. Subject to further clarification, it may be necessary to update the policy in order to ensure it sufficiently reflects the revised guidance for 2018/19 going forward.

Referring to its latest guidance, MHCLG has stated *'We want to ensure that local authorities make prudent provision for the repayment of debt. The government believes that it is for local authorities to assess what is prudent according to their circumstances. The proposals aim to continue to give local authorities flexibility to define prudent provision and to change the methodology that they use to assess this if needed.'* In the opinion of the S151 Officer, the following proposals represent a prudent approach, and a fair and reasonable way of balancing the Council's need to ensure it can manage its borrowing levels while continuing to deliver essential services to its residents now, with challenging funding reductions and increasing demographic pressures.

9.16 **Minimum Revenue Provision**

When the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to MHCLG's Guidance on Minimum Revenue Provision.

The broad aim of the guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

The original scheme of MRP was set out in former regulations 27, 28 and 29 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. This system was radically revised by the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008. New regulation 28 replaces a requirement that local authorities calculate the MRP according to detailed calculations with a duty to make prudent MRP.

The Council is under a statutory duty "to determine for the current financial year an amount of MRP which it considers to be prudent". Local authorities are asked by the Secretary of State "to prepare an annual statement of their policy on making MRP for submission to their full Council". In determining a prudent level of MRP the Council is under a statutory duty to have regard to statutory guidance on MRP issued by the Secretary of State. The Guidance provides four options which can be used by the Council when determining its MRP policy and a prudent amount of MRP. The Council however is entitled to depart from the Guidance if it

has good reason to do so. The proposals in this report are consistent with the Guidance.

If it is ever proposed to vary the terms of the original statement during the year, a revised statement should be put to the council at that time (MHCLG Guidance 2018, paragraph 19). This is a revised statement, proposing changes to take effect from the 2017/18 financial year.

9.17 London Borough of Enfield's current MRP methodology

From 1 April 2016, the Council has used the following approaches to calculate MRP:

- a. For capital expenditure incurred before 1 April 2008, the MRP policy was to follow the method set out in the original regulations, making a charge to the revenue account equivalent to 4% of the outstanding debt at the start of the financial year (this is called the 'regulatory' method).
- b. For capital expenditure incurred from 1 April 2008 to 31 March 2011, and which is Supported Capital Expenditure (SCE), the Council followed the method above, as this matches the way in which Government support is calculated in the Formula Grant. The system of supporting capital expenditure with an element of the Formula Grant ceased with effect from 1 April 2011, putting further pressure on local authority resources.
- c. For unsupported borrowing incurred from 1 April 2008 onwards, MRP is calculated by amortising (spreading) the amount borrowed over the estimated lives of the assets acquired (or the enhancement made) as a result of the related expenditure using the annuity repayment method in accordance with MHCLG Statutory guidance.
- d. No MRP is charged in respect of assets held within the Housing Revenue Account, as the account is self-financing and has separate arrangements for funding assets.
- e. Capital expenditure financed from borrowing incurred in one financial year will not be subject to a MRP charge until the following financial year.
- f. Loans made to third parties to enable them to incur capital expenditure and also assets acquired with the intention of onward sale which will not be used in the delivery of services will not generally attract MRP as in these events the capital receipts generated by the loan and sale will be set aside to repay debt. In the case of loans for investment assets, a prudent amount will be set aside for MRP. This will be to set aside each year an equal amount of the total value of the loan which is not considered to be matched by the current value of the asset in that year.
- g. MRP in respect of PFI liabilities will be calculated by spreading the cost of the capital repayments included in the ongoing charges over the estimated life of the asset on an annuity basis.

These approaches are consistent with the regulations.

Officers have reviewed the Council's current approach with professional support from Link Asset Services, who have supported many local authorities in a review of their approach to MRP. The review resulted in three proposed revisions to the Council's approach, which is also consistent with the guidance: The first proposal was to spread the cost of the capital repayments included in PFI payments in respect of PFI schools over the estimated life of the assets on an annuity basis, and this was implemented with effect from the 2016/17 financial year.

The second is to change the method of calculating MRP on supported capital expenditure (this is all debt taken out before 1 April 2008, and debt taken out since then and before April 2011 that was supported by an element of Formula Grant). This is discussed below.

The Regulatory Method currently in use applies a reducing balance to the outstanding indebtedness. The reducing balance formula used by this method has the characteristic that the debt is never entirely repaid, because each year repays 4% of the outstanding balance at that time.

The assumption in the Regulatory Method is that the Government continues to support the repayment of supported borrowing up to a level of 4% per year on the reducing balance. Due to the erosion of Revenue Support Grant (RSG) in recent years, that assumption is no longer valid and it can no longer be implied that the 4% charge is supported by Government funding.

It is possible to amend the calculation under the current regulations and guidance, as long as the revised approach is considered prudent.

The review considered the option of the Council changing the annual percentage MRP charge on the supported borrowing (historic and/or new) from 4% to 2%, but in doing so, applying the new contribution rate on a fixed, straight line, basis. This approach would have the effect of reducing the debt liability to a fixed life of 50 years and could be considered a more prudent approach than the current provision, as it introduces a more certain period for spreading the cost of this element of debt liability. This is in line with one of the main MRP guidance principles, whilst achieving an overall faster level of debt redemption over the equivalent period as would have arisen under the 4% approach. It also spreads the cost more evenly over the period when taxpayers will benefit from the capital expenditure.

In the light of these considerations, it is therefore considered prudent to revise this element of the MRP charge to a 2% straight line approach. This will ensure this liability is fully discharged regardless of further Revenue Support Grant reductions.

When taking decisions about a prudent level of MRP provision in future years, it is reasonable to take account of the impact of this change if it had been made previously. There is no obligation to maintain the 4% approach to earlier debt liability as the Council could have chosen to adopt this alternative approach since 1st April 2007. The fact that it has not done so has resulted in its present day outstanding capital debt liability being lower than it would have been had it adopted the proposed 2% straight-line method from 1st April 2007.

The Authority is required under Regulations to calculate for the current year an amount of MRP which it considers to be prudent. How it arrives at that calculation is entirely within the powers granted to it, provided that it has regard to the Guidance, and is considered to be prudent. It may, therefore, have regard to the lower capital debt liability it now has, and adjust each ongoing “current” year provision to reflect whatever alternative method of charging MRP it considers to be prudent.

It is important to note that this is not a retrospective accounting adjustment in the Council’s accounts, and it is not taking any credit of resources/cash from the balance sheet to the General Fund in respect of previous years. The assessment of how much the minimum revenue provision exceeded the statutory prudent minimum level is a factor in the assessment of what constitutes prudent provision going forward, deciding how the Council may prudently vary this in the present and each future current year, so that it gradually falls in line with the asset lives. It should be noted however that it may only be possible to apply this flexibility to 2017/18, as the new guidance states that with effect from 1 April 2018, a change in the method used to calculate MRP ‘should not result in a local authority making a reduced charge or a charge of £nil for the accounting period in which the change is made’. The guidance has only recently been published and the situation will be kept under review.

As a result of the review, it is also recommended that a MRP calculation adjustment be made which is within existing policy, but is reported here for information. This is to make a revision to the Capital Financing Requirement calculation in respect of an adjustment known as Adjustment A, which was intended to ensure that the transition to the new system of prudential controls would not in itself increase the cost of capital when it was introduced. The calculation will be amended in line with the advice on appropriate treatment. This amendment has the effect of reducing the associated MRP.

A by-product of these proposed changes is that there would be a reduction to the MRP charge in 2017/18, with a reducing saving going forward, reflecting the move from a reducing balance to a straight-line approach. In addition, based on a review of transactions and calculations since 2003/04, LB Enfield has historically provided more than the minimum prudent provision required under the new policy. Taking this into account allows flexibility over the amounts to be charged to the 2017/18 financial year, and potentially future years, within the limit of the overall annual budget.

9.18 **Summary**

The Section 151 Officer considers that the proposed changes to the annual MRP methodologies are individually and cumulatively prudent and recommends them to Members.

Having concluded that the proposed methodologies provide a prudent amount of Minimum Revenue Provision (MRP) for the repayment of debt, it has been identified that applying the current policy has led to MRP charges that exceed what prudence required during the period from 1 April 2007 to 31 March 2018. This has resulted in a cumulative charge at 31 March 2017 that exceeds what

would be considered prudent and appropriate under the proposed new methodology.

It is proposed that within the MRP policy for 2017/18 and subsequent years, there will be a realignment of MRP charged to the General Fund to recognise the excess sum, capped at the level of the annual budget for that year.

As already detailed, the critical consideration is to ensure that MRP Policy is prudent. The proposed options detailed above ensure responsible economic foresight and are consistent with the methods prescribed by the statutory guidance. The Section 151 Officer is also proposing that the following conditions should be added to the new policy:

- Total MRP after applying realignment will not be less than zero in any financial year;
- The cumulative total of the MRP realignment will never exceed the amount of the calculated excess sum.

9.19 Date of implementation

These proposals seek to amend the policy with immediate effect during 2017/18. Government Guidance requires that an annual statement on the Council's policy for its MRP should be submitted to Council for approval before the start of the financial year to which the provision will relate but that changes during the year are permitted if approved by full Council.

In the light of the above Council is asked to approve the policy for the calculation of MRP, which is consistent with the guidance and the regulations, as set out in Appendix 5b.

9.20 Prudential Indicators

The tables summarising the Prudential Indicators recommended by the Executive Director of Finance, Resources & Customer Services are contained within Appendix 5b. The Prudential Indicators show the division between schemes being funded by traditional public sector capital sources and schemes being undertaken using commercial investment opportunities. The indicators are monitored by the Executive Director of Finance, Resources & Customer Services, reported quarterly to Cabinet and reviewed annually by the Council. The indicators are consistent with the Council's current commitments, existing plans, the proposals for capital expenditure and financing, and with the Council's approved Treasury Management policy, statement and practices. The indicators reflect the revised MRP policy set out in this report, showing the maximum amount of MRP chargeable to the General Fund for 2017/18 and the next three years. The actual amounts will reflect the flexibility outlined above, in the light of previous years' provisions, and will be finalised by the S151 officer as part of the determination of actual financing of capital expenditure incurred once a year, after the end of the financial year (Paragraph 53 of the 2017 Prudential Code).

9.21 Treasury Management Strategy 2018/19

The Council has adopted the CIPFA Code of Practice for Treasury Management as a statement of its intention to follow best practice. CIPFA issued a revised Code of Practice in December 2017, and the Authority will follow this Code. As from 2019-20, all local authorities will be required to prepare an additional report, a Capital Strategy report, which is intended to provide the following:-

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The mandatory indicators for treasury management, along with the strategy for borrowing and investments are set out in Appendix 4. Appendix 4a lists the approved investment counterparties and 4b includes an economic forecast. In February 2018 MHCLG issued statutory guidance on Local Government Investments. This new guidance applies from 1 April 2018, and permits any additional disclosures that it may require to be presented for approval when this current strategy is updated.

10. THE MEDIUM TERM FINANCIAL PLAN

- 10.1 This section sets out the implications of the budget proposals in this report for the general fund Medium Term Financial Plan (MTFP). This includes the impact of the Capital Programme on future revenue expenditure.
- 10.2 The Medium Term Financial Plan is based on an analysis of the key influences on the Council's financial position and an assessment of the main financial risks facing the Council. The financial forecast set out in paragraph 10.3 models income and expenditure and resources available over the next four years and is considered to be the most likely outcome based on the following factors and assumptions.

The key influences and assumptions are:

- **Government Funding**

The Government has announced radical changes to Local Government Finance arrangements, the most significant at this stage being the localisation of business rates, and the review of formula funding. It is certain that the new arrangements will create winners and losers, and as such represent both an opportunity and risk to Enfield and all councils in England. At this stage the MTFP assumes that funding is constant from 2019/20 to 2021/22 and this will be updated as further information becomes available.

- **Inflation rates and pay increases**

An estimated increase of 3% in the Council's pay bill has been built into the Medium Term Financial Plan for 2018/2019, which reflects the recent announcement around the 1% pay cap potentially being lifted. The pressure arising from the London Living Wage has also been reflected in the Medium Term Financial Plan.

Current inflation is 3.0%². A central provision has been made for unavoidable increases e.g. in Business Rates and employer's national insurance contributions. Any other inflationary increases must be managed by the service within its existing budget. This has been included as a risk in Appendix 8(b).

- **Organisation Staffing Review**

In November 2017, the Council commissioned Korn Ferry Hay Group to work with the senior leadership team of the Council to examine the current leadership and management organisational structure with a view to assessing whether it is fit for purpose and identifying any challenges e.g. are there areas of duplication, does the structure encourage collaboration working etc. The work involved a series of interviews with senior officers and a number of workshops. From this work a set of design principles were drafted with a view to addressing the issues identified. The draft principles were considered at a workshop on 17 January 2018 where the potential operating model for the Council was discussed. It was agreed that the principles (attached as Appendix 17) provided a sound framework which could inform the restructure of the leadership and management staffing structures across the Council which can deliver the aims and objectives of the corporate plan within a smaller budget envelope.

- **Interest Rates**

The Council borrows to fund capital investment in priority services. The Capital Programme includes new borrowing to finance capital investment in highways, regeneration and corporate projects. Provision has been made in the MTFP to fund the ongoing borrowing costs. Although the Council borrows at fixed rates, the cost will depend on the prevailing interest rates at the time of taking out new loans.

The Council earns interest on its cashflow by lending surplus cash balances for short periods; these cash balances represent unapplied balances, earmarked reserves and capital receipts. The current economic downturn has directly impacted on this income. Interest rates have now been low for a prolonged period and as a result the Council has set up an Interest Rate Equalisation reserve which is being used to mitigate the effect of low interest rates.

- **The on-going effect of existing policies, pressures and growth in priority services**

Provision has been made in the Medium Term Financial Plan for the on-going effect of previous years' additional costs and savings. In addition, the Council has made provision for anticipated cost pressures where they can be identified, notably for demographic pressures.

- **Risks, contingencies and balances**

There are risks inherent in the Medium Term Financial Plan for the reasons summarised above and exemplified in Section 11 of this report. A number of key items in the plan cannot be estimated with accuracy. The figures in the plan also assume that significant savings will be made. In this situation, it is essential to maintain sufficient balances, not only to deal with unforeseen events but also to cover the potential risk of not achieving the savings required.

² December 2017 Consumer Price Index (CPI) %.

In addition, the Council will need to maintain adequate reserves for future commitments.

- 10.3 The Council will work to minimise Council Tax increases in later years. No final decision has been taken on taxation levels for 2019/20 and later years, but a 3.99% annual increase has been included in 2019/20 for planning purposes. The following table summarises the current financial forecast for the period of the plan (2018/19 – 2021/22):

Table 12: Medium Term Financial Plan 2018/19 to 2021/22

	Note	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Council Tax Base Provision		114,169	121,079	126,303	129,218
New Pressures:					
Inflation/Pay Awards	1	2,600	2,080	0	4,500
Children's Services Pressures		1,000	0	0	0
New Savings Identified		(8,607)	(357)	25	130
Changes in Government Funding		11,975	6,358	0	0
Full Year Effect of Previous years' savings decisions and pressures	2	4,443	6,519	9,998	0
Gap Still to be Found		0	(13,580)	(7,183)	(1,649)
Collection Fund		(4,501)	4,204	75	0
Council Tax Requirement		121,079	126,303	129,218	132,199
Band D Charge		96,005	96,305	96,605	96,905
% tax change		1,261.17	1,311.49	1,337.59	1,364.21
		4.99%	3.99%	1.99%	1.99%

Notes:

- 1: 2020/21 inflation and pay award increases are shown as FYE. 2021/22 is the new year of the MTFP so new pressures have been added.
- 2: FYE includes Better Care Funding Allocations of £4.1m for 18/19 and £3.7m for 19/20.

- 10.4 Many factors affect the Council's future financial position which can be estimated with some degree of confidence for the first year of the plan (2018/19) but become increasingly uncertain for later years. It is therefore essential to test the sensitivity of the plan to changes in the main assumptions. The figures in the following table illustrate the extent to which the plan would be affected by such changes:

Table 13: Sensitivity Indicators	Budget Impact £'000	Council Tax Impact %
1% Change in Pay	1,240	1.0%
1% Increase in Departmental Price Inflation across Income and Expenditure	540	0.4%
1% Increase in Community Based Costs	410	0.3%
1% Increase in Residential Care Costs	410	0.3%
1% Change in Settlement Funding Assessment based on 2017/18	1,070	0.9%

10.5 In future if Members wish to increase investment in existing services or develop new services, or if demographic or other changes result in greater financial pressures, there will be limited opportunities for the additional resources to be achieved through efficiency savings elsewhere in the budget.

10.6 The Council is clear as to the financial pressures it is facing and is determined to deliver cashable savings that keep Council Tax low whilst at the same time maintaining or improving the quality of priority services wherever possible. However, it also recognises that efficiency savings are not inexhaustible and continuing reductions to public sector funding make cuts to services inevitable.

10.7 Bridging the budget gap from 2019/20 onwards

Reductions in local government funding are included in the 2015 Spending review until 2019/20 at least. The impact of changes to Business Rates and the funding formula cannot yet be determined. The Council's medium term financial planning process recognises this uncertainty and it is clear that savings in addition to those in this report will be needed between 2019/20 and 2021/22 to balance the budget.

Medium Term Financial Plan Budget Gap	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
Budget (Gap) / Surplus - future years	0	(13,580)	(7,183)	(1,649)

This remains a significant challenge with the efficiencies that have already been banked over the last few years. Despite these substantial cuts in government grants, Enfield remains a successful, high performing Council, continuing to deliver high quality services across the borough.

10.8 Key Principles of the Medium Term Financial Plan

The Medium Term Financial Plan is based on a number of key principles. These are:

- That savings identified will be implemented to allow benefit realisation as soon as practicable.
- The Medium Term Financial Plan assumes a 2.99% increase in Council Tax and a Social Care precept of 2.00% for 2018/19.
- That the demographic pressures the Borough faces are regularly reviewed and updated throughout the lifetime of the plan.
- That all risks related to both the delivery of the proposals in the plan and any future uncertainties are reviewed on a regular basis.
- Minimum balances of around £14m are maintained in accordance with the latest Finance Resilience Review carried out by external auditors.

10.9 Education – schools

The Department for Education has announced the position on schools funding for 2018/19. This is set out in the report (paragraphs 5.10 and 5.11).

10.10 Housing Revenue Account (HRA)

The Medium Term Plan for the Housing Revenue Account is included in the HRA estimates report elsewhere on this agenda.

10.11 Fees & Charges- Regeneration & Environment 2018/19

The current charges for 2017/18 and proposed charges for 2018/19 for services provided by the Regeneration & Environment Department are set out in Appendix 11 of this report. In completing the exercise, officers have sought to fully understand the full cost of delivering the various services / works, therefore the proposed prices have been adjusted to reflect:

- Full cost recovery
- Inflation (Aug 2017 RPI – 3.9%) – where relevant
- Latest Statutory Fees
- Benchmarking against relevant comparators
- Relevant adjustments to reflect market conditions and competitive rates

Charges related to the Parks and Bereavement Services have been benchmarked across neighbouring boroughs and are priced accordingly and competitively. To sustain, improve and develop services for our customers it is necessary to pitch the fees for our services at a comparable level to our competitors, but always ensuring value for money.

Following analysis of the Commercial Waste Service, prices have been varied to reflect the relevant benchmarking data and any relevant market conditions. These charges are included in a part 2 paper to ensure commercial confidentiality. The proposed charges will become live on 1st April 2018 unless otherwise stated.

It is recommended that the revised fees and charges for Regeneration and Environment are agreed as set out in Appendix 11.

10.12 Fees & Charges - Health, Housing and Adult Social Care 2018/19

The current charges for 2017/18 and proposed charges for 2018/19 for services provided by the Health, Housing and Adult Social Care Department are set out in Appendix 12 of this report. The allowances and disregards proposed for 2018/19 are still to be confirmed by the Department of Health (DoH).

All charges will reflect the commissioned cost of services provided, in keeping with the requirements of the Care Act 2014 which replaces previous guidance under the Fairer Charging regulations (non-residential services) and CRAG (residential services).

Benefit Uplifts

Disability Benefits have not been confirmed by the Department of Health at this time. The information in Appendix 12 will be updated once clarification has been received from the DoH.

Residential Charges

The Care Act 2014 requires Social Services authorities to recover the full charge for residential care subject to the allowances and discretions available under the statutory charging scheme. The service user will contribute their assessed charge up to the full cost of the service. The full cost of the service will always be charged to other Local Authorities or Independent Agencies using the authority's services. The proposed weekly charge for in house residential care will not increase. Residential respite will be charged on the basis of a flat rate contribution for people with savings below £23,250. These are based on the minimum living allowance rates minus personal allowance (these rates to be confirmed once information is received from the DoH).

Community Based Services

These are services provided under the duties of the Care Act 2014. The Care Act 2014 regulations for assessing and charging replaced from 1st April 2015 the previous legislation (S17 Health and Social Services and Social Security Adjudications Act 1983 and Department of Health Fairer Charging Guidance) which gives local authorities the power to make reasonable charges for these services. The authority may not require the service user to pay more for these services where their means are such that it would not be reasonably practicable for them to pay that amount. For people who fund the full cost of their services, the local authority must not charge an amount which is in excess of the costs of delivering those services (for example, overhead costs such as the cost of an assessment must not be charged for). However, the local authority may charge for some services it provides (the cost of brokering support plans, for example). In keeping with national guidance, only service users with sufficient available weekly income and/or savings/capital over £23,250 (threshold to be confirmed for 2018/19) will be liable to pay the full charge. Currently those people whose assessed charge is below £2.50 per week receive a free service as the cost of administering and collecting payment exceeds this amount. This will remain in 2018/19. It is recommended that the proposed charges for services arranged by Adult Social Care are agreed and allowances and disregards as set by Central Government are noted.

10.13 Fees & Charges – Finance Resources & Customer Services and Chief Executive's Departments

The current charges for 2017/18 and proposed charges for 2018/19 for services provided by the Finance, Resources & Customer Services (FRCS) and Chief Executive's Departments are set out in Appendix 13 of this report.

In completing this exercise managers have sought to fully recover costs but also recognising other factors such as inflation rates (August 2017 RPI 3.9%), statutory fees and benchmarking information against relevant comparators & market conditions.

It is recommended that the revised fees and charges for FRCS and CEX are agreed as set out in Appendix 13. All proposed charges will become effective on 1st April 2018 unless otherwise stated.

Some charges are commercially sensitive and so are included in a part 2 paper to ensure commercial confidentiality.

10.14 Fees & Charges- Council Tax Enforcement

'Regulation 34(7) of the Council Tax (Administration and Enforcement) Regulations 1992 (SI 1992 No.613) provides that when granting a liability order the court shall make an order reflecting the aggregate of the outstanding council tax and "a sum of an amount equal to the costs reasonably incurred by the applicant in obtaining the order."

From the 1st April 2018 the court costs reasonably incurred by the Council to be charged are as follows (No change from 2017/18):

	Issues of a Summons £	Issue of a Liability Order £	Total Costs £
Council Tax	70.00	25.00	95.00
Business Rates	90.00	45.00	135.00

11. BUDGET RISKS, UNCERTAINTIES AND OPPORTUNITIES

11.1 Throughout the budget process, officers have kept under review the key risks, uncertainties and opportunities that could have implications for the Council's financial position in 2018/19 and in the medium term. The systematic review, particularly of risks and mitigating actions is a key part of any effective planning system and therefore crucial in the budget setting process, a process reinforced by the external review of resilience discussed below.

In previous audit reviews it was recommended that the Council should continue:

- To ensure that the Medium Term Financial Plan remains responsive given the scale of the savings still required and the financial uncertainty that remains within the timeframe of the Plan.
- To maintain appropriate levels of earmarked reserves.

All of these areas and the Council's approach are reviewed as part of this report. The key assumptions are set out in paragraph 10.2 whilst the Executive Director of Finance, Resources & Customer Services assessment of the adequacy of balances and reserves is set out in Appendix 8(a) and 8(b).

12 CONTINGENCIES & GENERAL BALANCES

Contingency and Contingent Items

12.1 The Budget includes a central contingency of £1m for unforeseen circumstances. The Council also holds centrally a number of contingent items relating to spending requirements that are expected to arise at some point in the budget year but about which there is some uncertainty regarding the timing or magnitude of the financial impact.

12.2 The Council's policy will continue to be one of containing spending within the budgets set for each department without recourse to the central contingency other than in exceptional circumstances. However, there are significant risks facing the

Council in 2018/19 and through the period of the Medium Term Financial Plan. Appendix 6 provides details of the high risk areas identified corporately and by departments. In view of these levels of risk it is recommended that the central contingency be retained at £1m for 2018/19. A saving of £0.5m is proposed against Contingent Items budgets following a review of requirements (included in Appendix 2).

12.3 **General Balances and the 2017/18 Revenue Monitoring**

The Council's general balance (excluding schools) stood at £14m as at 31 March 2017. The latest 2017/18 Revenue Monitoring report to Cabinet forecasts an overall overspend position of £3.8m.

12.4 The level of balances is examined each year along with the level of reserves and contingencies, in light of the risks facing the Authority in the medium term. Following consideration of risks outlined in Appendix 6, which have been analysed against reserves in Appendix 8(a) and 8(b), it is recommended that the General Fund balance be maintained at £14m.

12.5 **Earmarked Reserves**

Council reserves are held to meet the cost of specific one-off projects or specific risks. Any balance on reserves once the projects are completed or the risk has ceased is returned to General Fund balances.

A list of the Council's Earmarked Reserves and the purposes for which they are held is set out in Appendix 7(a). Planned movements in the reserves balances over the period of the Medium Term Financial Plan are shown in Appendix 7(b). These are split between revenue and capital projects which are included in the MTFP and Capital Programme respectively.

The current level of available General Fund specific reserves is forecast to reduce from £46.7m as at 31st March 2017 to £23.7m by 31st March 2022 based on the projects currently planned. The use of reserves will be monitored and projects revised depending on competing priorities for investment to generate revenue savings.

It is also recommended that any uncommitted departmental resources at year end are added to central reserves so they can be managed more flexibly to support the achievement of corporate priorities.

13. **COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES**

13.1 **Financial Comments**

The Local Government Act 2003 places a duty on the Chief Finance Officer to report to Council as part of the budget process on the robustness of the estimates and the adequacy of the proposed financial reserves. Statutory guidance in this area is provided by Local Authority Accounting Panel (LAAP) Bulletin 77 (Nov 2008) and is the basis on which the Chief Finance Officer's annual financial risk assessment has been updated in the Council Budget report. A full statement of robustness is provided at Appendix 8(a).

The 2018/19 budget has been prepared taking into account the following:

- Specific cost pressures set out in section 7.2;
- The reduction and changes in Central Government funding over the period of the Medium Term Financial Plan;
- Provision for legislative change and changes to the Council's statutory responsibilities;
- The estimated impact of underlying cost pressures, evidenced by financial monitoring reports in the current year;

Taking into account the budget risks and uncertainties, and assuming that the recommendations set out above are agreed, the Council's contingencies and balances are considered prudent.

13.2 Legal Implications

This report sets out the basis upon which recommendations will be made for the adoption of a lawful budget and setting of council tax. The report also outlines the financial outlook for the Council and its services.

The setting of the budget is a matter for the Council, having considered recommendations by the Cabinet. The Council's budget-setting process is set out in the Constitution. Before the final recommendations are made to the Council, an Overview and Scrutiny Committee must have been given an opportunity to scrutinise the proposals and the Cabinet must have taken any comments of the OSC into account when making these proposals.

The amount of Council Tax must be sufficient to meet the Council's legal and financial commitments, ensure the proper discharge of its statutory duties and lead to a balanced budget. Members should be mindful of their fiduciary duty to ratepayers when adopting a budget and setting a council tax.

Members are obliged to take into account all relevant considerations and disregard all irrelevant considerations in seeking to ensure that the Council acts lawfully in adopting a budget and setting Council Tax. Members should note that where a service is provided pursuant to a statutory duty, the Council cannot fail to discharge it properly. Where there is discretion as to how to discharge duties, that discretion should be exercised reasonably.

Members should note that some of the actions to deliver proposed savings for future years have not yet taken place and may require specific statutory and/or legal procedures to be followed.

The Council has carried out appropriate budget consultation. Those representations have been taken into account as part of this process and are reflected in this report.

In considering the budget for 2018/19, the Council must have due regard to its ongoing duties under the Equality Act 2010 including how its decisions will

contribute towards meeting these duties, against other relevant circumstances such as economic and practical considerations. The relevant departments should undertake detailed impact assessments of major proposals to ensure that any proposals for savings are reasonable and meet Equality Act duties.

Finally, Members should have regard to s106 of the Local Government Finance Act 1992 which provides that members who are in arrears on their Council Tax for two or more months may not vote on matters concerning the level of Council Tax or the administration of it.

13.3 **Property Implications**

As outlined in the report, particularly in relation to the Capital Programme.

14. **ALTERNATIVE OPTIONS CONSIDERED**

- 14.1 The Council operates a budget planning and consultation process during which a wide range of options are considered in detail before recommendations are made. Issues raised and discussed have greatly contributed to this report including information from the Budget Consultation set out elsewhere in this report. As part of its planning for both 2018/19 and future years the Council has considered future levels of Council Tax.

15. **REASONS FOR RECOMMENDATIONS**

- 15.1 To set the Council's Budget Requirement and level of Council Tax for 2018/19 within the timescales set out in legislation.
- 15.2 To agree the Treasury Management Prudential Indicators and the Capital Programme for 2018/19.

16. **KEY RISKS**

As outlined in section 11 and Appendix 6.

17. **IMPACT ON COUNCIL PRIORITIES**

- 17.1 **Fairness for All** – The recommendations in the report fully accord with this Council priority. Where the budget proposals affect services to the public, Predictive Equality Impact Assessments have been completed by the relevant service department. The purpose of these assessments is to identify where and how proposed or changed policies and/or services could improve the Council's ability to serve all members of the community fairly and improve the effectiveness of the Council by making sure it does not discriminate and that it promotes equality.
- 17.2 **Growth and Sustainability** – The recommendations in the report accord with this Council priority. A number of initiatives in this budget support the regeneration of Enfield. In addition, the Authority procures goods and services where possible from the local area in order to generate the local economy.
- 17.3 **Strong Communities** – The recommendations in the report fully accord with this Council priority.

18. EQUALITIES IMPACT IMPLICATIONS

- 18.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the protection not to be treated less favourably because of any of the protected characteristics. It is important to consider the needs of the diverse groups with protected characteristics when designing and delivering services or budgets so people can get fair opportunities and equal access to services.
- 18.2 The Council aims to serve the whole borough fairly, tackle inequality and protect vulnerable people. The Council will promote equality of access and opportunity for all those in our communities including from the protected characteristic groups or those disadvantaged through socio-economic conditions.
- 18.3 Through the use of Equality Impact Assessments, the Council can analyse and identify where and how proposed changes to services, policies and budgets could improve its ability to serve all members of the community fairly. It helps ensure that the Council does not discriminate, and in taking decisions that it does not unduly or disproportionately affect some groups more than others. The Council also recognises that undertaking full assessments will help to improve the efficiency and effectiveness of the Council by ensuring that residents and service users' needs are met through the delivery of the Council aims and objectives.
- 18.4 The Council's budget is not subject to a single Equality Impact Assessment, as it is far too complex for this approach. Instead, budget proposals requiring change or new services and policies will be required to carry out an Equality Impact Assessment to understand and evaluate how the proposal will impact on all parts of the community. Heads of Service will have to identify what actions will be taken to mitigate against the worst adverse impacts at the end of their EQIA.

19. PERFORMANCE MANAGEMENT IMPLICATIONS

The key priorities and targets within the Council's Improvement Plan have been one of the drivers for the proposals in this report regarding the allocation of the Council's capital and revenue resources.

20. HEALTH & SAFETY IMPLICATIONS

Health & safety implications if relevant were taken into account as part of the budget setting process.

21. HUMAN RESOURCES IMPLICATIONS

To date the Council has implemented a robust redeployment programme and worked closely with the trade unions to identify a number of initiatives which have minimised the number of compulsory redundancies over the past three years. Given the financial pressures identified in this report, the Council will be exploring a range of options to ensure that its human resources are appropriately used and allocated in the future with a view to delivering efficient services with reduced budgets.

22. PUBLIC HEALTH IMPLICATIONS

The ring-fenced Public Health grant comes with certain responsibilities in the form of duties, grant conditions and mandated services. There are limitations on what it can be used for and each year the Council makes a return to Public Health

England who administer the grant on behalf of the Department of Health. Since 2013, additional responsibilities have been added and the grant was adjusted as money was moved from the NHS for the services involved. The conditions on the grant have also changed - these are communicated in the annual grant letter each year. The expectation has been that the ring fence on the grant will be removed at some point; however this has been extended several times, most recently to 2020 when the funding for public health will come from central local authority funds. Details of the Public Health Grant are set out in Appendix 16.

The Council's 2018/19 Budget Consultation was open from 23rd October 2017 to 8th January 2018 (11 weeks). Residents' views were collected primarily through an on-line questionnaire. A printed publication called Money Matters was distributed to all households in Enfield as a supplement to the Council's magazine 'Our Enfield'. The consultation was extensively promoted through adverts and as posters (including streets, doctors' surgeries and libraries). Residents were given background information on the budget, including the pressures the Council faces, and some of the achievements the Council has delivered despite the continuing financial pressures. There were also opportunities to participate in a number of live events. This year's consultation asked residents four key questions:

1. What do you feel the Council should prioritise its increasingly limited resources on?
2. What do you feel the Council should prioritise for reduction?
3. If there are any services you believe could be provided online which are not currently, please let us know.
4. If you have any suggestions on what you would like us to do to raise Council income, please let us know.

In total, 614 responses were received. From this total, 555 responses were made online, 4 were hard copies and 55 were via the online 'easy read' version.

All comments have been read and common themes have been taken out and categorised under 3 headings

- How the Council should prioritise spending;
- How the Council should make savings;
- How the Council could raise extra income.

NB: Responses received in respect of Q3 above covered services which are, in the main, already available on-line.

As the responses have been received through both literal responses and tick boxes, this year's results are not directly comparable to the 2017/18 budget consultation, when residents were asked 1 question.

The Top seven priorities and suggestions in 2018/19 were (in order of priority) as follows:

	Q1 What do you feel the Council should prioritise its increasingly limited resources on?	Q2 What do you feel the Council should prioritise for reduction?	Q4 what you would like us to do to raise our income please let us know (free text - coded)
1	Street cleansing, refuse collection and doorstep recycling (59%)	Energy efficiency and reducing carbon emissions (50%)	Small increase in council tax
2	Health and social care services for children and adults (incl. disability services) (58%)	Libraries, museums, theatres and galleries (34%)	Increase fines and penalties (fly-tipping, littering, dog fouling, spitting, parking)
3	Maintenance of roads, pavements, street lighting, street trees, verges and bushes (55%)	Regeneration and economic development (33%)	Introduce or increase charges (parking permits, parking, admissions to park events, leisure centres)
4	Dealing with ASB, working with the Police, enforcement and licensing (52%)	Leisure centres and sports activities (33%)	Use volunteers for council jobs outside the civic centre (e.g. clearing fly tipping)
5	Parks and open spaces (33%)	Temporary accommodation, homelessness support and leaseholder services (28%)	Taxing motorists and cyclists for law breaking
6	Temporary accommodation, homelessness support and leaseholder services (31%)	School support services (23%)	Force sales of unoccupied / derelict buildings
7	School support services (24%)	Parks and open spaces (16%)	Make landlords pay council tax on empty properties and owning more than one property

NB: There were other suggestions received but these were numerically insignificant.

**MINUTES OF THE MEETING OF THE OVERVIEW & SCRUTINY COMMITTEE
BUDGET MEETING
HELD ON THURSDAY, 18 JANUARY 2018**

COUNCILLORS

PRESENT

OSC Committee Members:

Derek Levy (Chair), Abdul Abdullahi, Guney Dogan, Nneka Keazor, Michael Rye OBE, Edward Smith

Cabinet Members: Doug Taylor (Leader of the Council), Achilleas Georgiou, Alev Cazimoglu, Alan Sitkin, Ayfer Orhan, Yasemin Brett, Krystle Fonyonga, Daniel Anderson, Dino Lemonides and Ahmet Oykenner

ABSENT

OFFICERS:

Ian Davis (Chief Executive), Gary Barnes (Executive Director of Regeneration & Environment), Bindi Nagra (Director of Health, Housing and Adult Social Care), James Rolfe (Executive Director of Finance, Resources and Customer Services), Tony Theodoulou (Executive Director of Children's Services), Jayne Fitzgerald (Head of Corporate Finance), Ilhan Basharan (Communities and Resident Engagement Services Team Manager), Claire Johnson (Head of Governance & Scrutiny) and Stacey Gilmour (Governance & Scrutiny Secretary)

Also Attending: 12 members of the public

1

WELCOME & APOLOGIES

Attendees and residents were welcomed to the meeting and the Chair outlined how the meeting was to proceed.

Apologies for lateness were received from Councillor Nneka Keazor.

2

DECLARATIONS OF INTEREST

No declarations of interest were received.

3

LONDON BOROUGH OF ENFIELD BUDGET CONSULTATION 2018/19

The Chair outlined the structure and process for the update and budget consultation.

Introduction / Presentation

James Rolfe, Executive Director of Finance, Resources and Customer Services gave a presentation, the key points of which were as follows:

- Key issues in 2018/19 were the overspend of £4.0m for 2017/18 as of November 2017 with particular pressures in Adult Social Care and Children's Social Care; limited resources for 2018/19 through to 2021/22 due to Government deficit reduction policies – meaning a lack of funding for essential services.
- Since 2010, the Council had achieved savings of £161m.
- Further savings of £35m are required by 2019/20 in order to balance the budget.
- As part of the budget setting process for 2018/19 Thematic work streams were set up to achieve savings for 2018/19 and future years.
- Savings had been identified in two tranches; Tranche 1 savings totalling £4.5m were agreed by Cabinet in July 2017. Tranche 2 savings totalling £4.1m were agreed by Cabinet in December 2017.
- The Local Government Finance Settlement in December 2017 confirmed the significant funding cuts announced in 2016/17.
- Following a recent Government announcement, Local Authorities have now been given the power to raise Council Tax charges by up to 5.99% without a referendum (this includes the Social Care Precept of 3%).
- The Adult Social Care Precept – 3% was levied in 2017/18. If 3% is also charged in 2018/19 that would exhaust this funding stream for Enfield based on the latest regulations.
- Enfield has signed up to the 4 year settlement running until 2019/20. After this there is no clarity over funding levels.
- There is a move towards greater Business Rates Retention to replace Central Government Grants. Enfield is signed up to the pilot London-wide Business Rates Pool for 2018/19 with 100% retention.
- The Fair Funding Review being implemented in 2020 is currently out for consultation. Enfield Council will take all opportunities to lobby Central Government regarding a fair funding deal.
- Capital receipts flexibility has been extended to March 2022. Proceeds from asset sales can be used to fund transformation projects aimed at generating ongoing revenue savings.
- Figures on Government Funding Reductions to 2019/20 showed a significant reduction of approximately £120m.
- The final budget position will be submitted to Cabinet and Council in February 2018.

Ilhan Basharan, Consultation and Resident Engagement Services Team Manager, gave a presentation on the results and methodology of the budget consultation for 2018/19, including:

- He confirmed that the consultation period had run from 23 October 2017 to 8 January 2018, a total of 11 weeks and had been widely advertised.

- Communication and publicity promotion involved a range of voluntary and community sector organisations, magazines, posters, social media, local press and an online survey (which was also available as an easy read document and in hard copy).
- There had been four questions for residents to provide a response to and 614 responses were received. The top priorities were similar – to protect adult social care and children’s services; improving the street scene, including the maintenance of roads, pavements, street lighting, street trees, verges and bushes; dealing with Anti-Social Behaviour (ASB), working with the Police, Enforcement and Licensing. Items suggested for savings were Energy efficiency and reducing carbon emissions, libraries, museums, theatres and galleries, regeneration and economic development and leisure centres and sports activities.
- Services that residents felt were not currently provided online included Information and Advice- Mental Health Services and Planning, ways to report cyclists and businesses who break road traffic laws, voting online and online acknowledgment forms.
- Suggestions for raising income included: small increase in Council tax, increase fines and penalties for fly tipping, littering, dog fouling, spitting and parking. Introduce/increase charges for parking permits, parking, admissions to events and leisure centres. Use volunteers for council staff jobs outside the Civic Centre, e.g. clearing fly tipping.

James Rolfe clarified the new pressures in the medium term financial plan, including pay award, London living wage and inflation, which were on top of pressures already built into the budget. More details were set out in the report, including savings by department, noted in Appendix 1. The 2018/19 to 2021/22 medium term financial plan aimed to balance the budget over this four year period, and savings proposals have been developed to achieve this. New service savings totalling £8.4 million for 2018/19 and £8.6 million over the four years to 2021/22 will be recommended to Cabinet on 14th February 2018 (Noted in paragraph 3.5 of the report to O&SC and detailed in Appendix 1).

James Rolfe concluded by advising that there would be continued austerity in the short to medium term and there will also be considerable ongoing pressures in social care and children’s services. Further work is in hand to close the remaining budget gap in 2018/19. Further savings are needed in years 2, 3 and 4 of the medium term financial plans. There is also recognition in the budget of the ongoing importance of commercialism and income generation opportunities to mitigate the impact of funding cuts.

- Questions and comments made at this meeting would be minuted and would be included in the budget papers presented to Cabinet and Council.

Questions and Comments Raised During the Budget Consultation

Q Councillor Levy asked whether any of the points raised as part of the public consultation had been picked up and addressed in the budget papers presented to the committee.

A James Rolfe clarified that a number of the points raised as part of the public consultation had been addressed and presented in the budget papers including the priorities around Adult and Children's Social Care as well as the lower end priorities.

Q Councillor Rye commented on the inadequacy of the budget papers presented to the committee due to the lack of information provided. He praised Ilhan Basharan for his informative presentation but said it would have been preferable for Members to have received a copy of the presentation prior to the meeting. The Chair, Councillor Levy and the rest of the committee members agreed with this comment, therefore arrangements would be made for a copy of the PowerPoint presentation to be circulated to members as soon as possible.

Action: Stacey Gilmour/Claire Johnson

Q Councillor Smith sought clarification on some of the savings proposals detailed in Appendix 1 of the report and commented that some of the script was somewhat confusing. He particularly asked for an explanation of the Further Review of Capital Financing Requirements, which indicated in the report a proposed saving of £2m.

A James Rolfe advised that £2m had previously been put aside for repayment of the Council's debt which has proved to be more than was needed. This is based on advice from our Treasury Advisors. He confirmed that the debt is still being repaid at the same time.

Q Councillor Rye sought clarification on the Procurement and Contracts savings proposals and asked for further information on the Procurement Forward Plan saving.

A James Rolfe confirmed that this referred to the Council's review of all its contracts using its partnership arrangements. This would involve looking at various issues around contracts to identify better and more cost effective ways of working.

Q Councillor Rye also sought further clarity on the proposed savings for Commercialisation of the Procurement and Contracts Hub.

A James Rolfe explained that this saving is based on a portfolio of ideas for frameworks that have the potential to generate income through charging a fee to other public sector parties who access the framework. This is a modern version of what has been used in the past and the Council are confident that the proposed savings can be achieved.

Q Councillor Dogan asked how confident the Council is of achieving the proposed saving of £200k by reducing the claims of single person's council tax discount.

A James Rolfe said that the current process is relatively open to fraud and error. However with the introduction of Universal Credit and improved data cross checking the Council is confident that the number of fraudulent and incorrect claims will reduce therefore resulting in a significant saving for the Council.

Q Councillor Abdullahi raised concerns regarding the savings proposal for adult social care/public health and welcomed views and comments on this.
A Bindi Nagra advised that year on year the Council has seen a net reduction to the adult social care budget. The 2018/19 budget does however reflect the demographic pressures in this area. This is probably the first time in five years that Enfield Council will not see a net reduction in its adult social care budget, which the service is grateful for. Councillor Cazimoglu added that it should be remembered that there has been a £6 billion cut in adult social care funding nationally since 2010.

Q A member of the public asked whether the Council had given any consideration to reducing business rates in an attempt to attract businesses into the borough.

A It was answered that business rates are set by Central Government and Local Authorities are responsible for collecting them. He added that Enfield Council is currently undertaking a lot of work locally to try and attract businesses into the borough.

Q Another member of the public asked how much work goes into looking at the consequences of reducing funding in one service area and the impact this may have on another area. For example, by cutting leisure services, does this result in an increase in Anti-social behaviour?

A Councillor Cazimoglu referred to the cuts in social care budgets when responding to this question. Due to the cut in funding people nationally are not getting the help they need. These pressures do not disappear; they just pop up elsewhere and prove more costly. The cuts in adult social care are impacting hugely on our National Health Service. James Rolfe added that the approach that the Council has taken this year is to try and take into account these problems and address them where possible.

Q A member of the public asked for a figure on how many people in the borough did not pay council tax and the reasons for this?

A Councillor Georgiou responded that he did not have these figures to hand. However he said that people needed to understand that with the reduction in funding from Central Government there is now very little that the Council can do apart from provide statutory services. The Council has cut everything back in the past eight years that it possibly could and unfortunately there is very little fat left to cut. Even providing statutory services is proving more and more difficult and that is the dire situation that the Council is in.

Q Interest rates are currently at very low levels therefore there only has to be a very small increase in rates to affect the Council's medium term financial plan. Is this a concern?

A James Rolfe advised that all economists have been forecasting that interest rates will go up in the medium term. This is uncertain but the Council does have to use some sort of figure when setting the budget. We always take the worst case scenario around interest rates, but are still looking at very low rates, around 2/3%. Every quarter, the previous assumptions about current assumptions are reviewed. Presently interest rates are being pushed to the right and have not gone up as quickly as previously predicted. As a result of this the Council currently has some savings to take.

Q Councillor Smith commented that a big portion of the overall saving for next year of £8.4m is achieved through cuts to adult social care/public health. Will these reductions impact significantly to bed blocking in hospitals? Can we have reassurance that the reductions to adult social care in this budget will not affect discharges from hospital?

A Bindi Nagra responded that in terms of delayed discharges Enfield is a top performer. Over the winter period no deferred delays have been reported for Enfield Council. Our Discharge to Assess Programme allows patients to be discharged back home with support rather than to care homes. This programme was implemented in Enfield a year ago and is proven to be working well.

Q Councillor Keazor asked whether the Adult Social Care Team was looking at using the Dynamic Purchasing System (DPS) to procure home care contracts and will it also be used to procure SEN transport contracts.

A Bindi Nagra advised that the majority of services provided to adult social care clients are paid for directly by the customer. However the DPS has been introduced and it is being used when procuring home care contracts. Gary Barnes added that regarding SEN transport, when current contracts were up, if the DPS can be used to procure future contracts it will.

Councillor Taylor concluded the meeting with the following comments:

- With regards to the Fair Funding Review this is a once in a lifetime opportunity to try and influence Central Government on this issue. Whatever the needs formula delivers this is the amount that should be paid. It will not be an easy task to influence Central Government on this issue but it is our joint role as a Council and a community to put as much pressure on Central Government as possible to come up with a fair allocation of funds for Enfield.
- It is for the Council to decide in February whether to increase council tax or not. It should however be remembered that council tax is not a progressive tax like income tax.
- Council services benefit and assist the most vulnerable of people. The extra 1% increase to council tax that the Council can implement can generate approximately £1m in additional funds.
- We need to think long and hard about whether a 1% increase in council tax is the right thing to do and at this moment in time it is a difficult decision for elected Members to make. Public consultation

did however demonstrate that the public would entertain a council tax increase.

The Chair, Councillor Levy added the following comments:

- It was regretted that Ilhan's presentation had not been made available prior to the meeting. Arrangements would be made for this to be circulated as soon as possible.
- To reconsider some of the linguistics and phraseology for future reports.
- If any further savings are identified prior to the Cabinet meeting in February the committee would like to be made aware of these.
- Finally, whatever the Council administration is in future it should be agreed that the budget is there and has to be legally set.

Consideration of Overall Scrutiny Response to the Budget Consultation

It was **NOTED** that the Minutes of the Overview and Scrutiny Committee Budget Meeting would form the Scrutiny response to the Budget Consultation 2018/19 and would be included in the budget papers presented to Cabinet on 14 February.

4

DATES OF FUTURE MEETINGS

NOTED the date of the next business meeting is 22 February 2018.

	2018/19	2019/20	2020/21	2021/22
Savings Proposals	£000	£000	£000	£000
Corporate Resources Reductions				
Financial System Efficiencies following implementation of time-saving financial software.		(50)		
Commercialisation of Procurement and Contracts Hub The saving is based on a portfolio of ideas for frameworks that have the potential to generate income through charging a fee to other public sector parties who access the framework. This may require some investment in setting up such as legal advice and marketing costs.	(250)			
Transactional Services This covers payments processing functions. A review of processes will generate efficiencies.	(50)			
Reduce Claims of Single Person's Council Tax Discount This is based on using Power BI on the Council's datasets to reduce the number of false claimants.	(200)			
Remove in-year underspends As part of the monitoring process, structural underspends are being identified and budgets reduced.	(130)			
Human Resources These are staffing reductions in line with the organisational design principles of reducing layers of management and increasing the spans of control of managers.	(120)			
Audit & Risk Management This is based on a Service Restructure.	(50)			
Community Safety Re-apportionment of policing contract costs to reflect the support provided on Enfield's housing estates.	(188)			
Subtotal Corporate Resources Reductions	(988)	(50)	0	0
Corporate Finance				
Reduce Contingency budget A review of corporate budgets indicates that there is room to reduce the contingent items - this will however reduce capacity to manage in-year pressures.	(500)			
Remove in-year underspends As part of the monitoring process, structural underspends will be identified and budgets reduced.	(200)	TBC		
Reduce Capital Financing (Interest Payment) budget This reduction reflects current interest rates. This will be kept under review in the light of economic conditions.	(500)			
Further Review of Capital Financing Requirements A review of our policy on capital financing has identified a potential further saving.	(2,000)			
Subtotal Corporate Finance	(3,200)	0	0	0

	2018/19	2019/20	2020/21	2021/22
Savings Proposals	£000	£000	£000	£000
Adult Social Care/Public Health				
IWE benefit/surplus of at least 1% per year This will be a reduction in funding to the Independence and Wellbeing Company to be achieved through efficiencies.	(130)			
Review of balances held by Social Care clients This represents unused direct payments.	(75)			
Review of out of area high cost packages that may be eligible for Health Needs funding Packages that have a health need may be eligible for health funding. This needs to be agreed with the relevant CCG.	(75)			
Further use of Assistive Technology (net of cost) Technology in Adult Social Care will be used to help maintain independence of clients.	(75)			
Relocation of residential clients This reflects the movement of physical disability residential clients into adapted accommodation.	(105)			
Hospital Placements This saving represents a reduction in placements from hospital as a result of the Discharge to Assess Programme (this equates to five placements).	(37)			
Management of Sustainable Provider Rates If inflation uplifts can be limited then the estimated reduction in pressures funding for cost of services can be reduced by £225k (of total £1.752m).	(225)			
Restructure of Executive Director and Assistant Director Posts Permanent deletion of one Assistant Director post and the temporary restructuring to reflect the secondment of the Executive Director of HHASC will generate a saving.	(196)	30	90	
Subtotal Adult Social Care/Public Health	(918)	30	90	0
Environmental Services				
Green bin service change The change in service to fortnightly collection of green bins whilst retaining weekly collections of refuse and recycling will deliver this saving.	(306)			
Re-use collections This is based on the introduction of sales of re-use (furniture etc.) collections at Barrowell Green Recycling Centre.	(20)			
Barrowell Disposal Haulage Saving This is related to the transfer of general waste from the North London Waste Authority contract to the Recycling Centre contract.	(23)			
Changes to Parking Measures A range of service efficiency measures including the renegotiation of the parking enforcement contract.	(100)	(300)		
Regeneration and Planning Staffing Restructure	(140)			
Regeneration and Environment Service Senior Management Restructure.	(200)			
Street Lighting Reduction of Scouting The introduction of the centralised Street lighting monitoring system means that there is no longer a requirement for a regular physical monitoring function of the street lighting infrastructure.	(50)			
Subtotal Environmental Services	(839)	(300)	0	0

	2018/19	2019/20	2020/21	2021/22
Savings Proposals	£000	£000	£000	£000
Procurement and Contracts				
Contract Review Existing Contracts will be re-negotiated.	(300)			
Procurement Forward Plan • a category strategy is being developed which will determine the procurement approach to be taken e.g. how should the Council approach procurement of office supplies; • a review of areas of low level expenditure e.g. quick quotes, purchase card expenditure, to include a review of how can we reduce the number of transactions and reduce the unit cost of processing; • Re procurement of services when current contracts come to an end and looking at different ways of procuring such as dynamic purchasing systems e.g. e-auctions.	(530)			
Subtotal Procurement and Contracts	(830)	0	0	0
Children's Services including Transport				
Independent Reviewing efficiencies This saving is to be achieved through efficiencies in the statutory independent reviewing team which is reliant on the number of looked after children reducing over the coming years.			(65)	
Joint Service for Disabled Children Saving will be achieved through the deletion of a 0.5 Full Time Equivalent post and two high cost care packages coming to a natural end.	(45)			
Single Point of Entry new system The implementation of a children's/professional portal within Liquid Logic will lead to efficiencies within the SPOE team.	(28)			
Service development review This is based on making efficiencies in the service development team.		(37)		
Subtotal Children's Services including Transport	(73)	(37)	(65)	0

	2018/19	2019/20	2020/21	2021/22
Savings Proposals	£000	£000	£000	£000
Income Generation				
Additional Commercial Income (Waste and Parks) This is additional income following successful marketing of commercial waste services and the provision of more services by Cemeteries Services.	(80)			
Additional Commercial Income (Waste and Parks) This is based on uplifting fees and charges as agreed in the 2017/18 fees and charges report.	(80)			
Assets Income This is based on charging rental income at sports fields.	(80)			
Tree team income This is based on income from additional services generated by the Parks Trees maintenance team.	(39)			
Cross over income This is related to income from the Footway Cross Over Services for provision of drop kerbs.	(50)			
Traffic and Transportation income - three years only This is based on a temporary, project-based, increase in salary recharges to Capital and Traffic Order Charges.	(130)			130
Arts Income Increased and changed retail and catering offers at Leisure and Culture sites, increased participation in sports at the Council's own Sports Development courses and at Fusion leisure centres, increased room hire at Leisure and Culture sites.	(300)			
Subtotal Income Generation	(759)	0	0	130
Management Structures and Bureaucracy Minimisation				
Control of Agency Spend This proposal is for a reduction in agency spend. Given the high levels of expenditure, this reduction is considered low risk. Further savings may be possible in later tranches.	(1,000)			
Subtotal Management Structures and Bureaucracy Minimisation	(1,000)	0	0	0
Grand Total	(8,607)	(357)	25	130

REVENUE BUDGET- DEPARTMENTAL CONTROL TOTALS 2018/19

APPENDIX 3

	2017/18 Original Controllable Budget	2017/18 Hierarchy Changes	2017/18 Permanent Virements	Revised Base	Full Year Effects	New Services Pressures	New Savings	Reserves & Collection Fund	Core Grants & Business Rates	2018/19 Original Controllable Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Chief Executive	4,016	4,912	123	9,051	0	0	(546)			8,505
Schools & Children's Services	40,670	(3)	640	41,307	(1,206)	1,000	(73)			41,028
Regeneration & Environment	23,677	(4,097)	1,547	21,127	(623)	0	(1,652)			18,852
Finance, Resources & Customer Services	45,923	(2,705)	1,266	44,485	(1,937)	0	(1,928)			40,620
Health , Housing & Adult Social Care	72,133	1,893	941	74,967	677	0	(1,208)			74,436
Total Departmental	186,420	0	4,517	190,937	(3,089)	1,000	(5,407)	0	0	183,441
Corporate Items:										
Levies	7,478	0	0	7,478	1,047	0	0			8,525
General Contingency	1,000	0	0	1,000	0	0	(500)			500
Contingent Items	7,556	0	(4,442)	3,113	5,292	2,600	(200)			10,805
Bad Debt Provision	791	0	0	791	0	0	0			791
Treasury Management	11,805	0	(75)	11,730	1,193	0	(500)			12,423
Minimum Revenue Provision	13,376	0	0	13,376	0	0	(2,000)			11,376
Corporate Items:	42,005	0	(4,517)	37,488	7,532	2,600	(3,200)	0	0	44,420
Budget Requirement	228,425	0	0	228,425	4,443	3,600	(8,607)	0	0	227,861
Collection Fund Surplus	297	0	0	297	0			(4,501)	0	(4,204)
Revenue Support Grant	(34,050)	0	0	(34,050)	0				34,050	0
Business Rates	(73,139)	0	0	(73,139)	0				(25,260)	(98,400)
Other Core Grants	(7,364)	0	0	(7,364)	0				3,185	(4,178)
Totals	114,169	0	0	114,169	4,443	3,600	(8,607)	(4,501)	11,975	121,079

Treasury Management Strategy Statement 2018-2019

London Borough of Enfield

Treasury Management Strategy Statement 2018/19

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1. Introduction

The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, providing adequate liquidity initially before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning, to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans, or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

CIPFA defines treasury management as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

2. Policies and Objectives

The Council acknowledges that effective Treasury Management will provide support towards the achievement of its business and services objectives. Therefore, it is committed to the principles of achieving value for money in treasury management and to employing suitable comprehensive performance measurement techniques within the context of effective risk management.

The following issues will be considered prior to undertaking any external borrowing:

- Affordability;
- Maturity profile of existing debt;
- Interest rate and refinancing risk;
- Borrowing source and fee
- The timing of the borrowing decisions is delegated to the Executive Director of Finance, Resources & Customer Services.

The Investment Strategy of the Council will focus on the following three principles listed in order of importance:

- Security
- Liquidity
- Return

3. Reporting Requirements, Procedures and Scheme of Delegation

The Council is currently required to receive and approve, as a minimum, three main reports each year, which incorporate a variety of policies, estimates and actuals.

Prudential and treasury indicators and treasury strategy (this report) –

The first, and most important report covers:

- the capital plans (including prudential indicators);
- a minimum revenue provision (MRP) policy (how residual capital expenditure is charged to revenue over time);
- the treasury management strategy (how the investments and borrowings are to be organised) including treasury indicators; and
- an investment strategy (the parameters on how investments are to be managed).

A mid-year treasury management report – this will update members with the progress of the capital position, amending prudential indicators as necessary, and whether any policies require revision.

An annual treasury report – this provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

Scrutiny

The above reports are required to be adequately scrutinised before being recommended to the Council. This role is undertaken by the Audit & Risk Committee.

Treasury Management Scheme of Delegation:

The **Full Council** is responsible for receiving and reviewing reports on treasury management policies, practices and activities, approval of annual strategy. Responsible for approval of/amendments to the organisation's adopted clauses, treasury management policy statement and treasury management practices, budget consideration and approval, approval of the division of responsibilities, receiving and reviewing regular monitoring reports and acting on recommendations, approving the selection of external service providers and agreeing terms of appointment.

