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## **THE CABINET**

**Wednesday, 13th February, 2019 at 7.15 pm in the Conference Room, Civic Centre, Silver Street, Enfield, EN1 3XA**

### **Membership:**

Councillors : Nesil Caliskan (Leader of the Council), Daniel Anderson (Deputy Leader of the Council), Yasemin Brett (Cabinet Member Public Health), Alev Cazimoglu (Cabinet Member for Health & Social Care), Guney Dogan (Cabinet Member for Environment), Achilleas Georgiou (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety & Cohesion), Dino Lemonides (Cabinet Member for Housing), Mary Maguire (Cabinet Member for Finance & Procurement) and Ahmet Oykenner (Cabinet Member for Property and Assets)

### **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 Ahmet Hasan (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.

### **3. DEPUTATIONS**

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

### **4. POTENTIAL CHANGES TO WASTE AND RECYCLING COLLECTIONS** (Pages 1 - 122)

A report from the Executive Director – Place is attached. (Report No.175, agenda part two also refers). **(Key decision – reference number 4810)**

(Report No.159)  
(7.20 – 7.30 pm)

### **5. BUDGET 2019/20 AND MEDIUM TERM FINANCIAL PLAN (MTFP) 2019/20 TO 2022/23 (GENERAL FUND)** (Pages 123 - 268)

A report from the Director of Finance is attached. (Report No.172 agenda part two also referred). **(Key decision – reference number 4744)**

(Report No.160)  
(7.30 – 7.40 pm)

### **6. TREASURY MANAGEMENT STRATEGY 2019-20** (Pages 269 - 300)

A report from the Director of Finance is attached. **(Key decision – reference number 4829)**

(Report No.161)  
(7.40 – 7.45 pm)

### **7. CAPITAL STRATEGY (2019/20) AND 4-YEAR CAPITAL PROGRAMME (2019/20 TO 2022/23)** (Pages 301 - 324)

A report from the Director of Finance is attached. **(Key decision – reference number 4828)**

(Report No.162)  
(7.45 – 7.50 pm)

**8. HOUSING REVENUE ACCOUNT (HRA) BUSINESS PLAN BUDGET 2019/20, RENT SETTING & SERVICE CHARGES (Pages 325 - 344)**

A report from the Executive Director – Place and Director of Finance is attached. **(Key decision – reference number 4741)**

(Report No.163)

(7.50 – 7.55 pm)

**9. REVENUE MONITORING 2018/19: QUARTER 3 (DECEMBER 2018) (Pages 345 - 378)**

A report from the Director of Finance is attached. **(Key decision – reference number 4764)**

(Report No.164)

(7.55 – 8.00 pm)

**10. BETTER COUNCIL HOMES WORKPLAN AND BUDGETS 2019/20 (Pages 379 - 394)**

A report from the Executive Director – Place is attached. **(Key decision – reference number 4830)**

(Report No.165)

(8.00 – 8.05 pm)

**11. APPROVAL OF LIST OF SHAREHOLDER RESERVED MATTERS (Pages 395 - 410)**

A report from the Director – Commercial is attached. (Non key)

(Report No.166)

(8.05 – 8.10 pm)

**12. ENFIELD RURAL CATCHMENT PROJECT (Pages 411 - 426)**

A report from the Executive Director – Place is attached. **(Key decision – reference number 4795)**

(Report No.167)

(8.10 – 8.15 pm)

**13. BUSINESS CASE FOR CAPITAL FUNDING FOR HIGHWAYS AND STREET SCENE (INCLUDING BRIDGES AND FLOOD MANAGEMENT) FOR 2019/20 (Pages 427 - 438)**

A report from the Executive Director – Place is attached. **(Key decision – reference number 4821)**

(Report No.168)

(8.15 – 8.20 pm)

**14. CABINET AGENDA PLANNING - FUTURE ITEMS** (Pages 439 - 442)

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

**15. MINUTES** (Pages 443 - 456)

To confirm the minutes of the previous meeting of the Cabinet held on 23 January 2019.

**16. DATE OF NEXT MEETING**

To note that the next Cabinet meeting is scheduled to take place on Tuesday 12 March 2019 at 7.15pm.

**17. 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 2018/2019 REPORT NO. **159**

**MEETING TITLE AND DATE:**  
Cabinet – 13<sup>th</sup> February  
2019

**REPORT OF:**  
Executive Director of  
Place

**Agenda – Part: 1**

**Item: 4**

**Subject: Potential Changes to Waste and Recycling Collections**

**Wards: All**  
**Key Decision No: 4810**

**Cabinet Member consulted: All**

Contact officer and telephone number: Doug Wilkinson 02083792422  
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### **1. EXECUTIVE SUMMARY**

- 1.1 It is proposed that the Council adopts a revised waste and recycling collection system for kerbside properties with a wheeled bin. The recommended proposal is:
- To collect refuse every fortnight rather than weekly (collections from the property will be made on the alternative week to collections for dry recycling)
  - To collect dry recycling every fortnight rather than weekly (collections from the property will be made on the alternative week to collections for refuse)
  - To provide a new service of a weekly separate food waste collection
  - To introduce a £65 per year charge to collect garden waste from households that opt into the scheme (additional bins per property will be charged at £65 per year)
  - recruitment of 2 additional Recycling Officers
  - recruitment of 2 additional Enforcement Officers
  - To invest £500k in Street Cleaning Services.
- 1.2 The investment of £500k per year into Street Cleaning Services will be a total of £2.2m re-invested in Street Services over the 5-year business plan as set out in table in paragraph 6.1.13.
- 1.3 The total net savings over the 5-year business plan will be £7.5m from Waste Services.
- 1.4 The Council has been clear from the start of this process what the criteria for evaluating the proposals would be. This was also published in the Consultation documents to ensure transparency and fairness. Ongoing funding reductions, unfunded inflationary and demographic cost pressures mean significant savings or increased income is required in 2019/20. In addition, the Council will be required to find around £12 million further savings in 2020/21. Therefore, the primary driver is financial savings, and then conformity with the London Mayor's Environment Strategy and to consider the responses of the Consultation. The Consultation had 5,602 responses.
- 1.5 Financial savings for Proposal 7 were significantly higher when compared to any other proposal or the current collection system, it conforms with the Mayor's Environment Strategy by providing separate food waste collections and has a projected step change in recycling to 49%. Proposal 7 was the least preferred amongst the respondents of the Consultation at 9%. Retaining the current system was the preferred proposal amongst respondents (66%).
- 1.6 Feedback given during the Consultation has been considered and proposed measures that would mitigate against these concerns have been addressed within this report. Any proposed measures will be introduced at the appropriate time and communicated to residents in advance. Some examples of these measures are:

- investing £500k into street cleansing and fly tipping. This is equivalent to 19 additional street sweepers / 57 kilometres of streets swept per day or 114 kilometres of streets litter picked per day
- trialling some garden waste collection points at selected parks across the borough from April 2020 and collecting limited amounts of leaf fall directly from properties from Autumn 2020
- exchange small (140 litre) dry recycling bins and garden waste bins for bigger bins for free during the rollout of that service and a policy to collect as much recycling as a household presents.
- four new full-time posts (2 Sc 6 enforcement and 2 Sc 6 recycling officers) plus an annual communication budget of £100k.

1.7 It is proposed that separate weekly food waste collections and the introduction of a charge for garden waste collections are implemented from November 2019, with the introduction of fortnightly dry recycling collections and fortnightly refuse collections in Spring 2020.

1.8 It is proposed that a clear governance structure will be developed for the project to ensure delivery is progressed and political oversight is maintained. A Strategic Delivery Board will be created with the Cabinet Member for Environment being the chair and other Members included on the board as well as a range of officers. A request has been submitted to other local authorities who have delivered similar changes, to have their senior officers act as critical friends as part of the board.

1.9 Ongoing revenue cost will be £500k reinvestment in street cleansing and £259k additional staff and communications and one-off mobilisation costs of £2.28 million, funded through flexible use of capital receipts to retain maximum savings benefit. When fully implemented the recommended changes will generate an annual gross saving of around £2.8 million and a net saving of £2,040,034 every year thereafter.

## **2. RECOMMENDATIONS**

It is recommended that Cabinet approves:

2.1 The adoption and implementation of Proposal 7 for kerbside properties with a wheeled bin of; fortnightly refuse collections, fortnightly dry recycling collections, a new separate weekly food waste collection and the introduction of a charge of £65 per year for collecting garden waste from properties that opt into the service as set out in this report.

2.2 The creation of a Strategic Delivery Board made up of members and officers (such members to be appointed by the Leader of the Council) to oversee the implementation of the new service arrangements.

2.3 To delegate to the Director of Environment (in consultation with the Cabinet Member for Environment) the decision to procure, negotiate and award contracts (in accordance with the Council's Procurement Rules) for the vehicles and any works and services as appropriate associated with the implementation of the recommended proposal.

2.4 The one-off mobilisation and capital expenditure, of £2.28 million will be funded by the flexible use of capital receipts and £759K (£500k investment and £259k new posts and communications) will be revenue.

2.6 To delegate to the Director of Environment (in consultation with the Cabinet Member for Environment) the decision to make operational amendments to any of the proposals as set out in this report.

### **3. BACKGROUND**

- 3.1 Since 2010 Enfield Council has had to save £178 million because of Government spending cuts and increasing pressure on services.
- 3.2 Local government is facing an extremely challenging financial outlook following a prolonged period of austerity and disproportionate growth in demand for services which is becoming unsustainable. The like-for-like change in public spending with that for local government funding over the decade to 2019-20, shows that core funding from central government to the London Borough of Enfield (LBE) will have fallen by 50% in real terms.
- 3.3 The budget for 2019/20 comes at a time of considerable uncertainty for local government, with the as yet unknown implications of the 2019 Spending Review, the Fair Funding Review, further Business Rates Retention, and Brexit making financial planning extremely difficult.
- 3.4 Ongoing funding reductions and unfunded inflationary and demographic cost pressures means £18 million of savings or increase income is required in 2019/20 and about £12 million further savings for the following year 2020/21.
- 3.5 Currently LBE spends approximately £15.1 million on collecting, treating and disposing of waste and recycling across the borough.
- 3.6 Waste disposal costs are likely to significantly increase and are related to the construction of the new Energy from Waste and Resource Recovery Facility planned at the Eco park in Edmonton. This is being delivered by the North London Waste Authority (NLWA). LBE is the statutory Waste Collection Authority and the NLWA is the statutory Waste Disposal Authority for LBE. Furthermore, the cost of processing dry recyclables has, and is, expected to significantly increase, creating a potential future budget pressure of around £665k per year.
- 3.7 Additionally, the former Department of Communities and Local Government (DCLG) gave LBE a grant of £2.46 million in 2012/13 to retain weekly collections for waste and recycling which has now ceased (2018/19). The Government does not intend to restart this funding.
- 3.8 LBE has been reviewing a number of areas across the organisation to try to meet the current and future budget gap. As part of this process, officers within waste services have worked with Eunomia Research & Consulting Ltd, who are experts in the waste and resources sector and have undertaken waste collection modelling for over 170 authorities, including 40% of English authorities, to identify potential savings that could contribute towards the overall financial gap. Using proven sophisticated modelling software different ways of collecting waste and recycling collections from kerbside properties with a wheeled bin have been considered.
- 3.9 There are approximately 130,000 properties in Enfield; 90,000 of these are kerbside (87,500 of these have wheeled bins and 2,500 bagged). The proposals are for the 87,500 kerbside properties and exclude properties using a bagged collection service (approximately 2,500 households). Communal collections from flats and estates or hard to reach properties such as flats above shops (around 40,000) have also been excluded. A strategy to tackle waste and recycling from these properties is currently being developed between officers in Waste Services and Housing Services as these

property types have different requirements and issues compared to kerbside properties with wheeled bins.

- 3.10 Current kerbside waste and recycling collections from properties with wheeled bins are:
- refuse collected weekly
  - mixed dry recycling collected weekly
  - mixed garden and food waste collected fortnightly (with no charge for collecting garden waste)
- 3.11 A decision was taken by the Cabinet Member for Environment to go out to public consultation on the proposed changes to waste services. Advice was taken from Legal Services to ensure the format and information provided was legal and fair. This included seven proposals and the current service. The information was clear and set out the criteria by which any decisions would be made.

### Consultation

- 3.12 The Public Consultation on the Waste Collection Service (the Consultation) ran for 10 consecutive weeks between 29 October 2018 and 6 January 2019.
- 3.13 The Consultation sought residents' views on the seven proposals and retaining the current collection system. The feedback from the Consultation has been conscientiously considered to help inform the recommendation for change.
- 3.14 The Consultation included information on why LBE was proposing to change the way it provides the waste and recycling collections, details of the proposals, and the criteria that would be used to develop a recommendation and the design of any future services.
- 3.15 An online version and hard copies of the Consultation were made available to residents across the borough. A copy of the Consultation can be found in **Appendix 1** and the Consultation findings and a summary can be found in **Appendix 2**.
- 3.16 A wide range of promotional activity was undertaken to raise awareness of the Consultation across the borough and a copy of the full Marketing Campaign can be found in **Appendix 3**. Proactive monitoring and promotion of the Consultation was undertaken on a weekly basis throughout the 10-week period to ensure it was accessible to all and representative.
- 3.17 The seven proposals plus retaining the current service are shown in table one below along with projected savings and predicted recycling performance levels.

**Table 1: Seven Proposals and Retaining the Current Collection System**

Proposal	Description	Potential Max Recycling Rate %	Projected Gross Savings £
<b>Current collection system</b>	Weekly refuse Weekly dry recycling Fortnightly mixed food and garden (no charge)	40%	Increased costs: £665k MRF £996k separate food Increase disposal



Proposal	Description	Potential Max Recycling Rate %	Projected Savings £	Gross
			costs	
Proposal 1	Weekly refuse Weekly dry Weekly separate food Fortnightly charged garden (£65)	38%	£520k	
Proposal 2	Weekly refuse Fortnightly dry Fortnightly mixed food and garden (no charge)	37%	£97k	
Proposal 3	Weekly refuse Fortnightly dry Weekly separate food Fortnightly charged garden (£65)	35%	£1,073k	
Proposal 4	Fortnightly refuse Weekly dry Fortnightly mixed food and garden (no charge)	48%	£1,028k	
Proposal 5	Fortnightly refuse Weekly dry Weekly separate food Fortnightly charged garden (£65)	50%	£2,012k	
Proposal 6	Fortnightly refuse Fortnightly dry Fortnightly mixed food and garden (no charge)	48%	£1,815k	
Proposal 7	Fortnightly refuse Fortnightly dry Weekly separate food Fortnightly charged garden (£65)	49%	£2,800k	

- 3.18 There was a good response to the Consultation with 5,602 people completing the survey. It must be noted that this equates to around 5.5% of the kerbside properties in the borough or less than 2% of the borough population of around 332,705 people.
- 3.19 The findings of the Consultation were presented to Overview and Scrutiny Committee on 31 January and a hard copy of this presentation with the full details of the responses can be found in the Members Library.
- 3.20 The key findings from the Consultation showed that 97% of respondents thought recycling was important.
- 3.21 The majority of respondents (66%) thought introducing a separate weekly collection for food waste would have a positive impact or no impact on their household. 42% thought introducing fortnightly collections for dry recycling would have a positive impact or no impact on their household. 33% thought introducing fortnightly collections for refuse would have a positive impact or no impact on their household, and 28% thought introducing charged fortnightly collections for garden waste at £65 per year would have a positive or no impact on their household.

- 3.22 When asked directly; do you think it is reasonable to charge for garden waste collections, 25% were not against charging; yes (16%) and not sure (9%). 75% thought it was unreasonable to charge for garden waste.
- 3.23 As part of any service design it is important to understand what negative impacts (perceived or actual) there might be on the service user. This makes it possible to consider whether the impact can be designed out by putting additional measures in place to counter the identified impact such as comprehensive communications or adjusting the original design to mitigate against it.
- 3.24 Those who responded negatively were asked how the change might impact on their household. Respondents were also asked what could be put in place to help manage change. A range of reasons were given as to why they thought one of the proposed changes would have a negative impact on their household, the main themes are set out in table two below. These have been addressed with responses and a range of measures have been proposed to help mitigate against any negative impact. These are set out in the Recommended Proposal section of this report.

**Table 2: Perceived Negative Impact**

Proposed Change	Themes	
Fortnightly refuse	Key themes	Bin size Vermin / smells Litter / fly tipping Health hazard / unhygienic
	Other themes	Nappies Incontinence Missed collections – month of no collections Bank holiday disruption Only one recycling centre Collect a wider range of recycling Council tax already high
Fortnightly Dry Recycling	Key themes	Bin size Discourages recycling Too much packaging from shops Worry about Christmas
	Other themes	Put recycling materials into the refuse bin
Separate Weekly Food Waste	Key themes	Not needed Why separate from garden Vermin / insects Smell Little food waste Health hazard Bin shown too small
	Other themes	None
Charged Fortnightly Garden (@£65 per year)	Key themes	Already paid by Council Tax Don't want to pay Fly tipping Extra car journeys to the tip Disincentive to recycle Street leaves for Council

Proposed Change	Themes	
	Other themes	Impact on street scene Rented properties Seasonal service Alternatives for those that can't pay
What could help manage change		Larger bins More material that could be recycled Reduce Council Tax Another Reuse and Recycling Centre

- 3.25 Respondents were asked to what extent they agreed or disagreed that each of the proposals should be adopted or whether the current service should be retained. To summarise the responses to the seven proposals it can generally be said that there was no strong majority for any of the proposals, 66% of respondents preferred to retain the current collections with 46% strongly agreeing and 20% agreeing.

### Benchmarking

- 3.26 Table three below uses WRAP data (2017) and provides an indication of what waste and recycling collection frequencies are present in other councils (391 councils) across the UK, giving a national context.

**Table 3: Waste and Recycling Collections across the UK (WRAP 2017)**

Material Stream	Collection Frequency	Number of Councils	%
<b>Refuse</b>	Weekly or more	72	18%
	* <b>Fortnightly</b>	<b>303</b>	<b>78%</b>
	3-4 weeks	16	4%
	<b>Total</b>	<b>391</b>	<b>100%</b>
<b>Dry recycling</b>	Weekly or more	86	22%
	* <b>Fortnightly</b>	<b>297</b>	<b>76%</b>
	3-4 weeks	8	2%
	<b>Total</b>	<b>391</b>	<b>100%</b>
<b>Garden</b>	Free	104	27%
	* <b>Charged</b>	<b>206</b>	<b>53%</b>
	No service	13	3%
	Mixed with food - free	68	17%
	<b>Total</b>	<b>391</b>	<b>100%</b>
<b>Food</b>	* <b>Weekly</b>	<b>160</b>	<b>41%</b>
	Fortnightly	2	1%
	No collection – mixed with refuse	161	41%
	Mixed with garden waste – free	68	17%
	<b>Total</b>	<b>391</b>	<b>100%</b>

- 3.27 Out of the 33 London boroughs 13 councils operate a fortnightly refuse collection with a charged garden service (with others currently exploring this option), as set out

in the table below. Seven of these councils operate a less than weekly dry recycling collection compared to a weekly service, and these are highlighted in yellow. The table below also shows the recycling performance increase from making the change from weekly refuse to fortnightly refuse, with a separate weekly food waste collection. The performance ranges from 3.7 percent to 13.5 percent with the average increase being 9.5%. Enfield borough's characteristics are particularly comparable with Croydon and Ealing.

Table 4: Collection Systems with Recycling Performance

London Borough	Recycling Performance %		
	Before	After	Increase %
Bexley	41.6%	50.7%	9.1
Brent	33.4%	42.5%	9.1
Bromley	36.4	49.1	12.7
Camden	26.7%	30.3%	3.7
Croydon	33.5%	44.3%	10.8
Ealing	43.0%	50.7%	7.7
Haringey	25.7%	35.8%	10.1
Harrow	27.6%	39.6%	12.0
Hounslow	Jul -17		n/a
Kingston upon Thames	Oct – 17		n/a
Lewisham	Oct – 17		n/a
Merton	Oct – 18		n/a
Sutton	36.5%	50.0%	13.5%

### Evaluation of Proposals

- 3.28 LBE has been clear from the start of this process what the criteria for evaluating the proposal would be. This was also published in the Consultation documents to ensure transparency and fairness.
- 3.29 The seven proposals, and the current collection system have been considered against the pre-agreed criteria.
- 3.30 The primary driver of the evaluation is the financial savings that can be achieved. The evaluation also takes into account conformity with the Mayor's Environment Strategy, and the responses to the Consultation.
- 3.31 Since 2010 LBE has had to save £178 million because of reductions in revenue support grant. Ongoing funding reductions means a further £18 million of savings or increase income is required in 2019/20. In addition, demands on services have significantly increased.
- 3.32 Table one (provided earlier in this report) sets out the saving that each of the proposals is projected to deliver. These savings have been modelled and tested by Waste Services, Eunomia Research & Consulting Ltd and LBE finance service.
- 3.33 Financial Evaluation – If LBE retained the current collection service there is likely to be increased costs for processing dry recycling and refuse disposal. Proposals 1, 2, 3 and 4 project relatively low savings compared to proposals 5, 6 and 7. Proposals 5, 6 and 7 project the highest savings. Given LBE's financial position and the need to set a sustainable budget that continues to ensure the delivery of local services

only proposals 5, 6 and 7 are considered to deliver an adequate saving and therefore meet the financial criterion. The current collection service would actually, in the medium term, increase costs to LBE. Table five below summarises this.

**Table 5: Financial Evaluation**

Proposal	Description	Projected Gross Savings (£)
<b>Current collection system</b>	- Weekly refuse - Weekly dry recycling - Fortnightly mixed food and garden (free)	Increased costs: £665k MRF £996k separate food Increase disposal costs?
<b>Proposal 1</b>	- Weekly refuse - Weekly dry - Weekly separate food - Fortnightly Charged garden (£65)	<b>£520k</b>
<b>Proposal 2</b>	- Weekly refuse - Fortnightly dry - Fortnightly mixed food and garden (free)	<b>£97k</b>
<b>Proposal 3</b>	- Weekly refuse - Fortnightly dry - Weekly separate food - Fortnightly Charged garden (£65)	<b>£1,073k</b>
<b>Proposal 4</b>	- Fortnightly refuse - Weekly dry - Fortnightly mixed food and garden (free)	<b>£1,028k</b>
<b>Proposal 5</b>	- Fortnightly refuse - Weekly dry - Weekly separate food - Fortnightly Charged garden (£65)	<b>£2,012k</b>
<b>Proposal 6</b>	- Fortnightly refuse - Fortnightly dry - Fortnightly mixed food and garden (free)	<b>£1,815k</b>
<b>Proposal 7</b>	- Fortnightly refuse - Fortnightly dry - Weekly separate food - Fortnightly Charged garden (£65)	<b>£2,800k</b>

3.34 The Mayor's London Environment Strategy (the Strategy) sets out policy direction around waste management for London borough's and includes a minimum level of service provision required for households. The Strategy includes providing a separate food waste collection by 2020 (this is sent for recycling / processing) which if implemented in isolation would cost LBE around £996k per year. The list of the minimum standard required by this Strategy (that is relevant to kerbside properties) is set out below:

- six main dry recycling materials collected (glass, cans, paper, plastic bottles, mixed rigid plastics such as tubs, pots and trays - LBE is already compliant)
- separate food waste collections by 2020
- boroughs are encouraged to consider a range of measures to restrict refuse waste.

3.35 The Strategy also sets a 50% recycling target for local authority collected waste. This is to encourage local authorities to continue striving for high recycling performance.

- 3.36 The Mayor has regulatory powers to ensure that the statutory waste authorities' plans, services and contracts are in general conformity with Mayoral waste strategies and policies. The Mayor has the power to direct a waste collection authority where their waste activities are considered detrimental to the implementation of the municipal waste provisions of the London Environment Strategy. The Mayor also has a role to play in facilitating and supporting good practice.
- 3.37 Evaluation – Conformity with the Mayors Environment Strategy (recycling performance) - retaining the current collection system and proposals 1, 2 and 3 project relatively low recycling rates compared to proposals 4, 5, 6 and 7. Proposals 4, 5, 6 and 7 project a step change in recycling rates and therefore conforms with the Mayors Strategy to encourage local authorities to strive for high recycling performance (circa 50%), and therefore meets this element of the criteria.
- 3.38 Retaining the current collection system and proposals 2, 4 and 6 do not provide a separate food waste collection. Proposals 1, 3, 5 and 7 provide a separate food waste collection and therefore conforms with the Mayors Strategy for local authorities to provide a separate food waste collection and meets this element of the criteria. Table six below summarises the proposals and the current system against the Mayor's Strategy criterion.

**Table 6: Conformity with the Mayors Strategy**

Proposal	Description	Step Change in Recycling	Separate Food Waste Collection
<b>Current collection system</b>	<ul style="list-style-type: none"> <li>- Weekly refuse</li> <li>- Weekly dry recycling</li> <li>- Fortnightly mixed food and garden (free)</li> </ul>	40%	No
<b>Proposal 1</b>	<ul style="list-style-type: none"> <li>- Weekly refuse</li> <li>- Weekly dry</li> <li>- Weekly separate food</li> <li>- Fortnightly Charged garden (£65)</li> </ul>	38%	Yes
<b>Proposal 2</b>	<ul style="list-style-type: none"> <li>- Weekly refuse</li> <li>- Fortnightly dry</li> <li>- Fortnightly mixed food and garden (free)</li> </ul>	37%	No
<b>Proposal 3</b>	<ul style="list-style-type: none"> <li>- Weekly refuse</li> <li>- Fortnightly dry</li> <li>- Weekly separate food</li> <li>- Fortnightly Charged garden (£65)</li> </ul>	35%	Yes
<b>Proposal 4</b>	<ul style="list-style-type: none"> <li>- Fortnightly refuse</li> <li>- Weekly dry</li> <li>- Fortnightly mixed food and garden (free)</li> </ul>	48%	No
<b>Proposal 5</b>	<ul style="list-style-type: none"> <li>- Fortnightly refuse</li> <li>- Weekly dry</li> <li>- Weekly separate food</li> <li>- Fortnightly Charged garden (£65)</li> </ul>	50%	Yes
<b>Proposal 6</b>	<ul style="list-style-type: none"> <li>- Fortnightly refuse</li> <li>- Fortnightly dry</li> <li>- Fortnightly mixed food and garden (free)</li> </ul>	48%	No
<b>Proposal 7</b>	<ul style="list-style-type: none"> <li>- Fortnightly refuse</li> <li>- Fortnightly dry</li> <li>- Weekly separate food</li> <li>- Fortnightly Charged garden (£65)</li> </ul>	49%	Yes

- 3.39 Evaluation - Consultation Responses -The table below summarises the percentage of consultees who 'strongly agreed' or 'tend to agree' with each proposal. Retention of the current service was the most popular choice followed by proposals 1 and 2.

**Table 7: Consultation Evaluation**

Proposal	Description	Strongly Agree	Tend to Agree	Total Agreed
<b>Current collection system</b>	- Weekly refuse - Weekly dry recycling - Fortnightly mixed food and garden (free)	46%	20%	<b>66%</b>
<b>Proposal 1</b>	- Weekly refuse - Weekly dry - Weekly separate food - Fortnightly Charged garden (£65)	17%	14%	<b>31%</b>
<b>Proposal 2</b>	- Weekly refuse - Fortnightly dry - Fortnightly mixed food and garden (free)	14%	17.5%	<b>31.5%</b>
<b>Proposal 3</b>	- Weekly refuse - Fortnightly dry - Weekly separate food - Fortnightly Charged garden (£65)	4.5%	8.5%	<b>13%</b>
<b>Proposal 4</b>	- Fortnightly refuse - Weekly dry - Fortnightly mixed food and garden (free)	11%	13%	<b>24%</b>
<b>Proposal 5</b>	- Fortnightly refuse - Weekly dry - Weekly separate food - Fortnightly Charged garden (£65)	5%	6%	<b>11%</b>
<b>Proposal 6</b>	- Fortnightly refuse - Fortnightly dry - Fortnightly mixed food and garden (free)	7%	7%	<b>14%</b>
<b>Proposal 7</b>	- Fortnightly refuse - Fortnightly dry - Weekly separate food - Fortnightly Charged garden (£65)	5.5%	3%	<b>8.5%</b>

- 3.40 Table eight brings together how each of the proposals perform in relation to the criteria set out at the start of the Consultation.