The **Audit and Risk Management Committee** is responsible for scrutiny and review of the treasury management policy and procedures and making recommendations to the responsible body.

The **Section 151 Officer**, the Executive Director of Finance, Resources & Customer Services, will implement and monitor the Treasury Management Strategy, report to Cabinet on Treasury Management Activities and generate the Treasury outturn report to be reported to Cabinet at the end of the financial year. The section 151 officer will also recommend the appointment of an external service provider.

Treasury Management and Capital Strategy

In December 2017, CIPFA issued revised Prudential and Treasury Management Codes. As from 2019-20, all local authorities will be required to prepare an additional report, a Capital Strategy report, which is intended to provide the following:

- a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this report is to ensure that all elected members on the full council fully understand the overall strategy, governance procedures and risk appetite entailed by this Strategy.

The Capital Strategy will include capital expenditure, investments and liabilities and treasury management in sufficient detail to allow all members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured.

In February 2018 MHCLG issued statutory guidance on Local Government Investments. This new guidance applies from 1 April 2018, and may require additional disclosures which can be presented for approval when this current strategy is updated.

The Treasury Management Strategy for 2018/19 covers two main areas:

Treasury management issues

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the Council;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy and
- creditworthiness policy

Capital issues

- the minimum revenue provision (MRP) policy.
- the capital plans and the prudential indicators

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, CLG MRP Guidance, the CIPFA Treasury Management Code and MHCLG Investment Guidance.

4. Training & Consultancy

The CIPFA Code requires the responsible officer to ensure that members with responsibility for treasury management receive adequate training in treasury management. This especially applies to members responsible for scrutiny. The training needs of treasury management officers are periodically reviewed.

The Council uses Link Asset Services, Treasury solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon our external service providers.

It also recognises that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

5. Borrowing Strategy

The capital expenditure plans set out in Appendix 5a and Appendix 9 to this report provide details of the service activity of the Council. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity.

This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities.

The Executive Director of Finance, Resources & Customer Services will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances. A final decision will depend on interest movements during the coming year; this will be done in conjunction with the Council's Treasury Management Consultants.

As at 31st December 2017 the Council had £597m of borrowing in total. This is split between £539m in Long Term Loans (90%) and £58m (10%) held in Short Term Loans. There were also £18.6m of investments held with two different counterparties. The Council will not borrow more than or in advance of its needs purely to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

6. Debt rescheduling

As short-term borrowing rates will be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long-term debt to short-term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred).

The reasons for any rescheduling to take place will include:

- the generation of cash savings and / or discounted cash flow savings;
- helping to fulfil the treasury strategy;
- enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

Consideration will also be given to identify if there is any residual potential for making savings by running down investment balances to repay debt prematurely as short-term rates on investments are likely to be lower than rates paid on current debt. It is currently difficult to make long term savings from debt rescheduling due to the spread between the repayment rate and the new borrowing rate.

7. Investment Strategy

The CIPFA Code and the CLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest 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 set against the risk of receiving unsuitably low returns.

Given the increasing risk and continued low returns from short-term unsecured bank investments, the Council aims to reduce the level of investments held by continuing to internalise borrowing.

The limits set out in the approved counterparty list, Appendix 4a, should be regarded as a maximum position. In practice, the Council in consultation with its Treasury Consultants will set actual limits where appropriate, well below the maximums. It is also unlikely that the Council will place funds out for longer than a year but it is important to have the flexibility to be able to change the strategy within limits during the year.

The Council will continue to use Call Accounts and Money Market Funds to maintain the Council's short-term liquidity and give ready access to cash funds up to three months, but the Council will look to use secured bank deposits and Notice Accounts for any longer-term deposits to help protect the Council from bank failure and possible 'bail-in'.

If the Council wished to increase any of the limits set out in Appendix 4a it would need to come back to Full Council for approval.

Specified Investments

The CLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government,
 - a UK local authority, parish Council or community Council, or
 - A body or investment scheme of "high credit quality".

The Council defines "high credit quality" organisations and securities as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds "high credit quality" is defined as those having a credit rating of AAA or higher.

Non-specified Investments

Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments denominated in foreign currencies. Non-specified investments will therefore be limited to long-term investments and the limits are specified in the prudential indicators, Appendix 5a.

Policy on Use of Financial Derivatives

Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits).

The general power of competence in Section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to.

8. Risk Assessment and Credit Ratings

Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur.

Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations, in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures.

In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security.

The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

9. Liquidity Management

The Council uses a spreadsheet modelling tool to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a pessimistic basis, with receipts under-estimated and payments over-estimated to minimise the risk

of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's Medium Term Financial Plan and cash flow forecast.

Investment returns expectations

Bank Rate is forecast to stay flat at 0.50% until quarter 4 2018 and not to rise above 1.25% by quarter 1 2021. Bank Rate forecasts for financial year ends (March) are:

2017/18	0.50%
2018/19	0.75%
2019/20	1.00%
2020/21	1.25%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

2017/18	0.30%
2018/19	0.50%
2019/20	0.80%
2020/21	1.00%
2021/22	1.25%
2022/23	1.50%
2023/24	1.75%
Later years	2.5%

The overall balance of risks to these forecasts is currently skewed to the upside and are dependent on how strong GDP growth turns out, how quickly inflation pressures rise and how quickly the Brexit negotiations move forward positively.

10. Housing Revenue Account (HRA)

On 1st April 2012, the Council notionally split each of its existing long-term loans into General Fund and HRA pools. In the future, new long-term loans borrowed will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account.

Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative. This balance will be measured each month and interest transferred between the General Fund and HRA at a pre-agreed interest rate on investments, adjusted for credit risk.

11. Financial Implications

The budget for investment income in 2018/19 is £100k (excluding loans to companies), based on an average investment portfolio of £25 million at an average interest rate of 0.4%. The budget for total debt interest payable in 2018/19 is £24.5m (This includes approx. £3m relating to loans to companies and £8m relating to HRA). This is based on an average debt portfolio of £700m million at an average interest rate of 3.5%. If actual levels of investments and borrowing, and actual interest rates differ from those forecast, performance against budget will be correspondingly different but the revenue budget

will be unaffected in the short-term due to utilisation of the Interest Equalisation Earmarked Reserve.

The MHCLG Guidance and the CIPFA Code do not prescribe a particular Treasury Management Strategy for local authorities to adopt. The Executive Director of Finance, Resources & Customer Services having consulted the Cabinet Member for Finance & Efficiency, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter times	Interest income will be lower	Lower chance of losses from credit related defaults, but any such losses will be greater
Invest in a wider range of counterparties and/or for longer times	Interest income will be higher	Increased risk of losses from credit related defaults, but any such losses will be smaller
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs will be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long-term costs will be less certain
Reduce level of borrowing	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs will be less certain

12. Existing Debt

The table below shows levels of existing debt at 31 March 2017 and 31 December 2017.

	31/03/2017	31/12/2017
Debt	£000's	£000's
Public Works Loan -Fixed	372,416	466,388
Commercial Loans - Fixed	30,000	30,000
European Investment Bank	9,548	9,394
Salix Loans	575	208
Local Authority Loans	28,000	28,000
LEEF Loans	5,243	4,936
Sub Total	445,782	538,926
Short Term Loans	109,000	58,000
Total Debt	554,782	596,926
Investments		
HSBC Call Account	4,500	12,550
Ignis MMF	0	6,050
Total Investment	4,500	18,600
Net Debt Position	550,282	578,326

Approved Investment Counterparties and Limits**Table 1**

General Counterparty List	Credit Rating	Cash Limit	Max Time Limit
Banks Unsecured	AAA	£15m	5 years
	AA+		5 years
	AA		4 years
	AA-		3 years
	A+		2 years
	A		12 months
	A-		6 months
Banks Secured	AAA	£25m	20 years
	AA+	£15m	10 years
	AA		5 years
	AA-		4 years
	A+		3 years
	A		2 years
	A-		13 months
UK Government	AA+	Unlimited	50 years
Corporates	AA+	£5m	10 years
	AA		5 years
	AA-		4 years
Registered Providers	AA+	£5m	10 years
	AA		10 years
	AA-		10 years
Money Market Funds*	AAA	75% per fund (de minimus level £5m)	Next Day

* As from 21 July 2018, there will be three structural options for existing MMFs, these are as follows:

1. Public Debt Constant Net Asset Value (“CNAV”) MMFs (mainly government assets)
2. Low Volatility NAV (“LVNAV”) MMFs (market fund doesn’t deviate by more than 20bps)
3. Variable NAV (“VNAV”) MMFs (more fluctuating assets)

A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers’ nominee accounts, foreign countries and industry sectors as below:

Table 2

Counterparties	Cash limit
Any single organisation, except the UK Central Government	£15m each
Any group of organisations under the same ownership	£25m per group
Any group of pooled funds under the same management	£15m per manager
Negotiable instruments held in a broker's nominee account	£15m per broker
Foreign countries	£15m per country
Unsecured investments with Building Societies	£5m in total
Loans to unrated corporates	£1m in total
Money Market Funds	75% of total investments

Prudential Indicators - Non-Specified Investment Limits**Table 3**

	Cash limit
Total long-term investments	£20m
Total investments with institutions domiciled in foreign countries rated above [AA+]	£15m

Principal Sums Invested for Periods Longer than 364 days limits**Table 4**

	2017/18	2018/19	2019/20
Limit on principal invested beyond year end	£20m	£20m	£20m

Interest Rate Exposures

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as a proportion of net principal borrowed / interest payable will be:

Table 5

	2017/18	2018/19	2019/20
Upper limit on fixed interest rate exposure	100%	100%	100%
Upper limit on variable interest rate exposure	100%	100%	100%

Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

Borrowing Maturity Limits

The purpose of these are to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs / improve performance. This indicator is set to control the Council's exposure to refinancing risk. The upper on the maturity structure of fixed rate borrowing will be:

Table 6

	Upper
Under 12 months	30%
12 months and within 24 months	35%
24 months and within 5 years	50%
5 years and within 10 years	70%
10 years and above	100%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

After consideration with the Council's Treasury Management Consultants it was decided that a monetary limit should not be placed on the amount of short term borrowing that can make up the total borrowing amount. Instead the Council will continue to set a percentage limit on the amount of total borrowing that can be taken out as short-term loans.

The following table provides additional information on the counterparties mentioned above

Table 7

Councils' Main Bank Account - HSBC	The Council banks with HSBC and will continue to bank with HSBC with a revised contract. At the current time, it does meet the minimum credit criteria of A- (or equivalent) long term. If the credit rating falls below the Council's minimum criteria A-, it will continue to be used for short term liquidity requirements (overnight and weekend investments) and business continuity arrangements. If funds come into the bank account during the day (after daily dealing has been undertaken) and cannot be placed out with any other approved financial institutions, they can be placed into the HSBC Call Account to attract interest even if it breaches the counterparty limit (the matter will be reported to the Director of Finance, Resources & Customer Services). The temporary breach will be addressed on the next banking business day.
Banks Unsecured	Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.
Banks Secured	Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
Government	Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
Corporates	Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.
Registered Providers	Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain a high likelihood of receiving government support if needed
Money Market Funds	Shares in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Money Market Funds that offer same-day liquidity and aim for a constant net asset value will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
Bond, Equity and Property Funds	These offer the potential for enhanced returns over the longer term, but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

1. Economic Background by Link (Treasury Consultants)

GLOBAL OUTLOOK

World growth looks to be on an encouraging trend of stronger performance, rising earnings and falling levels of unemployment. In October, the IMF upgraded its forecast for world growth from 3.2% to 3.6% for 2017 and 3.7% for 2018.

In addition, inflation prospects are generally muted and it is particularly notable that wage inflation has been subdued despite unemployment falling to historically very low levels in the UK and US. This has led to many economists commenting that there appears to have been a fundamental shift downwards in the Phillips curve (this plots the correlation between levels of unemployment and inflation e.g. if the former is low the latter tends to be high). In turn, this raises the question of what has caused this?

The likely answers probably lie in a combination of a shift towards flexible working, self-employment, falling union membership and a consequent reduction in union power and influence in the economy, and increasing globalisation and specialisation of individual countries, which has meant that labour in one country is in competition with labour in other countries which may be offering lower wage rates, increased productivity or a combination of the two. In addition, technology is probably also exerting downward pressure on wage rates and this is likely to grow with an accelerating movement towards automation, robots and artificial intelligence, leading to many repetitive tasks being taken over by machines or computers. Indeed, this is now being labelled as being the start of the fourth industrial revolution.

UK

After the UK surprised on the upside with strong economic growth in 2016, growth in 2017 has been disappointingly weak; quarter 1 came in at only +0.3% (+1.8% y/y), quarter 2 was +0.3% (+1.5% y/y) and quarter 3 was +0.4% (+1.5% y/y). The main reason for this has been the sharp increase in inflation, caused by the devaluation of sterling after the EU referendum, feeding increases in the cost of imports into the economy.

This has caused, in turn, a reduction in consumer disposable income and spending power and so the services sector of the economy, accounting for around 80% of GDP, has seen weak growth as consumers cut back on their expenditure. However, more recently there have been encouraging statistics from the manufacturing sector which is seeing strong growth, particularly as a result of increased demand for exports. It has helped that growth in the EU, our main trading partner, has improved significantly over the last year while robust world growth has also been supportive. However, this sector only accounts for around 10% of GDP so expansion in this sector will have a much more muted effect on the overall GDP growth figure for the UK economy as a whole.

While the Bank of England is expected to give forward guidance to prepare financial markets for gradual changes in policy, the Monetary Policy Committee, (MPC), meeting of 14 September 2017 managed to shock financial markets and forecasters by suddenly switching to a much more aggressive tone in terms of its words around warning that Bank Rate will need to rise soon.

The Bank of England Inflation Reports during 2017 have clearly flagged up that it expected CPI inflation to peak at just under 3% in 2017, before falling back to near to its target rate of 2% in two years' time. The Bank revised its forecast for the peak to just over 3% at the 14 September meeting. (Inflation actually came in at 3.0% in both September and October so that might prove now to be the peak.) This marginal revision in the Bank's forecast can hardly justify why the MPC became so aggressive with its wording; rather, the focus was on an emerging view that with unemployment having already fallen to only 4.3%, the lowest level since 1975, and improvements in productivity being so weak, that the amount of spare capacity in the economy was significantly diminishing towards a point at which they now needed to take action.

In addition, the MPC took a more tolerant view of low wage inflation as this now looks like a common factor in nearly all western economies as a result of automation and globalisation. However, the Bank was also concerned that the withdrawal of the UK from the EU would effectively lead to a decrease in such globalisation pressures in the UK, and so this would cause additional inflationary pressure over the next few years.

At its 2 November meeting, the MPC duly delivered a 0.25% increase in Bank Rate. It also gave forward guidance that they expected to increase Bank Rate only twice more in the next three years to reach 1.0% by 2020. This is, therefore, not quite the 'one and done' scenario but is, nevertheless, a very relaxed rate of increase prediction in Bank Rate in line with previous statements that Bank Rate would only go up very gradually and to a limited extent.

However, some forecasters are flagging up that they expect growth to accelerate significantly towards the end of 2017 and then into 2018. This view is based primarily on the coming fall in inflation, (as the effect of the effective devaluation of sterling after the EU referendum drops out of the CPI statistics), which will bring to an end the negative impact on consumer spending power. In addition, a strong export performance will compensate for weak services sector growth. If this scenario was indeed to materialise, then the MPC would be likely to accelerate its pace of increases in Bank Rate during 2018 and onwards.

It is also worth noting the contradiction within the Bank of England between action in 2016 and in 2017 by two of its committees. After the shock result of the EU referendum, the Monetary Policy Committee (MPC) voted in August 2016 for emergency action to cut Bank Rate from 0.50% to 0.25%, restarting £70bn of QE purchases, and also providing UK banks with £100bn of cheap financing. The aim of this was to lower borrowing costs, stimulate demand for borrowing and thereby increase expenditure and demand in the economy. The MPC felt this was necessary in order to ward off their expectation that there would be a sharp

slowdown in economic growth. Instead, the economy grew robustly, although the Governor of the Bank of England strongly maintained that this was because the MPC took that action. However, other commentators regard this emergency action by the MPC as being proven by events to be a mistake. Then in 2017, we had the Financial Policy Committee (FPC) of the Bank of England taking action in June and September over its concerns that cheap borrowing rates, and easy availability of consumer credit, had resulted in too rapid a rate of growth in consumer borrowing and in the size of total borrowing, especially of unsecured borrowing. It, therefore, took punitive action to clamp down on the ability of the main banks to extend such credit! Indeed, a PWC report in October 2017 warned that credit card, car and personal loans and student debt will hit the equivalent of an average of £12,500 per household by 2020. However, averages belie wide variations in levels of debt with much higher exposure being biased towards younger people, especially the 25-34 year old band, reflecting their lower levels of real income and asset ownership.

One key area of risk is that consumers may have become used to cheap rates since 2008 for borrowing, especially for mortgages. It is a major concern that some consumers may have over extended their borrowing and have become complacent about interest rates going up after Bank Rate had been unchanged at 0.50% since March 2009 until falling further to 0.25% in August 2016.

This is why forward guidance from the Bank of England continues to emphasise slow and gradual increases in Bank Rate in the coming years.

However, consumer borrowing is a particularly vulnerable area in terms of the Monetary Policy Committee getting the pace and strength of Bank Rate increases right - without causing a sudden shock to consumer demand, confidence and thereby to the pace of economic growth.

Moreover, while there is so much uncertainty around the Brexit negotiations, consumer confidence, and business confidence to spend on investing, it is far too early to be confident about how the next two to three years will actually pan out.

Brexit timetable and process

- March 2017: UK government notifies the European Council of its intention to leave under the Treaty on European Union Article 50
- March 2019: initial two-year negotiation period on the terms of exit. In her Florence speech in September 2017, the Prime Minister proposed a two year transitional period after March 2019.
- UK continues as a full EU member until March 2019 with access to the single market and tariff free trade between the EU and UK. Different sectors of the UK economy will leave the single market and tariff free trade at different times during the two year transitional period.
- The UK and EU would attempt to negotiate, among other agreements, a bi-lateral trade agreement over that period.

- The UK would aim for a negotiated agreed withdrawal from the EU, although the UK could also exit without any such agreements in the event of a breakdown of negotiations.
- If the UK exits without an agreed deal with the EU, World Trade Organisation rules and tariffs could apply to trade between the UK and EU - but this is not certain.
- On full exit from the EU: the UK parliament would repeal the 1972 European Communities Act.
- The UK will then no longer participate in matters reserved for EU members, such as changes to the EU's budget, voting allocations and policies.

PRUDENTIAL INDICATORS**APPENDIX 5A****Prudential Indicators**

This report covers the requirements of the 2017 CIPFA Prudential Code to set prudential indicators. This item should be approved by the full Council before the start of the new financial year which is a legislative requirement. The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow.

The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

Prudential Indicator: Capital Expenditure

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans. In considering the affordability of its capital plans, the Council is required to consider all of the resources currently available to it/estimated for the future, together with the totality of its capital plans, revenue income and revenue expenditure forecasts for the forthcoming year and the following two years.

Capital Expenditure and Financing Estimates	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Capital Programme Expenditure	262.8	71.9	27.2	24.3
Commercial Housing and Regeneration	65.4	13.0	5.1	-
Total General Fund	328.2	84.9	32.3	24.3
Housing Revenue Account	76.9	79.8	52.8	42.0
Total Expenditure	405.1	164.7	85.1	66.3
Financing				
Capital Receipts	24.3	17.7	9.0	5.4
Right to Buy Receipts	8.1	7.5	9.5	15.6
Grants	71.1	21.1	15.7	-
Contributions (S106/Community Infrastructure)	31.3	19.7	9.0	7.5
Revenue and Reserves	15.0	13.3	19.3	13.5
Major Repairs Reserve	4.5	4.1	0.6	2.3
General Resources (including borrowing)	250.8	81.3	22.0	22.0
Total Financing	405.1	164.7	85.1	66.3

Prudential Indicator: Capital Financing Requirement (CFR)

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been paid for, will increase the CFR. CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the Council's total debt should be lower than its highest forecast CFR over the next four years. The tables and graph below show that the Council expects to comply with this recommendation during 2018/19.

Estimated Capital Financing Requirement	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Capital Programme	403.0	439.2	431.0	417.2
Commercial Housing and Regeneration	417.1	430.1	435.2	457.2
Housing Revenue Account	157.7	177.7	189.7	189.7
Total Capital Financing Requirement	977.8	1,047.0	1,055.9	1,064.1

Gross Debt and the Capital Financing Requirement

To ensure that over the medium-term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Estimated Debt	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Capital Financing Requirement	977.8	1047.0	1055.9	1064.1
PFI and Finance Leases	49.0	48.0	47.0	46.0
Total Capital Debt Requirement	1026.8	1095.0	1102.9	1110.1
External Borrowing	650.0	696.0	701.9	707.4
Other Long-Term Liabilities	49.0	48.0	47.0	46.0
Total Debt	699.0	744.0	748.9	753.4

Prudential Indicator: Operational Boundary

The operational boundary is based on the Council's estimate of most likely, i.e. prudent, but not worst-case scenario for external debt. It links directly to the Council's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance leases, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt.

Estimated Operational Boundary	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Borrowing	997.8	1,067.0	1,075.9	1,084.1
Other Long-Term Liabilities	75.0	75.0	75.0	75.0
Total Operational Boundary	1,072.8	1,142.0	1,150.9	1,159.1

Prudential Indicator: Authorised Limit

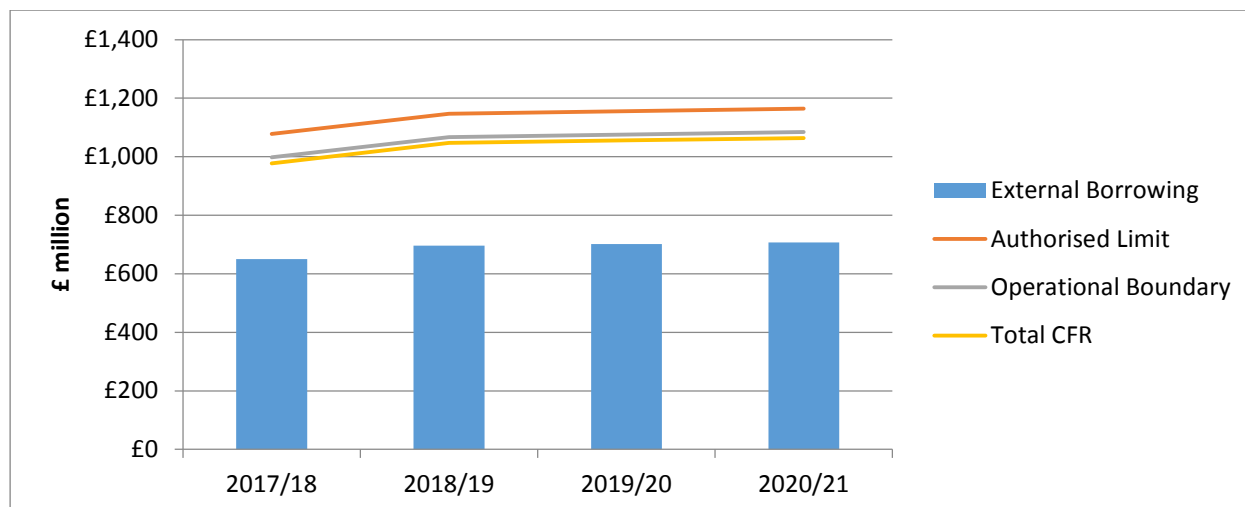
A further key prudential indicator represents a control on the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by the full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term.

Estimated Authorised Limit	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Borrowing	1,077.8	1,147.0	1,155.9	1,164.1
Other Long-Term Liabilities	100.0	100.0	100.0	100.0
Total Authorised Limit	1,177.8	1,247.0	1,255.9	1,264.1

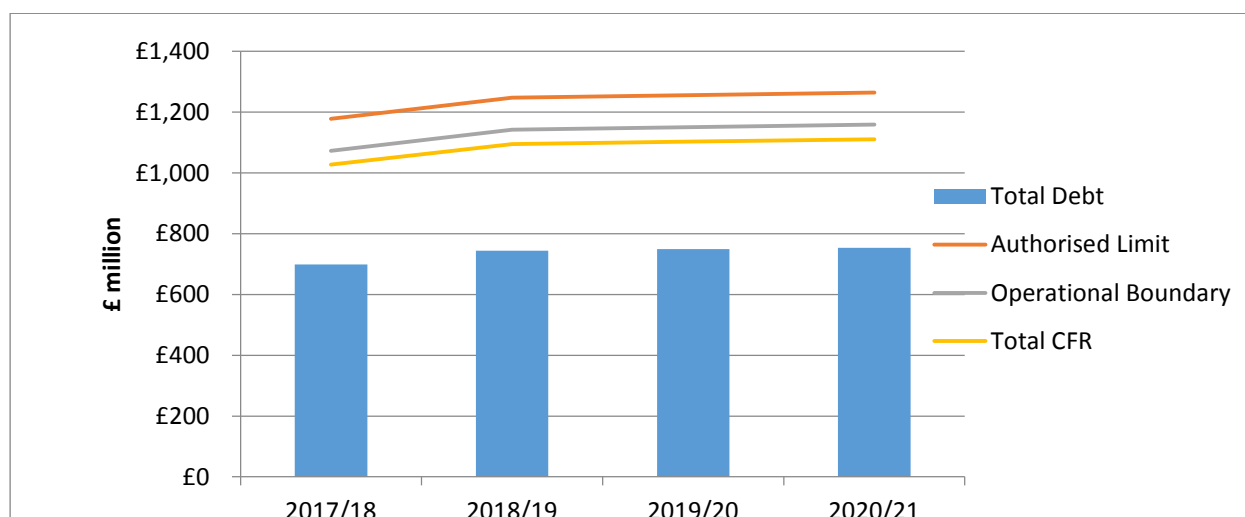
The graphs below demonstrate the above prudential indicators visually. The first graph compares external borrowing against the Capital Financing Requirement and the Operational Boundary and Authorised Limit. The second graph compares borrowing

and other long-term liabilities against the Capital Financing Requirement, Operational Boundary and Authorised Limit.

Graph 1: External Borrowing compared to CFR, Operational Boundary and Authorised Limit



Graph 2: External Borrowing and Long-term Liabilities compared to CFR, Operational Boundary and Authorised Limit



Prudential Indicator – Ratio of Financing Costs to Net Revenue Stream

This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream for the General Fund and the Housing Revenue Account. It also exemplifies the element of housing rental that relates to financing costs, this calculation is notional and assumes all other things are equal.

Estimated Ratio of Financing Costs to Net Revenue Stream	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
General Fund	7%	8%	8%	8%
Housing Revenue Account	15%	16%	16%	16%
Housing Revenue Account impact on weekly rental payment	£15	£16	£16	£17

Annual Minimum Revenue Provision Statement (With effect from 1 April 2017)

- 1 When the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Department for Communities and Local Government's Guidance on Minimum Revenue Provision (the CLG Guidance).
- 2 The broad aim of the MHCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 3 The MHCLG Guidance requires the Authority to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. The following statement incorporates options recommended in the Guidance as well as locally determined prudent methods. Council is asked to approve the continuation of the existing policy for the calculation of MRP, which is consistent with the guidance issued under the regulations and the introduction of the following:
 - a) the principle that the determination of a prudent amount of MRP for any given year will take account of payments made in previous years, and an assessment of whether those payments exceed what the current policy would require in terms of prudence;
 - b) For capital expenditure incurred before 1 April 2008, and for capital expenditure incurred from 1 April 2008 to 31 March 2011, and which is Supported Capital Expenditure (SCE), MRP will be calculated at 2% on a straight-line basis.
- 4 The approaches are therefore as follows, with effect from 1 April 2017.
 - a) For capital expenditure incurred before 1 April 2008, and for capital expenditure incurred from 1 April 2008 to 31 March 2011, and which is Supported Capital Expenditure (SCE), MRP will be calculated at 2% on a straight-line basis;
 - b) For unsupported borrowing incurred from 1 April 2008 onwards, MRP is calculated based on amortising the amount borrowed over the estimated lives of the assets acquired (or the enhancement made) as a result of the related expenditure using the annuity repayment method in accordance with DCLG Statutory guidance.
 - c) No MRP will be charged in respect of assets held within the Housing Revenue Account.
 - d) Capital expenditure financed from borrowing incurred during one financial year will not be subject to a MRP charge until the following financial year.

- e) Loans made to third parties to enable them to incur capital expenditure and also assets acquired with the intention of onward sale which will not be used in the delivery of services will not generally attract MRP as in these events the capital receipts generated by the loan and sale will be set aside to repay debt. In the case of loans for investment assets, a prudent amount will be set aside for MRP. This will set aside each year an equal amount of the total value of the loan which is not considered to be matched by the current value of the asset in that year.
- f) MRP in respect of PFI liabilities will be calculated by spreading the cost of the capital repayments included in the ongoing charges over the estimated life of the asset on an annuity basis.

Date of implementation and estimated MRP

- 5 This policy will take immediate effect during 2017/18. Government Guidance requires that an annual statement on the Council's policy for its MRP should be submitted to Council for approval before the start of the financial year to which the provision will relate but that changes during the year are permitted if approved by full Council. This policy is to apply to financial year 2017/18 onwards. Based on the Authority's latest estimate of its Capital Financing Requirement on 31st March 2018, the MRP for 2018/19 is estimated as follows:

	31.03.2018 Estimated Capital Financing Requirement £m	2018/19 Estimated Minimum Revenue Provision £m
Capital expenditure before 1 April 2008 and Supported capital expenditure from 1 April 2008 to 31 March 2011	143.4	3.9
Unsupported capital expenditure after 31.03.2008	259.6	8.2
Land acquisition for regeneration and disposal	241.9	Nil
Loans to Council owned companies	175.3	Nil
Total General Fund	820.2	12.1
Assets in the Housing Revenue Account	124.8	Nil
HRA subsidy reform payment	32.9	Nil
Total Housing Revenue Account	157.7	Nil
Less: Reduction on PFI MRP to be actioned as part of 2016-17 closing	N/A	(1.5)
Total	977.9	10.6

Summary of Budget Risks

This Appendix sets out the main financial risks the Council faces over the period of the Medium Term Financial Plan. Risk assessment and planning will minimise risk. Risks have been categorised as:

- Corporate
- Capital
- Service Specific

CORPORATE RISKS

These are risks that may affect all or a number of Council services.

- **Uncertainties caused by the current economic climate including**
 - An increase in the number of residents that are reliant on Council services;
 - The general financial risk to Enfield of businesses failing in the Borough;
 - Loss of rental income through businesses failing or moving out of commercial premises rented from the Authority;
 - Loss of other income / difficulty in collection.
- **Future impact of legislative changes**

The Government is consulting on radical change to the existing local government finance arrangements and the continuing reduction in public expenditure generally. Local government must prepare for all these changes but the full impact will only become clear in future years especially in key areas:

 - Local government finance including increased localisation of business rates along with uncertainty over any additional responsibilities;
 - National and Public Health Service Reforms and transfers of responsibilities to local government;
 - Universal Benefits Reform;
 - Regeneration including Government plans to increase new housing;
 - Potential changes to Social Care funding.
- **Central Government funding & local government resources**

The reduction in central government funding has been part of local government financing since 2010. The 2015 Spending Review confirmed that local government will be required to meet a significant part of the Government's public expenditure reductions in order to turn the public spending deficit into a surplus. The Government has offered guaranteed four year funding plans for councils up to 2019/20. This provides some certainty over the period, however there is considerable uncertainty about funding

beyond this period, with changes to business rates funding and the fair funding review.

- **Retention of Business Rates**

With the proposed move to 75% business rates retention by 2020/21, the risk from lower yields could transfer to local government. There are safety net arrangements, but local authorities will still need to bear some of their shortfalls. The pilot London pool for business rates in 2018/19 will have a higher safety net threshold at 97% which offers some protection.

There is a potential budget risk relating to business rates appeals where responsibility for significant backdated refunds fall on local authorities.

The council may also gain significant benefits as a result of the major regeneration going on within Enfield. The Council will need to work towards retaining these gains over the longer term by working with the Government to exclude business rate growth from the periodic resets in the business rates regime.

- **Government Incentive-Based Grants**

There is an increase in incentive-based Government funding such as the retention of local business rate growth which replaces existing need-led allocations. Councils with high deprivation such as Enfield are worst hit if allocations increase to the wealthier areas as a result of this incentive based approach.

- **Litigation and Legal Actions**

All Councils face potential litigation cases and the size and range of services provided by Enfield make this a risk that should not be ignored. There are no single specific legal items to be reported but it is recommended that the Council includes some assessment for any uninsured litigation when assessing the adequacy of balances.

- **Demographic and other changes in the Borough**

One of the main risks to the Council's budget relates to the uncertainties surrounding demographic change. The birth rate has increased and residents are living longer, with greater levels of disability, and have greater expectations of independence, care and achievement. Assumptions have been made in the budget about the likely increases in demand for services, particularly in respect of social services clients (both adults and children). However, the current arrangements for funding local government do not take account of the large increase in London's population and, therefore, over time the Council is losing money relative to other parts of the country.

- **New savings included in the 2018/19 budget**

New savings and additional income totalling £8.6m have been identified for 2018/19. Although the savings have been scrutinised and the proposals have been assessed as viable and realistic, there is still an element of risk involved in their achievement.

The risks in relation to the achievement of the savings will be taken into account in setting the level of contingencies and general balances. The monitoring of the achievement of these savings will, as in previous years, form an integral part of the 2018/19 revenue monitoring process and if required, appropriate action will be taken to ensure that they are delivered, or if not the first call will be a review of other savings measures to compensate for any shortfall, failing this reserves and balances will be considered until this major project is fully implemented.

- **Changes in external factors such as interest rates**

Interest rates are an area that is outside the Council's control and therefore represents a continuing area of significant risk. Any increases in rates may benefit the Council's financial position as the Council's borrowings are, for the most part, at long term fixed rates. Conversely, the low rates currently experienced due to the national economic position will reduce the resources available to the Council. An Equalisation Reserve has been in place for several years to reduce the effect of fluctuations in interest rates and this reserve will be used in a planned way to support the MTFP. Interest rates will continue to be closely monitored and planning assumptions will be updated as required. The low interest rate environment in short term rates does allow the Council to borrow at low historic rates. The Council however, is aware of the risk that interest rates may start to rise and we will need to finance loans for longer maturity dates.

- **Inflation and other cost increases**

Staff pay represents a significant proportion of the Council's expenditure. Consequently, variations in pay levels represent a significant risk. The estimated cost of the pay deal currently being negotiated has been included in the MTFP. It should also be noted that the Council works in a range of labour markets, and supply and demand in London is pushing up costs in certain sectors. The mandatory living wage introduced from April 2016 has also put pressure on costs to the Council from external suppliers. In addition, in order to make savings, departments have been required to contain inflationary pressures in most areas of the Council's spending. Once again in 2018/19 departments have been asked to contain price inflation. This could be a financial risk and the revenue monitoring process for 2018/19 will be important in the early identification of these potential cost pressures.

- **Increased costs of waste disposal**

The Authority does all it can to recycle as much waste as possible in order to minimise any cost pressure from disposal charges associated with household waste. However, residual waste disposal costs continue to rise, and these are estimated in the Medium Term Financial Plan. The cost of disposal of recyclable materials is subject to the level of contamination i.e. non-recyclable material found within waste collections and the market price received for certain recyclable materials. The Council is unable to influence the market prices for materials and due to the potential fluctuations that can impact on the cost no specific funding has been identified at this time and is therefore viewed as a financial risk. The level of contamination can be influenced through engagement with residents of the borough.

- **Income, including fees and charges**

The budget includes a number of assumptions about income levels. Although all income assumptions have been validated using the most up to date information available, there is inevitably an element of risk that they might not all be achieved.

- **Future revaluations of the Pension Fund**

The Pension Board is continuing to closely monitor the effect of the economic downturn on the fund as this may affect the future contributions required from the Authority. An estimated provision of £4m for the 2017 Actuarial Review was included in the MTFP with further additions of £1m added in both 18/19 and 19/20. The next Actuarial Review is due in 2019.

- **VAT Exemption Limit**

All councils are allowed to recover VAT incurred in making exempt supplies if the VAT does not exceed 5% of total input VAT incurred in that financial year. Should an authority breach this threshold all exempt input VAT becomes irrecoverable and a cost to the council. For Enfield, this could amount to £2.5m based on current levels of expenditure.

- **Bellwin Scheme**

The Government's Bellwin Scheme provides emergency financial assistance to local authorities. The scheme may be activated where councils incur expenditure on an emergency or disaster to

- safeguard life or property, or
- to prevent suffering or severe inconvenience, in their area or among its inhabitants.

There is no automatic entitlement to financial assistance: Ministers are empowered by Section 155 of the Local Government and Housing Act 1989 to decide whether or not to activate a scheme after considering the circumstances of each individual case.

- **Welfare Benefits and a Challenging Housing Market**

Government changes to welfare benefits are impacting on the Council's budgets as benefit levels for housing costs continue to reduce. Collection rates for rents are impacted and the challenges caused by Universal Credit are starting to manifest themselves. Combining this with Enfield's challenging housing market and the demand for homelessness services, housing support and Children's Services 'no recourse to public funds' services, continue to result in rising costs.

Universal Credit commenced roll out in Enfield in July 2015 and this will ultimately see a reduction in the Council's administration grant for housing benefit, whilst the pressure to support local residents with digital inclusion and financial planning & budgeting support remains.

- **Homelessness Reduction Act**

In the short-term Enfield Council needs to ensure it can deliver its legal obligations under the new Homelessness Reduction Act (HRA) from April 2018, this includes the prevention of homelessness, as well as supporting local people to work with the Council to find their own housing solutions. The new legislation brings funding to enable the Council and partners to do this. The new duties in the HRA are:

- Duty on 'public bodies' to refer households threatened with homelessness to LA
- Extending the period an applicant is 'threatened with homelessness'
- A strengthened advice and information duty
- A 'prevention' duty in cases of threatened homelessness
- A new duty to assess and agree a Personalised Housing Plan (PHP)
- A 'relief' duty to help secure accommodation for homeless households
- A duty for LAs to give notice and provide limited assistance to applicants who have refused to co-operate.

- **Rental income from the Council's assets**

The Council manages a substantial asset portfolio. The economic downturn has resulted in reductions in rental and service charges income from businesses and other tenancies.

CAPITAL RISKS

The following risks are associated with the delivery of the Council's capital programme.

- **Robustness of capital project plans**

This could be a problem if schemes have not been sufficiently developed in detail before their inclusion in the capital programme. This is a particular risk when embarking on a substantial and complex programme. Nevertheless, the detailed work required to produce 'scheme reports' means that the risks are minimised by ensuring that commitments are not made before full costings and a project risk assessment have been completed.

- **Time and/or cost overruns**

In the main these problems should be minimised by good project planning and management. Progress with and expenditure on individual projects are monitored monthly.

SERVICE SPECIFIC RISKS

Finance staff, working with staff in Departments, have assessed the risks associated with individual budgets. The most significant risks within departmental budgets are set out below:

Schools and Children's Services Department

- **Demand led services**

There are a number of areas within the Department's services that are statutory and demand led, meaning that the service must be provided if the client meets the relevant criteria. Examples include supporting the placement of children with special education needs in independent and out of borough settings, purchasing care packages for vulnerable children, increasing numbers of pupils in primary schools and giving financial support to families with no recourse to public funds. These budgets are at risk from any change in the numbers of children requiring services. The number of referrals of children possibly at risk remains high which can lead to increases in the number of placements needed. Welfare benefit, demographic changes and population increase continue to pose a risk that cannot be fully quantified at this stage, particularly in respect of services supporting homeless families and looked after children. In particular the following demand led areas have shown pressures in year that are likely to continue or worsen in 2018/19.

- **Looked After Children**

Historically Enfield's numbers of looked after children have been and still remain low in comparison with other local authorities. However with a growing population in Enfield the knock-on effect is likely to result in additional children and young people being taken into council care for their protection. In the last year the numbers have remained around 350. Whilst all measures have been taken to control the costs of placements, this is not always possible due to the challenging nature and needs of the individuals which require very high cost specialist placements. Budget pressures in the demand led services will arise. There has been a significant increase this year in high cost placements with a number of young people being placed in secure accommodation in order to protect and prevent serious harm.

- **Special Guardianship Orders**

The number of Special Guardianship Orders (SGO's) have been growing at a rapid pace over the last 5 years and this trend is expected to continue. There is still insufficient funding to meet the growing demand. SGO's offer children and young people permanency without them becoming looked after children. They are cared for by friends or family, often within the community that they know which is far more preferable to them being looked after by the local authority. The significant increase in SGO's has directly contributed to maintaining the relatively low number of looked after children in Enfield in comparison to statistical neighbours and nationally.

- **No Recourse to Public Funds**

As a local authority we have a statutory responsibility under Section 17 of the Children's Act 1989 to assess and support families who have no access to benefits because of their immigration status. As a result Enfield currently

supports over 80 families. There is a continuing risk that the numbers of families we are supporting under Section 17 of the Children's Act will continue to increase especially if proposed changes to benefits for European nationals mean they lose their entitlement. The service has committed to an invest to save model, funding both a fraud officer and immigration officer to reduce the number of presentations and aid speedier Home Office decisions. Even though the work of the fraud officer and immigration officer are starting to show in that the numbers of new cases is reducing, and there are some families that have had their final immigration status confirmed, there still remains insufficient funding within the budget to meet demand.

- **Leaving Care**

There have been changes relating to the care of 16 year olds and over which has resulted in additional budget pressures arising as local authorities are required to support children who were looked after until they are much older. This means that individual young people may choose to 'stay put' with their existing carers for a few more years rather than be moved into their own independent accommodation when they turn 18. In some circumstances this can be more expensive to the authority and it reduces the number of carers available. There is also a change in the profile of the Looked After Children population in that we are seeing a steep increase in the number of adolescents entering the care system and moving swiftly into the leaving care teams. There are potentially further pressures on this budget with changes in the Children's & Social Work Act 2017 introducing increased expectations requiring all Leaving Care clients up to 25 years of age being offered support in future. Though there has been an increase in the number of clients, the average cost per capita has been reduced to contain the overspend.

- **Staffing**

The Department's salaries budgets include a vacancy factor, which recognises the potential cost savings as a result of staff turnover. This can be difficult to achieve in certain areas where it is necessary to maintain higher staffing levels in order to deliver safe essential services, although some vacancy factors have been removed within some of the social work teams as part of the budget setting process to ease this ongoing pressure.

In addition, the area faces significant challenges in recruitment and retention of social workers. The continuing high number of referrals to the service has resulted in an increased pressure on staffing budgets.

- **Legal services**

The cost of legal representation is difficult to control due to the complexities of some of the cases relating to children. Whilst Legal Services have taken on more legal work, the specialised and technical aspects of some cases still require legal representation by external solicitors, barristers and QCs, which cannot be fully predicted. A number of measures are in place to further reduce the cost such as continuous review of the use of external legal advocates, exploring the opportunity of working with the Advocacy Team in Islington, researching procurement options via framework and reviewing legal processes.

- **Special Educational Need (SEN) Transport**

A continuing increase in the number and complexity of SEN cases and the shortage of in Borough SEN placements has translated to increased costs as additional and more expensive means of transport are required to deliver the service. The cost of Outer Borough transport has increased by about 71% since 2015.

A review of SEN transport commenced in 2016/17 and a variety of mitigating actions are in place or being actively considered to reduce or control demand and costs.

1. Reverse auction procurement – phase 1 and 2 completed, (on-going process) broadened contractors base from 5 to 12 to increase competition and reduce prices, plus improved transport contract monitoring process.
2. Implementation of new routing software for efficiency in the utilisation of existing resources for improved service delivery, reducing costs and data analysis.
3. Improvement in the recovery of costs from other Boroughs and introduction of additional transport provision – new services.
4. Collaborative working to reduce/control costs (Transport Steering Group) – SCS, Transport, Adults, P&C Hub, Brokerage and Finance.
5. Introduction of personal travel budgets (cheaper alternatives) and Independence travel training.
6. Review Panel – partnership working (SCS, Transport & Brokerage) for robust management/challenging of new applications.
7. Relocation of clients nearer to SEN schools to save on placement and transport costs.
8. Initiatives to increase in-Borough Provisions (additional in-Borough placements of 42-57) starting from Easter 2018.

All the above measures have helped to reduce the average SEN Transport cost by £477 from 2015/16 to 2016/17, it is also estimated the average cost will decrease by an additional £104 in 2017/18. The increase in in-Borough placements and all the other measures are expected to reduce costs further in 2018/19.

- **Schools Budget - Dedicated Schools Grant (DSG)**

School places

The provision of school places is continually under review and the Council's Capital Programme includes funding for additional primary school places. These are and have been partly funded by central government capital grants which have reduced the call on Council resources in the short-term. The pressure for additional places passes on to secondary schools from 2018/19 onwards but

currently this increase in demand can be managed due to additional places in the borough being offered by academies. In the future, there could be a risk that the cost of providing additional places required will not be fully funded by central government grant, leaving the Council to meet any shortfall.

Special Educational Needs (SEN)

As the school population increases, the number of high needs learners has also increased and short and long-term provision for places is being assessed on an ongoing basis. There is a risk that this may lead to unfunded increased costs to the school's budget, as under current funding arrangements capital and revenue grant funding does not fully cover the costs of the additional places needed for children with Education, Health and Care Plans. There has been a significant increase in the number of pupils with SEN, particularly those on the autistic spectrum and with complex behavioural issues. These pupils are often placed in expensive, specialist independent provision whilst the authority works towards the development of more in house provision. With effect from 2018/19, High Needs DSG funding has been allocated on a formulaic rather than historic basis and the authority has received £1.67m additional high needs funding. In the short term, this additional funding will not cover the increase in costs which places a significant additional pressure on the DSG budgets overall.

National Fair Funding Formula

The Government has confirmed that they are implementing a National Funding Formula (NFF) and a 'soft' NFF has been implemented for 2018/19, with the intention to move to a 'hard' NFF with effect from 2020/21. For 2018/19 the funding provided to local authorities has been calculated using the NFF but authorities retain some local flexibility regarding the distribution of these funds. An additional £1.3bn has been provided to support the introduction of the NFF and Enfield's share of this is £5.5m in 2018/19 and an estimated £3.3m in 2019/20. Whilst this increase in funding has enabled the authority to apply a 0% protection to school funding, so that as a minimum schools will receive the same funding per pupil as they did in 2017/18, we are moving 50% towards NFF unit rates and there will be significant variances, both gains and losses, on a school by school basis. Cost pressures, particularly in terms of pay award and overheads, continue to increase which is an issue for all schools but particularly those who will lose under the NFF which could result in an increased number of schools being unable to set a balanced budget.

Health, Housing and Adult Social Care Department

- **Social Care Demand**

Care purchasing budgets have been prepared based on known levels of activity plus those that might reasonably be foreseen as unavoidable, based on demographic forecasts and historical trends. There remains, however, the possibility that demand will exceed these assumptions. Enfield's older Adult population (over 65s) is increasing at the rate of about 3,000 people per year (ONS). Improved healthcare means that more adults with disabilities are surviving into adulthood and into old age. Older people are living longer but this has associated with it longer term health issues. This is driving an increased demand for services and the ability to offer appropriate and sustainable levels of support to an increasing number of people and delivering

savings in 18/19 is not without risk. There has been for some years a sustained growth in the number of adults living with a learning disability. This is forecast to continue, in particular with larger numbers of younger adults with multiple and complex needs.

- **Contractual Price**

The majority of services to local people with eligible needs are provided by the independent and voluntary sectors. In negotiating contracts with these providers the Council seeks to strike a fair balance between a meaningful recognition of providers' costs, affordability to local taxpayers and quality of services. The Council also needs to be mindful of those areas of service provision where there is a shortage or risk of insufficient capacity to meet demand. These are factors which can push prices up and working with the market and with other authorities to increase capacity which achieves value for money remains a priority. The procurement and commissioning service is also working with providers of services to understand price structures and how the cost of services provided is broken down. Retaining skilled staff, payment for travel time, pension scheme requirements, paying a living wage and investing in new technologies as well as cost of living pressures are all factors which can push prices up. An analysis will be completed for other types of provision in order to achieve best value and deliver our duty around market sustainability as defined within the Care Act 2014. Social Care is a labour intensive service, with direct employee costs often equating to 70-80% of overall service costs, national increases in the living wage will inevitably result in further price pressures in coming years.

- **Provider Failure**

There is a risk that provider failures may occur. The Council has a duty under the Care Act, however there is a possibility of interruptions to care and support services with additional cost implications should a business fail. The Council's priority is to work with all registered care providers in the borough, to avoid the risk of business failure and to minimise the disruption and impact for service users of any such failure. The Council will focus its activity on those providers where there is assessed to be greater risk of business failure to ensure a targeted approach and efficient use of resources.

- **Pressures on the Local NHS**

Sustained increases in demand upon local NHS services, many of whom are currently overspending, often lead to both additional demand for social care and actions to contain NHS overspends that pose a risk of costs being transferred, directly or indirectly to social care, this will continue to be kept under close review.

- **Fees & Charges paid by service users**

Given the significant income assumptions in the budget, there is a risk that they might not be achieved in full. This is especially the case in the current economic climate, where vulnerable residents may be making difficult choices regarding basic living requirements and paying charges.

- **Public Health**

There will be a further reduction in the Public Health Grant from Central Government of £444k in 18/19 and a further £444k again in 2019/20. London has a significantly higher population than other parts of the country of key risk groups for sexually transmitted infections (STIs) and HIV. Local authorities are required by law to provide 'open access' sexual health services for everyone present in their area. In practice this means that people can access services anywhere, providers then bill the local authority of residence. There is a high and rising demand for sexual health services which takes up almost 30% of the public health budget. It is projected that this will increase in 18/19 and beyond. The new clinic at Silverpoint is designed to reduce the number of out of borough treatments and hence help to control costs. The nature of this risk could lead to additional pressures.

- **Temporary Accommodation**

There continue to be a number of factors giving rise to pressure within the Temporary Accommodation budgets, such as increases in demand, changes in the way that benefits are paid and market pressure brought about by reduced availability of affordable rented accommodation.

The introduction of the welfare benefit cap and a shortage of accommodation across all tenures have led to a lack of supply of affordable accommodation for low income local households, which has resulted in a rise in homeless households living in temporary accommodation during 2017/18. Work is ongoing across the sub-regional area to manage the prices paid for temporary accommodation and to source viable alternatives for families who would otherwise be moved into temporary/nightly paid accommodation. Work is also on-going to manage demand where possible. Although pressures will continue into 2018/19, actions have already been taken and will continue to be taken to reduce the financial impact.

Experience from other authorities, where the benefit cap and Universal Credit has been more widely implemented, suggests that bad debt could increase significantly - this could be mitigated to an extent by the use of Government funding for Discretionary Housing payments (DHP) to individuals for the payment of rent to the council. The available DHP funding for 2018/19 is unconfirmed at this stage, but any reduction to the amount will reduce the Council's scope to help low income households, across all tenures, to avoid rent arrears and the cycle of eviction, homelessness and subsequent budget pressures for the Council.

The introduction of the expanded duties under the Homelessness Reduction Act may see an increase in housing demand in the short term, however the emerging new service models will ensure that those local people seeking help are supported to seek and accept suitable alternative accommodation, ensuring that temporary accommodation becomes a short/medium term measure and reduces revenue expenditure over time (see section under Corporate Risks).

- **Empty Property Compulsory Purchase Order (CPO) programme**

The Council is liable to make 'Basic Loss payments'. Basic Loss Payments are statutory entitlements payable to former owners for interest in land, subject to certain criteria being met and up to a maximum amount. There is currently a potential exposure on two CPO cases which the Council may be liable to make payments for in the future.

Regeneration & Environment Department

- **energetik**

The energetik Business Plan and investment value for Tranche 2 is sensitive to the rate of build-out of new build developments. This risk is greatest at Meridian Water, where 10,000 homes will be connected to the Meridian Water Heat Network. This early build-out risk will be mitigated through the following measures:

- If the start of the Meridian Water development is delayed, energetik will delay the build of its energy centre to match the delay to the first homes being connected. To ensure Meridian Water and energetik are fully aligned before the bulk of the capital expenditure is incurred by energetik the funding strategy is based on two tranches.
- A key issue is the change of the preferred bidder for master developer for Meridian Water. For Tranche 2, it will be necessary to review the PCPD bid and advise internally. The baseline has been updated based on the information we have to date and will be updated further as the negotiations progress.

- **Meridian Water**

Following the formal withdrawal of Barrett's as the preferred bidder for the Meridian Water Regeneration Scheme the Council has entered in to negotiations with the reserve bidder Pacific Century Premium Developments (PCPD). The Council are committed to negotiating the delivery of, as a minimum, 10,000 homes and thousands of new jobs over the contract period. The Council are aiming to appoint a development partner during 2018. Site acquisitions continue.

- **Local Plan**

The authority has a large number of planning policy documents that will require substantial investment to achieve a successful outcome in their examinations. These include the Edmonton Leaside Area Action Plan, draft Local Plan, Enfield Town Master Plan, Community Infrastructure Levy and a Waste Plan. It also includes business case work for road and rail infrastructure. However, funding for the Local Plan for the financial year 2018/19 has been identified.

- **Cycle Enfield**

A revised Cycle Enfield business case has been agreed by Transport for London (TfL) setting out spending proposals over the life of the programme and securing the £30m mini-Holland investment. The business case also sets

out the on-going contribution to the project from the Council's Corridors and Neighbourhoods allocation provided by TfL as part of the annual Local Implementation Plan (LIP) settlement.

TfL's latest business plan allocates £7.6m of mini-Holland funding to Cycle Enfield in 2018/19. Although this is less than the £10.8 requested, the programme will be revised to ensure that expenditure matches the available budget.

Due to the pressures on TfL's revenue budgets, the annual LIP Corridors and Neighbourhoods funding is being reduced across London from £73.8m to £63m in 2018/19 (and will remain at this level for the life of the Business Plan). As a consequence, the Council's Corridor and Neighbourhoods allocation for 2018/19 has been reduced to £2,584k, rather than the £3,027k advised by TfL in May 2017. This will impact on the Cycle Enfield delivery programme, with some works rescheduled to ensure that expenditure is contained within the available budget.

The established project governance ensures that financial risks are effectively mitigated by a range of monitoring and reporting arrangements, both internally within the Council and with TfL as the key project funder.

- **Maintenance of Reservoirs**

The authority has a statutory requirement to maintain all reservoirs within the borough. The next 10 year full inspection is due in 2018. At the last inspection the Council had approximately £250k of works to carry out.

Finance, Resources & Customer Services

- **Commercial Property Portfolio**

The Council's commercial property portfolio is expected to generate gross rental income of approximately £5.06m in 2017/18. The economic uncertainty, together with current regeneration initiatives and level of disposals continues to impact adversely on income streams. A number of rent reviews and lease renewals will seek to mitigate the downturn. In addition major income producing regeneration schemes will in the longer term increase rental growth.

- **Security of Council Premises**

Due to the heightened risk of the Council's vacant and open spaces being illegally occupied, there are potential additional costs on security to prevent illegal occupation of Council land.

- **Assessment Hub**

There are significant financial pressures due to the levels of customer demand faced by the Assessment Hub however plans are in place to control escalating costs by enhancing the self-service functionality across the council.

- **Income Generation**

The Medium Term Financial Plan includes significant income generation expectations across Property, Leisure and IT services. There will be a risk

that these are not achieved as planned due to events outside the services control e.g. economic climate.

Chief Executive Service

- **Land charges**

The level of receipts from land charges is dependent on the buoyancy of the housing market. Current market conditions have resulted in limited opportunity to raise further income. A review is underway to explore other options to increase income associated with land searches.

Earmarked Reserves Summary

This Appendix explains the purpose of the Council's main earmarked reserves. The reserves table also shows planned movements in the balances over the period of the Medium Term Financial Plan. Comments regarding the adequacy of the reserves held are set out below while Appendix 7(b) summarises forecast use and commitment of the reserves.

Specific Reserves	
Council Development Reserve	This reserve helps support the implementation of Council initiatives, and funds various one-off projects.
Regeneration Reserve	This reserve is used for contributions towards and funding for the Council's regeneration agenda.
Vehicle & Equipment Replacement Fund	The Fund is to finance the planned programme of replacement vehicles and equipment.
General Fund Capital Reserve	This resource is available to fund new capital investment in the approved Capital Programme over the medium term. It supports the delivery of the Capital Programme set out in the main report.
ICT Investment Fund	This reserve has in the past supported IT upgrades, new developments and implementation costs and was the principal source of funding for the corporate ICT Work Plan.
Homelessness Initiative	This is for homelessness pressures. It is being used to fund initiatives that are aimed at managing the increasing demand for temporary accommodation in the borough following the Government's welfare changes.
Enfield Community Capacity Building Fund	As part of the Council's determination to actively assist and build the capacity of all of our communities in Enfield, ring-fenced funding of £1.9m was set aside for defrayment over several years to build community capacity in the Borough.
Industrial Estates Improvements	Support to the North London Chamber of Commerce, to the Enfield Business & Retailers Association; to North London Business and North London Strategic Alliance, etc. to improve the state of repairs of industrial estates in order to make them attractive for letting.
Empty Properties (New Homes Bonus)	This reserve represents Government Grant Funding for New Homes Bonus. This has been allocated to the Private Sector Housing Team to be spent on their empty properties programme to bring back empty properties into use.
New Homes Bonus	Authorities that deliver new homes are awarded a New Homes Bonus. The Council is fully committed to the delivery of more homes in the borough and continues to progress a number of major housing renewal schemes including the Alma and Ladderswood Estates.
Public Health	From April 2013, local authorities took on responsibility from the NHS, for improving the health & well-being of their local population and reducing health inequalities. The Authority was awarded ring-fenced grant in 2013/14 with specific grant conditions including the carry forward of underspends to future years.
Other specific General Fund reserves for small projects and invest to save initiatives	These are considered adequate for the projects concerned.

Vacant Property Fund	To facilitate presales expenditure, security costs, reactive property maintenance and other property holding costs pending sale.
Reserves set aside to smooth expenditure between years and meet contingent risks	
Public Finance Initiative Investment Reserve	These balances will equalise the funding available for the PFI Street Lighting project over the whole life. Holding an earmarked reserve for this purpose is considered prudent and good practice.
Insurance Fund	The internal Insurance Fund provides cover in full for tree root damage claims, burglary and “all risks” on specified equipment. The Fund also meets the cost of all claims within the external policy excesses for general building fire damage (including housing properties), motor, cash and public and employer liability claims. In addition there is a potential liability with a former insurer of the council which would be a call on this fund.
Repair & Maintenance of Council buildings	The revenue budget includes an annual contribution to the R & M fund. The fund supports day-to-day repairs, responsive maintenance, and service contracts in respect of Council buildings. The longer term requirement to match needs with resources will be addressed as part of the Council’s policy to rationalise its accommodation needs. With an ageing portfolio of buildings, the risk of expensive repairs and maintenance is increasing. The Leaner Programme is mitigating this by reducing the number of buildings and investing in those that remain.
Interest Equalisation Reserve	This reserve is intended to address increases in interest rates. The global economic turbulence has had significant effects on the UK economy, of which the reduction in interest rates is one of the most significant. This reserve is designed to provide some cushioning against further fluctuations.
Restructuring and Redundancy Reserve	This reserve refers to funding set aside to meet the one-off costs associated with service restructuring to achieve efficiency savings including Enfield 2017.
Repairs Fund for private sector housing leased to Council	This funding is set aside to cover the cost of repairs to PSL properties when the leases come to an end and the properties are handed back to their owners. It is “routine” business, with a low risk, and this reserve acts as a buffer to support the repairs work.
Welfare Reforms & Hardship Fund	The changes to the housing benefit regime increase the risk of residents being unable to pay council tax bills and additional costs relating to the new benefit administration and regulations. This reserve will be available to meet these potential pressures. In recognition of the hardship faced by working age households affected by the changes to Council Tax support, the Council established a Hardship Fund for 2013/14. The balance of this fund will be continuously rolled forward for use in future years.
Other Reserves	
HRA Repairs Fund and Capital Reserve	These funds represent the resources available for major repairs to the Housing stock and works to achieve the Decent Homes Standard.
Risk Reserve	Set aside as a contingency sum in order to provide financial funding over the period of the Medium Term Financial Plan for potential pressures.

**ESTIMATED MOVEMENT IN EARMARKED RESERVES
2018/19 BUDGET**

APPENDIX 7B

RESERVE	2018/22 Programmes					
	Balance at 31 March 2017	Net Transfers 2017/18	Balance at 31 March 2018	Revenue	Capital	Forecast Reserves as at 31 March 2022
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
General Fund Reserves						
Projects / Programmes						
Council Development Reserve	483	(108)	375	0		375
Regeneration Reserve	902	0	902	(200)		702
Vehicle and Equipment Replacement Fund	4,539	(2,600)	1,939		(791)	1,148
Capital Reserve - General Fund	197	184	381	496		877
ICT Investment Fund	1,621	(1,000)	621	(621)		0
Homelessness Initiatives	(0)	300	300	(300)		0
Waste Recycling Reserve	337	(50)	287	(250)		37
European Social Fund match funding	342	0	342	0		342
Enfield Community Capacity Building Fund	750	(128)	622	(256)		366
Project Carry Forwards	1,478	(1,478)	0	0		0
Industrial Estates Improvements	78	0	78	(78)		0
Empty Properties (New Homes Bonus 2011/12)	113	0	113	0		113
New Homes Bonus	1,456	0	1,456	(1,456)		0
Public Health	823	0	823	0		823
Vacant Property Fund from Capital Receipts	0	1,348	1,348	0	(1,348)	0
Other General Fund Reserves for small projects	5,303	(1,005)	4,298	(2,288)		2,011
	18,423	(4,537)	13,887	(4,952)	(2,139)	6,795
Risk / Smoothing						
PFI Investment Reserves	685	(200)	485	(400)		85
Insurance Fund	5,520	0	5,520	0		5,520
Repair & Maintenance of Council buildings	635	(214)	421	0		421
Interest Rate Equalisation Reserve	2,913	0	2,913	0		2,913
Restructuring and redundancy reserve	39	(39)	1	0		1
Repairs Fund for private sector housing leased to the Council	937	(390)	547	(360)		187
Risk Reserve	12,851	174	13,025	(8,000)		5,025
Welfare Reforms & Hardship Fund	3,237	(1,900)	1,337	(850)		487
Collection Fund Equalisation Reserve	0	1,400	1,400	0		1,400
	26,817	(1,168)	25,649	(9,610)	0	16,039
Other Reserves						
Performance reward grant receivable (LSP)	374	0	374	0		374
S106 Receipts	498	(11)	487	(24)		463
Residents Priority Fund	567	(404)	163	(163)		0
	1,439	(415)	1,024	(187)	0	837
GENERAL FUND RESERVES	46,679	(6,120)	40,559	(14,749)	(2,139)	23,671
Other Ring-Fenced Reserves						
Dedicated Schools Grant	(3,001)	(499)	(3,500)	3,500		(0)
HRA Repairs/Capital Reserve	20,677	(4,989)	15,688	(12,721)		2,967
Total Earmarked Reserves	64,354	(11,608)	52,747	(23,970)	(2,139)	26,638

**STATEMENT OF THE SECTION 151 OFFICER UNDER THE REQUIREMENTS
OF SECTION 25 OF THE LOCAL GOVERNMENT ACT 2003**

**ROBUSTNESS OF BUDGET ESTIMATES AND ADEQUACY OF THE
RESERVES - FEBRUARY 2018**

1 Introduction

The Local Government Act 2003 places a duty on the Chief Finance Officer (the Council's Section 151 Officer) to report to Council as part of the budget process on the robustness of the estimates and the adequacy of the proposed financial reserves.

Guidance on balances and reserves is provided by Local Authority Accounting Panel (LAAP) Bulletin 77 (Nov 2008) which is the basis on which the Chief Finance Officer's annual financial risk assessment has been updated in the Council Budget report to Council. The LAAP emphasises the importance of taking account of the council's medium-term plans and forecasts of resources, and not to focus solely on short term considerations. The majority of council services face external demand and cost pressures in future years, and in addition, the Council continues to need to transform in order to meet rising demand with fewer resources, and invest in capital projects to ensure the long-term viability of council assets.

This Appendix focuses on the robustness of estimates and the adequacy of reserves which are central to the Council's risks and uncertainties and need to be considered together. It brings together the issues included in the 2018/19 budget report, and monitoring of the 2017/18 budget and Capital Programme.

2 Processes

Budget estimates are exactly that - estimates of spending and income made at a point in time. This statement about the robustness of estimates cannot give a guaranteed assurance about the budget, but, instead, gives members reasonable assurances that the budget has been based on the best available information and assumptions.

To meet the requirement on the robustness of estimates a few key processes are in place, including:

- the issuing of clear guidance to all officers involved in the preparation of budgets;
- peer review by finance staff involved in preparing the standstill base budget i.e. the existing budget plus identified full year effects and pressures;
- the use of budget monitoring in 2017/18 to re-align budgets with current demand where possible, and, for 2018/19, to update the medium-term plan
- development of savings proposals by the respective directors in order to balance their departmental budgets
- scrutiny and review via weekly meetings of the Executive Management Team (EMT) of proposed savings and their achievability;
- Review of the budget by the respective Cabinet Member responsible for the budget, along with fortnightly meetings with the Leader, Deputy Leader and

Cabinet member for finance, to review key issues and provide ongoing direction to the process.

- the Chief Financial Officer providing advice throughout the process on robustness, including reflecting current demand and service standards (unless standards and eligibility are to be changed through a change in policy);

In addition to these arrangements, which are designed to test the budget throughout its various stage of development, reliance is placed on the Service Managers having proper arrangements in place to identify issues, project demand data, and consider value for money and efficiency. These arrangements are managed via Departmental Management Teams, drawing on monthly information in the financial monitor, performance reporting systems and the Council's risk management strategy (which in itself results in the strategic risk register being reported to and challenged by the Audit Committee on a regular basis).

3 Robustness of Revenue Estimates

The 2018/19 draft budget includes £8.6m of new service savings, including increased income. In addition to service and corporate pressures already built into the MTFP an additional £2.6m has been reflected in the budget, for the additional cost of pay awards, pending the conclusion of pay negotiations. In addition, a further £11.7m increased expenditure on Adult Social Care (ASC) is being funded from the ASC precept and the Improved Better Care Fund, supplemented by the allocation of funding raised from the adoption of an additional 1% Council Tax to be raised following the raising of the referendum cap. The savings identified to balance the 2018/19 budget have been closely scrutinised by both officers and Members and where appropriate Equality Impact Assessments (EQIAs) have been completed by departments. Savings approved in the budget round will be closely monitored through 2018/19 until they are fully embedded into the Council's budget, and are supported where necessary by individual action plans.

The risks in relation to the achievement of all savings are taken into account in setting the level of contingencies and general balances. The monitoring of the achievement of these savings, as in previous years, will form an integral part of the 2018/19 revenue monitoring process, which culminates in monthly reporting to Cabinet. If required, appropriate action is taken to ensure that they are delivered, or if not the first call will be a review of other savings measures to compensate for any shortfall. Failing this, reserves and balances will be considered until this major project is fully implemented.

To assess the adequacy of reserves, the key financial assumptions underpinning the Budget and Medium Term Financial Plan are reviewed in accordance with the criteria recommended in the Local Authority Accounting Panel bulletin 77:

The treatment of demand led pressures

The major demand factors affecting 2018/19 and later years' budgets are:

- **Demographic pressures.** The recommended budget and Medium Term Financial Plan provide for additional cost of services due to increases in client numbers. These are primarily in adult social care and children's services, but the growing population, coupled with frozen baselines in the local government

settlement mean that all departments and services are seeing demographic pressures to a significant extent. Departments will therefore continue to need to exert demand management pressure to ensure that despite the additional funding, cost growth does not exceed the funding available.

- **Future funding.** Enfield signed up to the four-year funding offer, which runs to 2019/20. Whilst this provides some certainty regarding funding, the reduction of government funding over the four-year period remains a key financial pressure and funding beyond 2019/20 remains uncertain.
- **Legislative Changes:** Where known, legislative changes have been factored into the financial plans sets out in this report.

All senior managers have again reviewed their base budgets including demand-led pressures based upon budget monitoring and projections made by service managers of demand in future years. Service managers are expected to put forward management and policy action to manage the additional demand within the relevant legislation, either within the relevant budget or reprioritising within their service budgets. If this is not possible and under-spending, management action or policy actions in other service areas are not sufficient to cover the additional demand, then the minimum level of balances may have to be used to temporarily address the additional expenditure.

In the event that an in-year call on general fund balances is required the balances would need to be restored to at least the minimum prudent level in the following year.

The treatment of inflation and interest rates

Services are required to manage inflation pressures within their budgets through procurement efficiencies and all providers of public services are expected to contribute to the management of the reductions in Government funding. A small allowance has been provided for inflation in the MTFP and this is restricted to covering unavoidable increases such as rates and utilities.

The risk that Council income will be less than budgeted due to economic problems has been factored in where possible when calculating service budgets and contingencies. Specific fees and charges are set at levels where increases can be achieved without damaging services to residents, nor significantly reducing demand. Council Tax collection levels have been adjusted to take into account the local Council Tax Support system based on actual collection since 2013/14. The 2018/19 collection estimate is projected over the life of the MTFP as achievable and will continue to be closely monitored to ensure collection estimates used are achievable. Interest rates for 2018/19 have been assumed at 0.30% for temporary investment. Most of the Council's debt is long term with fixed interest rates, with 3.5% assumed for any long term new borrowing resulting from the draft Capital Programme. The revenue financing costs for the approved Capital Programme are provided for in the draft revenue budget.

Estimates of the level and timing of capital receipts

In the short term, unapplied capital receipts are treated as general cash balances. Capital receipts are used in the long term to finance new capital investment. Delays in capital receipts may add to short term borrowing costs but current low interest

rates mean this is a small risk to the Council's financial standing at present. This risk will increase in future where major projects are to be financed by disposal of the land involved.

The treatment of efficiency savings/ productivity gains

All service managers have a responsibility to ensure the efficient delivery of services and when efficiency savings are proposed that those savings are both realistic in terms of the level of savings and timing. Should the level and timing of such savings vary due to unforeseen events and under-spending, management action or policy actions within the relevant department and corporately if appropriate, will be implemented.

The financial risks inherent in any significant new funding partnerships, major outsourcing deals or major capital developments

The sharing of risk is based on the principle of each risk being borne by the party best placed to manage that risk. Inherent risks include any guarantee or variation of service throughput (service volumes). If risks materialise they will be considered in future years' budgets and General Fund reserves restored to at least the minimum prudent level.

The Council's regeneration programme uses commercial opportunities to increase investment and generate greater revenue income and capital receipts in the longer term. This approach involves greater risk to the Council, and this has been included in the risk assessment. It will be refined on an ongoing basis as the schemes progress.

The availability of other funds and insurance to deal with major contingencies

Besides the general budget contingency of £1m, there are also General Balances of £14m and estimated General Fund Earmarked Reserves estimated at 31st March 2018 to be £40.6m (**Appendix 7(b)**).

The minimum level of general balances assumes that management actions will be taken to address major issues that might arise. Should these be insufficient, general balances may have to be used temporarily and restored to at least their minimum prudent level or the optimal level through future budgets.

The Council's insurance arrangements are a balance between external insurance premiums and internal funds to "self-insure" some areas. External premiums are also managed by an excess payable by Enfield Council for claims received. Premiums and self-funds are reactive to external perceptions of the risks faced by the Council which includes both risks that are generic to all organisations and those specific to the authority.

The level of the Insurance Reserve was subject to an actuarial review in 2017. At present it is judged to be reasonable, the position being that estimated outstanding liabilities are covered by the balance on the Reserve.

The overall financial standing of the authority

In addition to the revenue spend that the Council will incur in 2018/19, it also has a Capital Programme that requires significant borrowing in 2018/19 and future years (Appendix 9). This is assessed as affordable based on key projects meeting revenue income stream and capital receipt targets, and for compensating decisions being made on other revenue costs and income to live within the overall affordability envelope set by the revenue budget. However, the Council has a large capital programme which will put increasing pressure on the revenue budget; this will require further reductions to services in the future in order to keep the revenue budget in balance. This risk has been recognised in the adequacy of reserves assessment and the capital programme and its funding will be kept under review to minimise borrowing requirements. Similarly, although significant elements of the borrowing costs of the capital associated with Meridian Water and other regeneration schemes are capitalised, and therefore do not affect the revenue budget, any change in the assumptions affecting these projects may require some or all of these borrowing costs to be charged to the revenue budget. Decisions on future additions to the Capital Programme and any associated borrowing requirement must be taken with reference to the latest guidance on capital financing and with regard to proportionality.

The assumed Council Tax collection rate for 2018/19 is 97.06% and is judged to be achievable. For each 1% not collected, the cost is approximately £1.5m in lost income to the Council (including GLA share). Legislation requires that any Collection Fund deficit be corrected through the Council Tax in the next year. The Council Tax Collection Fund is forecast to be in surplus (£5m, including GLA share) at 31st March 2018.

The Government sets the business rates multiplier and the Valuation Office Agency determines rateable values and deals with appeals. The Council has made prudent estimates of business rates reliefs and collection levels based on recent experience. Under the old business rates scheme reductions in business rates are subject to a 7.5% floor protection below which the Government will meet any shortfall. However, from 2018/19 the council will be part of the London business rates pilot scheme and in the event that London's business rates income fell, the pool will have a higher "safety net" threshold – 97% rather than 92.5% of the overall baseline funding level – than in the existing system, reflecting the greater reliance local authorities will have on business rates.

The "no detriment" guarantee will ensure that the pool, as a whole, cannot be worse off than the participating authorities would have been collectively if they had not entered the pilot pool. In the unlikely event of this arising, the government would intervene to provide additional resources.

From 1 April 2018 the London authorities will retain 100% of their non-domestic rating income. However, London will not retain 100% of total rates collected, as it will continue to pay an aggregate tariff to government which is estimated to be around 36 per cent or just under £3 billion of the total business rates revenues collected in London. The overall level of collected rates that will be retained therefore is around 64 per cent after the tariff is paid.

In moving to 100% rates retention, the Department for Communities and Local Government will no longer pay Revenue Support Grant (RSG) to the 33 London local

authorities in 2018-19. Funding baselines will be increased by the equivalent amount to reflect this transfer of RSG. Under the pilot scheme Enfield's share of the total business rates raised locally will be 64% and GLA's share 36%.

The authority's track record in budget and financial management

The latest revenue monitoring forecasts a departmental overspend of £4m in 2017/18 (position as at November 2017). The Council will face increased pressure on its budget with continuing reductions in Government funding and will need to maintain its strict monitoring regime as part of its risk management approach to the budget.

The full year effect of previous decisions, demographic growth and legislative change has been identified and will continue to be identified during the budget and Medium Term Planning process.

Ultimately, financial performance relies on all budget managers actively managing their budgets and complying with financial regulations, including not committing expenditure if there is insufficient budget provision, either within individual managers' cost centres, or in the department or council more generally. In other words, the first call on any underspend (which must be reported at the earliest opportunity) is and will continue to be the council's overall financial position, which must be sustained in order to ensure the Council remains a going concern.

The authority's capacity to manage in-year budget pressures

In year pressures are identified and reported at an early stage through the monitoring process and departments are required to identify plans to contain the cost. Specific contingent items have been identified and put aside to mitigate significant risks. It is becoming increasingly difficult to manage in-year pressures due to cuts in government funding and demographic pressures: Whilst the onus remains with services to take action in order to contain expenditure within budget wherever possible, it is anticipated that there will be some use of reserves and balances to offset any remaining un-contained overspend at year-end.

The strength of the financial information and reporting arrangements

It is good practice to ensure that financial information and reporting arrangements are robust and can be used as a management decision making tool. To support this requirement, the Council is continuing to improve the usability of the system (SAP) for non-financial users.

4 Risk

It is expected that the key budget risks will be:

- **Demographic Pressures** affecting adult and children social care and temporary accommodation provision: Demographic pressures and new statutory responsibilities have resulted in increasing demand for these, and other, services, placing considerable financial pressure on the Council. Action taken to date has sought to keep the budget in balance, but the current outturn forecast reports an expected overspend
- Scope to make **savings** while maintaining services

- Further **reductions in public expenditure** and future **legislation** creating extra burdens that are not fully funded
- **Capital programme.** Managing the programme to meet deadlines within agreed allocations, income and capital receipt targets

The budget assumptions and potential changing circumstances will require forecasts for future years to be reviewed early in each financial year leading to more detailed budgets being prepared for the next financial year and the medium term during the autumn of each financial year.

5 Capital Budget 2017-2021

The approved programme's revenue implications are incorporated in the MTFP and Risk Assessment. The Council's policy is to include the revenue cost of its Approved Capital Programme over the four year MTFS cycle, mainly from three sources, capital receipts, grants and borrowing. New commercial schemes will increase the risk to the Council should property and financial markets not perform as expected.

The Capital Programme (Appendix 9) clearly sets out those projects where approval has already been agreed and funding fully incorporated within the Medium Term Financial Plan. However, the report includes an additional table of indicative items where further review and evaluation should be undertaken before funding is committed and built into the MTFP.

These schemes will be reviewed by officers and proposals brought forward to future Cabinet meetings for decisions on their affordability and value in the current economic climate.

The Council may consider the overall affordability of the Capital Programme in future years and may choose to "cash limit" it based on resourcing available for future years. In the meantime regular programme updates are presented to Cabinet throughout the year to inform decision making and to show progress against agreed budgets.

Risks include:

- A shortfall in capital funding (e.g. such as new capital grants and contributions) that would result in an increased need to borrow or delay schemes.
- Risk of the economy faltering resulting in housing market falls and reduction in land and asset values resulting in lower income and capital receipts than planned which may affect the viability of the commercial elements of the capital programme.
- The ability of the Council to fully deliver the programme within the agreed timescales and resultant unplanned cost of delays

The Council's Capital Programme set out elsewhere in this report. All the various major capital projects require clear business cases to be completed including a full assessment of affordability and management of risk at each major stage before they are progressed.

6 Adequacy of the level of General Balances

Under the 2003 Act, the Secretary of State has reserve powers to set a minimum level of reserves. The most likely use of this power is where an authority is running down its reserves against the advice of their Chief Financial Officer.

Determining the appropriate levels of reserves is not a precise science or a formula e.g. a percentage of the Council's budget. It is the Council's "safety net" for unforeseen or other circumstances and must last the lifetime of the Council unless contributions are made from future years' revenue budgets. The minimum level of balances cannot be judged merely against the current risks facing the Council as these can and will change over time.

Determining the appropriate levels of balances is a professional judgement based on local circumstances including the overall budget size, risks, robustness of budgets, major initiatives being undertaken, budget assumptions, other earmarked reserves and provisions, and the Council's track record in budget management.

The table below brings together the risk quantification, the current level of General Fund balances and the value of specific reserves as yet not committed and which could be available to temporarily meet unplanned costs. The summary indicates that the Council has sufficient funds available to meet one-off expenditure in the short term based on the likely cost if the risks materialised. In the longer term headroom to cover risks begins to diminish. The Council will need to monitor this position and look to increase reserves or reduce risks if possible.

MTFP Risk summary (Excluding Schools & HRA)	Likely £m
Risk Evaluation (appendix 8(b), column 5)	8.015
Estimated General Fund Balance at 31 March 2017	(14.000)
Forecast Reserves uncommitted (Appendix 7(b))	(23.671)
2016/17 latest forecast outturn	4.000
MTFP Resources to risks at 31 March 2017	(25.656)
Future risks if not addressed in 2017/18 MTFP	20.673
MTFP Resources Shortfall to risks in longer term	(4.983)

It should be noted that the consequences of not keeping a minimum prudent level of balances can be serious. **Appendix 8(b)** identifies total risks significantly in excess of the balances and reserves shown above and whilst this scenario would never arise, in the event of a major problem or a series of events, the Council might run a serious risk of a deficit or of being forced to cut spending during the year in a damaging and arbitrary way.

Any drawing from balances to meet non-budgeted expenditure or loss of income has to be made good in the following year's base budget, which would compound the risks in that year and weaken the Council's financial standing should the minimum level be breached.

7. External Auditor's Review of the Council's arrangements for securing financial resilience

The Council is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to review regularly the adequacy and effectiveness of these arrangements.

BDO, as the Council's External Auditors, are required under Section 20 of the Local Audit and Accountability Act 2014 to satisfy themselves that the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the National Audit Office requires them to report their conclusion relating to proper arrangements, having regard to relevant criteria specified by the National Audit Office. This is based on the following reporting criterion:

"In all significant respects, the audited body had proper arrangements to ensure it took properly informed decisions and deployed resources to achieve planned and sustainable outcomes for taxpayers and local people"

BDO use three sub criteria as part of their overall risk assessment: -

- Informed decision making
- Sustainable resource deployment
- Working with partners and other third parties

BDO Reported on the risk assessment areas to Member of the Audit & Risk Management Committee in their Planning Report issued in March 2017. This included the following significant perceived risks: -

- Sustainable Finances
- Meridian Water & Other Regeneration Projects
- Enfield 2017

Their findings on the assessment of all risks were reported to Audit and Risk Management Committee on 27th September 2017. At that meeting, BDO Reported that, having regard to the guidance on the specified criterion published by the National Audit Office, they were satisfied that in all significant respects the Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources

8. Conclusions, Statutory Advice and Guidance of the S151 Officer

The continuing reduction in public spending and growing demand for services requires the Council to ensure its financial planning is robust. There are various issues set out above which are having an ongoing effect on the council's budget. Essentially, costs, if unmanaged, are increasing, whilst funding is reducing. The Council has therefore made and will need to continue to make difficult decisions in future budget rounds to remain within the resources available.

For future budget planning rounds further action will be needed to focus resources on the highest priority services; to invest in vital infrastructure; to seek alternative funding mechanisms for services and/or assets previously funded by the Council

APPENDIX 8A

(e.g. crowd sourcing for arts projects); and to continue to develop commercial revenue streams to offset the loss in government funding. In the longer term, there are strong indications that the Borough's finances will improve as a result of planned improvements to the local economy, and, therefore, the sale of one-off resources (e.g. land and buildings, and other assets) is appropriate to bridge the time limited funding gap the borough currently faces. However, sale of one-off resources in itself will not resolve all funding pressures, and other changes, as mentioned above, will be needed over the medium and long term.

Taking account of all the above considerations, the Executive Director of Finance, Resources & Customer Services is of the view that the 2018/19 budget is robust.

In the light of the risks facing the authority, the Executive Director of Finance, Resources & Customer Services recommends that the General Fund balance is maintained at £14m, and that this recommendation is taken into account when determining the level of transfers to and from reserves in the 2017/18 revenue outturn.

ADEQUACY OF RESERVES: RISK EVALUATION 2018/19

Probability	Grade	Range	% Used
High	A	>80%	100.0%
Probable	B	60%-80%	75.0%
Possible	C	30%-60%	40.0%
Low	D	<30%	15.0%

	Risk Period	Risk Cost	Risk Level	Risk Assessed Impact Profiled				Total Assessed Risk
				2018/19	2019/20	2020/21	2020/21	
				5	6	7	8	
	1	3	4	5	6	7	8	9
		£'000		£'000	£'000	£'000	£'000	£'000
General Fund Revenue								
Inflation. No provision for service inflation in 18/19 and only 1% in 19/20 which must be contained by service savings. 2% risk assumption	pa	3,000	D	300	150	0	0	450
Reduction in Income / Non-Payment	One-off	2,000	D	300	0	0	0	300
Non-Achievement of Service Savings	Total	54,105	D	3,491	3,218	1,152	255	8,116
Severance relating to efficiency savings -assume use of capital receipts in 18/19 & 19/20 if above annual budget of £1m	Total	1,000	C	0	0	400	0	400
Non collection of Council Tax	pa	1,000	D	38	38	38	38	150
Temporary Accommodation Costs exceed budget provision	One-off	2,500	C	1,000	0	0	0	1,000
Business rates underestimate of appeals	One-off	3,000	B	563	563	563	563	2,250
VAT Exemption Limit	One-off	4,000	D	600	0	0	0	600
Bellwin Scheme	One-off	1,768	D	66	66	66	66	265
Demographics	Total	10,050	D	608	300	300	300	1,508
Litigation costs	One-off	2,000	D	300	0	0	0	300
Interest Rates	Total	5,500	D	0	375	450	525	1,350
Major Regeneration and Development Schemes	Total	80,000	D	750	3,750	3,750	3,750	12,000
General Fund Total		169,923		8,015	8,459	6,718	5,496	28,688

APPENDIX 9

Capital Programme 2017/18 to 2021/22

Background

The Capital programme is reported on a 4-year rolling cycle. The current year's programme is included for reference. As is the case in 2017/18, the capital programme is split into two distinct blocks as follows:

1. Approved schemes: these are schemes supported by business cases which have been through the necessary governance and been reported to Cabinet or Council for funding in accordance with Financial Regulations. The associated capital financing costs are built into the Medium Term Financial Plan.

2. Indicative schemes: these items have not been approved and the associated revenue implications of borrowing are not included in the Medium term financial plan. They will be subject to the relevant Council approval process supported by detailed business cases so that the schemes and funding can be approved in accordance with Financial Regulations. Schemes where grant allocations are anticipated but not yet confirmed are also included here.

Capital Programme and Financing 2017/18 to 2021/22

The tables included in this Appendix are:

Table A:	This is the summary of the approved capital programme and financing by department
Table B:	Breakdown of different forms of financing for borrowing
Table C:	Detailed Capital Programme and sources of funding
Table D:	Indicative future programme which has not yet been approved

Table A shows detailed estimates of the financing for the approved schemes. The Council funds its capital expenditure by:

- Government grants
- Capital receipts
- Developer contributions (including S106 and the Community Infrastructure Levy CIL)
- Borrowing

These methods are set out in more detail later in this report. The reductions in Government funding mean the Council cannot rely solely upon these funding streams to meet the capital investment needs of the Council, especially in respect of regeneration. The Council continues to seek external support to replace the greatly reduced public funding available to Local Authorities. The Council has agreed to undertake commercial projects using wholly owned Council companies to acquire assets for housing and regeneration that can fund the necessary borrowing, either by selling acquired assets at a profit or using annual income flows to meet capital financing costs such as interest and provision for debt repayment.

Table B analyses the proposed method to repay borrowing. This is broken down as follows:

- **Minimum Revenue Provision (MRP).** General Fund borrowing will be repaid over the life of the asset along with interest and is provided for in the annual budget.
- **Council Owned Companies - Income Generation.** This covers Council Investment in projects via its wholly owned subsidiaries, i.e. Housing Gateway, Enfield Innovations and Energetik. These Companies are financed by borrowing. The companies will finance the borrowing from the income generated by trading which will be returned to the Council to meet capital financing costs including interest and the provision for the repayment of debt.
- **Regeneration Land Development.** This includes Meridian Water where the Council will acquire and dispose of land following development. Financing costs will be repaid from the receipts from disposal thereby reducing revenue financing cost pressures.

Appendix 5 sets out the Prudential Indicators resulting from the Approved Capital Programme. The Indicative Programme is not yet included in the indicators as detailed funding and scheme proposals have not been agreed and approved.

Capital Financing Resources

General Fund Borrowing

The Council makes decisions on the level of borrowing, in the context of the Prudential Code criteria set out in the Treasury Management Strategy. The Government no longer provides revenue support for new borrowing, only capital grants.

Capital Grants

The Council has already been notified of the amounts involved for many of the grant allocations that can be expected to be received in 2017/18. It is possible that additional capital grant allocations may be announced for 2017/18 onwards, but it is unknown as to whether the funding would be earmarked for spending on specific Government rather than local priorities. Should any further grant allocations become available during 2018/19, information will be included in the quarterly capital monitoring reports to Cabinet.

The Council receives highways capital funding via Transport for London (TfL) as the London strategic highways authority rather than the Highways Agency. This funding is used to support the Council's highways improvement programme.

Capital Receipts

The Council estimates that new capital receipts of £10m will be generated in 2017/18. The Council is taking advantage of the Government's announcements in 2015/16 allowing the use of capital receipts to fund the revenue costs of Transformation or efficiency programmes, rather than funding the capital programme (Appendix 15 provides further information).

The Council is also undertaking alternative methods of capital investment including the use of wholly owned Council Private Companies to both regenerate areas of Enfield whilst also generating profits that can be used to increase the Council's resources for capital investment within the borough. This approach also takes into account the current uncertain economic circumstances and that it may be necessary to take a longer-term view on the timing of disposals to achieve the best possible level of capital receipts. Sales will only proceed when they represent good value for the Council.

Section 106 Agreements

A Section 106 Agreement is a legal agreement between the Council and a developer under Section 106 of the 1990 Town and Country Planning Act, or a unilateral undertaking by the developer, to ensure that certain extra works related to a development are undertaken. The Council can enter into a Section 106 Agreement, otherwise known as a 'planning obligation', with a developer where it is necessary to provide contributions to offset negative impacts caused by construction and development. Examples of such contributions range from the provision of affordable homes and new open space to funding of school places or employment training schemes. The developer will either implement these or make payments to the council for them to be carried out. The S106 agreements generally contain several of these elements and the responsibility of managing the expenditure is split across the relevant departments. The majority of S106 agreements are usually very specific about what and where the monies can be spent.

Community Infrastructure Levy (CIL)

CIL is a new standard developer charge that local authorities can apply in their area. Monies collected from CIL will help to fund essential infrastructure needed to support planned growth in the Borough such as transport improvements. In March 2016 full Council adopted the CIL Charging Schedule. The schedule contains a variable residential charge based on geographic location and a charge for retail development regardless of location. The Council commenced charging a local CIL on 1st April 2016.

As stated above, the Council currently seeks developer contributions via a Section 106 (S106) agreement and the requirements for this are set out in the S106 Supplementary Planning Document (SPD) adopted in November 2016. The S106 SPD is now revised to take account of the Enfield CIL as well as changes to national planning policy, particularly guidance relating to contributions on small housing sites.

Vehicle Replacement Fund

The Council operates an internal leasing fund for the replacement of vehicles and equipment. This is built up from revenue repayments over the life of the outright purchased vehicles or equipment.

Table A: Approved Capital Programme Schemes	Planned Expenditure						Financing					
	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000	Capital Grants	Contributions	Capital Receipts	Reserves	General Resources £'000	Total £'000
Schools & Children's Services	44,324	10,900	13,843			69,067	69,067					69,067
Regeneration & Environment:												
Environment	39,706	18,875	607	2,260		61,448	28,281			12,002	21,165	61,448
Regeneration	137,880	12,850	4,887	22,000		177,617	1,371	1,487			174,759	177,617
Housing, Health & Adult Social Care:												
Housing Grants	3,085	2,371	1,819			7,275	7,275					7,275
Adult Social Care	1,497					1,497					1,497	1,497
Finance, Resources & Customer Services:												
Libraries, Leisure and Culture	3,815					3,815					3,815	3,815
Enfield 2017 and Other IT Investment	15,053	8,000	6,000			29,053		6,000			23,053	29,053
Other Corporate Schemes	17,455	18,871	50			36,376					36,376	36,376
General Fund Programme	262,815	71,867	27,206	24,260		386,148	105,994	7,487		12,002	260,665	386,148
Housing Revenue Account	76,884	79,806	52,827	41,984	34,715	286,216	1,949	72,361	113,076	66,830	32,000	286,216
Companies	65,394	12,987	5,080			83,461					83,461	83,461
Approved Capital Programme	405,093	164,660	85,113	66,244	34,715	755,825	107,943	79,848	113,076	78,832	376,126	755,825

Table B: Financing of Borrowing	2017/18 £'000	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	Total £'000
Loan Repayment						
Minimum Revenue Provision	54,794	49,461	16,937	0	0	121,192
Council Owned Company: Income Generation	65,394	12,987	5,080	0	0	83,461
Regeneration & Land Development	130,651	18,821	0	22,000	0	171,472
General Fund Programme Loan	250,839	81,270	22,017	22,000	0	376,126

Appendix A	Planned Expenditure						Earmarked Funding				Borrowing					Total Funding
	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Total 2017/18 to 2021/22	Capital Grants	Contrib utions	Capital Receipts	Reserv es	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Capital Programme																
Environment & Regeneration																
Building Improvement Programme	2,067	1,500				3,567					2,067	1,500				3,567
Highways & Street Scene:																
Main Programme	7,710	6,450				14,160	394			7,315	6,450					14,160
Corridor Improvements Hertford Rd	1,619					1,619				1,619						1,619
Environmental Protection	80					80				80						80
Parks	3,897	300				4,197	2,050		500	1,347	300					4,197
Recycling		312				312					312					312
Transport for London Funding:																
Cycle Enfield	15,402	6,177				21,579	21,579									21,579
Future Years	4,257					4,257	4,257									4,257
Vehicle Replacement Programme	4,500	4,136	607	2,260		11,502			11,502							11,502
Housing Assistance Grants	175					175				175						175
Regeneration:																
Broomfield House - Restoration Project	153					153				153						153
The Crescent, Edmonton	259					259				259						259
Economic Development	84					84		84								84
Ponders End	400	6,100	145			6,645				400	6,100	145				6,645
New Southgate	481	500				981				481	500					981
Meridian Water	132,925			22,000		154,925	1,371	1,403		130,151			22,000			154,925
Electric Quarter	3,328	3,500	1,742			8,570				3,328	3,500	1,742				8,570
Edmonton Green	50	1,950	2,000			4,000				50	1,950	2,000				4,000
Enfield Town	200	800	1,000			2,000				200	800	1,000				2,000
Environment & Regeneration Total	177,587	31,724	5,494	24,260		239,065	29,652	1,487	-	12,002	147,625	21,411	4,887	22,000		239,065
Finance, Resources and Customer Services																
IT Workplan	8,098					8,098				8,098						8,098
New IT Investment	6,955	8,000	6,000			20,955		6,000		6,955	8,000					20,955
Bury Street West Depot Project	500	18,821				19,321				500	18,821					19,321
Southgate Circus Library Development	322					322				322						322
William Preye	210					210				210						210
Civic Centre Refurbishment	50					50				50						50

Appendix A	Planned Expenditure						Earmarked Funding				Borrowing					Total Funding
	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Total 2017/18 to 2021/22	Capital Grants	Contrib utions	Capital Receipts	Reserv es	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Montagu Industrial Estate	14,373	50	50			14,473					14,373	50	50			14,473
Jeffries Road Industrial Estate	2,000					2,000					2,000					2,000
Forty Hall	133					133					133					133
Palmers Green Library	110					110					110					110
Edmonton Green Library	3,534					3,534					3,534					3,534
Enfield Highway Library	9					9					9					9
Customer Interface Venues	30					30					30					30
Finance, Resources and Customer Services Total	36,322	26,871	6,050			69,244		6,000			36,322	26,871	50			69,244
Health, Housing and Adult Social Care																
Welfare Adaptations	1,497					1,497					1,497					1,497
Mental Health and Wellbeing Centre	938	552				1,490	1,490									1,490
Disabled Facilities Grants	2,001	1,819	1,819			5,639	5,639									5,639
Sub Regional Housing	146					146	146									146
Health, Housing and Adult Social Care Total	4,582	2,371	1,819	-	-	8,772	7,275				1,497					8,772
Schools and Children's Services																
Basic Needs - Primary Schools Places	6,472	6,000	6,000			18,472	18,472									18,472
Children's Centres	646					646	646									646
Fire Precaution Schemes	666					666	666									666
Primary Schools	72					72	72									72
School Access Initiative	285					285	285									285
Schools Conditioning Funding	8,634					8,634	8,634									8,634
School Expansion Project 1	1,424		1,843			3,267	3,267									3,267
School Expansion Project 2	16,685	4,900	6,000			27,585	27,585									27,585
Targeted Capital- School Meals	2,918					2,918	2,918									2,918
Special Needs & Special Schools	6,521					6,521	6,521									6,521
Schools and Children's Services Total	44,324	10,900	13,843			69,067	69,067									69,067
	-	-	-	-	-	-										
Total General Fund	262,815	71,867	27,206	24,260		386,148	105,994	7,487	-	12,002	185,445	48,283	4,937	22,000	-	386,148

Appendix A	Planned Expenditure						Earmarked Funding				Borrowing					Total Funding
	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	Total 2017/18 to 2021/22	Capital Grants	Contrib utions	Capital Receipts	Reserv es	2017/ 2018	2018/ 2019	2019/ 2020	2020/ 2021	2021/ 2022	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Capital Programme																
Companies																
Energetik	2,236	3,500	5,080			10,816					2,236	3,500	5,080			10,816
Enfield Innovations Ltd	1,722					1,722					1,722	-	-			1,722
Housing Gateway Ltd	61,436	9,487				70,923					61,436	9,487	-			70,923
Companies Total	65,394	12,987	5,080			83,461					65,394	12,987	5,080			83,461
Housing Revenue Account																
Major Works	12,574	31,752	16,899	18,353	16,457	96,035			39,931	56,104						96,035
Minor Works	3,126	1,900	1,900	1,900	1,900	10,726				10,726						10,726
Estate Renewals	61,184	46,154	34,028	21,731	16,358	179,455	1,949	72,361	73,145		20,000	12,000				179,455
Housing Revenue Account Total	76,884	79,806	52,827	41,984	34,715	286,216	1,949	72,361	113,076	66,830		20,000	12,000			286,216
APPROVED CAPITAL PROGRAMME	405,093	164,660	85,113	66,244	34,715	755,825	107,943	79,848	113,076	78,832	250,839	81,270	22,017	22,000		755,825

Table D	2018/19	2019/20	2020/21	2021/22	Total 2017/18 to 2021/22
Indicative Programme	£'000	£'000	£'000	£'000	£'000
Environment & Regeneration					
Building Improvement Programme		1,500	1,500		3,000
Highways & Street Scene (Main Programme)		6,450	6,450		12,900
Transport for London Funding (Future Years)	4,453	1,903			6,356
Affordable Housing	2,100	2,100			4,200
Environment & Regeneration Total	6,553	11,953	7,950		26,456
Health, Housing and Adult Social Care					
Welfare Adaptations Top-Up Loans	100	100	100		300
Health, Housing and Adult Social Care Total	100	100	100		300
Schools and Children's Services					
Fire Precaution Schemes	500	500	500		1,500
School Access Initiative	250	250	250		750
Schools Conditioning Funding	4,483	4,483	4,483		13,449
Schools and Children's Services Total	5,233	5,233	5,233		15,699
Companies					
Energetik		5,000	13,000	7,000	25,000
Investment in Commercial Property	25,000	25,000			50,000
Housing Gateway Ltd	51,450				51,450
Companies Total	76,450	30,000	13,000	7,000	126,450
INDICATIVE CAPITAL PROGRAMME	88,336	47,286	26,283	7,000	168,905

STATUTORY CALCULATIONS AND RESOLUTIONS

The calculation of the Council's Council Tax Requirement is governed by the Local Government Finance Act 1992 (the Act) as amended by the Localism Act 2011.

Subject to Members agreeing the budget in this report, the following formal resolutions will need to be considered by Council:

- 1) it be noted that at its meeting on 31st January 2018, Council agreed the number of 96,005 as its Council Tax base for 2018/19, in accordance with the Local Authorities (Calculation of Tax base) Regulations.
- 2) the following amounts be now calculated by the Council for the year 2018/19 in accordance with Section 31 to 36 of the Act as amended:
 - (a) **£x,xxx,xxx,xxx** being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act (**gross revenue expenditure**),
 - (b) **£x,xxx,xxx,xxx** being the aggregate of the amounts, which the Council estimates for items set out in section 31A(3) of the Act (**revenue income including government grants**),
 - (c) **£121,079,000** being the amount by which the aggregate at (a) above exceeds the aggregate at (b) above (**net revenue expenditure**), calculated by the Council, in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.
 - (d) **£1,261.17** being the amount at (c) above, all divided by the Council Tax base of **96,005** (1 above) calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of Council Tax for the year 2018/19.

(e)

Valuation Band	Proportion in relation to Band D	Enfield £
A	6/9	840.78
B	7/9	980.91
C	8/9	1,121.04
D	9/9	1,261.17
E	11/9	1,541.43
F	13/9	1,821.69
G	15/9	2,101.95
H	18/9	2,522.34

being the amounts given by multiplying the amount at (d) above by the number which, in proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation Band D, calculated by

STATUTORY CALCULATIONS AND RESOLUTIONS

the Council in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands;

- f) it will be noted that, for the year 2018/19, the Greater London Authority (GLA) has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below:

Valuation Band	Proportion in relation to Band D	GLA £
A	6/9	196.15
B	7/9	228.85
C	8/9	261.54
D	9/9	294.23
E	11/9	359.61
F	13/9	425.00
G	15/9	490.38
H	18/9	588.46

- g) having calculated the aggregate amount in each case of the amounts at 2(e) and (f) above, the Council, in accordance with Section 30(2) of the Local Government Finance Act 1992, sets the following amounts as the amounts of Council Tax for the year 2018/19 for each of the categories of dwellings shown below:

Valuation Band	Proportion in relation to Band D	Total £
A	6/9	1,036.93
B	7/9	1,209.76
C	8/9	1,382.58
D	9/9	1,555.40
E	11/9	1,901.04
F	13/9	2,246.69
G	15/9	2,592.33
H	18/9	3,110.80

STATUTORY CALCULATIONS AND RESOLUTIONS

- 3) The Referendums Relating to Council Tax Increases (Principles) (England) Report 2018/19 sets out the principles which the Secretary of State has determined will apply to local authorities in England in 2018/19.

The Council hereby determines that its relevant basic amount of council tax for the financial year 2018/19 for the London Borough of Enfield element of the Council Tax, is not excessive.

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
1	1	STREET NAMING & NUMBERING							
		List of streets, places & footpaths in LBE (- Alphabetical Street Index) on hard copy or CD		£49.40	£0.00	£49.40	£51.30	£0.00	£51.30
		Amendments to the LSPF (annual charge)		£54.90	£0.00	£54.90	£57.00	£0.00	£57.00
		Postage & Packing		Standard Council charges apply			Standard Council charges apply		
		Numbering New Residential & Commercial Units – per unit		£108.00	£0.00	£108.00	£120.00	£0.00	£120.00
		Naming a Street – per street		£288.00	£0.00	£288.00	£300.00	£0.00	£300.00
		Naming a Block – per block		£174.90	£0.00	£174.90	£200.00	£0.00	£200.00
		Penalty for retrospective engagement with Street Naming & Numbering Process		£102.90	£0.00	£102.90	£150.00	£0.00	£150.00
		Provision of historical information for Street Naming & Numbering		£25.70	£0.00	£25.70	£26.70	£0.00	£26.70
2	1	PROVISION OF PLANNING / BUILDING CONTROL INFORMATION							
		COPYING / SCANNING							
		A4 Sheet (includes VAT at standard rate)	V	£5.30	£1.06	£6.40	£5.50	£1.10	£6.60
		Extra Copy (includes VAT at standard rate)	V	£0.50	£0.10	£0.60	£0.50	£0.10	£0.60
		A3 Sheet		£6.40	£0.00	£6.40	£6.60	£0.00	£6.60
		Extra Copy		£1.10	£0.00	£1.10	£1.10	£0.00	£1.10
		A3 Plan		£6.40	£0.00	£6.40	£6.60	£0.00	£6.60
		Extra Copy		£1.10	£0.00	£1.10	£1.10	£0.00	£1.10
		A2 Plan		£9.50	£0.00	£9.50	£9.90	£0.00	£9.90
		Extra Copy		£1.60	£0.00	£1.60	£1.70	£0.00	£1.70
		A1 Plan		£10.60	£0.00	£10.60	£11.00	£0.00	£11.00
		Extra Copy		£2.70	£0.00	£2.70	£2.80	£0.00	£2.80
		A0 Plan		£12.60	£0.00	£12.60	£13.10	£0.00	£13.10
		Extra Copy		£3.20	£0.00	£3.20	£3.30	£0.00	£3.30
		Discount for Conservation Study Groups:							
		Discount for Conservation Area Study Groups - 50% reduction in fees identified in 4a							
		Postage for letters, large letters and packets.		Standard Council charges apply			Standard Council charges apply		
3	1	BUILDING CONTROL SERVICES							
		Viewing Building Control Plans	V	£27.50	£5.50	£33.00	£28.60	£5.72	£34.30
		Application check and comfort/ 6 year letter for non complete works	V	£54.00	£10.80	£64.80	£56.10	£11.22	£67.30
		Building control information including Solicitor's enquiries	V	£58.30	£11.66	£70.00	£60.60	£12.12	£72.70
		Copy of Decision Notice	V	£12.00	£2.40	£14.40	£12.50	£2.50	£15.00
		Copy of Completion Certificate	V	£58.30	£11.66	£70.00	£60.60	£12.12	£72.70
		Demolition Notice		£250.00	£0.00	£250.00	£259.80	£0.00	£259.80
		BUILDING CONTROL FEES							
		Standard Domestic Charges for Estimate of costs less than £200,000							
		Loft conversions < 40m²							
		Full plan	V	£220.00	£44.00	£264.00	£228.60	£45.72	£274.30
		Inspection charge	V	£330.00	£66.00	£396.00	£342.90	£68.58	£411.50
		Full Plan & Inspection Charge	V	£541.67	£108.33	£650.00	£562.80	£112.56	£675.40
		Loft conversions 40m² - 60m²							
		Full plan	V	£260.00	£52.00	£312.00	£270.10	£54.02	£324.10
		Inspection charge	V	£390.00	£78.00	£468.00	£405.20	£81.04	£486.20
		Full Plan & Inspection Charge	V	£650.00	£130.00	£780.00	£675.40	£135.08	£810.50
		Each additional 20m² over 60m²							
		Full plan	V	£24.00	£4.80	£28.80	£24.90	£4.98	£29.90
		Inspection charge	V	£36.00	£7.20	£43.20	£37.40	£7.48	£44.90
		Full Plan & Inspection Charge	V	£60.00	£12.00	£72.00	£62.30	£12.46	£74.80
		Extension <6m²							
		Full plan	V	£190.00	£38.00	£228.00	£197.40	£39.48	£236.90
		Inspection charge	V	£285.00	£57.00	£342.00	£296.10	£59.22	£355.30
		Full Plan & Inspection Charge	V	£475.00	£95.00	£570.00	£493.50	£98.70	£592.20
		Extension 6m² - 40m²							
		Full plan	V	£220.00	£44.00	£264.00	£228.60	£45.72	£274.30
		Inspection charge	V	£330.00	£66.00	£396.00	£342.90	£68.58	£411.50
		Full Plan & Inspection Charge	V	£550.00	£110.00	£660.00	£571.50	£114.30	£685.80
		Extension 40m² - 60m²							
		Full plan	V	£270.00	£54.00	£324.00	£280.50	£56.10	£336.60
		Inspection charge	V	£405.00	£81.00	£486.00	£420.80	£84.16	£505.00
		Full Plan & Inspection Charge	V	£675.00	£135.00	£810.00	£701.30	£140.26	£841.60
		Extension 60m² - 100m²							
		Full plan	V	£350.00	£70.00	£420.00	£363.70	£72.74	£436.40
		Inspection charge	V	£525.00	£105.00	£630.00	£545.50	£109.10	£654.60
		Full Plan & Inspection Charge	V	£875.00	£175.00	£1,050.00	£909.10	£181.82	£1,090.90
		Each additional 20m² over 100m²							
		Full plan	V	£24.00	£4.80	£28.80	£24.90	£4.98	£29.90
		Inspection charge	V	£36.00	£7.20	£43.20	£37.40	£7.48	£44.90
		Full Plan & Inspection Charge	V	£60.00	£12.00	£72.00	£62.30	£12.46	£74.80
		Basements as extension above plus							
		Full plan	V	£130.00	£26.00	£156.00	£135.10	£27.02	£162.10
		Inspection charge	V	£195.00	£39.00	£234.00	£202.60	£40.52	£243.10
		Full Plan & Inspection Charge	V	£325.00	£65.00	£390.00	£337.70	£67.54	£405.20
		Attached garage <30m²							

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				REGENERATION & ENVIRONMENT			REGENERATION & ENVIRONMENT		
				FEES AND CHARGES 2017/18			PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Full plan	V	£160.00	£32.00	£192.00	£166.20	£33.24	£199.40
		Inspection charge	V	£240.00	£48.00	£288.00	£249.40	£49.88	£299.30
		Full Plan & Inspection Charge	V	£400.00	£80.00	£480.00	£415.60	£83.12	£498.70
		<u>Detached garage 30m² - 60m²</u>							
		Full plan	V	£160.00	£32.00	£192.00	£166.20	£33.24	£199.40
		Inspection charge	V	£240.00	£48.00	£288.00	£249.40	£49.88	£299.30
		Full Plan & Inspection Charge	V	£400.00	£80.00	£480.00	£415.60	£83.12	£498.70
		<u>Through lounge</u>							
		Full plan	V	£90.00	£18.00	£108.00	£93.50	£18.70	£112.20
		Inspection charge	V	£135.00	£27.00	£162.00	£140.30	£28.06	£168.40
		Full Plan & Inspection Charge	V	£225.00	£45.00	£270.00	£233.80	£46.76	£280.60
		<u>Removal of chimney breasts</u>							
		Full plan	V	£90.00	£18.00	£108.00	£93.50	£18.70	£112.20
		Inspection charge	V	£135.00	£27.00	£162.00	£140.30	£28.06	£168.40
		Full Plan & Inspection Charge	V	£225.00	£45.00	£270.00	£233.80	£46.76	£280.60
		<u>Installation of new wc/shower/utility</u>							
		Full plan	V	£90.00	£18.00	£108.00	£93.50	£18.70	£112.20
		Inspection charge	V	£135.00	£27.00	£162.00	£140.30	£28.06	£168.40
		Full Plan & Inspection Charge	V	£225.00	£45.00	£270.00	£233.80	£46.76	£280.60
		<u>Garage conversion</u>							
		Full plan	V	£160.00	£32.00	£192.00	£166.20	£33.24	£199.40
		Inspection charge	V	£240.00	£48.00	£288.00	£249.40	£49.88	£299.30
		Full Plan & Inspection Charge	V	£400.00	£80.00	£480.00	£415.60	£83.12	£498.70
		<u>Replacement windows up to 5 windows</u>							
		Full plan	V	£80.00	£16.00	£96.00	£83.10	£16.62	£99.70
		Inspection charge	V	£120.00	£24.00	£144.00	£124.70	£24.94	£149.60
		Full Plan & Inspection Charge	V	£200.00	£40.00	£240.00	£207.80	£41.56	£249.40
		<u>per extra 10 windows</u>							
		Full plan	V	£35.00	£7.00	£42.00	£36.40	£7.28	£43.70
		Inspection charge	V	£50.00	£10.00	£60.00	£52.00	£10.40	£62.40
		Full Plan & Inspection Charge	V	£85.00	£17.00	£102.00	£88.30	£17.66	£106.00
		<u>Re-roofing</u>							
		Full plan	V	£110.00	£22.00	£132.00	£114.30	£22.86	£137.20
		Inspection charge	V	£165.00	£33.00	£198.00	£171.40	£34.28	£205.70
		Full Plan & Inspection Charge	V	£275.00	£55.00	£330.00	£285.70	£57.14	£342.80
		<u>New wiring (non competent person)</u>							
		Full plan	V	£110.00	£22.00	£132.00	£114.30	£22.86	£137.20
		Inspection charge	V	£165.00	£33.00	£198.00	£171.40	£34.28	£205.70
		Full Plan & Inspection Charge	V	£275.00	£55.00	£330.00	£285.70	£57.14	£342.80
		<u>Discount for each multiple works above</u>							
		Full plan	V	£32.00	£6.40	£38.40	£33.20	£6.64	£39.80
		Inspection charge	V	£48.00	£9.60	£57.60	£49.90	£9.98	£59.90
		Full Plan & Inspection Charge	V	£80.00	£16.00	£96.00	£83.10	£16.62	£99.70
		NEW BUILD DWELLINGS							
		<u>(<300m² per dwelling)</u>							
		<u>1 new dwelling</u>							
		Full plan	V	£330.00	£66.00	£396.00	£342.90	£68.58	£411.50
		Inspection charge	V	£495.00	£99.00	£594.00	£514.30	£102.86	£617.20
		Full Plan & Inspection Charge	V	£825.00	£165.00	£990.00	£857.20	£171.44	£1,028.60
		<u>2-5 dwellings per extra dwelling</u>							
		Full plan	V	£110.00	£22.00	£132.00	£114.30	£22.86	£137.20
		Inspection charge	V	£150.00	£30.00	£180.00	£155.90	£31.18	£187.10
		Full Plan & Inspection Charge	V	£260.00	£52.00	£312.00	£270.10	£54.02	£324.10
		<u>6-20 new dwellings per extra dwelling</u>							
		Full plan	V	£770.00	£154.00	£924.00	£800.00	£160.00	£960.00
		Inspection charge	V	£1,095.00	£219.00	£1,314.00	£1,137.70	£227.54	£1,365.20
		Full Plan & Inspection Charge	V	£1,881.67	£376.33	£2,258.00	£1,955.10	£391.02	£2,346.10
		Extra dwelling over 5							
		Full plan	V	£80.00	£16.00	£96.00	£83.10	£16.62	£99.70
		Inspection charge	V	£120.00	£24.00	£144.00	£124.70	£24.94	£149.60
		Full Plan & Inspection Charge	V	£200.00	£40.00	£240.00	£207.80	£41.56	£249.40
		<u>Flat conversion to form 2 flats</u>							
		Full plan	V	£270.00	£54.00	£324.00	£280.50	£56.10	£336.60
		Inspection charge	V	£405.00	£81.00	£486.00	£420.80	£84.16	£505.00
		Full Plan & Inspection Charge	V	£675.00	£135.00	£810.00	£701.30	£140.26	£841.60
		<u>Plus for each additional flat</u>							
		Full plan	V	£80.00	£16.00	£96.00	£83.10	£16.62	£99.70
		Inspection charge	V	£120.00	£24.00	£144.00	£124.70	£24.94	£149.60
		Full Plan & Inspection Charge	V	£200.00	£40.00	£240.00	£207.80	£41.56	£249.40
		Other works -Estimate of cost:							
		<£5000							
		Full plan	V	£93.40	£18.68	£112.10	£97.00	£19.40	£116.40
		Inspection charge	V	£140.60	£28.12	£168.70	£146.10	£29.22	£175.30
		£5001 - £10,000							
		Full plan	V	£112.30	£22.46	£134.80	£116.70	£23.34	£140.00
		Inspection charge	V	£168.90	£33.78	£202.70	£175.50	£35.10	£210.60
		£10,001 - £20,000							
		Full plan	V	£159.50	£31.90	£191.40	£165.70	£33.14	£198.80
		Inspection charge	V	£240.00	£48.00	£288.00	£249.40	£49.88	£299.30
		£20,001 - £30,000							
		Full plan	V	£206.60	£41.32	£247.90	£214.70	£42.94	£257.60
		Inspection charge	V	£310.30	£62.06	£372.40	£322.40	£64.48	£386.90
		£30,001 - £40,000							
		Full plan	V	£253.70	£50.74	£304.40	£263.60	£52.72	£316.30