**Table 8: Evaluation Criteria**

Proposal	Description	Finance	Mayors Strategy		Consultation	Total
			Food	Recycling		
<b>Current collection system</b>	- Weekly refuse - Weekly dry recycling - Fortnightly mixed food and garden (free)	<b>N</b>	<b>N</b>	<b>N</b>	<b>Y</b>	<b>1</b>
<b>Proposal 1</b>	- Weekly refuse - Weekly dry - Weekly separate food - Fortnightly Charged garden (£65)	<b>N</b>	<b>Y</b>	<b>N</b>	<b>N</b>	<b>1</b>
<b>Proposal 2</b>	- Weekly refuse - Fortnightly dry - Fortnightly mixed food and garden (free)	<b>N</b>	<b>N</b>	<b>N</b>	<b>N</b>	<b>0</b>

Proposal	Description	Finance	Mayors Strategy		Consultation	Total
			Food	Recycling		
<b>Proposal 3</b>	- Weekly refuse - Fortnightly dry - Weekly separate food - Fortnightly Charged garden (£65)	N	Y	N	N	1
<b>Proposal 4</b>	- Fortnightly refuse - Weekly dry - Fortnightly mixed food and garden (free)	N	N	Y	N	1
<b>Proposal 5</b>	- Fortnightly refuse - Weekly dry - Weekly separate food - Fortnightly Charged garden (£65)	Y	Y	Y	N	3
<b>Proposal 6</b>	- Fortnightly refuse - Fortnightly dry - Fortnightly mixed food and garden (free)	Y	N	Y	N	2
<b>Proposal 7</b>	- Fortnightly refuse - Fortnightly dry - Weekly separate food - Fortnightly Charged garden (£65)	Y	Y	Y	N	3

3.41 Based on the evaluation of the proposals and the current collection system no proposal or the current system meet all of the criteria. Proposals 5 and 7 meet the majority of the criteria requirements compared to all the other proposals being considered. The key difference between proposal 5 and 7 is that Proposal 7 projects around a further £800k. As financial savings is considered the primary criterion then Proposal 7 best meets the requirements of the set criteria.

### Recommendation Proposal

3.42 It is proposed that the current waste and recycling collection system is replaced with Proposal 7 which consists of:

- fortnightly collections for refuse
- fortnightly collections for dry recycling
- separate weekly collections for food waste
- fortnightly collections for a charged garden waste service (at £65 per year)
- recruitment of 2 additional Recycling Officers
- recruitment of 2 additional Enforcement Officers
- re-investment of £500k in Street Cleaning Services (equivalent to 19 additional street sweepers / 57 kilometres of street sweeping per day or 114 kilometres for streets litter picked per day. Street Services was the popular suggestion to re-invest the £500k from the consultation responses.

3.43 The proposed recommendation has been shared and consulted on with the trade unions: GMB, Unite and Unison. As there are predicted to be no redundancies the trade unions support a gross saving of around £2.8 million delivered by adopting Proposal 7.



- 3.44 The proposal creates new jobs: additional enforcement officers, new recycling officer posts and possible further job creation through the investment £500k such as increases in street cleaning and fly tipping resources, these were welcomed by the trade unions.
- 3.45 It is important to understand what challenges there might be on the service user as highlighted earlier in the Consultation section. Feedback given during the Consultation has been considered and proposed measures that would mitigate against these concerns have been set out in table nine below. Any proposed measures will be introduced at the appropriate time and communicated to residents in advance.

**Table 9: You said, we will**

You said	We will
<p><u>Fly tipping issues</u></p> <p>There was a perception that fly tipping would be a problem as a result of charging for garden waste and / or fortnightly collections for refuse.</p>	<p>There is no correlation between charging for garden waste and / or collecting refuse fortnightly with significant increases in fly tipping.</p> <p>However, it is proposed that through the creation of jobs, additional recycling and enforcement resources will be employed during the mobilisation stage of any change to ensure the service rolls out smoothly and no unforeseen impacts occur such as increased fly tipping. It is also proposed that two permanent recycling officers and two enforcement officers will be employed. Along with a substantial communication budget (£120k for the mobilisation and £100k year-on-year) to help raise awareness of the service and improve engagement with residents. For example, communications and marketing will be developed that raise awareness of what can be recycled and how people can manage their waste better.</p> <p>It is proposed that £500k is invested into street cleansing and fly tipping activities. It is proposed that the investment is used in areas identified of need and is not fixed to specific areas. If this is invested into street cleaning it would equate to 19 additional operatives or an additional 57 kilometres of street sweeping per day or 114 kilometres of streets litter picked per day.</p>
<p><u>Bin size for refuse</u></p> <p>There was a perception that the standard refuse bin would be too small.</p>	<p>Waste Minimisation is an overarching national and international strategy. Reducing the amount of waste households produce is key to achieving this. Composition analysis shows that around 50% of the contents of the average refuse bin could still be recycled, with most of this being food waste.</p> <p>To promote waste minimisation it is proposed that there is no change to the current size of the refuse bin.</p> <p>Instead, through the introduction of a weekly separate food waste collection service, additional capacity will be available to the separate food waste for recycling (46 litres over a two-week period). More than one food caddy can be</p>

You said	We will
	<p>requested if required. New food caddies' and replacements will be free of charge. Additional capacity for dry recycling is proposed as set out later in this table.</p> <p>Restricting the refuse bin and providing additional food waste capacity will encourage more food waste to be recycled weekly.</p> <p>It is proposed that additional recycling officers and a communication budget will support education around how residents can recycle more.</p> <p>In addition to the extra food waste capacity, LBE's existing policy for larger refuse bins means that families of five or more or those with two children in nappies can request a bigger bin (240 litre bin for refuse). It is proposed that the current policy is extended to those households with a disability or health issues e.g. Absorbent Hygiene Products. Each household will be assessed on its own merit, as per existing arrangements. It is proposed that any bigger bin request under the larger bin policy during that service change roll-out would be free of charge.</p> <p>Waste minimisation and improving recycling will play an important role and the proposed new resource and communication budget will be used to support residents to reduce waste and recycle more.</p>
<p><u>Bin size for dry</u></p> <p>Capacity concerns raised</p> <p><u>Fortnightly dry recycling discourages recycling</u></p> <p><u>Worried about too much packaging / internet shopping</u></p> <p><u>Worry about Christmas</u></p>	<p>LBE wants to encourage recycling and will collect as much recycling material as residents wish to put out, therefore it is proposed that households with a smaller dry recycling bin (140 litre) can exchange it for a larger bin (240 litre), free of charge during the service change roll-out. It is also proposed that any additional dry recycling presented is collected on the designated collection day. Dry recyclables can be put out for collection in clear dry bags (available from LBE on request) or as large pieces of cardboard and this includes Christmas collections. Material must be presented in a way that does not cause a litter nuisance and communications will support this messaging.</p> <p>It is proposed that two additional recycling officers and a communication budget (£100k per year) will support education around how residents can recycle more, tips on how to compact recyclables such as squeeze drink bottles to make more space in the bin and waste minimisation e.g. produce less packaging in the first instance.</p>
<p><u>Food caddy bin</u></p> <p>There was a perception that the</p>	<p>Through the introduction of a weekly separate food waste collection service, additional capacity will be available to the separate food waste for recycling (46 litres over a two-week period). More than one food caddy can be requested if</p>

You said	We will
<p>new food caddy would be too small</p>	<p>required. New food caddies' and replacements will be free of charge. Additional capacity for dry recycling is proposed as set out in this table.</p> <p>Food liners (a total of 52) will be provided to the relevant households.</p>
<p><u>Charging for garden waste collections is already covered by Council Tax</u></p> <p><u>Don't want to pay</u></p> <p>There was general negativity that respondents did not want to pay for their garden waste to be collected.</p>	<p>The garden waste service is a non-statutory service, which means LBE is not required to provide a service.</p> <p>Currently the service is an opt-out, whereas the proposal assumes an opt-in. This means only those residents who want to dispose of garden waste from their doorstep can subscribe. It is proposed that a second 240 litre bin for garden waste is available on request for £65 per year. It is proposed that 140 litre garden bins can be exchanged for a 240 litre bin free of charge for those that subscribe to the charged garden service during the roll-out of the new service.</p> <p>It is proposed households that generate small amounts of garden waste can take their recycling to Barrowell Green Reuse and Recycling Centre or home compost. To support this, it is proposed that LBE will provide free compost bins which will be available on request.</p> <p>Entry into Barrowell Green Reuse and Recycling Centre will be reviewed to explore improvements that enable pedestrian access.</p> <p>It is proposed that LBE trials for one-year additional garden collection points which will be made available in Spring and in Autumn at:</p> <ul style="list-style-type: none"> <li>• Pymmes – Park Lane entrance</li> <li>• Jubilee Park – Galliard Entrance</li> <li>• Albany Park – Conop Road entrance (Tennis courts / Car Park)</li> <li>• Trent Park – Cockfoster Road Entrance – Public car park</li> </ul> <p>It is proposed that Christmas tree collections will remain in parks. Christmas tree collections from properties will also remain in place.</p>
<p><u>Collection of leaves generated by Council trees</u></p> <p>The Consultation identified a very small number of</p>	<p>It is proposed that LBE trials ad-hoc collections for small amounts of leaf fall during the leafing season and review after year one. Residents can contact LBE and arrange a one-off separate collection for leaves during Autumn, maximum three clear bags per property in any one year (provided by LBE).</p>

You said	We will
<p>respondents that do not generate sufficient garden waste to subscribe to the charged scheme but do collect leaves from their property or their street during Autumn. The leaves are from trees that are owned by the Council.</p>	
<p><u>Missed collections and bank holiday collections</u></p> <p>Concerns were raised that if a bin was not collected there would be no collection for a month.</p>	<p>LBE's policy is that any bin not collected due to the collection crew will be collected within one working day. It is proposed that the current policy remains.</p> <p>With the exception of Christmas, bin collections remain unchanged during bank holidays. During the two weeks over Christmas and New Year collections are enhanced and days are changed slightly. These changes are communicated to residents. It is proposed that this policy remains unchanged.</p>
<p><u>Wider range of recycling materials</u></p>	<p>LBE currently collects a wide range of dry recycling materials and is comparable with the other six boroughs in North London. A communication strategy will be developed to support the roll-out of any new service and raise awareness of the materials that can be recycled.</p>
<p><u>Vermin / Smells / Unhygienic</u></p> <p>Concerns were raised around smells, vermin and hygiene with moving to fortnightly collections for refuse and separate food waste collections.</p>	<p>It is proposed that food waste ('smelly waste') will be collected <b>weekly</b> in a 23 litre container. This means food recycling would be collected more frequently compared to the existing arrangements and that there should not be a build-up of 'smelly waste'.</p> <p>In addition, it is proposed that two rolls of 26 caddy liners per year (which is the same as 1 liner per week) are made available to each property affected by the proposed changes for free. It is proposed that LBE trials delivering liners directly to each property in year 1, with the intention to continue delivering directly or making liners available in LBE buildings and libraries in year 2.</p>
<p><u>An additional Reuse and Recycling Centre</u></p>	<p>There is a proposal to build a new Reuse and Recycling Centre in Enfield as part of the construction of the NLWA new Energy from Waste and Resource Recovery Facility planned at the Eco park in Edmonton.</p>

### Implementation

- 3.46 An experienced delivery board already exists for this project. This includes officers with previous experience of service change at LBE and across London. This board will be refreshed to include officers from Procurement, Communications and workforce representatives from the Trade Unions. In addition, a Strategic Delivery Board with clear governance will be created.
- 3.47 The Cabinet Member for Environment being the chair and other Members included on the board as well as a range of relevant officers. A request has been submitted to other local authorities who have already delivered these type of service changes and operate a similar service to have a senior officer act as a critical friend on the board.
- 3.48 It is expected that resident's current collection day will remain unchanged. It is proposed that one-week dry recycling is collected from a property, and the alternative week refuse is collected. Food recycling will be collected every week on the same day as either refuse or dry recycling. For those that subscribe to the service, garden waste will be collected on the same day with either dry recycling or refuse.
- 3.49 It is proposed that charging for fortnightly collections for garden waste will be an annual subscription of £65 per bin from 1 April every year. It is proposed that charging for fortnightly garden waste collections start in November 2019 and that the subscription lasts until 31 March 2021. This effectively means an 18-month subscription period (6-months free) as an introductory offer. Annual (12-month) subscriptions to the service will start from 1 April 2021 onwards.
- 3.50 It is proposed that the service changes are rolled out over a 6-month period. Separate weekly food waste collections and a charged garden service at £65 would be introduced in November 2019 and fortnightly collections for dry recycling and for refuse collections would be introduced in Spring 2020. A proposed timeline is shown in Figure one overleaf.

**Figure 1: Proposed timeline**

	Feb 2019	Mar 2019	Apr 2019	May 2019	Jun 2019	Jul 2019	Aug 2019	Sep 2019	Oct 2019	Nov 2019	Dec 2019	Jan 2020	Feb 2020	Mar 2020	Apr 2020	May 2020	Jun 2020
Decision taken																	
Project Governance – Create Project Delivery Board (to include Cabinet Member/ Members)																	
Procure Food Waste Vehicles																	
Develop ICT System																	
Recruit Implementation Staff																	
Develop Communication and Marketing Strategy and material																	
Introduce new Food Waste Collections																	
Introduce Charged Garden Collections																	
Introduce fortnightly collections for refuse																	
Introduce fortnightly collections for dry recycling – option 7 only																	

- 3.51 It is proposed that ongoing resource is provided to support the changes and includes £100k per year for ongoing communications and 2 Sc6 new permanent

Recycling Officers and 2 Sc6 new Enforcement officers. Table 10 provides a summary of the revenue costs.

- 3.52 The proposed comprehensive communications and engagement campaign will be delivered to keep residents informed about service changes and give guidance on how best to take advantage of the new arrangements. These communication activities will build on the successful promotion of the Consultation which elicited 5,602 responses from across all corners of the borough – the highest response rate recorded for any LBE consultation.
- 3.53 Communications will be delivered through a wide range of channels and activities to reach all service users. All 87,500 households in the borough will be reached through utilising the waste facilities themselves (sticker campaigns on bins, calendars, livery on refuse trucks) as well as leaflet drops and LBE publications. Additional targeted communications will be delivered to hard-to-reach residents and communities through digital and social media campaigns, community newspapers, forums and groups and on-line community networks. An extensive programme of face-to-face engagement activities including door knocking and community events will compliment this comprehensive communications campaign.
- 3.54 This commitment to keeping residents informed and engaged in the waste and recycling collection system will be enabled by significant, long-term investment in dedicated communications resources. These will deliver up-to-date service information, advise and guide residents on the best way to use the new facilities and encourage behaviour change to help support a sustainable service and borough.
- 3.55 Sustainability - The new service will be developed with sustainability in mind, this will include low emission vehicles and will also explore the feasibility of electric vehicles where possible. Project initiatives and proposals will consider any alternatives there may be to reduce vehicle usage. Promotion of recycling and waste minimisation will play an important role in the roll-out of the services changes. This is important as recycling helps protect the environment, it also reduces the need for extracting (mining, quarrying and logging), refining and processing raw materials all of which create substantial air and water pollution. As recycling saves energy it also reduces greenhouse gas emissions, which helps to tackle climate change.
- 3.56 The recommended proposal is likely to see a significant reduction in the amount of green waste being transported around the borough and an increase in composting with free bins being distributed to those households that require them. Composting at home is a more sustainable method of processing the garden waste.

**Table 10: Full Year Projected Savings for Proposal 7**

Gross Projected Savings	£2,799,034
Revenue Growth – staff and comms	£259,000
Revenue Growth – Proposal (Investment into Street Cleaning and Fly Tipping)	£500,000
Projected Annual Net Savings	£2,040,034

- 3.57 The service and financial modelling have been produced by Eunomia Research & Consulting Ltd using proven sophisticated software specially designed for the waste and recycling industry. Eunomia have worked with over 170 local authorities nationally to help them make savings and redesign services.

- 3.58 Eunomia Research & Consulting Ltd has worked with LBE for several years, consequently they have detailed knowledge of the service, its key cost drivers and the factors that influence those drivers. These metrics have been tested by operational managers and have been used to create a robust and detailed cost model that underpins the savings created by the chosen proposal.
- 3.59 To help support the roll-out of the service changes it is proposed that a one-off mobilisation cost of £2.28 million is allocated (capital receipts). £1.06 million of this is for a dedicated mobilisation team and up to £1.22 million will be for the capital costs of free replacement bigger bins, new food waste caddies and liners.
- 3.60 North London Waste Authority who dispose of refuse, Biffa Waste Services Ltd who is contracted to process LBE's dry recycling, food waste and garden waste once collected, and Suez UK Ltd who operates Barrowell Reuse and Recycling centre are aware of the potential changes and have confirmed they have capacity and resources to manage any impacts that may result from the service change.

#### **4 ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 The primary driver of the evaluation is the financial savings that can be achieved. The evaluation also takes into account conformity with the Mayor's Environment Strategy, and the responses to the consultation.
- 4.2 Proposals 1 to 6, the current collection system and the recommended proposal have been considered against the pre-agreed criteria. Proposals 1 to 6 and retaining the current collection system least aligned with the set criteria.

#### **5. REASONS FOR RECOMMENDATIONS**

- 5.1 LBE has been clear from the start of this process what the criteria for evaluating the proposals would be. This was also published in the Consultation documents to ensure transparency and fairness. These were primarily financial savings, and then conformity with the London Mayor's Environment Strategy and to consider the responses of the Consultation.
- 5.2 Financial savings for Proposal 7 were significantly higher when compared to any other proposal or the current collection system and would make a considerable single contribution to the savings target for 2019/20 and the current budget gap of around £12 million for 2020/21. It conforms with the Mayor's Environment Strategy by providing separate food waste collections and has a projected step change in recycling to 49%. Proposal 7 was the least preferred amongst the respondents of the Consultation at 9%. With the exception of retaining the current system there was no clear majority for any of the proposals.
- 5.3 As part of any service design it is important to understand what challenges there might be on the service user as highlighted earlier in the Consultation section. Feedback given during the Consultation has been considered and proposed measures that would mitigate against these concerns have been set out in the Proposal Section of this report. Any proposed measures will be introduced at the appropriate time and communicated to residents in advance.

## **6. COMMENTS FROM OTHER DEPARTMENTS**

### **6.1 Financial Implications**

- 6.1.1 The service costs around £15.1m million (2017/18 actual cost) – this total includes NLWA disposal, Waste Operations, Waste client, Civic Amenity Site, Comingled Dry Recycling and Organic Waste costs.
- 6.1.2 LBE has a challenging savings target of £18 million by 2019/20, and a further saving (currently around £12 million will need to be found in 2020/21).
- 6.1.3 In preparation to find savings to contribute to the overall savings target, proposals regarding different collection systems from kerbside properties with wheeled bin(s) have been explored for waste and recycling services.
- 6.1.4 The seven proposals plus retaining the current service were modelled by a Waste specialist company “Eunomia Research & Consulting Ltd”, in collaboration with Council officers (Waste Operations, Finance and Fleet). The seven proposals, and the current collection system were considered against the pre-agreed criteria. The primary driver of the evaluation was the financial savings that can be achieved. The evaluation also took into account conformity with the Mayor’s Environment Strategy, and the responses to the Consultation.
- 6.1.5 Eunomia Research & Consulting Ltd used purpose-built financial analysis models to determine the level of savings achievable. The savings from the proposals fall into three main categories. Staffing and vehicle costs, treatment costs and income from the uptake in the chargeable garden waste service. Eunomia routinely use this modelling analysis to support private waste contractors (when they bid for local authority contracts) in addition to supporting other local authorities undertaking similar exercises.
- 6.1.6 The vehicle and staffing costs are calculated from the reduced number of ‘vehicle rounds’. The reduction proposed in Proposal 7 has been verified by the operational Head of Waste Services who has nearly 25 years of experience of running waste services both in the public and private sector. The treatment costs are calculated by the diversion of waste streams into the cheaper processing streams. In this respect a conservative diversion rate has been used (by Eunomia) significantly below the 49% recycling rate that this proposal can achieve. The increased recycling rates with this proposal have also been considered by officers within LBE and by NLWA authority officers and they consider them to be realistic. The take up of the chargeable garden waste service has been based upon the average level of take up of similar local authorities (this is calculated using the CIPFA Nearest Neighbour Model). This figure is 27% but a figure of 25% has been used for the financial model. Eunomia Research & Consulting Ltd has considerable experience in modelling the uptake of garden waste chargeable services and has done so successfully for other local authorities.
- 6.1.7 The LBE’s finance team has been involved in the project from day one. They have reviewed the financial consequences and outcomes and are satisfied with their



accuracy. The Section 151 Officer is satisfied that a robust process has been followed in the modelling and saving assumptions.

- 6.1.8 Based on the outcome of the evaluation and Consultation returns, this report proposes the adoption and implementation of the recommended Proposal 7 at kerbside properties with a wheeled bin of fortnightly refuse collections, fortnightly dry recycling collections, a new separate weekly food waste collection and the introduction of a charge of £65 per year for collecting garden waste for properties that opt into the service.
- 6.1.9 It is proposed that charging for fortnightly collections for garden waste will be an annual subscription of £65 per bin from 1 April every year. It is proposed that charging for fortnightly garden waste collections start in November 2019 and that the subscription lasts until 31 March 2021.
- 6.1.10 The recommended proposal assumes a recycling rate of 49% and garden waste charge participation rate of 25%, which is deemed to be prudent and achievable by internal officers and Eunomia Research & Consulting Ltd. This is based on benchmarking data against similar authorities with a similar sociodemographic outlook, in context with LBE's current and historic service uptake.
- 6.1.11 In order to achieve the 49% recycling rate, the recommend proposal proposes an investment of £259k per annum (four new full-time posts (2 SC6 enforcement and 2 SC6 recycling officers), plus yearly communication budget of £100k.
- 6.1.12 LBE is also proposing a permanent growth investment of £500k into street cleansing and fly tipping. This is equivalent to 19 additional street sweepers. A Cabinet Member report will be produced to agree the allocation of the £500k investment into street cleansing and fly tipping services.
- 6.1.13 The estimated costs of implementing Proposal 7 are: - ongoing revenue cost will be the proposed £500k reinvestment into street cleansing and fly tipping, £259k additional staff and communications. There will be one-off mobilisation costs of £2.283m, funded through flexible use of capital receipts (see tables below). Officers have taken a prudent approach to mobilisation.

5 Year Business Plan – Savings Profile						
	Year 1	Year 2	Year 3 (Full Year Saving)	Year 4	Year 5	Total Over 5 Years
	2019/20	2020/21	2021/22	2022/23	2023/24	
Garden Waste Charge	-£697,133	-£697,133	-£1,394,266	-£1,394,266	-£1,394,266	-£5,577,064
Residual Waste Disposal		-£1,172,325	-£1,172,325	-£1,172,325	-£1,172,325	-£4,689,300
Food and Garden Waste Treatment		-£115,897	-£115,897	-£115,897	-£115,897	-£463,588
Dry Recycling Treatment		£767,863	£767,863	£767,863	£767,863	£3,071,452
Caddy Replacement		£13,650	£13,650	£13,650	£13,650	£54,600
Staff		-£537,529	-£537,529	-£537,529	-£537,529	-£2,150,116
Vehicles		-£360,530	-£360,530	-£360,530	-£360,530	-£1,442,120
Additional Costs due to Phasing proposal (separate weekly food collection) @ £72.827k per month (5 months effect)	£364,135	£0	£0	£0	£0	£364,135
<b>Net Saving</b>	<b>-£332,998</b>	<b>-£2,101,901</b>	<b>-£2,799,034</b>	<b>-£2,799,034</b>	<b>-£2,799,034</b>	<b>-£10,832,001</b>
Investment of £259k per annum (four new full-time posts (2 SC6 enforcement and 2 SC6 recycling officers), plus yearly communication budget of £100k.	£107,917	£259,000	£259,000	£259,000	£259,000	£1,143,917
<b>Net Saving</b>	<b>-£225,081</b>	<b>-£1,842,901</b>	<b>-£2,540,034</b>	<b>-£2,540,034</b>	<b>-£2,540,034</b>	<b>-£9,688,084</b>
<b>Growth</b>						
The Council is also proposing a permanent investing £500k into street cleansing and fly tipping (£200k in year 1)	£200,000	£500,000	£500,000	£500,000	£500,000	£2,200,000
<b>Net Budget Impact (Saving)</b>	<b>-£25,081</b>	<b>-£1,342,901</b>	<b>-£2,040,034</b>	<b>-£2,040,034</b>	<b>-£2,040,034</b>	<b>-£7,488,084</b>
The Council is also proposing a permanent investing £500k into street cleansing and fly tipping. This is equivalent to 19 additional street sweepers. A report will be produced to agree the allocation of the £500k investment into street cleansing and fly tipping services (subject to discussion with the environment cabinet member).						

<b>Mobilisation One Off Costs</b>			
	2019/20	2020/21	<b>Total</b>
Recycling Engagement Officer (Temp) x 2 scale 6	£23,000	£11,500	<b>£34,500</b>
Enforcement Officer x 1 (temp)	£15,000	£7,500	<b>£22,500</b>
Dedicated Mobilisation Team	£94,545	£35,455	<b>£130,000</b>
Existing Operations Team	£13,357	£3,643	<b>£17,000</b>
Communication Budget	£120,000	£0	<b>£120,000</b>
Caddy Liners	£296,210	£0	<b>£296,210</b>
Plastic recycling bags for leaves and side waste recycling	£0	£580	<b>£580</b>
Proposals	£10,000	£0	<b>£10,000</b>
<b>Mobilisation Cost One-off Revenue Total</b>	<b>£572,113</b>	<b>£58,677</b>	<b>£630,790</b>
ICT	£50,000	£0	<b>£50,000</b>
Purchase and delivery of kitchen caddy, and kerbside caddy, and delivery of liners	£293,125	£0	<b>£293,125</b>
Purchase and exchange of refuse larger bins	£113,750	£0	<b>£113,750</b>
Purchase and exchange of refuse larger bins	£198,188	£198,188	<b>£396,375</b>
Collect garden bins that do not subscribe to service - big bang	£225,944	£0	<b>£225,944</b>
Compost bins give away	£102,961	£51,481	<b>£154,442</b>
Dry Recycling bin exchange and replacement	£198,188	£198,188	<b>£396,375</b>
Garden bin exchange and replacement	£14,500	£7,250	<b>£21,750</b>
<b>Mobilisation Cost One-off Capital Total</b>	<b>£1,196,655</b>	<b>£455,106</b>	<b>£1,651,761</b>
<b>Grand Total</b>	<b>£1,768,768</b>	<b>£513,783</b>	<b>£2,282,551</b>

6.1.14 Sensitivity Analysis - this section is Part 2

6.1.15 Retaining the current collection system (do-nothing option) would result in significant cost increases, and savings will need to be found from other LBE services to cover the projected increase in costs. The status quo current costs are projected to rise significantly, and the cost of processing dry recyclables has, and is, expected to significantly increase, creating a potential future budget pressure of around £665k per year. Household waste disposal costs are also likely to significantly increase creating further budget pressures (currently unknown), which will be associated with the replacement or use of third-party facility. An introduction of a separate food waste collection (Mayor's London Environment Strategy) will create an additional cost of £996k.

6.1.16 There are no redundancy implications as result of this proposal, as the staffing reductions will be met by reducing the existing agency staff costs (agency cover). Instead the proposal creates new jobs: 2 Sc6 additional enforcement officers, 2 Sc6 new recycling officer posts and possible further job creation through the investment £500,000 such as increases in street cleaning and fly tipping resources.

6.1.17 A key implication of this proposal is to ensure that payment system is in place to collect the income and record this information for service delivery. This will be one of the key workstreams governed by the Strategic Delivery Board.

## **6.2 Legal Implications**

- 6.2.1 The recommendations to implement the proposed changes to waste and recycling services following public consultation are within the Council's powers and duties. The recommendations in this report will help ensure effective implementation of the changes. The Council has a statutory duty under section 45 of the Environmental Protection Act 1990 to arrange for the collection of waste. Under the Controlled Waste (England and Wales) Regulations 2012, it is permissible to charge for the collection of garden waste.
- 6.2.2 In making its decision, and to ensure that the decision-making process is lawful, the Council needs to conscientiously consider the consultation responses. The results and summary are set out at Appendix 2 to this report.
- 6.2.3 As part of these recommendations, an equality impact assessment has been prepared. This will enable decision makers to exercise the Council's duties generally under the Equality Act 2010 to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; and advance equality of opportunity between people who share a protected characteristic and those who do not and foster good relations between those who share a protected characteristic and those who do not. (The relevant protected characteristics are age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation). Decision-makers must consider the equality impact assessment and must consider how their decision will contribute towards meeting the Council's public sector equality duties, whilst also taking into account other relevant circumstances such as economic and practical considerations.
- 6.2.4 The municipal waste provisions of the London Environment Strategy state a minimum level of service which waste authorities must undertake. The Council also has a duty to undertake waste responsibilities in general conformity with the strategy. The Mayor has the power under s356 of The Greater London Authority Act 1999 to direct the Council if its waste activities are considered detrimental to the implementation of the municipal waste provisions of the London Environment Strategy. Those options that do not provide for separate food waste collection do not enable the Council to move towards the Strategy's aim of separate collection by 2020.
- 6.2.5 Under the Waste (England and Wales) (Amendment) Regulations 2012 it is a requirement that every waste collection Authority have in place separate collections for waste paper, metal, plastic and glass where they are necessary to facilitate or improve recovery and are technically, environmentally and economically practicable (TEEP), unless an Authority could show it was not technically, environmentally or economically practicable to do so.
- 6.2.6 A TEEP Assessment has been undertaken on the Council's current proposed recycling collection service and had concluded that separate collection was not technically, environmentally and economically practicable.

### **6.3 Property Implications**

None

## **7 KEY RISKS**

The key risks arising from the recommendations will be managing reaction from the proposals and managing the implementation of the proposals. This will be mitigated by a comprehensive communications plan and a full Risk Register will be developed by the Board before and throughout the implementation of the proposals.

## **8 IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

### **8.2 Good homes in well-connected neighbourhoods**

The preferred proposal can contribute to our Corporate Plan outcomes to create and sustain thriving, affordable neighbourhoods by ensuring services are maintained at a level that can meet evidenced need in the borough whilst contributing to savings targets. The ability to maintain a high standard of waste collection to households and preserve the public realm will help continue and enhance the position of LBE as a place to invest and as a great place to live. If implemented and managed correctly, the reconfiguration of services should assist with longer term transformational goals and strategic outcomes for the borough adding value to housing, regeneration and inward investment opportunities.

### **8.3 Sustain strong and healthy communities**

The proposal can contribute positively to our strategic goals of making LBE a healthier and greener place by providing services that can allow people to take greater responsibility for how they manage their waste and encourage recycling, composting and assist with meeting our ambitions for a clean green environment as stated in our Corporate Plan. The proposal should also be able to contribute to wider, identified public health outcomes by contributing to the creation of conditions in the borough where healthy lifestyle and healthy living can be set in the correct context. The proposal ensures that LBE fulfils its obligations outlined within The Mayor's London Environment Strategy and that the delivery model is sustainable for the future.

### **8.4 Build our local economy to create a thriving place**

The new proposals will allow us to work ever more closely with our local business customers to help underpin a strong, ongoing response that can help deliver a strong and competitive local economy and vibrant town centres that benefit all residents. The knowledge that a new, sustainably costed model is in place that can still deliver a level of service that is of the highest standard should contribute to business confidence. The successful implementation of the recommended proposal can also influence our emerging town centre plans and help create context for our new Local Plan. The proposal should also help us approach the delivery of other aspects of environmental works with greater confidence as we know a fundamental tenet

of how we manage the environment has been secured. This should benefit our ambitions as expressed in our Corporate Plan and our ambition to preserve heritage, maintain the quality of our parks and green space and contribute to the delivery of an Enfield that is a place to enjoy from childhood to old age.

## **9 EQUALITIES IMPACT IMPLICATIONS**

A full EIA can be found in Appendix 4.

## **10 PERFORMANCE AND DATA IMPLICATIONS**

- 10.1 Recycling Performance will continue to be monitored through quarterly statutory returns and submissions to Waste Data Flow which will allow the Council to assess any positive or negative impact of the change in delivery model in terms of performance. These measures are built into DMT and EMT scorecards to allow constant overview and scrutiny.
- 10.2 The remit of the project delivery board and strategic board will be to regularly monitor the performance and costs reductions delivered by the changes. This in turn will feed into the wider corporate performance monitoring process.
- 10.3 The collection and recording of this data allows benchmarking with neighbouring or statistically similar boroughs to take place

## **11 HEALTH AND SAFETY IMPLICATIONS**

In accordance with its legal duties as an employer under the Health and Safety at Work etc Act 1974 and other relevant legislation, the Waste Service has risk assessments, control measures and safe methods of working in place to ensure the safety of its employees and the public. As part of the implementation of the proposed service changes, these risk assessments, controls and safe methods of work will be reviewed, revised where needed and implemented to reflect any new risks that are identified.

## **12 HR IMPLICATIONS**

The proposed recommendation has been shared and consulted on with the trade unions: GMB, Unite and Unison. As there are predicted to be no redundancies the trade unions support a gross saving of around £2.8 million delivered by adopting Proposal 7. The proposal creates new jobs: additional enforcement officers, new recycling officer posts and possible further job creation through the investment £500k such as increases in street cleaning and fly tipping resources, these were welcomed by the trade unions.

## **13 PUBLIC HEALTH IMPLICATIONS**

- 13.1 Waste and recycling is a widely used and accessible service to all residents in the borough and LBE has a statutory duty to collect waste. The recommended proposal will mean waste is collected differently from current arrangements at kerbside properties that have a wheeled bin. The new

service will be developed with sustainability in mind, this will include low emission vehicles and will also explore the feasibility of electric vehicles where possible. Project initiatives and proposals will consider any alternatives there may be to reduce vehicle usage. Reducing vehicle usage has positive implications for pollution and congestion.

- 13.2 The recommended proposal includes a new weekly collection of food waste which is more frequent compared to existing arrangements. This is a positive change as it will encourage perishable material to be collected more frequently and will contribute towards recycling and composting. This is important as recycling helps protect the environment, it also reduces the need for extracting (mining, quarrying and logging), refining and processing raw materials all of which create substantial air and water pollution. As recycling saves energy it also reduces greenhouse gas emissions, which helps to tackle climate change. Food waste is a national issue and composting would help to mitigate its effects.
- 13.3 There is a commitment to keeping residents informed and engaged in the waste and recycling collection system. This will be enabled by significant, long-term investment in dedicated communications resources. These will deliver up-to-date service information, advise and guide residents on the best way to use the new facilities and encourage behaviour change to help support a sustainable service and borough. This type of communication support will encourage general behaviour change about how much waste is produced such as what food is brought in the first place.
- 13.4 All waste collections have the potential to be abused however there is no evidence that an alternative weekly collection service has any more impact than a weekly collection service.

### **Background Papers**

*Approval to undertake a public consultation for Potential Changes to the Waste & Recycling Collection Services – KD4703*

*Waste Consultation Responses Final*

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# WASTE COLLECTION SERVICE CONSULTATION

The closing date  
for responses is  
6 January 2019

HAVE  
YOUR  
SAY

This consultation  
should take  
between 5-10  
minutes to  
complete



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





# Consultation on your waste collection service

## CONTEXT

### Why is change needed?

Since 2010 Enfield Council has made savings of £178million due to Government spending cuts and increasing demand pressure on services. We need to make a further saving of £18million in 2019/2020 in order to balance the budget.

After years of cutbacks there are no more easy savings to be made and some difficult decisions are needed to ensure we can make further savings whilst setting a sustainable budget. Some of the difficult decisions we have to consider may mean that the Council delivers services differently. We can also use the Council's reserves but these are limited and / or increase Council tax further.

We spend around £15 million per year on collecting and disposing of household rubbish and recycling across the borough. Costs for treating recycling are increasing and the cost of disposing of your household rubbish (grey-lid bin), which is significantly more than recycling treatment costs, are also likely to increase. If savings are not made through the household rubbish and recycling collection service, then the Council will have to identify and implement savings in other services from across the Council.

We currently collect your household rubbish (grey-lid bin) weekly, your dry recycling (blue-lid bin) weekly and your mixed food and garden waste (green-lid bin) fortnightly.

We are proposing changes to the collections for household rubbish and recycling from properties **with a wheeled bin**.

We are **not** proposing any change to flats with shared bins, or flats that don't have a wheeled bin.

### What is our proposal?

We have looked at what arrangements other councils have in place and what would be a reasonable change to how we could make household rubbish and / or recycling collections.

We have developed seven proposals for collecting your household rubbish and recycling. Information on alternative proposals considered and on how we got to these seven proposals can be found at **[www.enfield.gov.uk/kd4703](http://www.enfield.gov.uk/kd4703)**

The criteria for the options appraisal will be financial savings, conformity with the Mayor's Environment Strategy, and the responses to the consultation. To that end, the Council is facing significant budget pressures and the primary driver will be the amount of financial savings projected. All options will be considered in light of the consultation responses and all relevant factors will be considered before a decision is reached.

The London Mayor has produced an Environment Strategy for London, visit **[www.london.gov.uk](http://www.london.gov.uk)**. To comply with the strategy, we should be looking at what we can do to recycle more of the waste we collect from across the borough and collect food waste separately for recycling by 2020. We currently collect food waste mixed together with garden waste, but it is still recycled.

We are seeking your views on the future of the waste collection service, we have developed seven proposals to consult on along with keeping the current service as it is and an opportunity for you to provide us with any alternative suggestions or comments. The projected costs, savings and recycling benefits for the seven proposals and our current service are set out in the box below.

Proposal	Week 1*	Week 2*	Potential Recycling Rate %	Projected Gross Savings £
<b>1</b> <ul style="list-style-type: none"> <li>Weekly household rubbish</li> <li>Weekly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			38%	£520,000
<b>2</b> <ul style="list-style-type: none"> <li>Weekly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Fortnightly mixed food &amp; garden waste</li> </ul>			37%	£97,000
<b>3</b> <ul style="list-style-type: none"> <li>Weekly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			35%	£1,073,000
<b>4</b> <ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Weekly dry recycling</li> <li>Fortnightly mixed food &amp; garden waste</li> </ul>			48%	£1,028,000
<b>5</b> <ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Weekly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			50%	£2,012,000
<b>6</b> <ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Fortnightly mixed food &amp; garden waste</li> </ul>			48%	£1,815,000
<b>7</b> <ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			49%	£2,800,000
<b>Current</b> <ul style="list-style-type: none"> <li>Weekly household rubbish</li> <li>Weekly dry recycling</li> <li>Fortnightly mixed food &amp; garden waste</li> </ul>			Currently 37%	Increased costs

\*pictures do not reflect actual collection schedules, example only

Changing the way we collect our household rubbish and recycling means we could save between £97,000 and £2.8 million every year and possibly reinvest money back into services if the savings allows this. For example, the high projected savings in proposal 7 could provide us with an opportunity to reinvest some money, £500,000 back into our street cleaning and fly tip removals, a service which could improve the general appearance of your area and still make significant savings of over £2 million. This Council's priorities include a commitment to achieving a clean and tidy environment for Enfield.

We would like your views on this and any other suggestions you may have for putting the money back into Council services.

Proposals 2 and 3 do not increase our recycling performance where proposals 1, 4, 5, 6 and 7 do increase our recycling performance.

Proposals 2, 4 and 6 will not enable the Council to meet the London Strategy objectives of delivering a separate food waste collection service by 2020, where proposals 1, 3, 5 and 7 would provide a separate food waste collection.

We appreciate you may have concerns with all or some of the proposals. Some concerns may already be addressed through our current policies which you may not be aware of. For more information visit [www.enfield.gov.uk/wastecollection](http://www.enfield.gov.uk/wastecollection). If you still have concerns, then we would like to hear your views on what we could do to help manage any change.

Increasing how much we recycle dry recycling in your blue-lid bin, mixed food and garden waste in your green lidded bin or food collected separately is good for the environment and saves money because every tonne of recycling is cheaper to treat than it is to dispose of household rubbish.

# Waste collection service consultation

This consultation should take between 5-10 minutes to complete

This paper version is an alternative to the online consultation and under no circumstances should both be completed

**The closing date for responses is 6 January 2019**

If you require any assistance in completing the consultation then please email [consultation@enfield.gov.uk](mailto:consultation@enfield.gov.uk)

**Please return completed copies to a library or other Council buildings.**

Alternatively you can return by post to:

Consultation team  
B Block South  
Civic Centre  
Silver Street  
Enfield  
EN1 3XA





**Before we ask you about our proposals, we would like to ask some questions about your household, the property in which you live and the collection service you receive. This information will enable us to better understand the feedback we receive.**

### **Section 1: Your household and property**

**Q1 How many people live in your household?**

- |                                |                               |  |
|--------------------------------|-------------------------------|--|
| <input type="checkbox"/> One   | <input type="checkbox"/> Four | <input type="checkbox"/> More than six |
| <input type="checkbox"/> Two   | <input type="checkbox"/> Five |  |
| <input type="checkbox"/> Three | <input type="checkbox"/> Six  |  |

**Q2 How would you describe the property you live in?**

- |                                     |  |                                   |
|-------------------------------------|--|-----------------------------------|
| <input type="checkbox"/> Flat       | <input type="checkbox"/> Semi detached | <input type="checkbox"/> Not sure |
| <input type="checkbox"/> Maisonette | <input type="checkbox"/> Detached      |                                   |
| <input type="checkbox"/> Terraced   | <input type="checkbox"/> Other         |                                   |

If 'Other', please specify

### **Section 2: Collection service**

**Q3 Which of the following do you have? Please select all those that apply**

- Grey-lid bin (household rubbish)
- Grey sack (household rubbish)
- Blue-lid bin (dry recycling)
- Blue sack (dry recycling)
- Green-lid bin (mixed food and garden waste)
- Communal bin
- Not sure

**Q4 Which of the following do you use? Please select all those that apply**

- Grey-lid bin (household rubbish)
- Grey sack (household rubbish)
- Blue-lid bin (dry recycling)
- Blue sack (dry recycling)
- Green-lid bin (garden and food waste)
- Communal bin

**Q5 Do you have a larger grey-lid bin for your household rubbish?**

- Yes
- No (Go to Q6)
- Not sure (Go to Q6)

**IF 'YES' ABOVE** - Please tell us why you have a larger grey-lid bin than the standard

**Q6 Do you use a compost bin?**

- Yes
- No
- Not sure

### Section 3: Recycling

**Q7 How important is recycling to you?**

- Very important
- Fairly important
- Not very important
- Not important at all
- Not sure

**Q8 How much of your food waste do you recycle?**

- All (Go to Q9)
- Most (Go to Q9)
- Some
- A little
- Very little
- None
- Not sure

**Only answer Q8a if you DO NOT recycle All or Most of your food waste**

**Q8a Please tell us why you do not recycle most of your food waste? Please select all those that apply**

- We don't produce food waste
- I'd rather just put food waste in my household rubbish
- I don't think recycling is important
- I believe it smells / attracts flies / unhygienic
- Other

If 'Other', please specify



## Section 4: Proposals

Proposal	Week 1*	Week 2*	Potential Recycling Rate %	Projected Gross Savings £
<b>1</b> <ul style="list-style-type: none"> <li>Weekly household rubbish</li> <li>Weekly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			38%	£520,000
<b>2</b> <ul style="list-style-type: none"> <li>Weekly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Fortnightly mixed food &amp; garden waste</li> </ul>			37%	£97,000
<b>3</b> <ul style="list-style-type: none"> <li>Weekly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			35%	£1,073,000
<b>4</b> <ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Weekly dry recycling</li> <li>Fortnightly mixed food &amp; garden waste</li> </ul>			48%	£1,028,000
<b>5</b> <ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Weekly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			50%	£2,012,000
<b>6</b> <ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Fortnightly mixed food &amp; garden waste</li> </ul>			48%	£1,815,000
<b>7</b> <ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			49%	£2,800,000
<b>Current</b> <ul style="list-style-type: none"> <li>Weekly household rubbish</li> <li>Weekly dry recycling</li> <li>Fortnightly mixed food &amp; garden waste</li> </ul>			Currently 37%	Increased costs



\*pictures do not reflect actual collection schedules, example only

Proposal 1	Projected savings £520,000 Potential recycling rate 38%	Week 1*	Week 2*
<ul style="list-style-type: none"> <li>Weekly household rubbish</li> <li>Weekly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			

\*pictures do not reflect actual collection schedules, example only

**Q9** To what extent do you agree or disagree that the Council should adopt proposal 1? Please select one response

- Strongly agree
- Tend to agree
- Neither agree or disagree
- Tend to disagree
- Strongly disagree
- Don't know

<b>Proposal 2</b>	Projected savings £97,000 Potential recycling rate 37%	<b>Week 1*</b>	<b>Week 2*</b>
<ul style="list-style-type: none"> <li>Weekly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Fortnightly mixed food &amp; garden waste</li> </ul>			

\*pictures do not reflect actual collection schedules, example only

**Q10** To what extent do you agree or disagree that the Council should adopt proposal 2? Please select one response

- Strongly agree
- Tend to agree
- Neither agree or disagree
- Tend to disagree
- Strongly disagree
- Don't know

<b>Proposal 3</b>	Projected savings £1,073,000 Potential recycling rate 35%	<b>Week 1*</b>	<b>Week 2*</b>
<ul style="list-style-type: none"> <li>Weekly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			

\*pictures do not reflect actual collection schedules, example only

**Q11** To what extent do you agree or disagree that the Council should adopt proposal 3? Please select one response

- Strongly agree
- Tend to agree
- Neither agree or disagree
- Tend to disagree
- Strongly disagree
- Don't know

Proposal 4	Projected savings £1,028,000 Potential recycling rate 48%	Week 1*	Week 2*
<ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Weekly dry recycling</li> <li>Fortnightly mixed food &amp; garden waste</li> </ul>			

\*pictures do not reflect actual collection schedules, example only

**Q12** To what extent do you agree or disagree that the Council should adopt proposal 4? Please select one response

- Strongly agree
- Tend to agree
- Neither agree or disagree
- Tend to disagree
- Strongly disagree
- Don't know

Proposal 5	Projected savings £2,012,000 Potential recycling rate 50%	Week 1*	Week 2*
<ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Weekly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			

\*pictures do not reflect actual collection schedules, example only

**Q13** To what extent do you agree or disagree that the Council should adopt proposal 5? Please select one response

- Strongly agree
- Tend to agree
- Neither agree or disagree
- Tend to disagree
- Strongly disagree
- Don't know

Proposal 6	Projected savings £1,815,000 Potential recycling rate 48%	Week 1*	Week 2*
<ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Fortnightly mixed food &amp; garden waste</li> </ul>			

\*pictures do not reflect actual collection schedules, example only

**Q14** To what extent do you agree or disagree that the Council should adopt proposal 6? Please select one response

- Strongly agree
- Tend to agree
- Neither agree or disagree
- Tend to disagree
- Strongly disagree
- Don't know

Proposal 7	Projected savings £2,800,000 Potential recycling rate 49%	Week 1*	Week 2*
<ul style="list-style-type: none"> <li>Fortnightly household rubbish</li> <li>Fortnightly dry recycling</li> <li>Weekly food waste</li> <li>Fortnightly charged garden waste (£65 a year)</li> </ul>			

\*pictures do not reflect actual collection schedules, example only

**Q15** To what extent do you agree or disagree that the Council should adopt proposal 7? Please select one response

- Strongly agree
- Tend to agree
- Neither agree or disagree
- Tend to disagree
- Strongly disagree
- Don't know

Current service	Recycling rate 37% Increased costs	Week 1*	Week 2*
<ul style="list-style-type: none"><li>• Weekly household rubbish</li><li>• Weekly dry recycling</li><li>• Fortnightly mixed food &amp; garden waste</li></ul>			

\*pictures do not reflect actual collection schedules, example only

**Q16** To what extent do you agree or disagree that the Council should not change the way we currently collect household rubbish and recycling? *Please select one response*

- Strongly agree
- Tend to agree
- Neither agree or disagree
- Tend to disagree
- Strongly disagree
- Don't know

## Section 5: Principles

In this section, we would like to hear your views on the impact of each potential service change

### Q17 Do you think it is reasonable to charge for garden waste collections?

- Yes
- No
- Not sure

**How would you describe the impact of each of the following in questions 18-21 on your household?**

### Q18 Fortnightly collection for household rubbish (Grey-lid bin)

- |  |             |   |
|--|-------------|---|
| <input type="checkbox"/> Very positive                 | (Go to Q19) | <input type="checkbox"/> Fairly negative      |
| <input type="checkbox"/> Fairly positive               | (Go to Q19) | <input type="checkbox"/> Very negative        |
| <input type="checkbox"/> Neither positive nor negative | (Go to Q19) | <input type="checkbox"/> Not sure (Go to Q19) |

Only answer **Q18a** if you think there will be a negative impact

### Q18a Please tell us how you think FORTNIGHTLY COLLECTION FOR HOUSEHOLD RUBBISH (Grey-lid bin) will have a negative impact on your household? *Please use the space below*

### Q19 Fortnightly collection for dry recycling (Blue-lid bin)

- |  |             |   |
|--|-------------|---|
| <input type="checkbox"/> Very positive                 | (Go to Q20) | <input type="checkbox"/> Fairly negative      |
| <input type="checkbox"/> Fairly positive               | (Go to Q20) | <input type="checkbox"/> Very negative        |
| <input type="checkbox"/> Neither positive nor negative | (Go to Q20) | <input type="checkbox"/> Not sure (Go to Q20) |

Only answer **Q19a** if you think there will be a negative impact

**Q19a** Please tell us how you think FORTNIGHTLY COLLECTION FOR DRY RECYCLING (Blue-lid bin) will have a negative impact on your household? *Please use the space below*

**Q20** Separate weekly food waste collection (New)

- |  |   |
|--|---|
| <input type="checkbox"/> Very positive (Go to Q21)                 | <input type="checkbox"/> Fairly negative      |
| <input type="checkbox"/> Fairly positive (Go to Q21)               | <input type="checkbox"/> Very negative        |
| <input type="checkbox"/> Neither positive nor negative (Go to Q21) | <input type="checkbox"/> Not sure (Go to Q21) |

Only answer **Q20a** if you think there will be a negative impact

**Q20a** Please tell us how you think WEEKLY COLLECTION FOR SEPARATE FOOD WASTE (New) will have a negative impact on your household? *Please use the space below*

**Q21** Fortnightly collections for charged garden waste (Green-lid bin £65 per year)

- |  |   |
|--|---|
| <input type="checkbox"/> Very positive (Go to Q22)                 | <input type="checkbox"/> Fairly negative      |
| <input type="checkbox"/> Fairly positive (Go to Q22)               | <input type="checkbox"/> Very negative        |
| <input type="checkbox"/> Neither positive nor negative (Go to Q22) | <input type="checkbox"/> Not sure (Go to Q22) |

Only answer **Q21a** if you think there will be a negative impact

**Q21a** Please tell us how you think **FORTNIGHTLY COLLECTIONS FOR CHARGED GARDEN WASTE (Green-lid bin £65 PER YEAR)** will have a negative impact on your household?  
*Please use the space below*

**Q22** What would help you manage any changes? *Please use the space below*

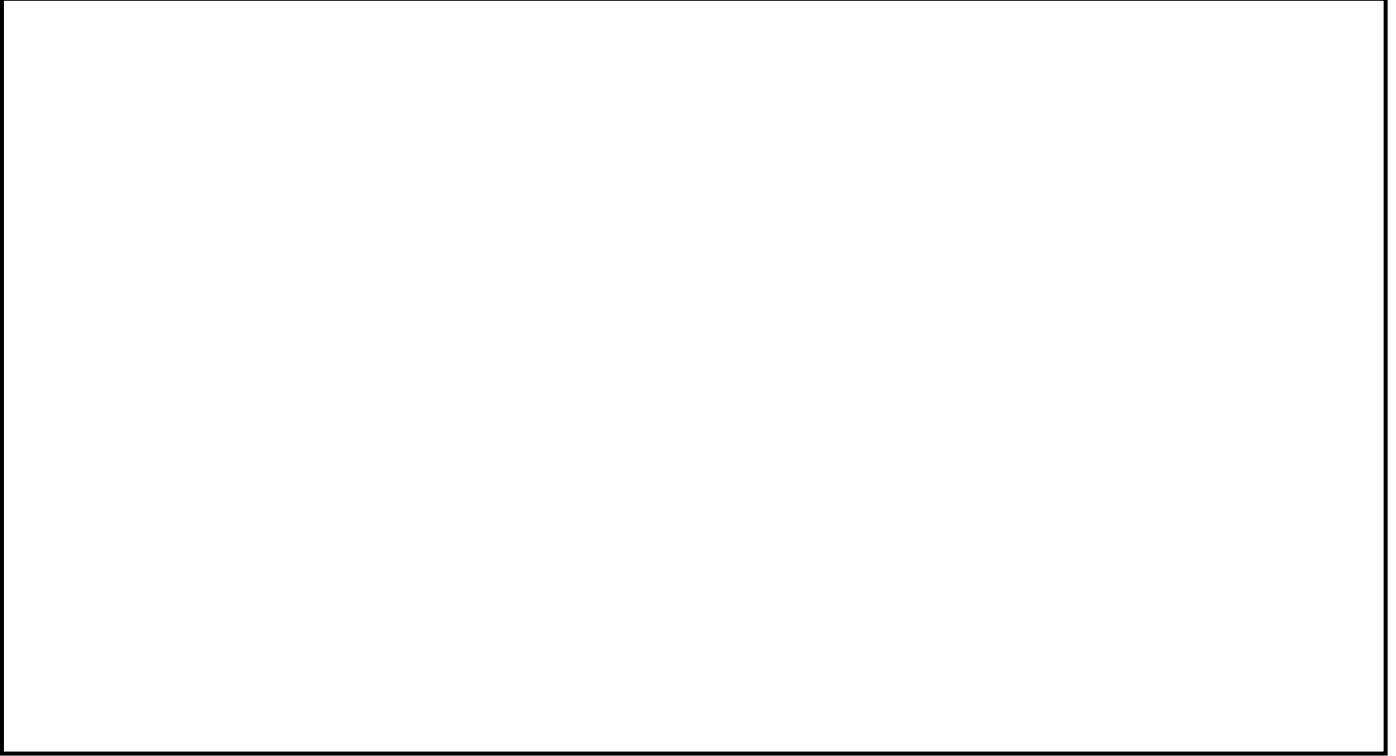
**An additional benefit with Proposal 7 (Fortnightly household rubbish, fortnightly dry recycling, separate weekly food waste and a fortnightly charged garden waste at £65 per year) is a possible re-investment of around £500k into street services, litter clearance and fly tip removals which are currently under pressure.**

**Q23** What are your views on this and do you have any other suggestions of where to re-invest?



## Section 6: Overall

**Q24** If you have any other comments, suggestions and/or alternative proposals you would like to make that you feel you have not been able to make elsewhere in this survey, please let us know below.

A large, empty rectangular box with a black border, intended for the respondent to provide their comments, suggestions, or alternative proposals.

## Section 7: About you

To help us better understand the information you have provided and to enable us to establish if the response to the questionnaire is representative of the borough, please respond to the questions in this section. Any information you provide will be collected, stored and managed in accordance with the General Data Protection Regulation (2018).