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		Inspection charge	√	£380.60	£76.12	£456.70	£395.40	£79.08	£474.50
		£40,001 - £50,000							
		Full plan	√	£300.10	£60.02	£360.10	£311.80	£62.36	£374.20
		Inspection charge	√	£450.90	£90.18	£541.10	£468.50	£93.70	£562.20
		£50,001 - £60,000							
		Full plan	√	£338.60	£67.72	£406.30	£351.80	£70.36	£422.20
		Inspection charge	√	£507.50	£101.50	£609.00	£527.30	£105.46	£632.80
		£60,001 - £70,000							
		Full plan	√	£376.30	£75.26	£451.60	£391.00	£78.20	£469.20
		Inspection charge	√	£564.10	£112.82	£676.90	£586.10	£117.22	£703.30
		£70,001 - £80,000							
		Full plan	√	£413.20	£82.64	£495.80	£429.30	£85.86	£515.20
		Inspection charge	√	£620.70	£124.14	£744.80	£644.90	£128.98	£773.90
		£80,001 - £90,000							
		Full plan	√	£450.90	£90.18	£541.10	£468.50	£93.70	£562.20
		Inspection charge	√	£677.20	£135.44	£812.60	£703.60	£140.72	£844.30
		£90,001 - £100,000							
		Full plan	√	£488.70	£97.74	£586.40	£507.80	£101.56	£609.40
		Inspection charge	√	£732.10	£146.42	£878.50	£760.70	£152.14	£912.80
		£100,001 - £120,000							
		Full plan	√	£526.40	£105.28	£631.70	£546.90	£109.38	£656.30
		Inspection charge	√	£788.70	£157.74	£946.40	£819.50	£163.90	£983.40
		£120,001 - £140,000							
		Full plan	√	£564.10	£112.82	£676.90	£586.10	£117.22	£703.30
		Inspection charge	√	£845.20	£169.04	£1,014.20	£878.20	£175.64	£1,053.80
		£140,001 - £160,000							
		Full plan	√	£601.80	£120.36	£722.20	£625.30	£125.06	£750.40
		Inspection charge	√	£901.00	£180.20	£1,081.20	£936.10	£187.22	£1,123.30
		£160,001 - £180,000							
		Full plan	√	£638.70	£127.74	£766.40	£663.60	£132.72	£796.30
		Inspection charge	√	£957.50	£191.50	£1,149.00	£994.80	£198.96	£1,193.80
		£180,001 - £200,000							
		Full plan	√	£677.20	£135.44	£812.60	£703.60	£140.72	£844.30
		Inspection charge	√	£1,015.00	£203.00	£1,218.00	£1,054.60	£210.92	£1,265.50
		Standard Non Domestic Charges for work less than £200,000							
		Non Domestic New Builds & extensions up to 100m²							
		Other Residential/Institutional/Assembly/Recreational (<6m²)							
		Full plan	√	£190.00	£38.00	£228.00	£197.40	£39.48	£236.90
		Inspection charge	√	£285.00	£57.00	£342.00	£296.10	£59.22	£355.30
		Full Plan & Inspection Charge	√	£475.00	£95.00	£570.00	£493.50	£98.70	£592.20
		Industrial and Storage(<6m²)							
		Full plan	√	£130.00	£26.00	£156.00	£135.10	£27.02	£162.10
		Inspection charge	√	£195.00	£39.00	£234.00	£202.60	£40.52	£243.10
		Full Plan & Inspection Charge	√	£325.00	£65.00	£390.00	£337.70	£67.54	£405.20
		Office and Shops(<6m²)							
		Full plan	√	£190.00	£38.00	£228.00	£197.40	£39.48	£236.90
		Inspection charge	√	£285.00	£57.00	£342.00	£296.10	£59.22	£355.30
		Full Plan & Inspection Charge	√	£475.00	£95.00	£570.00	£493.50	£98.70	£592.20
		Other Residential/Institutional/Assembly/Recreational (<6-40m²)							
		Full plan	√	£260.00	£52.00	£312.00	£270.10	£54.02	£324.10
		Inspection charge	√	£390.00	£78.00	£468.00	£405.20	£81.04	£486.20
		Full Plan & Inspection Charge	√	£650.00	£130.00	£780.00	£675.40	£135.08	£810.50
		Industrial and Storage(<6-40m²)							
		Full plan	√	£190.00	£38.00	£228.00	£197.40	£39.48	£236.90
		Inspection charge	√	£285.00	£57.00	£342.00	£296.10	£59.22	£355.30
		Full Plan & Inspection Charge	√	£475.00	£95.00	£570.00	£493.50	£98.70	£592.20
		Office and Shops(<6-40m²)							
		Full plan	√	£220.00	£44.00	£264.00	£228.60	£45.72	£274.30
		Inspection charge	√	£350.00	£70.00	£420.00	£363.70	£72.74	£436.40
		Full Plan & Inspection Charge	√	£550.00	£110.00	£660.00	£571.50	£114.30	£685.80
		Other Residential/Institutional/Assembly/Recreational (<40-100m²)							
		Full plan	√	£440.00	£88.00	£528.00	£457.20	£91.44	£548.60
		Inspection charge	√	£660.00	£132.00	£792.00	£685.70	£137.14	£822.80
		Full Plan & Inspection Charge	√	£1,100.00	£220.00	£1,320.00	£1,142.90	£228.58	£1,371.50
		Industrial and Storage(<40-100m²)							
		Full plan	√	£300.00	£60.00	£360.00	£311.70	£62.34	£374.00
		Inspection charge	√	£450.00	£90.00	£540.00	£467.60	£93.52	£561.10
		Full Plan & Inspection Charge	√	£750.00	£150.00	£900.00	£779.30	£155.86	£935.20
		Office and Shops(<40-100m²)							
		Full plan	√	£350.00	£70.00	£420.00	£363.70	£72.74	£436.40
		Inspection charge	√	£525.00	£105.00	£630.00	£545.50	£109.10	£654.60
		Full Plan & Inspection Charge	√	£875.00	£175.00	£1,050.00	£909.10	£181.82	£1,090.90
		Shop Fit out each 100m2 or part							
		Full plan	√	£130.00	£26.00	£156.00	£135.10	£27.02	£162.10
		Inspection charge	√	£195.00	£39.00	£234.00	£202.60	£40.52	£243.10
		Full Plan & Inspection Charge	√	£325.00	£65.00	£390.00	£337.70	£67.54	£405.20
		Shop Front							
		Full plan	√	£100.00	£20.00	£120.00	£103.90	£20.78	£124.70
		Inspection charge	√	£150.00	£30.00	£180.00	£155.90	£31.18	£187.10
		Full Plan & Inspection Charge	√	£250.00	£50.00	£300.00	£259.80	£51.96	£311.80

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		Office Partitioning per 50m run							
		Full plan	£100.00	£20.00	£120.00	£103.90	£20.78	£124.70	
		Inspection charge	£150.00	£30.00	£180.00	£155.90	£31.18	£187.10	
		Full Plan & Inspection Charge	£250.00	£50.00	£300.00	£259.80	£51.96	£311.80	
		New Windows up to 10							
		Full plan	£100.00	£20.00	£120.00	£103.90	£20.78	£124.70	
		Inspection charge	£150.00	£30.00	£180.00	£155.90	£31.18	£187.10	
		Full Plan & Inspection Charge	£250.00	£50.00	£300.00	£259.80	£51.96	£311.80	
		Per Extra 10							
		Full plan	£35.00	£7.00	£42.00	£36.40	£7.28	£43.70	
		Inspection charge	£50.00	£10.00	£60.00	£52.00	£10.40	£62.40	
		Full Plan & Inspection Charge	£85.00	£17.00	£102.00	£88.30	£17.66	£106.00	
		Mezzanine Floor per 500m2 or part							
		Full plan	£200.00	£40.00	£240.00	£207.80	£41.56	£249.40	
		Inspection charge	£300.00	£60.00	£360.00	£311.70	£62.34	£374.00	
		Full Plan & Inspection Charge	£500.00	£100.00	£600.00	£519.50	£103.90	£623.40	
		Other Works-Estimate of cost:							
		<£5,000							
		Full plan	£93.40	£18.68	£112.10	£97.00	£19.40	£116.40	
		Inspection charge	£140.60	£28.12	£168.70	£146.10	£29.22	£175.30	
		£5001-10,000							
		Full plan	£112.30	£22.46	£134.80	£116.70	£23.34	£140.00	
		Inspection charge	£168.90	£33.78	£202.70	£175.50	£35.10	£210.60	
		£10,001-£20,000							
		Full plan	£159.50	£31.90	£191.40	£165.70	£33.14	£198.80	
		Inspection charge	£240.00	£48.00	£288.00	£249.40	£49.88	£299.30	
		£20,001-£30,000							
		Full plan	£206.60	£41.32	£247.90	£214.70	£42.94	£257.60	
		Inspection charge	£310.30	£62.06	£372.40	£322.40	£64.48	£386.90	
		£30,001-£40,000							
		Full plan	£253.70	£50.74	£304.40	£263.60	£52.72	£316.30	
		Inspection charge	£380.60	£76.12	£456.70	£395.40	£79.08	£474.50	
		£40,001-£50,000							
		Full plan	£300.10	£60.02	£360.10	£311.80	£62.36	£374.20	
		Inspection charge	£450.90	£90.18	£541.10	£468.50	£93.70	£562.20	
		£50,001-£60,000							
		Full plan	£338.60	£67.72	£406.30	£351.80	£70.36	£422.20	
		Inspection charge	£507.50	£101.50	£609.00	£527.30	£105.46	£632.80	
		£60,001-£70,000							
		Full plan	£376.30	£75.26	£451.60	£391.00	£78.20	£469.20	
		Inspection charge	£564.10	£112.82	£676.90	£586.10	£117.22	£703.30	
		£70,001-£80,000							
		Full plan	£412.30	£82.46	£494.80	£428.40	£85.68	£514.10	
		Inspection charge	£619.00	£123.80	£742.80	£643.10	£128.62	£771.70	
		£80,001-£90,000							
		Full plan	£450.90	£90.18	£541.10	£468.50	£93.70	£562.20	
		Inspection charge	£677.20	£135.44	£812.60	£703.60	£140.72	£844.30	
		£90,001-£100,000							
		Full plan	£488.70	£97.74	£586.40	£507.80	£101.56	£609.40	
		Inspection charge	£732.10	£146.42	£878.50	£760.70	£152.14	£912.80	
		£100,001-£120,000							
		Full plan	£526.40	£105.28	£631.70	£546.90	£109.38	£656.30	
		Inspection charge	£788.70	£157.74	£946.40	£819.50	£163.90	£983.40	
		£120,001-£140,000							
		Full plan	£564.10	£112.82	£676.90	£586.10	£117.22	£703.30	
		Inspection charge	£845.20	£169.04	£1,014.20	£878.20	£175.64	£1,053.80	
		£140,001-£160,000							
		Full plan	£601.80	£120.36	£722.20	£625.30	£125.06	£750.40	
		Inspection charge	£901.80	£180.36	£1,082.20	£937.00	£187.40	£1,124.40	
		£160,001-£180,000							
		Full plan	£638.70	£127.74	£766.40	£663.60	£132.72	£796.30	
		Inspection charge	£957.50	£191.50	£1,149.00	£994.80	£198.96	£1,193.80	
		£180,001-£200,000							
		Full plan	£677.20	£135.44	£812.60	£703.60	£140.72	£844.30	
		Inspection charge	£1,015.00	£203.00	£1,218.00	£1,054.60	£210.92	£1,265.50	
4	1	Planning Application Fees							
		<i>Prior Approval under the General Permitted Development Order (Amendment) 2013</i>							
		<i>An application which involves the making of any material change in the use of any buildings, or other land under Classes J, K and M of the General Permitted Development Order</i>							
		<i>Application Type</i>							
		<i>Householder</i>							
		<i>Relating to one dwelling</i>	£80.00	£0.00	£80.00	£80.00	£0.00	£80.00	
		<i>Relating to 2 or more dwellings</i>	£172.00	£0.00	£172.00	£172.00	£0.00	£172.00	
		<i>Certificate of Lawfulness</i>	£339.00	£0.00	£339.00	£339.00	£0.00	£339.00	
		<i>Section 191 (1) (c) - Establish Use</i>	£195.00	£0.00	£195.00	£195.00	£0.00	£195.00	

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		<i>Section 191 (1) (a) or (b) - Existing per unit</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>Section 191 (1) (a) or (b) - Existing 50 units</i>		£19,049.00	£0.00	£19,049.00	£19,049.00	£0.00	£19,049.00
		<i>Section 191 (1) (a) or (b) - Existing 51 and over units - per unit</i>		115 Max 250,000	£0.00	115 Max 250,000	115 Max 250,000	£0.00	115 Max 250,000
		<i>Section 192 - Proposed</i>		Half full fee	£0.00	Half full fee	Half full fee	£0.00	Half full fee
		<i>Outline</i>							
		<i>Site area not exceeding 2.5 ha - per 0.1ha</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>Site area of 2.5 ha</i>		£9,527.00	£0.00	£9,527.00	£9,527.00	£0.00	£9,527.00
		<i>Site in excess of 2.5ha - per 0.1ha</i>		115 Max 125,000	£0.00	115 Max 125,000	115 Max 125,000	£0.00	115 Max 125,000
		<i>Dwellings</i>							
		<i>Per dwelling created - below 50</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>50 dwellings</i>		£19,049.00	£0.00	£19,049.00	£19,049.00	£0.00	£19,049.00
		<i>Per dwelling - above 50</i>		115 Max 250,000	£0.00	115 Max 250,000	115 Max 250,000	£0.00	115 Max 250,000
		<i>Change of use</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>Other buildings</i>							
		<i>No additional floor space and Floor space up to 40 sq.m</i>		£195.00	£0.00	£195.00	£195.00	£0.00	£195.00
		<i>Floor space between 40 sq.m. and 75 sq.m.</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>Floor space between 75 sq.m. and 3750 sq.m. - for each additional 75 sq.m.</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>3,750 sq.m. created</i>		£19,049.00	£0.00	£19,049.00	£19,049.00	£0.00	£19,049.00
		<i>Each additional 75 sq.m. (or part thereof) above 3750 sq.m.</i>		115 Max 250,000	£0.00	115 Max 250,000	115 Max 250,000	£0.00	115 Max 250,000
		<i>Erection, on land used for the purpose of agriculture</i>							
		<i>Works up to 465 sq.m.</i>		£80.00	£0.00	£80.00	£80.00	£0.00	£80.00
		<i>Floor space between 465 sq.m. and 540 sq.m.</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>Floor space between 540 sq.m. and 4215 sq.m. - for each additional 75 sq.m</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>4,215 sq.m. created</i>		£19,049.00	£0.00	£19,049.00	£19,049.00	£0.00	£19,049.00
		<i>Each additional 75 sq.m. (or part thereof) above 3750 sq.m.</i>		115 Max 250,000	£0.00	115 Max 250,000	115 Max 250,000	£0.00	115 Max 250,000
		<i>Erection of glasshouses on land used for the purposes of agriculture</i>							
		<i>Works up to 465 sq.m.</i>		£80.00	£0.00	£80.00	£80.00	£0.00	£80.00
		<i>Works creating more than 465 sq.m.</i>		£2,150.00	£0.00	£2,150.00	£2,150.00	£0.00	£2,150.00
		<i>The erection, alteration or replacement of plant or machinery</i>							
		<i>Site area not exceeding 5ha- each 0.1ha or part thereof</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>Site area of 5ha</i>		£19,049.00	£0.00	£19,049.00	£19,049.00	£0.00	£19,049.00
		<i>Site area in excess of 5ha - each additional 0.1ha or part thereof</i>		115 Max 250,000	£0.00	115 Max 250,000	115 Max 250,000	£0.00	115 Max 250,000
		<i>The carrying out of any operations not coming within any of the above categories - for each 0.1 ha of site area</i>		195 Max 1,690	£0.00	195 Max 1,690	195 Max 1,690	£0.00	195 Max 1,690
		<i>Operations connected with exploratory drilling for oil or natural gas</i>							
		<i>Site area not exceeding 7.5 ha - for each 0.1 ha of site area</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>Site area of 7.5 ha</i>		£28,750.00	£0.00	£28,750.00	£28,750.00	£0.00	£28,750.00
		<i>Per 0.1ha in excess of 7.5ha</i>		115 Max 250,000	£0.00	115 Max 250,000	115 Max 250,000	£0.00	115 Max 250,000
		<i>Winning and working of materials</i>							
		<i>Per 0.1 ha site area to maximum 15 ha</i>		£195.00	£0.00	£195.00	£195.00	£0.00	£195.00
		<i>Site area of 15 ha</i>		£29,112.00	£0.00	£29,112.00	£29,112.00	£0.00	£29,112.00
		<i>Per 0.1 ha site area in excess of 15 ha</i>		115 Max 65,000	£0.00	115 Max 65,000	115 Max 65,000	£0.00	115 Max 65,000

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		<i>Disposal of refuse or waste materials or for the deposit of material remaining after minerals have been extracted from the land or for the storage of minerals in the open.</i>							
		<i>Per 0.1 ha site area to maximum 15 ha</i>		£195.00	£0.00	£195.00	£195.00	£0.00	£195.00
		<i>Site area of 15 ha</i>		£29,112.00	£0.00	£29,112.00	£29,112.00	£0.00	£29,112.00
		<i>Per 0.1 ha site area in excess of 15 ha</i>		115 Max 65,000	£0.00	115 Max 65,000	115 Max 65,000	£0.00	115 Max 65,000
		<i>Construction of car parks, service roads and access for the purpose of a single undertaking Extant Planning Permission</i>		£195.00	£0.00	£195.00	£195.00	£0.00	£195.00
		<i>Householder</i>		£57.00	£0.00	£57.00	£57.00	£0.00	£57.00
		<i>Major development</i>		£575.00	£0.00	£575.00	£575.00	£0.00	£575.00
		<i>All other applications</i>		£195.00	£0.00	£195.00	£195.00	£0.00	£195.00
		<i>Non-Material Amendment</i>							
		<i>Householder</i>		£28.00	£0.00	£28.00	£28.00	£0.00	£28.00
		<i>All other applications</i>		£195.00	£0.00	£195.00	£195.00	£0.00	£195.00
		<i>Minor Material Amendment</i>		£195.00	£0.00	£195.00	£195.00	£0.00	£195.00
		<i>Reserved matters</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>For non-compliance with conditions, variation or renewal of a temporary permission</i>		£195.00	£0.00	£195.00	£195.00	£0.00	£195.00
		<i>Request for written confirmation of compliance with condition(s)</i>							
		<i>Householder</i>		£28.00	£0.00	£28.00	£28.00	£0.00	£28.00
		<i>All other applications</i>		£97.00	£0.00	£97.00	£97.00	£0.00	£97.00
		<i>Playing Fields</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>Telecoms prior approval</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
		<i>Buildings and roads constructed under PD for agriculture/forestry</i>		£80.00	£0.00	£80.00	£80.00	£0.00	£80.00
		<i>Demolition prior approval</i>		£80.00	£0.00	£80.00	£80.00	£0.00	£80.00
		<i>Advert to premises</i>		£110.00	£0.00	£110.00	£110.00	£0.00	£110.00
		<i>Directional advert</i>		£110.00	£0.00	£110.00	£110.00	£0.00	£110.00
		<i>All other adverts</i>		£385.00	£0.00	£385.00	£385.00	£0.00	£385.00
5	1	Coordinated Development Process & Sustainability Assessment Services-Development Control							
		Coordinated Plan Drawing and Approval Service							
		N.B. 20% discount on Building Control Application fees included in the fees shown below.							
		Single Storey Extension	√	£1,543.10	£308.62	£1,851.70	£1,603.30	£320.66	£1,924.00
		Two Storey Extension	√	£1,851.70	£370.34	£2,222.00	£1,923.90	£384.78	£2,308.70
		Loft Conversion	√	£1,800.30	£360.06	£2,160.40	£1,870.50	£374.10	£2,244.60
		Combination Loft & Extension	√	£2,829.00	£565.80	£3,394.80	£2,939.30	£587.86	£3,527.20
		Lawful Development Certificate	√	£87.50	£17.50	£105.00	£90.90	£18.18	£109.10
		Comprehensive Code for Sustainable Homes Assessment							
		For One Unit	√	£5,711.20	£1,142.24	£6,853.40	£5,933.90	£1,186.78	£7,120.70
		BREEAM Assessment	√	£13,428.20	£2,685.64	£16,113.80	£13,951.90	£2,790.38	£16,742.30
6	1	CONTAMINATED LAND INFORMATION							
		Contaminated Land Enquiry - Site History - where no records held		£30.90	£0.00	£30.90	£32.10	£0.00	£32.10

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		Contaminated Land Enquiry - Site History - where records are held		£131.70	£0.00	£131.70	£136.80	£0.00	£136.80
7	1	DEVELOPMENT CONTROL SERVICES							
		Provision of Information including Solicitors & Developers Inquires - per hour (1 hour minimum charge)		£56.60	£0.00	£56.60	£58.80	£0.00	£58.80
		Providing written confirmation of compliance with planning permission, including a site visit.	V	£255.00	£51.00	£306.00	£264.90	£52.98	£317.90
		Planning Decision Notice		£12.90	£0.00	£12.90	£13.40	£0.00	£13.40
		Retrieval of planning files from storage (1948 to 2005)		£5.20	£0.00	£5.20	£5.40	£0.00	£5.40
		London Local Authorities (Charges for Stopping Up Orders) Regulations 2000		£2,684.90	£0.00	£2,684.90	£2,789.60	£0.00	£2,789.60
		Temporary signs for housing developments a returnable deposit of per sign to cover our costs in removing the signs in default		£118.30	£0.00	£118.30	Price on application		
8	1	ADOPTED ROAD ENQUIRIES							
		Up to 3 Questions		£25.70	£0.00	£25.70	£26.70	£0.00	£26.70
		4 or more Questions		£51.40	£0.00	£51.40	£53.40	£0.00	£53.40
9	1	TEMPORARY TRAFFIC ORDER							
		TTO / Notice Standard Charge		£1,923.70	£0.00	£1,923.70	£2,100.00	£0.00	£2,100.00
		A Special Event Orders - (excluding community street parties)		£797.20	£0.00	£797.20	£830.00	£0.00	£830.00
10	1	TRANSPORTATION PLANNING							
		Monitoring outputs of travel plans secured by S106 Obligations		£3,723.00	£0.00	£3,723.00	£3,900.00	£0.00	£3,900.00
11	1	TRANSPORTATION SERVICES							
		Requests for Advice and Policy Guidance on Directional Signs		£53.40	£0.00	£53.40	£55.50	£0.00	£55.50
		Checking fee for S38 Agreements (value of works based on current LBE term contract rates) (not subject to VAT)		Flat rate of £2,500.00 for works up to £10,000 in value + 8% of the value of works over £10,000 + actual cost to accrue street lighting etc. into PFI contract			Flat rate of £3,500.00 for works up to £10,000 in value + 8% of the value of works over £10,000 + actual cost to accrue street lighting etc. into PFI contract		
		Checking & supervision fee for S278 Agreements (value of works based on current LBE term contract rates) (not subject to VAT)		Flat rate of £2,500.00 for works up to £10,000 in value + 10% of the value of works over £10,000 + actual cost to accrue street lighting etc. into PFI contract			Flat rate of £3,500.00 for works up to £10,000 in value + 10% of the value of works over £10,000 + actual cost to accrue street lighting etc. into PFI contract		
		Road Closure for a Street Party or other Event							
		Approval by the Highway authority to close a road for a street party or other event on the highway (including provision of road closure barriers by the authority)		Price on application			Price on application		
		Please note a separate Licence is needed if selling food or drinks, or providing entertainment.							
12	1	Enforcement of Temporary Traffic Orders - Resident & Business bays, waiting and loading:							
		Admin fee	V	£71.40	£14.28	£85.70	£74.20	£14.84	£89.00
		Cancellation charge		£30.60	£0.00	£30.60	£31.80	£0.00	£31.80
		Enforcement by Civil Enforcement Officer per day		£72.40	£0.00	£72.40	£75.20	£0.00	£75.20
		Use of removal vehicle (per removal)		£206.00	£0.00	£206.00	£214.00	£0.00	£214.00
		Please note the charges for Enforcement detailed above are separate and in addition to any charges which the applicant may incur in obtaining a Temporary Traffic Order or Street Works permits							
		Lorry parking prices	V						
		Rigid vehicles							
		1 day	V	£14.17	£2.83	£17.00	£14.70	£2.94	£17.60
		2 days	V	£28.33	£5.67	£34.00	£29.40	£5.88	£35.30
		3 days	V	£42.50	£8.50	£51.00	£44.20	£8.84	£53.00
		4 days	V	£56.67	£11.33	£68.00	£58.90	£11.78	£70.70
		5 days	V	£70.83	£14.17	£85.00	£73.60	£14.72	£88.30
		6 days	V	£85.00	£17.00	£102.00	£88.30	£17.66	£106.00
		1 week	V	£91.67	£18.33	£110.00	£95.20	£19.04	£114.20
		1 month	V	£366.67	£73.33	£440.00	£381.00	£76.20	£457.20
		3 months	V	£1,100.00	£220.00	£1,320.00	£1,142.90	£228.58	£1,371.50
		Articulated vehicles							
		1 day	V	£16.67	£3.33	£20.00	£17.30	£3.46	£20.80
		2 days	V	£33.33	£6.67	£40.00	£34.60	£6.92	£41.50
		3 days	V	£50.00	£10.00	£60.00	£52.00	£10.40	£62.40
		4 days	V	£66.67	£13.33	£80.00	£69.30	£13.86	£83.20
		5 days	V	£83.33	£16.67	£100.00	£86.60	£17.32	£103.90
		6 days	V	£100.00	£20.00	£120.00	£103.90	£20.78	£124.70
		1 week	V	£108.33	£21.67	£130.00	£112.60	£22.52	£135.10
		1 month	V	£433.33	£86.67	£520.00	£450.20	£90.04	£540.20
		3 months	V	£1,300.00	£260.00	£1,560.00	£1,350.70	£270.14	£1,620.80
		Road Closure for a Street Party or other Event							
		Approval by the Highway authority to close a road for a street party or other event on the highway (including provision of road closure barriers by the authority)		Price on application			Price on application		
		Please note a separate Licence is needed if selling food or drinks, or providing entertainment.							
13	1	FOOTPATH CROSSINGS & PATHS ACROSS VERGES							

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				REGENERATION & ENVIRONMENT			REGENERATION & ENVIRONMENT		
				FEES AND CHARGES 2017/18			PROPOSED FEES AND CHARGES 2018/19		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total		
		Costs associated with amending Traffic Management Orders to facilitate footway crossovers in Controlled Parking Zones	£132.00	£0.00	£132.00	£137.10	£0.00	£137.10	
		Application for Footway Crossovers - The Local Authorities (Transport Charges) Regulation 1998. The application process includes a maximum of three site visits. The application process includes a maximum of three visits.	£176.00	£0.00	£176.00	£185.00	£0.00	£185.00	
		New: Additional Site visits for approval and estimation of vehicle crossover applications. Up to half hour of officer's time per visit.	£34.00	£0.00	£34.00	£36.00	£0.00	£36.00	
		Construction of a crossover per square metre in paving slabs/blocks or asphalt. Excluding existing obstructions e.g. street lighting columns, street furniture, trees or utility apparatus. Note: Where a footway is currently constructed in asphalt / tarmacadam a new footway crossing will only be permitted to be constructed in asphalt / tarmacadam	£202.00	£0.00	£202.00	£206.00	£0.00	£206.00	
		Uplift on the cost per square metre for constructing a crossover on a traffic sensitive street.	£0.00	£0.00	£0.00	£20.00	£0.00	£20.00	
		Provision of a footway crossover when constructed as part of a planned footway reconstruction scheme - (20% discount on full price shown above) (per square metre). Note: crossover specification to comply with scheme construction.	£162.00	£0.00	£162.00	£164.80	£0.00	£164.80	
		There will be no discount where it is identified that a resident is crossing the footway illegally and contributing to damage of the footway.							
		Renewal of existing White line Entrance Marking on Highway	£141.00	£0.00	£141.00	£146.00	£0.00	£146.00	
		New White line Entrance Marking on Highway	£141.00	£0.00	£141.00	£146.00	£0.00	£146.00	
		White line Entrance marking application charge (if work not progressed admin fee of £56.00 still to be charged)	£56.00	£0.00	£56.00	£59.00	£0.00	£59.00	
		Removal and replanting of shrub bed elsewhere in the Borough - per square metre	£104.00	£0.00	£104.00	£108.10	£0.00	£108.10	
		Removal and replanting of grass verge elsewhere in the Borough - per square metre	£90.00	£0.00	£90.00	£93.50	£0.00	£93.50	
		Application to request a tree removal in accordance with the tree strategy.	£154.00	£0.00	£154.00	£160.00	£0.00	£160.00	
		Application for Heavy Duty Footway crossover - The Local Authorities (Transport Charges) Regulation 1998	£844.00	£0.00	£844.00	£877.00	£0.00	£877.00	
		Construction and site supervision of Heavy Duty crossover excluding statutory utility diversions.	Price on Application			Price on Application			
14	1	PROVISION OF STREET SEATS							
		Per seat (Estimate will be provided on request at actual contractors cost, officer time and actual cost of plaque)	Price on Application			Price on Application			
15	1	PROVISION OF STREET NAME PLATES							
		Per Street Name Plate	Price on Application			Price on Application			
		Relocation only of existing Street Name Plate for footway crossing application	Price on Application			Price on Application			
16	1	LICENCE FOR SKIPS							
		Inspection fee for skip placed off highway	£54.00	£0.00	£54.00	£56.00	£0.00	£56.00	
		Skip Licence - 14 days	£54.00	£0.00	£54.00	£56.00	£0.00	£56.00	
		Continuation Licence - 14 days	£36.00	£0.00	£36.00	£37.00	£0.00	£37.00	
17	1	LICENCE FOR HOARDING/SCAFFOLDING							
		Deposit before commencement of works (refundable against damage)							
		Per square metre of highway occupied by scaffold/hoarding (minimum deposit of £500)	£52.00	£0.00	£52.00	£50.00	£0.00	£50.00	
		Licence:							
		Application Fee all scaffolds/hoardings (Non Refundable)	£116.00	£0.00	£116.00	£122.00	£0.00	£122.00	
		Licence Fee for 30 days per square metre of highway occupied by scaffold/hoarding (minimum cost to be £220, max to be £1,000) £22.00psqm	£21.00	£0.00	£21.00	£22.00	£0.00	£22.00	

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				<i>Italics denotes statutory fees</i>					
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Licence Extension Fee for each 30 day period per square metre of highway occupied by scaffold/hoarding UP TO 180 DAYS (minimum cost to be £220, max to be £1,000) £22.00psqm	£21.00	£0.00	£21.00	£22.00	£0.00	£22.00	
		Licence Extension Fee for each 30 day period per square metre of highway occupied by scaffold/hoarding AFTER INITIAL 180 DAYS (minimum cost to be £440, max to be £2,000) £44.00psqm	£42.00	£0.00	£42.00	£44.00	£0.00	£44.00	
		Charge for additional inspections - £66.00 per hour (min. 1 hr)	£60.00	£0.00	£60.00	£66.00	£0.00	£66.00	
18	1	LICENCE FOR THE ISSUE OF A STREET WORKS LICENCE UNDER S50 OF THE NEW ROADS & STREET WORKS ACT 1991							
		Administration fee	£200.00	£0.00	£200.00	£250.00	£0.00	£250.00	
		Capitalisation fee in lieu of annual charge	£662.00	£0.00	£662.00	£800.00	£0.00	£800.00	
		Inspection Fee	£150.00	£0.00	£150.00	£200.00	£0.00	£200.00	
		Refundable Deposit (subject to satisfactory inspection of works at end of guarantee period) - per square metre for reinstatements up to 5 M ²	£200.00	£0.00	£200.00	£200.00	£0.00	£200.00	
		- per square metre for reinstatements over 5M ²	£160.00	£0.00	£160.00	£160.00	£0.00	£160.00	
		Bond payable to cover any penalty payments associated with the works	Price on Application			Price on Application			
19	1	APPLICATION FOR AUTHORITY TO EXECUTE WORKS ON THE HIGHWAY							
		Administration fee				£250.00	£0.00	£250.00	
		Inspection Fee				£200.00	£0.00	£200.00	
		Refundable Deposit (subject to satisfactory inspection of works at end of guarantee period) - per square metre				£500.00	£0.00	£500.00	
20	1	LICENCE FOR CRANES/OVERSAILING							
		Application Fee for Cranes/Oversailing (Non refundable)	£145.00	£0.00	£145.00	£163.00	£0.00	£163.00	
		Licence for Cranes on the highway - per day	£156.00	£0.00	£156.00	£164.00	£0.00	£164.00	
		Licence for Oversail over the highway - per day. £10.00 per day	£10.00	£0.00	£10.00	£10.00	£0.00	£10.00	
		Charge for additional inspections - complaints/enquiries. £66 per hour (min. 1 hr)	£60.00	£0.00	£60.00	£66.00	£0.00	£66.00	
		Deposit before commencement of works (refundable against damage)	£5,100.00	£0.00	£5,100.00	£5,000.00	£0.00	£5,000.00	
21	1	HIGHWAY RELATED CHARGES							
		Emergency Call-Out Service			Price on Application			Price on Application	
		(a) Daytime Monday – Friday			Price on Application			Price on Application	
		Supervisor per hour (minimum 1 hour)			Price on Application			Price on Application	
		Highways Road gang (2 men) per hour (Minimum 1 hour)			Price on Application			Price on Application	
		(b) Overtime Monday - Saturday			Price on Application			Price on Application	
		Callout (Minimum of 2 hours)			Price on Application			Price on Application	
		Callout over 2 hours (per hour)			Price on Application			Price on Application	
		Highways Road Gang (2 men + lorry) (2 hours minimum charge)			Price on Application			Price on Application	
		Callout of Road Gang over 2 hours (per hour)			Price on Application			Price on Application	
		(c) Overtime Sunday & Bank Holidays &			Price on Application			Price on Application	
		After Midnight			Price on Application			Price on Application	
		Callout (Minimum of 2 hours)			Price on Application			Price on Application	
		Callout (over 2 hours) per hour			Price on Application			Price on Application	
		Highways Road Gang (2 men + lorry) (2 hours minimum charge)			Price on Application			Price on Application	
		Callout of Road Gang over 2 hours (per hour)			Price on Application			Price on Application	
		(d) Bag of Granules used in Road Traffic			Price on Application			Price on Application	
		Accidents, per Bag			Price on Application			Price on Application	
		(e) Lost Lamp			Price on Application			Price on Application	
		Replace Pedestrian Guardrails			Price on Application			Price on Application	

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				<i>Italics denotes statutory fees</i>					
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		One panel			Price on Application			Price on Application	
		Two panels			Price on Application			Price on Application	
		Three panels			Price on Application			Price on Application	
		Four panels			Price on Application			Price on Application	
		Five panels			Price on Application			Price on Application	
		Six panels			Price on Application			Price on Application	
		Street Lighting & Illuminated Street Furniture – (Removal of damaged items, & replaced to working order)			Price on Application			Price on Application	
		Illuminated bollards per unit			Price on Application			Price on Application	
		Haldo Bollard			Price on Application			Price on Application	
		600 'O' Bollard			Price on Application			Price on Application	
		Pearce Gowshall Bollard			Price on Application			Price on Application	
		Lamp Columns per unit			Price on Application			Price on Application	
		Street Lighting Column - up to 5 metre			Price on Application			Price on Application	
		Street Lighting Column – 6 metre			Price on Application			Price on Application	
		Street Lighting Column – 8 metre			Price on Application			Price on Application	
		Street Lighting Column – 10 metre			Price on Application			Price on Application	
		Illuminated Large Base Sign Post/ Directional Sign per unit			Price on Application			Price on Application	
		Double Bracket/Post			Price on Application			Price on Application	
		Single Bracket/Post			Price on Application			Price on Application	
		Repairs to Footways – Patching & Repairs on footways e.g. Bituminous, Artificial Stone Paving, Modular Block Paving, Block Paving and Seeding/Turfing as required			Price on Application			Price on Application	
		Per m ² (over 1m2)			Price on Application			Price on Application	
		Bollards							
		Supply and fix concrete bollard - (per bollard)			Price on Application			Price on Application	
		Supply & fix metal bollard - (per bollard)			Price on Application			Price on Application	
		Supply & fix timber bollard - (per bollard)			Price on Application			Price on Application	
		Brickwork							
		Provision of all material & construction of brick wall up to 1.3 metre high, 225 mm thick using sand faced Fletton or equivalent stretcher bond per square metre			Price on Application			Price on Application	
		Grounds & Arboricultural Maintenance							
		Shrub Replacement per item			Price on Application			Price on Application	
		Up to 5 litre pot			Price on Application			Price on Application	
		Up to 10 litre pot			Price on Application			Price on Application	
		Up to 15 litre pot			Price on Application			Price on Application	
		Trees Hedges & Shrubs Causing Obstructions			Price on Application			Price on Application	
		Per tree, hedge or shrub fallen from privately owned land onto Public Highway			Price on Application			Price on Application	
		Per roots from tree, hedge or shrub from privately owned land causing damage to public highway			Price on Application			Price on Application	
		Per tree, hedge or shrub from privately owned land obstructing Council owned Street Lighting or Street			Price on Application			Price on Application	
		Removal after an accident			Price on Application			Price on Application	
		Per tree - removal and replacement of tree following vehicle damage or public interference			Price on Application			Price on Application	
		Up to 320 mm - DBH			Price on Application			Price on Application	

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				<i>Italics denotes statutory fees</i>					
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Up to 400 mm - DBH		Price on Application		Price on Application			
		Up to 450 mm - DBH		Price on Application		Price on Application			
		Removal of Tree for Provision of Vehicle/Garage Crossover & Replacement Elsewhere		Price on Application		Price on Application			
		Up to 50 mm DBH		Price on Application		Price on Application			
		Up to 160 mm DBH		Price on Application		Price on Application			
		Up to 240 mm DBH		Price on Application		Price on Application			
		Up to 320 mm DBH		Price on Application		Price on Application			
		Up to 400 mm DBH		Price on Application		Price on Application			
		Up to 450 mm DBH		Price on Application		Price on Application			
		Root Pruning per m2		Price on Application		Price on Application			
		Repairs to footway per m2		Price on Application		Price on Application			
		Root chasing per linear metre		Price on Application		Price on Application			
		Memorial Tree Planting and Plaque							
		To supply and plant tree with 2 year after care. Tree species from contractors planting list. Plaque size 6"x 4" limited to 60 characters (additional charge over 60 characters)	£624.20	£0.00	£624.20	£648.50	£0.00	£648.50	
		NEW CHARGE Bollard removal - charge per bollard (any type)	£82.00	£0.00	£82.00	£85.00	£0.00	£85.00	
		Provision of Arborist Services (private works)		Price on Application		Price on Application			
22	1	PUBLIC REGISTER COPIES							
		IPC Authorised Premises Provision of copies – per premise – per officer half hour or part thereof	£23.70	£0.00	£23.70	£24.60	£0.00	£24.60	
		Environmental Regulation of Industrial Plant		Price on Application		Price on Application			
		Fee for a formal complaint made in respect of high hedges and trees, under part 8 of the Anti-Social Behaviour Act 2003	£969.00	£0.00	£969.00	£1,006.80	£0.00	£1,006.80	
23	1	ENVIRONMENTAL PERMITTING (PPC)							
		<i>Statutory fee (set by DEFRA)</i>							
		<i>LAPPC Application Fees:</i>							
		<i>Application for an environmental permit part B - Standard Activities</i>	£1,579.00	£0.00	£1,579.00	£1,579.00	£0.00	£1,579.00	
		<i>Additional Fee for operating without a permit</i>	£1,137.00	£0.00	£1,137.00	£1,137.00	£0.00	£1,137.00	
		<i>PVRI, SWOB and Dry Cleaners Reduced Fee Activities</i>	£148.00	£0.00	£148.00	£148.00	£0.00	£148.00	
		<i>PVRI & II Combined</i>	£246.00	£0.00	£246.00	£246.00	£0.00	£246.00	
		<i>VRs and Other Reduced Fee Activities</i>	£346.00	£0.00	£346.00	£346.00	£0.00	£346.00	
		<i>Reduced fee activities: Additional fee for operating without a permit</i>	£68.00	£0.00	£68.00	£68.00	£0.00	£68.00	
		<i>Mobile screening and crushing plant</i>	£346.00	£0.00	£346.00	£346.00	£0.00	£346.00	
		<i>Application fee for mobile crusher 3rd - 7th Permit</i>	£346.00	£0.00	£346.00	£346.00	£0.00	£346.00	
		<i>Application fee for mobile crusher 8th Permit and higher</i>	£346.00	£0.00	£346.00	£346.00	£0.00	£346.00	
		<i>Where an application for any of the above is for a combined Part B and waste application, add an extra £297 to the above amounts</i>	£297.00	£0.00	£297.00	£297.00	£0.00	£297.00	
		<i>LAPPC Annual Subsistence Charge</i>							
		<i>Standard Processes- Low Risk</i>	£739.00	£0.00	£739.00	£739.00	£0.00	£739.00	
		<i>Standard Processes- Low Risk - Additional charge where a permit is for a combined Part B & Waste installation</i>	£99.00	£0.00	£99.00	£99.00	£0.00	£99.00	
		<i>Standard Processes- Medium Risk</i>	£1,111.00	£0.00	£1,111.00	£1,111.00	£0.00	£1,111.00	
		<i>Standard Processes- Medium Risk - Additional charge where a permit is for a combined Part B & Waste installation</i>	£149.00	£0.00	£149.00	£149.00	£0.00	£149.00	
		<i>Standard Processes- High Risk</i>	£1,672.00	£0.00	£1,672.00	£1,672.00	£0.00	£1,672.00	
		<i>Standard Processes- High Risk - Additional charge where a permit is for a combined Part B & Waste installation</i>	£198.00	£0.00	£198.00	£198.00	£0.00	£198.00	
		<i>Annual Subsistence Fee - Reduced Fee Activity - Low Risk</i>	£76.00	£0.00	£76.00	£76.00	£0.00	£76.00	
		<i>Annual Subsistence Fee - Reduced Fee Activity - Medium Risk</i>	£151.00	£0.00	£151.00	£151.00	£0.00	£151.00	
		<i>Annual Subsistence Fee - Reduced Fee Activity - High Risk</i>	£227.00	£0.00	£227.00	£227.00	£0.00	£227.00	
		<i>Annual Subsistence Fee - Reduced Fee Activity PVR H&I - Low Risk</i>	£108.00	£0.00	£108.00	£108.00	£0.00	£108.00	

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		<i>Annual Subsistence Fee - Reduced Fee Activity PVR I-II -Medium Risk</i>		£216.00	£0.00	£216.00	£216.00	£0.00	£216.00
		<i>Annual Subsistence Fee - Reduced Fee Activity PVR I-II -High Risk</i>		£326.00	£0.00	£326.00	£326.00	£0.00	£326.00
		<i>Annual Subsistence Fee - Vehicle Respraying + other processes in this category - Low Risk</i>		£218.00	£0.00	£218.00	£218.00	£0.00	£218.00
		<i>Annual Subsistence Fee - Vehicle Respraying + other processes in this category - Medium Risk</i>		£349.00	£0.00	£349.00	£349.00	£0.00	£349.00
		<i>Annual Subsistence Fee - Vehicle Respraying + other processes in this category - High Risk</i>		£524.00	£0.00	£524.00	£524.00	£0.00	£524.00
		<i>Annual Subsistence Fee - Mobile Crushing - Low Risk</i>		£218.00	£0.00	£218.00	£218.00	£0.00	£218.00
		<i>Annual Subsistence Fee - Mobile Crushing - Medium Risk</i>		£349.00	£0.00	£349.00	£349.00	£0.00	£349.00
		<i>Annual Subsistence Fee - Mobile Crushing - High Risk</i>		£524.00	£0.00	£524.00	£524.00	£0.00	£524.00
		<i>Annual Subsistence Fee - Mobile Crushing 3rd - 7th Permits - Low Risk</i>		£218.00	£0.00	£218.00	£218.00	£0.00	£218.00
		<i>Annual Subsistence Fee - Mobile Crushing 3rd - 7th Permits - Medium Risk</i>		£349.00	£0.00	£349.00	£349.00	£0.00	£349.00
		<i>Annual Subsistence Fee - Mobile Crushing 3rd - 7th Permits - High Risk</i>		£524.00	£0.00	£524.00	£524.00	£0.00	£524.00
		<i>Annual Subsistence Fee - Mobile Crushing 8th & subsequent permits - Low Risk</i>		£218.00	£0.00	£218.00	£218.00	£0.00	£218.00
		<i>Annual Subsistence Fee - Mobile Crushing 8th & subsequent permits - Medium Risk</i>		£349.00	£0.00	£349.00	£349.00	£0.00	£349.00
		<i>Annual Subsistence Fee - Mobile Crushing 8th & subsequent permits - High Risk</i>		£524.00	£0.00	£524.00	£524.00	£0.00	£524.00
		<i>Late payment fee</i>		£50.00	£0.00	£50.00	£50.00	£0.00	£50.00
		<i>Where a Part B installation is subject to reporting under E-PRTR Regulation add an extra £99 to the above amounts</i>		£99.00	£0.00	£99.00	£99.00	£0.00	£99.00
		<i>Where subsistence charges are paid in four equal instalments the total amount payable is increased by £36</i>							
		<i>Transfer & Surrender</i>							
		<i>Standard process transfer</i>		£162.00	£0.00	£162.00	£162.00	£0.00	£162.00
		<i>Standard process partial transfer</i>		£476.00	£0.00	£476.00	£476.00	£0.00	£476.00
		<i>New operator at low risk reduced fee activity</i>		£75.00	£0.00	£75.00	£75.00	£0.00	£75.00
		<i>Surrender: all Part B activities</i>		£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
		<i>Reduced fee activities: transfer</i>		£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
		<i>Reduced fee activities: partial transfer</i>		£45.00	£0.00	£45.00	£45.00	£0.00	£45.00
		<i>Temporary transfer for mobiles: first transfer</i>		£51.00	£0.00	£51.00	£51.00	£0.00	£51.00
		<i>Temporary transfer for mobiles: repeat following enforcement or warning</i>		£51.00	£0.00	£51.00	£51.00	£0.00	£51.00
		<i>Substantial Change</i>							
		<i>Standard process</i>		£1,005.00	£0.00	£1,005.00	£1,005.00	£0.00	£1,005.00
		<i>Standard process where the substantial change results in a new PPC activity</i>		£1,579.00	£0.00	£1,579.00	£1,579.00	£0.00	£1,579.00
		<i>Reduced fee activities</i>		£98.00	£0.00	£98.00	£98.00	£0.00	£98.00
		<i>LA-IPPC Charges:</i>							
		<i>Application</i>		£3,218.00	£0.00	£3,218.00	£3,218.00	£0.00	£3,218.00
		<i>Additional fee for operating without a permit</i>		£1,137.00	£0.00	£1,137.00	£1,137.00	£0.00	£1,137.00
		<i>Annual subsistence fee: Low risk</i>		£1,384.00	£0.00	£1,384.00	£1,384.00	£0.00	£1,384.00
		<i>Annual subsistence fee: Medium risk</i>		£1,541.00	£0.00	£1,541.00	£1,541.00	£0.00	£1,541.00
		<i>Annual subsistence fee: High risk</i>		£2,233.00	£0.00	£2,233.00	£2,233.00	£0.00	£2,233.00
		<i>Late payment fee</i>		£50.00	£0.00	£50.00	£50.00	£0.00	£50.00
		<i>Substantial variation</i>		£1,309.00	£0.00	£1,309.00	£1,309.00	£0.00	£1,309.00
		<i>Transfer</i>		£225.00	£0.00	£225.00	£225.00	£0.00	£225.00
		<i>Partial transfer</i>		£668.00	£0.00	£668.00	£668.00	£0.00	£668.00
		<i>Surrender</i>		£668.00	£0.00	£668.00	£668.00	£0.00	£668.00
		<i>Where subsistence charges are paid in four equal instalments the total amount payable is increased by £36</i>							
24	1	CESSPOOL EMPTYING							
		Domestic Properties (No VAT)							
		Normal time per hour	V	Price on Application			Price on Application		
		Call out (time and ½ rates)	V	Price on Application			Price on Application		
		Sundays, Bank Holidays or after Midnight	V	Price on Application			Price on Application		
		Thames Water disposal charge to be added to above rates.							
25	1	DOMESTIC COLLECTIONS							
		N.B. Domestic Bin Hire/Collection is Non Business - i.e. no VAT to be charged							
		Special Bulky Waste Collections							
		Bulky waste collection in 12 months:							
		1 item		£36.50	£0.00	£36.50	£37.90	£0.00	£37.90
		2 Items		£40.50	£0.00	£40.50	£42.10	£0.00	£42.10
		3 Items		£44.50	£0.00	£44.50	£46.20	£0.00	£46.20
		4 Items		£48.50	£0.00	£48.50	£50.40	£0.00	£50.40
		5 Items		£52.50	£0.00	£52.50	£54.50	£0.00	£54.50
		6 Items		£56.50	£0.00	£56.50	£58.70	£0.00	£58.70
		Premium Service (Fastrack service) bookable £9.50 fee		£9.50	£0.00	£9.50	£9.90	£0.00	£9.90

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		Bulky waste collection cancellation charge for between 1-3 days notice		£15.50	£0.00	£15.50	£16.10	£0.00	£16.10
		Additional charge for non standard sized items		£55.50	£0.00	£55.50	£57.70	£0.00	£57.70
		Electrical bulky item collections:							
		1 item		£36.50	£0.00	£36.50	£37.90	£0.00	£37.90
		2 Items		£40.50	£0.00	£40.50	£42.10	£0.00	£42.10
		3 Items		£44.50	£0.00	£44.50	£46.20	£0.00	£46.20
		4 Items		£48.50	£0.00	£48.50	£50.40	£0.00	£50.40
		5 Items		£52.50	£0.00	£52.50	£54.50	£0.00	£54.50
		6 Items		£56.50	£0.00	£56.50	£58.70	£0.00	£58.70
		Premium Service (Fastrack service) bookable £9.75 fee		Price on application			Price on application		
		Bulky electrical item collection cancellation charge for between 1-3 days notice		£15.80	£0.00	£15.80	£16.40	£0.00	£16.40
		New bin and bin replacements:							
		Delivery and provision of 1 domestic 140 or 240 litre wheeled bin		£52.50	£0.00	£52.50	£54.50	£0.00	£54.50
		Delivery of each additional 140 or 240 litre wheeled bin (limited to a maximum of two additions per property)		£26.00	£0.00	£26.00	£27.00	£0.00	£27.00
		Hire of additional 240 litre Green Bin (fortnightly service)		£35.00	£0.00	£35.00	£36.00	£0.00	£36.00
		Hire of additional 140 litre Green Bin (fortnightly service)		£27.50	£0.00	£27.50	£30.00	£0.00	£30.00
		New bin and bin replacement cancellation charge for between 1-3 days notice		£15.80	£0.00	£15.80	£16.40	£0.00	£16.40
26	1	PARKS AND OUTDOOR FACILITIES							
		Charges marked ** do not include VAT, which will be added in certain circumstances in accordance with VAT Regulations							
		Public Liability Insurance is not included in these charges.							
		IN COMMEMORATION							
		Sponsor the planting of a tree	V	£446.30	£89.26	£535.60	£463.70	£92.74	£556.40
		Bench or Tree plaque & Fixing	V	£276.20	£55.24	£331.40	£287.00	£57.40	£344.40
		Memorial Bench	V	£1,275.00	£255.00	£1,530.00	£1,324.70	£264.94	£1,589.60
		CRICKET **							
		<u>Season bookings can be made for 10 or 20 matches</u>							
		Grade 1 - Saturdays (10 Matches)		£632.40	£0.00	£632.40	£657.10	£0.00	£657.00
		Grade 1 - Sundays (10 Matches)		£688.50	£0.00	£688.50	£715.00	£0.00	£715.00
		Grade 2 - Saturdays or Sundays (10 Matches)		£540.60	£0.00	£540.60	£561.50	£0.00	£561.50
		Casual matches, per day							
		Grade 1	V	£80.80	£16.16	£97.00	£84.00	£16.80	£100.50
		Grade 2	V	£68.00	£13.60	£81.60	£70.70	£14.14	£85.00
		BASEBALL – Enfield Playing Fields							
		Grade 1 (Inc. changing rooms & showers) Sat or Sun per session	V	£63.80	£12.76	£76.60	£66.30	£13.26	£79.60
		FISHING (15 June - 15 March)							
		Grovelands Park & Trent Country Park							
		Licensed adult, per day	V	£6.80	£1.36	£8.20	£7.10	£1.42	£8.50
		Licensed junior, per day	V		FREE			FREE	
		Season Ticket - adult	V	£51.00	£10.20	£61.20	£53.00	£10.60	£63.50
		Season Ticket - junior	V		FREE			FREE	
		FOOTBALL / GAELIC FOOTBALL / RUGBY **							
		<u>Season bookings can be made for 16 or 32 games</u>							
		SENIOR							
		Manned site - Saturday (16 Games)		£770.00	£0.00	£770.00	£770.00	£0.00	£770.00
		Manned site - Sunday (16 Games)		£880.50	£0.00	£880.50	£880.50	£0.00	£880.50
		Grade 1 - Saturdays (16 games)		£721.00	£0.00	£721.00	£721.00	£0.00	£721.00
		Grade 1 - Sundays (16 games)		£829.20	£0.00	£829.20	£830.00	£0.00	£830.00
		Grade 2 - Saturdays (16 games)		£479.40	£0.00	£479.40	£480.00	£0.00	£480.00
		Grade 2 - Sundays (16 games)		£520.20	£0.00	£520.20	£520.00	£0.00	£520.00
		Casual matches, per match							
		Grade 1 Saturday	V	£77.33	£15.47	£92.80	£80.30	£16.06	£96.50
		Grade 1 Sunday	V	£84.08	£16.82	£100.90	£87.40	£17.48	£105.00
		Grade 2 Saturday	V	£56.90	£11.38	£68.30	£59.10	£11.82	£71.00
		Grade 2 Sunday	V	£62.00	£12.40	£74.40	£64.40	£12.88	£77.50
		JUNIOR							
		Grade 2 - Saturdays or Sundays (16 games)		£273.00	£0.00	£273.00	£283.00	£0.00	£283.00
		Casual matches, per match							
		Grade 2	V	£31.50	£6.30	£37.80	£32.70	£6.54	£39.00
		Mini-Soccer (7v7)							
		Every Saturday or Sunday (32 Matches)		£336.60	£0.00	£336.60	£350.00	£0.00	£350.00
		Casual, per match	V	£14.50	£2.90	£17.40	£15.10	£3.02	£18.00
		5-a-side Football, per pitch, casual							
		Casual, per match	V	£14.50	£2.90	£17.40	£15.10	£3.02	£18.00
		Every Saturday or Sunday (32 Matches)		£336.60	£0.00	£336.60	£350.00	£0.00	£350.00
		9-a-side Football, per pitch							
		Grade 2 - Saturdays / Sundays (16 games)		£375.00	£0.00	£375.00	£390.00	£0.00	£390.00
		Grade 2 Saturday / Sunday, casual	V	£44.17	£8.83	£53.00	£45.90	£9.18	£55.10

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VATABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		Post Football litter clearance	√	£50.00	£10.00	£60.00	£55.00	£11.00	£66.00
		GOLF (WHITEWEBBS)							
		Golf Card: Adults only							
		5 day Season	√	£55.30	£11.06	£66.40	£57.50	£11.50	£69.00
		Weekday per round discount for Golf card holders (5 day season)	√	£2.92	£0.58	£3.50	£2.92	£0.58	£3.50
		Maximum total payment (5 day season)	√	£487.92	£97.58	£585.50	£487.92	£97.58	£585.50
		Annual Season Tickets:							
		7 Days play	√	£558.33	£111.67	£670.00	£580.10	£116.02	£695.00
		5 Days play excluding week-ends	√	£391.67	£78.33	£470.00	£406.90	£81.38	£488.00
		Green fees:				£0.00			
		Standard weekday (Adults)	√	£15.42	£3.08	£18.50	£16.00	£3.20	£19.00
		Standard weekend (Adults)	√	£20.40	£4.08	£24.50	£21.20	£4.24	£25.00
		Early bird weekends only (before 7am)	√	£13.33	£2.67	£16.00	£13.80	£2.76	£16.50
		Standard weekday (Adults) - loyalty offer six rounds for price of five							
		Winter Green fee off-peak	√	£9.58	£1.92	£11.50	£10.00	£2.00	£12.00
		Weekend off peak ticket (variable times through year)	√	£15.70	£3.14	£18.80	£16.30	£3.26	£19.50
		Weekday off peak ticket (variable times through year)	√	£9.40	£1.88	£11.30	£9.80	£1.96	£11.50
		Juniors weekday	√	£6.25	£1.25	£7.50	£6.50	£1.30	£8.00
		Juniors weekend (variable times throughout year)	√	£7.50	£1.50	£9.00	£7.80	£1.56	£9.50
		Twilight ticket (2pm GMT 4pm BST)	√	£9.40	£1.88	£11.30	£9.80	£1.96	£11.50
		60+ Monday to Thursday	√	£9.80	£1.96	£11.80	£10.20	£2.04	£12.00
		Super Twilight ticket 2 hours before dusk (BST)	√	£6.25	£1.25	£7.50	£6.50	£1.30	£7.50
		Golf Lessons							
		Adult per half hour	√	£16.67	£3.33	£20.00	£17.30	£3.46	£20.50
		Adult per 60 mins	√	£29.17	£5.83	£35.00	£30.30	£6.06	£36.50
		Up to 3 adults sessions per half hour	√	£41.67	£8.33	£50.00	£43.30	£8.66	£52.00
		Up to 3 adults sessions per 60 mins	√	£75.00	£15.00	£90.00	£77.90	£15.58	£93.50
		Up to 5 adults sessions per half hour	√	£62.50	£12.50	£75.00	£64.90	£12.98	£78.00
		Up to 5 adults sessions per 60 mins	√	£114.58	£22.92	£137.50	£119.00	£23.80	£142.50
		Juniors (under 16) per hour group lessons only (min 8)	√	£6.68	£1.34	£8.00	£6.90	£1.38	£8.00
		Junior Block booking (12 weeks)	√	£60.00	£12.00	£72.00	£62.30	£12.46	£75.00
		Equipment Hire							
		Buggy Hire - Peak	√	£17.50	£3.50	£21.00	£18.20	£3.64	£21.50
		Buggy Hire - Off Peak	√	£8.75	£1.75	£10.50	£9.10	£1.82	£11.00
		Buggy Hire - 9 holes	√	£9.17	£1.83	£11.00	£9.50	£1.90	£11.50
		Trolley hire - 18 holes	√	£3.17	£0.63	£3.80	£3.30	£0.66	£4.00
		Club hire - 18 holes (13 clubs)	√	£5.42	£1.08	£6.50	£5.60	£1.12	£6.50
		Golf Society Days							
		Spoon	√	£36.67	£7.33	£44.00	£38.10	£7.62	£45.50
		Brassie	√	£30.00	£6.00	£36.00	£31.20	£6.24	£37.50
		Mashie	√	£28.33	£5.67	£34.00	£29.40	£5.88	£35.50
		Niblick	√	£25.00	£5.00	£30.00	£26.00	£5.20	£31.00
		Monthly play card	√	£66.67	£13.33	£80.00	£69.30	£13.86	£83.00
		Junior Season Ticket - under 18's	√	£83.33	£16.67	£100.00	£86.60	£17.32	£104.00
		Seven Day golf card (3.50 discount during week, and 6.50 discount at weekends)	√	£83.33	£16.67	£100.00	£86.60	£17.32	£104.00
		NETBALL**							
		Adult Teams per court, per hour (incl changing rooms & showers)	√	£13.33	£2.67	£16.00	£14.16	£2.83	£17.00
		Junior Teams per court, per hour (incl changing rooms & showers)	√	£8.75	£1.75	£10.50	£9.16	£1.83	£11.00
		ROUNDERS							
		Per match (all Parks sites)	√	£11.90	£2.38	£14.30	£12.40	£2.48	£15.00
		ATHLETIC TRACK-QEII							
		Per hour (Mon- Friday)	√	£31.33	£6.27	£37.60	£29.16	£5.83	£35.00
		HIRE OF PITCHES FOR SCHOOLS							
		(the charges are normally VATable but the supply to LBE maintained schools is outside the scope of VAT)							
		FOOTBALL							
		Junior Pitch	√	£20.80	£4.16	£25.00	£21.60	£4.32	£26.00
		Senior Pitch	√	£40.40	£8.08	£48.50	£42.00	£8.40	£50.50
		NETBALL	√	£8.90	£1.78	£10.70	£9.20	£1.84	£11.00
		ROUNDERS	√	£7.20	£1.44	£8.60	£7.50	£1.50	£9.00
		RUGBY							
		Senior Pitch	√	£40.40	£8.08	£48.50	£42.00	£8.40	£50.50
		Athletics							
		Per hour (Mon- Friday)	√	£28.90	£5.78	£34.70	£25.00	£5.00	£30.00
27	1	CEMETERY CHARGES							
		The service is non-business for VAT where marked * i.e. no VAT to be charged.							
		DIGGING FEES (including interment fee and soil box on request)							
		Depth:							