### Q25 How old are you?

- |                                |                                |                                |                                |  |
|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--|
| <input type="checkbox"/> 18-24 | <input type="checkbox"/> 30-34 | <input type="checkbox"/> 40-44 | <input type="checkbox"/> 50-54 | <input type="checkbox"/> 60 or over        |
| <input type="checkbox"/> 25-29 | <input type="checkbox"/> 35-39 | <input type="checkbox"/> 45-49 | <input type="checkbox"/> 55-59 | <input type="checkbox"/> Prefer not to say |

### Q26 In which postal district do you live?

- |                              |                              |                              |                              |  |
|------------------------------|------------------------------|------------------------------|------------------------------|--|
| <input type="checkbox"/> EN1 | <input type="checkbox"/> EN4 | <input type="checkbox"/> N22 | <input type="checkbox"/> N13 | <input type="checkbox"/> N21               |
| <input type="checkbox"/> EN2 | <input type="checkbox"/> EN6 | <input type="checkbox"/> N9  | <input type="checkbox"/> N14 | <input type="checkbox"/> Prefer not to say |
| <input type="checkbox"/> EN3 | <input type="checkbox"/> EN8 | <input type="checkbox"/> N11 | <input type="checkbox"/> N18 |  |

### Q27 Please let us know if you receive any of the following? Please select all those that apply

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> Housing Benefit     | <input type="checkbox"/> Universal Credit  | <input type="checkbox"/> None of the above |
| <input type="checkbox"/> Council Tax Support | <input type="checkbox"/> Prefer not to say |  |

### Q28 Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?

- |  |  |
|--|--|
| <input type="checkbox"/> Yes, limited a lot    | <input type="checkbox"/> No                |
| <input type="checkbox"/> Yes, limited a little | <input type="checkbox"/> Prefer not to say |

### Q29 How would you describe your ethnic origin?

- |  |  |  |
|--|--|--|
| <input type="checkbox"/> English / Welsh / Scottish / Northern Irish / British | <input type="checkbox"/> Kurdish                   | <input type="checkbox"/> Bangladeshi       |
| <input type="checkbox"/> Irish   | <input type="checkbox"/> Gypsy / Irish Traveller   | <input type="checkbox"/> Sri Lankan        |
| <input type="checkbox"/> Greek   | <input type="checkbox"/> Romany                    | <input type="checkbox"/> Chinese           |
| <input type="checkbox"/> Greek Cypriot   | <input type="checkbox"/> Other Eastern European    | <input type="checkbox"/> Caribbean         |
| <input type="checkbox"/> Turkish   | <input type="checkbox"/> White and Black African   | <input type="checkbox"/> Ghanaian          |
| <input type="checkbox"/> Turkish Cypriot                                       | <input type="checkbox"/> White and Black Caribbean | <input type="checkbox"/> Somali            |
| <input type="checkbox"/> Italian   | <input type="checkbox"/> White and Asian           | <input type="checkbox"/> Nigerian          |
| <input type="checkbox"/> Russian   | <input type="checkbox"/> Mixed European            | <input type="checkbox"/> Arab              |
| <input type="checkbox"/> Polish  | <input type="checkbox"/> Indian                    | <input type="checkbox"/> Prefer not to say |
|  | <input type="checkbox"/> Pakistani                 | <input type="checkbox"/> Other             |

If 'Other', please specify

Page 47  
Thank you for taking the time to complete the survey.

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



## Appendix 2 – Summary of the Consultation

### Consultation Approach

The Public Consultation on the Waste Collection Service (the Consultation) ran for 10 consecutive weeks between 29 October 2018 and 6 January 2019.

The seven proposals plus retaining the current service are shown in table A2.1 below along with projected savings and recycling performance levels.

**Table A2.1: Seven Proposals and the Retaining the Current Collection System**

Proposal	Description	Potential Max Recycling Rate %	Projected Gross Savings £
<b>Current collection system</b>	Weekly refuse Weekly dry recycling Fortnightly mixed food and garden (no charge)	40%	Increased costs: £665k MRF £996k separate food Increase disposal costs?
<b>Proposal 1</b>	Weekly refuse Weekly dry Weekly separate food Fortnightly charged garden (£65)	38%	£520k
<b>Proposal 2</b>	Weekly refuse Fortnightly dry Fortnightly mixed food and garden (no charge)	37%	£97k
<b>Proposal 3</b>	Weekly refuse Fortnightly dry Weekly separate food Fortnightly charged garden (£65)	35%	£1,073k
<b>Proposal 4</b>	Fortnightly refuse Weekly dry Fortnightly mixed food and garden (no charge)	48%	£1,028k
<b>Proposal 5</b>	Fortnightly refuse Weekly dry Weekly separate food Fortnightly charged garden (£65)	50%	£2,012k
<b>Proposal 6</b>	Fortnightly refuse Fortnightly dry Fortnightly mixed food and garden (no charge)	48%	£1,815k
<b>Proposal 7</b>	Fortnightly refuse Fortnightly dry Weekly separate food Fortnightly charged garden (£65)	49%	£2,800k

It was important to state in the documents made available to the public how we would be making the decision to ensure a legal, fair and transparent consultation took

place. The published documents set out the context of the consultation and the criteria which would be used to develop any recommendation. It clearly stated that the criteria were firstly, financial savings, then the ability to conform with the London Mayor's Environment Strategy, and also to take into account the responses to the Consultation. To that end, it was made clear that the primary driver for any recommendation would be the amount of financial savings projected.

### Consultation Marketing

The Consultation was an opportunity for residents to share their views on the seven proposals and the option of retaining the current collection system which are being considered by the Council. Feedback received has been considered and will help inform any recommendation for change. The Consultation included information on why the Council was proposing to change the way it provides the waste and recycling collections, details of the proposals, and the criteria that would be used to develop a recommendation.

An online version and hard copies of the Consultation were made available to residents across the borough. A copy of the Consultation questions can be found in **Appendix 1**.

A wide range of promotional activity was undertaken to raise awareness of the Consultation across the borough. Proactive monitoring and promotion of the Consultation was undertaken on a weekly basis throughout the 10-week period to ensure it was accessible to all and representative.

Residents were notified of the Consultation exercise via Our Enfield on 26 November (Council magazine delivered to all homes in the borough), Website, Social Media through Council accounts and shared on community groups, Local Media (including ethnic press), advertisements in public buildings (libraries, Civic Centre), digital campaigns and through outreach in hard to reach areas.

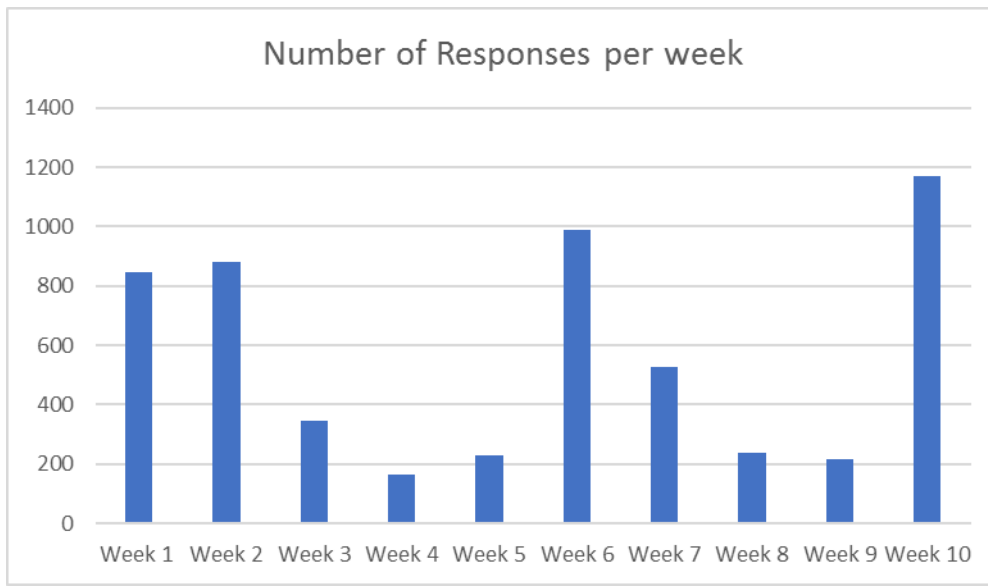
Hard copies were made available at Council buildings (Civic Centre and John Wilkes House), the Council's four main libraries (Ordnance Unity Centre, Edmonton Green, Palmers Green and Enfield Town), and upon individual requests received. Engagement sessions with British Sign Language translators were also arranged. Residents were offered the opportunity to contact the Consultation and Resident Engagement Team if they required assistance or further information. A summary of the Communication Campaign can be found in **Appendix 3**.

There was good response to the waste consultation with 5,602 replies to the Consultation compared to other council consultations, however, this only equates to around 5.5% of the kerbside properties in the borough or less than 2% of the borough population of around 300,000+ people.

### Consultation Responses

Figure A2.1 shows the number of responses received over the 10-week period.

### **Figure A2.1: Number of Responses per Week**



#### Who responded and how the current service is used

Post Code - EN1 (20%) and EN2 (17%) were the highest areas to respond and were over represented compared to the number of kerbside properties within those areas. With the exception of EN3, all areas of the borough were fairly well represented. EN3 was slightly under represented (11% of responses compared to 17% of kerbside properties within that area). Additional marketing was used in this area to increase uptake and included street surveys, targeted digital campaign in the east of the borough and proactive promotion from staff within the Ordnance Unity Centre. Similar measures were used in N9 and N18 which saw increases in responses of 5% and 4% percent respectively.

Age - Respondents aged between 18 years old and 29 years old were under represented (3%) compared to the borough profile (14%). Most responses were received by respondents aged 60 years and above (31% of responses) which was an over-representation of 14% of this group (borough proportion of 60+ is 17%).

Property type - A total of 89% of respondents were from those living in a house, 6% lived in a flat and 4% percent lived in a maisonette (1% was other). A total of 77% was from households with between 2 and 4 people, 13% was from households with 1 person, and 10% from houses with 5 persons or more.

88% of respondents had a standard size bin (140 litres) bin for refuse, and 63.5% said that they recycled all or most of their food waste and 28% of respondents said they composted at home. Main reasons given for not recycling food waste were:

- No facility / space
- Too messy / too much hassle
- Macerator / waste sink

Other minor reasons were:

- Used to but not since moving to fortnightly collections
- Potential of rats
- Give left over food to pets
- Didn't know you could

#### Respondents views on recycling and the proposals.

The majority of respondents (97%) thought recycling was important.

The majority of respondents (66%) thought introducing a separate weekly collection for food waste would have a positive impact (37%) or no impact (29%) on their household. With 25% of respondents felt that there would be a negative impact and 9% responded not sure.

42% thought introducing fortnightly collections for dry recycling (blue lid) would have a positive impact (26%) or no impact (16%) on their household. With 57% of respondents felt that there would be a negative impact and 1% responded not sure.

33% thought introducing fortnightly collections for refuse (grey lid) would have a positive impact (20%) or no impact (13%) on their household. With 66% of respondents felt that there would be a negative impact and 1% responded not sure.

28% thought introducing charged fortnightly collections for garden waste (green bin) would have a positive (13%) or no impact (15%) on their household. With 68% of respondents felt that there would be a negative impact and 4% responded not sure.

When asked directly; do you think it is reasonable to charge for garden waste collections, 25% were not against charging, yes (16%) and not sure (9%). 75% thought it was unreasonable to charge for garden waste.

Those who responded negatively were asked how the change might impact on their household. Respondents were also asked what could be put in place to help manage change. A range of reasons were given as to why they thought one of the proposed changes would have a negative impact on their household, the main themes are set out in table two below. These have been addressed with responses and a range of measures have been proposed to help mitigate against any negative impact. These are set out in the Recommended Proposal section of the main report.

**Table A2.2: Perceived Negative Impact**

Proposed Change	Themes	
Fortnightly refuse	Key themes	Bin size Vermin / smells Litter / fly tipping Health hazard / unhygienic
	Other themes	Nappies Incontinence Missed collections – month of no collections Bank holiday disruption Only one recycling centre Collect a wider range of recycling Council tax already high
Fortnightly Dry Recycling	Key themes	Bin size Discourages recycling Too much packaging from shops Worry about Christmas
	Other themes	Put recycling materials into the refuse bin
Separate Weekly Food	Key themes	Not needed Why separate from garden



Proposed Change	Themes	
Waste		Vermin / insects Smell Little food waste Health hazard Bin shown too small
	Other themes	None
Charged Fortnightly Garden (@£65 per year)	Key themes	Already paid by Council Tax Don't want to pay Fly tipping Extra car journeys to the tip Disincentive to recycle Street leaves for Council
	Other themes	Impact on street scene Rented properties Alternatives for those that can't pay

Table A2.3 sets out respondents views on what could help managed any change, views on where investment could go if not into fly tipping and street cleansing and alternative suggestions or comments.

**Table A2.3: Themes on Managing Change, Potential Re-Investment, Alternative Suggestions**

	Themes	
Managing Change		Larger bins More material that could be recycled More money Reduce Council Tax Another Reuse and Recycling Centre
Reinvestment		Fly tip and street cleansing Enforcement Pavements / Roads / Street lighting Education Free Bulky Waste Collections
Alternative Suggestions / Comments		Enforcement against fly tippers Worried charge will keep going up Suspend green waste in winter

#### Respondents views on the Proposals and Current Collection System

Respondents were asked to what extent they agreed or disagreed that one of the proposals should be adopted or whether the current service should be retained. To summarise the responses to the seven proposals it can generally be said that there was no strong majority for any of the proposals, 66% of respondents preferred to retain the current collections with 46% strongly agreeing and 20% agreeing.

**Table A2.4: Responses on the Proposals and Retaining the Current Collection System**

	Strongly Agree	Tend to Agree	Neither agree or disagree	Tend to Disagree	Strongly Disagree	Don't know
<b>Proposal 1</b>	17%	14%	7%	15%	46%	1%

<b>Proposal 2</b>	14%	17.5%	8%	17.5%	42%	1%
<b>Proposal 3</b>	4.5%	8.5%	6%	17%	63%	1%
<b>Proposal 4</b>	11%	13%	6%	13%	56%	1%
<b>Proposal 5</b>	5%	6%	4%	13%	71%	1%
<b>Proposal 6</b>	7%	7%	4.5%	10.5%	70%	1%
<b>Proposal 7</b>	5.5%	3%	3%	9%	79%	0.5%
<b>Current Collections</b>	46%	20%	11%	9.5%	12.5%	1%

LBE's social media accounts (Facebook and Twitter) were active during the entire consultation period. The accounts encouraged people to complete the online consultation, but we also monitored and considered all interactions. However, these interactions were very small in number compared to the overall online consultation figures.

### Appendix 3 - Public Consultation on Waste Service Collections Marketing Campaign

Week 1 29 Oct – 4 Nov	Week 2 5 – 11 Nov	Week 3 12 – 18 Nov	Week 4 19 – 25 Nov	Week 5 26 Nov – 2 Dec	Week 6 3 – 9 Dec	Week 7 10 – 16 Dec	Week 8 17 – 23 Dec	Week 9 24 – 30 Dec	Week 10 31 Dec – 6 Jan
Social media FB x 2 TW x1	Social media TW x1	Social media FB x1 TWx1	Social media FBx1	Social media FB x1 TWx2	Social media FBx1	Social media FBx1 TWx1	Social media FBx1 TWx2	Social media FBx1	Social media FBx3 TWx2
Internal screens	Internal screens	Internal screens	Internal screens	Internal screens	Internal screens	Internal screens	Internal screens	Internal screens	Internal screens
Posters in libraries and Council buildings	Posters in libraries and Council buildings	Posters in libraries and Council buildings	Posters in libraries and Council buildings	Posters in libraries and Council buildings	Posters in libraries and Council buildings	Posters in libraries and Council buildings	Posters in libraries and Council buildings	Posters in libraries and Council buildings	Posters in libraries and Council buildings
Letter and poster to VCS groups							BSL sign language sessions 19 <sup>th</sup> and 22 <sup>nd</sup> Dec		BSL sign language session 3 <sup>rd</sup> Jan
Love Your Door Step (LYDS) Facebook	LYDS newsletter			LYDS Newsletter and Social media posts	Loving Local Enfield FB		LYDS Newsletter and Social media posts		LYDS Newsletter Loving Local Enfield FB
Hardcopies sent to 4 hub libraries / Civic / John Wilkes House	Hardcopies in 4 hub libraries / Civic / John Wilkes House	Hardcopies in 4 hub libraries / Civic / John Wilkes House	Hardcopies in 4 hub libraries / Civic / John Wilkes House	Hardcopies in 4 hub libraries / Civic / John Wilkes House	Hardcopies in 4 hub libraries / Civic / John Wilkes House	Hardcopies in 4 hub libraries / Civic / John Wilkes House	Hardcopies in 4 hub libraries / Civic / John Wilkes House	Hardcopies in 4 hub libraries / Civic / John Wilkes House	Hardcopies in 4 hub libraries / Civic / John Wilkes House
	Council E- newsletter – Have your say			Council E- newsletter – News from the Council	Council E- newsletter and Banner ad in jobs/training	Banner ad in things to do places to go e- newsletter	Banner ad in Health & Wellbeing e- newsletter		
	Digital campaign – borough wide				Digital campaign – targeting the east of the borough			Start of last phase digital	Digital campaign – last chance
	Ethnic Press Londra /Parikiaki / Haber live HP EN Magazine	HP – Independent Newspaper		Our Enfield published QP in Londra and Parikiaki HP Enfield		Independent Newspaper QP	Ethnic Press Londra /Parikiaki / Haber live		

				Dispatch					
	Outdoor advertising – Posters	Outdoor advertising – Posters	Outdoor advertising – Posters (final date 21st )						
					Street surveys targeted areas	Street surveys targeted areas	Street surveys targeted areas		

## Equalities Impact Assessment – Part 1 – Initial Screening

Details of Officer completing this form:					
Name:	Jayne Paterson	Job Title:	Business Development Manager	Date:	25-1-2019
Dept:	Place	Service:	Waste & Recycling Collection Services		
What change is being proposed? Provide a brief description (and title if applicable)					
<p><b>Proposed Waste Collection Service Changes</b></p> <p>The Council currently provides a collection of weekly residual waste, weekly dry recycling, a fortnightly mixed food and garden waste (with no annual subscription fee) from kerbside properties that have a wheeled bin(s). The service costs around £15.1 million per year. The Council's current recycling rate based on latest published data (2017/18) is 35.9 percent compared to 37.2 percent in 2016/17.</p> <p>To find savings and contribute to the overall savings target, Waste Services has explored alternative waste and recycling collection arrangements for kerbside properties with wheeled bin(s).</p> <p>A public consultation on the Waste Collection Service (the Consultation) ran between 29 October 2018 and 6 January 2019. The Consultation gave residents the opportunity to share their views on the 7 proposals and the option of retaining the current collection service.</p> <p>There was a good response to the Consultation with 5,602 replies compared to other Council consultations and this feedback has helped to inform the recommendation made here.</p> <p>The Consultation Marketing Campaign can be found in Appendix 3 of the main report. To summarise, we used a range of promotional activity to raise awareness of the Consultation. We monitored response rates throughout the 10-week period to identify where responses were lower than would be expected for the demographic profile and targeted resources to ensure that the Consultation was inclusive and accessible to all residents. Additional marketing for hard-to-reach residents included the use of different ethnic press to promote the Consultation; 3 British Sign Language events and street surveys carried out in EN3, N9, and N18 to increase uptake.</p> <p>The Council's evaluation criteria were contained in the Consultation documents to ensure transparency and fairness. The criteria are financial savings, conformity with the London Mayors Environment Strategy and to consultation responses.</p> <p>The financial savings provided by Proposal 7 is significantly higher than other proposals or the current collection system, and make a considerable contribution to the savings target of £18 million for 2019/20 and about £12 million further savings for the following year 2020/21. Proposal 7 supports the Mayor's Environment Strategy by providing separate food waste collections and has a projected step change in recycling to 49%.</p> <p>Proposal 7 was the least preferred amongst the respondents of the Consultation at 9% albeit with the exception of retaining the current system there was no clear majority for any of the proposals.</p> <p>Respondents identified a number of potential negative impacts, which have been considered in terms of likelihood and proportionality or mitigated by proposed actions. These are set out in the Recommendation Proposal Section of the main report.</p>					

Briefly summarise the key objectives and expected outcomes of the change and explain why it is needed

It is proposed that the Council adopts a different waste and recycling collection system for kerbside properties with a wheeled bin. The recommended proposal is:

- To collect refuse every fortnight rather than weekly (collections from the property will be made on alternate weeks)
- To collect dry recycling every fortnight rather than weekly (collections from the property will be made on the alternate weeks)
- To provide a new service of a weekly separate food waste collection
- To introduce a £65 per year charge to collect garden waste from households that opt into the scheme (additional bins per property will be charged at £65 per year)

#### **Why the change is needed**

The costs of the current collection system are projected to rise significantly whilst the Council needs to make further savings of £18 million in 2019-20, and about £12 million further savings for the following year 2020/21.

The Council will have to identify and implement savings in other services across the Council, use already limited reserves or increase Council Tax charges if savings are not made in the household waste and recycling collection service.

#### **Rationale for the Individual Potential Changes to the Waste and Recycling Service**

##### **A separate food waste service**

A separate food waste collection is set out in the requirement of the Mayor's London Environment Strategy. To provide a separate service additional costs would be expected in the region of £996k per year.

##### **Fortnightly refuse**

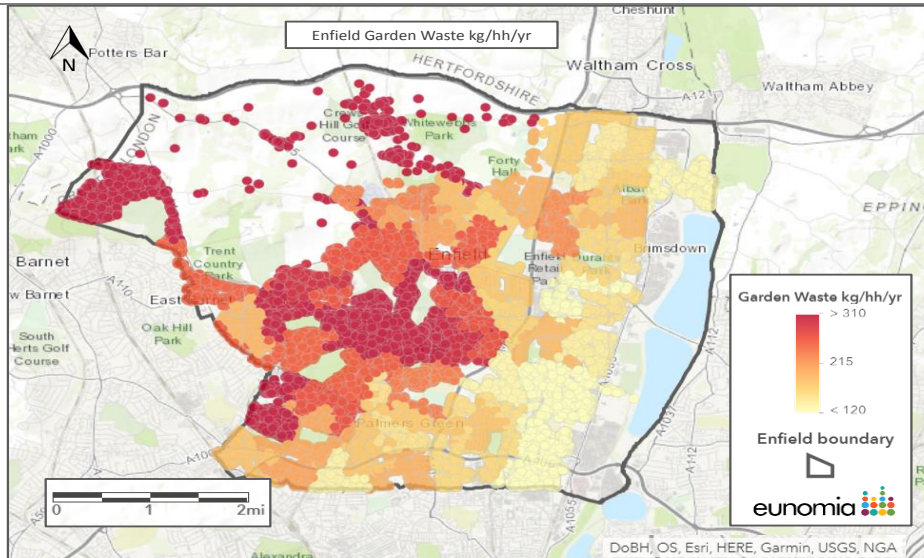
Fortnightly refuse will encourage waste minimisation and recycling by further restricting the amount of residual waste that can be thrown away per week. Other councils that have adopted a similar system have seen increasing in performance from 3% to 13%.

##### **Fortnightly dry recycling**

There is little evidence to suggest that changing from weekly to fortnightly recycling will have a significant reduction in recycling tonnage. Based on benchmarking, some of the top performing recycling authorities in the UK offer fortnightly 240 litre recycling collections. Larger or additional recycling bins can be made available, and additional recycling can be put out on collection day in clear bags.

##### **Charging for garden waste**

Charging for garden waste is a non-statutory service. It is a service that is not widely used by all residents and has varying participation in the scheme; low users and high users. Tonnage data shows that residents in the west of the Borough use the service noticeably more than residents in the east of the Borough. The heat map below shows the take up of the service across the borough.



Does the proposal?

Affect service users, employees or the wider community	✓	
Have a significant impact on how services are delivered	✓	
Plan to withdraw a service, activity or presence	✓	
Plan to introduce a new service or activity	✓	
Aim to improve access to, or the delivery of a service	✓	
Involve a significant commitment of resources	✓	
Relate to an area where there are known inequalities	✓	

**If you have answered NO to all of the questions above then the screening process is complete and you do not need to complete Part 2 – Full Equality Impact Assessment or Part 3 – Action Plan. This decision must be signed off by our Head of Service or Equality Lead below.**

Sign off by Head of Service:

Name:		Signature:		Date:	
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**Please note:** If equality issues are identified during the course of the policy, plan or practice development/review, the EqIA Initial Screening will need to be revisited. This may result in a full EqIA being required where it previously was not.

## Equalities Impact Assessment – Part 2 – Full Assessment

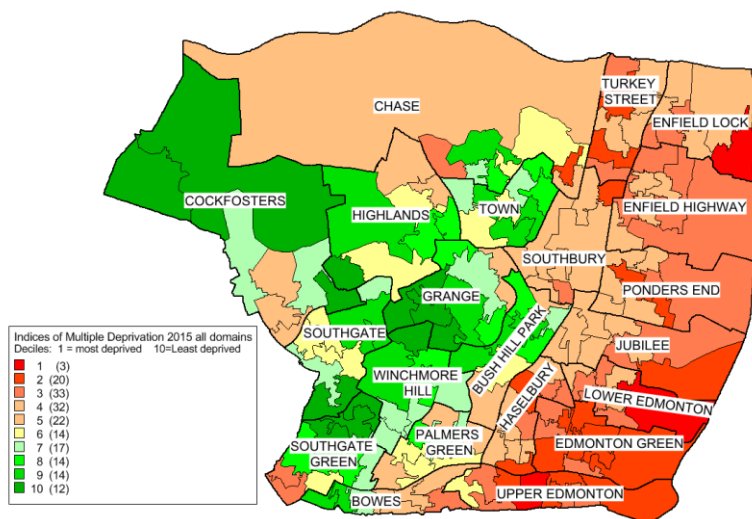
### Does the service carry out equalities monitoring? If No, please state why?

The Council does not collect equalities monitoring information from residents using waste and recycling collection service, as this a universal service provided to all households in Enfield and requests for special assistance can be made.

Data is collected through resident satisfaction surveys, but this is dependent on who responds. The Council's borough profile as summarised below gives an overview of the demographic profile for residents and shows an aging and ethnically diverse population.

Enfield is characterised by significant inequalities between the affluent west of the Borough and the deprived east, separated by the A10, which represents both a physical and social boundary between communities, where outcomes for several domains are worse for people living in the east of the Borough. East Enfield is made up of 10 wards either wholly or partially to the east of the A10 (Edmonton Green, Lower Edmonton, Jubilee, Haselbury, Ponders End, Turkey Street, Enfield Lock and Enfield Highway; Upper Edmonton; and Southbury).

East Enfield has the 10 most deprived wards in the Borough and are among the 20% most deprived wards in England (2015 Indices of Multiple Deprivation).