Section Reference	Parts 1 or 2	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD			
		REGENERATION & ENVIRONMENT			REGENERATION & ENVIRONMENT			
		FEES AND CHARGES 2017/18			PROPOSED FEES AND CHARGES 2018/19			
Description of Fees & Charges		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total	
		5'0" (Aged 2 years and under - fee waived for residents only)	£1,530.00	£0.00	£1,530.00	£1,590.00	£0.00	£1,590.00
		7'0" (Minimum depth applies to all new graves)	£1,635.00	£0.00	£1,635.00	£1,700.00	£0.00	£1,700.00
		9'0"	£1,750.00	£0.00	£1,750.00	£1,820.00	£0.00	£1,820.00
		10'6"	£1,850.00	£0.00	£1,850.00	£1,925.00	£0.00	£1,925.00
		12'0"	£2,000.00	£0.00	£2,000.00	£2,080.00	£0.00	£2,080.00
		14'0"	£2,100.00	£0.00	£2,100.00	£2,185.00	£0.00	£2,185.00
		Caskets or coffins in excess of 6'10" x 2'6" x 1'10"	£270.00	£0.00	£270.00	£290.00	£0.00	£290.00
		SCATTERING OF CREMATED REMAINS ON GRAVES	£105.00	£0.00	£105.00	£110.00	£0.00	£110.00
		BURIAL OF CREMATED REMAINS IN GRAVES	£270.00	£0.00	£270.00	£280.00	£0.00	£280.00
		BURIAL OF CREMATED REMAINS IN COFFIN	£145.00	£0.00	£145.00	£150.00	£0.00	£150.00
		CHAPEL (per half hour)	£120.00	£0.00	£120.00	£125.00	£0.00	£125.00
		Additional fee in excess of 1½ timeslot per half hour				£180.00	£0.00	£180.00
		Rose Petal service	£26.00	£0.00	£26.00	£27.00	£0.00	£27.00
		GREEN BURIALS	As for Grave digging			As for Grave digging		
		TREE PLANTING ASSOCIATED WITH GREEN BURIALS	At cost			At cost		
		PRIVATE GRAVES (Exclusive Right of Burial 100 years) (Charge includes £48.00 for Grave Deed)						
		Reservation fee for Traditional graves [subject to location and availability].	£500.00	£0.00	£500.00	£520.00	£0.00	£520.00
		Buyback of Unused Traditional Graves	50% of current market value			50% of current market value		
		Baby Graves (inc wooden surround 3' x 1'8")	£360.00	£0.00	£360.00	£375.00	£0.00	£375.00
		Traditional Grave (inc wooden surround except for pre-purchases) 6' 6" x 2' 6"	£3,430.00	£0.00	£3,430.00	£3,710.00	£0.00	£3,710.00
		Traditional Grave (inc wooden surround except for pre-purchases) 6' 6" x 2' 6" Premium or Front Row	£4,150.00	£0.00	£4,150.00	£4,460.00	£0.00	£4,460.00
		Lawn Grave (inc wooden surround except for pre-purchases)	£2,400.00	£0.00	£2,400.00	£2,560.00	£0.00	£2,560.00
		Traditional Grave Outer Circle (inc wooden surround except for pre-purchases) 9' x 4'	£4,600.00	£0.00	£4,600.00	£4,930.00	£0.00	£4,930.00
		Traditional Grave Inner Circle (inc wooden surround except for [pre-purchases) 9' x 4'	£3,600.00	£0.00	£3,600.00	£3,885.00	£0.00	£3,885.00
		Traditional Grave (inc wooden surround except for pre-purchases) 7'x 3' Premium or Front Row	£6,500.00	£0.00	£6,500.00	£6,945.00	£0.00	£6,945.00
		Non residents (Traditional or Front Row Graves)	£1,500.00	£0.00	£1,500.00	£1,600.00	£0.00	£1,600.00
		Non Residents may purchase graves where the Exclusive Right of Burial will be DOUBLED with the exception of Premium or Front Row Traditional Graves, where a separate additional specified fee will be charged. To qualify for the residency rate, proof of residency of the proposed registered owner must be provided at time of booking otherwise non resident fees will be charged Current Council tax bill or electoral roll. The Exclusive Right of Burial is non transferable except upon death or from one resident to another resident.						
		Extension of Exclusive Right of Burial Graves 10 years				£500.00	£0.00	£500.00
		Extension of Exclusive Right of Burial Graves 25 years	£925.00	£0.00	£925.00	£995.00	£0.00	£995.00
		MAINTENANCE on traditional graves						
		Tidying p.a. 6'6" x 2'6"	£191.67	£38.33	£230.00	£200.00	£40.00	£240.00
		Tidying p.a. 9'0" x 4'0"	£275.00	£55.00	£330.00	£287.50	£57.50	£345.00
		Planting twice 6'6" x 2'6"	£279.17	£55.83	£335.00	£291.70	£58.34	£350.00
		Planting twice 9'0" x 4'0"	£366.67	£73.33	£440.00	£383.30	£76.66	£460.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		Purchase of full wooden surround -Traditional	√	£116.67	£23.33	£140.00	£120.80	£24.16	£145.00
		Purchase of mini kerb wooden surround - Lawn	√	£0.00	£0.00	£0.00	£50.00	£10.00	£60.00
		MEMORIAL RIGHTS (10 years)							
		Lawn Grave		£120.00	£0.00	£120.00	£125.00	£0.00	£125.00
		Traditional		£180.00	£0.00	£180.00	£190.00	£0.00	£190.00
		Garden of Rest, Kerbed Memorial Plot, Garden of Remembrance plot or other plot for cremated remains		£40.00	£0.00	£40.00	£42.00	£0.00	£42.00
		MEMORIAL permit fees [Includes Replacement Memorials]							
		Up to 3'0" with headstone only		£200.00	£0.00	£200.00	£210.00	£0.00	£210.00
		Mini kerbs 1'6" x 2' 6"		£80.00	£0.00	£80.00	£85.00	£0.00	£85.00
		Kerbs only(Traditional)		£200.00	£0.00	£200.00	£210.00	£0.00	£210.00
		Up to 3'0" with headstone and kerb		£300.00	£0.00	£300.00	£315.00	£0.00	£315.00
		Up to maximum of 4' with headstone and kerb for 6'6" x 2'6" grave		£410.00	£0.00	£410.00	£430.00	£0.00	£430.00
		Up to maximum of 5' with headstone and kerb for 9' x 4' grave		£450.00	£0.00	£450.00	£470.00	£0.00	£470.00
		Up to 9'0"		£800.00	£0.00	£800.00	£835.00	£0.00	£835.00
		Inscription fee		£85.00	£0.00	£85.00	£90.00	£0.00	£90.00
		Vase		£85.00	£0.00	£85.00	£90.00	£0.00	£90.00
		Headstone and kerb for baby grave		1/2 above rates			1/2 above rates		
		Clean/renovation		£40.00	£0.00	£40.00	£42.00	£0.00	£42.00
		MEMORIAL REPAIRS							
		Re-Fix	√	£65.00	£13.00	£78.00	£67.50	£13.50	£81.00
		Lawn headstone full repair including new base	√	£188.50	£37.70	£226.20	£195.90	£39.18	£235.10
		EXHUMATION		POA			POA		
		Pricing is specific to individual grave.		Special charge			Special charge		
		COPY OF GRAVE DEED		£46.00	£0.00	£46.00	£48.00	£0.00	£48.00
		REGISTRATION OF TRANSFER OF RIGHTS:							
		Assignment or Probate		£77.00	£0.00	£77.00	£80.00	£0.00	£80.00
		Statutory Declaration		£95.00	£0.00	£95.00	£99.00	£0.00	£99.00
		SEARCH FEE PER ENTRY	√	£17.53	£3.51	£21.00	£18.20	£3.64	£21.80
		Grave inspection including photo or map	√	£19.15	£3.83	£23.00	£19.90	£3.98	£23.90
		GARDEN OF REMEMBRANCE							
		Exclusive Right of Burial site fee [50 years] (DOUBLE for non residents)		N/A	N/A	N/A	£280.00	£0.00	£280.00
		Scattering of cremated remains:		£105.00	£0.00	£105.00	£110.00	£0.00	£110.00
		Burial of cremated remains:		£365.00	£0.00	£365.00	£280.00	£0.00	£280.00
		Plaque with plinth	√	£279.17	£55.83	£335.00	£291.70	£58.34	£350.00
		Memorial bench with plaque including maintenance (10 years lease)	√	£1,312.50	£262.50	£1,575.00	£1,366.70	£273.34	£1,640.00
		Extension of lease 10 years		£200.00	£0.00	£200.00	£210.00	£0.00	£210.00
		Plaque Only		£250.00	£0.00	£250.00	£260.00	£0.00	£260.00
		Refurbished bench		£795.00	£0.00	£795.00	£830.00	£0.00	£830.00
		TREE SPONSORSHIP							
		10 year lease (Double for non residents)		£200.00	£0.00	£200.00	£210.00	£0.00	£210.00
		Tree planting with 3 year care		£395.00	£0.00	£395.00	£415.00	£0.00	£415.00

Section Reference	Parts 1 or 2	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD				
		REGENERATION & ENVIRONMENT			REGENERATION & ENVIRONMENT				
		FEES AND CHARGES 2017/18			PROPOSED FEES AND CHARGES 2018/19				
Description of Fees & Charges		Service is VARIABLE	Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total	
		Scattering of cremated remains		£105.00	£0.00	£105.00	£110.00	£0.00	£110.00
		Plaque with plinth	√	279.17	£55.83	£335.00	291.7	£58.34	£350.00
		<u>Kerbside memorial plot</u>							
		Exclusive Right of Burial site fee [50 years] (DOUBLE for non residents)		£270.00	£0.00	£270.00	£280.00	£0.00	£280.00
		Kerbside Memorial including plaque, inscription & vase	√	£341.67	£68.33	£410.00	£358.30	£71.66	£430.00
		<u>GARDENS OF REST:</u>							
		Exclusive Right of Burial site fee [50 years] (DOUBLE for non residents)		£590.00	£0.00	£590.00	£700.00	£0.00	£700.00
		Memorials		£130.00	£0.00	£130.00	£136.00	£0.00	£136.00
		Inscription fee		£85.00	£0.00	£85.00	£90.00	£0.00	£90.00
		Interment fees		£270.00	£0.00	£270.00	£280.00	£0.00	£280.00
		Reservation Fee		£200.00	£0.00	£200.00	£210.00	£0.00	£210.00
		Extension of Lease - 5 years		£160.00	£0.00	£160.00	£170.00	£0.00	£170.00
		<u>SHARED/Common GRAVES</u>							
		<u>Adult</u>							
		Contribution towards headstone	√	£66.67	£13.33	£80.00	£70.80	£14.16	£85.00
		Interment fee		£530.00	£0.00	£530.00	£560.00	£0.00	£560.00
		<u>Baby</u>							
		Maximum coffin size 18" x 9"		No charge			No charge		
		Remove / replace headstone		£100.00	£0.00	£100.00	£105.00	£0.00	£105.00
		Remove / replace monument		£270.00	£0.00	£270.00	£290.00	£0.00	£290.00
		<u>Boards</u>	√	£70.83	£14.17	£85.00	£75.00	£15.00	£90.00
		<u>Concrete chamber for shallow graves</u>	√	£300.00	£60.00	£360.00	£316.70	£63.34	£380.00
		<u>MAUSOLEUM/VAULTED BURIAL CHAMBER</u>							
		Mausoleum Chamber (one burial)		£7,100.00	£0.00	£7,100.00	£7,400.00	£0.00	£7,400.00
		25% discount on 2nd Mausoleum Chamber when purchasing two plots					£5,550.00	£0.00	£5,550.00
		Double Vaulted Burial Chamber (for two burial)		£7,600.00	£0.00	£7,600.00	£7,900.00	£0.00	£7,900.00
		Premium Double Vaulted Chamber with Niche (for two burials and four cremated remains)		£8,200.00	£0.00	£8,200.00	£8,700.00	£0.00	£8,700.00
		Non residents additional purchase fee		£1,600.00	£0.00	£1,600.00	£1,700.00	£0.00	£1,700.00
		Keepsake Niche		£900.00	£0.00	£900.00	£935.00	£0.00	£935.00
		Interment fee - Burial		£700.00	£0.00	£700.00	£730.00	£0.00	£730.00
		Interment fee - Cremated Remains		£270.00	£0.00	£270.00	£280.00	£0.00	£280.00
		Inscription fee per line	√	£45.00	£9.00	£54.00	£47.50	£9.50	£57.00
		<u>Posy holder</u>	√						
		Posy holder (Bronze) 12.5cm high	√	£138.33	£27.67	£166.00	£144.20	£28.84	£173.00
		Vase (Bronze) 16cm x 8cm x 9cm with plastic insert	√	£159.17	£31.83	£191.00	£165.80	£33.16	£199.00
		Motifs up to 200mm high	√	£44.17	£8.83	£53.00	£46.70	£9.34	£56.00
		Custom motif	√	POA			POA		
		Remove and refit charge	√	£62.50	£12.50	£75.00	£65.00	£13.00	£78.00
		Remove and refit charge (Large tablet)	√	£125.00	£25.00	£150.00	£130.00	£26.00	£156.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		Oval ceramic plaque 5cm x 7cm (colour)	√	£74.17	£14.83	£89.00	£77.50	£15.50	£93.00
		Oval ceramic plaque 5cm x 7cm (black and white)	√	£53.33	£10.67	£64.00	£55.80	£11.16	£67.00
		Oval ceramic plaque 7cm x 9cm (colour)	√	£95.83	£19.17	£115.00	£100.00	£20.00	£120.00
		Oval ceramic plaque 7cm x 9cm (black and white)	√	£70.00	£14.00	£84.00	£73.30	£14.66	£88.00
		Decorative Memorial Cross	√	£166.67	£33.33	£200.00	£175.00	£35.00	£210.00
		Decorative Candle Box	√	£104.17	£20.83	£125.00	£108.30	£21.66	£130.00
		Funeral and burial services outside of standard specified times				POA			POA
		Assisted grave visits (for relatives who are unable to attend)-Photo provided				POA			POA
		Assited grave visits (for relatives who are unable to attend)-Photo (emailed) provided and Flower laid on grave for 2 important dates (premium)				POA			POA
		Assited grave visits (for relatives who are unable to attend)-Photo (emailed) provided (premium plus) A arrangement of flowers laid on grave for 2 important dates per year plus clearing of grave side.				POA			POA
		Referral and multiple discount Commission				POA			POA
28	1	EVENTS							
		Commercial Events/National Charities (Inc. Funfair and Circus's)							
		Administration Fee (Non refundable) Per application per venue		£125.00	£0.00	£125.00	£130.00	£0.00	£130.00
		<u>Booking Fee (non refundable) Per application per venue</u>							
		Small		£50.00	£0.00	£50.00	£52.00	£0.00	£52.00
		Medium		£200.00	£0.00	£200.00	£207.80	£0.00	£207.80
		Large		£500.00	£0.00	£500.00	£520.00	£0.00	£520.00
		Funfairs & Circus's							
		Per Operating Day		£663.00	£0.00	£663.00	£575.00	£0.00	£575.00
		Non Operating Day		£326.40	£0.00	£326.40	£150.00	£0.00	£150.00
		Children's holiday long-term hire (12 days or more) - per operating day		NEW	NEW	NEW	£260.00	£0.00	£260.00
		Children's holiday long-term hire (12 days or more) - per non-operating day		NEW	NEW	NEW	£130.00	£0.00	£130.00
		Commercial Events/National charities							
		Small 50- 200 attendance							
		Per Operating Day		£260.00	£0.00	£260.00	£270.10	£0.00	£270.10
		Per Non Operating Day		£130.00	£0.00	£130.00	£135.10	£0.00	£135.10
		Medium Between 201-999 attendance							
		Per Operating Day		£650.00	£0.00	£650.00	£675.40	£0.00	£675.40
		Per Non Operating Day		£325.00	£0.00	£325.00	£337.70	£0.00	£337.70
		Large 1000-4999 attendance							
		Per Operating Day				POA			POA
		Per Non Operating Day				POA			POA
		Major Events - Over 5000 people							
		Per Operating Day				POA			POA
		Per Non Operating Day				POA			POA
		Community/Charities/Schools/Sporting/Internal departments							
		Administration Fee for events over 201 attendance (Non refundable)		£122.40	£0.00	£122.40	£130.00	£0.00	£130.00
		75% Discount on Operating and Non Operating day (only applies for small and medium events)							

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		Ticketed Events - 10% of Gate Receipts for Community and Local Charities and internal departments or £1,000 minimum fee (whichever is greater)							
		Ticketed Events - minimum of 12% of Gate Receipts for National Charities or £1,200 minimum fee (whichever is greater)							
		Environmental Impact Fee (Commercial Events/National Charity only)							
		Large Events (Over 1000 people - £1,000 or £0.20 per person whichever is greater)	£1,020.00	£0.00	£1,020.00	£1,060.00	£0.00	£1,060.00	
		Medium Event (between 200-999)	£204.00	£0.00	£204.00	£215.00	£0.00	£215.00	
		Small (between 50-200)	£51.00	£0.00	£51.00	£55.00	£0.00	£55.00	
		Bonds							
		Funfair and Circus's	£5,000.00	£0.00	£5,000.00	£5,000.00	£0.00	£5,000.00	
		Medium Events Over 501 -1000 attending	£500.00	£0.00	£500.00	£500.00	£0.00	£500.00	
		Large Events 1001 – 5000 attending	£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00	
		Major Events 5001-10,000+attending	£5,000.00	£0.00	£5,000.00	£5,000.00	£0.00	£5,000.00	
		Major Events 10,000+ attending	NEW	NEW	NEW	£7,500.00	£0.00	£7,500.00	
		Activities - Private commercial Enfield based organisation (exercise/running classes) per day per park (annual fee)	£158.10	£0.00	£158.10	£165.00	£0.00	£165.00	
		Activities - Charitable/Community (exercise/running classes) per day per park (annual fee)	£107.10	£0.00	£107.10	£112.00	£0.00	£112.00	
		Activities - Private commercial National Organisation (exercise/running classes) per day per park (annual fee)	£525.30	£0.00	£525.30	£545.00	£0.00	£545.00	
		Exemptions - Memorial /remembrance services		FREE			FREE		
		Post event parks staff clear up (per hour)	£29.80	£5.96	£35.80	£33.33	£6.67	£40.00	
29	1	ALLOTMENTS							
		These charges require 1 year notice to allotment plot holders, therefore the proposed charges in this schedule relate to 2019/20. Allotment charges for 2017/18 were agreed at Full Council meeting in February 2017. They are shown below for the purpose of comparison.							
		Residents:							
		Grade A, 25 sq. metres (per pole)	£13.50	£0.00	£13.50	£14.00	£0.00	£14.00	
		Grade B, 25 sq. metres (per pole)	£10.00	£0.00	£10.00	£10.40	£0.00	£10.40	
		Concessionary rate - age concession / low Inc. / unemployed (Enfield Residents only from 1 April 2012)							
		Water charge per pole	£2.30	£0.00	£2.30	£2.40	£0.00	£2.40	
		Shed rentals	£21.00	£0.00	£21.00	£21.80	£0.00	£21.80	
		Key deposits	£15.00	£0.00	£15.00	£15.00	£0.00	£15.00	
		Plot deposit	£35.00	£0.00	£35.00	£35.00	£0.00	£35.00	
		Non-Enfield Residents							
		Grade A, 25 sq. metres (per pole)	£17.00	£0.00	£17.00	£20.00	£0.00	£20.00	
		Grade B, 25 sq. metres (per pole)	£13.40	£0.00	£13.40	£15.00	£0.00	£15.00	
		Water charge per pole	£2.40	£0.00	£2.40	£2.50	£0.00	£2.50	
		Shed rentals	£28.00	£0.00	£28.00	£30.00	£0.00	£30.00	
		Key deposits	£15.00	£0.00	£15.00	£15.00	£0.00	£15.00	
		Plot deposit	£35.00	£0.00	£35.00	£35.00	£0.00	£35.00	
30	1	COMMUNITY HALLS							
		Community Halls Hire:							
		Commercial rates per hour	£26.00	£0.00	£26.00	£27.00	£0.00	£27.00	
		Concessionary rate per hour (for voluntary organisations or those deemed to be providing services of organisational benefit)	£15.00	£0.00	£15.00	£15.60	£0.00	£15.60	

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD REGENERATION & ENVIRONMENT PROPOSED FEES AND CHARGES 2018/19		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
		(A further concessionary rate will be offered to recognised Tenants and Residents Associations who will be offered space once a month at no charge for meetings) maximum period of 4 hrs							
		Daily rate 11am-11pm (for those paying full rate)	£262.00	£0.00	£262.00	£272.20	£0.00	£272.20	
		Daily rate 11am-11pm (for those paying concessionary rate)	£160.00	£0.00	£160.00	£166.20	£0.00	£166.20	
31	1	BINS CLEANSING							
		Residential:							
		1 Bin Cleaned	N/A	N/A	N/A	£4.00	£0.00	£4.00	
		2 Bin Cleaned (3.75 per bin)	N/A	N/A	N/A	£7.50	£0.00	£7.50	
		3 Bin Cleaned (£3.50 per bin)	N/A	N/A	N/A	£10.50	£0.00	£10.50	
		Commercial							
		1 Bin Cleaned	N/A	N/A	N/A	£12.00	£0.00	£12.00	
		2 Bin Cleaned (£12 per bin)	N/A	N/A	N/A	£24.00	£0.00	£24.00	
		3 Bin Cleaned (£12 per bin)	N/A	N/A	N/A	£36.00	£0.00	£36.00	
		4 Bin Cleaned (£12 per bin)	N/A	N/A	N/A	£48.00	£0.00	£48.00	
		5 Bins Cleaned (£10 per bin)	N/A	N/A	N/A	£50.00	£0.00	£50.00	
		6 Bins Cleaned (£10 per bin)	N/A	N/A	N/A	£60.00	£0.00	£60.00	
		7 Bins Cleaned (£10 per bin)	N/A	N/A	N/A	£70.00	£0.00	£70.00	
		8 Bins Cleaned (£10 per bin)	N/A	N/A	N/A	£80.00	£0.00	£80.00	
		9 Bins Cleaned (£10 per bin)	N/A	N/A	N/A	£90.00	£0.00	£90.00	
		10 Bins Cleaned (£10 per bin)	N/A	N/A	N/A	£100.00	£0.00	£100.00	

<u>Adults Placements</u>	Assessed as a weekly contribution in accordance with Care Act 2014 guidelines. The maximum charge for placements in the private or voluntary sector is the full cost as determined by the placement.
<u>Enablement</u>	Enablement may be provided for up to 6 weeks. There is no charge for this service.

	2017/18 Charge per client	Proposed 2018/19 Charge per client
Safe & Connected Monitoring Service only	£3.50 p.w	£4.00
Safe & Connected Monitoring & Response service	£5.50 p.w	£6.00
Safe & Connected Monitoring & Response & Keep in Touch service	£7.50 p.w	£8.00
Equipment/adaptations under £1000	Nil	Nil
For equipment/adaptations in excess of £1000, there may be a charge subject to financial assessment. For works carried out through the Disabled Facilities Grant process there may also be a charge subject to financial assessment, unless the disabled person for whom work is being completed is a child for whom child benefit is being claimed.		
<u>Emergency Card Scheme</u>	£1.50 per week (plus £10 set up fee and Safe and Connected costs)	£1.50 per week (plus £10 set up fee and Safe and Connected costs)
Blue Badge	Administration charge (valid for up to 3 years) £10	Administration charge (valid for up to 3 years) TBC
Treatment of an Individuals Capital Resources (determined by Department of Health)		
(i) Capital Resources Retained	£14,250	TBC
(ii) Income Assumed for every £250 in excess of (i) above	£1.00	TBC
(iii) Maximum charge applies where Capital Resources exceed	£23,250	TBC
NB: The department applies the values above as determined by the Department of Health		
Interest Charge for late payment	Bank of England base rate plus 1%	
Legal charge for setting up agreement	£200	TBC
Property Valuation Fee	£300	TBC
Land Registry Fee	£45	TBC
Set up Administration costs	£325	TBC
Annual Administration fee	£100	TBC
Termination fee	£50	TBC
Interest charges on Deferred Payment Loans	2.15%	TBC
Disability Related Expenditure Allowances		
(i) DRE applicable under a full assessment	Increase by 2.0% (rounded to nearest £0.05)	
(ii) Optional minimum flat rate (Individuals are able to request a full assessment if required)	Now subject to full DRE assessment & supporting evidence	
The minimum cost of the service for charging is set at £2.50 per week.		

Section Reference	Description of Fees & Charges	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			CEX DEPARTMENT			CEX DEPARTMENT		
			FEES & CHARGES 2017/18			PROPOSED FEES & CHARGES 2018/19		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
1	LAND CHARGES							
	<i>Residential LLC1</i>		50.00	0.00	50.00	50.00	0.00	50.00
	<i>LLC1 additional parcel</i>		4.00	0.00	4.00	4.00	0.00	4.00
	CON29	v	150.00	30.00	180.00	150.00	30.00	180.00
	Full search additional parcel	v	14.00	2.80	16.80	14.00	2.80	16.80
	<i>Commercial LLC1</i>		50.00	0.00	50.00	50.00	0.00	50.00
	Commercial CON29	v	190.00	38.00	228.00	190.00	38.00	228.00
	Commercial CON29 additional parcel	v	15.00	3.00	18.00	15.00	3.00	18.00
	CON29 (O) enquiries	v	10.00	2.00	12.00	10.00	2.00	12.00
	Enquiry 22	v	14.00	2.80	16.80	14.00	2.80	16.80
	Expedited search fee	v	29.17	5.83	35.00	29.17	5.83	35.00
	<i>Applications for CLVG register</i>		1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
	Copy documents for CON29	v	10.00	2.00	12.00	10.00	2.00	12.00
	<i>Copy documents for LLC1</i>		10.00	0.00	10.00	10.00	0.00	10.00
	<i>Light Obstruction Notices Reg of part 11 on register</i>		60.00	0.00	60.00	60.00	0.00	60.00
	<i>Filing a Lands Tribunal Light Obstruction Notice</i>		14.00	0.00	14.00	14.00	0.00	14.00
	<i>Filing a variation or cancelling a Light Obstruction Notice</i>		14.00	0.00	14.00	14.00	0.00	14.00
	<i>Inspection of documents relating to Light Obstruction Notices (for each parcel of land)</i>		12.00	0.00	12.00	12.00	0.00	12.00
	Planning Decisions & Pending Applications	v	0.00	0.00	0.00	0.00	0.00	0.00
	Listed building planning	v	0.00	0.00	0.00	0.00	0.00	0.00
	Heritage partnership agreement	v	8.00	1.60	9.60	8.00	1.60	9.60
	Building Regulation Decisions & Pending Applications	v	16.00	3.20	19.20	16.00	3.20	19.20
	Planning Designations & Proposals	v	0.00	0.00	0.00	0.00	0.00	0.00
	Roads	v	6.00	1.20	7.20	6.00	1.20	7.20
	Land acquired for Public Purposes	v	6.00	1.20	7.20	6.00	1.20	7.20
	Land to be acquired for road works	v	6.00	1.20	7.20	6.00	1.20	7.20
	Drainage agreements and consents	v	6.00	1.20	7.20	6.00	1.20	7.20
	Nearby road schemes	v	19.00	3.80	22.80	19.00	3.80	22.80
	Nearby railway schemes	v	6.00	1.20	7.20	6.00	1.20	7.20
	Traffic schemes	v	19.00	3.80	22.80	19.00	3.80	22.80
	Outstanding Notices	v	19.00	3.80	22.80	19.00	3.80	22.80
	Contravention of building regulations	v	19.00	3.80	22.80	19.00	3.80	22.80
	Notices, orders, directions and proceedings under planning acts	v	16.00	3.20	19.20	16.00	3.20	19.20
	Conservation area	v	6.00	1.20	7.20	6.00	1.20	7.20
	Compulsory purchase	v	6.00	1.20	7.20	6.00	1.20	7.20
	Contaminated land	v	0.00	0.00	0.00	0.00	0.00	0.00
	Radon gas	v	0.00	0.00	0.00	0.00	0.00	0.00
	Highways Plan	v	5.00	1.00	6.00	5.00	1.00	6.00
	Copy Tree Preservation Order	v	5.00	1.00	6.00	5.00	1.00	6.00
	Copy Combined Drainage Order	v	5.00	1.00	6.00	5.00	1.00	6.00
	Copy Section 106 Agreement	v	5.00	1.00	6.00	5.00	1.00	6.00
	Road proposals by private bodies	v	10.00	2.00	12.00	10.00	2.00	12.00
	Public paths or byways	v	10.00	2.00	12.00	10.00	2.00	12.00
	Advertisements	v	10.00	2.00	12.00	10.00	2.00	12.00
	Completion notices	v	10.00	2.00	12.00	10.00	2.00	12.00
	Parks and countryside	v	10.00	2.00	12.00	10.00	2.00	12.00
	Pipelines	v	0.00	0.00	0.00	0.00	0.00	0.00
	Houses in multiple occupation	v	10.00	2.00	12.00	10.00	2.00	12.00
	Noise abatement	v	10.00	2.00	12.00	10.00	2.00	12.00
	Urban development areas	v	10.00	2.00	12.00	10.00	2.00	12.00
	Enterprise zones	v	10.00	2.00	12.00	10.00	2.00	12.00
	Inner urban improvement areas	v	10.00	2.00	12.00	10.00	2.00	12.00
	Simplified planning zones	v	10.00	2.00	12.00	10.00	2.00	12.00
	Land maintenance notices	v	10.00	2.00	12.00	10.00	2.00	12.00
	Mineral consultation areas	v	10.00	2.00	12.00	10.00	2.00	12.00
	Hazardous substance consents	v	10.00	2.00	12.00	10.00	2.00	12.00
	Environmental pollution notices	v	0.00	0.00	0.00	0.00	0.00	0.00
	Food safety notices	v	10.00	2.00	12.00	10.00	2.00	12.00
	Hedgerow notices	v	10.00	2.00	12.00	10.00	2.00	12.00
	Smoke control orders	v	10.00	2.00	12.00	10.00	2.00	12.00
	Common land, town and village greens	v	14.00	2.80	16.80	14.00	2.80	16.80
2	REGISTRARS							
	Certificates:							
	<i>Birth and Death Registrations-Certificates issued on the day</i>		4.00	0.00	4.00	4.00	0.00	4.00
	<i>Certificate issued after Registration</i>		10.00	0.00	10.00	10.00	0.00	10.00
	<i>Short Certificate requested after registration (Birth only)</i>		10.00	0.00	10.00	10.00	0.00	10.00
	Express service Fee (Same day service)	v	21.00	4.20	25.20	21.00	4.20	25.20
	Recorded Delivery Service (Up to two certificates)	v	3.00	0.60	3.60	3.00	0.60	3.60
	Add £1 for each additional certificate	v	1.00	0.20	1.20	1.00	0.20	1.20
	Correction to a Certificate							
	<i>Fee for name changes to a birth certificate</i>		40.00	0.00	40.00	40.00	0.00	40.00
	<i>(Applies for changes to child's forenames within 12 months of first registration)</i>							
	<i>Fee for consideration of a correction to a birth , death, marriage or civil partnership certificate.</i>							
	<i>If considered by the Registrar</i>		75.00	0.00	75.00	75.00	0.00	75.00
	<i>If request has to be referred to GRO</i>		90.00	0.00	90.00	90.00	0.00	90.00
	Historical Searches							

Section Reference	Description of Fees & Charges	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			CEX DEPARTMENT			CEX DEPARTMENT		
			FEES & CHARGES 2017/18			PROPOSED FEES & CHARGES 2018/19		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
	<i>Per Visit</i>		18.00	0.00	18.00	18.00	0.00	18.00
	Booking Fees							
	Fee for provisional ceremony bookings		50.00	0.00	50.00	50.00	0.00	50.00
	Admin fee for some wedding ceremonies (In addition to any statutory fee due, between £50 & £112)		Between £50 and £112			Between £50 and £112		
	Fee for re-registration of appointments		50.00	0.00	50.00	50.00	0.00	50.00
	Fee for Saturday appointments (only when appointments are at high demand)		50.00	0.00	50.00	50.00	0.00	50.00
	Marriages & Civil Partnerships							
	<i>Notice fee per person</i>		35.00	0.00	35.00	35.00	0.00	35.00
	<i>Notice fee with referral to the Home Office per person</i>		47.00	0.00	47.00	47.00	0.00	47.00
	Consideration fee to accept or reject divorce or civil partnership dissolution documents obtained outside the UK, Channel Islands or Isle of Man.							
	<i>If considered by the Registrar</i>		50.00	0.00	50.00	50.00	0.00	50.00
	<i>If request has to be referred to GRO</i>		75.00	0.00	75.00	75.00	0.00	75.00
	Simple ceremony in the Admiral's Suite on a Monday, Tuesday or Wednesday		130.00	0.00	130.00	130.00	0.00	130.00
	Enhanced ceremony in the Admiral's Suite on a Friday		260.00	0.00	260.00	260.00	0.00	260.00
	Enhanced ceremony in the Admiral's Suite on a Saturday		330.00	0.00	330.00	330.00	0.00	330.00
	Ceremony fee at an approved venue before 4.30pm weekdays, not including bank holidays (from £460)		460.00	0.00	460.00	460.00	0.00	460.00
	Ceremony fee at an approved venue 12 noon - 4.30pm at weekends not including bank holidays (from £460)		460.00	0.00	460.00	460.00	0.00	460.00
	Ceremony fee at an approved venue from 10am - 11.30am at weekends not including bank holidays (from £650)		650.00	0.00	650.00	650.00	0.00	650.00
	Ceremony fee at an approved venue after 5pm Monday to Sunday, not including bank holidays (from £650)		650.00	0.00	650.00	650.00	0.00	650.00
	Ceremony fee at an approved venue on a bank holiday		Price on application			Price on application		
	<i>Standard civil partnership conversion to a marriage without a ceremony</i>		45.00	0.00	45.00	45.00	0.00	45.00
	<i>Two -stage civil partnership conversion to a marriage with a ceremony (plus ceremony fee)</i>		45.00	0.00	45.00	45.00	0.00	45.00
	<i>Fee for Civil Partnership registration signing at Enfield Register Office</i>		80.00	0.00	80.00	80.00	0.00	80.00
	<i>Marriage or civil partnership certificates ordered before the ceremony / signing (each)</i>		4.00	0.00	4.00	4.00	0.00	4.00
	<i>Marriage or civil partnership certificates ordered after the event (each)</i>		10.00	0.00	10.00	10.00	0.00	10.00
	Immigration Services							
	Nationality Checking Service							
	NCS Adult application	v	55.00	11.00	66.00	55.00	11.00	66.00
	NCS Child application	v	30.00	6.00	36.00	30.00	6.00	36.00
	Fee per person for an appointment on a Saturday (Note: we only offer this service on Saturdays at times of very high demand)	v	20.00	4.00	24.00	20.00	4.00	24.00
	Fee per application to add passport checking service	v	30.00	6.00	36.00	30.00	6.00	36.00
	European Passport Return Service (per person) (Add £12-£45 for postage if parcel weighs over 1 Kg)	v	30.00	6.00	36.00	30.00	6.00	36.00
	Private Citizenship Ceremony	v	100.00	20.00	120.00	100.00	20.00	120.00
	Renewal of vows & Baby naming ceremonies							
	Fee for a ceremony in the Admiral's Suite on a Friday	v	260.00	52.00	312.00	260.00	52.00	312.00
	Fee for a ceremony in the Admiral's Suite on a Saturday	v	300.00	60.00	360.00	300.00	60.00	360.00
	Fee for a ceremony at an approved venue until 4.30pm Monday to Sunday, not including bank holidays (from £460)	v	460.00	92.00	552.00	460.00	92.00	552.00
	Fee for a ceremony at an approved venue on a bank holiday		Price on application			Price on application		

Section Reference	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD CEX DEPARTMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT PROPOSED FEES AND CHARGES 2018/19		
			Basic	VAT @ 20%	Total	Basic	VAT @ 20%	Total
			<i>Italics denotes statutory fees</i>					
1	FOOD CERTIFICATES							
	Certificate		£87.00	£0.00	£87.00	£90.40	£0.00	£90.40
	Additional Charge per certificate if physical examination is required		£200.00	£0.00	£200.00	£207.80	£0.00	£207.80
2	REQUEST FOR FOOD HYGIENE REVISIT							
	Request for a revisit under the National Food Hygiene Rating System		N/A	N/A	N/A	£292.00	£0.00	£292.00
3	FOOD HYGIENE COURSES AND BASIC HEALTH AND SAFETY COURSES – HELD AT CIVIC CENTRE							
	(i) BASIC HEALTH & SAFETY COURSES (include. materials & exam registration)							
	Total Fee per person		£70.00	£0.00	£70.00	£72.70	£0.00	£72.70
	(ii) FOOD HYGIENE COURSES (include materials & exam registration)							
	Total Fee per person		£70.00	£0.00	£70.00	£72.70	£0.00	£72.70
	(i) Replacement Certificates		£34.00	£0.00	£34.00	£35.30	£0.00	£35.30
	(ii) Examination Certificates		£26.00	£0.00	£26.00	£27.00	£0.00	£27.00
4	FOOD HYGIENE COURSES AND BASIC HEALTH AND SAFETY TRAINING - OFF SITE							
	(i) BASIC HEALTH & SAFETY COURSES (include. materials & exam registration)							
	Per Course (No VAT applicable)		£750.00	£0.00	£750.00	£779.30	£0.00	£779.30
	Exam Registration charged by CIEH							
	(ii) FOOD HYGIENE COURSES (include materials & exam registration)							
	Per Course (No VAT applicable)		£750.00	£0.00	£750.00	£779.30	£0.00	£779.30
	Exam Registration charged by CIEH							
5	ENVIRONMENTAL CRIME UNIT							
	Daily storage fee in pound for vehicles and goods and includes trailers and caravans or parts thereof (other than an abandoned vehicle or untaxed vehicle)		£40.80	£0.00	£40.80	£42.40	£0.00	£42.40
	Removal and release fee to pound for vehicles and includes trailers and caravans or parts thereof (other than an abandoned vehicle or untaxed vehicle)		£204.00	£0.00	£204.00	£212.00	£0.00	£212.00
	<i>Abandoned vehicle disposal fee</i>		£70.00	£0.00	£70.00	£70.00	£0.00	£70.00
	<i>Abandoned vehicle removal fee</i>		£200.00	£0.00	£200.00	£200.00	£0.00	£200.00
	<i>Abandoned vehicle daily storage fee</i>		£40.00	£0.00	£40.00	£40.00	£0.00	£40.00
	<i>DVLA untaxed vehicle release fee within 24 hours</i>		£100.00	£0.00	£100.00	£100.00	£0.00	£100.00
	<i>DVLA untaxed vehicle release fee over 24 hours</i>		£200.00	£0.00	£200.00	£200.00	£0.00	£200.00
	<i>Storage of DVLA untaxed vehicle—for each period of 24 hours or part thereof</i>		£21.00	£0.00	£21.00	£21.00	£0.00	£21.00
	<i>Disposal of vehicle</i>		£50.00	£0.00	£50.00	£50.00	£0.00	£50.00
	<i>Surety fee Payable if unable to provide current tax disc at time of vehicle collection. This fee is refundable if the tax disc is produced within 14 days.</i>		£160.00	£0.00	£160.00	£160.00	£0.00	£160.00
	<i>Bond payable if unable to prove vehicle has current road tax and or produce MOT certificate at time of collection of an abandoned vehicle. This fee is refundable if the tax and or Mot is produced before or at time collection</i>		£120.00	£0.00	£120.00	£120.00	£0.00	£120.00
	Fee for investigation of suspected abandoned vehicle on private land		£150.00	£0.00	£150.00	£150.00	£0.00	£150.00
6	LICENCES							
	A. ANIMAL BOARDING ESTABLISHMENT							
	New application for Animal Boarding Establishment (except Home Boarding)		£390.00	£0.00	£390.00	£523.00	£0.00	£523.00
	Renewal application for Animal Boarding Establishment (except Home Boarding)					£387.00	£0.00	£387.00
	New Application for Day Boarding (except Home Boarding)					£446.00	£0.00	£446.00
	Renewal Application for Day Boarding (except Home Boarding)					£334.00	£0.00	£334.00
	New application for Home Boarding Only		£110.00	£0.00	£110.00	£393.00	£0.00	£393.00

Section Reference	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD CEX DEPARTMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT PROPOSED FEES AND CHARGES 2018/19		
			Basic	VAT @ 20%	Total	Basic	VAT @ 20%	Total
			<i>Italics denotes statutory fees</i>					
	Renewal application for Home Boarding Only					£131.00	£0.00	£131.00
	B. BREEDING OF DOGS							
	New application for dog breeding		£307.00	£0.00	£307.00	£637.00	£0.00	£637.00
	Renewal application for dog breeding					£300.00	£0.00	£300.00
	C. DANGEROUS WILD ANIMALS							
	New Application for Dangerous Wild Animals		£439.00	£0.00	£439.00	£549.00	£0.00	£549.00
	Renewal Application for Dangerous Wild Animals					£521.00	£0.00	£521.00
	D. PERFORMING ANIMALS							
	New application - Registration		£177.00	£0.00	£177.00	£509.00	£0.00	£509.00
	Renewal application - registration					£270.00	£0.00	£270.00
	Certification		£50.00	£0.00	£50.00	£52.00	£0.00	£52.00
	E. PET SHOPS							
	New Application for pet shop		£280.00	£0.00	£280.00	£449.00	£0.00	£449.00
	Renewal Application for pet shop					£289.00	£0.00	£289.00
	F. STREET TRADING							
	Vans/Stalls		£181.60	£0.00	£182.00	£191.00	£0.00	£191.00
	Forecourt of shops and cafes/restaurants in designated areas		£870.10	£0.00	£870.10	£924.00	£0.00	£924.00
	G. OCCASIONAL SALES							
	Initial Application		£390.00	£0.00	£390.00	£431.00	£0.00	£431.00
	Subsequent Applications		£177.00	£0.00	£177.00	£187.00	£0.00	£187.00
	H. RIDING ESTABLISHMENTS							
	New application for riding establishment		£614.00	£0.00	£614.00	£639.00	£0.00	£639.00
	Renewal application for riding establishment					£629.00	£0.00	£629.00
	I. SEX SHOPS							
	New application for sex establishment venue		£22,373.00	£0.00	£22,373.00	£2,222.00	£0.00	£2,222.00
	Renewal application for sex establishment venue					£1,436.00	£0.00	£1,436.00
	J. TABLES & CHAIRS							
	Up to 3 sq. m		£217.00	£0.00	£217.00	£330.00	£0.00	£330.00
	Between 3 and 10 sq. m		£431.00	£0.00	£431.00	£500.00	£0.00	£500.00
	Between 10 and 15 sq. m		£862.00	£0.00	£862.00	£975.00	£0.00	£975.00
	Between 15 and (maximum) 25 sq. m		£1,713.00	£0.00	£1,713.00	£1,925.00	£0.00	£1,925.00
	K. ZOOS							
	Notification of intention to apply for a zoo licence		£114.00	£0.00	£114.00	£100.00	£0.00	£100.00
	New application for a zoo licence		£914.00	£0.00	£914.00	£2,760.00	£0.00	£2,760.00
	Renewal of licence		£571.00	£0.00	£571.00	£2,094.00	£0.00	£2,094.00
	Transfer of licence		£684.00	£0.00	£684.00	£496.00	£0.00	£496.00
	Variation of a zoo licence		£684.00	£0.00	£684.00	£483.00	£0.00	£483.00
	L. PLEASURE BOATS							
	Application for a boat hire licence		£228.00	£0.00	£228.00	£236.90	£0.00	£236.90
	Variation of a boat hire licence		£114.00	£0.00	£114.00	£118.40	£0.00	£118.40
	M. HYPNOTISM							
	Application for consent to conduct an exhibition, demonstration or performance of hypnotism		£114.00	£0.00	£114.00	£118.40	£0.00	£118.40

Section Reference	Description of Fees & Charges	Service is VATABLE	LONDON BOROUGH OF ENFIELD CEX DEPARTMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT PROPOSED FEES AND CHARGES 2018/19		
			Basic	VAT @ 20%	Total	Basic	VAT @ 20%	Total
			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT PROPOSED FEES AND CHARGES 2018/19		
			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT PROPOSED FEES AND CHARGES 2018/19		
	N. TEMPORARY STREET TRADING LICENSE							
	Single event for a 'Seasonal' or 'Farmers' Market of up to 20 stalls for a maximum of 4 days' duration within a designated street trading area (3 Types)							
	1. Market which requires the closure of a non-classified road	£185.00	£0.00	£185.00	£444.00	£0.00	£444.00	
	2. Market on the footway only	£75.00	£0.00	£75.00	£334.00	£0.00	£334.00	
	3. Any other market / event, a licence fee will be set to recover the Council's costs	Price on application			Price on application			
	Note: a licence will only be granted for an area where the Council is satisfied that highway safety and free pedestrian passage requirements are not compromised. Where the Council concludes that a Market cannot be held without compromising these requirements, a refusal fee will be applied as indicated for the relevant category of temporary licence.							
	O. MANDATORY HMO LICENCES							
	Licence application fee (per let)	£130.00	£0.00	£130.00	£135.10	£0.00	£135.10	
	Copy of HMO Register	£112.00	£0.00	£112.00	£116.40	£0.00	£116.40	
	Copy of HMO Register	£112.00	£0.00	£112.00	£116.40	£0.00	£116.40	
7	APPROVALS							
	CIVIL MARRIAGE VENUES - Inspection Fee:							
	New application for civil marriage venue	£756.80	£0.00	£757.00	£955.00	£0.00	£955.00	
	Renewal application for civil marriage venue				£930.00	£0.00	£930.00	
8	LICENSING ACT 2003 - FEES AND EXEMPTIONS (statutory fee VAT Exempt)							
	FEES PAYABLE:							
	1.1 The fee for an application for the grant or variation of a premises licence is based on the rateable value of the property and the band specified for that rateable value, is as follows:							
	RATEABLE VALUES							
	No rateable value to £4,300	£100.00	£0.00	£100.00	£100.00	£0.00	£100.00	
	£4,300 to £33,000	£190.00	£0.00	£190.00	£190.00	£0.00	£190.00	
	£33,001 to £87,000	£315.00	£0.00	£315.00	£315.00	£0.00	£315.00	
	£87,001 to £125,000	£450.00	£0.00	£450.00	£450.00	£0.00	£450.00	
	£125,001 and above	£635.00	£0.00	£635.00	£635.00	£0.00	£635.00	
	1.2 In addition, premises in Bands D and E, where an application relates exclusively or primarily for the supply of alcohol for consumption on a premises located in a city or town centre, must pay a further fee, as follows:							
	RATEABLE VALUES							
	£87,001 to £125,000	£450.00	£0.00	£450.00	£450.00	£0.00	£450.00	
	£125,001 and above	£1,270.00	£0.00	£1,270.00	£1,270.00	£0.00	£1,270.00	
	1.3 In addition, where 5,000 or more persons are admitted at the same time to a premises when the existing licence authorises licensable activities to take place, the application must be accompanied by a fee corresponding to the range of number of persons within which falls the maximum number of persons allowed as follows:							
	MAXIMUM NUMBER OF PERSONS							
	5,000 to 9,999	£1,000.00	£0.00	£1,000.00	£1,000.00	£0.00	£1,000.00	
	10,000 to 14,999	£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00	
	15,000 to 19,999	£4,000.00	£0.00	£4,000.00	£4,000.00	£0.00	£4,000.00	
	20,000 to 29,999	£8,000.00	£0.00	£8,000.00	£8,000.00	£0.00	£8,000.00	
	30,000 to 39,999	£16,000.00	£0.00	£16,000.00	£16,000.00	£0.00	£16,000.00	
	40,000 to 49,999	£24,000.00	£0.00	£24,000.00	£24,000.00	£0.00	£24,000.00	
	50,000 to 59,999	£32,000.00	£0.00	£32,000.00	£32,000.00	£0.00	£32,000.00	
	60,000 to 69,999	£40,000.00	£0.00	£40,000.00	£40,000.00	£0.00	£40,000.00	
	70,000 to 79,999	£48,000.00	£0.00	£48,000.00	£48,000.00	£0.00	£48,000.00	
	80,000 to 89,999	£56,000.00	£0.00	£56,000.00	£56,000.00	£0.00	£56,000.00	
	90,000 and over	£64,000.00	£0.00	£64,000.00	£64,000.00	£0.00	£64,000.00	
	1.4 The annual fee payable for a premises licence, is based on the rateable value of the property and the band specified for that rateable value, as follows:							
	RATEABLE VALUES							
	No rateable value to £4,300	£70.00	£0.00	£70.00	£70.00	£0.00	£70.00	
	£4,300 to £33,000	£180.00	£0.00	£180.00	£180.00	£0.00	£180.00	
	£33,001 to £87,000	£295.00	£0.00	£295.00	£295.00	£0.00	£295.00	
	£87,001 to £125,000	£320.00	£0.00	£320.00	£320.00	£0.00	£320.00	
	£125,001 and above	£350.00	£0.00	£350.00	£350.00	£0.00	£350.00	

Section Reference	Description of Fees & Charges	Service is VATABLE	LONDON BOROUGH OF ENFIELD CEX DEPARTMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT PROPOSED FEES AND CHARGES 2018/19				
			Basic	VAT @ 20%	Total	Basic	VAT @ 20%	Total		
			<i>Italics denotes statutory fees</i>							
	<i>1.5 In addition, premises in Bands D and E, where an application relates exclusively or primarily for the supply of alcohol for consumption on a premises located in a city or town centre, must pay a further fee, as follows:</i>		ANNUAL ADDITIONAL FEE	VAT	ANNUAL ADDITIONAL FEE	ANNUAL ADDITIONAL FEE	VAT	ANNUAL ADDITIONAL FEE		
	RATEABLE VALUES									
	<i>£87,001 to £125,000</i>		£640.00	£0.00	£640.00	£640.00	£0.00	£640.00		
	<i>£125,001 and above</i>		£1,050.00	£0.00	£1,050.00	£1,050.00	£0.00	£1,050.00		
	<i>1.6 In addition, where 5,000 or more persons are admitted at the same time to a premises when the existing licence authorises licensable activities to take place, the application must be accompanied by a fee corresponding to the range of number of persons within which falls the maximum number of persons allowed as follows:</i>		ANNUAL ADDITIONAL FEE	VAT	ANNUAL ADDITIONAL FEE	ANNUAL ADDITIONAL FEE	VAT	ANNUAL ADDITIONAL FEE		
	MAXIMUM NUMBER OF PERSONS									
	<i>5,000 to 9,999</i>		£500.00	£0.00	£500.00	£500.00	£0.00	£500.00		
	<i>10,000 to 14,999</i>		£1,000.00	£0.00	£1,000.00	£1,000.00	£0.00	£1,000.00		
	<i>15,000 to 19,999</i>		£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00		
	<i>20,000 to 29,999</i>		£4,000.00	£0.00	£4,000.00	£4,000.00	£0.00	£4,000.00		
	<i>30,000 to 39,999</i>		£8,000.00	£0.00	£8,000.00	£8,000.00	£0.00	£8,000.00		
	<i>40,000 to 49,999</i>		£12,000.00	£0.00	£12,000.00	£12,000.00	£0.00	£12,000.00		
	<i>50,000 to 59,999</i>		£16,000.00	£0.00	£16,000.00	£16,000.00	£0.00	£16,000.00		
	<i>60,000 to 69,999</i>		£20,000.00	£0.00	£20,000.00	£20,000.00	£0.00	£20,000.00		
	<i>70,000 to 79,999</i>		£24,000.00	£0.00	£24,000.00	£24,000.00	£0.00	£24,000.00		
	<i>80,000 to 89,999</i>		£28,000.00	£0.00	£28,000.00	£28,000.00	£0.00	£28,000.00		
	<i>90,000 and over</i>		£32,000.00	£0.00	£32,000.00	£32,000.00	£0.00	£32,000.00		
	FEES PAYABLE:									
	<i>2.1 The fee for an application for the grant or variation of a club premises certificate is based on the rateable value of the property and the band specified for that rateable value, is as follows:</i>		GRANT & VARIATION FEE PAYABLE	VAT	GRANT & VARIATION FEE PAYABLE	GRANT & VARIATION FEE PAYABLE	VAT	GRANT & VARIATION FEE PAYABLE		
	RATEABLE VALUES									
	<i>No rateable value to £4,300</i>		£100.00	£0.00	£100.00	£100.00	£0.00	£100.00		
	<i>£4,300 to £33,000</i>		£190.00	£0.00	£190.00	£190.00	£0.00	£190.00		
	<i>£33,001 to £87,000</i>		£315.00	£0.00	£315.00	£315.00	£0.00	£315.00		
	<i>£87,001 to £125,000</i>		£450.00	£0.00	£450.00	£450.00	£0.00	£450.00		
	<i>£125,001 and above</i>		£635.00	£0.00	£635.00	£635.00	£0.00	£635.00		
	<i>2.2 The annual fee payable for club premises certificate is based on the rateable value of the property and the band specified for that rateable value, is as follows:</i>		ANNUAL FEE PAYABLE	VAT	ANNUAL FEE PAYABLE	ANNUAL FEE PAYABLE	VAT	ANNUAL FEE PAYABLE		
	RATEABLE VALUES									
	<i>No rateable value to £4,300</i>		£70.00	£0.00	£70.00	£70.00	£0.00	£70.00		
	<i>£4,300 to £33,000</i>		£180.00	£0.00	£180.00	£180.00	£0.00	£180.00		
	<i>£33,001 to £87,000</i>		£295.00	£0.00	£295.00	£295.00	£0.00	£295.00		
	<i>£87,001 to £125,000</i>		£320.00	£0.00	£320.00	£320.00	£0.00	£320.00		
	<i>£125,001 and above</i>		£350.00	£0.00	£350.00	£350.00	£0.00	£350.00		
	OTHER FEES PAYABLE IN RESPECT OF APPLICATIONS MADE OR NOTICES GIVEN, ARE AS FOLLOWS		FEE PAYABLE	VAT	FEE PAYABLE	FEE PAYABLE	VAT	FEE PAYABLE		
	APPLICATION OR NOTICE									
	<i>Notification of theft, loss, etc. of premises licence or summary</i>		£10.50	£0.00	£10.50	£10.50	£0.00	£10.50		
	<i>Application for provisional statement where premises being built, etc.</i>		£315.00	£0.00	£315.00	£315.00	£0.00	£315.00		
	<i>Notification of change of name or address of premises licence holder or designated premises supervisor</i>		£10.50	£0.00	£10.50	£10.50	£0.00	£10.50		
	<i>Application to vary premises licence to specify individual as designated premises supervisor</i>		£23.00	£0.00	£23.00	£23.00	£0.00	£23.00		
	<i>Application for transfer of premises licence</i>		£23.00	£0.00	£23.00	£23.00	£0.00	£23.00		
	<i>Application for a minor variation to a premises licence</i>		£89.00	£0.00	£89.00	£89.00	£0.00	£89.00		
	<i>Notice of interim authority following death etc. of the premises licence holder</i>		£23.00	£0.00	£23.00	£23.00	£0.00	£23.00		
	<i>Notification of theft, loss, etc. of club premises certificate or summary</i>		£10.50	£0.00	£10.50	£10.50	£0.00	£10.50		
	<i>Notification of change of name or alteration of rules of club</i>		£10.50	£0.00	£10.50	£10.50	£0.00	£10.50		
	<i>Notification of change of relevant registered address of the club</i>		£10.50	£0.00	£10.50	£10.50	£0.00	£10.50		
	<i>Application for temporary event notice</i>		£21.00	£0.00	£21.00	£21.00	£0.00	£21.00		
	<i>Notification of theft, loss, etc. of temporary event notice</i>		£10.50	£0.00	£10.50	£10.50	£0.00	£10.50		
	<i>Application for grant of a personal licence</i>		£37.00	£0.00	£37.00	£37.00	£0.00	£37.00		
	<i>Notification of theft, loss, etc. of personal licence</i>		£10.50	£0.00	£10.50	£10.50	£0.00	£10.50		
	<i>Notification of change of name or address of personal licence holder</i>		£10.50	£0.00	£10.50	£10.50	£0.00	£10.50		
	<i>Notification of right of freeholder to be notified of licensing matters</i>		£21.00	£0.00	£21.00	£21.00	£0.00	£21.00		

Section Reference	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD CEX DEPARTMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT PROPOSED FEES AND CHARGES 2018/19		
			Basic	VAT @ 20%	Total	Basic	VAT @ 20%	Total
			<i>Italics denotes statutory fees</i>					
9	SPECIAL TREATMENT LICENCE FEES & EXEMPTIONS ANNUAL LICENCES							
	GROUP A							
	Establishments that offer invasive and high risk procedures such as lasers, electrolysis, tattooing, body piercing, body massage. The treatments are:							
	Anthroposophical Medicine							
	Polarity Therapy							
	Aromatherapy							
	Qi Gong							
	Body Massage							
	Remedial/Sports Massage							
	Bowen Technique							
	Rolling							
	Champissage/Indian Head Massage							
	Shiatsu							
	Endermologie							
	Fairbane/Tangent Method							
	Stone Therapy							
	Gyratory Massage							
	Thai Massage							
	Manual Lymphatic Drainage							
	Therapeutic/Holistic Massage							
	Marma Therapy							
	Metamorphic Technique							
	Physiotherapy							
	Tui-Na							
	Acupressure							
	Botox							
	Lasers/Intense Pulse Light							
	Collagen Implants							
	Moxibustion (if not accompanied by acupuncture it will be Group B)							
	Osteopathy							
	Sclerotherapy							
	Acupuncture							
	Micropigmentation							
	Beading							
	Bio Skin Jetting							
	Namripad Allergy Elimination Technique							
	Body Piercing							
	Electrolysis							
	Tattoo Removal							
	Korean Hand Therapy							
	Tattooing							
	NEW LICENCES		£692.00	£0.00	£692.00	£735.00	£0.00	£735.00
	RENEWALS		£518.00	£0.00	£518.00	£587.00	£0.00	£587.00
	VARIATIONS		£346.00	£0.00	£346.00	£364.00	£0.00	£364.00
	TRANSFER		£260.00	£0.00	£260.00	£274.00	£0.00	£274.00
	OCCASIONAL LICENCE		£346.00	£0.00	£346.00	£366.00	£0.00	£366.00
	GROUP B							
	Establishments that offer medium risk and non invasive treatments such as UV tanning, facials and others. The treatments are:							
	Ayurvedic Medicine							
	Reiki							
	Sauna							
	Chiroprody/Podiatry							
	Spa							
	Steam Room/Bath							
	Foot Detox							
	Hydrotherapy							
	Thalassotherapy							
	Thermo Auricular Therapy/Hopi Ear candles							
	Infra Red							
	Micro Curreant Therapy/Non-Surgical Face lifts							
	Colour Therapy							
	Detox Box							
	Facials							
	Faradism							
	Reflexology							
	Floatation Tank							
	Galvanism							
	Ultra Sonic							
	High Frequency							
	Ultra Violet Tanning							
	Trichology							
	NEW LICENCES		£518.00	£0.00	£518.00	£540.00	£0.00	£540.00

Section Reference	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD CEX DEPARTMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT PROPOSED FEES AND CHARGES 2018/19		
			Basic	VAT @ 20%	Total	Basic	VAT @ 20%	Total
			<i>Italics denotes statutory fees</i>					
	RENEWALS		£404.00	£0.00	£404.00	£427.00	£0.00	£427.00
	VARIATIONS		£230.00	£0.00	£230.00	£244.00	£0.00	£244.00
	TRANSFER		£145.00	£0.00	£145.00	£154.00	£0.00	£154.00
	OCCASIONAL LICENCE		£260.00	£0.00	£260.00	£271.00	£0.00	£271.00
	GROUP C							
	Establishments that offer manicures, pedicures, nail extensions and/or ear piercing only. The treatments are:							
	Nail Extensions							
	Pedicure							
	Manicure							
	Ear Piercing							
	NEW LICENCES		£346.00	£0.00	£346.00	£368.00	£0.00	£368.00
	RENEWALS		£290.00	£0.00	£290.00	£313.00	£0.00	£313.00
	VARIATIONS		£202.00	£0.00	£202.00	£218.00	£0.00	£218.00
	TRANSFER		£87.00	£0.00	£87.00	£154.00	£0.00	£154.00
	OCCASIONAL LICENCE		£174.00	£0.00	£174.00	£228.00	£0.00	£228.00
	AMENDMENT		£31.00	£0.00	£31.00	£33.00	£0.00	£33.00
	REPLACEMENT COPY OF LICENCE		£31.00	£0.00	£31.00	£33.00	£0.00	£33.00
10	SCRAP METAL DEALERS							
	Now covered by Scrap Metal Dealers Act 2013							
	Site Licence:							
	New		£738.00	£0.00	£738.00	£701.00	£0.00	£701.00
	Variation		£135.00	£0.00	£135.00	£344.00	£0.00	£344.00
	Renewal		£519.00	£0.00	£519.00	£338.00	£0.00	£338.00
	Collector's Licence:							
	New		£352.00	£0.00	£352.00	£701.00	£0.00	£701.00
	Variation		£106.00	£0.00	£106.00	£344.00	£0.00	£344.00
	Renewal		£209.00	£0.00	£209.00	£291.00	£0.00	£291.00
11	WEIGHTS AND MEASURES FEES							
	Fees for the purpose of Section II(5) of the Weights and Measures Act 1985 & EEC Measuring Instrument (Fees) (as amended)							
	All weights and measuring equipment (£60.00 per hour or part thereof)		£60.00	£0.00	£60.00	£62.30	£0.00	£62.30
	second officer if required (£36 per hour or part thereof)		£36.00	£0.00	£36.00	£37.40	£0.00	£37.40
	specialist equipment required		Price on application			Price on application		
	Calibration and certification fees for the purpose of section 74 of the Weights and Measures Act 1985							
	All weights and measuring equipment (£60.00 per hour or part thereof)		£60.00	£0.00	£60.00	£62.30	£0.00	£62.30
	second officer if required (£36 per hour or part thereof)		£36.00	£0.00	£36.00	£37.40	£0.00	£37.40
	specialist equipment required		Price on application			Price on application		
12	GREATER LONDON (GENERAL POWERS ACT) 1984							
	Registration to hold sales by competitive bidding		£314.00	£0.00	£314.00	£326.20	£0.00	£326.20
	Exemption from registration		£105.00	£0.00	£105.00	£109.10	£0.00	£109.10
13	LICENSING OF STORES AND REGISTRATION OF PREMISES FOR THE KEEPING OF EXPLOSIVES							
	STATUTORY FEES							
	<i>New licence to store explosives UNDER 250kg, where by virtue of regulation 27 and Schedule 5 to the 2014 Regulations, no minimum separation distance or a 0 metres separation is prescribed</i>							
	1 YEAR		£109.00	£0.00	£109.00	£109.00	£0.00	£109.00
	2 YEARS		£141.00	£0.00	£141.00	£141.00	£0.00	£141.00
	3 YEARS		£173.00	£0.00	£173.00	£173.00	£0.00	£173.00
	4 YEARS		£206.00	£0.00	£206.00	£206.00	£0.00	£206.00
	5 YEARS		£238.00	£0.00	£238.00	£238.00	£0.00	£238.00

Section Reference	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD CEX DEPARTMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT PROPOSED FEES AND CHARGES 2018/19		
			Basic	VAT @ 20%	Total	Basic	VAT @ 20%	Total
			<i>Italics denotes statutory fees</i>					
	<i>Renewal of licence to store explosives UNDER 250kg, where by virtue of regulation 27 and Schedule 5 to the 2014 Regulations, no minimum separation distance or a 0 metres separation is prescribed</i>							
	1 YEAR		£54.00	£0.00	£54.00	£54.00	£0.00	£54.00
	2 YEARS		£86.00	£0.00	£86.00	£86.00	£0.00	£86.00
	3 YEARS		£120.00	£0.00	£120.00	£120.00	£0.00	£120.00
	4 YEARS		£152.00	£0.00	£152.00	£152.00	£0.00	£152.00
	5 YEARS		£185.00	£0.00	£185.00	£185.00	£0.00	£185.00
	<i>New licence to store explosives OVER 250kg BUT LESS than 2,000kg, where by virtue of regulation 27 and Schedule 5 to the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed</i>							
	1 YEAR		£185.00	£0.00	£185.00	£185.00	£0.00	£185.00
	2 YEARS		£243.00	£0.00	£243.00	£243.00	£0.00	£243.00
	3 YEARS		£304.00	£0.00	£304.00	£304.00	£0.00	£304.00
	4 YEARS		£374.00	£0.00	£374.00	£374.00	£0.00	£374.00
	5 YEARS		£423.00	£0.00	£423.00	£423.00	£0.00	£423.00
	<i>Renewal of licence to store explosives OVER 250kg BUT LESS than 2,000kg, where by virtue of regulation 27 and Schedule 5 to the 2014 Regulations, a minimum separation distance of greater than 0 metres is prescribed</i>							
	1 YEAR		£86.00	£0.00	£86.00	£86.00	£0.00	£86.00
	2 YEARS		£147.00	£0.00	£147.00	£147.00	£0.00	£147.00
	3 YEARS		£206.00	£0.00	£206.00	£206.00	£0.00	£206.00
	4 YEARS		£266.00	£0.00	£266.00	£266.00	£0.00	£266.00
	5 YEARS		£326.00	£0.00	£326.00	£326.00	£0.00	£326.00
	Any kind of variation		<i>Reasonable cost of the work done by the licensing authority</i>			<i>Reasonable cost of the work done by the licensing authority</i>		
	Transfer of licence or registration		£36.00	£0.00	£36.00	£36.00	£0.00	£36.00
	Replacement licence document		£36.00	£0.00	£36.00	£36.00	£0.00	£36.00
	All year Fireworks supply licence		£500.00	£0.00	£500.00	£500.00	£0.00	£500.00
14	GAMBLING ACT 2005							
	FEES AND EXEMPTIONS (VAT exempt)							
	NB Fee capped by Government							
	New Applications							
	Bingo		£3,500.00	£0.00	£3,500.00	£3,500.00	£0.00	£3,500.00
	Betting Shop		£3,000.00	£0.00	£3,000.00	£3,000.00	£0.00	£3,000.00
	Adult Gaming Centre		£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00
	Track		£2,500.00	£0.00	£2,500.00	£2,500.00	£0.00	£2,500.00
	Family Entertainment Centre		£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00
	New Applications - where provisional statement already issued							
	Bingo		£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00
	Betting Shop		£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00
	Adult Gaming Centre		£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00
	Track		£950.00	£0.00	£950.00	£950.00	£0.00	£950.00
	Family Entertainment Centre		£950.00	£0.00	£950.00	£950.00	£0.00	£950.00
	Provisional Statement Applications							
	Bingo		£3,500.00	£0.00	£3,500.00	£3,500.00	£0.00	£3,500.00
	Betting Shop		£3,000.00	£0.00	£3,000.00	£3,000.00	£0.00	£3,000.00
	Adult Gaming Centre		£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00
	Track		£2,500.00	£0.00	£2,500.00	£2,500.00	£0.00	£2,500.00
	Family Entertainment Centre		£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00
	Transfer Applications							
	Bingo		£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00
	Betting Shop		£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00
	Adult Gaming Centre		£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00
	Track		£950.00	£0.00	£950.00	£950.00	£0.00	£950.00
	Family Entertainment Centre		£950.00	£0.00	£950.00	£950.00	£0.00	£950.00
	Reinstatement Applications							
	Bingo		£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00

Section Reference	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD CEX DEPARTMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT PROPOSED FEES AND CHARGES 2018/19		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
			<i>Italics denotes statutory fees</i>					
	<i>Betting Shop</i>		£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00
	<i>Adult Gaming Centre</i>		£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00
	<i>Track</i>		£950.00	£0.00	£950.00	£950.00	£0.00	£950.00
	<i>Family Entertainment Centre</i>		£950.00	£0.00	£950.00	£950.00	£0.00	£950.00
	<i>Variation Applications</i>							
	<i>Bingo</i>		£1,750.00	£0.00	£1,750.00	£1,750.00	£0.00	£1,750.00
	<i>Betting Shop</i>		£1,500.00	£0.00	£1,500.00	£1,500.00	£0.00	£1,500.00
	<i>Adult Gaming Centre</i>		£1,000.00	£0.00	£1,000.00	£1,000.00	£0.00	£1,000.00
	<i>Track</i>		£1,250.00	£0.00	£1,250.00	£1,250.00	£0.00	£1,250.00
	<i>Family Entertainment Centre</i>		£1,000.00	£0.00	£1,000.00	£1,000.00	£0.00	£1,000.00
	<i>Annual Fees</i>							
	<i>Bingo</i>		£1,000.00	£0.00	£1,000.00	£1,000.00	£0.00	£1,000.00
	<i>Betting Shop</i>		£600.00	£0.00	£600.00	£600.00	£0.00	£600.00
	<i>Adult Gaming Centre</i>		£1,000.00	£0.00	£1,000.00	£1,000.00	£0.00	£1,000.00
	<i>Track</i>		£1,000.00	£0.00	£1,000.00	£1,000.00	£0.00	£1,000.00
	<i>Family Entertainment Centre</i>		£750.00	£0.00	£750.00	£750.00	£0.00	£750.00
	<i>Notification of Change of Circumstances</i>		£50.00	£0.00	£50.00	£50.00	£0.00	£50.00
	<i>Request for copy of Premises Licence</i>		£25.00	£0.00	£25.00	£25.00	£0.00	£25.00
	GAMBLING ACT 2005 - FEES AND EXEMPTIONS (STATUTORY FEE VAT exempt)							
	Alcohol Licensed Premises Gaming Machine Permit Fees							
	<i>New</i>		£150.00	£0.00	£150.00	£150.00	£0.00	£150.00
	<i>New Existing S34 Permit holder (more than 2 machines)</i>		£100.00	£0.00	£100.00	£100.00	£0.00	£100.00
	<i>Variation of information on permit e.g. number of machines</i>		£100.00	£0.00	£100.00	£100.00	£0.00	£100.00
	<i>Notification of 2 machines or less (new & existing)</i>		£50.00	£0.00	£50.00	£50.00	£0.00	£50.00
	<i>Transfer - If transfer of Premises Licence to sell alcohol granted</i>		£25.00	£0.00	£25.00	£25.00	£0.00	£25.00
	<i>Name change i.e. new married name etc.</i>		£25.00	£0.00	£25.00	£25.00	£0.00	£25.00
	<i>Replacement permit</i>		£15.00	£0.00	£15.00	£15.00	£0.00	£15.00
	<i>Annual fee (payable by premises with three or more machines)</i>		£50.00	£0.00	£50.00	£50.00	£0.00	£50.00
	Club Gaming & Club Gaming Machine Permit Fees							
	<i>New</i>		£200.00	£0.00	£200.00	£200.00	£0.00	£200.00
	<i>New Existing Part II or Part III Gaming Act 1968 registrations</i>		£100.00	£0.00	£100.00	£100.00	£0.00	£100.00
	<i>New (fast track) holder of Club Premises Certificate under Licensing Act 2003</i>		£100.00	£0.00	£100.00	£100.00	£0.00	£100.00
	<i>Renewal</i>		£100.00	£0.00	£100.00	£100.00	£0.00	£100.00
	<i>Variation</i>		£100.00	£0.00	£100.00	£100.00	£0.00	£100.00
	<i>Replacement permit</i>		£15.00	£0.00	£15.00	£15.00	£0.00	£15.00
	<i>Annual fee</i>		£50.00	£0.00	£50.00	£50.00	£0.00	£50.00
	Unlicensed Family Entertainment Centre Gaming Machine Permit Fees							
	<i>New</i>		£300.00	£0.00	£300.00	£300.00	£0.00	£300.00
	<i>New Existing Part II and Part III Gaming Act 1968 registrations</i>		£100.00	£0.00	£100.00	£100.00	£0.00	£100.00
	<i>Renewal</i>		£300.00	£0.00	£300.00	£300.00	£0.00	£300.00
	<i>Change of Name</i>		£25.00	£0.00	£25.00	£25.00	£0.00	£25.00
	<i>Replacement permit</i>		£15.00	£0.00	£15.00	£15.00	£0.00	£15.00
	Prize Gaming Permit Fees							
	<i>New</i>		£300.00	£0.00	£300.00	£300.00	£0.00	£300.00
	<i>New Existing Section 16 Lotteries & Amusement Act 1976 Permit holder</i>		£100.00	£0.00	£100.00	£100.00	£0.00	£100.00
	<i>Renewal (every 10 years)</i>		£300.00	£0.00	£300.00	£300.00	£0.00	£300.00
	<i>Change of name</i>		£25.00	£0.00	£25.00	£25.00	£0.00	£25.00
	<i>Replacement permit</i>		£15.00	£0.00	£15.00	£15.00	£0.00	£15.00
	<i>Temporary Use Notice</i>		£250.00	£0.00	£250.00	£250.00	£0.00	£250.00
	Small Society Lotteries							
	<i>New</i>		£40.00	£0.00	£40.00	£40.00	£0.00	£40.00
	<i>Annual fee</i>		£20.00	£0.00	£20.00	£20.00	£0.00	£20.00
15	SAFETY CERTIFICATES FOR SPORTS GROUNDS							
	Sports Grounds:							
	Application for a sport ground safety certificate		£2,111.00	£0.00	£2,111.00	£2,193.30	£0.00	£2,193.30
	Application to change a safety certificate for a sports ground		£1,581.00	£0.00	£1,581.00	£1,642.70	£0.00	£1,642.70
	Regulated Stands at sports grounds:							
	Application to certify a regulated stand at a sports ground		£1,581.00	£0.00	£1,581.00	£1,642.70	£0.00	£1,642.70
	Application to change a safety certificate for a regulated stand at a sports ground		£1,051.00	£0.00	£1,051.00	£1,092.00	£0.00	£1,092.00

Section Reference	Description of Fees & Charges	Service is VARIABLE	LONDON BOROUGH OF ENFIELD CEX DEPARTMENT FEES AND CHARGES 2017/18			LONDON BOROUGH OF ENFIELD CEX DEPARTMENT PROPOSED FEES AND CHARGES 2018/19		
			Basic	VAT @ 20%	Total	Basic	VAT @ 20%	Total
			<i>Italics denotes statutory fees</i>					
16	STRAY DOGS SERVICE							
	<i>Reclaim of a stray dog:</i>							
	<i>Statutory Fee</i>		<i>£25.00</i>	<i>£0.00</i>	<i>£25.00</i>	<i>£25.00</i>	<i>£0.00</i>	<i>£25.00</i>
	Kennelling fee (per day)		£26.00	£0.00	£26.00	£26.00	£0.00	£26.00
	Seizure fee		£90.00	£0.00	£90.00	£90.00	£0.00	£90.00
	Veterinary fees (Depends on any treatment that is needed)		Price on application			Price on application		
	Microchipping		£8.00	£0.00	£8.00	£8.00	£0.00	£8.00
17	CHARGES FOR NOTICES SERVED UNDER THE HOUSING ACT 2004							
	Hazard Awareness Notice (if a subsequent notice is not required)		£0.00	£0.00	£0.00	£0.00	£0.00	£0.00
	Hazard Awareness Notice (if a subsequent notice is required)		£178.00	£0.00	£178.00	£185.00	£0.00	£185.00
	Improvement Notice		£357.00	£0.00	£357.00	£370.00	£0.00	£370.00
	Prohibition Order		£357.00	£0.00	£357.00	£370.00	£0.00	£370.00
	Emergency Prohibition Order		£357.00	£0.00	£357.00	£370.00	£0.00	£370.00
	Emergency Remedial Action		£357.00	£0.00	£357.00	£370.00	£0.00	£370.00
	Demolition Order		£357.00	£0.00	£357.00	£370.00	£0.00	£370.00
	Review of a suspended Improvement Notice		£204.00	£0.00	£204.00	£212.00	£0.00	£212.00
	Review of a suspended Prohibition Order		£204.00	£0.00	£204.00	£212.00	£0.00	£212.00
	Charge for any subsequent notice served at the same time for the same property		£153.00	£0.00	£153.00	£159.00	£0.00	£159.00

Section Reference	Description of Fees & Charges	LONDON BOROUGH OF ENFIELD FRCS DEPARTMENT			LONDON BOROUGH OF ENFIELD FRCS DEPARTMENT		
		FEES & CHARGES 2017/18			PROPOSED FEES & CHARGES 2018/19		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Service is VATABLE					
1	PROPERTY SERVICES						
	Property services rental income is restricted by conditions detailed in the property lease. The lease details the legally binding contract between the lessor and lessee. Service charges must be cost neutral and comply with RICS (The Royal Institute of Chartered Surveyors). It must be emphasised that neither of these income streams can be subject to arbitrary increases. Budget setting for 2018-19 must reflect this to ensure achievable targets are set given the legal and financial constraints currently in place.						
2	LEISURE-SPORTS						
	Sports & Development						
	Term time activities						
	Badminton - Beginners (block of 14 weeks)	70.00	0.00	70.00	70.00	0.00	70.00
	Badminton - Improvers (block of 14 weeks)	70.00	0.00	70.00	70.00	0.00	70.00
	Gymnastics - Beginners (block of 14 weeks)	70.60	0.00	70.60	70.60	0.00	70.60
	Gymnastics - Improvers (block of 14 weeks)	70.60	0.00	70.60	70.60	0.00	70.60
	Gymnastics - Preschool (block of 12 weeks)	57.00	0.00	57.00	57.00	0.00	57.00
	Gymnastics & Trampolining (block of 14 weeks)	70.60	0.00	70.60	70.60	0.00	70.60
	Trampolining - Tots (block of 12 weeks)	57.00	0.00	57.00	57.00	0.00	57.00
	Badminton - Adults (block of 15 weeks)	60.00	0.00	60.00	60.00	0.00	60.00
	Boxing - Adults (block of 14 weeks)	56.00	0.00	56.00	56.00	0.00	56.00
	Pilates - Adults (block of 15 weeks)	75.00	0.00	75.00	75.00	0.00	75.00
	Tai Chi - Adults (block of 13 weeks)	65.00	0.00	65.00	65.00	0.00	65.00
	Yoga - Adults (Women only)(block of 15 weeks)	87.00	0.00	87.00	87.00	0.00	87.00
	Yoga - Adults (block of 15 weeks)	66.00	0.00	66.00	66.00	0.00	66.00
	Nordic Walking - adults (block of 15 weeks)	45.00	0.00	45.00	45.00	0.00	45.00
	Keep Fit Mature Moves - 50+ (block of 15 weeks)	58.75	0.00	58.75	58.75	0.00	58.75
	Swimming - 50+ (block of 15 weeks)	53.10	0.00	53.10	53.10	0.00	53.10
	Tennis - Adults (block of 15 weeks)	58.75	0.00	58.75	58.75	0.00	58.75
	Bowls - Adults (block of 11 weeks)	52.25	0.00	52.25	52.25	0.00	52.25
	Normally block bookings of 10 or more are VAT exempt (subject to HMRC conditions being met)						
	Holiday Activities						
	Junior horse riding (per 3/4 hr)	18.00	0.00	18.00	18.00	0.00	18.00
	Tots horse riding (per 1/4 hr)	10.50	0.00	10.50	10.50	0.00	10.50
	Horse riding - half day (3 hrs)	26.00	0.00	26.00	26.00	0.00	26.00
	Tots 20-20-20 (per hour)	6.00	0.00	6.00	6.00	0.00	6.00
	Athletics - Junior (per hr)	30.00	0.00	30.00	30.00	0.00	30.00
	Tots Trampolining (per 3/4 hr)	12.00	0.00	12.00	12.00	0.00	12.00
	Junior Trampolining (per hr)	12.00	0.00	12.00	12.00	0.00	12.00
	Gym camp (per hr)	18.00	0.00	18.00	18.00	0.00	18.00
	Preschool Gym (per 3/4 hr)	12.00	0.00	12.00	12.00	0.00	12.00
	Gymnastics (per 1 1/2 hr)	18.00	0.00	18.00	18.00	0.00	18.00
	Tots Trampolining (per 3/4 hr)	6.00	0.00	6.00	6.00	0.00	6.00
	Junior Trampolining (per hr)	6.00	0.00	6.00	6.00	0.00	6.00
	Gymnastics and Trampolining (per 1.5 hr)	9.00	0.00	9.00	9.00	0.00	9.00
	Musical Sing and Dance (Frozen) (2 hrs)	15.00	0.00	15.00	15.00	0.00	15.00
	Street dance Tots (per 3/4 hr)	5.75	0.00	5.75	5.75	0.00	5.75
	Street dance Junior (per hr)	6.00	0.00	6.00	6.00	0.00	6.00
	Tennis - Junior (per hr)	12.00	0.00	12.00	12.00	0.00	12.00
	Tennis - Junior Plus (per hr)	12.00	0.00	12.00	12.00	0.00	12.00
	Golf - Junior (3 hrs)	21.00	0.00	21.00	21.00	0.00	21.00
	Golf - Junior Plus (3 hrs)	21.00	0.00	21.00	21.00	0.00	21.00
	Climbing Wall - Taster Session (per hr)	8.00	0.00	8.00	8.00	0.00	8.00
	Climbing Wall - Junior (per hr)	24.00	0.00	24.00	24.00	0.00	24.00
	Musical Sing and Dance (Matilda) (2 hrs)	15.00	0.00	15.00	15.00	0.00	15.00
	Bowls - Family (2 hrs)	4.00	0.00	4.00	4.00	0.00	4.00
	Archery - Junior Plus (2 hrs)	33.00	0.00	33.00	33.00	0.00	33.00
	Swimming - disability (3 hrs)	12.00	0.00	12.00	12.00	0.00	12.00
	Swimming - Adults (3 hrs)	14.20	0.00	14.20	14.20	0.00	14.20
	Tennis - Adults (3 hrs)	19.50	0.00	19.50	19.50	0.00	19.50
	Normally admission to sports and leisure activites/centres are standard VAT rated. Holiday activities for childcare purposes can be exempt from VAT						
3	LIBRARIES						
	Overdue Charges						
	Books, CDs, Talking Books:						
	Full charges per day	0.16	0.00	0.16	0.16	0.00	0.16
	Concessionary Charge						
	Age (15-17)/60+ (per day)	0.08	0.00	0.08	0.08	0.00	0.08
	Age (0-14)/Disabled (per notice)	0.40	0.00	0.40	0.40	0.00	0.40
	A £10 administration fee is added to all accounts. Adult, Concessionary & Children accounts are referred to a third party to recover unreturned items or money owed						
	DVDs, Console Games (price code ABC/DE)						
	DVDs (per day)	0.50	0.00	0.50	0.50	0.00	0.50
	Console Games (per day)	0.25	0.00	0.25	0.25	0.00	0.25
	DVDs, Computer games and music recordings: loan charges						
	Full Charges						
	DVDs (price codes A-E) - 1 week loan		£1.50 to 2.50			£1.50 to 2.50	
	Concessionary Charge						

Section Reference	Description of Fees & Charges	LONDON BOROUGH OF ENFIELD FRCS DEPARTMENT			LONDON BOROUGH OF ENFIELD FRCS DEPARTMENT		
		FEES & CHARGES 2017/18			PROPOSED FEES & CHARGES 2018/19		
		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Service is VATABLE					
	DVDs (price codes A-E) - 1 week loan Age 0-17 / 60+ / Disabled	£1.00 to 2.00			£1.00 to 2.00		
	Full Charges						
	Compact discs - 2 week loan	0.60	0.00	0.60	0.60	0.00	0.60
	Concessionary Charge						
	Compact discs - 2 week loan(Age 0-17 / 60+ / Disabled)	0.40	0.00	0.40	0.40	0.00	0.40
	Housebound & Registered Blind	Free of charge			Free of charge		
	Console Games -2 weeks loan						
	Full Charges						
	Console Games - 2 week loan (new)	£2.00-3.00			£2.00-3.00		
	Spoken word: loan charges						
	Full Charges						
	Cassette and CD sets - 3 weeks loan	0.50	0.00	0.50	0.50	0.00	0.50
	Concession						
	Age 0-17 / 60+ / Unemployed / Disabled/Low income/Housebound	Free of charge			Free of charge		
	Languages Courses: Loan charges						
	Full Charges						
	9 week loan	2.00	0.00	2.00	2.00	0.00	2.00
	3 week loan	1.00	0.00	1.00	1.00	0.00	1.00
	Concessionary Charge						
	9 week loan (Age 0-17 / 60+ / Unemployed /)	1.00	0.00	1.00	1.00	0.00	1.00
	3 week loan(Disabled/Low income)	0.50	0.00	0.50	0.50	0.00	0.50
	English Language Courses	Free of charge			Free of charge		
	IT Facilities						
	PC use						
	First Hour	Free of charge			Free of charge		
	Then 25p for 15 mins	0.25	0.00	0.25	0.25	0.00	0.25
	Introductory IT Sessions						
	Full Charges	5.00	0.00	5.00	5.00	0.00	5.00
	Concessionary Charge						
	Age 0-17 / 60+ / Unemployed / Disabled/Low income/Housebound	2.50	0.00	2.50	2.50	0.00	2.50
	Students/Disabled	2.50	0.00	2.50	2.50	0.00	2.50
	Reservations:						
	Books						
	Full charge: Books	0.60	0.00	0.60	0.60	0.00	0.60
	Concessionary Charge: books						
	Unemployed/Low income/Disabled	0.40	0.00	0.40	0.40	0.00	0.40
	Age 0-17/60+	Free of charge			Free of charge		
	On-line Reservations						
	Full charge:	0.40	0.00	0.40	0.40	0.00	0.40
	Concessionary Charge:						
	Age 0-17/60+	Free of charge			Free of charge		
	Inter-Library Loans	Extra £5.00			Extra £5.00		
	Audio Visual /Spoken word reservations						
	Full charge:	0.40	0.00	0.40	0.40	0.00	0.40
	Concessionary Charge:						
	Age 0-17/60+	Free of charge			Free of charge		
	Replacement Charges						
	Membership cards	2.00	0.00	2.00	2.00	0.00	2.00
	Local Studies						
	Scans of images in Local Studies Library	1.00	0.00	1.00	1.00	0.00	1.00
	Museums						
	Schools Sessions	2.50	0.00	2.50	3.50	0.00	3.50
	Library Market place notice boards						
	Per week	1.00	0.00	1.00	1.00	0.00	1.00
4	CONCESSIONARY TRAVEL						
	Blue Badge	10.00	0.00	10.00	10.00	0.00	10.00
	Disabled Persons' Freedom Pass scheme or the Taxi Card Scheme.	Free of charge			Free of charge		

SCHOOLS BUDGET 2018/19**APPENDIX 14**

	£million
INCOME	
Schools Block - 5-16 year olds	255.797
Central Services Schools Block	2.972
Early Years Block	26.955
High Needs Block	43.699
TOTAL DSG	329.423
Post 16 pupils in Spec Schls & pupils in Spec Acad/ARPs (ESFA)	2.118
TOTAL RESOURCES	331.541
EXPENDITURE	
SCHOOLS BLOCK	
Total Funding	255.797
0.5% Trf to High Needs	-1.279
Net Funding	254.518
Schools Delegated Formula Funding	253.718
Growth Fund-New Expansions, Ongoing Protection and Sept Adjustment	0.800
TOTAL SCHOOLS BLOCK EXPENDITURE	254.518
CENTRAL SERVICES SCHOOLS BLOCK (CSSB)	
Total Funding	2.972
Statutory Functions	2.058
Historic Commitments	0.914
TOTAL CSSB	2.972
EARLY YEARS BLOCK	
Total Funding	26.955
3 & 4 Year Allocations - PVI & Maintained	21.463
2 Year Old Allocations - PVI & Maintained	4.042
Early Years Central Functions	1.130
Early Years Pupil Premium	0.250
Disability Access Fund	0.069
TOTAL EARLY YEARS BLOCK	26.955
HIGH NEEDS BLOCK	
Block Allocation	43.699
0.5% transfer from Schools Block	1.279
Direct funding from ESFA	2.118
Total Funding	47.096
Delegated Funding - special schools & units, exceptional needs in mainstream	25.752
Placement Funding	14.736
Commissioned and Central Services	5.884
High Needs Contingency	0.724
TOTAL HIGH NEEDS BLOCK	47.096
TOTAL BUDGET	331.541

London Borough of Enfield: Flexible Use of Capital Receipts Strategy

Our approach to Efficiency and the Use of Capital Receipts

With effect from 2016/17 the Government has provided a general capitalisation directive to all councils enabling them to utilise new capital receipts in 2016/17, 2017/18 and 2018/19, to finance projects that are designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public-sector delivery partners. In the Provisional Local Government Financial Settlement of December 2017, the Government extended this flexibility for the three subsequent financial years, from 2019/20 to 2021/22.

Enfield Council has a proven track record in successfully responding to the financial pressures in local government, demonstrated by managing with significantly reducing resources and delivering savings of £161m since 2010. We need to make another £35m of savings by the end of the current four-year settlement period, 2019/20.

We are committed to making full use of the investment we have made in new foundations of digital access and service automation as well as efficient centres of excellence supporting service delivery. These activities will help us to meet the targets of the MTFP until the end of 2019/20 through an increase in income and a reduction in ongoing expenditure.

From the 2017-18 Strategy and in each future year, the Strategy should contain details on projects approved in previous years, including a commentary on whether the planned savings or service transformation have been/are being realised in line with the initial analysis. This Strategy reports on how capital receipts were used to fund investment in 2016/17 and how they are planned to be applied in 2017/18. It also shows how capital receipts are planned to be used in 2018/19, subject to financial performance and the value of available capital receipts during the year.

Impact on the Prudential Indicators

The Prudential Indicators for 2018/19 to 2020/21 are set out in Appendix 5 of this report. These demonstrate that Enfield's capital investment plans are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. The indicators take account of the proposals for the use of capital receipts set out in this strategy. On the basis of the current capital programme, if the capital receipts were to be applied to fund capital expenditure, this would have the estimated impact of reducing the annual minimum revenue provision in future years by £0.08m for each £1m of applied capital receipts.

Flexible Use of Capital Receipts in 2016/17

The table below shows how we used capital receipts in 2016/17.

2016/17 Outturn - Savings Initiatives Funded From Flexible Use of Capital Receipts:	£	Planned Savings and Demand Reductions
Council-Wide		
Redundancy Costs arising from Efficiency Savings	1,582,380	These redundancy costs supported Transformation Savings, including £3.5m in 2016/17 in addition to ongoing savings of £15.1m from 2015/16.
Council-Wide Budget Challenge	2,567,661	Service Reviews and review of balance sheet and budget underspends to identify service cost reductions and opportunities for new savings. This supported the identification and delivery of ongoing savings of £13m from 2016/17.
Health, Housing and Adult Social Care		
Independence and Wellbeing Services: Set up Costs for Local Authority Trading Company (LATC)	442,886	Externalising the services releases greater financial benefits over the short and medium term. The LATC has the potential to provide longer term benefits through additional revenue and growth as the business develops into new services, and a greater client base. The LATC will deliver £1.04m of identified benefits and up to £1.38m in Year 3 if the stretch opportunities are realised.
Adults with Learning Disabilities: Groundwork for the Transforming Care Programme	466,375	There is a national plan, Building the Right Support, in the cross-system Transforming Care programme, to meet individuals' needs, more choice for people and their families, and more say in their care. This will include more innovative services to give people a range of care options, with personal budgets, so that care meets individuals' needs and providing early more intensive support for those who need it, so that people can stay in the community, close to home. This approach will also reduce duplication and review existing care packages and cost savings will be achieved where appropriate. This saves £1.5m on the cost of existing contracts over the next 3 years.
Review of residential, nursing and supported accommodation to older people and people with physical disabilities	92,496	To maximise income particularly in the field of complex care packages. This achieves additional income of £425k over the next two years.
Customer Pathway Review	387,496	Reviewing care packages for older people and people with physical disabilities to determine changes could better suit their needs. This contributes towards achievement of the £4.8m savings target in the Medium Term Financial Plan (MTFP) over the next three years.
Review of Mental Health Packages	156,810	Review complex mental health packages to maximise income. This contributes towards achievement of the £415k target in the MTFP.
Mental Health Professional time to co-ordinate assessments	23,000	To ensure consistency and improve the quality of care. This contributes towards achievement of the £415k savings target in the MTFP.
Transformation Leadership	78,015	Managing Transformation across the HHASC Department in order to deliver the above savings.
Schools and Children's Services		
Transport Management Reviews	421,503	Operational and Demand Management Initiatives which delivered savings of £562 in 2016/17, £1,050k in 2017/18 and will deliver £1,329k in 2018/19.
Finance, Resources and Customer Services		
Financial Support	325,748	Financial support to Service Departments and Transformation programme in identifying and assessing feasibility of savings proposals, identifying mitigating actions on cost pressures to ensure delivery of the savings targets required by the Council's Medium Term Financial Plan, and providing financial input and business partnering support to services for restructuring and other savings initiatives. This work contributed to the 2016/17 outturn position, which was within budget, and with an increase £6.8m of General Fund earmarked

2016/17 Outturn - Savings Initiatives Funded From Flexible Use of Capital Receipts:	£	Planned Savings and Demand Reductions
		reserves at 31 March 2017.
Operational Support	28,583	Continued review of operational support activities to reduce resources required and transform service delivery e.g. Implementation of the Neptune system.
Transformation Team and Consultancy Support	3,352,999	Better Commissioning, procurement and programme management of Enfield's Transformation Programme to support Transformation Savings of £3.5m in 2016/17, and further savings in following years.
Total funded from Capital Receipts in 2016/17	9,925,952	

Planned Use of Capital Receipts in 2017/18

The table below shows how we plan to use capital receipts in 2017/18.

2017/18 Initiatives Planned to be funded from Capital Receipts	£	Planned Savings and Demand Reductions
Housing, Health and Adult Social Care Services		
Adults with Learning Disabilities: Groundwork for the Transforming Care Programme	797,000	There is a national plan, Building the Right Support, in the cross-system Transforming Care programme, to meet individuals' needs, more choice for people and their families, and more say in their care. This will include more innovative services to give people a range of care options, with personal budgets, so that care meets individuals' needs and providing early more intensive support for those who need it, so that people can stay in the community, close to home. This approach will also reduce duplication and review existing care packages and cost savings will be achieved where appropriate. This will save £1.5m on the cost of existing contracts from 2017/18 to 2019/20.
Review of residential, nursing and supported accommodation to older people and people with physical disabilities	92,000	To maximise income particularly in the field of complex care packages. This will achieve additional income of £425k over 2017/18 and 2018/19.
Customer Pathway Review	217,000	Reviewing care packages for older people and people with physical disabilities to determine changes could better suit their needs. This will contribute towards achievement of the £4.8m savings target in the MTFP from 2017/18 to 2019/20.
Review of Mental Health Packages	157,000	Review complex mental health packages to maximise income. This will contribute towards achievement of the £415k target in the MTFP.
Schools and Children's Services		
Work on new databases for children, including SEN children, together with work to deliver the savings needed to respond to the cut in Educational Support Grant	236,000	Will support savings in the MTFP, including the reductions needed to offset the cut in ESG Grant which has resulted in a net loss of £2.2m in funding for Enfield.
Finance, Resources and Customer Services		
Financial Support	337,000	Financial support to Service Departments and Transformation programme in identifying and assessing feasibility of savings proposals, identifying mitigating actions on cost pressures to ensure delivery of the savings targets required by the Council's Medium Term Financial Plan, and providing financial input and business partnering support to services for restructuring and other savings initiatives.
Operational Support	23,000	Continued review of operational support activities to reduce resources required and transform service delivery.
Transformation Management	150,000	Programme management of Enfield's Transformation Programme.
Transport Management Reviews	480,000	Operational and Demand Management Initiatives which delivered savings of £562 in 2016/17, £1,050k in 2017/18 and £1,329k in 2018/19.

2017/18 Initiatives Planned to be funded from Capital Receipts	£	Planned Savings and Demand Reductions
Contract and commissioning reviews, innovative procurement and programme management of MTFP savings programme.	1,350,000	Contract and commissioning reviews, innovative procurement and programme management of MTFP savings programme.
Cultural Survey and Organisational review	200,000	This work will inform the design and implementation of the new leadership and management staffing structure.
ICT Costs to support Transformation	1,200,000	ICT projects that will deliver transformation and more efficient ways of working that will generate revenue savings and improve performance.
Redundancy	1,500,000	These redundancies will enable future years' savings in the MTFP to be achieved.
Total to be funded from Capital Receipts in 2017/18	6,739,000	

Planned Use of Capital Receipts in 2018/19

The table below shows how we plan to use capital receipts in 2018/19.

2018/19 Initiatives Planned to be funded from Capital Receipts	£	Planned Savings and Demand Reductions
Contract and commissioning reviews, innovative procurement and programme management of MTFP savings programme.	1,700,000	Contract and commissioning reviews, innovative procurement and programme management of MTFP savings programme.
Total to be funded from Capital Receipts in 2018/19	1,700,000	

Specific Grants

APPENDIX 16

Description and Comment	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
Non Ring-Fenced Specific Grants				
New Homes Bonus Grant (NHB) The New Homes Bonus Grant is based on the number of properties newly liable for Council Tax. The Government has reduced the number of years over which this grant is paid, and has also introduced a threshold of 0.4% new homes before any bonus will be paid. Source: Provisional Settlement 2017 for 2018/19, LBE estimate for further years.	1,986.5	1,624.0	1,624.0	1,624.0
Housing Benefit Administration Grant DWP is issuing indicative 2018/19 HB administration subsidy allocations to support local authorities in their planning. Recent Autumn Budget and Universal Credit announcements will impact on the 2018/19 HB administration subsidy allocations and so this figure, which is an 8% reduction on the previous year, may change. An estimate for future years has been made based on a further 8% reduction year on year.	1,554.5	1,430.2	1,315.8	1,210.5
Local Council Tax Support Administration Funding subject to confirmation. Estimate for future years rolls forward 2018/19 grant.	637.0	637.0	637.0	637.0
Total Non Ring-Fenced Specific Grants	4,178.0	3,691.2	3,576.8	3,471.5
Ring-Fenced Specific Grants				
Public Health Grant The grant is ring-fenced for promoting public health within the borough and cannot be used to support general Council expenditure. The associated grant conditions are specific to public health outcomes, with the requirement to submit both quarterly & annual expenditure returns, to the DCLG & Public Health England. The ring-fenced Public Health grant is designed to cover all expenditure incurred in delivering the Public Health function, covering two components: Mandated (statutory) services (sexual health services, NHS Health checks, National Children Measurement Programme, providing public health advice to NHS Commissioners and ensuring plans are in place to protect the health of the public). Non-mandated services (Tobacco control & Smoking Cessation services, increasing levels of physical activity and interventions to tackle obesity). 2018/19 and 2019/20 based on published figures from Dept of Health, future years are estimates.	16,828.0	16,384.0	16,384.0	16,384.0

Specific Grants

APPENDIX 16

Description and Comment	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
<p>Flexible Homelessness Support Grant This grant replaced the Temporary Accommodation Management Fee in 2017/18. It is a ring-fenced grant to provide support for local authorities in expenditure incurred in preventing and dealing with homelessness. It is not known whether any grant will continue beyond 2018/19.</p>	8416.8			
<p>Homelessness Reduction Act This is new burdens funding to cover the costs associated with the new duties contained in the Homelessness Reduction Act. The Government expects these duties to lead to savings in future years, and it is therefore expected to be a temporary grant.</p>	421.1	398.3		
<p>The (Improved) Better Care Fund This grant represents the original improved Better Care Fund and the additional funding announced in the Spring 2017 Budget. The conditions of the additional improved BCF include meeting social care needs, reducing pressures on the NHS, including supporting more people to be discharged from hospital when they are ready; and ensuring that the local social care provider market is supported. The budgets of the improved BCF must be agreed with the CCG and signed off by the Health and Wellbeing board. Adult Social Care is to be the subject of a green paper in 2018, at the moment the 2019/20 allocation has been projected forward.</p>	8,243.5	10,082.6	10,082.6	10,082.6
<p>Total Ring-Fenced Specific Grants</p>	33,909.4	26,864.9	26,466.6	26,466.6
<p>Total Specific Grants</p>	38,087.4	30,556.1	30,043.4	29,938.1

The Council is working to deliver its vision of making Enfield a better place to live and work. As the community leader of the People and the Place, the Council needs to be structured to ensure officers are able to translate Councillors ambitions into tangible outcomes.

To achieve this, all future organisation restructures will be tested against the following principles;

1	Ensure Enfield is a safe, healthy and socially cohesive place for all its residents, businesses and visitors with a strong focus on safeguarding and promoting the welfare of children, young people and disabled adults
2	Facilitate the most efficient customer-centred services using the most appropriate delivery systems available and engaging communities to support the delivery of services
3	Ensure financial sustainability through everything we do
4	Create a simple and streamlined Council by optimising spans of control, number of organisational layers to drive effective decision-making, at the right levels with robust governance
5	Inspire a “one council” agile way of working, supporting collaboration between services and with external stakeholders and partnerships by eliminating silos
6	Create a positive and motivating climate for staff, enable talent attraction, retention and the creation of a diverse workforce, facilitate skills and career development
7	Inspire creativity through sharing, learning and taking calculated risks so that organisational change becomes the norm not the exception
8	Foster ambition, innovation and commerciality, evaluating the best way to deliver services to ensure the Enfield System, the partners that work within it and the Place thrives

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MUNICIPAL YEAR 2017/2018 REPORT NO. 147

MEETING TITLE AND DATE:
CABINET
14th February 2018

Agenda – Part: 1	Item: 8
Subject: Revenue Monitoring Report 2017/18: December 2017	
Wards: ALL	
Key Decision No: 4549	

REPORT OF:

Executive Director of Finance,
 Resources & Customer Services

Contact officer and telephone number:

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1. EXECUTIVE SUMMARY

1.1 This report sets out the Council's revenue budget monitoring position based on information to the end of December 2017.

1.2 The revenue budget forecast reflects an outturn position of £3.8m overspend for 2017/18, which is a £0.2m improvement on the November forecast position.

2. RECOMMENDATIONS

Cabinet is recommended to note:

2.1 The £3.8m overspend revenue outturn projection.

2.2 That Cabinet Members will continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2017/18.

2.3 The mitigating actions proposed to date by Executive Directors of overspending departments as set out in Appendix A.

3. BACKGROUND

- 3.1. The Council's revenue expenditure against budget is monitored by regular monitoring reports to the Executive Management Team and Cabinet. These reports provide a snapshot of the revenue position for each Department and for the Council as a whole, and provide details of any projected additional budget pressures and risks, or any significant underspends.
- 3.2. The Revenue Monitoring Report is a result of the monthly monitoring process carried out by Departments, which is based on the following principles to ensure accuracy, transparency and consistency:
- Risk assessments, to enable greater emphasis to be placed on high-risk budgets throughout the year.
 - Comparisons between expenditure to date, current budgets and profiles.
 - Expenditure is predicted to the year-end, taking account of seasonal fluctuations and other determinants of demand.
 - The 'Key Drivers' that affect, particularly, the high-risk budgets are monitored and reported to Department Management Teams.
 - Action plans to deal with any areas that are predicting or experiencing problems staying within agreed budgets are produced.
- 3.3. This report provides information on the main budget variances and their causes that are affecting the Council across all departments. Although a full budget monitor is carried out each month, variations in this report are limited to +/- variances of £50,000 or over in order to provide a greater strategic focus.
- 3.4. A summary overview of financial performance is outlined below in Table 1. The intention of this is to provide the key highlight messages in a "dashboard" style summary. It is designed to capture the key messages across the Council's main financial areas, namely:
1. Income and expenditure;
 2. Balance sheet (liquidity, debtor/creditor management, investments and use of balances); and
 3. Cash flow forecasting and management.

Table 1: Summary performance overview

Area of review	Key highlights	Risk Rating		
		Oct	Nov	Dec
Income and Expenditure position	<ul style="list-style-type: none"> Year-end variances of £3.8m overspend have been forecast to date in relation to General Fund net controllable expenditure. Departments are developing actions to mitigate the pressure to offset identified pressures. 	Amber	Amber	Amber
	<ul style="list-style-type: none"> Budget profiling across all departmental budgets will continue to be applied in order to better reflect predicted net spending patterns throughout the year. 	Green	Green	Green
	<ul style="list-style-type: none"> The HRA is projecting a £0.468m overspend at year-end outturn against budget. 	Green	Green	Amber
Balance Sheet	<ul style="list-style-type: none"> The current profile of cash investments continues to be in accordance with the Council's approved strategy for prioritising security of funds over rate of return. 	Green	Green	Green
	<ul style="list-style-type: none"> The outturn projection for General Fund balances will meet the Council's Medium Term Financial Strategy target based on the use of uncommitted reserves to meet one-off overspends in 2017/18. 	Green	Green	Green
Cash flow	<ul style="list-style-type: none"> The Council's cash balances and cashflow forecast for the year (including borrowing) will ensure sufficient funds are available to cover planned capital and revenue commitments when they fall due. 	Green	Green	Green
	<ul style="list-style-type: none"> Interest receipts forecast for the year are on target with budget. 	Green	Green	Green

4.0 December 2017 Monitoring – General Fund

- 4.1 Each of the departments has generated a list of the variances which are contributing to the projected outturn figures. Cabinet Members and Executive Directors are expected to manage their budgets in year and contain any forecast overspends by implementing offsetting savings measures. All Executive Directors reporting overspends are working on mitigating actions for the current year and where pressures are ongoing these are also being worked up as part of the MTFP.
- 4.2 Below is a summary of the projected outturn variances broken down between departments:

Table 2: Forecast Projected Departmental Outturn Variances

December 2017	Net Controllable Budget						
	Original Budget	Approved Changes	Approved Budget	Projected Outturn	December variation	November variation	Change in Variation
Department	£000s	£000s	£000s	£000s	£000s	£000s	
Chief Executive	4,016	5,168	9,184	8,862	(322)	(282)	(40)
Regeneration & Environment	23,678	(2,649)	21,029	20,203	(826)	(766)	(60)
Finance, Resources & Customer Services	45,923	(1,149)	44,774	45,381	607	658	(51)
Health, Housing and Adult Social Care	72,133	2,849	74,982	76,300	1,318	1,259	59
Education and Children's Services	40,670	674	41,344	44,338	2,994	3,097	(103)
Total Department Budgets	186,420	4,893	191,313	195,084	3,771	3,966	(195)
Contribution from reserves	0	0	0	0			0
Corporate Items	47,673	(4,614)	43,059	41,059	(2,000)	(2,000)	0
Corporate Items: Enfield 2017	(5,668)	(279)	(5,947)	(3,947)	2,000	2,000	0
Government Funding	(114,256)	0	(114,256)	(114,256)			0
Council Tax Requirement	114,169	0	114,169	117,940	3,771	3,966	(195)

- 4.3 Further management actions have been identified that will improve the departmental position and aim to reduce the variance to zero.
- 4.4 If there is still a variance at the year-end it will need to be met from a contribution from the council's general balances, though it is intended to keep this as low as possible and which will be replenished in subsequent years.

5. DEPARTMENTAL MONITORING INFORMATION – BUDGET PRESSURES & MITIGATING ACTIONS

5.1. Chief Executive's Department (Appendix A1)

This department is reporting a favorable of £0.322m variance to budget for November, details of which are provided in Appendix A1.

5.2. Regeneration & Environment (Appendix A2)

The department is forecasting a favorable variance of £0.826m; explanations for variances over £50k are detailed in Appendix A2. However, this has moved adversely due to increasing costs of dealing with traveler incursions.

5.3. Finance, Resources & Customer Services (Appendix A3)

FRCS are forecasting an overspend position of £0.607m in 2017/18, details of which are provided in Appendix A3.

5.4. Health, Housing & Adult Social Care (Appendix A4)

The Adult Social Care position is a £0.9m over spend with key assumptions within the forecast based on projected activity and year to year trends. The monitor includes assumptions regarding the additional Social Care funding allocated by Central Government in the Spring budget pending agreement with the Clinical Commissioning Group and sign off at the Health & Well Being Board. It has notionally been applied to a mix of increased demand and price pressures, ensuring stability in the market and reducing pressure on the NHS through supporting more

people to be discharged from hospital when they are ready. Included within the forecasted overspend are savings from previous years within Care Purchasing, £2.7m and Transport £234k which are assessed as unachievable in current market conditions. Each of the Adult Social Care services have developed and are implementing recovery plans in order to mitigate the forecast overspend. In future years there is an increased budget pressures due to demographic pressures, provider cost pressures and a growing demand for social care services.

There are increasing pressures on the Housing General Fund budget and the current forecast is an over spend of £0.4m, with details provided in Appendix A4.

5.5. Children's Services (Appendix A5)

The department is forecasting a £3.0m overspend, which reflects a decrease when compared with the previous months report, with details are provided in Appendix A5.

5.6. Corporate Items (Including Contingency & Contingent Items) General Fund

The Council maintains a general contingency of £1.0m, of which approximately 500k has been applied to SCS to cover pressures in legal costs incurred and an overspend as a result of the demand for those with No Recourse to Public Funds.

The forecast also reflects that across contingency and treasury management budgets approximately £2.0m will be available to offset the departmental overspends and to contribute to the Enfield 2017 savings target.

5.7. Schools Budgets (Appendix A6)

These variations do not form part of the General Fund position but are reported for information in Appendix A6.

6. HOUSING REVENUE ACCOUNT (HRA) – Nil Variance

6.1 The HRA projection for November shows an overspend of £468k.

Block security (£65k), increase in health and safety costs and overtime costs for Neighbourhood Managers/Officers, and Caretakers (£28k) has resulted in an overspend of £133k.

The priority changes have been implemented since October and changes to the forecasts are starting to be identified. The most significant change has been the allocation of repairs between responsive and planned which has seen the budgets move from an underspend to an overspend and vice versa although the overall spending has remained at similar levels. The overall forecast is an underspend of £58k

An overspend of £41k has been identified; this is due to rate charges incurred on void shops. This is being investigated further to ensure the charges are accurate.

Loss of income has been identified due to an increase in the number of RTB's. The budget expected 100 sales but the number of sales has increased and it's estimated these will be 150. The reduction in income is estimated to be £207k.

A reduction of £30k in garage rental income due to an increase in the void rate, estimates 55% compared to an actual void rate of 61.2%. A number of shops have become void which has resulted in a reduction on expected income of £119k.

Since the tragic events at Grenfell Tower fire safety checks/works on all residential high rise blocks has taken place. The estimated costs to the HRA in 17-18 are £1.3m.

7. ACHIEVEMENT OF SAVINGS

- 7.1 The 2017/18 Budget Report included departmental new savings and the achievement of increased income totaling £11.2m to be made in 2017/18. A new risk based approach has been implemented to improve the in year monitoring of savings, where the delivery of each saving is given a risk rating from one to ten.

8. ALTERNATIVE OPTIONS CONSIDERED

Not applicable to this report.

9. REASONS FOR RECOMMENDATIONS

To ensure that Members are aware of the projected budgetary position, including all major budget pressures and underspends which have contributed to the present monthly position and that are likely to affect the final outturn.

10. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES & CUSTOMER SERVICES AND OTHER DEPARTMENTS

10.1 Financial Implications

As the Section 151 Officer, the Executive Director of Finance, Resources & Customer Services is required to keep under review the financial position of the Authority. The monthly revenue monitoring is a key part of this review process. If required, measures will be put in place to address any risks

identified through the monitoring process and to contain expenditure within approved budgets. There is further work to be done to ensure a budget can be set within available resources.

10.2 Legal Implications

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

10.3 Property Implications

Not applicable in this report.

11. KEY RISKS

There are a number of general risks to the Council being able to match expenditure with resources this financial year and over the Medium Term Financial Plan:-

- Achievement of challenging savings targets.
- Brexit and the state of the UK economy - which impacts on the Council's ability to raise income from fees and charges and on the provision for bad debt.
- Impact of the fall in the pound on inflation and pay
- Demand-led Service Pressures e.g. Adult Social Care, Child Protection etc.
- Potential adjustments which may arise from the audit of various Grant Claims.
- Movement in interest rates.

Risks associated with specific Services are mentioned elsewhere in this report.

12. IMPACT ON COUNCIL PRIORITIES

12.1 Fairness for All – The recommendations in the report fully accord with this Council priority.

12.2 Growth and Sustainability – The recommendations in the report fully accord with this Council priority.

12.3 Strong Communities – The recommendations in the report fully accord with this Council priority.

13. QUALITIES IMPACT IMPLICATIONS

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

The Council does not discriminate on grounds of age, colour, disability, ethnic origin, gender, HIV status, immigration status, marital status, social or economic status, nationality or national origins, race, faith, religious beliefs, responsibility for dependants, sexual orientation, gender identity, pregnancy and maternity, trade union membership or unrelated criminal conviction. The Council will promote equality of access and opportunity for those in our community who suffer from unfair treatment on any of these grounds including those disadvantaged through multiple forms of discrimination.

Financial monitoring is important in ensuring resources are used to deliver equitable services to all members of the community.

14. PERFORMANCE MANAGEMENT IMPLICATIONS

The report considers the financial impact of changes arising from reduced funding. The projections and future pressures on the budget are viewed with due consideration of financial management and the most efficient use of resources.

15. HEALTH AND SAFETY IMPLICATIONS

Not applicable in this report.

16. HR IMPLICATIONS

Not applicable in this report.

17. PUBLIC HEALTH IMPLICATIONS

Not applicable in this report.