Household income in nine of the 10 wards are below the UK median household income (the exception being Southbury). (Based on data from CACI, 2018)

Life expectancy for men in east Enfield is 7.3 years lower than life expectancy for men in the west and 8.5 years lower for women (life expectancy at birth, ONS 2009-2013)

More adults claim out of work benefits in east Enfield compared to the west of the borough. Every ward in east Enfield is above the Enfield average of 2.5% and the GB average of 2.1% (ONS Claimant Count July 2018)





Option	Description	Age	Gender	Disability	Race	Religion or belief	Sexual orientation	gender reassignment	Pregnancy and maternity	Civic partnership	Socio-economic
Option 7	Fortnightly refuse Fortnightly dry recycling Weekly separate food Fortnightly charged garden (£65 pa)	No	No	No	No	No	No	No	No	No	Yes

Change	Comments
Introduction of an optional garden waste collection service at a cost of £65.00 per annum. A second bin is available for an additional £65 per year	<p>The change from a free fortnightly collection of mixed food and garden waste to a charged system for fortnightly garden waste collections may have a disproportionate impact on low income households with a need for the service regardless of where they live.</p> <p>The Council proposes to mitigate the negative impact on low income households by providing 'give back' offers. These include providing home compost bins to residents adversely affected or people with a need for minimal garden recycling services. The Council will provide these for free. The Council proposes to trial for one-year additional garden collection points which will be made available in Spring and Autumn at selected parks across the borough. and to trial collecting limited amounts of leaf fall directly from properties in Autumn. It is also reviewing the possibility for providing walk-in access to the Reuse and Recycling Centre. Christmas tree collections will also remain.</p>
Potential introduction of a separate weekly food recycling service	<p>The introduction of a weekly food recycling will not have a negative impact on different equality groups. All households will be given food caddies and caddy liners for a period of one year. Providing liners after this period will be reviewed.</p> <p>We need to ensure any changes around a new service is widely communicated. A communications strategy will be developed that is visual and uses simple language to ensure language is not a barrier, and targeted media channels and engagement is used to reach hard to reach groups. During marketing of the Consultation, it was highlighted that better ways to communicate with visually impaired and deaf persons should be considered. It is proposed that as part of any main communication campaigns video material, audio and British Sign Language sessions will be included.</p> <p>An annual budget of £100,000 has been proposed to support the new service, along with additional permanent staff (2 recycling officers and 2 enforcement officers) that will facilitate delivery of the messages. It is also proposed that a mobilisation communication budget of £120,000 and additional staffing resource is made available during the rollout of the changes. This will ensure all residents have access to information regarding the proposed changes.</p>

3	<p>Potential move to fortnightly residual and / or dry recycling collections</p>	<p>The change to fortnightly residual and recycling collections may have a differential impact on some equality groups, for instance older people or people with a disability who may have difficulty with heavier bins because of an increase in their contents.</p> <p>Introducing a separate food waste collection in small 23 litre food caddies means that food waste can be easily separated from the residual waste and will be collected weekly. This means the main heavy element of residual waste will be removed from the residual bin.</p> <p>The current policy of assisted collection will also mitigate any impact and we will promote this in the 'change' communication campaign to make sure that residents are aware of this service.</p> <p>Residents with visual impairments may have difficulty identifying the different types of bins. In the past wheeled bins with notches in the lid have been provided; depending on the number of notches will indicate which bin it is. This could be available if the need arises.</p> <p>The change to fortnightly collection of residual waste is likely to have an impact on larger families, families with two or more children using disposable nappies and people with disabilities or health issues such as those using absorbent hygiene products creating higher than average volumes of residual waste. Current policy provides for additional capacity for larger families or those with two children in nappies. It is proposed that the current policy is extended to those households with a disability or health issues e.g. Absorbent Hygiene Products. Each household will be assessed on its own merit, as per existing arrangements. It is proposed that any bigger bin request under the larger bin policy during that service change rollout would be free of charge. This will therefore mitigate against any impact a less frequent collection may have on these households.</p> <p>Research suggests that BME groups are less likely to recycle and therefore benefit less from the enhanced recycling service. <a href="http://www.wrap.org.uk/search-results#stq=BME+&amp;stp=1">http://www.wrap.org.uk/search-results#stq=BME+&amp;stp=1</a>. The communications campaign will consider ways to engage with BME groups to encourage greater recycling.</p>
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### Equalities Impact Assessment – Part 3 – Action Plan

<b>Title of decision/proposal:</b>	Waste Service Re-modelling		
<b>Team:</b>	Waste and Recycling Service	<b>Department:</b>	Environment and Operations (Place)
<b>Service manager:</b>	Jon Sharkey		

Identified Issue	Action Required	Lead Officer	Timescale/ By When	Costs	Review Date / Comments
Socio-economic impact on some groups	Develop and implement 'give back' offers	Debbie Campbell			
Access to information about the service changes	Ensure communication campaigns meet the needs of all residents	Michelle Larche			
Promotion of current policy for assisted collection and additional capacity	Include areas highlighted in the EIA into the communication campaigns	Michelle Larche			

Please insert additional rows above if required

<b>Date to be Reviewed:</b>	This EQIA will be reviewed following consultation on the proposed changes. It will then be included in the programme of retrospective EQIAs to ensure that the service continues to meet the needs of all residents in the Borough.
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#### Approval by Head of Service

<b>Name:</b>		<b>Signature:</b>	
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On completion this form should be emailed to [joanne.stacey@enfield.gov.uk](mailto:joanne.stacey@enfield.gov.uk) and be appended to any decision report that follows.



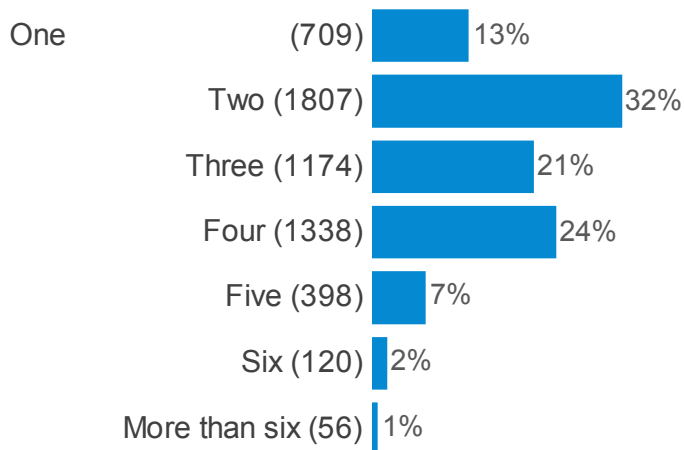
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This report was generated on 07/01/19. Overall 5602 respondents completed this questionnaire.

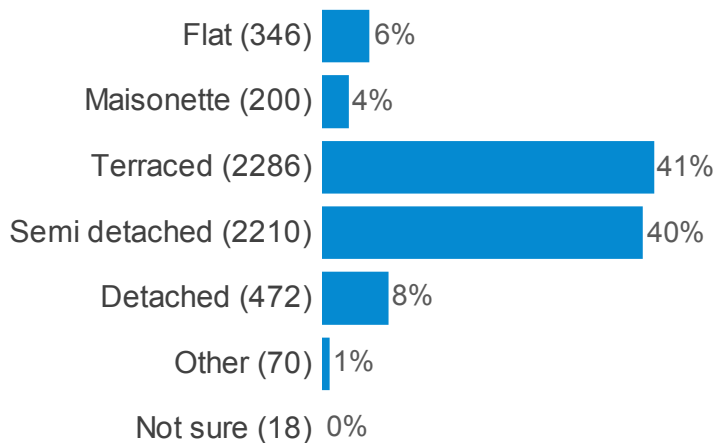
The report has been filtered to show the responses for 'All Respondents'.

The following charts are restricted to the top 12 codes. Lists are restricted to the most recent 100 rows.

How many people live in your household?



How would you describe the property you live in?



**If 'Other', please specify**

---

Town House

---

end of terrace

---

semi detached bungalow

---

End or Terrace

---

End of terrace

---

Listed Property

---

**If 'Other', please specify**

---

Bungalow

---

Town house

---

End of terrace

---

not sure what that has to do with bins

---

End of Terrace

---

End of terrace

---

End of terrace

---

End of terrace of three houses.

---

End of terrace

---

Detached

---

End of Terrace

---

end terrace

---

Block of flats

---

Bungalow

---

End of terrace

---

End of terrace

---

End terrace

---

terraced bungalow

---

End of terrace

---

End of terrace

---

EOT

---

End of terrace

---

Bungalow

---

Bungalow Detached

---

end terrace

---

Bungalow

---

End of terrace

---

End of Terrace

---

3 adults 4 kids

---

End of terrace

---

Ground Floor flat (2 people - us) - first floor flat (2 people) - we share the 3 bins

---

end of terrace

---

End terrace

---

end terraced

---

End of terrace

---

end of terrace

---

End of terrace

---

End of terrace

---

HMO

---

Ground floor flat semi detached two entrancesp

---

end terrace

---



**If 'Other', please specify**

---

end of terrace

---

Bungalow

---

Town house

---

Sheltered accommodation

---

Sheltered accommodation

---

End of terraced

---

End of terrace

---

End of terrace

---

Self contained garden flat

---

Bungalow

---

Sheltered accommodation

---

Building of 14 flats

---

End of terrace

---

Linked detached

---

bungalow

---

End of terrace

---

Link detached

---

End of terrace

---

End of terrace

---

End of terrace

---

End of terrace

---

terraced house converted to 2 flats

---

end of terrace

---

End of terrace

---

Converted terraced

---

End of terraced

---

Semi detached flat

---

End of terrace house

---

End of terrace

---

End of terrace

---

house

---

It's a house with 5 studio flats

---

Detached

---

End of terrace

---

End of terrace

---

End of terrace

---

End of terrace

---

Converted Pub

---

Mobile home

---

bungalow

---

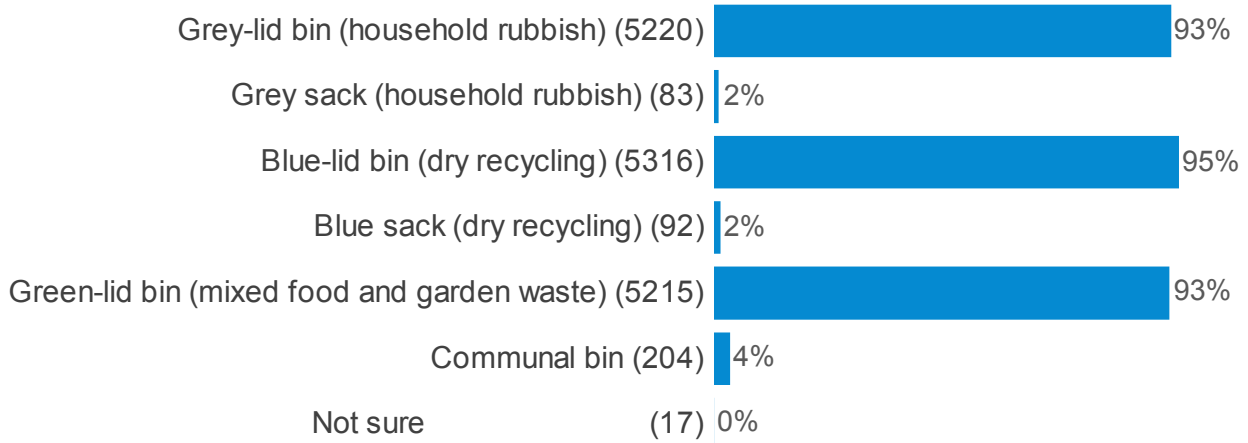
Bungalow

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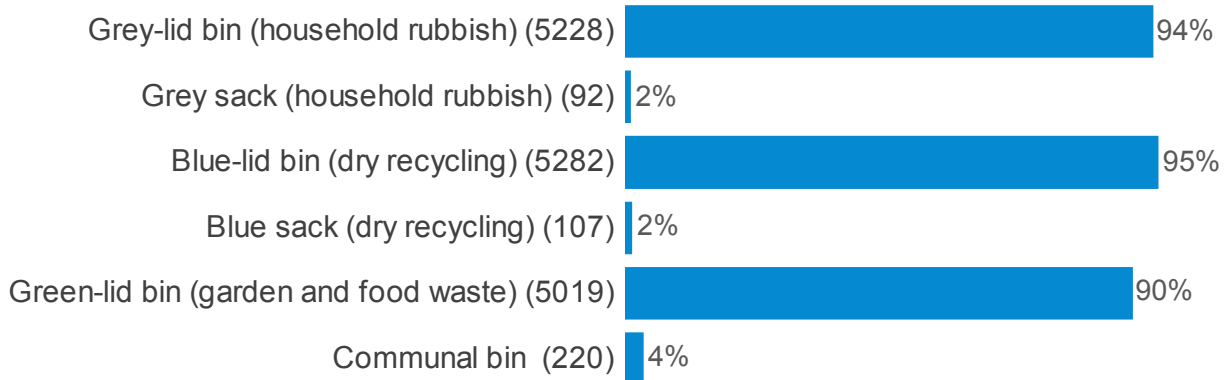
**If 'Other', please specify**

- House of multi occupation
- Detatched
- End of terrace
- End terrace
- Send of terrace
- Yes

**Which of the following do you have?** *Please select all those that apply*



**Which of the following do you use?** *Please select all those that apply*



**Do you have a larger grey-lid bin for your household rubbish?**



## Please tell us why you have a larger grey-lid bin than the standard

We are a large household and have weekly big family dinners for 25 people.

My parents are disabled and therefore generate a lot of waste

This is what we were given

this was what we were supplied

No idea - it was here when I moved in

We are a family of 5 with 2 children in nappies

ALL of our bins are the same size, we need the large bin.

communal bin

Family size

It is what Enfield Council delivered

Not sure

It was provided by the council

Always been there

Always had one

Flat

It's always been there

Always been there

Already there

Because we are a large family and one of which is a toddler in nappies

5 people live in property/ child nappies

6 people at property

Flats

Communal property

Requested one

It fills up.

Many people living at property

We have a lot of rubbish

We had a choice to select when the collections started

There are 5 of us in the household.

Don't know why

Don't know

Don't know, large house?

Requested it as husband being terminally ill

Don't know

5 people in the household

That's what was delivered when bins were introduced as more people were in the household at that time.

It was given to us automatically

Because that is what the L.A issued us

Because I need it

Too much rubbish

## Please tell us why you have a larger grey-lid bin than the standard

it's the one we originally issued when wheeled bins replaced rubbish sacks

Have a big family

Lots of nappies, large family

big family

2 under 3-lots of nappies/always had it

Nappies

It was here when we moved into the property.

Large amount of family

we found that the little one was not big enough for our weekly rubbish

We were given a larger bin when my husband became bed bound.

It came with the property when we bought it.

incontinence

Larger household

Because we are a family of 5

We have 5 family members, 1 in nappies and 1 disabled adult who wears night time enuresis pads.

it is shared between three flats

Household of 6, disabled child using incontinence pads

2 toddlers. Household of 7

Because there are four of us and the smaller one would get filled up and does despite recycling

Not enough rubbish is recyclable

It came with the flat (it's owned by a family of 5 who lived there before is)

Young child and 5 individuals

Due to there being 5 people and a dog in our house

Size of family, children in nappies

3 children

Young child

Because there is 5 of us

3 children, 2 in nappies we paid extra for the bin

3 Children in Nappies

As it is shared between four flats

I have a lot of rubbish I'm unable to recycle given I have a baby

Amount of people

2 children in nappies (eldest is disabled & tube fed so lots of waste associated.)

Large family

Family was bigger then

Are there are 6 people in our household. We full completely our recycling, recycle food and garden waste and try to cut back on rubbish

Amount of people and waste used weekly

we need one

Excess medical waste related products and 5/6 people in my household

Because we do!!!

## Please tell us why you have a larger grey-lid bin than the standard

Because I have a big family and have a lot of household rubbish

Because until recently there was five adults in the property who created a lot of rubbish

Because the council allocated it to my householder when they first started the recycling scheme.

For the amount of people living at our address

More than 6 people  
as supplied

The smaller bi was too small!

The small one was to small for the amount ofnpeople

Family of 5 when bin issued

There are 6 people living here from the age of 16 me my husband and our 4 children

Standard general waste wheeled bin provided by the council

To accommodate the amount of rubbish we have

5 adults & 3 children living in property, so more rubbish is generated.

Because 5 of us live in the house plus we have a lot of visitors and need the larger sized bin it is always full

I have many waist.

We are a.family of 5

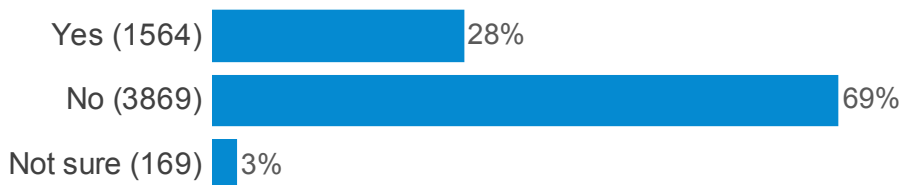
Because I have smaller children for nappies and we are a family of 5.

Because we leave in a three bedroom house with 4 people. I think that reflects the amount of council tax we pay and banding

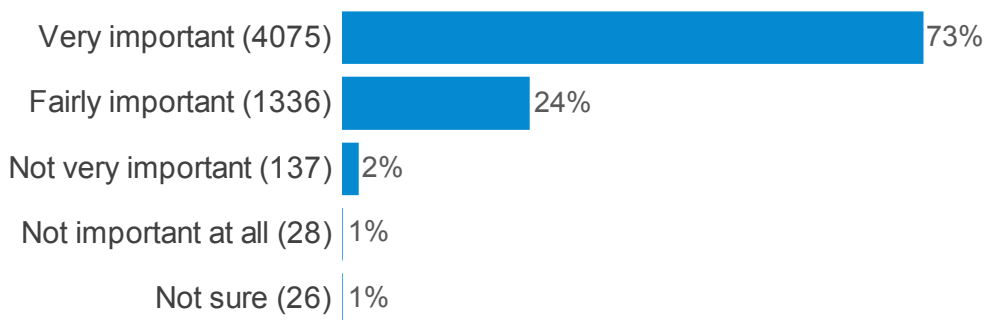
My husband is disabled and incontinent and so I need a larger waste bin

We have the larger grey-lid bin as issued by Enfield Council!

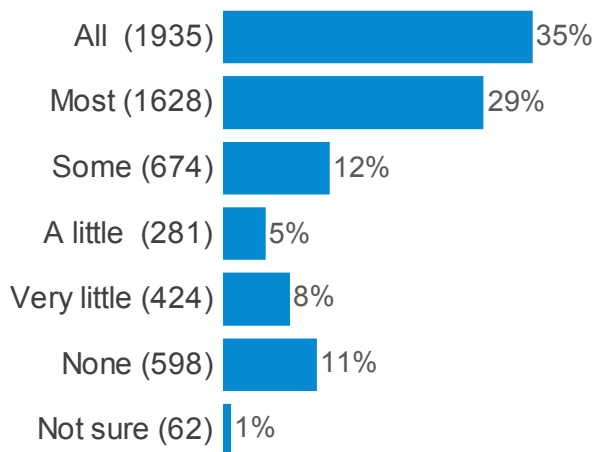
## Do you use a compost bin?



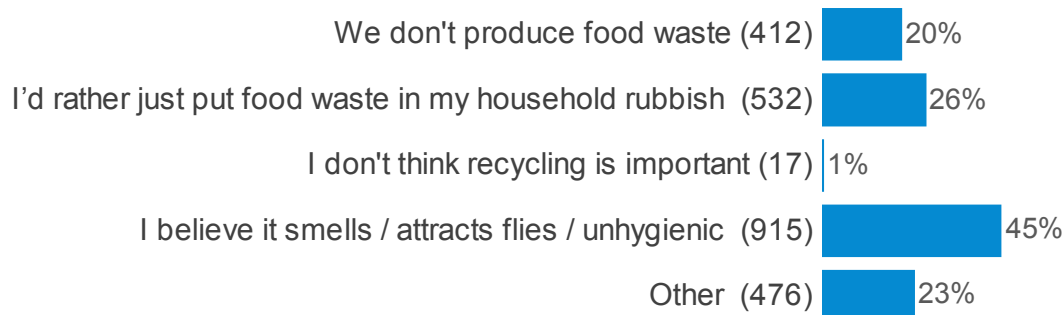
## How important is recycling to you?



## How much of your food waste do you recycle?



## Please tell us why you do not recycle most of your food waste? *Please select all those that apply*



## If 'Other', please specify

We don't have a food waste collection for our flats

Most kitchen waste I take to compost on my allotment all year round but not meat, sometimes it goes in green waste or sometime in hot weather I wrap it and put it in the general waste because I dont want it standing for two weeks getting smelly and attracting vermin and flies. My neighbours bin gets disgusting, which lives on my drive, they never clean it.

Since collections wen5 t fortnightly we out most of the food waste in the main rubbish because it smells. You have stopped us recycling food waste because you reduced the collection.

I have got out of the habit of using the compost bin

No facilities to recycle

Bin men don't always take it, then it smells etc

no facility

We have chickens that eat our leftovers and a compost heap

We did recycle our food but on many occasions it was not picked up by the refuse people which led to flys and bad smells and so we had the bin removed.

We put vegetable matter on our garden compost heap. But things like waste meat and bread we do not recycle.

No food waste bins on the development so no option but to dispose of it in the household waste bin.

**If 'Other', please specify**

We don't have much food waste. We put most food waste in the green bin but only meat related food waste if we know the green bin is going to be collected that week.

Lots given to our dog

I don't have a food waste bin

Sink disposal unit

no space for bin, some food recycled

There are so many limitations on what can be recycled that when in doubt it goes in the main household rubbish. Other European countries have a very clear cut code to follow on how the waste is sorted, I find it unfathomable that this cant be achieved here.

I don't have wasted food We eat/use over 95% of what we buy at least

Unclear where I can put it

Not sure of the best way to wrap food up when putting in the green lidded bin and do I dispose of it everyday (effort to go outside everytime to dispose of food) or store the food in my house bin till collection day (no container for that)

our food waste is only collected fortnightly and we feel it's unhygenic to have it rotting in the garden waste bin for 2 weeks

We don't produce much and most goes in the green bin

Give us a bin to recycle into and I will.

The little waste we have is generally left in our garden for the birds.

Since reduction to fortnightly collection it is not practical to put food waste in the green bin, particularly in the summer, due to issues with rotting food. Weekly food collection is essential in order for this to be a practicable option.

Council took away the communal food waste bin!

We don't have a collection for food waste

We dont have a food bin

The food waste collecting takes a long time. The food waste is not enough to go in the big bin. It smells when left in the kitchen, and when. Left outside in the small. Bin, it attracts foxes who. Make a lot of mess.

We have waste disposal. If we have large volume or large items (large bones) we put them in the recycling bin but during the summer the smell and flies are an issue

I asked for a kitchen caddy for my food waste but never received one.

We have an insinkerator that grinds up food waste in the kitchen sink. Most food waste can go into it but any that can't, goes into the green bin.

We have 3 huge metal communal bins. Our flats have very small kitchensso no room for recycling bins.

The green waste bin is only emptied fortnightly and so smells. I have previously placed food waste in comlistse bags and it was refused. Therefore if food is out loose in bin it attracts maggots and flies. This was awful last year and we had to totally disinfect the bins.

Despite our requests, we have not been given the recycling bin in order to recycle our food and garden waste.

I dont have any means to recycle my food waste

No green bin

Not collected often enough always attract flies and maggots in summer

We have a mascerator

**If 'Other', please specify**

We have minimal food waste and use some on the garden e.g. banana skins, egg shells, coffee grounds

Do not have the facility to recycle it

I have not got a food waste bin and not sure to put in garden waste bin as not sure when they collect this bin and thus bin would smell bad if not collect I will look into getting kitchen waste bin

Small scraps go down our waste disposal.

When I moved house, there was no green bin at the new address and I can't afford to spend £50 on a bin, while I'm in debt!!!!

Because I'm not sure if bones can go in there

Because the last person filled the bin with rubbish and the bin men wont take it away

Compost it all

i put a lot of it on the compost heap

This is not an option

Mostly composted

As we have an issue in regards to cross contamination some foods that degrade quicker go in our general waste or if our little green bin is full

I do not produce food waste on a daily basis

There are no suitable communal bins supplied by the council. And would be worried for such a large bin attracting flies Etc

The dog eats suitable left overs

The volume generated was quite low and the biodegradable sacks split so I got disillusioned. I mean to try again though.

Green bin only gets collected fortnightly. Unhygienic to leave food for that long.

There is no facility at the flat since I understand that the council took away the recycling bins and green bins due to constant contamination. If there was the opportunity to recycle then I would recycle as much as I could.

We cannot purchase the biodegradable plastic bags that make putting the food into a two weekly collection bin practical. We used to put out the little green hopper bins, but the bin men kept taking them away.

We have a sinkerator so put it down the sink.

I have a compost bin in the garden

Need the small food waste caddy as supplied by Camden and Islington councils. These are compact and can be kept in kitchen then put out on collection day.

Not collected frequently enough so is a real mess in the bins

I don't have a lot of food waste on my own. The small food waste in indoors smells by the time it's full. I recycle food when sister comes to stay. I use for leaves in the winter and garden waste in the summer.

it goes in the green bin but its not collected in winter

Most goes in my compost bin only limited cooked food goes into green bin

Plus living in flats you can't trust the other residents

I have a waste disposal unit that I use for food waste

we have a waste disposal unit that all food goes into

Not sure what is allowed to go in because there are so many rules

Difficult in a flat to keep multiple bins inside



**If 'Other', please specify**

We do not have facilities to recycle food waste

Need further advice on what is involved.

There is no bin provided for the food waste before we have it and they removed it and seems nobody is collecting them.

We do put some food down the waste disposal

I don't have food rubbish bin

The flats do not have bins for that..They were removed because they became a food source for rats and many fly's!

Don't have food waste bin

Council refused to provide bins to recycle food waste despite asking when I moved into property in 2015!!

We don't have a food waste bin

No means to recycle

We haven't been given a green bin for our food waste.

Because in the last waste collection the only 2 options were to leave your green recycling for 2 weeks to rot and stink, or to be charged for weekly collections.

I have a waste disposal unit

I don't have a food waste bin

In the summer months, the fortnightly collection means that food waste is hanging around which can attract flies/maggots and creates bad odours. In the winter, I produce much less garden waste and therefore it would take a long time to fill the bin with food waste....and food in bins for a prolonged period could attract foxes.

Because the bin was reduced to fortnight collection

Don't have a food waste bin

Do not produce enough food waste to justify the size and space of green food recycling bin when offered

When someone helped me with my garden I told them to put only grass and branches in there but they filled it with dirt and other stuff so it wasn't collected obviously so until I can get someone to sort it I put my food in household bin

They don't collect and it starts to smell

Hard to keep food waste in flat with 2 weekly collection. Sometimes put raw peelings etc in with neighbours green bin (with their permission) or dispose of food waste in household rubbish.

No facility to recycle in my block

We have a waste disposal unit.

When the Green Bins were collected weekly, we used to recycle food waste all the time. Due to the Council's move to fortnightly collections we have experienced maggots on a number of occasions, so now limit what food waste we recycle.