Chief Executive	Budget Variation Dec 2017 (£'000)
The department is currently projecting a saving of £200k achieved by controls imposed on discretionary spend.	(200)
Land charges - The income target for land charges is currently projecting a shortfall. A review of pricing is underway together with an analysis of costs associated with land searches with the aim of addressing this pressure.	165
Agency Rebate - projecting an overachievement of agency rebate income based on actuals to date, although there is a risk that this may reduce in light of the council wide aim to reduce agency staff numbers. The agency rebate mechanism is to be discontinued from 2018-19.	(189)
The department is forecasting other minor variances totalling a £98k saving	(98)
Chief Executive Total	(322)

	Appendix A2
Regeneration and Environment	<i>Budget Variation Dec 2017 (£'000)</i>
Director Of Operational Services: £90k favourable variance; due to a vacant post (Director of Operational Services).	(90)
Morson Road Depot: £110k Adverse Variance; this is mainly due to the additional cost of security guards. The additional security guards have been reduced back to normal levels; as the automated security measures are fully operational now.	110
Street Lighting: £50k adverse variance; due to the estimated cost of festive lighting.	50
Parking: £529k favourable variance; this is mainly due to the efficiencies achieved in the Parking Contract £225 (£300k Full Year Effect) + temporary increase in receipts from Parking measures introduced to control the flow of traffic across the Borough, plus other minor efficiencies.	(529)
Traffic & Transportation: £100k favourable variance; this is due to additional salary recharges to capital schemes, plus increased receipts from Temporary Traffic Orders.	(100)
AD Commercial Services: £50k favourable variance; this is mainly as a result of an on-going projects to review efficiencies across the Commercial Services.	(50)
Commercial Services (Parks Assets and contracts): £146k favourable variance; mainly due to income overachievements from Parks Assets and BIFFA contract efficiencies.	(146)
Commercial Services (Cemeteries Operations): £163k favourable variance; due to Cemeteries early overachievement of income for 2018/19.	(163)
Commercial Services (Commercial Waste Services): £357k favourable variance; This is due to additional income generated from the successful marketing of the commercial waste services, North London Waste Authority commercial waste disposal rebate (related to 2016/17) and bins cost efficiencies.	(357)
Commercial Services Parks: £94k favourable variance; This is mainly due to the delay in the tendering of the Whitewebbs Golf Course £100k; offset by favourable variances from Parks Events and Allotments.	94
Neighbourhood Regeneration Services: £230k favourable variance; this is mainly due to underspend in the revenue cost of consultancy, advertising and publications plus salary recharges to capital projects (MW and Ponders End Project and other schemes).	(230)
Planning Applications: £61k adverse variance; The forecast overspend is mainly due to legal costs Associated with Revocation Order 40 Nelson Road (Estimated @ £130k).	61
Plus Other Minor Variances: Minor variances under £50k - adding up to £67k.	(67)
Regeneration and Environment (Excluding The Traveller Incursions Pressure) Total:	(1,417)
Traveller Incursions: £591k adverse variance; budget pressure due to the Parks traveller incursion costs.	591
Regeneration and Environment (Including The Traveller Incursions Pressure) Total:	(826)

Appendix A3

Finance, Resources & Customer Services	Budget Variation Dec 2017 (£'000)
<p>Property Services</p> <p>Facilities Management (-£119k) There is a shortfall in the rental income for Marsh House, delays in the renting out of space within the Civic Centre and further rental shortfalls across other Council properties. These are offset by underspends in salaries together with rates rebates to be received due to a revaluation of the Civic Centre and other buildings resulting in an overall saving within Facilities Management.</p> <p>Strategic Property Services (+£1,040k) This is predominantly due to the increased delays in achieving the anticipated Bund income for 2017/18. There is a further pressure due to an unachievable commercial property income target which was to be delivered following capital investment in investment properties.</p>	921
<p>Other Items - most notably a Former Employees cost centre underspend of £88k; staff vacancy savings of £81k within Corporate Governance and £105k Transformation team savings through the application of one off capital receipts funding</p>	(313)
<p>Use of reserves and other control measures</p>	
<p>Finance, Resources & Customer Services Total</p>	607
<p>Mitigating actions being taken to reduce overspend position - FRCS</p>	

Appendix A4

Health, Housing and Adult Social Care	December £000's
Adult Social Care	
The monitor includes £5.7m of additional Social Care funding from Central Government allocated to Enfield announced in the Spring Budget. There are unrealised savings from previous years within Care Purchasing, £2.7m and Transport £234k which adds to the pressure within the Service. Key assumptions within the forecast are based on projected activity and year to year trends. In future years there is an increased budget pressures due to demographic pressures, provider cost pressures and a growing demand for social care services. Following public consultation, Members decided not to proceed with the £250k savings for additional night time income	
Strategy & Resources - These Services include transport, grants to voluntary organisations, Safe* uarding and Service Development.	0
Mental Health - The service is currently projecting an overspend for the year on care packages.	82
Learning Disabilities - The service continues to project an overspend position as a result of managing demand led services. Substantial savings have been made in year however, demand for services continues to rise as a result of demographics and Ordinary Residence clients. Not included in the monitor are additional risks of £1m for Ordinary Residence.	124
Older People and Physical Disabilities (the Customer Pathway) - The service is projecting care purchasing overspends due to demand led services, especially within residential. Substantial savings have been made in year however, demand for services continues to rise as a result of demographics. Additional Better Care Fund of £4.6m is applied to this Service.	683
Client income at Bridgewood House.	0
Public Health Grant The Departmental forecast also includes ring fenced Public Health Grant. Public Health grant allocated in 2017/18 is now £17.2m, this reflects a reduction in grant of £436k, and increased allocation to other Corporate Public Health services. There is also additional reductions of the grant of £886k planned over the next three years. There is a risk that demand led sexual health services could result in additional pressures.	0
Other control measures-	
Adult Social Care & Public Health	889

Housing-General Fund	December £000's
Homelessness and Temporary Accommodation. - There is on-going mitigation work being carried out looking at cost avoidance schemes which will manage both service demand and costs of all forms of temporary accommodation. This however, area of spend remains volatile and the underlying pressure due to the increased volume of homelessness still remains. Given the complexity of the data and systems involved together with the volatility of this demand led budget we are undertaking additional checks at the mid year point to further validate the forecast and any pressure will be funded from the Flexible Homelessness Support grant. There is a potential risk to the current forecast and this will be clarified and further updates will be provided in the following months report.	0
Housing Related Support. - There are savings in 2017/18 of £2.0m to be achieved from Housing Related Support. The forecast overspend is as a result of delayed decommissioning and recommissioning of Housing Related Support Contracts the most significant of which is floating support, now delayed until at least May 18 due to provider withdrawal. It is anticipated that the full year effects of these savings will be achieved for 2018/19. This variance is to be partly offset by the application of the Flexible Homelessness Grant and work continues in the decommissioning/recommissioning preventative housing related support services in order to mitigate the current forecast pressure.	429
Housing-General Fund	429

Mitigating actions being taken to reduce overspend position - HHASC	
Reviewing personal budgets	
Recommissioning the VCS to provide more integrated & outcome focused early intervention support	
Decommissioning/recommissioning preventative housing related support services	
Delivering an LATC to deliver commercially viable (what were in-house run) services	
Implementation of new supported living framework for LD services with improved quality framework and vfm (with same being developed for MH services)	
Development of new Positive Behaviour Support model in LD services to deliver improved outcomes and reduced support costs	
Development of strategic commissioning and procurement of residential/nursing services across the NCL area to reduce costs	
Ongoing review programme to target high cost placements to deliver against outcomes in different ways/reduce personal budgets)	
Development of a Personal Assistant market to provide more responsive, personalised support for people at home and improved vfm	
Further integration of services including establishment of integrated locality teams to prevent hospitalisation	
Further expansion of the enablement service to reduce the number of people both in community and from hospital needing ongoing support	

Children's Services	Budget Variation Dec 2017 (£'000)
Enhanced Pensions: Projected overspend due to non achievement of £100k savings target built into 17/18 budget.	69
SEN Transport is currently anticipating an overspend of approximately £1.6m this year. Number of Clients: 760	1,600
Traded Services: £230k of the additional £500k traded service income target for 17/18 is projected not to be achieved due to contraction of school budgets.	230
External Child Care placements: The net overspend of £295k in 2016-17 was mainly due to secure welfare/ remand spend (£315k). In 2017-18, the budget is projected to be overspent by £295K due to an increase in secure remand placements, agency fostering placements, and a high cost placement in residential school for a young person with severe and complex needs. Number of Clients: 119. New-14. Left-5.	295
Special Guardianship Allowances: This area has seen a special guardianship budget growth of £60k in 2017-18 but is projecting an overspend of £508k. Allowances carried forward from previous years account for £252k of overspend with the remainder primarily due to the new SGO cases. The projection reflects the new allowance rates that apply. This budget area presents a high risk of overspending further due to insufficient funding within the budget to meet growing demand. Number of Clients SGO: 178. New-7. Left-0.	624
Leaving Care - Client Costs The Leaving Care client costs budget is projecting an overspend of £300k which is a similar level to 2016-17. The LAC service are continuing to review the most expensive support packages and exploring alternative or new options for service provision for these clients where possible. There are potentially further pressures on this budget with changes in the Children's & Social Work Act introducing increased expectations requiring all Leaving Care clients up to 25 years old being funded in future. Though there has been an increase in the numbers of clients, the average costs have been reduced to contain the overspend. Number of Clients: 245. New-0. Left-0.	300
Homeless 16-17 year olds: A reported overspend of £36k which is mostly driven by emergency sheltered accommodation for young people which is used as alternative to bringing children into care. Young people who have become estranged from their families are provided with supported accommodation until they are able to claim housing benefit. The provision is being re-tendered to ensure that it reflects needs and delivers value for money. Number of clients: 30. New referrals 5. Closed cases: 9. In supported accommodation: 15. LAC: 0. In emergency accommodation: 2. In prison: 2. Remained at home: 11	36
Other minor variations	(160)
Children's Services Total	2,994

Mitigating actions being taken to reduce overspend position - Children's Services	
Families with No Recourse to Public Funds:	
· Enhanced assessment processes involving social worker, fraud and legal officers at an early stage.	
· More consistent application of policies, procedures and better monitoring/performance management.	
Where it is in their best interests, families will continue to be supported to move from the borough and have a fresh start in other areas of the country.	
Review of existing cohort underway to ensure eligibility.	
Looked After Children's [LAC] Placements:	
· Resolute focus on helping families to care for their children.	
· Strategy to increase in-house foster carers and reduce high cost external placements where possible.	
· Best value through regional commissioning arrangements.	
· Focus upon friends and family placements where possible	
· Increased focus upon Special Guardianship Orders	
Review planned in January 2018 re commissioning arrangements exploring options for cheaper costs through block booking	
Containing the rise in Care Leavers and the Number in Care:	
· Review of early help services a multi-agency family hub in operation from April 2018 further improving support services to families	
· Investment in an edge of care service from April 2018 preventing family breakdown and contain the number of teenagers coming into care.	
· Troubled Families funding is being well targeted at the most needy families in a timely manner to reduce risk of family breakdown.	
· Immigration officer co-located in the leaving care service from December 2017 to focus upon former UASC's to improve links with the Home Office and expediate plans for those who receive negative decisions.	
·	
· Consistent decision making about admissions to care through panel processes chaired by senior managers.	
· Increasing mediation services to ensure fewer young people enter care	
Reduction in the cost of care provision/increased efficiency in system:	
· Improved, faster, foster carer recruitment process to increasing the quality and quantity of in house foster carers available to reduce the use of more expensive agency placements. Ernst and Young estimate that agency foster care costs £100 per week more than in house even when all hidden costs of in house are accounted for.	
· Review of foster care allowances completed to ensure we remain competitive	
· Service fully staffed no drift or delay in assessments	
· Recruitment strategy reviewed with dedicated officer in place to drive communications and increase number of new foster carers.	
· Continued partnership funding of complex placements with health and education via the complex issues panel.	
Home School Travel Assistance (SEN Transport)	
The latest Travel Assistance Policy has been in place since 2016 and is due for a review next year. The Board that reviews applications for transport meets on a weekly basis and applies the policy judiciously. The number of referrals that are being turned down has increased, though overall the number of applicants is up.	
The Brokerage Team have worked hard at diverting eligible pupils from fleet by offering independent travel training as well as personal travel budgets. The fleet routing system has been upgraded and the number of providers has tripled since 2016. This means that there is a more competitive process for tendering routes.	
The pressure on the budget is due to the increase in eligible numbers, the complexity of need and our over-reliance on out of borough placements (See DSG: High needs Block).	
In 2016, 71 learners were being transported out of borough at an average cost of £16,600.	

Schools Budget (Dedicated Schools Grant)	Budget Variation Dec 2017 (£'000)
Behaviour Support Service - projecting an underspend due to staff vacancies in primary and secondary provision but a recruitment drive is underway and the service expects some posts to be filled for the Spring Term.	(47)
Schools Block: The forecast underspend is as a result of reduced rates liabilities for in year academy converters and reduced call upon the growth fund due to less demand for additional classes in year.	(253)
Enfield Special Schools - place funding for 30 additional places at West Lea School wef Sept 2017 and for 7 additional places at St Marys Annex (Russet House) wef Feb 2018	262
Exceptional Needs Funding - transitional support fund allocated to schools with highest losses resulting from new methodology (£400k) and estimated termly increases for additional EHCPs (£400k)	800
Mainstream Tuition - projected forecast is based on current students plus a 10% contingency for new or changed placements. Changes this month included 4 leavers, 3 starters and 2 increased placement costs.	(68)
OLA Special Schools - The projected forecast is based on current students plus 10% contingency for new or changed placements. Changes this month include 1 starter and reduced placement costs for 2 students.	258
Independent Day - The projected forecast is based on current students plus 10% contingency for new or changed placements. Changes this month reflects 7 starters and 2 leavers.	2,167
Independent Residential - The projected forecast is based on current complex care students plus a 10% contingency to allow for new or changed placements and for confirmation of health and social care contributions. Changes this month reflect 7 starters, 3 leavers and increased placement costs for some students. The estimate also reflects increased costs to Education as joint funding arrangements end when pupils become 18.	167
Therapies - OT contract - being queried with health colleagues as previously included in £693k contract price	52
Post 16 SEN Students - New arrangements are being introduced for Post 16 SEN learners to make the number of years provision consistent for all students. Negotiations are taking place with our main providers to reduce costs where possible. Overspend projected for this financial year as new arrangements become established.	49
Other minor variations	3
Total Variation – Schools Budget	3,390

Mitigating actions being taken to reduce overspend position - Schools Budget

<p>DSG: HIGH NEEDS BLOCK</p>
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<p>W ð * @ æ^ æ^ d æ & • ç æ æ ã æ^ á æ [ç^ ã @ • ^] } ð , ^ ð á [~* @ @ ^ , [~ á à^ a saving £105,000 but as above it would also enable the LA to look at eligibility as well as travel training.</p>
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The table below articulates the number of SEND places being developed by the Local Authority by September 2020. As you can see there is a significant increase in the number of places in our own SEND provision which will alleviate some of the usage of out of borough provision.

<u>Current Provision</u>							
			Last year	Current Places	Sep-20 places		
SEMH	Fernhouse	Mixed		44	48	4	109%
ASD/SLD	Durants	Secondary		105	225	120	214%
MLD	Oaktree	Mixed		95	95	0	100%
ASD	Russet House	Primary		110	155	45	141%
PMLD	Waverley	Mixed		133	133	0	100%
SLD	West Lea	Mixed		138	233	95	169%
SEMH	Free School	Secondary			70	70	
ASD	Swan	Secondary (this place number is flexible)			20	20	
				625	979	354	157%

Many of these places become available over the next two years as existing provision is expanded (Durants, Russet House, Westlea) and new provision is developed and filled (SEMH freeschool).

By September 2018 in Enfield we should have an additional 21 primary autism places and an additional 20 secondary SEMH places which will start to erode the overspend in the High Needs Block

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MUNICIPAL YEAR 2017/2018 - REPORT NO. 148**MEETING TITLE AND DATE:**

Cabinet
Wednesday 14th February 2018

JOINT REPORT OF:

Director of Adult Social Care and the
Executive Director of Finance,
Resources and Customer Services

Contact officer and telephone number:
Lia Markwick 0208 379 6148

Agenda – Part 1**Item: 9**

Subject: Older People's Housing and
Care Project

Wards: All

Key Decision No: KD 4624

1. EXECUTIVE SUMMARY

- 1.1 The demographic of Enfield is changing. People are living longer, but not always in good health. The number of people with complex needs is increasing and the number of older people (65+) managing health conditions, including long term conditions that limit quality of life is also on the rise.
- 1.2 The number people in Enfield over 65 years of age is forecast to increase by 23% over 10 years. This increase is slightly above the overall percentage increase of England (21%) and poses a significant local challenge in terms of developing services to meet future demand.
- 1.3 Innovative approaches are required across housing and care that effectively respond to this escalation in need. The development of an Enfield based Older People's Housing and Care Project is one such approach. Co-locating specialist housing services with health, leisure and multi-generational facilities, including nursery services provides an opportunity to challenge negative perceptions of housing with care in later life and 'raise the bar' in respect of Enfield's offer to older people.
- 1.4 National and international examples of clustered Housing with Care services vary in scope and scale, however, the potential strategic, financial and public value benefits of this inclusive model (outlined in Section 6) are considerable; Longitudinal research completed this year on Whitley Village residents evidenced people living longer within a Care Village environment¹. Other recent research on the impact of an extra care housing environment documents reduced GP visits, reduced length of unplanned hospital stays and significant cost savings to NHS and Adult Social Care budgets².

¹ <https://www.cass.city.ac.uk/news-and-events/news/2017/february/retirement-villages-extend-life-expectancy-for-women>

² <http://www.aston.ac.uk/lhs/research/centres-facilities/archa/extracare-project/>

- 1.5 Enfield currently accommodates retirement housing, extra care housing (ECH) and residential/nursing care provision, but has yet to bring this together in the form of a clustered Older People's Housing and Care offer.
- 1.6 This report seeks approval for Council officers to lead the local consideration and development of an Older People's Housing and Care Project in line with Principles for Development set out in Appendix A.

2. RECOMMENDATIONS

- 2.1 It is recommended that Cabinet members:
 - 2.1.1 Note the content of this report;
 - 2.1.2 Approve the local consideration and development of an Older People's Housing and Care Project, as outlined in Section 5 of this report and aligned with Principles for Development set out in Appendix A;
 - 2.1.3 Authorise officers to progress the strategic planning of an Older People's Housing and Care Project, to include site identification, site feasibility and service modelling (including financial modelling);
 - 2.1.4 Receive a further report:
 - to note the outcome of the feasibility studies and site identification;
 - to authorise the tender of building development and/or delivery services as required;
 - to consider and approve Phase 2 development as set out in 5.6.

3. BACKGROUND & CONTEXT

3.1 Older People's Housing and Care Project - The Concept

- 3.1.1 The concept of an Older People's Housing and Care Project offer (sometimes referred to as 'Retirement Village') has grown in popularity in recent years, as local authorities endeavour to respond to the increasing housing, health and social care needs of an ageing population. Examples of developments range from large retirement schemes to multiple retirement, extra care and residential/nursing care facilities that incorporate leisure, retail and health services.

3.2 The Overarching Benefits of an Older People's Housing and Care Project

3.2.1 Regardless of scale, the benefits of good quality, accessible housing that is flexible in design to support the changing health and social care needs of adults in later life is little disputed. An Older People's Housing and Care Project provides an opportunity to co-locate quality housing with a flexible support and care offer, maximising opportunities for maintaining independence, and facilitating continuity of care as the needs of an individual escalates.

3.2.2 In co-locating specialist housing with community services, including health services (pharmacies, GPs), wellbeing services (therapy/ beauty rooms, hairdressers) educational/cultural services (library /preschool groups) and leisure services (craft rooms, swim and exercise facilities) older people's housing and care developments can offer a service 'hub' for both immediate residents and the wider community. The emphasis of this model is on inclusion, involvement and community integration – an outward facing housing with care model that promotes healthy, active ageing and aides the development of friendships and support networks in later life.

3.2.3 Longitudinal research undertaken by Aston University in association with the Extra Care Charitable Trust is helpful in quantifying the potential cross cutting impact of Extra Care Housing – often a focal component to a modern Housing and Care Project. In a recent study, 162 new extra care housing residents were compared against control participants on measures of health, well-being, cognitive ability and mobility following 18 months living in an extra care housing environment. The research documented:

- significant savings in NHS budgets (38% cost reduction over 12 month period)
- a reduction in the length of unplanned hospital stays
- a reduction in GP visits
- significant cost savings on Adult Social Care (lower level care 17.8% less, higher level social care 26% less)
- reductions in depressive symptoms

3.2.4 Recent visits to Bowthorpe Care Village in Norfolk and Whitley Village in Surrey (See Appendix B) have provided Council Officers with an opportunity to experience an Older People's Housing and Care Project environment first-hand.

3.2.5 Provider feedback from these visits has reinforced findings on the potential benefits of an Older People's Housing and Care Project environment. Longitudinal research published this year undertaken by Cass Business School and Longevity Centre UK has found that residents living at Whitley Village live longer, on average, than older people's living outside the Village.

3.3 The Local Context – Understanding Current Supply

- 3.3.1 To better understand the local context for development of an Older People's Housing and Care Project, the existing supply of specialist housing for older people in Enfield can be considered.
- 3.3.2 Enfield accommodates retirement housing, extra care housing (ECH) and residential/nursing care provision, but has yet to bring this together in the form of an Older People's Housing and Care Project offer.
- 3.3.3 Enfield Council's Sheltered Accommodation stock constitutes a significant proportion of age exclusive accommodation for older people living in the borough. The Council provides a total of 822 units of Sheltered Accommodation for social rent in Enfield, offering a mix of studio, 1-bedroom and 2-bedroom homes.
- 3.3.4 A further 1,474 units of specialist accommodation for older people are provided by registered social landlords and private sector providers in the borough (Source Elderly Accommodation Council October 2015). Tenure type varies – 631 of these homes are Leasehold properties available for purchase and 656 of these homes are for social rent.
- 3.3.5 There are currently 4 Extra Care Housing services in the borough, providing a total of 187 units of extra care accommodation for older people with support and care needs living in Enfield. Of these 187 units, 93 units provide accommodation for social rent, directly commissioned by Enfield Council Adult Social Care (ASC) services. The remaining units provide leasehold accommodation, for people with care and support needs wishing to purchase an Extra Care home of their own.
- 3.3.6 The closure of Reardon Court as a former residential care home with extra care facilities has led to the reduction of ECH (by 28 units) available in the borough for older people with 24 hour on site support and care needs.
- 3.3.7 There are 99 residential and nursing care homes located in the borough that are registered with the Care Quality Commission, providing a total bed capacity of 2016. In respect of service type, 14 care homes, offering a total of 745 beds are registered as providing nursing care.
- 3.3.8 *Appendix C* maps local supply of Sheltered & Extra Care Housing provision in the borough in addition to residential and nursing care provision across the sector.

3.4 The Local Context - Increasing Demand

- 3.4.1 The number people in Enfield over 65 years of age is forecast to increase by 23% over 10 years – from 42,400 in 2015 to 52,500 in 2025. This increase is slightly above the overall percentage increase of England (21%) and poses a significant local challenge in terms of developing services to meet future demand. This includes demand for quality, accessible and care focussed housing in later life.

3.4.2 People are living longer but this does not always come with good health. The number of people with complex needs is increasing and the number of older people (65+) managing health conditions, including long term conditions that limit quality of life is also on the rise. In Enfield in 2015 it was projected that:

- over 3,000 older people had dementia (rising to 4,022 in 2025)
- over 2,000 older people had a long standing health condition caused by heart attack (rising to 2,579 by 2025)
- over 950 older people had a long standing health condition caused by a stroke (rising to 1,230 in 2025)
- 895 older people were admitted to hospital as a result of a fall (rising to 1,147 in 2025)

3.4.3 The number of older people living in Enfield providing unpaid care or unable to manage self-care activities is also on the increase. In 2015 it was projected that:

- over 5,500 older people provided unpaid care (rising to nearly 7,000 by 2025)
- nearly 17,400 older people were unable to manage at least one domestic task (rising to over 22,000 in 2025)
- over 14,200 older people were unable to manage at least one self care activity (rising to over 18,000 in 2025)

3.4.4 To accompany borough wide population projections and better understand potential demand for Housing with Care services going forward, information in respect of who the Council currently supports can be considered. This information can help build a view on the local preventative value of Housing with Care, and the role it may play in minimising the escalation of need and the requirement of residential care environments.

3.4.5 In 2016/2017, 2793 older people received a long term Adult Social Care funded service, and the number of people receiving care in their own home is rising year on year.

3.4.6. There are currently 560 older people aged 60+ years in receipt of intensive home care services funded by the local authority. Of these, 237 people own or part own their property, 97 reside in Council or Housing Association accommodation and 57 live in sheltered accommodation.

3.4.7 Placements of older people into long term residential care, funded by ASC are rising year on year, from 116 new admissions in 2014/2015 to over 200 admissions in 2016/2017.

3.4.8 Consistent with this increase, placements of older people with physical frailty into residential care are rising year on year, from 17 placements in 2012/2013 to over 30 in 2015/2016.

3.5 Projecting Future Supply Requirements

Retirement Housing & Extra Care Housing

- 3.5.1 Although Enfield hosts a reasonably diverse provider market, future development that improves accessibility and environment in line with HAPPI design principles will help the borough keep pace with the changing aspirations of our ageing population.
- 3.5.2 Regional and national tools are available to help predict future demand for Older People's accommodation. The Housing LIN Strategic Housing for Older People Analysis Tool for predicting borough demand for older person housing highlights a current undersupply and projects a significant local demand increase across both extra care and retirement housing sectors over the next 10 years.³
- 3.5.3 Locally, we know that to maintain Enfield's existing level of retirement housing supply (proportional to the population of older people), approximately 325 additional retirement homes will be required by 2025.

Residential and Nursing Care Home Provision

- 3.5.4 In 2015 there were over 1,300 older people living in a residential care home (with or without nursing care) in Enfield. This number is projected to rise to 1,780 in 2025. From a capacity perspective, it would appear that Enfield has a capacity to meet imminent demand. However, a sizable proportion of this supply is utilised by other boroughs, particularly inner north London boroughs. In addition, much of this supply is focussed on younger adults (under 65 years). To meet future demand in this area, work with the market is required to shift service focus to older adults and develop market specialisms to meet borough need. This includes the targeted development of nursing and specialist dementia care provision across the local care home sector.
- 3.5.5 It is important to note that nursing care bed spaces have fallen to single figures on numerous occasions in recent years, dropping to one vacant bed during the winter periods of 2014 and 2015. This combined with competition from other parties, who often pay higher prices, makes supply even more scarce and difficult to secure. The on-going shortage of nursing care beds in the Borough has placed upward pressure on care purchasing budgets, and has also contributed towards delays in the timely and appropriate discharge from acute hospital beds placing the Council at further financial risk from NHS charges.

4. CONSIDERING FUTURE OPTIONS

- 4.1 To meet the escalating need of Enfield's older population in respect of Housing with Care, the following options can be considered.

3

4.2 Option 1: Do Nothing & Await Market Response

- 4.2.1 Given rising demand pressures and the projected undersupply of Housing with Care options locally, adopting a 'do nothing' approach will do little to address supply requirements. Pressure on local supply is likely to increase local service costs, placing additional pressure on Council budgets. It will also lead to an increase in delayed discharge from hospital and risk of NHS providers charging the Local Authority (rate is currently set at £155 per night, per patient).
- 4.2.2 A 'do nothing' approach would limit the availability and therefore *choice* of Housing with Care options for older people in the borough. While a natural market response to demand pressure is possible in the private sector, this trend is less likely in the affordable housing sector due to the affordability and availability of sites for development.
- 4.2.3 A 'do nothing' approach fails to address market facilitation duties as set out in the Care Act 2014. This statutory guidance requires the Council to ensure that there is sufficient and affordable supply of care services locally for users and carers.

4.3 Option 2: Facilitate market development of Older People's Housing and Care Project

- 4.3.1 Market facilitation can be undertaken to support the development of services in this sector. However, market testing undertaken with Registered Providers indicates that affordable site acquisition is a significant barrier in the development of some Housing with Care models (namely ECH) for social rent.

4.4 Option 3: Develop supply across Housing with Care models in isolation

- 4.4.1 Isolated Housing with Care development (i.e. non- clustered development) is an option that would address local supply pressures. However, opportunities for financial efficiencies across development and service delivery due to scale are less likely. The potential benefits to be realised through an Older People's Housing and Care Project (as detailed in Section 7) would also be reduced or lost.

4.5 Option 4: Utilise out of borough supply

- 4.5.1 Nomination rights to affordable Housing with Care models are most often agreed with the accommodating borough, limiting the accessibility of out of borough supply.
- 4.5.2 Opportunities for the Council to purchase dementia nursing care from neighbouring areas do not afford the Council a cost-effective solution. Prices are often at a higher rate than Enfield's mean market average.

4.6 Option 5: Lead the local consideration and development of an Older People's Housing and Care Project

4.6.1 A proactive approach to the local consideration and development of an Enfield based Older People's Housing and Care Project in line with Principles of Development (Appendix A), and including key worker housing, will enable a timely response of scale, to meet increasing demand pressures in this area.

5. RECOMMENDATIONS

5.1 It is recommended that the Council leads the local consideration and development of an Enfield based Older People's Housing and Care Project as set out in 4.6 (Option 5), and further detailed below.

5.2 Considering Site Options

5.2.1 National and international examples of Older People's Housing and Care Projects vary in scope and scale. Urban examples provide a helpful indicator as to what can be achieved on a relatively compact site space.

5.2.2 Projects developed on a 1-2 acre site indicate scope for the development of 40 to 80 homes with communal facilities. Whilst development of this nature is beneficial in terms of site acquisition, particularly in urban areas, examples on this scale are usually limited to the delivery of one or possibly two housing with care models with restricted community facilities. This limits efficiencies of scale in development and delivery and opportunities to develop a vibrant mixed need and mixed tenure community. It also limits opportunities to integrate health and wellbeing services and the financial viability of delivering such shared services.

5.2.3 Projects developed on a 3-5 acre site indicate scope for the development of 120 – 200 homes with a more extensive community offer. Developments of this scale often incorporate three core housing with care models (retirement housing, extra care housing and nursing care provision) with more extensive communal facilities including health, wellbeing, retail and leisure opportunities. Developments of larger size offer greater opportunity for efficiencies of scale, supporting the delivery of a vibrant mixed tenure and mixed need community. The co-location of housing models across a larger site also optimises the *preventative value* of Housing with Care, as people are enabled to remain living independently for longer with flexible on site care close to hand.

5.2.4 To deliver an Older People's Housing and Care Project of scale aligned to the Principles of Development set out in Appendix A, it is envisaged that a 5 acre site with accessible transport links is preferential.

5.2.5 It is recommended that available site options (to include sites not currently owned by the Council) are considered and appraised. It is recognised that for reasons of availability, affordability, deliverability and long-term security of provision, the development of an existing Council asset holds particular value.

5.2.6 It is recommended that site identification is aligned with Enfield's Local Plan. This is of vital importance as a development of scale has little chance of gaining planning approval if it does not fit within this wider process.

5.2.7 The Local Plan process is a legal one. It requires that evidence is provided for accommodating the different types of growth and needs (e.g. housing, employment, health, roads). It must show that all available options for providing for that need have been looked at. There are challenges in finding a suitable site given the shortage of land and existence of constraints such as green belt and protection of industrial land. At this stage of the Local Plan an Older People's Housing and Care Project could only be viewed as one option amongst many in order that it can meet the relevant tests of soundness at a future Examination in Public. Site selection would take place in a later phase of the plan once all the growth options have been evaluated.

5.3 Development & Delivery Model

5.3.1 It is recommended that options for design, development and delivery of the site are fully appraised. Options for consideration to include:

- that the Council directly instructs design, build and delivery of services
- that the Council instructs external organisation(s) (for example Registered Provider) to manage the design, build and delivery of services
- that a combination of the above-mentioned options are implemented

5.4 Funding Opportunities

5.4.1 Early consideration of funding options in respect of an Older People's Housing and Care Project development has identified capital and revenue opportunities to include:

- Greater London Authority capital contributions
There are current opportunities to secure capital funding for the development of supported housing provision including ECH and Retirement Housing up to circa £60,000 per unit through the Mayor's Office.
- Charitable contributions from Strategic Partners
The Council has previously worked in partnership with Skinners Charity in the development of Enfield's ECH offer at Skinners Court. Additional development capital secured through this route has enabled the development of an award-winning housing scheme – an approach that could be further considered and replicated.
- NHS contributions

The development of an integrated Older People's Housing and Care Project that meets the strategic requirements of Adult Social Care and Health partners alike, affords the opportunity to attract funding either through the sale of nursing bed provision, or the development of health space within the model.

- Other local authority contributions
The availability of high quality specialist nursing care in the borough makes available the opportunity to secure funding from other local authorities, who wish to extend capacity in this area.
- Housing Revenue Account contributions
Enfield Council Housing are currently undertaking a review of the Sheltered Housing Service and considering the future of stock. This includes schemes that have been identified in the updated Asset Management Strategy as having a low Net Present Value because stock condition is poor. A number of options are being considered including developing new affordable accommodation for older people on an Older People's Housing and Care Project site. Development of such nature may make available capital receipt contributions resulting from the disposal of poor condition stock.
- Council borrowing
- Registered Social Landlord capital contributions

5.4.2 It is recommended that funding opportunities are further considered, to include financial modelling options for the development and delivery of provision.

5.5 Co-Production

5.5.1 It is recommended that local consideration and development of an Older People's Housing and Care Project is co-produced with older people and their carers. To this end it is recommended that a Service User Reference Group is established, to steer development from project inception.

5.5.2 It is recommended that the Council engages health services to consider and develop co-location opportunities as part of any Older People's Housing and Care Project offer.

5.6 A Long Term Strategic Approach

5.6.1 Given the projected scale of need a two-phased approach to developing Enfield's Older People's Housing and Care Project offer is recommended, to include:

Phase One: The development of an Enfield based Older People's Housing and Care Project in the Central North of the borough (2018-2022)

Phase Two: The development of a complimentary Older People's Housing and Care Project in Meridian Water, consistent with Phase 2 programming.

- 5.6.2 A two phased approach will offer a planned response to escalating need in the north and south of the borough over the next 5 – 10 years, complimenting wider strategies to develop housing supply for older people with support needs.
- 5.6.3 In respect of older people populations, wards with the highest populations of older people include Highlands, Grange and Cockfosters. The development of Phase 1 will enable the Council to increase housing supply close to these populous areas, offering downsize opportunities for older people wishing to move.
- 5.6.4 The strategic development of Phase Two provision will enable the Council to establish high quality housing with care services at the heart of a new community.
- 5.6.5 While this report relates primarily to the consideration and development of Phase 1, the long term strategic context of this development should be noted.

6. REASONS FOR RECOMMENDATION.

6.1 Financial Reasons for Recommendation

- 6.1.1 Leading the development of an Enfield based Older People's Housing and Care Project will increase the long term security of supply, helping to ensure that future costs can be managed and statutory care requirements can be met.
- 6.1.2 The development of an existing Council site for this purpose would optimise the use of a local authority asset whilst opening opportunity for future income generation.
- 6.1.3 Whilst the development of an Older People's Housing and Care Project will hold revenue implications for Adult Social Care in respect of funding support and care services provided to residents, evidence indicates that the average cost of extra care is less than high cost residential and community packages.
- 6.1.4 Additional cross departmental efficiencies linked with the development of a local Older People's Housing and Care offer may also be realised through:
- the reduction of hospital discharge delays and cost associated with delayed discharge;
 - a reduction in costs relating to carer breakdown – by providing a supportive environment whereby partners can remain living together;

- a reduction in costs relating to the adaptation of inaccessible properties that are not suited to the often complex needs of older people with care and support needs;
- a potential reduction in temporary accommodation costs, realised through the increase in local housing supply, and in some instances, release of Council and Housing Association properties.
- a potential reduction in levels of social isolation and loneliness, and costs associated with this, given the identified links between loneliness and mental/physical ill health⁴.
- a reduction in falls, injuries and subsequent hospitalisation caused by housing design that does not suit the needs of older people with disabilities.
- a potential reduction in care package costs for older people with dementia, who require 24-hour support in a community setting due to risk factors of living alone, but have minimal support and care needs.

6.2 Strategic

6.2.1 The development of an Enfield based Older People's Housing and Care Project is consistent with national drivers for improvement and change set out in the Care Act 2014. Strategic development in this area will contribute to the delivery of a local housing with care market that helps to ensure:

- people receive services that prevent their support and care needs escalating, or delay the impact of their needs;
- the emotional physical and mental wellbeing of people in need of care and support, and their carer is maximised;
- people are supported to maximise their independence and feel in control of the support and care that they receive;
- people experience an integrated approach to the planning and delivery of support and care;
- people have a choice of a range of providers offering high quality, safe and appropriate services from a vibrant and diverse marketplace;
- people feel able to maintain the social and support networks that are important to them

6.2.2 Locally, the development of an Older People's Housing and Care Project is consistent with priorities set out in Enfield's Housing Strategy (2012-2027) and Enfield's Joint Health and Wellbeing Strategy (2014-2019), specifically priority 5 – enabling people to be safe, independent and well and delivering high quality health and social care services.

6.2.3 Development of supply across three housing models to include retirement living, extra care housing and nursing care provision is aligned with Adult Social Care Commissioning Priorities, as set out in Enfield's Adult Social Care Market Statement.

6.3 Community & Public Value Benefits

6.3.1 Community and Public Value Benefits include opportunities to

- better integrate housing, health and social care services, including Primary Care Services through co-location
- raise the profile of high quality housing with care options in Enfield, to support a positive understanding of what high quality housing with care can offer
- improve building quality within the Housing with Care sector, to better meet the changing aspirations of older people with support needs
- develop existing community networks, placing Enfield's older population at the heart of a community hub

7. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS.

7.1 Financial Implications

7.1.1 If approval is given to proceed in line with recommendations costs will be incurred to undertake feasibility works. This includes financial modelling of different options to identify estimated capital costs, as well as the on-going revenue implications for the Council.

7.1.2 It should be noted that if the scheme was to go ahead the Council would be able to capitalise the cost of this feasibility study. If the scheme was not to be developed, the cost would need to be funded from Revenue expenditure.

7.1.3 If the Older People's Housing and Care Project were to proceed there are likely to be opportunities to which could include potential cost reductions in health and social care as clients and additional income generation opportunities, if services are offered to other sectors

7.2 Legal Implications.

7.2.1 Part 1 of the Care Act 2014 imposes duties on a local authority to prevent needs for care and support, to promote integration of care and support with health services, and to promote diversity and quality of services, all in relation to adults in their area. The legislation is supported by statutory guidance, 'Care and Support Statutory Guidance', most recently updated in August 2017.

7.2.2 The proposals set out in this report comply with the above legislation and guidance.

7.2.3 Section 111 of the Local Government Act 1972 permits local authorities to do anything which is calculated to facilitate, or is conducive or incidental

to, the discharge of their functions. Section 1(1) of the Localism Act 2011 gives the Council a general power of competence to do anything which an individual generally may do, including entering into contracts, provided that it is not prohibited by legislation and subject to Public Law principles. The recommendations in this report are consistent with these powers.

- 7.2.4 In procuring the services described, the Council must comply with all requirements of its Constitution, Contract Procedure Rules (“CPRs”) and, where applicable, the Public Contracts Regulations 2015 (“Regulations”).
- 7.2.5 Any contracts arising out of the matters referred to in this report must be in a form approved by Legal Services. In the event the site option proves to be land not in the Council’s ownership, the purchase will require either a Transfer of land to the Council or the Council entering into a suitable long Lease of the land in question.

7.3 Property Implications.

- 7.3.1 The site selection must adhere to the requirements of the service and a full sequential test must be carried out to satisfy planning requirements.
- 7.3.2 The feasibility study will set the density and number of units for the preferred site which will be subject to planning.

8. KEY RISKS.

- 8.1 There is a risk that resources invested in feasibility and financial modelling do not result in development of an Enfield based Older People’s Housing and Care Project. This will be mitigated by ensuring that site feasibility and financial modelling are specified in a way to maintain a degree of value should the site or approach change.
- 8.2 Planning permission for the development of a site has yet to be secured, and the outcome of any planning application submitted cannot be guaranteed. Early consultation with the Local Planning Authority to include pre- planning advice (by way of a pre- planning application) shall be sought to help mitigate this risk.

9. IMPACT ON COUNCIL PRIORITIES.

9.1 Fairness for All.

It is considered that the recommendation of this report contributes the above-mentioned Council priority, by extending high quality, affordable and accessible housing with care options for older people living in the borough.

9.2 Growth and Sustainability.

It is considered that the recommendation of this report contributes the abovementioned Council priority, by contributing to housing growth and employment opportunities to the borough.

9.3 Strong Communities.

It is considered that the recommendation of this report contributes the above-mentioned Council priority, through the development of a housing model that supports social inclusion and active citizenship amongst older residents of the borough. The development of an Older People's Housing and Care Project in the borough will help meet the escalating needs of older people with long term conditions, including those with physical disabilities and dementia, delivering a housing option that values the safety, security, health and care needs of the older community.

10. EQUALITIES IMPACT IMPLICATIONS.

Corporate advice has been sought in regard to equalities and agreement has been reached that an equalities impact assessment is not relevant at this stage of the project. The need for an EQIA to be completed will be reviewed as the project progresses and will be completed as the appropriate stages as required.

11. PERFORMANCE MANAGEMENT IMPLICATIONS.

The need for appropriate performance measures will be reviewed and implemented as required, aligned with any contractual agreements that may arise from this recommendation.

12. HEALTH AND SAFETY IMPLICATIONS.

Health & Safety measures shall be implemented as required and appropriate to ensure that development on this site adheres to all necessary measures for correct planning implementation for safety. All construction and building work projects have to be managed under the various parts of CDM regulations.

13. HR IMPLICATIONS.

There are no HR implications associated with the proposals in this report.

14. PUBLIC HEALTH IMPLICATIONS

- 14.1 Older People's Housing and Care Projects as proposed in this report are a relatively new concept but have been growing in popularity in the UK, the US, and Europe. This clustered housing and care model seeks to support people to remain healthy and in their own communities for as long as possible by creating an environment that encourages and supports self care that is appropriate for each individual patient and their carer(s). The model of care minimises disability and maximises wellbeing by providing a physical and social environment congruent with people's lifestyles. For example residents live with those who have shared similar previous lifestyles and take an active role in all aspects of daily life, reflecting their interests and social norms.

14.2 As Care Villages are a new phenomenon and because of methodological issues the evidence base on the effects of Care Villages is underdeveloped. Methodological issues include construction of a control group e.g. what would have happened without the Care Village, accounting for differences between those who might choose to enter a village and those who do not and accounting for possible differences in healthcare that might be delivered. However, cumulating evidence indicates that Older People's Housing and Care Projects have the potential to both improve the health and wellbeing of residents. This includes:

- Avoided or delayed entry into increased need medical facilities
- Reduced use of hospital services including emergency care
- More appropriate referral into hospital services via a GP rather than emergency departments
- Good after hospital care and rapid return from hospital care

14.3 Within the above caveats of evaluations necessarily being underdeveloped due to the relatively recent conception of this Housing with Care model, it is also recognised that Older People's Housing and Care Projects are being shown to have high levels of satisfaction not only with clients but also their families and service providers.

15. Background Papers.

None.

END.

APPENDIX A : PRINCIPLES FOR DEVELOPMENT

Principles for Development have been drawn together to guide initial considerations of an Enfield based Older People's Housing and Care Project. Principles include:

- That the Older People's Housing and Care Project should be developed on a single site with a minimum 200 – 300 homes
- That the Older People's Housing and Care Project incorporates the development of 3 core housing models for older people: retirement housing, extra care housing and nursing care with dementia specialism
- That homes are developed across tenure types
- That the Older People's Housing and Care Project should be developed in a way that supports sustainability, with good transport links and access to green space.
- That the Older People's Housing and Care Project is 'community facing' providing a 'hub' for the delivery of services to the wider population of the area, and incorporates space for key community services including integrated health and wellbeing services

APPENDIX A : PRINCIPLES FOR DEVELOPMENT - RATIONALE

Principle for Development	Rationale
<ul style="list-style-type: none"> single site with a minimum 200 – 300 homes, 	<ul style="list-style-type: none"> to enable the development of 3 housing models and mixed tenure opportunities economies of scale in development and delivery increase viability of community offer
<ul style="list-style-type: none"> incorporates 3 core housing models for older people 	<ul style="list-style-type: none"> challenge negative perceptions of Housing with Care- thriving hub efficient and flexible care offer continuity of care projected demand across service models
<ul style="list-style-type: none"> developed across tenure types 	<ul style="list-style-type: none"> demand across tenures private offer to subsidise development potential for income generation
<ul style="list-style-type: none"> developed in a way that supports sustainability, with good transport links and access to green space. 	<ul style="list-style-type: none"> healthy active ageing outward facing, community integration
<ul style="list-style-type: none"> 'community facing' -'hub' for the delivery of services to the wider population, incorporating space for key community services including health and wellbeing services 	<ul style="list-style-type: none"> health integration outward facing, community integration enhance multi-generational opportunities



Bowthorpe Care Village, Norwich

Key details

Client

NorseCare Ltd

Date

February 2016

Project value

£16.5m

Form of contract

JCT Design & Build

Services

Cost management

Planning consultancy

Mechanical engineering

Electrical engineering

Architectural design

Project management

Landscape architecture

Overview

Construction of an £18.9m care village in Bowthorpe, near Norwich, has been completed with residents and tenants moving into their new homes at the end of April 2016. The project is an innovative partnership between Saffron Housing, NorseCare, the Homes and Communities Agency, Norwich City Council and Norfolk County Council.

The Care Village has been constructed on a 2.3 hectare site and consists of three main buildings: NorseCare's Mayflower Court: an 80-bed specialist dementia care home and The Meadows, Saffron Housing Trust's 92 apartment housing with care scheme. The village is part of the wider Three Score development site, with Norwich City Council planning to use the rest of the 32-hectare site to create 1,000 homes, community facilities and open space.

In planning the Care Village, NorseCare successfully bid for £4.2m of funding from the Homes and Communities Agency (HCA) and Department of Health in July 2014. Saffron Housing are landlords of the site and have invested £8.5 million in the scheme. The land at Three Score in Bowthorpe was donated free of charge by Norwich City Council. Plans for the Care Village were designed by architects Hamson Barron Smith, part of the NPS Group, with R G Carter appointed to turn these designs into a reality.

This project is the latest in the Transformation programme, set up between the Norse Group and Norfolk County Council when NorseCare was formed in 2011. The programme focuses on creating and replacing ageing care homes or enhancing existing environments within care homes owned by NorseCare. Current and future residents benefit from more modern and spacious environments, enabling NorseCare to provide better, more appropriate care. The programme enables the Norse Group to work together, bringing multi-disciplinary services together including property consultancy, architectural design, through to catering and facilities management services. In turn this continues to return millions of pounds in profits to Norfolk County, supporting thousands of jobs and underpinning the local economy.



“Most older people know the extent to which they can manoeuvre around their declining capacity. But if the housing that is on offer does not support their sense of self, and allow them to maintain control, they will resist it.”

Stirling University

The scheme is the first Housing with Care project to be delivered under the Building a Better Future strategy.

The aim of the development was to promote active ageing, with a central Village Hub providing living, dining and café facilities, meeting rooms, well-being and activity suites, hair salon, shop and treatment room.

Using thermally tight fabric, the team has produced a cost effective solution, reducing costs for clients and residents, while a HAPPI design sees balconies introduced to each of the Housing with Care flats, providing them with more access to outside space. The layout has also been designed to provide the space needed to carry out the best possible care for all residents, and ensure good quality of life.

Client requirements

In January 2013, Norwich City Council agreed to work in partnership with Norfolk County Council, NPS and NorseCare to provide a housing with care and dementia care facility on the site in Bowthorpe.

Through key stakeholder workshops, the following criteria was set for the Care Village:

- providing ‘person-centred’ care in settings which are familiar, whilst also promoting resident independence
- supporting the HAPPI Principles
- challenging the institutionalised perception of care housing, thereby raising the aspirations of older people
- working with Stirling University Dementia Services Development Centre challenging the HAPPI findings - “no longer practical, however desirable, to advocate all the facilities and amenities these projects have so brilliantly incorporated in the past”.

HAPPI Principles identify ten elements that are critical to achieving age-inclusive housing:

- generous internal space standards
- plenty of natural light in the home and circulation spaces
- balconies and outdoor space
- adaptability and ‘care aware’ design which is ready for emerging assistive technologies
- circulation space that encourage interaction and avoid an ‘institutional feel’
- shared facilities and community ‘hubs’
- plants, trees and the natural environment
- high levels of energy efficiency, with good ventilation to avoid overheating
- extra storage for belongings and bicycles
- shared external areas such as ‘home zones’ that give priority to pedestrians.

Requirements for bedrooms in the dementia apartments include:

- visible storage for clothes with clear panelled fronts
- careful use of textures and patterns
- window treatments designed to maximise light
- blackout facility to aid sleep
- ensuite clearly visible from bed position
- bed position clearly visible from entrance



Innovations

Research and knowledge is key. We are still learning so much about the requirements of people living with dementia, but utilising the research undertaken by Stirling University gave us a solid foundation for the concept development. For example:

- better use of space, with smaller spaces that create a domestic environment and familiarity for residents
- create a home, not an institution - internal spaces which place a strong emphasis on community, reinforced by shared spaces, shared experiences and shared value, but not at the expense of privacy
- provide an environment that promotes 'active ageing', giving residents the opportunity to use internal and external spaces whilst at the same time being part of the wider community
- working with commissioners and carers from concept design stage so that the design can respond to carers -(staff needs) as well as residents needs
- utilise assistive technology which provides a supportive environment but also promotes independent living.

Awards

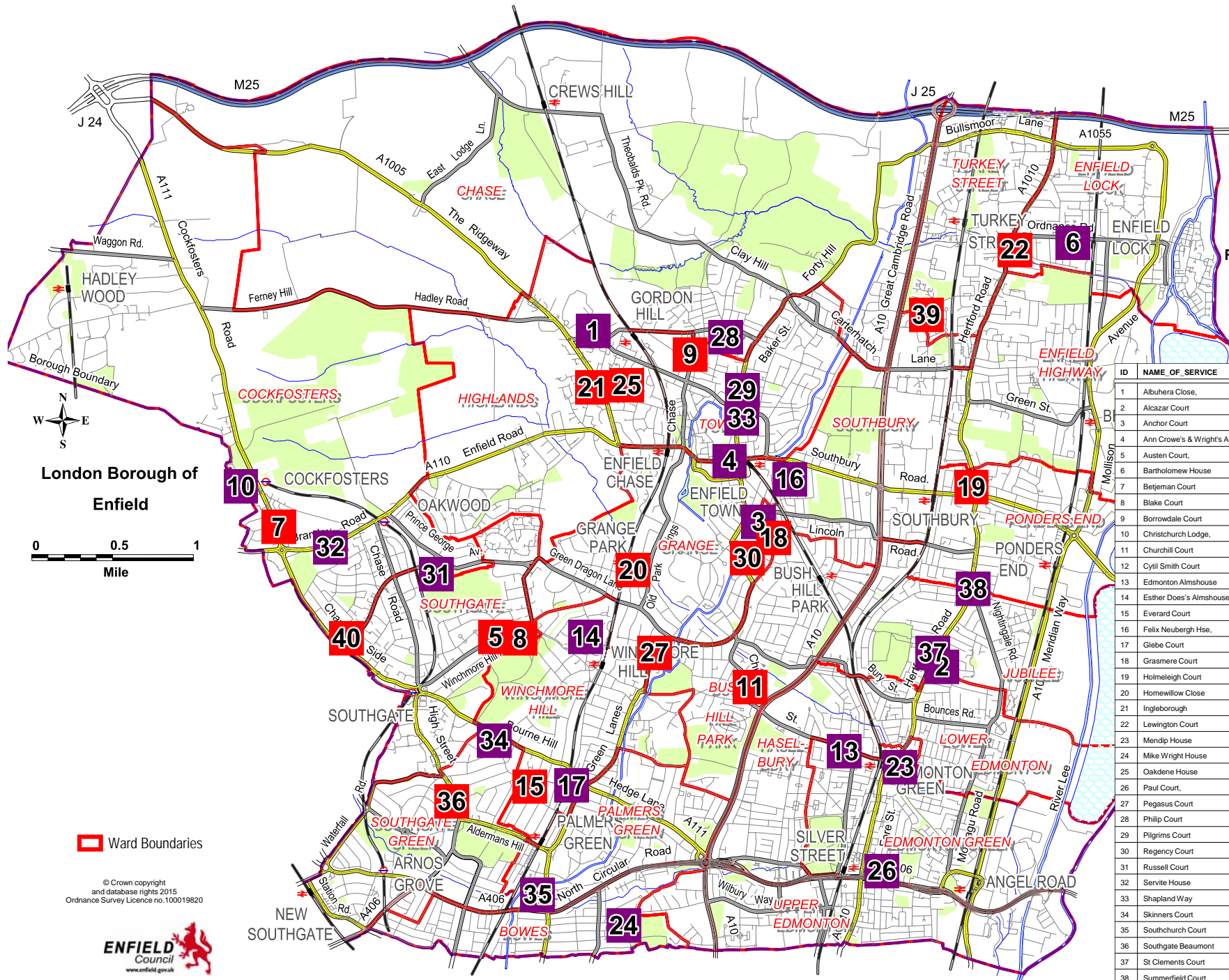
Norfolk Association of Architects NAJCC Craftsmanship Award winner - new residential category

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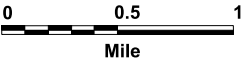
**Sheltered and Extra Care
 Accommodation
 RSL and Private Sector Provision**

- Leashold
- Social Rent

ID	NAME OF SERVICE	PROVIDER	CAPACI ¹	TYPE
1	Albuhera Close,	Housing 21	46	Sheltered/Retireme
2	Alcazar Court	Circle Anglia	45	Extra Care
3	Anchor Court	Anchor Trust	30	Sheltered/Retireme
4	Ann Crowe's & Wright's Almshous	Ann Crowe's & Wright's Almshous	10	Age Exclusive
5	Austen Court,	First Port	40	Sheltered/Retireme
6	Bartholmew House	Christian Action Housing Associati	15	Sheltered/Retireme
7	Bejeman Court	Ian Gibbs Managing Agents	38	Sheltered/Retireme
8	Blake Court	Retirement Security Ltd	73	Extra Care
9	Borrowdale Court	Orbit Housing Association	38	Sheltered/Retireme
10	Christchurch Lodge,	Riverside	34	Sheltered/Retireme
11	Churchill Court	Ian Gibbs Managing Agents	66	Sheltered/Retireme
12	Cytil Smith Court	Christian Action Housing Associati	20	Sheltered/Retireme
13	Edmonton Almshouse	Edmonton United Charities	10	Age Exclusive
14	Esther Does's Almshouses	Esther Doe's Almshouse Charity	12	Age Exclusive
15	Everard Court	Home Group Ltd	32	Sheltered/Retireme
16	Felix Neubergh Hse,	Anchor Trust	37	Sheltered/Retireme
17	Glebe Court	Christian Action Housing Associati	28	Sheltered/Retireme
18	Grasmere Court	Anchor Trust	21	Sheltered/Retireme
19	Holmeleigh Court	Orbit Housing Association	32	Sheltered/Retireme
20	Homewillow Close	First Port	55	Sheltered/Retireme
21	Ingleborough	Anchor Trust	86	Sheltered/Retireme
22	Lewington Court	First Port	41	Sheltered/Retireme
23	Mendip House	Metropolitan	184	Sheltered/Retireme
24	Mike Wright House	Viridian	21	Age Exclusive
25	Oakdene House	Christian Action Housing Associati	28	Sheltered/Retireme
26	Paul Court,	Christian Action Housing Associati	19	Sheltered/Retireme
27	Pegasus Court	First Port	26	Sheltered/Retireme
28	Philip Court	Christian Action Housing Associati	14	Sheltered/Retireme
29	Pilgrims Court	Anchor Trust	43	Sheltered/Retireme
30	Regency Court	Orbit Housing Association	44	Sheltered/Retireme
31	Russell Court	Riverside	15	Sheltered/Retireme
32	Servite House	Viridian	33	Sheltered/Retireme
33	Shapland Way	Habitng Housing Association	5	Sheltered/Retireme
34	Skinners Court	Hanover Housing/Skinners Compa	48	Extra Care
35	Southchurch Court	Christian Action Housing Associati	32	Sheltered/Retireme
36	Southgate Beaumont	Barchester Healthcare	21	Extra Care
37	St Clements Court	Anchor Trust	36	Sheltered/Retireme
38	Summerfield Court,	Anchor Trust	12	Age Exclusive
39	Westwood Court	First Port	31	Sheltered/Retireme



London Borough of
Enfield



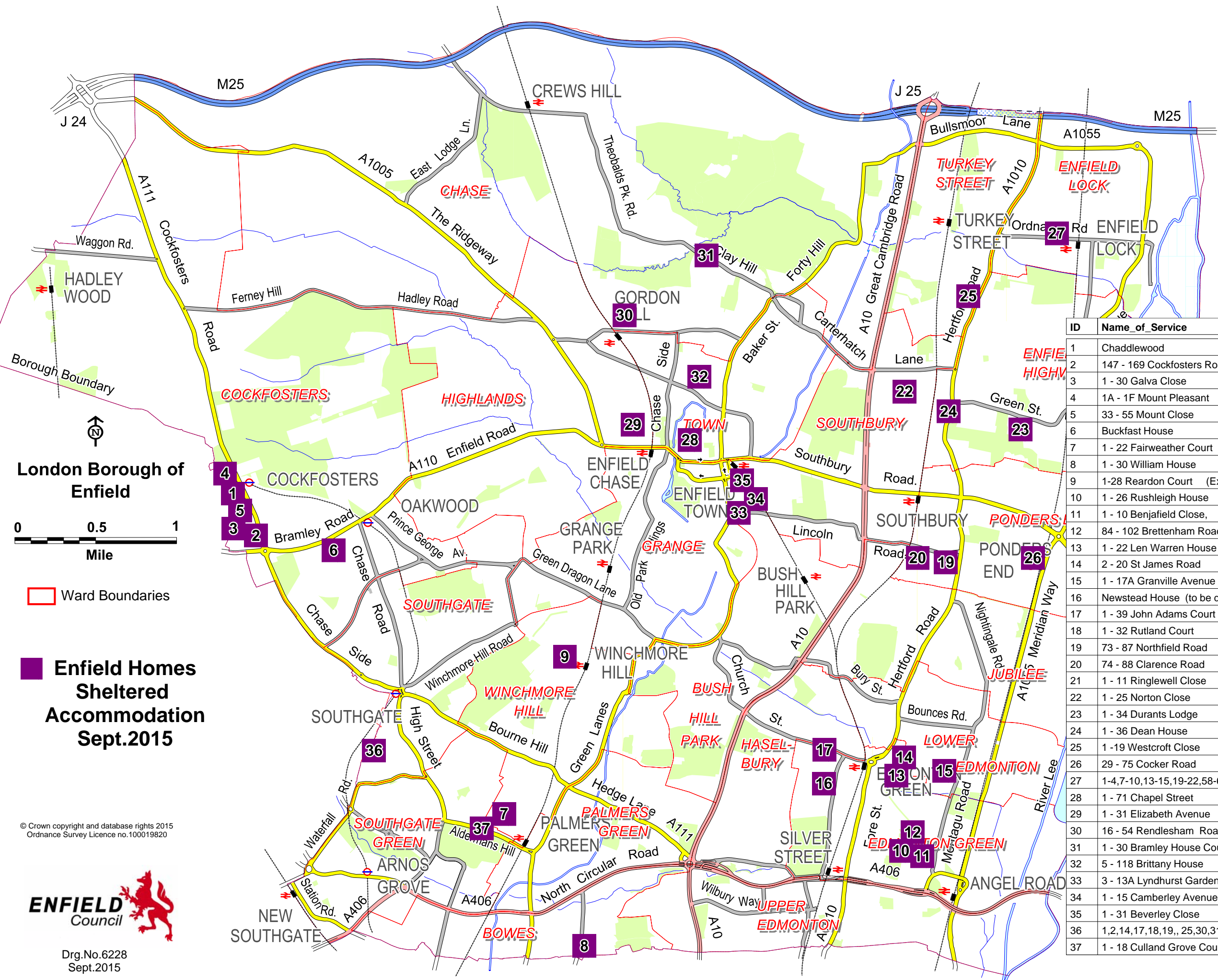
Ward Boundaries

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Dwg.No.6228J
 Oct.2015

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London Borough of Enfield

0 0.5 1
 Mile

□ Ward Boundaries

■ Enfield Homes Sheltered Accommodation Sept.2015

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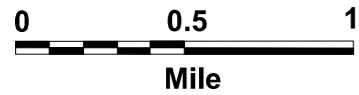


Drg.No.6228
 Sept.2015

ID	Name_of_Service	Capacity
1	Chaddlewood	31
2	147 - 169 Cockfosters Road	12
3	1 - 30 Galva Close	28
4	1A - 1F Mount Pleasant	6
5	33 - 55 Mount Close	12
6	Buckfast House	25
7	1 - 22 Fairweather Court	22
8	1 - 30 William House	30
9	1-28 Reardon Court (Extra Care)	28
10	1 - 26 Rushleigh House	26
11	1 - 10 Benjafield Close,	10
12	84 - 102 Brettenham Road	10
13	1 - 22 Len Warren House	22
14	2 - 20 St James Road	10
15	1 - 17A Granville Avenue	14
16	Newstead House (to be decanted)	24
17	1 - 39 John Adams Court	39
18	1 - 32 Rutland Court	32
19	73 - 87 Northfield Road	8
20	74 - 88 Clarence Road	8
21	1 - 11 Ringlewell Close	11
22	1 - 25 Norton Close	28
23	1 - 34 Durants Lodge	34
24	1 - 36 Dean House	30
25	1 - 19 Westcroft Close	19
26	29 - 75 Cocker Road	24
27	1-4,7-10,13-15,19-22,58-60,64-65,70-72, 76,77,79 Johnby Close	26
28	1 - 71 Chapel Street	36
29	1 - 31 Elizabeth Avenue	16
30	16 - 54 Rendlesham Road	20
31	1 - 30 Bramley House Court	31
32	5 - 118 Brittany House	88
33	3 - 13A Lyndhurst Gardens	10
34	1 - 15 Camberley Avenue	8
35	1 - 31 Beverley Close	14
36	1,2,14,17,18,19,, 25,30,31,34,35,37,38 Pruden Close	12
37	1 - 18 Culland Grove Court	18

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London Borough of Enfield



Residential Care

PRIMARY SERVICE USER GROUP

- OLDER PEOPLE & DEMENTIA
- LEARNING DISABILITIES /ASD (YOUNGER ADULTS)
- MENTAL HEALTH SUPPORT NEEDS (YOUNGER ADULTS)
- OLDER PEOPLE ONLY
- MENTAL HEALTH & SUBSTANCE MISUSE (YOUNGER ADULTS)
- PHYSICAL DISABILITIES (YOUNGER ADULTS)
- OTHER - MULTIPLE SERVICE USER GROUPS IDENTIFIED

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ID	Location Name	Beds	Postcode
1	Abbedale Residential Care Home - London	21	N13 4AJ
2	Albany Park Nursing Home	43	EN3 5UJ
3	Amberley House - London	16	N13 4BJ
4	Anastasia Lodge Care Home	29	N21 3AE
5	Arnold House - Care Home Physical Disabilities	21	EN2 8JA
6	Arthur Lodge Residential Care Home	11	N9 9AE
7	Autumn Gardens	85	N14 4QB
8	Avon Lodge	36	EN1 4PD
9	Azalea Court	80	EN1 2QN
10	Blossom Community Care	4	N13 4TG
11	Bourne Hill Care Home	5	N13 4LH
12	Bridgehouse	37	EN2 9HT
13	Bullsmoor Lodge	48	EN3 6TE
14	Camden Lodge Residential Care Home	24	N22 8QX
15	Cedar House	17	EN1 2PP
16	Cedar House	6	N9 7PP
17	Chiswick Care Limited	6	N9 7AN
18	Coppice Wood Lodge	38	N11 1LX
19	Devon House	11	N14 4HA
20	Devonshire Road	5	N13 4QU
21	Eastbrook House	43	N9 8DA
22	Edwina House Nursing Home	22	N13 4RH
23	Eliza House	26	EN1 3QX
24	Elizabeth Lodge	87	N21 1TG

ID	Location Name	Beds	Postcode
25	Elm House	5	EN3 7RN
26	Elmhurst Residential Home	14	EN1 1NE
27	European Lifestyles (C) - 100 Pembroke Road	3	EN1 4EY
28	European Lifestyles (C) - 98 Pembroke Road	5	EN1 4EY
29	Fairview	10	EN1 4PD
30	Five Oaks	45	EN4 0JT
31	Fouracres Care Services	4	EN3 5DR
32	Glen Pat Homes	7	N21 2HN
33	Green Trees Care Home	16	EN4 0EY
34	H C S (Enfield) Limited - 20-24 Southbury Road	12	EN1 15A
35	H C S (Enfield) Limited - 221 Holtwhites Hill	8	EN2 8BX
36	Hazelwood Lodge Limited	10	N14 4LG
37	Henran Lodge	4	N9 9JF
38	High Gable House	9	EN1 15Y
39	Hightrees Residential Care Home	12	EN2 9AA
40	Hillgreen Care Limited - 14 Colne Road	6	N21 2JD
41	Holly House Care Home	17	EN1 2PT
42	Honeysuckle House	32	N13 5HY
43	Hugh Myddelton House	48	N14 5QR
44	Keavan Lodge	3	EN1 1RF
45	Kellan Lodge	4	EN2 6PG
46	Laurel House	5	EN2 0QQ
47	Linden Lodge	10	N14 4LU
48	M.C.A. Care Homes	3	N18 2LD
49	Maison Moti Care Home	15	N14 4PH
50	Maple House	3	N18 2QU
51	Mencap (Chasewood Avenue)	6	EN2 8PT
52	Millenium Care Limited - 1 Old Park	10	N13 4RG
53	Millenium Care Limited - 89 Fox Lane	7	N13 4AP
54	Minchenden Lodge	25	N14 6DD
55	Murrayfield Care Home	74	N18 2DF
56	Nairn House Care Centre	61	EN1 4TR
57	Oak House	3	N18 2UP
58	2a Oxford Gardens	3	N21 2AP
59	Parkside Residential Home	24	EN1 2EU
60	Parkview House Residential Care Home	45	N9 7RQ
61	Patrick Carr	3	EN2 6PP
62	Person Centred Care Homes - 1 Bodiam Close	6	EN1 3HZ
63	Queen Ann House	15	N13 4RE
64	Reardon Court Residential Home	36	N21 3BH
65	Ridgeview	4	EN3 4BW
66	Roland Residential Care Homes	7	N21 3NX
67	Roland Residential Care Homes - 231 North Circular Rd	6	N13 5JF
68	Roland Residential Care Homes - 6 Compton Road	7	N21 3NX
69	Roland Residential Care Homes - 6 Old Park Ridings	10	N21 2EU
70	Ronak Home	10	N13 4PT
71	Roseneath Avenue	6	N21 3NE
72	Roseview Care Homes - New Southgate	14	N11 1RE
73	Rowan/Beech House	9	N9 7NY
74	Saivi House	5	N13 5BJ
75	Sandhurst Lodge	5	N9 8BD
76	Sharon House	5	EN3 5DQ
77	Shenley Lodge	7	EN1 2QN
78	1 Sheringham Avenue	5	N14 4UB
79	Shila House	14	EN1 1DS
80	Sidney Avenue Lodge Residential Care Home	8	N13 4UY
81	35/37 Solna Road	11	N21 2JE
82	Southgate Beaumont	52	N14 7DJ
83	Springview	58	EN2 7BL
84	St Catherines House	16	EN3 4AJ
85	St Theresa's Rest Home	23	EN1 2JN
86	Stamford Nursing Centre	90	N18 1SH
87	Station Road	12	N21 3RB
88	Suffolk House	12	N13 4BS
89	Sunbridge	43	N9 7PZ
90	The Conifers Healthcare Limited	30	N13 4BS
91	The Hollies	19	N13 4AB
92	The Horizon	8	N13 5BX
93	The Lime Trees	20	N11 1RG
94	Waterfall House	27	N11 1AA
95	Wellington Park Nursing Home	30	EN1 2PL
96	Willow House	6	EN3 7RN
97	Woodbury Manor	60	EN2 9JA
98	Woodlands	20	N13 4AB
99	Woodlands	8	N13 4AJ

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MUNICIPAL YEAR 2017/2018 REPORT NO. 149**MEETING TITLE AND DATE:**

Cabinet 14 February 2018

REPORT OF:Executive Director of
Finance, Resources and
Customer Services**Agenda – Part: 1****Item: 10****Subject:****Governance of Enfield's Trading
Companies
Non Key**

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1. EXECUTIVE SUMMARY

- 1.1 Enfield currently has several wholly owned companies and one joint venture company, either currently trading, recently incorporated or in design. Given the recent growth and activity with the Council's companies, it is now opportune that the current structures and governance arrangements are reviewed.
- 1.2 This report updates on the findings of a review of the Council's companies at both an entity and group level, and makes recommendations on setting up an Oversight Board (referred to as the Shareholder Board) to ensure best use of resources from the Council as shareholder, and exercise the appropriate control and influence over the companies in order that the Council is satisfied the companies are contributing to its wider objectives and managing risk. At the same time, the Council needs to allow the companies to operate commercially with the appropriate freedoms and flexibilities intended.

2. RECOMMENDATIONS

- 2.1 To set up a sub committee of Cabinet to be referred to as the Shareholder Board which will take on oversight and directional responsibilities for all of the Council's companies
- 2.2 For consistency to agree that only one Councillor (Cabinet Member) will sit on each Company board.
- 2.3 An early action of the sub-committee (Shareholder Board) will be to review the other governance arrangements of each company and report back on recommendations to improve consistency and approach.
- 2.4 To agree the Terms of Reference (ToR) set out in appendix 1
- 2.5 To note that an annual report from each company will be submitted to Cabinet in the September cycle of meetings.

3. BACKGROUND

3.1 Enfield currently has several wholly owned companies and one joint venture company, either currently trading, recently incorporated or in design.

3.2 The wholly owned companies are:

- Housing Gateway Limited (HGL)
- Enfield Innovations Limited (EIL)
- Lea Valley Heat Network Limited (LVHN) trading as energetik
- Independence and Wellbeing Enfield Limited (IWE)
- Enfotec Limited

3.2.1 Enfield Council is also a partner in Enfield Norse Limited (ENL) a joint venture company with the Norse Group, which is wholly owned by Norfolk County Council, and in Red Lion Homes Ltd.

3.3 Given the recent growth and activity with the Council's companies, it is opportune now that the current structures and governance arrangements are reviewed. The current governance arrangements (set out at Appendix 2) were put in place to enable each company to be mobilised and begin trading. Now that each company is in a different stage of its lifecycle (in some cases approaching maturity), new governance arrangements may be needed that are better suited to the Council's and companies' current and future needs. The review of governance arrangements will also ensure the best use of resources from the Council as shareholder, exercise the appropriate control and influence over the companies in order that the Council is satisfied the companies are contributing to its wider objectives and managing risk. Whilst at the same time allowing the companies to operate commercially with the appropriate freedoms and flexibilities intended.

3.4 To progress this, the Executive Director of Finance, Resources and Customer Services commissioned Grant Thornton to review the current mechanisms that the Council has in place to have oversight and control of the entities and to make recommendations on the way forward to meet the requirements in 3.3 above.

3.5 The review findings at a Group level were:

- The Council did not have an overarching specific 'Corporate Board' or governance structure to provide strategic direction to its entities. Currently this is only in place at an individual entity board level.
- Cabinet Members are appointed to the company boards as directors and, in this capacity, have a fiduciary interest to act in the interests of the company.
- Currently there is no formal mechanism for the operational aspects of the companies to be considered in the strategic context of the shareholder / Cabinet.

- Operationally the companies are managed and monitored locally by the department they relate to, and in future this would benefit from a more formalised, structured and strategic approach.
- There is a disconnect between the individual entities (the Council and the companies) and lack of shared objectives and oversight.

3.6 At an entity level the review found:

- As entities grow there should be the consideration of the appointment of external MDs to drive the company performance and growth
- As the entities mature they should consider reducing the frequency of board meetings to six weekly or bi monthly to focus on delivery
- A gateways review process should be considered at key stages for each entity, to ensure that it aligns with the aspirations, and the ongoing purpose and strategic fit of the Council
- Quarterly reports for all entities should be reported to Cabinet and then to Full Council annually to allow for scrutiny and transparency
- Each entity board should have performance and finance reports as standard
- KPIs should be regularly reported and reviewed
- Financial reports should be agreed for each entity.
- A more collective approach to risk and risk management would benefit all entities

Proposal - Shareholder Board

- 3.7 Given the recent growth and activity with the Council's companies, it is opportune now that the current structures and governance arrangements are reviewed to provide the council with assurance, and the companies the appropriate freedoms and conditions for success. It is therefore proposed that the Council puts in place a Shareholder Board to have oversight of the Companies and to ensure the Companies are contributing to the Councils wider objectives
- 3.7.1 A Shareholder Board structure chart showing the proposed governance is at Appendix 3. This will provide a more sustainable approach to governance which replicates best practice in the public and corporate sector.
- 3.8 As a formal Sub-Committee of Cabinet, the Board would be formed of up to 5 Cabinet Members, complemented by 2 co-opted non-local authority members (without voting rights) with commercial acumen and experience, and officers in attendance to advise the Board.
- 3.9 The Board would meet quarterly with the option to meet more frequently. The meetings would be open to the public, unless there were commercially sensitive matters which would be discussed in part 2. The board would then report directly into Cabinet. Any decisions would be subject to call in. Cabinet

will remain the ultimate decision-making body on strategic issues that materially affect the Companies.

3.10 The Board will report to Cabinet on the group activity and Cabinet would delegate key responsibilities to the Board through the Terms of Reference (ToR).

3.11 The Board's key responsibilities would include:

1. Act on behalf of the Council's Cabinet by requiring the directors of each company to exercise their voting rights as directors in line with the scheme of delegation, shareholder consent matters, or equivalent.
2. Provide companies with clear strategic direction and support in its role as sole shareholder.
3. Receive reports from each company in an agreed format setting out company information including strategic direction, financial performance, activity and performance indicators, achievements, risks and issues. A proposed template is set out at Appendix 4.
4. Hold each company board to account for their performance, by setting targets and reviewing performance, exercising shareholder rights to make and drive immediate change through those company boards.
5. Support the development of each company and give direction to each company board in relation to matters such as the disposal / dissolution of companies (below Cabinet limit on value) and e.g. the varying of Articles of Association, change of ownership, structure and share rights (all as may be further set out in a scheme of delegation/consent matters).
6. Co-ordinating business and professional support requirements for each company.
7. Evaluating effectiveness of board governance structure, processes and recommend changes as required.
8. Reviewing business plans and strategies of the entities to ensure alignment with the Council's strategic direction.
9. Overseeing compliance to ensure that taxation, legal and financial interests of the Council are considered and protected, such as overseeing alteration of authorised or issued share capital, or classification thereof, allotment of share capital or securities, granting options or rights to subscribe to the issuing of share capital.
10. Ensuring that the risks taken on by each company are managed appropriately and are at a suitable level for the Council to bear as shareholder (or, where the case, as guarantor, or the like).
11. Deliver reports to Cabinet, making recommendations to Cabinet (where decisions are not delegated to the Shareholder Board) and advise Cabinet of any issues relating to the companies.

- 3.12 The functions that would remain with Cabinet would be in broad terms:
1. Approval of company's business plans, and any material alteration to a company's business plan, for example acquiring a new business or closing one down, where it is not ancillary to the core business
 2. Acquiring shares in any company or interest, including limiting liability partnership or limited partnership, entering into a joint venture or profit sharing
 3. Approving significant investment outside of any agreed business plan
- 3.13 The draft Board terms of reference are set out in appendix 1.
- 3.14 The Board would be responsible for appointing the Chair for each of the company entities.
- 3.15 The Chair and Managing Director of each entity would report to the Board at a strategic level on an agreed template, attached to this report at appendix 2.
- 3.16 The Board's work programme for the first year is set out at Appendix 5. The key workstream will be to review the current governance arrangements, and to make recommendations where necessary, to ensure the companies have the right conditions for growth and in turn the Council also has assurance. The review will include ensuring conflicts of interest are managed, roles defined, including that of the opposition, and processes are in place to protect the Council and companies. A list of actions needed to implement any changes following the review is attached at Appendix 6.
- 3.17 In terms of Legal advice, the Shareholder Board will be advised by the Director of Law and Governance, who will not be represent the Council on any of the Companies.

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1 Continue with the current oversight at entity level only and no formal Group view of the Council's companies. This option does not fit well with the current stage of development of each of the companies, and lacks oversight and strategic alignment with the Council at a group level and between the entities. Continuing with this approach presents 3 key risks which are:
- The lack of a corporate structure to oversee all entities and alignment to the Council across the Group.
 - A potential conflict of interest for Directors and Members with responsibilities on both sides.
 - Existing arrangements are not scalable in light of the two points above
- 4.2 Shareholder oversight could be exercised through a standing item at Cabinet meetings on a quarterly basis. This would provide group governance and is scalable as the companies grow in size and nature. However, the meeting is much wider than just the shareholder matters and would not allow the level of detailed review and time (estimated 3 hours) required for this item. Further it

would not allow the involvement of NED's who provide invaluable insight and expertise.

5. REASONS FOR RECOMMENDATIONS

- 5.1 LBE has a number of wholly owned companies either in design, recently incorporated or currently trading which provides the ideal opportunity to review the current governance arrangements. Given the speed at which the existing companies are scaling their operations and the new ones in development, it is important that a revised governance framework is put in place and that this is reflected at the group level, to support future growth.
- 5.2 The review concluded that that governance arrangements that are in place at an entity level are effective, however group level governance arrangements need to be put in place now.
- 5.2.1 The report proposes a new group governance structure that will provide the council with the appropriate control and influence over its entities in order for them to contribute to the Council's objectives and manage the risks, whilst at the same time affording the companies the appropriate freedoms and flexibilities to operate as intended. The shareholder group will be able to identify shared resource needs for the companies and effect economies of scale.
- 5.3 This new structure will provide an overarching single reporting structure for the Council to manage its entities' commercial performance and opportunities (and look across the entities), through formal reporting between the companies (subsidiaries) and the Council (parent company).
- 5.4 This proposed structure will be more sustainable in the long term and reflect best practice, with the company reporting in the public domain and open to call in.

6. COMMENTS OF THE EXECUTIVE DIRECTOR OF FINANCE, RESOURCES AND CUSTOMER SERVICES AND OTHER DEPARTMENTS

6.1 Financial Implications

- 6.1.1 The Council's companies either already are or are becoming businesses of a significant size, offering alternative ways to support the Council's aspirations and continue to provide services in a climate where there are severe financial constraints.
- 6.1.2 The proposed governance arrangements have been designed to reflect the significance of these companies and allow appropriate discussion and decision-making to ensure that the objectives of all parties are met.

6.1.13 The costs of the new structure will be minimal and will be managed within existing resources, with any decision-making adhering to financial regulations.

6.2 Legal Implications

6.2.1 The Council has general competence powers in s1 Localism Act 2011 which empowers the Council to undertake the actions recommended in this report. In order to give effect to the recommendations, each of the companies concerned will have to pass decisions of their own Boards agreeing to receive reports from the Shareholder Board and to comply with decisions of the Shareholder Board. The current schemes of delegations for each of the companies that may exist should be reviewed in order to ensure consistency with the Stakeholder Board's terms of reference. For example, energetik has a detailed scheme of delegation for which decisions are Council decisions and which are energetik Board decisions.

6.2.2 There a risk that the Shareholder Board could be deemed a 'shadow director', and thereby subject to directors' duties under company law. However, the terms of reference make clear that the Shareholder Board has an oversight role only and the adviser to the Shareholder Board will ensure that the Board members do not stray into making operational decisions for the companies.

6.2.3 3.3. of Part 3 of the Council's constitution states that "other than those matters reserved to Council or delegated to a non-executive Committee /Panel or to a Director (or Statutory Officer), all other remaining functions are allocated as executive functions. These will be carried out by the Leader or as the Leader shall direct. In accordance with this section, the report sets out the Leader's (through Cabinet's) delegation to the Shareholder Board as a sub-committee of Cabinet to oversee the Companies in accordance with the attached terms of reference.

6.2.4 3.5 of Part 3 of the Council's constitution states that the Leader will maintain a list in Part 4 of the Constitution setting out which individual members of the Cabinet, committees of the Cabinet, officers or joint arrangements are responsible for the exercise of particular functions.

6.2.5 As a Cabinet Sub Committee meetings of the Shareholder Board will be subject to the usual requirements of the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012. Should any formal decisions be made these will also be subject to the usual key decision and call-in requirements, as relevant.

7. KEY RISKS

Setting up the oversight board will ensure that the risks taken on by each company are managed appropriately and are at a suitable level for the Council to bear as shareholder. Currently there is no formal oversight of this combined risk.

8. IMPACT ON COUNCIL PRIORITIES

8.1 Fairness for All

The Councils companies support the long term future of the Council and delivery of core services to all residents and businesses in the borough

8.2 Growth and Sustainability

The Companies support the long term sustainability of the Council through investment, service provision and income generation.

8.3 Strong Communities

The Companies provide core services, and income to Enfield's communities now and in the future.

9 PERFORMANCE MANAGEMENT IMPLICATIONS

The recommendation in this report will put in place a formal and robust reporting process between the Companies and the Council to ensure they are supporting the Councils aims and objectives.

10 PUBLIC HEALTH IMPLICATIONS

The Councils companies contribute to the health and wellbeing of Enfield's residents through improved quality and supply of rented accommodation, low carbon heat and improved air quality, and services to the vulnerable and elderly.

Background Papers

None.

APPENDIX 1

Shareholder Board Terms of Reference

Background

The Council has 100% shareholding in a number of companies and needs to put in place a Shareholder Board to provide a more sustainable approach to governance. This will allow the Council to manage the companies as a group, ensuring it provides strategic direction, monitors performance and provides each entity with the commercial freedom to maximise their chances of success.

Role

The role of the Shareholder Board (a sub-committee of Cabinet) will be to exercise governance of and provide direction for the companies on behalf of the Council's Cabinet. Cabinet will remain the ultimate decision-making body on specific material issues affecting the strategic direction of each company.

Responsibilities

The Shareholder Board will have the following responsibilities:

1. Act on behalf of the Council's Cabinet by requiring the directors of each company to exercise their voting rights as directors in line with the scheme of delegation, shareholder consent matters, or equivalent.
2. Provide companies with clear strategic direction and support in its role as sole shareholder
3. Receive reports from each company in an agreed format setting out company information including strategic direction, financial performance, activity and performance indicators, achievements, risks and issues
4. Hold each company board to account for their performance, by setting targets, exercising shareholder rights to make and drive immediate change through those company boards
5. Support the development of each company and give direction to each company board in relation to matters such as the disposal / dissolution of companies (below Cabinet limit on value) and e.g. the varying of Articles of Association, change of ownership, structure and share rights (all as may be further set out in a scheme of delegation/consent matters).
6. Co-ordinating business and professional support requirements for each company.
7. Evaluating effectiveness of board governance structure, processes and recommend changes as required.
8. Reviewing business plans and strategies of the entities to ensure alignment with the Council's strategic direction.
9. Overseeing compliance to ensure that taxation, legal and financial interests of the Council are considered and protected, such as overseeing alteration of authorised or issued share capital, or classification thereof, allotment of share capital or securities, granting options or rights to subscribe to the issuing of share capital.
10. Ensuring that the risks taken on by each company are managed appropriately and are at a suitable level for the Council to bear as shareholder (or, where the case, as guarantor, or the like).

11. Deliver reports to Cabinet, making recommendations to Cabinet (where decisions are not delegated to the Shareholder Board) and advise Cabinet of any issues relating to the companies.
12. Appoint a Chair for each entity.

Elected Membership and Voting

The Shareholder Board will consist of up to five Cabinet Members, to be elected annually by the Cabinet. The Board will be advised by two co-opted non-local authority Members (without voting rights) with commercial acumen and experience. The Board will be supported as required, for example, by a Finance officer, a Legal Services officer and a Property Services officer from the Council. At least one Director from each company will be required to attend the meetings to present information and to seek advice, but will not have any voting rights.

NEDs

One NED from each company will attend meetings of the Board when matters concerning that company are discussed and/or voted on at the Board and may provide advice but not vote.

Frequency of Meetings and other Governance

The Board will meet at least four times a year. Agendas and papers for meetings will be circulated five working days prior to each meeting.

Minutes and action points from each meeting will be recorded and circulated within ten working days after the meeting date. These documents will be reviewed at the beginning of each meeting.

Conflicts of Interest

No member of the Board may take part in or vote on a decision affecting a company of which they are a director.

Quorum

The quorum will be 3 based on 5 Cabinet Members and pro rata if less.

Resources

A Council Officer is to be assigned to support the Board meetings

Reporting

The Shareholder Board will report to Cabinet following each of the Shareholder Board's meetings.

Cabinet's Responsibility

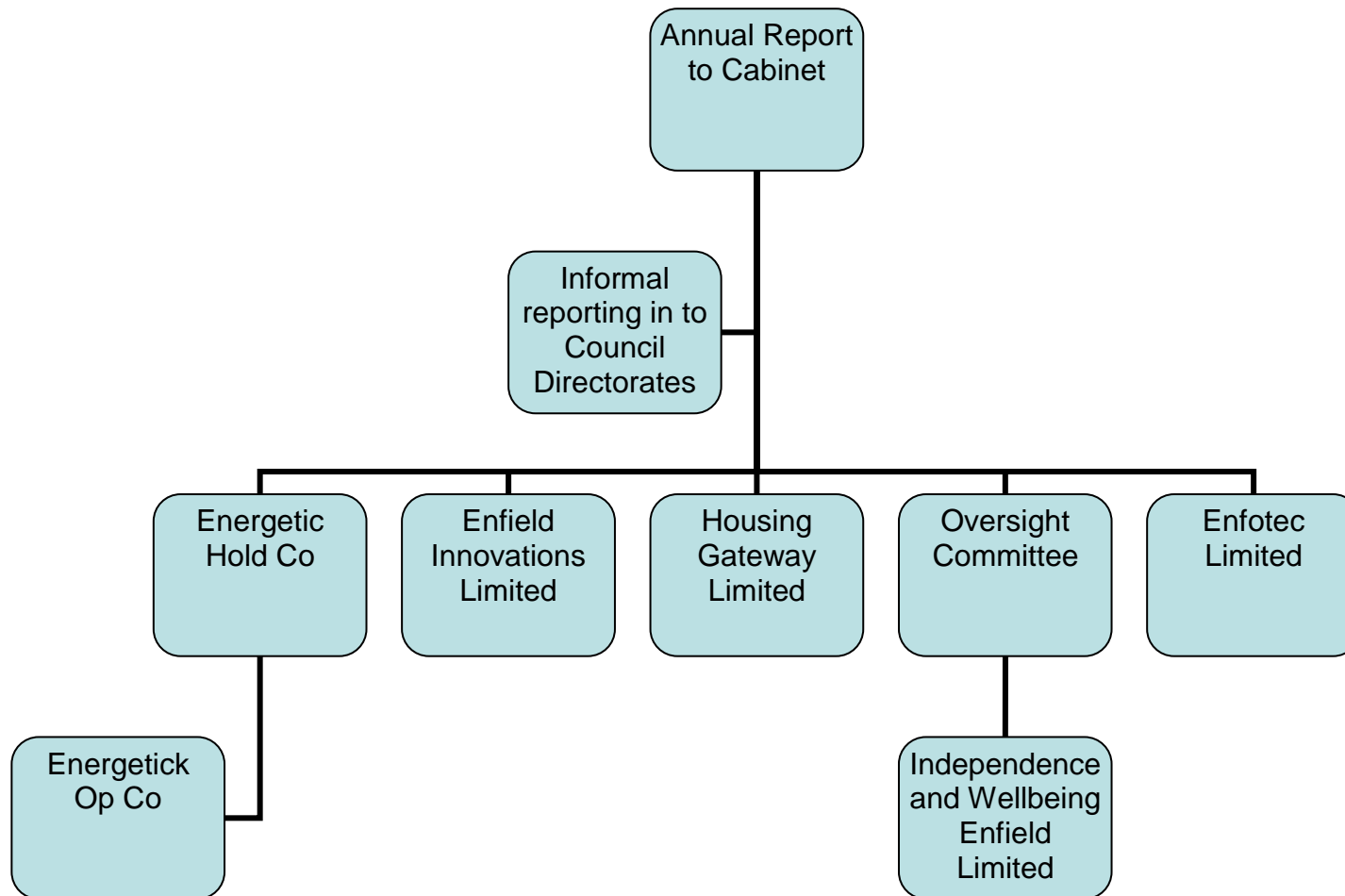
This will be made clear in the revised schemes of delegation but will include matters such as:

1. Approval of company's business plans, and any material alteration to a company's business plan, for example acquiring a new business or closing one down, where it is not ancillary to the core business
2. Acquiring shares in any company or interest, including limiting liability partnership or limited partnership, entering into a joint venture or profit sharing
3. Approving significant investment outside of any agreed business plan

Review Period

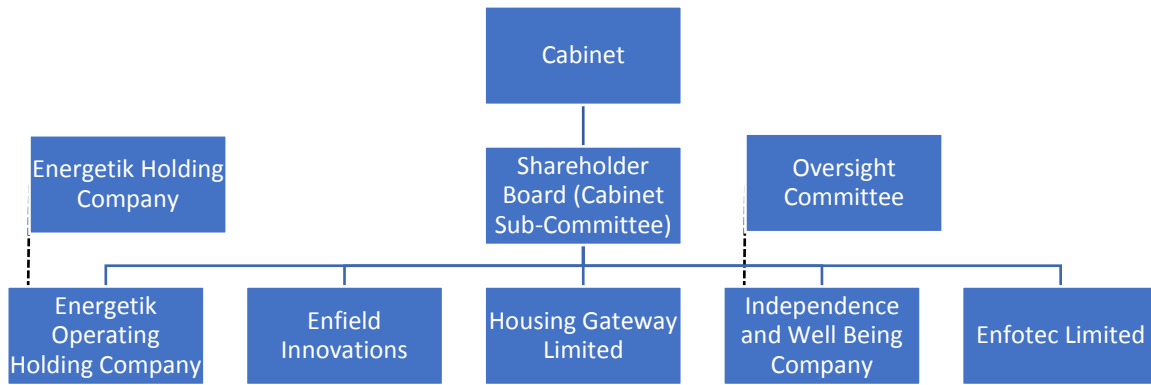
The Shareholder Board will review its operation and terms of reference on an annual basis.

CURRENT COMPANY REPORTING STRUCTURE



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Proposed Company Reporting Structure



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Report for Enfield Council Shareholder Board (date)

Company Name:

1. BACKGROUND/DESCRIPTION OF COMPANY

Purpose of Company (when/why was it set up/who runs it?)

The company was set up in xxxx

The Directors are xxxx

The Company is 100% owned by Enfield Council

The Company's Strategic Aims

- 1) To provide
- 2) To xxxx

Past Performance

In 2016/17, the company did xxx

In Quarters 1, 2 and 3 2017/18, the company achieved the following targets:

The following targets have slipped into Quarter 4 or later:

Target	Reason for Slippage	New Target Date

Targets for Quarter 4 (January 2018-March 2018)

Commentary on the outlook for next quarter

Target	Target Date

Key Strategic Opportunities, Issues and Risks

Insert issues and risks register

Items for Discussion/Decision at this meeting (see separate report(s))

For example, drawdown of funding from the Council, new initiatives (for example, buying out of Borough for HGL, the next steps for EIL, potential new business for energetik and IWE, issues/problems with Council/company operation, etc

2. FINANCIAL PERFORMANCE

Below is an overall financial summary (based on December Budget Monitoring).

Profit and Loss Account 2017-18

The main reasons for the variances shown are:

Cash Flow Position 2017-18

Commentary on cash flow position

The company's bank balance was xxx at 31st December 2018

Balance Sheet Position as at 31st December 2017

Insert Balance Sheet as at 31st December 2017

This position has improved/stayed the same/worsened since 30th September 2017....

Forecast Balance Sheet Position as at 31st March 2018

Insert expected outturn Balance Sheet as at 31st December 2017

Insert Commentary

Capital Expenditure/Borrowing

3. OPERATIONAL PERFORMANCE

Company Key Performance Indicators

Insert the Company's KPIs, targets and performance

Operational Risks

Health and Safety

Information Security

Other Performance (ie CQC reviews, internal audit reviews, etc)

4. CUSTOMER SATISFACTION

Number of Customers

Number of New Customers/Lost Customers

Results of Customer Satisfaction Feedback

Customer Satisfaction Surveys in Progress

Compliments and Complaints

5. LEARNING AND GROWTH

Staffing

Staff Turnover

Staff Absence

Staff Training

Other Staffing Issues

Consultation with Trades Unions

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Appendix 5

COMPANY SHAREHOLDER BOARD WORK PROGRAMME 2018/19

Work	Lead Officer	5 th April 2018	5 th July 2018	5 th October 2018	3 rd January 2019						
Standing Items											
Receive Financial Reports from each company		X	X	X	x						
Monitor KPIs for each company		X	X	X	x						
Receive draft annual report from each company			x								
Receive specific proposals from individual companies as required		X	X	X	x						
Receive and review business plans of companies					x						
Report to Cabinet quarterly		x	x	x	x						
Receive reports on				x							

Appendix 5

COMPANY SHAREHOLDER BOARD WORK PROGRAMME 2018/19

Work	Lead Officer	5 th April 2018	5 th July 2018	5 th October 2018	3 rd January 2019						
compliance with State Aid and Teckal											
Initial items											
Review Governance arrangements for each company and make recommendations to achieve consistency		X									
Review Council support services (recharges to be full cost recovery) and oversight / standards / VFM		x									
Consider and outline Corporate Landlord responsibilities			x								
Consider and recommend training programme for Directors			x								

Appendix 5

COMPANY SHAREHOLDER BOARD WORK PROGRAMME 2018/19

Work	Lead Officer	5 th April 2018	5 th July 2018	5 th October 2018	3 rd January 2019						
Work Programme											
Setting the Company Shareholder Board Annual Work Programme 2018/19		Agree Work Programme									
Selection of specific areas of focus (Workstreams) for 2018/19		Approve Workstreams for 18/19									Consider New workstreams 19/20
Review terms of reference of Shareholder board (annual)					Review and agree terms of reference						

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Appendix 6– Steps to be taken following set up of Oversight Board

Steps for LBE

- The Shareholder Board will be a Committee of London Borough of Enfield Cabinet, the Committee and its responsibilities will need to be added to the Constitution so the Cabinet report could add a recommendation to refer to full Council to change the Constitution to add the Committee of Cabinet and its terms of reference.
- Where there are changes to Councillor/Officer directors on the company Boards, this will need to be noted at Full Council (being appointments to outside bodies).

Steps for companies

- Company Boards need to agree to receive reports from the Shareholder Board and to comply with decisions of the Shareholder Board.
- Company Board Minutes need to address the points below, and agree the frequency of Board Meetings.
- Articles of Association will need to be amended to refer to Shareholder Board, and reflect new requirements for Boards of Directors (i.e. only one Cllr Director on each Board, and Shareholder Board to appoint the Chair).
- A Delegations Matrix* should ideally be drawn up for each company (and energetik's amended) setting out where decisions need to go, and referencing matters for the Shareholder Board. This would be a good place to include reporting requirements.
- Appropriate filings will need to be made to Companies House to implement changes.

*The Delegations Matrix for energetik has a single column listing decisions to be taken by LBE as shareholder. This can be expanded (and adopted by other companies too) to make it clear where those decisions need to go to Shareholder Board or Cabinet within LBE.

Note:

The matters and details of what needs to go to the Shareholder Board might differ from company to company depending on whether the intention is for that company to be Teckal or not. If a company is intended to be Teckal to enable contracts to be entered into between LBE and the company, governance will need to be tighter (and more control by LBE). If, on the other hand, the company needs to operate commercially and ideally without the constraints of the Public Contracts Regulations, then governance would need to be structured so that it is not a 'contracting authority'.

THE CABINET

List of Items for Future Cabinet Meetings (NOTE: The items listed below are subject to change.)

MUNICIPAL YEAR 2017/2018

MARCH 2018

- 1. January 2018 Revenue Monitoring Report** James Rolfe

This will report on the projected variance to the 2017/18 Revenue Budget as at the end of January 2018. **(Key decision – reference number 4550)**
- 2. Capital Programme Monitor – Third Quarter (December 2017): Budget Year 2017-18** James Rolfe

This will update Cabinet on the latest monitoring position regarding the capital programme as at the end of quarter three (December 2017) for the financial year 2017/18. **(Key decision – reference number 4652)**
- 3. Strategy and Approach to Delivering Pupil Places** Tony Theodoulou

This will present an updated strategy for providing school places. **(Key decision – reference number 4594)**
- 4. Disposal of Council Assets to Red Lion Homes** Gary Barnes

This will set out proposals for the disposal of HRA assets to support the Council sponsored Registered Provider, Red Lion Homes, in its provision of affordable rented housing. **(Key decision – reference number 4591)**
- 5. Meridian Water Update and Budget Update** Gary Barnes

This will provide an update for Members. **(Key decision – reference number 4469)**
- 6. Meridian Water: Developer Update** Gary Barnes

This will provide an update for Members. **(Key decision – reference number 4649)**

APRIL 2018

- 1. Enfield 2017 Scrutiny Work Stream**

To receive, a report from the Enfield 2017 Scrutiny Work Stream. (Non key)

2. **Electric Quarter – Disposal of Land at 230 High Street and Revised Phase B Scheme** Gary Barnes

This will seek authority for disposal of land as specified above. **(Key decision – reference number 4560)**

3. **Bury Street West - Development** James Rolfe/Gary Barnes

This will outline the proposed way forward for approval. **(Key decision – reference number 4008)**

4. **Civic Centre Phase II** James Rolfe

This will consider the refurbishment and remodelling of the Civic Centre. **(Key decision – reference number 4617)**

5. **Disposal of Land at Montagu Industrial Estate** James Rolfe

This will consider the first phase of land disposal. **(Key decision – reference number 4616)**

6. **Redevelopment of the Arnos Pool and Bowes Library Site** James Rolfe

This will seek approval to extend the sport and leisure facilities at the site, whilst also ensuring that library provision is included within the future provision. **(Key decision – reference number 4492)**

7. **Edmonton Futures Housing Zone – Progress Report** Gary Barnes

This will update on progress with potential housing schemes in the Housing Zone Edmonton Futures. **(Key decision – reference number 4590)**

8. **Local Government Insurance Mutual** James Rolfe

This will outline proposals for the Local Government Insurance Mutual. (Non key)

9. **Adoption of Playing Pitch Strategy** Gary Barnes

This will seek approval to adopt a new playing pitch strategy for the borough. **(Key decision – reference number 4654)**

NEW MUNICIPAL YEAR 2018/2019

1. **Broomfield House** Gary Barnes

The report will refer to the Broomfield Conservation Management Plan and Options Appraisal and will set out options for the next steps. **(Key decision – reference number 4419)**

2. **Tranche 2 Draw Down for Energetik** Gary Barnes

This will seek approval to draw down the Tranche 2 funding for Energetik's business case. Energetik's business case was approved in January 2017, with Tranche 2 funding added to the Council's indicative capital programme. **(Key decision – reference number 4642)**

3. **Claverings Industrial Estate** James Rolfe

(Key decision – reference number 4381)

4. **Heritage Strategy** Gary Barnes

This will review the existing Heritage Strategy. **(Key decision – reference number 4428)**

5. **Public Health 0-19 Services; Health Visiting and School Nursing** Tessa Lindfield

This will ask Cabinet to decide which service delivery option for School Nursing, Health Visiting, Family Nurse Partnership and Immunizations is best suited to the needs of Children and Families in Enfield. Public Health offers discussion of the options in the decision paper and offers a recommended service delivery model. **(Key decision – reference number 4623)**

6. **Asset Utilisation** Ian Davis

This will detail the options for increasing the income for non-core assets. **(Key decision – reference number 4653)**

7. **Invest to Save in Solar Photovoltaics** Gary Barnes

This will seek consideration of the commercial investment opportunities for Enfield Council in solar photovoltaics. **(Key decision – reference number 4604)**

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CABINET - 24.1.2018

**MINUTES OF THE MEETING OF THE CABINET
HELD ON WEDNESDAY, 24 JANUARY 2018****COUNCILLORS****PRESENT**

Doug Taylor (Leader of the Council), Achilleas Georgiou (Deputy Leader), Daniel Anderson (Cabinet Member for Environment), Yasemin Brett (Cabinet Member for Community, Arts and Culture), Alev Cazimoglu (Cabinet Member for Health and Social Care), Krystle Fonyonga (Cabinet Member for Community Safety and Public Health), Dino Lemonides (Cabinet Member for Finance and Efficiency), Ayfer Orhan (Cabinet Member for Education, Children's Services and Protection), Ahmet Oykener (Cabinet Member for Housing and Housing Regeneration) and Alan Sitkin (Cabinet Member for Economic Regeneration and Business Development)

Associate Cabinet Members (Non-Executive and Non-Voting): Dinah Barry (Enfield West), Vicki Pite (Enfield North) and George Savva (Enfield South East)

OFFICERS:

Ian Davis (Chief Executive), James Rolfe (Executive Director of Finance, Resources and Customer Services), Gary Barnes (Acting Executive Director of Regeneration and Environment), Bindi Nagra (Assistant Director of Health, Housing and Adult Social Care), Paul Sutton (Assistant Director, Youth and Service Development - Children's Services), Doug Wilson (Head of Strategy, Performance and Policy), Geoff Waterton (Head of Collection Services), Jayne Middleton-Albooye (Head of Legal Services), Sally Sanders (Head of Financial Assessment), Kayt Wilson (Housing Gateway), Peter Alekkou (Procurement and Commissioning), Andrew Golder (Press and New Media Manager) and Hari Pillai (Procurement and Commissioning) Jacqui Hurst (Secretary)

Also Attending: Councillor Derek Levy (Chair of the Overview and Scrutiny Committee) and Councillor Mike Rye

1**APOLOGIES FOR ABSENCE**

Apologies for absence were received from Tony Theodoulou (Executive Director of Children's Services) and Jeremy Chambers (Director of Law and Governance).

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2

DECLARATION OF INTERESTS

There were no declarations of interest in respect of any item listed on the agenda.

3

URGENT ITEMS

NOTED, that the reports listed on the agenda had been circulated in accordance with the requirements of the Council's Constitution and the Local Authorities (Executive Arrangements) (Access to Information and Meetings) (England) Regulations 2012 with the exception of the following reports:

Report Nos.135 and 140 – Addressing Member Review of Prevention and Early Intervention Contract Awards for Outcomes 3 and 6 (Minute Nos. 6 and 17 refer)

Report No.136 – Revenue Monitoring Report – November 2017 (Minute No.7 refers)

These requirements state that agendas and reports should be circulated at least 5 clear days in advance of meetings.

AGREED, that these reports be considered at this meeting.

4

DEPUTATIONS

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

5

ITEMS TO BE REFERRED TO THE COUNCIL

AGREED, that the following reports be referred to full Council:

1. Report No.137 – Council Tax Support Scheme for 2018/19 and the Council and Business Rate Bases 2018/19
2. Report Nos.139 and 141 – Housing Gateway Limited Annual Report 2016-17 (for information and noting only)

6

ADDRESSING MEMBER REVIEW OF PREVENTION AND EARLY INTERVENTION CONTRACT AWARDS FOR OUTCOMES 3 AND 6

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Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director of Health, Housing and Adult Social Care and Executive Director of Finance, Resources and Customer Services (No.135).

NOTED

1. That Report No.140 also referred, as detailed in Minute No.18 below.
2. That this report followed on from the previous Cabinet report in October 2017 when Cabinet had approved the appointment of organisations/consortia in respect of the Voluntary Community Sector tendering exercise; six contracts had been approved for award.
3. That following the October Cabinet meeting, it had been agreed with the Overview and Scrutiny Committee that the award of contracts to CommUNITY Barnet in respect of outcomes 3 and 6 would be referred back to Cabinet for further consideration.
4. That the key issues had related to transparency and confidence regarding CommUNITY Barnet's supply chain, the detail of which had not been included in the previous Cabinet report but had been included in their bid proposals. The detailed response to the issues raised had been addressed in the part two report (Report No.140, Minute No.18 below referred).
5. That the procurement exercise had been reviewed by the Council's Procurement and Commissioning Team, Legal Services and Adult Social Care Department; with Cabinet Members being provided with a number of briefings and additional information. The Procurement and Commissioning Hub had confirmed after a detailed review of the tender submission and evaluation process that a fair, transparent, open and legally compliant procurement process had been followed. Further assurance had also been provided by Legal Services and, confirmation of the importance of ensuring that the Council conducted the evaluation and award of the contract process in a fair, transparent, proportionate and non-discriminatory manner to comply with the Council's legal obligations.
6. The recommendations detailed in section 2 of the report were drawn to Members' attention. In relation to Outcome 3, it was proposed that this part of the procurement be abandoned due to the Council's continued financial challenges and a need to further review this outcome to better support independent living and avoidance of hospital admissions. Officers would be asked to review with Public Health colleagues and the Enfield CCG how to ensure that the specification could best deliver the objectives of the Council and key stakeholders.
7. In respect of Outcome 6, it was recommended that the previous Cabinet decision to award the Prevention and Early Intervention

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Contract to CommUNITY Barnet be confirmed. Members were asked to approve the recommendations and to note the additional information provided in the part two report (Report No.140, Minute No.18 below referred).

8. Members expressed their support for the proposed way forward and noted the extensive and detailed discussions which had taken place, including involvement of the voluntary sector and public health.
9. That a number of representatives from and users of Enfield Disability Action (EDA) were present. Members noted that there had been no formal deputation request for this meeting and that it would not be possible for any comments to be received from any of the bidders who had been involved in this process or regarding the bids themselves. Councillor Taylor invited a local resident to address the Cabinet and express her concerns and questions to the meeting. Issues raised included clarification regarding the equality impact assessment undertaken; health and safety issues; and, the need for continued provision in an easily accessible location in the Borough.
10. The procurement process that had been undertaken was outlined and officers present responded to the issues raised. Services would continue to be provided within the London Borough of Enfield; all bidders had been required to meet health and safety requirements and a full equality impact assessment had been carried out. Extensive consultation and engagement had been carried out with a variety of voluntary sector organisations and groups, including those with sensory impairments. Further detailed responses would be provided to the resident concerned by the relevant Officers.
11. Members' attention was drawn to the executive summary of the report which outlined the details of the four outcomes which had previously been approved together with the two remaining outcomes being re-considered in this report.
12. That the Council would continue to work closely with the voluntary sector and deliver the outcomes that had been jointly worked on. Members highlighted the impact of Government funding policies on service provision and the resulting financial restrictions on the Council.

Alternative Options Considered: As detailed in Report No.140, Minute No.18 below refers.

DECISION: The Cabinet agreed, subject to reviewing the information provided in the part two report (Report No.140, Minute No.18 below referred) to:

1. Confirm the decision (key decision – reference number 4555) of Cabinet to award the Prevention and Early Intervention funding contract to CommUNITY Barnet for Outcome 6 (Increased and

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improved information provision) to deliver the service in line with their proposals submitted in their tender submission.

2. Abandon the procurement process for Outcome 3 (Supporting people to improve their health and wellbeing/improving self-management).

Reason: NOTED, the detailed reasons for the recommendations as set out in section 6 of the report.

(Key decision – reference number 4555)

7

REVENUE MONITORING REPORT - NOVEMBER 2017

Councillor Dino Lemonides (Cabinet Member for Finance and Efficiency) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.136) setting out the Council's revenue budget monitoring position based on information to the end of November 2017.

NOTED

1. That the revenue budget forecast reflected an improved outturn position of £4.0m overspend for 2017/18. This improved position was a result of a review of corporate items which had resulted in the application of corporate contingency items to specific overspends within Children's Services and identification of further corporate budget items which were forecast to be available to deal with departmental overspends.
2. The continued budget pressures and mitigating actions as set out in section 5 of the report. The Council would continue to work towards a balanced position.
3. A typographical error in paragraph 5.2 of the report in respect of "traveller" and a correction to Appendix A2 of the report in respect of Regeneration and Environment, Commercial Services Parks which should record an adverse rather than favourable variation of £72k.
4. The pressures on the budget for Older People and Physical Disabilities as outlined in Appendix A4 of the report. Members noted that the service was projecting care purchasing overspends due to demand led services, especially within residential.
5. Within Children's Services (Appendix A5 of the report referred) the overspend on SEN transport was noted, and the pressures faced by this demand led service. Officers were continuing to look at ways in which to reduce this as far as possible. Numbers of pupils requiring transport continued to increase. Members were advised of the developments currently progressing and under consideration for more specialist educational provision within the Borough in order to reduce

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the need for pupil placements out of Borough. Members noted that the Council worked closely with parents and carers in order to meet the needs of these pupils and to identify flexible ways in which to effectively deliver the required services. Whilst provision within the Borough would be maximised as far as possible, it would not be possible to meet the needs of all specialist educational provision and the need for some out Borough placements would continue.

6. The continued pressures on Children's Services budgets and the need for increased Government funding allocations to enable the Council to adequately meet the identified requirements and statutory service provision.

Alternative Options Considered: Not applicable to this report.

DECISION: The Cabinet agreed to note

1. The £4.0m overspend revenue outturn projection.
2. That Cabinet Members would continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2017/18.
3. The mitigating actions proposed to date by Executive Directors of overspending departments as set out in Appendix A of the report.

Reason: To ensure that Members were aware of the projected budgetary position, including all major budget pressures and underspends which had contributed to the present monthly position and that were likely to affect the final outturn.

(Key decision – reference number 4548)

8

COUNCIL TAX SUPPORT SCHEME FOR 2018/19 AND THE COUNCIL AND BUSINESS RATE BASES 2018/19

Councillor Dino Lemonides (Cabinet Member for Finance and Efficiency) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.137) recommending the Council Tax Support Scheme for 2018/19.

NOTED

1. That the report recommended the Council Tax Support Scheme for 2018/19, maintaining the current minimum contribution for working age households not in a protected group at 26.5%, introducing an income threshold for universal credit claimants and a further protected group for care leavers.

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2. That in recognition of the difficulties faced by local households, the Council introduced and had maintained a discretionary Council Tax Hardship Scheme, as detailed in paragraph 4.3 of the report. During the financial year 2017/18, the Council had awarded more than £100,000 in small grants.
3. Members expressed their appreciation and support to the Cabinet Member for Finance and Efficiency and his officers for maintaining the support for vulnerable groups within the scheme and, the introduction of a further protected group for care leavers. The Council would continue to monitor the way this scheme had worked for local people and would consider future options.
4. The impact of the Government's welfare reforms and the significant financial pressures being faced by individual residents. The Council Tax Hardship Scheme was discussed as outlined in the report, and the potential financial pressures on the Council in meeting demand of residents in need of such support now and in the future.
5. The detail of the Council Tax base 2018/19 as set out in Appendix D of the report; and, the Business Rate Base 2018/19 outlined in Appendix E of the report. The calculations and assumptions set out in Appendix D resulted in a Band D equivalent tax base for 2018/19 of 96,005 properties, an increase of 962, resulting in an increase of £1.4m.
6. That the introduction of the London business rate pool by the Government would give a share to the Council of 64% of the estimated business rate income for 2018/19; the figure was currently 30%.
7. Members' attention was drawn to the main elements set out in Appendix E including the Discretionary Rate Relief Policy and its impact. The Policy would ensure the Government funded reductions for small businesses, pubs and those businesses facing the steepest increases in their business rates bills, as a result of the 2017 revaluation were maximised. During 2017/18 relief was worth over £1m for local businesses who were struggling, with over £500,000 available for next year.
8. That a "Money Day" was being held on 25 January 2018 with the Council working jointly with the Enfield Job Centre and Citizens' Advice Bureau to provide budgeting advice to local residents.

Alternative Options Considered: NOTED, that the Council had considered the alternative option of maintaining the current council tax support scheme for Universal Credit cases but as Universal Credit included working tax credit the range of income levels within the Universal Credit award would increase the cost of the council tax support scheme considerably.

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RECOMMENDED TO COUNCIL

1. That Council agrees the Local Council Tax Support Scheme for 2018/19 to provide financial support for households on low incomes in paying their Council Tax taking into account the consultation responses (Appendix C to the report) and the Equality Impact Assessment (Appendix B to the report).

For the 2018/19 scheme:

- the minimum contribution for working age households not in a protected group would be maintained at 26.5%.
 - the maximum earned income for Universal Credit claimants to receive council tax support would be £1264.99 net per month for 2018/19 (This taper was decided as no-one was currently entitled to Council Tax Support where their income was more than £1264.99 per month)
 - Care leavers up to the age of 25 would be added to the existing protected groups.
 - Administrative changes set out in paragraph 6.3 be incorporated into the scheme to improve service delivery
2. Pursuant to this report (as detailed in Appendix D for full detail) and in accordance with the Local Authorities (Calculation of the Tax Base) (England) Regulations 2012, the amount calculated by the London Borough of Enfield as its Council Tax Base for 2018/19 should be 96,005 Band D equivalents.
 3. Agree the Department for Communities and Local Government NNDR1 Business Rate base return for 2018/19 (Appendix E of the report referred).
 4. Agree the amendment to the discretionary rate relief scheme as set out at 2.2 of Appendix E to the report.
 5. Delegate authority to the Executive Director of Finance, Resources and Customer Services, in liaison with the Cabinet Member for Finance and Efficiency, to agree minor amendments to the 2017-19 scheme and to agree the 2019-21 scheme at the appropriate time.

Reason: The recommendations follow an assessment of options, experience of operating the scheme to date, the Equality Impact Assessment and the consultation. The recommended changes introduced in 2014 for defined protected groups and the further extension of care leavers under the Equality Impact Assessment support the Council's aims to build strong, stable communities and were recommended to be continued next year.

(Key decision – reference number 4555)

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9

UPDATE ON WORK OF THE INFORMATION GOVERNANCE BOARD (IGB)

Councillor Dino Lemonides (Cabinet Member for Finance and Efficiency) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.138) updating Cabinet on the work of the Information Governance Board and explaining the changes to data protection rights and obligations which would be introduced by the General Data Protection Regulation.

NOTED

1. That the General Data Protection Regulation (GDPR) had been adopted by the EU in April 2016 and would replace current EU Data Protection Directive 95/46/EC on 25 May 2018. The GDPR would introduce new obligations to data processors and data controllers, including those based outside the EU so would not be impacted by Brexit. A number of issues were highlighted for Members' attention as set out in the report. There would be a need to appoint a data protection officer with expert knowledge of data protection. The GDPR required a very high standard of consent, as explained in the report. There would be increased enforcement powers with an increase in the maximum fines up to 20 million euros for data controllers and data processors.
2. That there would be an extensive training programme for both Officers and Members. The need to ensure that new Members were trained as part of the induction programme following the Council elections in May 2018 was highlighted. It was noted that Members would have clear responsibilities to meet as data controllers. In addition to organised training sessions, computer based training would also be made available.
3. Members commended the work of the Information Governance Board and legal services in the work being undertaken and the progress which had been made to date.

Alternative Options Considered: To do nothing would put the Council at reputational and financial risk.

DECISION: The Cabinet agreed to note

1. An overview of the changes which would be brought about by the General Data Protection Regulation (GDPR) and the Data Protection Bill.
2. The progress of the Information Governance Board (IGB) to date, and any deadlines, contained within the implementation plan, to implement the GDPR.

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3. The inspection of the NHS auditors.
4. The comments on the National Audit Office Guidance.

Reason: The GDPR would mean huge changes for the Council in the way it processes data and the penalties for not implementing GDPR correctly were vastly increased. Member oversight of the implementation process would demonstrate the Council's commitment to protecting residents' data.

(Non key)

10

HOUSING GATEWAY LIMITED ANNUAL REPORT 2016-17

Councillor Dino Lemonides (Cabinet Member for Finance and Efficiency) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.139) presenting the Annual Report for 2016/17.

NOTED

1. That Report No.141 also referred as detailed in Minute No.19 below.
2. That Housing Gateway Limited (established in March 2014 and operational by June 2014) was successfully enabling the Council to discharge its statutory homeless duties into the private sector whilst reducing the temporary accommodation budget pressures.
3. That 414 properties purchased had significantly exceeded the indicative target of 300 purchases by the end of year 3. In doing so Housing Gateway Limited had achieved its four-year target one year early. By March 2017 the Council had realised £2.5m cost avoidance by moving families out of expensive nightly paid accommodation in Housing Gateway Limited properties.
4. The detail of the Year 3 business case; strategic progress; operational progress and recognition as set out in the report. The standard of the accommodation provided was very high. The challenges faced due to external factors (section 7 of the report referred), including a continued increase in house prices; and, a freeze on the Local Housing Allowance which had meant that the rent received by the company had not increased in line with other costs.
5. That during the third year of operation, Housing Gateway Limited had purchased a block of 124 flats in the Borough which was leased to the Council for use as temporary accommodation (section 8 of the report referred).
6. The recognition that the company had received as outlined in section 9 of the report.

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7. In response to questions raised, clarification was provided on the key statistics set out in paragraph 5.5 of the report.
8. Members discussed the provision of suitably adapted properties to meet the identified care needs of potential tenants. Members' attention was drawn to paragraphs 3.3 and 7.5 of the report. Housing Gateway had embarked on a project involving Enfield Council's Learning Disability team with regard to the provision of homes for tenants with learning difficulties enabling them to live independently. Suitable accommodation was also being sought for residents with disabilities that the private sector market could not provide because of their complex needs. Members were also advised of the use of the Mayor's Housing Fund where possible to assist with independent living solutions.
9. The success of Housing Gateway Limited and the continued innovative work taking place to meet a wide range of needs in the Borough. It was noted that other London Boroughs were interested in the Enfield's approach and practices.
10. Members' request for the report to be referred up to full Council for information and noting.

Alternative Options Considered: NOTED that alternative options were not available. Housing Gateway Limited was required to report to the sole shareholder via an Annual report.

DECISION: The Cabinet agreed to note the contents of the Housing Gateway Limited Annual Report 2016-17.

RECOMMENDED TO COUNCIL for information and noting only, the Housing Gateway Limited Annual Report 2016-17.

Reason: The Council was the sole shareholder of Housing Gateway Limited and it had been agreed that an Annual Report would be presented to update the Council on the progress made by the company. The information held in the Annual Report (part one) would also be used to inform the annual Chairperson's report which was published on the company's website.

(Non key)

11

ISSUES ARISING FROM THE OVERVIEW AND SCRUTINY COMMITTEE

NOTED, that there were currently no issues arising from the Overview and Scrutiny Committee for consideration at this meeting.

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12

CABINET AGENDA PLANNING - FUTURE ITEMS

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

13

MINUTES

AGREED, that the minutes of the previous meeting of the Cabinet held on 20 December 2017 be confirmed and signed by the Chair as a correct record.

14

ENFIELD STRATEGIC PARTNERSHIP UPDATE

NOTED, that there were no written updates to be received at this meeting.

15

INFORMATION ITEMS

Tribute to Mr Donald Smith

Councillor Taylor paid tribute to Donald Smith who had died unexpectedly on New Year's Day. Mr Smith had been an asset to the community in Palmers Green. He had been a long-standing member of the Over 50's Forum and a true gentleman who had had a keen interest in his local community. He had pursued particular interests in health and local transport issues, had given thought to issues and had spoken passionately about them. He would be greatly missed. Members acknowledged and recognised his significant contribution and expressed their condolences.

Local Government Insurance Mutual

James Rolfe (Executive Director of Finance, Resources and Customer Services) advised Members of the progress and development of a Local Government Insurance Mutual which Enfield was proposing to join as one of the 17 founding Members. A detailed report would be presented to a future Cabinet meeting for Members' approval.

It was anticipated that the development of such a mutual could lead to lower insurance costs for local authorities with the potential to develop into other service areas as well.

Councillor Taylor advised that there was no risk to the Council and no financial or legal liability. The Local Government Association would be putting the necessary start-up funding in place. Members were supportive of the proposals and noted that a detailed report would be presented to a future Cabinet meeting.

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16

DATE OF NEXT MEETING

AGREED, that the next meeting of the Cabinet take place on Wednesday 14 February 2018 at 8.15pm.

17

EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED, in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and the public from the meeting for the items listed on part two of the agenda on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 (information relating the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

18

ADDRESSING MEMBER REVIEW OF PREVENTION AND EARLY INTERVENTION CONTRACT AWARDS FOR OUTCOMES 3 AND 6

Councillor Alev Cazimoglu (Cabinet Member for Health and Social Care) introduced the report of the Executive Director of Health, Housing and Adult Social Care and Executive Director of Finance, Resources and Customer Services (No.140).

NOTED

1. That Report No.135 also referred as detailed in Minute No.6 above.
2. The response to the concerns which had been raised by Members, and the full details of all bids evaluated following the invitation to tender.
3. The expectations and aspirations of Members and the future monitoring that would take place.
4. The comprehensive review which had been undertaken and the changes which had been made in response to concerns expressed by Members and stakeholders.
5. The proposed way forward and the timescales for confirmation of the decision on completion of the required governance processes.
6. In response to questions raised by Members it was noted that there would be no gap in service provision. Paragraph 11.3 of the report

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required amendment to clearly reflect the financial arrangements in place. A discussion took place on the funding during the transitional period as outlined in the report and the report previously presented to Cabinet in October 2017. The Director of Adult Social Care would provide Cabinet Members with further details on the organisations concerned and the funding provision that had been made.

Alternative Options Considered: NOTED, the alternative options which had been considered as set out in section 6 of the report.

DECISION: As detailed in Report No.135, Minute No.6 above referred. The Cabinet noted the full details of all the bids evaluated following the invitation to tender (ITT) as set out in the report, in support of the recommendations set out in the part one report.

Reason: NOTED, the reasons for the recommendation as detailed in section 7 of the report.

(Key decision – reference number 4555)

19

HOUSING GATEWAY LIMITED ANNUAL REPORT 2016-17

Councillor Dino Lemonides (Cabinet Member for Finance and Efficiency) introduced the report of the Executive Director of Finance, Resources and Customer Services (No.141).

NOTED

1. That Report No.139 also referred as detailed in Minute No.10 above.
2. The detailed financial performance of Housing Gateway Limited as set out in the report including the year 3 company progress; business case; strategic progress; and, operational progress. A discussion took place on all financial aspects of the company as outlined in the report.

Alternative Options Considered: As detailed in Report No.139, Minute No.10 above referred.

Reason: As detailed in Report No.139, Minute No.10 above referred.
(Non key)

20

MERIDIAN WATER: PROGRESS UPDATE

Gary Barnes (Acting Executive Director of Regeneration and Environment) provided a verbal update to Members on the progress of the Meridian Water project setting out the current position and the next steps. Members would

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receive further detailed briefings prior to any reports being presented to a future Cabinet meeting for consideration.

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