We would recycle almost all our food waste if you provided compostable food bags to put our waste in, as we used to have when we lived in Tower Hamlets. Currently we would have to wrap everything in newspaper before putting it in the bin. Otherwise the food waste will stick to the inside of the bin and rot and attract flies.

we eat what we cook

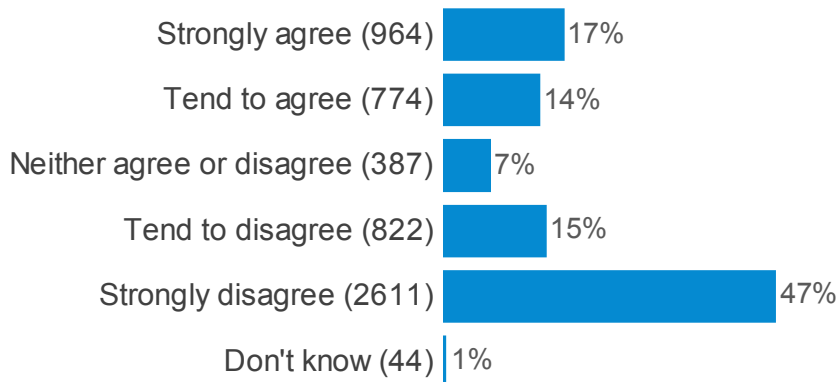
It is unhygienic (and attracts flies in summer) to put food waste in green lid bins that are only collected fortnightly (not weekly; we used to recycle more when weekly collection). The large green lidded bins are difficult to clean out. We tend to recycle more food waste when we remember to purchase biodegradable green sacks for the food waste, which are then put into the green bin. We

### If 'Other', please specify

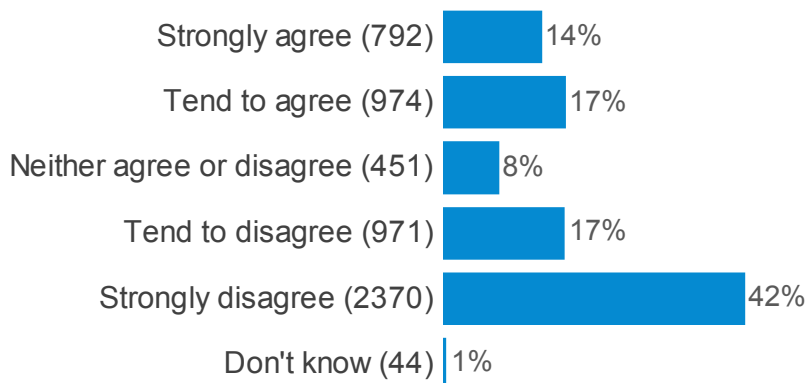
Unclear how to. Also food and garden waste only collected fortnightly-risk of infestation/smell etc  
the bin is simply insufficient to use on a day to day basis

Communal Food recycling bin was taken away, due to the smell that carried from the bin waste room  
to the communal areas in the building (outside the lifts, etc)

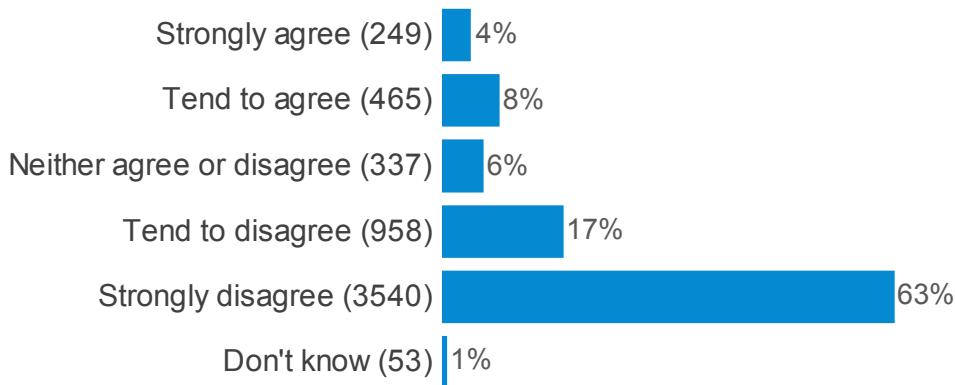
To what extent do you agree or disagree that the Council should adopt proposal 1? **Please select one response**



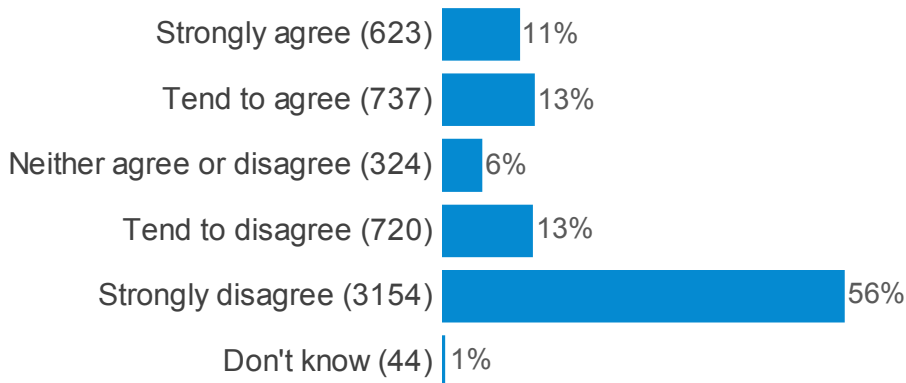
To what extent do you agree or disagree that the Council should adopt proposal 2? **Please select one response**



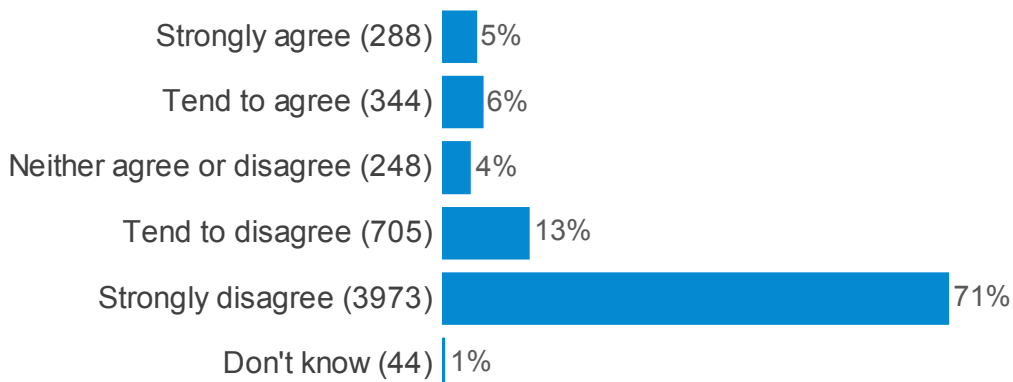
To what extent do you agree or disagree that the Council should adopt proposal 3? **Please select one response** (To what extent do you agree with proposal 2? **Please selec...**)



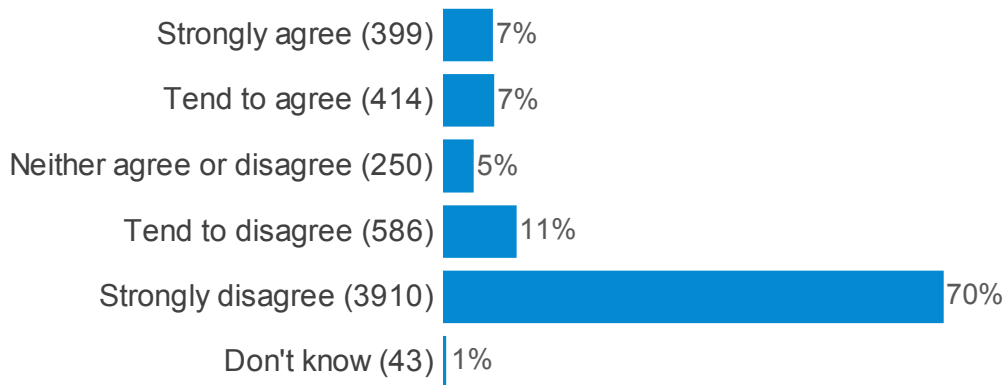
To what extent do you agree or disagree that the Council should adopt proposal 4? **Please select one response** (To what extent do you agree with proposal 2? **Please selec...**)



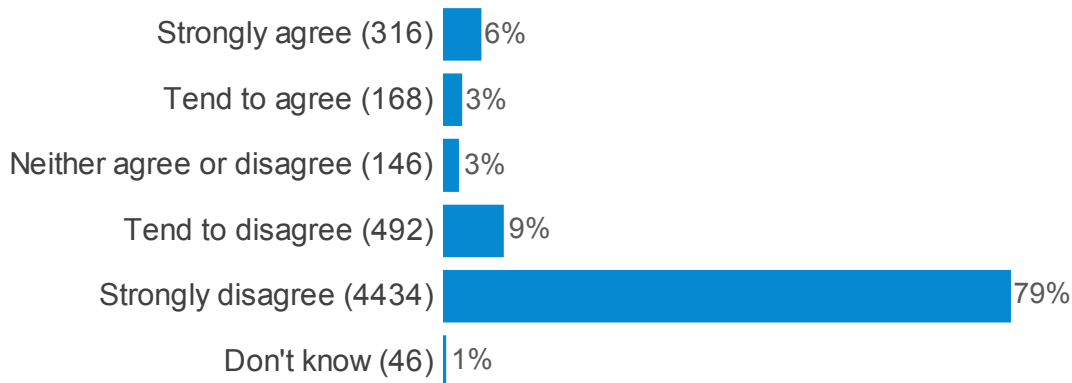
To what extent do you agree or disagree that the Council should adopt proposal 5? **Please select one response** (To what extent do you agree with proposal 2? **Please selec...**)



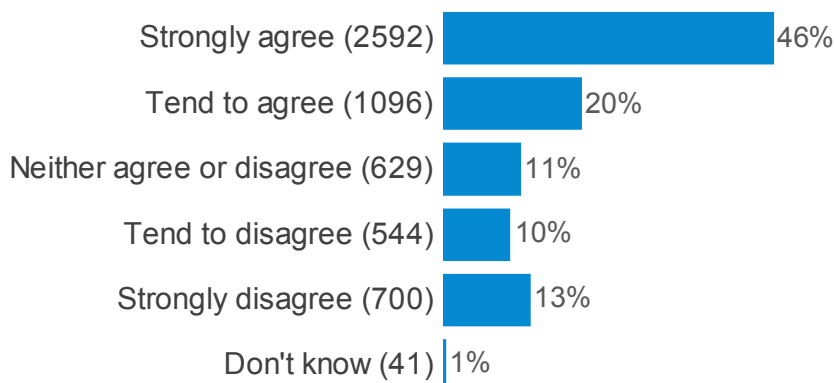
To what extent do you agree or disagree that the Council should adopt proposal 6? **Please select one response** (To what extent do you agree with proposal 2? **Please selec...**)



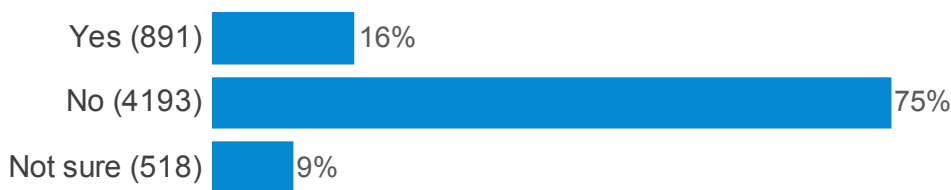
To what extent do you agree or disagree that the Council should adopt proposal 7? **Please select one response** (To what extent do you agree with proposal 2? **Please selec...**)



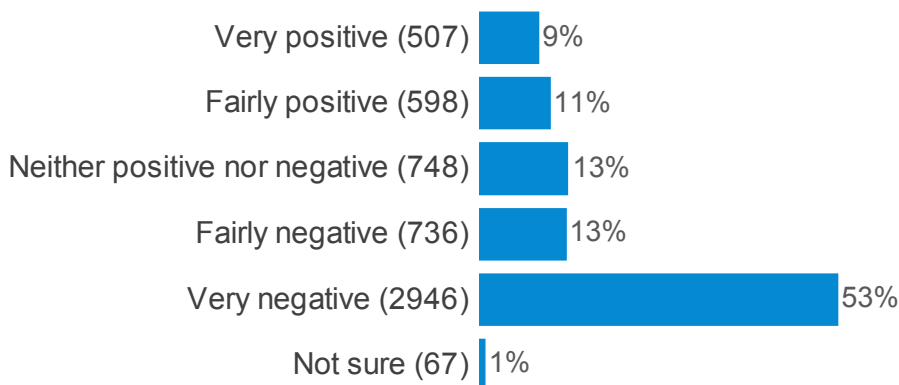
To what extent do you agree or disagree that the Council should not change the way we currently collect household rubbish and recycling? **Please select one response** (To what extent do you agree with proposal 2? **Please selec...**)



## Do you think it is reasonable to charge for garden waste collections?



## Fornightly collection for household rubbish (Grey-lid bin) (18a) Fortnightly collection for household rubbish (Grey-lid bin) )



Please tell us how you think FORTNIGHTLY COLLECTION FOR HOUSEHOLD RUBBISH (Grey-lid bin) will have a negative impact on your household? *Please use the space below* (Please tell us how you think FORTNIGHTLY COLLECTION FOR H...)

Our bin is already too small for rubbish and if you go to fortnightly people will end up dumping it....therefore fly tipping will get worse

House waste will be stored as it won't be taken away. Causing rats and infestation

It's most needed

The rubbish would build up and the area would smell. Each weekly collection is just about right.

Its very difficult to store in small space. Weekly collection of household waste is an essential service. I think the idea that people will recycle more if you reduce refuse collections is wrong. It simply increases fly tipping which has greatly increased around my home. If you disrupt an essential service used by all council tax payers you damage the good will for other difficult spending decisions.

There is no need for the council to change current policy as new policy will encourage some residents to dispose of rubbish on our streets therefore destroying the beauty of our surroundings. In addition, the council has cut most services for schools, policing, libraries etc whilst more new buildings (Caterhatch development) bringing in more revenue for the council. More people moving into the borough means more of the service needed. I cannot see how this proposal will help achieve The Mayor's Environment strategy. National policy is needed to achieve our environmental target. I temporarily moved to Cuffley during the summer and the whole place stunk because of 2 weeks collection cycles.

Too much rubbish builds up and it gives more opportunity for foxes to get to it.

In the summer it will cause smells, attracting rodents and foxes plus fly problem

I already fill my bin every week so unless you're going to provide an extra bin, my waste won't fit potentially causing a pest problem- rats

Please tell us how you think FORTNIGHTLY COLLECTION FOR HOUSEHOLD RUBBISH (Grey-lid bin) will have a negative impact on your household? *Please use the space below*  
**(Please tell us how you think FORTNIGHTLY COLLECTION FOR H...)**

If people cannot get rid of their rubbish some will fly tip. Edmonton is already bad. About time you started to look after it.

The smell of the bin in the summer, south facing front of house so bin in the sun will end up stinking after two weeks. Potentially confusion over which week the bin is emptied could result in bin not being emptied for a month!

Not my household directly but the local environment will have even more rubbish dumped on the streets, by people who don't know or don't care about recycling. Local planning has allowed homes to extend and grow, and the council have failed to follow up on whether these expansions are paying their fair share of council tax, maybe you should be looking at the failure to collect tax as your first port of call, and look at any possible cost saving once EVERYONE is PAYING their FAIR SHARE.

Not clean to store any kind of rubbish, youd also have more money if you didnt waste it on cycle lanes that no one uses!

Would double the amount of rubbish to be collected

Household rubbish if left to fester will cause unpleasant smells.

Build up of rubbish, poor hygiene, smell, maggots in summer. Businesses emerging that will charge for collection.

The bins can contain baby nappies and incontinence pads and nappies. These would smell if left for a fortnight.

We fill the bins within a couple of days so heavily rely on the weekly collection.

More chance of fly-tipping

The bin currently only holds 2 bags of household rubbish and we produce more than this even though we recycle. We would need to visit the amenity centre on a regular basis to avoid build-up.

I am likely to have to store rubbish outside of bin. There is likely to be more mess on streets, foxes and vermin

Family with children, bin gets filled quickly. Fortnightly is disgusting and unhygienic. Bin will be overflowing and the bin is too small as it is.

I would have agreed with the above however I have the small bin and it costs us householders to pay for an exchange to a bigger bin, the council should consider how many people are in a household and what their needs are in regards to the size of a bin before attempting to change how often the rubbish is collected. I have over six people living in my household and this would make an awful amount of issues leading to pests if bins are full and I have nowhere to put my rubbish.

Our current small grey lid bin is full every week, so we would need a bigger bin, or you would need to recycle more, or we would have to go to the recycling centre which is not close as you closed our nearest one in Carterhatch Lane.

I have a busy household, we separate our rubbish accordingly yet the black bin will not last two weeks, the blue and green bin are fine fortnightly but I strongly disagree with the black bin NOT being emptied weekly. You will find people will begin to fly tip and cause a far worse problem than we currently have.

Fortnightly collections will be not suitable because the rubbish bins are not big enough to accommodate fortnight rubbish.

The smell in Summer

I think that if the rubbish is not collected weekly people will be dumping bags of rubbish on the streets, it already happens around Edmonton now, some people do it regularly and sometimes I go out to the High Road and I feel like I am in a third world Country with all the rubbish and dumping of clothes and fridges and mattresses on the streets. We need the rubbish collected weekly and those who dump it regularly on our streets should be fined.

Please tell us how you think FORTNIGHTLY COLLECTION FOR HOUSEHOLD RUBBISH (Grey-lid bin) will have a negative impact on your household? *Please use the space below*  
**(Please tell us how you think FORTNIGHTLY COLLECTION FOR H...)**

We have the smallest size bin and it is always full each week. Having a bin full of household rubbish for a fortnight outside our house will attract mice, rats, and insects. Especially in the hot weather.

Too much refuse for fortnightly collection.

We live in a world of packaged goods with everything being wrapped .Households can't cope with 14days of packaging

If the decision is to move to fortnightly black bin collections, then households all need to have the larger bins provided. There is a risk that general waste may be dropped into Blue bins to get rid of the rubbish. There is also a risk of a greater surge in fly tipping.

We need weekly for our house as our black bin is always full

Bins are nt large enough and overfilled bins will lead to increase in fox and rat population

Run out of bin space at certain times of the year. where do we store such waste until next collection.? Concerns about health and hygiene.

With two children in nappies I would have insufficient space to store two weeks worth of household rubbish.

Un highgenic , and smells in steert. Heath and Safety issues.

We fill out t every week

The bin will be overflowing causing problems of smell and vermin especially in summer

Bin always full each week.

In the light of the very limited items that are accepted for recycling, this would not be enough. If the council took more positive action on recycling it might be enough.

We have way too much rubbish to be left for two weeks.. it would smell and attract vermin..

There are five of us in the household. The bin is full by the end of the week. We would have to use bin liners. This leads to mess from foxes and rats and the smell in summer from rotting food. We pay nearly £2500 a year on council tax which I think should be sufficient to keep the waste disposal as it is. Obviously I know my council tax goes to other services as well. In addition fortnightly collection of the green bin in summer is ridiculous, as we all cut our grass more often. Perhaps this should be fortnightly during the winter months.

During summer months increased smell and animal activity. Also a smaller bin for a fortnight would not hold entire waste, even when fully recycling.

i have several children who are in nappies and what with other wast products the bins would be smelly and riddled with maggots its bad enough in the summer with weekly collections and i would need a bigger bin if this was to be put in place the bins always over full as it is .

Smell and build up particularly in warm weather

Smell & build up of refuse particularly in warm weather

We have a small rubbish bin for 4 people. fortnightly collections will mean our bin will most likely be overflowing by the time it is emptied & we will have to resort to using bin bags.

If it is in areas where people don't recycle, then it will bring rats and pests.

Because our refuse bin is full every week, as are many of the other residents in our street. If you were to switch to forthnightly refuse collection there will be a exponential increase in flytipping and dumping of refuse in surrounding area.

We have a small bin and fill it weekly. I would worry about overflow and sanitation with an increase in local dumping.

We fill a bin each week. We would have overflowing rubbish bin. Not acceptable to me

Bin size to small

Please tell us how you think FORTNIGHTLY COLLECTION FOR HOUSEHOLD RUBBISH (Grey-lid bin) will have a negative impact on your household? *Please use the space below*  
**(Please tell us how you think FORTNIGHTLY COLLECTION FOR H...)**

Council failed to collect Grey Lid bin 4 weeks ago & we are still storing excess rubbish as a result of not being able to clear it to date - despite even adding to Grey Lid bin of other local residents!!! We MUST have weekly Grey Lid bin collections!

Communal bins require weekly collection - extending this to fortnightly collections would result in overflowing of rubbish and rats, which is already a problem. Fortnightly collection is not appropriate.

It attracts flies not healthy

Unhygienic, possibility of disease, increase of rodents and foxes where bins are not properly secured and increased malodour

Smell....already overflows weekly ....foxes ...summer heat ....Will be disgusting

The bin is often overflowing by the end of a week

My large grey bin is always full on a weekly basis so I would need 2 large bins if only collected on a fortnight basis

Smells, litter, fly tipping in the borough with the worst problem already. People dumping their rubbish in our bins.

Our bin would be overflowing and the bin men won't take any extra

Yes, this borough is known already for its high volume of dumped rubbish with weekly collections in place with any further reductions higher episodes of dumping

The waste will smell. Why do we pay rates then

Because I'm already recycling as much as possible and my grey bin is always full at the end of the week.

Unhygienic (see experience of some other Councils in London and nation wide). It would encourage fly-tipping by others.

It will mean bad smells In the summer and more frequent trips to the tip for us

Build up of rubbish which could lead to bags not in the bin and could encourage vermin too tear open the bags with the smell of food.

We will not be able to fit all our household rubbish for two weeks in the usual size bin. It will smell. It will attract vermin.

If household waste is left for two weeks, there is an increased likelihood of decay and increased likelihood of rodents and infestation is occurring especially in the summer months. Surely this should be guarded against by collection of waste on a weekly basis

Minor inconvenience

Rubbish would accumulate beyond the capacity of the bin leading to unpleasant environment and illegal dumping.

We do not have any space to keep keep the household we do not have any space to keep keep rubbish in our home. I don't want to keep rubbish like toilet paper is and wet wipes in our house for more than 1 week. If I put them in the bin outside for 2 weeks I'm afraid of rats multiplying in our area.

U don't have a clue

Encourage vermin and foxes and over-full bins in front gardens or streets

We would need more than 1 bin it would lead to a storage problem and increased vermin activity (especially where we live). It would almost certainly lead to an increase in fly tipping.

We produce enough waste each week to fill he bin. Also in summer, the smell from the grey bins tends to be bad, most likely due to people not putting food waste in the right bins.



Please tell us how you think FORTNIGHTLY COLLECTION FOR HOUSEHOLD RUBBISH (Grey-lid bin) will have a negative impact on your household? *Please use the space below*  
**(Please tell us how you think FORTNIGHTLY COLLECTION FOR H...)**

We have had very hot summers and there will be a lot of smell from waste sat in bins for two weeks. Some households totally fill their bins each week, so this may increase vermin and discarded waste on roads if bins are over-loaded or rubbish spills over on to the pavement. Plus foxes, will and do rip in to bags left in front and back gardens if they don't fit in the black bins provided. Many people have a large refuse bins and they are still over-filled, if they have a large family! It will cost the council more money on street cleansing!

Overflowing rubbish is a health hazard , will attract vermin, is unsightly and will smell. Public holidays may cause longer collection times. Not a practical or sensible suggestion.

The current bin are too small for a family even if doing recycling

The bin is too small to accommodate a family of five unless you supply us with a bigger bin the it should be fine

We have recycle rubbish a lot so no way fortnightly.

If food items unable to recycle due to plastic is left for two weeks in hot summer would be terrible.

For hygiene reasons and also it would be completely full if not over full over a two week period

It may not be enough for us. I don't want rubbish lingering round the house. I think it will also encourage fly tipping in the local area.

We usually have a full bin each week and we are conciencious about what we throw away and the amount of packaging we use etc..so our weekly bin useage will not be able to fit into fortnightly collections.

The grey bin is usually full week on week

It will lead to more rubbish being left on black plastic bags as the black bin will be overflowing. more Vermon, more fly tipping

We currently have a small grey-lid bin so I don't believe a fortnightly collection would be adequate. If we were provided with a larger grey-lid bin then fortnightly collection could be more easily accommodated & I would change my response to positive.

This is frankly a misguided proposal given the average household set up in London where we simply cannot store rubbish on site, safely, hygienically and in an environmentally safe way rubbish for 2 weeks. Its a struggle now with weekly collections but fortnightly simply does not work, is inappropriate on a number of levels, risks public health issues, risks increasing fly tipping and is frankly a derogation of the councils statutory duty in light of the public service requirement and the amount of tax already charged. I must also question whether this is genuinely a refuse consultation with a recycling focus given the amount of genuine recycling proposed across all proposals or simply designed to find cost saving measures and nothing else. Charging the tax payer, which the council has done through annual tax increases, for a reducing service is not the answer.

The stench of having waste hanging around for up to 2 weeks, especially in hot weather. It will lead to more people using public bins (including those in parks) to get rid of their waste

Smelling over a period of two weeks especially in summer

We have a small grey-lid bin and it is often well over half-full so would not take a second week's rubbish.

Rubbish collects very quickly within a week in our flats, if left to fortnightly this would greatly impact the building leading to vermin,& unpleasant smells in the building.

The black lid bin (not grey) will most likely start to overflow during the second week and be more smelly, unhealthy. Overflow of the household rubbish bin will likely end up in black bags, create problems with maggots and attract vermin and animal who could rip them open creating a mess.

Please tell us how you think FORTNIGHTLY COLLECTION FOR HOUSEHOLD RUBBISH (Grey-lid bin) will have a negative impact on your household? *Please use the space below* **(Please tell us how you think FORTNIGHTLY COLLECTION FOR H...)**

I say bring back the dustman with the tin dustbin who came up the drive empty your bin as many times as was needed Theresa's no overflowing rubbish back then job comedienne PROPER WAY BY PEOPLE WHO CARED

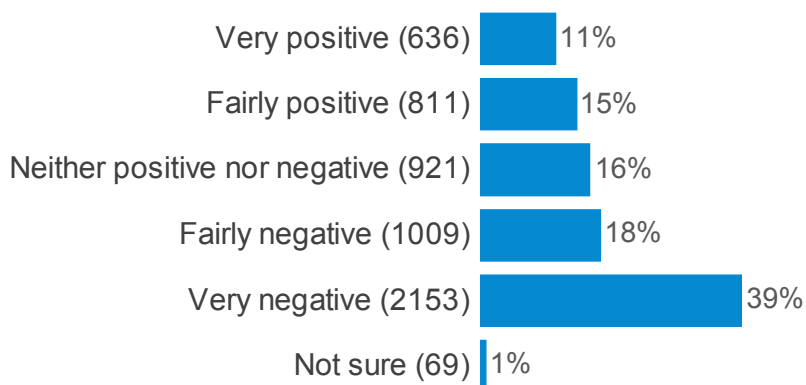
Waste is already a problem.

Our bin is small so we already find them restrictive but we can cope. The thought of having collections fortnightly would cause food to smell and would make people try and store their rubbish in places eg garages. From first hand experience I had a neighbour that wouldn't use their recycling bin, stored their rubbish in their shed until collection day and would then put it out to be collected. Our neighbourhood began to have an increase in rats, which I believe it played a part in them being around. In the summer months the smell from the bins would be heightened

My rubbish bin is always full every week and we're now expecting a baby. More waste from nappies. In the summer the bins are dull if maggots and we have a problem with foxes

Because going to be around on the street as my black bin is full every week what I am going to do with rubbish

**Fortnightly collection for dry recycling (Blue-lid bin) (18b) Fortnightly collection for dry recycling (Blue-lid bin)**



Please tell us how you think FORTNIGHTLY COLLECTION FOR DRY RECYCLING (Blue-lid bin) will have a negative impact on your household? *Please use the space below* **(Please tell us how you think FORTNIGHTLY COLLECTION FOR D...)**

Our blue recycling bin is already full most weeks so a bigger bin would be required if you move to fortnightly collection. Concerned that this will reduce the amount families recycle.

We recycle so much our bin is full after one week

Already fills up in 1 week

We currently fill our recycling bin each week- fortnightly collections will significantly reduce the amount of recycling done by households and push costs for disposal onto local residents. People will have to travel to local council recycling centres creating more unnecessary journeys that damage the environment.

I have a blue lid bin which would not accommodate 2 weeks rubbish.

If ur encouraging more recycling ....people will not have the scope and logistics in place to be able to continually do.

Everything is packaged in recycled packaging. How will we dispose of these products. More burning in gardens, which will cause pollution and fines.

Please tell us how you think FORTNIGHTLY COLLECTION FOR DRY RECYCLING (Blue-lid bin) will have a negative impact on your household? *Please use the space below* **(Please tell us how you think FORTNIGHTLY COLLECTION FOR D...)**

As a family of 5, we recycle a lot and basically if the bins are full, recycling would stop which I feel defeats the whole aspect of recycling.

We normally recycle a lot so this bin is nearly full

Its difficult to store the waste in a flat. Food containers etc that I tend to only lightly clean before recycling will start to smell if kept for 14 days. I no longer clean them thoroughly because of water metering and the increased charge for water. If recycling points with pedestrian access were provided at supermarkets this would help. The fact that you need a car to access Barrowell Green Recycling centre makes it problematic to dispose of packaging etc myself/

Same as above. Again places with such policy had rubbish flying around. There are no guarantees that savings will be used to improve other services as this hasn't happened in the past.

My blue recycling bin is often full after one week. I would have to put the second week's recyclables into the grey bin.

If your trying to get people to recycle more the bins will become full quicker.there are 2 people in my household and the bin becomes full quickly fortnightly will not be suitable for higher occupancy.

Too much builds up

Because we believe we should encourage people to recycle more and throw away less - in our area where there are many properties converted, both legally and more to the case illegally, into as many rooms / flats as possible, we have a great problem with all sorts of rubbish being dumped daily onto the streets or next to litter bins ! The Council should be encouraging these the people that do this to recycle by stamping down on such actions. This continuous problem will not be solved by changing the current arrangements

I already fill my recycling bin every week so unless you provide an extra recycling bin , I'll run out of space

where will will the recycled stuff go in the other week not collected? More fly tip

Sometimes we fill the bin in a week, what do we do with the excess recycling when it doesn't fit in the bin?

Not my household directly but the local environment will have even more rubbish dumped on the streets, by people who don't know or don't care about recycling. Local planning has allowed homes to extend and grow, and the council have failed to follow up on whether these expansions are paying there fair share of council tax, maybe you should be looking at the failure to collect tax as your first port of call,and look at any possible cost saving once EVERYONE is PAYING their FAIR SHARE.

Not clean to store any kind of rubbish, youd also have more money if you didnt waste it on cycle lanes that no one uses!

We recycle alot, the bin would become over full and then the excess will go into the genera household rubbish bin instead

Too much rubbish in the house to recycle

We recycle as much as possible and quite often have a full blue lidded bin every week, more so than household rubbish. Reducing the weekly collection for dry recycling would be problematic for us as we'd have overflowing bins which may not get collected as we can't close the lid. This may force us to reduce our recycling efforts and start putting things in household rubbish so that all rubbish is taken.

I do not have room for a large bin and my small one will overflow in a fortnight.

Since only recycling in non overflowing bins is collected, to encourage people to put things in the recycle bin and not overflow into the household waste the bins should be emptied weekly or provide large recycle bins.

We fill the bins within a couple of days so heavily rely on the weekly collection.

Would need a larger bin. This would be much heavier to move. Not getting any younger.

Please tell us how you think FORTNIGHTLY COLLECTION FOR DRY RECYCLING (Blue-lid bin) will have a negative impact on your household? *Please use the space below* **(Please tell us how you think FORTNIGHTLY COLLECTION FOR D...)**

Our recycling bin will be too full of collections are fortnightly. This will discourage us (and probably others) from recycling. The council should be doing everything it can to encourage people to recycle.

More chance of fly-tipping

Currently our blue lid gets filled up on a weekly basis and so we would be forced to visit an amenity centre.

When we purchase products we check if the packaging can be recycled, so we are trying to consciously recycle; our dry recycling is more than the grey lid bin. Having the larger bin would be helpful

My recycling bin is full each week so would have to store rubbish. There is no room for further bins!

Bin gets full after one week, rubbish will be overflowing.

I fill mine up each week. Where will I put all the rubbish?

I recycle as much as I possibly can and have a large recycling wheelie bin, having a large household it is usually not enough space for my recycling weekly, having this changed to fortnight would make it ridiculous and may lead to less recycling and majority of people just trashing their rubbish in any bin.

My blue bin is always packed each week, fortnightly would be inconvenient.

Our recycling bin is full every week, which again means we will have to go to our recycling centre

My bin is always full in one week

We are good at recycling and our bin is always full each week. Having a bin full of household rubbish for a fortnight outside our house will attract mice, rats, and insects. Especially in the hot weather.

We will then have to put items in with the household rubbish and reduce the amount we recycle.

Generally, over a number of years at great expense, Enfield residents have been encouraged to recycle. This falls in line with National campaigns on the importance of recycling and the reduction of waste going into landfill, which I understand brings a high cost to the Council. Personally, my large blue bin is full on a weekly basis. When full, you will be encouraging residents to dump their recycling into black waste bins. Residents will not hold on to recycling if their blue bins are full. You will be working against everything the Council has been successfully influencing over many years. It doesn't make sense.

I fill my recycling bin almost to the brim each week so would prefer weekly.

As above. We fill our bin

Bin is not large enough and will encourage people to use grey bins, burn rubbish or dispose illegally run out of space at certain times of year. where to store until next collection?

We would have to change up to the larger blue bin as we currently use the smaller one.

We always fill our blue bin which is currently emptied weekly

Only have a small sized blue lidded bin which is full each week

I fill up my bin every week !, So every 2 weeks is not on.

Again we often fill it weekly

The bin will be overflowing.

Bin always full each week.

See above.

We try and recycle everything and even after a week our bin is full ..so two weeks would be a complete nightmare

To encourage recycling you should continue weekly, to prevent households putting recycled waste into grey bins to get rid of it on non blue bin weeks.

Please tell us how you think FORTNIGHTLY COLLECTION FOR DRY RECYCLING (Blue-lid bin) will have a negative impact on your household? *Please use the space below* **(Please tell us how you think FORTNIGHTLY COLLECTION FOR D...)**

again i need a bigger bin i repky on the neighbiurs to let me put my cardboard ect in theres when i can as they have a big one and not alot of rubbish

We aim to recycle as much as possible and generally fill a blue lid bin every week. Therefore fortnightly collections do not work for us. They will tend to discourage re-cycling

We recycle most of our dry waste and our bin is often full at the end of the week.

We tend to have a lot of recycling & fortnightly collections could result in our bin overflowing. Will the council collect any bags filled with recycling if left next to the bins??

We fill our blue bin weekly.

Because our recyclingbin is full every week, as are many of the other residents in our street. If you were to switch to forthnightly recycling bin collection there will be a exponential increase in flytipping and dumping of refuse in surrounding area.

As people are now used to recycling this would seem a negative move as our bin is always full despite flattening packaging. At Christmas we store recycling overflow and catch up over the month of January.

It will probably result In us having to put some recyclable material into general household waste bin

We fill a bin each week esp when family come to stay. Not acceptable.

We recycle a lot of cardboard; paper; tins and glass. Whilst there is minor opportunity to reduce cardboard and paper, there are no alternatives for the remaining items.

Blue bin is full every week ....Will be rubbish in streets if everyone's bin is overflowing

Bin is full by the end of one week

I have a lot of recycling such as boxes for recycling due to my husband's incontinence and medical needs

Bin will overflow....I already share a bin with a neighbour

Again, we fill our blue bin most weeks as we are dedicated to recycling packaging. A weekly collection is necessary for us.

My bin usually gets filled weekly... if bins rubbish above top of bin risk no collectors

My bin will get to full

Again by recycling all of the packaging on the products I use the blue bin is full at the end of the week.

It could discourage recycling and encourage fly-tipping by others.

With more items that could be recycled, again the bin could be filled up before the fortnightly collection and thus more rubbish on the streets

Our recycling bin is full every week- limiting it to fortnightly collections does not encourage people to recycle.

We have a lot of food packaging like milk and yoghurt pots.

Not enough space in bin - we have smaller sized one as large bins don't fit through side alley

My household generates a lot of dry recycling, due to the amount of packaging used by retailers. The bin therefore gets full quickly.

a fornight once Because I tried to recycle as much as possible and my blue bin is full every week. If it was only once

U want recycling rates to b high .... ????

Too much waste for fortnightly collection don't want bigger bins which take up too much space

Please tell us how you think FORTNIGHTLY COLLECTION FOR DRY RECYCLING (Blue-lid bin) will have a negative impact on your household? *Please use the space below* **(Please tell us how you think FORTNIGHTLY COLLECTION FOR D...)**

One collection a week is barely enough for us to deal with due to the volume of recycling and the amount of recyclable waste contained in food and domestic products used daily.

Family of five r blue bin alway full up weekly

We have a small recycling blue lid bin therefore we would not have sufficient space to split the rubbish for recycling. However if the blue bin is going to be replaced with a bigger size it should work

Again, it would be full or over full over a two week period

We are big recyclers and fill our bin to the top every single week. If we had less collections I may have to throw some recycling in my rubbish bin.

The blue lid bin is usually full week on week

It will impact on the amount of recycling that we will be able to do

We recycle as much as we can and our blue-lid bin is regularly full each week. A fortnightly collection would not be adequate for us.

See Q18A. In addition its even more difficult to store plastics, boxes etc on site for 2 weeks. This is just a very bad idea all round.

Bin is always full in 1 week and would be overflowing in two weeks

See answer above

there is always a lot of recycling stuff in my household

The blue lid bin will overflow in the second week, ours is full almost every week. Where will all this extra recycling waste go, people might end up dumping it on the streets or put in the black bins.

In my house we recycle everything possible!e collecting this every 2 weeks is not even an option for us or any one it needs to be every week as a council you have a job to do so get on a do it properly !

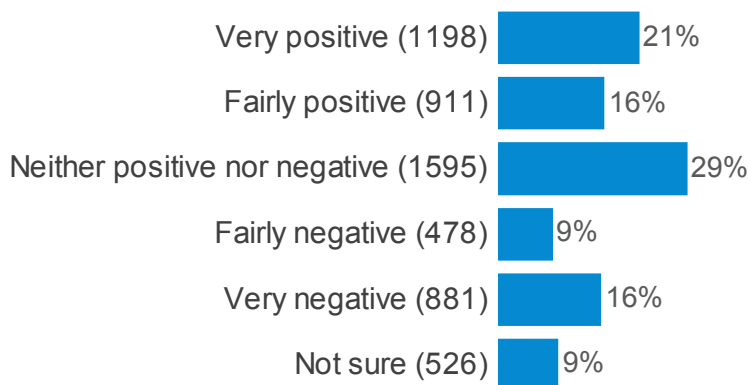
Generally already always full. If it moves to fortnightly it will reduce recycling

There are more items that can be recycled now, so these bins are already being used more than the others due to in use of packaging

Bin always full weekly

Does not encourage People to Re cycle everything they can.

**Separate weekly food waste collection (New) (18c) Separate weekly food waste collection (New))**



Please tell us how you think WEEKLY COLLECTION FOR SEPARATE FOOD WASTE (New) will have a negative impact on your household? *Please use the space below* **(Please tell us how you think WEEKLY COLLECTION FOR SEPARA...)**

The pathway would be cluttered with bins, as I already have 3 large bins.

do not see the need, the green waste can be composted along side the food waste this is currently collected fortnightly and no need to change this process

Have very little food waste for recycling , mostly composted

This will cost the Council extra money. Why are you doing it when you need to save money?!?!?

current fortnightly collection is OK

Limited space deters us from thinking this is practical as we have a designated bin for food and garden waste which are both utilised

I see no reason why food and garden waste should be separated and charged for I am ok with the fortnightly collection of this bin to stay as it is.

Unhygienic

This was tried in Surrey where my son lives and due to the bins being so small caused no end of problems and complaints.

extra cost no good

Do not have enough waste food for a weekly collection.

Summer time will explain my answer

More sorting of waste required and more confusion. More bins required. We have limited space already

Current collection dates and collection of bins should not change

I do not waste much food.

I assume this is the small bin shown in the questionnaire, would have to be kept inside the house due to the rodent/vermin population which could be a problem due to health reasons.

All the options for separate food waste collection come with a new charge for the collection of garden waste. It is not the weekly collection of food waste per se that is negative for our household but the planned costing model that has tied the introduction of weekly food waste collection with charging households for garden waste collection when the combined food and garden waste collection is currently free.

People do not have the time, or motivation to separate their waste even more than it is already.

Almost no actual food waste is produced so this proposal simply means yet another collection service has to be funded. As far as I'm aware very few households recycle food waste which in itself is contentious. The storage of food waste outside the house awaiting collection leads to potential vermin infestation, smells and flies. It's disgusting and extremely unhygienic

Because we don't produce much food waste at all and nor do I believe many households in the borough do , can't afford too! And I also budget and plan accordingly like most people in the borough (with the exception of well off people who can afford to waste food!)

It's a waste of resources to collect one small bin once a week

Do not see the point of this. Extra cost to the current efficient rota we have already

Not necessary as the green bin is never full, even on a fortnightly basis in the winter. But summer months is used for garden waste and should be collected weekly.

It would impact me because I would have to pay for an extra bin.

Unhygienic

As we wouldn't use it due to sinkerator

Please tell us how you think WEEKLY COLLECTION FOR SEPARATE FOOD WASTE (New) will have a negative impact on your household? *Please use the space below* **(Please tell us how you think WEEKLY COLLECTION FOR SEPARA...)**

I don't see the need for waste good collection. I lived in a Borough that brought this in before - all that happened was lots more plastic bins which soon stopped being used, we're left to litter gardens and pavements and no doubt ended up in landfill. I like the current system here as it is practical. People need to reduce their food waste at source by buying less, cooking imaginatively. Please don't go down this failed route.

THIS IS ANOTHER COLLECTION WHICH IS ALREADY COVERED WITH THE GREEN ONE,  
Unlikely to use it

The size of the new food waste bin is too easy for rats, mice and foxes to invade to find food. It will be dangerous to the environment.

This will not save money as you are adding another collection when you already have the mixed food waste and garden waste.

We have tried cooked food waste collection previously in the box provided but where unable to continue as the collection box couldn't be kept in our conservatory because of the smell of decomposing food in the heat and when placed outside attracted foxes who would empty the contents over the patio every night and we were concerned that this would attract rats. We compost raw fruit and veg waste and have very little cooked waste which we currently dispose of in the large green bin because of it's size and the inability of foxes to tip this over. Changing to a smaller collection method will mean we will no longer do this so as to prevent attracting rodents to our property and will revert to adding cooked food waste to the grey lidded bin again.

The containers are too small.

See question 18a

Making the system more difficult than required. Keep to the system in place now. Cut services that effect a few people not everyone.

I think it's adte of money.

Icannot see see the need for a separate food waste collection . Why not keep thesystem as it is? cannot see any disadvantage in mixing food waste with the green bin collection. The amount of my food waste is minimal; if it can be composted I put it in my garden compost bin.

This should be collected with weekly garden waste at no extra cost.

Difficult to keep good outside and inside due to smells and attracting rodents

Yeah let the food go mouldy and attract flies etc before you collect it

It is unnecessary as we do not use this or need to. Households need to learn how to reduce rubbish as we do. Why should we all pay for the wasteful and careless.

I don't use food wasye

Not good to have food waste only will encourage vermin and rats

I have my own compost bin in the garden, I wouldn't use this service.

Although we understand that separating food and garden waste is better for recycling, -we do not mind fortnightly collection of food waste -we disagree with an additional payment for garden waste, as we feel this is a basic service which should be included in council tax, and -as elderly people we think it would be a burden for us to collect up and take garden waste regularly to the recycling centre. Other people in our neighbourhood will leave garden waste in overflowing bins or by them, and it will cause more more litter generally.



Please tell us how you think WEEKLY COLLECTION FOR SEPARATE FOOD WASTE (New) will have a negative impact on your household? *Please use the space below* **(Please tell us how you think WEEKLY COLLECTION FOR SEPARA...)**

People, including us, should not keep rotting food waste inside their households and would take food waste outside every time it is produced. So a little waste food bin is pointless unless people are very committed in which case they are already recycling it with their garden waste. It seems unlikely to increase recycling at all. In any case it is highly unhygienic to encourage people to keep food waste inside heated accommodation at all, and many households don't have outdoor space in which to store the part-full bins during the week. A likely consequence is increased illness, which would have knock-on effects for the NHS. Further, no details are given of the structure and robustness of the food waste bin. If they are to be stored outside they must resist the attacks of foxes, squirrels, dogs etc - the Council is presumably mindful of the amount of stre

I have always found leaving out unwrapped food to be unsanitary and objectionable, if this were to happen in the summer the smell would become unbearable in a couple of days.

Would cause terrible smell in the neighbourhood and encourage foxes and rodents.

People aren't up to speed on dry recycling yet

Currently food waste goes in with the green waste which is a good thing and means less bins. Food waste in small bins is difficult for many people as it can be hard to store it - smell, foxes, etc.

I put my food waste in the green bin anyway

Quite happy with current fortnightly collection.

The smell

No need

We don't produce much food waste

We used to have a small food waste green bin and I ended up never using it as when I put it out it always ended up along the road or on a windy day most bins got blown everywhere

Lack of space for storing more bins, we would just add this waste to the normal bin if this was to occur.

I think weekly food collection is not necessary as one hardly ever has a bin full of food waste so, fortnightly ghtly would be adequate for a family of four or five.

Are you paying for our time to separate rubbish we pay for the service in our council tax stop wasting it useless projects

We recycle very little food.

Food waste is unpleasant but is a weekly collection really necessary? How much food waste do people have? We have very little. Surely better public education is the way to go.

In the summer the bins will smell and will have maggots...unless for peelings and not meat based food waste.

I think in the summer it is a good idea due to decomposition and smells. Winter it could be fortnightly

I have almost zero food waste

Small bins full of food waste too attractive to rats and foxes and too easily knocked over spilling food. Also a fourth bin requires more storage space.

Weekly food waste collection would be an improvement over the current service which is collected fortnightly. However proposed options largely couple weekly food waste collection with fortnightly garden waste and household bin collections. Therefore this is just another method of introducing a reduced level of service with no benefit to the householder.

More plastic bins are bad for the environment.

At present any food waste we have is collected in the green bin alongside garden waste. Is it proposed to convert food waste into bio-fuel? More information required.

Please tell us how you think WEEKLY COLLECTION FOR SEPARATE FOOD WASTE (New) will have a negative impact on your household? *Please use the space below* **(Please tell us how you think WEEKLY COLLECTION FOR SEPARA...)**

I do not feel that people will adopt this in sufficient numbers to make it worth while and the majority of food waste will go straight in the bin.

People will leave stuff out food waste smells and attracts vermin the bins are too small and easily knocked over which then needs clearing up

I have concerns that food waste not collected will attract vermin

Don't see why this should be necessary

No point in this.. if there's a lorry being sent to collect the food waste it may as well collect the garden waste too.

Separating everything is a joke

Why change it. Summer months only should be collected weekly

I am currently using the low capacity garden and food waste bin which is collected every fortnight, I have a large household and find that I sometimes have higher waste and not enough space for my foodwaste. I use compostable bags and try my best to use the bins correctly. Having this introduced may be acceptable however you may need to provide more than one for some households depending on their needs. However this may be more costing than what you currently have.

I don't feel that we necessarily need food and garden waste separately, these waste should be collected weekly to avoid health and safety issues during hot summer months.

I put food waste in compost or garden bin

I don't understand the need for an extra bin. It currently works very well putting this with the garden waste. Foxes will very easily get into the small bins while the large green bins are very secure

I understand the need for a weekly food collection, but realistically, how much of it will residents recycle? And at what cost to the Council to collect a small box of food waste? Why can't we continue to drop the waste into Green Bins and the Council collect that weekly?

I want to put food in the normal household waste bin. With animals and young children in the house I do not want to have to store a separate box of food waste. It's unhygienic and takes up too much space in the house.

We don't generate more than two to three compostable bags a week.

From past experience, small waste food receptacles will be attacked by foxes and smell awful in hot weather

You had these bins before and nobody used them. Food waste is easier to dispose of in green lidded bin

Dont.understand what you mean by seperate

More convenient to collect with garden waste.

we would rather combine our food and non food waste

Will require use of another bin (4th) unnecessarily. The small food bins will be prone to be knocked over by people/foxes etc resulting in food waste lying around which will attract rats.

Already goes in green bin...

We have very little food waste as we use majority of it to compost on our own heaps

I think you should collect all waste weekly

The existing arrangements for the green bin works well.

Small bins containing food waste will be tipped open by foxes, cats etc

Judging by the indication diagrams the bins are really small and would not accommodate the volume of waste generated.

Please tell us how you think WEEKLY COLLECTION FOR SEPARATE FOOD WASTE (New) will have a negative impact on your household? *Please use the space below* **(Please tell us how you think WEEKLY COLLECTION FOR SEPARA...)**

Weekly food waste is definitely necessary, however, we don't need to separate food waste from garden waste. Food waste should definitely be collected weekly due to the smell of food as it begins to rot, especially during the summer, when the heat speeds up decomposition.

Why suggest to collect biodegradable food weekly but household rubbish fortnightly. The extra service is not required and we have minimal food waste.

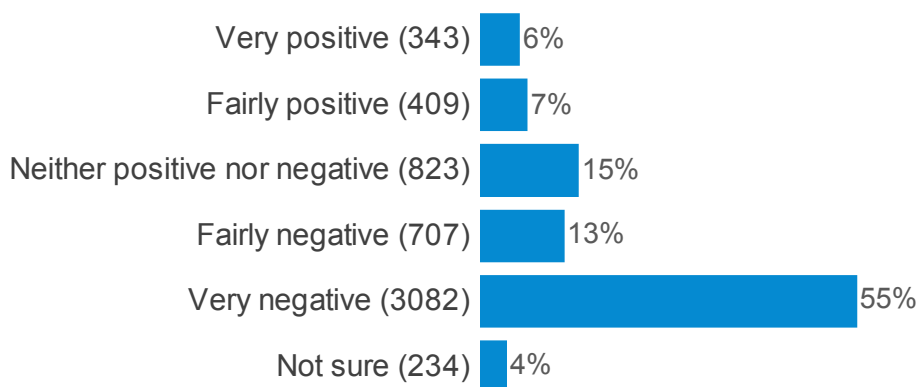
The Council is paid via the Council Tax to collect residents rubbish. Mixed garden and food waste should remain as one bin collection. If you insist on residents sorting rubbish more than is already being done, in effect your making residents unpaid Rubbish Sorters. Which begs the question what are we actually paying the council for? This is a slippery slope in events. Too segregate some rubbish collection and make it a chargeable extra service, begs the question what next? Extra charges for street lighting? Charges to use the Dump in Barrowell Green? The possibilities are endless. You do realise the residents of this borough actually already pay for rubbish collection? You have no right to cancel or charge for a service we already fund. Seems like legalising extortion.

It will be negative if we then have to pay for green-lid garden waste bin collection separately. You do not indicate the size of the food waste bin. Is it larger than a food caddy? If so how big?

It will be yet another bin to find space for.

The food waste will collection idea would need a trial on a small scale, could be very messy and smelly especially in hot weather and would add to the vermin and animal attraction problem.

**Fortnightly collections for charged garden waste (Green-lid bin £65 per year) (18d)**  
**Fortnightly collections for charged garden waste (Green-lid bin £65 per year)**



Please tell us how you think FORTNIGHTLY COLLECTIONS FOR CHARGED GARDEN WASTE (Green-lid bin £65 PER YEAR) will have a negative impact on your household? *Please use the space below*

The current collection service is perfect for everyone. It's hard surviving with the current climate financially where would we get £65 for each year to pay for collection. What's wrong with the current collection. We have already had to settle for garden bins every two weeks as it is. I think it would be very hard with the rubbish and recycle changing, this needs to remain weekly as the build up will cause chaos and a very bad smell literally. The neighbourhood is kept very well and it would be a shame for the area to have build up of weeks of waste. I

I will not pay any money to the council. I pay £1950 council tax I get nothing back in return. Earnings have been squeezed via income tax. As businesses to pick up this bill

There will be more fly tipping of green waste if this is bought into action. This is just a spin to pay more council tax of which is too high as it is..I for one will refuse to pay this extra money.

Please tell us how you think FORTNIGHTLY COLLECTIONS FOR CHARGED GARDEN WASTE (Green-lid bin £65 PER YEAR) will have a negative impact on your household? *Please use the space below*

Too expensive

We already pay a charge in our Council Tax for such as service, so why should we be charged a separate price for garden waste ? If a charge is introduced then it is more than likely that uncaring people will just dump garden waste onto the street, whereas the Council should provide suitable encouragement to those who take recycling seriously !!

I can't afford it. I am a pensioner and not on benefits, I still pay some council tax and just can't afford any more

The council tax should cover rubbish collection. If you charge for waste collection, there will be an increase in fly tipping. Increase in air pollution and carbon emissions with individuals taking rubbish to the dump in their cars.

Cannot afford it. Who can? You will encourage fly tipping

We have a compost heap so don't use a green bin, don't want to be charged £65 for a service we don't use.

Not my household directly but the local environment will have even more rubbish dumped on the streets, by people who don't know or don't care about recycling. Local planning has allowed homes to extend and grow, and the council have failed to follow up on whether these expansions are paying their fair share of council tax, maybe you should be looking at the failure to collect tax as your first port of call, and look at any possible cost saving once EVERYONE is PAYING their FAIR SHARE. Instead of charging the people you know live in the borough, Find the ones who are using OUR services for FREE, and make them pay their bit. Edmonton and large areas of London have an ever increasing SHED population. FIND them they are costing the honest residents money.

already pay council tax

You get enough money stop wasting it in cycle lanes and other rubbish

Can not afford it

It will discourage recycling of green waste

Pay enough in rates as it is

I think it is unfair to charge for garden rubbish, after all recycling it results in creating compost which can be used in council parks and gardens or be sold to residents. Not all residents have large gardens or some have none at all. People with large gardens do need this service in order to keep their gardens tidy and maintain the beauty/ greenery of the area.

An additional £65 on top of what is already paid is unfair. Other people will dump stuff in those who retain a green bin and it will lead to increased dumping of waste which is already a huge problem in Enfield. I'd rather the council tax went up by a couple of quid than an unfair system open to abuse be put in place.

I would not pay for a service that the council is supposed to provide.

We rely on this particularly in the summer.

I am very strongly opposed to this proposal. This will discourage us (and probably others) from recycling garden waste. The council should not be punishing people for recycling. I would rather the council charged for household rubbish to encourage people to recycle more, use more sustainable things around the house, and reuse more.

It's an extra charge that we or anyone should not have to pay for when we already pay council tax, it will lead to garden waste being dumped in the street or people having to use their cars / vans to take the waste to the dump thus leading to more vehicles being driven when they would not have previously needed to.

Please tell us how you think FORTNIGHTLY COLLECTIONS FOR CHARGED GARDEN WASTE (Green-lid bin £65 PER YEAR) will have a negative impact on your household? *Please use the space below*

Cannot afford the ever rising charges - we are 2 pensioners. Also worried that it will result in dumping, or people will try to burn garden waste causing fire risks. Many landlords on our road have converted the house to 2 flats / maisonettes and this generates more rubbish

The current service of mixing waste ie food and garden is convenient. It would be difficult to fit in more bins. Eg separate food waste. Not against paying re garden waste in principle, very seasonal need though so surely winter collections just for garden waste are inefficient. Suspect there will be very differing needs across community and use of other people's bins or dumping?

It would but be easy to get rid of garden waste for me I pay my share of Council Tax and would strongly object to be charged for this service

The cost would be the negative impact. Also, where are people supposed to pit their grass clippings, it will just lead to more people concreting over their gardens which impacts the environment and rainwater drains.

In the summer especially where will we put all the garden waste, grass etc?

This is an awful decision to make and to charge people for their waste collections, especially for the people who are using their bins correctly. I use this bin for my food waste and have a small bin with a large household and find that it is not enough, being charged for this would make me use the grey lided bin and not recycle my food waste, leading to many people not using the bins correctly as there would not be enough space to throw your rubbish. I had previously requested a larger bin to meet my needs which was not met and find that this is ridiculous to charge people for using the bins the right way.

I have gardens front and rear of my property and take great pleasure keeping it looking colourful and presentable, one of about 5 on my street of dwellings. Gardens, especially front gardens are either used for off street parking or left like a jungle. I am a pensioner and refuse to pay for Green Bins collection. I'd rather join the 'jungle set' or rather revert to concrete! What am I paying £165 a month in Rates for? I think this is disgraceful!

Our green bin is never full in two weeks that is with food waste and garden waste so why should I pay for a half empty bin

I feel we already pay a huge amount of council tax and I strongly disagree on paying an additional charge for any sort of rubbish collection.

As the residence has already paid for waste collection which has been included in Council Tax, why are we being charged again. I am totally against being charged again for waste collection.

Garden waste is just as organic as food waste. The green bins are big and can fit both food and garden waste. We should not be charged for having a garden and wanting to look after it. Gardens are good for the environment too.

Cost.

Why create an extra tax? You are penalising those who want to recycle and many in the borough can't afford this.

If you charge residents, green recycling will diminish. Black bins will be filled. Personally, my Council Tax bill is at the high end of the scale. I WILL NOT PAY anything extra for Green Recycling. I don't feel it is fair to put a price on much needed recycling. It has to go somewhere and this proposal will just increase your expenditure on land fill.

We pay enough in local taxes. Find savings in Cutting bureaucracy rather than charge additional taxes

not having garden waste for every collection makes it a hefty charge as everyone will pay the same whether they have waste or not each collection

We would not pay this. We would choose to make a trip to Barrowell Green with our garden waste. I suspect that you will also have a fair amount of dumping and fly tipping around the borough.

Please tell us how you think FORTNIGHTLY COLLECTIONS FOR CHARGED GARDEN WASTE (Green-lid bin £65 PER YEAR) will have a negative impact on your household? *Please use the space below*

The current collection practice has worked reasonably well without the need for additional payment. Had the multi million £'s not been wasted by the council on the poorly used cycle lanes, there would be funds available for this service thus benefitting the whole community not just the very,very, few who use the cycle lanes.

We seem to fill our green bin with the leaves and small twigs that fill our garden and drive from the London plane trees in our road outside our property. These trees are huge and due to cut backs have not been pruned for many years We should not have to pay extra to keep our property tidy.

We pay enough for council every year.

Another cost for a service that is already paid for. More important to attack the current government's austerity program and reverse cost-cutting in the public sector.

There should be no charge. People in the community of Edmonton are poor enough already and don't need another tax.

Charging us after paying council tax seems slightly unfair

As I have stated above in previous comment. I do not want to be charged. We would go to barrow elk green.

Reducing in council dumps and the limited amount of times you can visit a year will encourage households to put garden waste in black bins.

i cant afford it

The charge is not a problem for us as a household. But that is not the point. If a charge is made this will tend to encourage fly tipping and bonfires with the consequential negative effects. Has the Council considered that and the potential cost?

I appreciate the council has to cut costs but I don't think the cost should be passed on to residents this way. It is a sizable cost to our family and we are squeezed as per so many others. In addition, at present it is simpler to be able to put food and garden waste together timewise.

Produce too much garden waste in summer

We tend to overfill our green bin in the summer with garden waste eg grass cuttings

We don't produce much garden waste over a year to justify a £65 charge. We would be more likely to just put any future garden waste in with the normal rubbish rather than pay the £65.

It's another cost to our household.

We already pay for an extra bin which is fair as we have a largish garden, but cutting back would discourage good recycling practice

We can afford to pay but not everyone can and there will be garden waste bags left in the street and around street rubbish bins where fly tipping is already a problem.

The charge for this service should come out of my council tax. This charge will encourage people to burn waste, damaging air quality.

Garden waste is likely to only fill during summer months - with fortnightly collections - this may amount to only 6 to 8 bin fulls... per year. At a cost of £65 per year - this is averaging almost £10 per binful, which seems a little excessive.

Charging for the service will discourage people from using causing more illegal fly tipping

It is an additional cost to the already high council tax we are paying

i have not had a wage increase and bills are increasing!!! So will not be able to afford this

This should be free of charge and included in the normal council tax. Economies should be made preferably on reducing the frequency of dry recycling to fortnightly. Other economies should be made by pairing neighbours so that bins are placed closer together for more efficient collection. Please call me on 07887626269 if you would like me to explain.

Please tell us how you think FORTNIGHTLY COLLECTIONS FOR CHARGED GARDEN WASTE (Green-lid bin £65 PER YEAR) will have a negative impact on your household? *Please use the space below*

People will just dump it everywhere if payment is needed ..

We're struggling with the fortnightly collections, which used to be weekly, which I guess the reduction of collection was to cut costs.

I would not dispose of any green waste if it was charged

More cost to the rate payer. We already pay a lot for our services.

I cannot afford this charge

We would happily pay for an upgrade to a weekly collection but it seems a bit rich to already have reduced the service and now to want to charge for the reduced service.

Increase of dumped rubbish on street corners... borough already looks like dumping ground

We pay enough rates per year and you still want more money. Money is tight for us all. You are just going to encourage more fly tipping. We are not made of money, if we want to go to recycle place we are told you can only put X amount of rubbish per month. It's unacc, but you do want you want anyway!!!

£65 is a lot of money. We really need the green bin in the summer months, not so much in the winter. Plus NLWA uses all the waste to create compost. The smell around the local area is vile, they then sell the compost on at a profit. Why should local residents pay when we have to suffer the putrid smell at the plant and they are making money out of it?

It will mean frequent trips to the tip

Garden waste only really heavy during summer / autumn period, how about an ad hoc service for green bin collection? I cannot store green bin anywhere other than my front drive and don't want to pay for green bin collection if I'm not using it. What alternative is there for recycling garden waste if we didn't have green bin?

This is basically a 'garden tax' and will only encourage illegal dumping of rubbish.

Cost

I believe we pay enough in council and other taxes already.

We have never had an issue with getting rid of garden waste alongside food waste. The green bin has never been full, even in the summer months, and therefore I don't think it is necessary to pay £65 PER YEAR to dispose of this waste separately to the food waste.

I cannot afford this extra charge! I think it's totally unfair to charge for this. I do not drive and will not be able to do this by myself. I pay a lot of council tax and use a limited amount of services in the community. Some households subsidise larger households which can be unfair, when the limited services you do use, like fortnightly garden waste collection, has been highlighted as one where additional charges may be imposed. I thought it was important to have a clean, green environment to live in?! So why charge us extra to do this? I share my bins with my neighbours as we are two small households. Consider charging the larger households for their extra rubbish...

To charge residents that are already paying council tax, and feel that we are not seeing anything for it is an insult. The extra costs are not reasonable just to meet council targets. You are not thinking of residents in this equation, especially as the currently fortnightly collections are often not made.

The impact on pensioners, disabled residents and low income families will suffer most and/or be driven into debt.

The rubbish collection is already paid/included in the council tax therefore we shouldn't have to pay additional fees

It would Discourage recycling.

Why should I pay for. A service which at the moment is free

Please tell us how you think FORTNIGHTLY COLLECTIONS FOR CHARGED GARDEN WASTE (Green-lid bin £65 PER YEAR) will have a negative impact on your household? *Please use the space below*

We have a child with SEN who has no help where we are providing so much extra support by ourselves in terms of healthcare and education. We can not afford in our household extra charges such as these.

Live in tree lined rd council does not clean pavements. Very dangerous when wet. Our dustbin always full

Why charge?

Why when we pay so much council tax based on the property we have, why should we pay extra for rubbish collection. In summer time fortnightly collection is not enough. It will leads to more bonfires and therefore impact on the environment.

We already pay a lot in council tax to a department which is extremely badly managed as we discovered when dealing with the council tax department when we moved to a new property in August 2018. The service we received during the transfer of our accounts was appalling & took months thus we cannot justify paying more to this service. The council should look to eliminating the blatant incompetence in this department as an initial place to make savings. How will the council ensure that others who have not paid for garden waste uplift do not use the bins of those who have paid when the bins are left out all day for collection?

It is more of a nuisance in the spring/summer months. In the winter months we would hardly need to use the garden waste bins. We would only really be using it during spring/summer.

Additional expense for what should be included as part of the councils refuse service.

I don't think that it is acceptable to charge for garden waste. People won't be prepared to pay for this and it will lead to more dumping

Too much money to pay as pensioner, in summer bins overflowing as grass needs cutting every week and have large garden

Don't agree with charging for this service.

We have a very large garden which is mainly lawned and produces a lot of grass clippings. We also have a lot of large shrubs that need to be continually pruned so that they don't get out of hand and also don't reduce the garden to shade. We cannot take our garden waste to the tip at Barrowell Green as we do not drive and they do not allow pedestrians in. We cannot compost our garden waste as the majority is grass clippings that just produce a smelly sludge and not proper compost. We just about manage with having two large garden waste bins, the second of which we have been paying £35 a year for since the garden waste collection was reduced from weekly to fortnightly. We are pensioners and do not have much money to pay any more. None of your proposals say what will happen about the SECOND garden waste bin. What WILL happen about that? Both our garden waste bins remain empty apart from a small amount of food waste from mid November to mid March. I suggest you save 33% by only collecting food waste and no garden waste from mid November to mid March.

The green bin cost is an unexpected expense as recycling was supposed to bring money in. Obviously the management of the green waste is not being done correctly as it should be paying for itself and residents should be encouraged and not discouraged by charging. This will no doubt have serious knockon effects with the amount of fly-tipping in the area, which is already out of control and the worst in London.

We pay our council tax no need to be charging us extra for a job you as a council should be doing anyway

Already paying very high level of council tax

Already pay high council tax rate which is wasted on the likes of cycle lanes

We pay council tax

Not fair because for wahat for we are paying council tax which is increased every year



Please tell us how you think FORTNIGHTLY COLLECTIONS FOR CHARGED GARDEN WASTE (Green-lid bin £65 PER YEAR) will have a negative impact on your household? *Please use the space below*

Again this will not encourage people to use the Council Service, people will dump their Garden waste in the streets which will cause Health and Safety issues for all Enfield Residents.

**What would help you manage any changes?** *Please use the space below*

Keeping the collections as they are

Do not reduce dry recycling collections as it'll be counter productive. It'll create a bigger flytipping problem around Bolton Road. If you had to reduce collections, reduce the household rubbish collection but give people bigger bins to accommodate fortnightly collections otherwise there'll be more flytipping. More communication through letters so households know what's happening and any changes councils are planning. Not everyone has home internet.

If grey lidded bin is moved fortnightly, a bigger bin will be needed

I don't want any changes.

Leaflets with information but then these will cost money!

Having larger bins and we have the smaller ones. Charging landlords with multiple occupancy more for their waste collection as they generate more whilst paying the same amount of Council Tax

Fortnightly collections for anything other than food and garden waste would be dreadful in this street. The area often overflows with rubbish as it is. Why not have community garden bins that those who live in streets of small terraces can share? Could put those at end of streets.

Leave things as they are

We'd need a larger grey bin to replace our small one, if you moved to fortnightly collections

A reduction in the council tax and stop wasting money on cycle lanes and PC and snowflake driven petty projects

I need the blue bin every week, black bin every 2 weeks & in the summer the green bin each week. In the winter the green bin can be every 2 or 3 weeks.

Take into account every household needs. The current service provided is not enough, food waste every fortnight large household small bin and not enough paying for this would just make less food waste recycling.

If I'm to be charged for my Green Bin Collection, I would like a similar deduction to my Rates....

I live in a block of maisonette and have a communal bin no recycling bins have had that for 35 yrs why change now

For you to recycle more, I hear there are bins available that compact the waste and inform you when it's full, that sounds more manageable

Posters for the home reminding what goes in what bin & when

Don't charge again for a service we already pay for. General waste should continue to be weekly, however should it need to be changed to fortnightly then I suggest bigger bins should be provided.

I would need a large blue recycling bin, which I don't really want in my small garden. If the £65 is added to the monthly council tax bill rather than a lump sum charged in one go.

If the rubbish and dry recyclables are only collected fortnightly people should be entitled to ask for a second bin if they have a larger household so as waste does not end up dumped on our Streets.

I think leaving things as they are would help me manage changes.

Provision of biodegradable/compostible food waste bags.

The council should look to reducing household rubbish. That is the only service that should be on a fortnightly basis. If you want to charge for garden waste, then reduce our taxes

DO NOT CHARGE FOR GREEN BIN RECYCLING. Keep Blue Bin recycling weekly.

**What would help you manage any changes?** *Please use the space below*

Reliable collections - usually good at moment

No comment

No change or much larger bins

An additional bin to store household waste until next collection. Dump centres to be for longer periods.

We do not currently receive a bin, we only have bags. We have constructed our own space to store rubbish but this would not extend to the amount of waste produced by fortnightly collections.

Nothing

Open more recycling centres.

We already recycle as much as possible. The waste service Enfield council has provided up to now has been excellent. Any changes made will be detrimental to the area. We already have fly tipping in our road. There is nothing that would help as I don't want to have larger bins

How would I manage changes ?. With great difficulty. .

Not a lot. this is just another change which will make life increasingly worse.

Nothing. Recycling and rubbish full every week. Why on earth you introduced the giant green bin astonishes me. Small bin only needed to recycle food.

You to date information available (unlike over the new year when the information on the website was incorrect and we missed the collection.

Nothing would. It would all be a great inconvenience and I think people will not bother and there may be an increase in fly tipping.

Allow to change all bins to the larger size free of charge.

bigger bins free without a charge

If, for example there was a blue lid collection every other week then could we purchase a second bin (as we do for garden and food waste at present)

Not to have an upfront cost attached.

Not sure I would not want any larger bin for garden waste nor for general waste

I would not want any larger bins, nor would I be happy to see current collections changed as this is already a more restrictive practice when the green bin collection became every fortnight

A larger grey lidded bin will help with fortnightly rubbish collections. Also the collection of any recycling left in plastic bags will help with fortnightly recycling collections.

A good explanation as to why the change is in my best interest

Food recycling bags. Daily road sweeping in Devonshire Road to clear the already accumulating waste, on top of the additional waste that will be created if fortnightly refuse and recycling is introduced.

Can't think of anything

If there are to be a mixture of weekly and fortnightly collections then an annual printed calendar of what is being collected each week should be provided to households.

Bigger bins if collections less frequent.

None

A larger Grey Lid bin A food waste bin Ability to put out surplus - if a bin was missed to be collected!

I do not want there to be a change

it being free

N/A

**What would help you manage any changes?** *Please use the space below*

Bigger normal household rubbish bins ...leave it as it is ..community charge is a fortune as it is ..charge big companies more not households. Edmonton is a disgusting dirty place to live as it is your proposals will make things worse .

Bigger bins

I would need 2 large grey bins and 2 large blue bins if they were collected less frequently

Stick with weekly changes.

Assistance to change storage area for bins so that it is easier to get them to the pavement for collection. My small terraced house has limited storage space. I already share bins with a neighbour in an attempt to manage this .

Clear time tables of what will be collected and when. Provision of compostable bin liners for the food waste bins.

I do not want any changes

Taking care to reduce all waste to a minimum and recycle maximum. This is a positive and welcome change.

Nothing

The eco plant should issue a subsidy to the people of Edmonton who have to breathe in the fumes from their lorries, the stench from their compost plant and the PM2.5 particles from their incinerator.

If either grey-lid and/or blue-lid wheelie bin collections became fortnightly, provision of two of each bin. Being provided with a large size grey-lid bin.

Good communication of collection timetable following changes to bin collection dates.

Weekly rubbish collections

Much bigger bins to hold the rubbish/recycling.

Better plastic recycling - wider range of plastic

Not sure.

Certainty that the collections would be made. Also, there are a lot of properties with 2 or less people meaning that many recycle bins are less than half filled.

Free replacement of smaller size bins that we opted for for household waste and recycling if you are now only going to collect fortnightly

A bigger blue lidded recycling bin would be appreciated and the green lidded food waste bin, as long as it collected weekly.

I think if you want to encourage more recycling I think you should be considering a weekly recycling collection.

I would keep the collections as existing i also believe the garden/household waste should be collected weekly.

Not paying an unnecessary amount of money for a collection service we (as a family of four, with a garden) do not require.

Better consultation process. Many people did not know about this consultation as it came out a week or two before a busy Christmas period!

The question needs to be asked of sapphire court, enfield where there are only two bins for all the flats and no food or recycle bins. These are next to us, against our property in fact, how is that fair? The council and government need to enforce on retailers less packaging so there is less to dispose of. We manage food waste effectively and household rubbish. We don't feel we need a change to how we manage waste. You are asking us to do this so financial targets are met.

No change to cost borne by residents. Or a reduction for unused services of rubbish collection. Example charge for garden waste collection too those residents that use it.

Bigger bins

**What would help you manage any changes?** *Please use the space below*

Garden collection can be made once a month from September to March then every two week for the rest of the year

Better recycling options. Recycling centres for plastic and glass across borough.

An information leaflet explaining exactly what can be recycled as it has changed over the years and bins are left uncollected if there is an item which the operatives think should not be in the bin.

Reduction in council tax if Enfield Council insist on charging for green collections.

Too many leaves from trees in rd. lovely but dangerous when wet. No council sweepers just us. Bin always full

Nothing would help. Fortnightly green bin collection is already not sufficient in the summer periods. Why charge us more for something we already pay for.

This question is simply too broad to provide a sensible, measurable answer forming part of a meaningful survey given the 7 proposals put forward! There is however nothing one can do on a house by house and flat by flat basis which could ever properly address the significant issues which will arise from any proposal involving a move away from the current grey and blue bin weekly collections. In relation to green bin fortnightly is best, but perhaps consider reducing the frequency of collections during the winter months, say December to March where one assumes green bin usage for garden waste is reduced.

Redesigning access arrangements to the Barrowell Green Recycling Centre so that pedestrians are able to use this facility. At the moment only vehicles are allowed access.

By taking away charging £65 for green bins

Larger grey-lidded bin

Keep to weekly collections

Clear notification of what is coming, and outlining what should go into each container. I believe I have all the bins required though not currently using the small food bin.

Collection at present is adequate, why change anything, I am paying a substantial bill for council collection, and I am certain I do not generate the amount of garbage some other people do

Could manage with fortnightly general waste and fortnightly dry recycling collection. Could manage with no garden waste collection from mid November to mid March (though would obviously need food waste collected). Could not manage with any other deterioration in the garden waste collection.

An Overspill collection, especially if or when any changes come into effect so there is a seamless transition to any new scheme. A regular evaluation of any new schemes or changes i.e every quarter of the year or less and if needed, be prepared to go back to the current collection pattern.

I shall tell you what would help us, stop making changes I will let you into a secret the wheel has already been invented.

Keep weekly collections

No change

As we live in a block of flats and use communal bins it would be dependent on others in the block changing the way they dispose of their rubbish. We may need bigger bins.

My suggestion is if we have one black bin every week And blue and green every fortnight

N/A

## What are your views on this and do you have any other suggestions of where to re-invest?

Making everything fortnight and then investing into other things such as litter clearances and fly tip removals isn't very thought through. What are the actual reasons why there is litter all around? This should be thought. Making everything fortnight would increase the litter on streets anyway.

What a load of rubbish!. Improved services! The streets have ALWAYS been a mess, ive watched dog excrement being ignored by street cleaners, ash well as other bits they decide is just beyond their reach. Fly Tipping has always been a fiasco in Enfield as long as I can remember. Even the Council, have brazenly tipped outside private property.....in my alley way, blocking the entrance to a neighbours garage and traffic flow, who then had to complain for several days before the fly tipping was removed! The streets are in a constant mess...weeds growing along pavement and private property boundaries, which, once upon a time were sprayed? The whole Borough is in chaos, the Rates regularly increase and the services decrease! This is yet another ploy to make money from those who try to care for their environment.

À fortnightly collection would not work here 14 families waste just don't make it work we need more bins now so doing a 2 wk collect we will be overrun with more rats

You will end up paying double for street clearance due to fly tipping, also this will cause more vermin, so more costs for extermination, where I live now there is always rubbish overflowing from bins, whilst the street cleaners in the caged lorries are sitting around in the morning, stuffing there faces and drinking coffee, so I suggest you sort your own workforce issues first as you obviously don't need so many workers as they sit around doing nothing.

By reducing the collections to fortnightly you are introducing a problem of additional fly tipping which is going to happen since some people will need to dispose of their waste somewhere. I already find myself taking a bag or two a week to my office bins (my company) how is fortnightly going to help anybody? I have the option of disposing of additional waste at my company. But others don't have that option. There are plenty of money wasting ideas which can be scrapped, for example the flower beds which are appearing in the middle of side roads. Not necessary, waste of money.

Fly tipping needs to be auctioned. I have stopped reporting it as much as nothing gets done even when i offer to give evidence. People should be fined if they cannot pay then ALL benefits stopped. But no lets penalise the hard working to fund scum. Apologies but no action is being taken.

As previously highlighted we shouldn't be charged twice for the same service. I am totally against this proposal.

I'm prepared to pay £65 for garden rubbish but not happy with fortnightly collections for recycling and household waste. Fortnightly collections will cause more fly tipping and street rubbish, as people will put their rubbish in Street bins which will overflow. If not putting in street bins they will dump it by the street bins or elsewhere. Also their own bins will overflow and people will leave additional bags by their bins, or the lids of their bins will be open, encouraging foxes and vermin to scavenge. This will cause even more street litter. I think it is a bad idea and money saved will counteracted by the extra money needed to empty street bins, clear streets of litter and remove fly tipping. I would rather pay extra for weekly collections if need be.

I don't think people will want to pay for garden waste collection. . Why not charge for bins that are left out overflowing on the Streets, and charge tenants and landlords or owner occupants when this happens, maybe they would think twice about doing it then.

I think having fortnightly waste collections will increase litter on the streets and fly-tipping as peoples bins will be too full and they will dump the overflow elsewhere. Yes, there should be re-investment into street services, litter clearance and fly-tip removals, but not at the expense of household collections. If you do decide to go fortnightly, then you should have more public recycling centres in Enfield like Barrowell Green, so if their bins do get too full they can easily go somewhere local and dump their waste safely.

Satisfied with current arrangements.

Your proposals will dramatically increase fly tipping. There won't be any significant savings

## What are your views on this and do you have any other suggestions of where to re-invest?

My view is fortnightly collections will cause more fly tipping. You will pay more for landfill as residents will not effectively manage recycling if Blue and Green Bins are full. This will be the case anyway if there is no Green Bin collection, as the Black bins will be full of Green/Garden waste.

I approve

No comment

Street litter and fly tipping will increase as a result of result of your proposals so will completely defeat the arguemeny that more cash will be available. The result being inconvenient taxpayers with no advantages other than desperate attempts to save money. Cut bureaucracy first that will leave plenty of money to spend more on areas above

reinvestment to all of the above seen as positive.

I take my own garden waste to the tip and do not wish to pay for others to do this.

Fly tipping has probably increased as you have made it more expensive and difficult to dispose of items. Perhaps you could think about making it easier for people to dispose of larger items.

Open more recycling centres. Sieze and destroy vehicles of people using them for fly tipping.

That proposed £500k saving wouldn't be enough because litter and fly tipping would definitely increase with these proposals

Totally against it. Will protest .

If proposal 7 is implemented, litter and fly tipping will necessarily increase so there will be no net gain.

"Possible" is one of the biggest words in the dictionary. "Possible" guarantees nothing at all. Re-wording is required for this question. Fortnightly collections will add to fly tipping. How ridiculous is this suggestion. The person suggesting it needs advice on their career choice.

Make the waste centres more accessible so that people do not resort to fly tipping, and offer rewards for information on offenders.

As a family of 4 our dry recycling and household waste is overflowing after 6 days! There are often problems with foxes so excess rubbish cannot be stored in bin bags. Bin bags that are dumped are often left by the river and attract rodents. I doubt many people will have time to go to the dump so fly tipping will increase.

I don't think by changing to the new system will make things better. Money invested into the super cycle highway which NO ONE uses should of been used for this instead.

Fortnightly collections may increase fly tipping therefore negate the £500k savings.

im not gonna be happy with anything that vost more who would be . There has got to be other ways. less packaging ect

This is a completely biased question. There are also savings with the other options. No informatuon is given on the need for savings, effects on Council Tax etc of any of the proposals and therefore it is not possible to make a judgement. Is this the only option that provides more funds for these elements (as they all produce savings). what estimates has the Council made of the additional fly tipping that will occur as a result of these proposals.

Dog fouling has been getting progressively worse in the last year, particularly on residential streets and should be looked into.

We would be paying more for less of a service

I do not want to see kerbside collections changed, impose larger fly tipping fines as a preventative measure

I think this is a good idea but I'd prefer to stop fly-tipping in the first place.

At a time when people are being encouraged to recycle more I can't understand why it make sense to start charging for garden waste collections.

## What are your views on this and do you have any other suggestions of where to re-invest?

You should be doing this anyway. My council tax hasn't gone down EVER. Even after the so called supplement that Londoners paid for the Olympics. We had the Olympics and still continued to be charged at the same rate. Use that supplement to reinvest in those services

By introducing this option you will create an enormous refuse and problem with the dumping of rubbish. And in the long run I expect it will cost more than your expected savings, to say nothing of the environmental health and endemic rodent problems in the borough.

Seems to be encouraging bad practice rather than responsible practice.

The benefits of the reinvestment (if it actually happens) would be negated by the cost of increased litter clearance and fly tipping clearance that would be needed as a result of the reduction in the waste collection service.

Youth services.

If you implant any of these proposals it will only increase the occurrence of litter and fly tipping.

Fly tipping is a problem in my local area - I do not see the logic in extending bin collections to fortnightly service

Lack of rubbish collection will cause further fly tipping and therefore further cost to council

It is not sustainable in terms of health especially during summer. The frequency should vary according to season. In winter when rubbish does not provide putrify as fast, the fortnightly collections could work

Continue to invest in current services.

Everyone is struggling financially as it is in Edmonton why make things worse? It's a dirty place now with rubbish everywhere. The most poverty in the borough why would you think people can afford more money?

If refuse was collected less frequently, more rubbish would be left on the streets, there would be more fly tipping too.

Surely they would be under more pressure if the bins were collected less so there would be no benefit. Also how long would it be before this money was used for something else.

What guarantees are there that this saved money will really be used in the way you are saying.

This would be good for those areas affected by this. Education to increase pride in ones community/ cleanliness etc would be good

Surely fewer bin collections would lead to MORE fly tipping and so this is a false economy! Street services seem satisfactory at the moment so they don't need improving? Litter clearance could be improved but that is largely down to personal responsibility, not to the council. Again, fewer bin collections could increase the amount of litter.

You most probably will end up paying more

I agree with these proposals & see them as positive change for the better. Anything to change and reduce waste (to landfill esp) is a good idea and the way we should be thinking for good ecological economy.

You don't do enough at the moment with fly tipping and street cleaning

It's a false economy. They will be far more fly tipping after you reduce waste collection. I would suggest to leave the collections as they are and heavily fine fly tippers to help with the shortfall.

We fundamentally disagree with Proposal 7. This suggests that the proposal is actually a 'net revenue generator' as distinct from how to provide a given service at a reduced cost. The consultation should not look to, in effect, cross-subsidise services, which may also be subject to potential legal challenge (and wasted Council legal fees and management time etc.) - if you wish to raise funds for investment, please consult properly upon increasing council tax.

## What are your views on this and do you have any other suggestions of where to re-invest?

Improvement of local public parks.

More people to help investigate fly tipping and clearing up the rubbish that gets fly tipped

No I believe the standard of cleanliness on streets will automatically go down if people don't have adequate facilities for disposing of their rubbish. If you want more money stop ridiculous schemes like the planters on the lakes estate which are a road hazard.

Household & food waste where applicable needs collecting weekly. Nothing else works!

There is a lot of fly tipping in N9 which needs stopping not just moving once it happens

Use this money to continue the bin service to its best possible level!

Household rubbish collection must remain weekly otherwise the environment will suffer.

Social care services. Increase fines for fly tipping

Enfield currently spend on collecting fly tipped rubbish from regular known areas. It would be a good idea to invest in temporary camera's to identify the regular offenders. Savings will then be made in the long run.

To me waste collections is all part of street services Perhaps more recycling centres. I pay quite a substantial amount in council tax every month so I have to say I not impressed that so many council services are considering being cut or reduced.

Fortnightly collections may cause more fly-tipping or litter left on the streets

Any money saved would only be spent clearing up the additional rubbish due to the increase in fly tipping and required litter clearance which would be caused by changing to fortnightly collections.

Fly tipping is an increasing issue in my area, and I don't think that removal services are enough. I think it is vital that Enfield Council crack down on those fly tipping in order to discourage this behaviour. Cameras need to be put into place in hotspot areas for fly tipping, and there should be more severe penalties inflicted upon those who continue to fly tip.

A big NO to extra charges!

Only a possible reinvestment ? Not guaranteed ! ?

Negative views on extra charges, charge users and free/reduction too non users.

Reinvesting on parks and on our streets and high streets

No

This may discourage recycling and cause poorer recycling all together.

This would make our lives very difficult, I don't know how we would manage if our bins were left for a fortnight. I would feel very disgruntled with Enfield Council, if these change were adopted.

I think fortnightly collections and charging of green bin collections is going to make fly tipping and dumping of rubbish even worse than it already is. Cutting costs like this is not going to encourage residents to be more respectful of our environment, our borough's living spaces.

Don't agree

Not against the payment

I strongly support this idea.



## What are your views on this and do you have any other suggestions of where to re-invest?

years back the council used to take small amounts of items away from the home for no charge and more than 3 items incurred a small charge. now the council charges so much to take items away that there has been a huge increase in fly tipping. Why should good citizens incur charges for other people breaking the law and fly tipping. Street services - why should we pay more when you are shutting down the police stations - get rid of your fat cat salaries and put more police on the street. Drivers already pay road tax - explain clearly why you need more money. Have you thought of getting rid of the water feature outside the civic centre. What does it do to enhance the area. how much does it cost to use the pump and how much does it cost to maintain. Do we really need it.

I am happy for any savings to be reinvested in this way however I do not believe fortnightly collection of dry recycling is enough, nor do I believe we should be paying for garden waste collection.

I think you'll end up with more fly tipping and mess on the streets so that extra 500k reinvestment would be wasted on additional waste that wouldn't be there if collections were done frequently.

I strongly disagree with this proposal as per my responses above. The disbenefit to the people of Enfield, who pay enough taxes for their dwindling services, far outweighs a £500K short term saving. It is illogical to seek to put forward such a proposal for such a small windfall given the impact on the tax payer.

I am not in favour of this option, and as I have already said, I think that it will lead to more dumping because people will not be prepared to pay extra for garden waste collection

Higher the charges for fly tipping or imprisonments

If this option had free garden waste collection it would have my strong support.

Fly tipping is a problem in the area already, but if the collections go to fortnightly this would make it worse, as the bin stores in my flats already are at max capacity by the end of the week

Sounds like a good idea as there is quite a lot of casual littering, and larger pieces of rubbish (eg furniture) left on pavements. More bins would be good but obviously they have to be emptied. Maybe more education in schools (visits from council staff and competitions?).

I would worry about fortnightly food waste collection from a health and hygiene point of view especially in the hot months

Revisit the cost of green lid collection and fortnightly collection of house hold waste

Would prefer not to have to pay or pay any more for garden waste collection.

Proposal 7 is far too drastic and will only result in fly tipping escalating out of all control. It's infuriating to even consider putting more money into fly tip removals, which indirectly is condoning it. Drastic action is needed to stop fly tippers, your past performance in catching them is pathetic. Your current strategy is weak, inadequate and is encouraging fly tipping to escalate. There must more fines and more prosecutions. Cameras have been suggest at hot spots of which there are many, just look at FIX MY STREET, same places come up each week. Why are the council so reluctant to use camera's at hotspots, which after a relatively small investment in equipment, would in the long term be alot more cost effective at dealing with the flytipping epademic in the borough. People are making a living flytipping on a daily basis at the taxpayers expense and this is not acceptable. The £500k would not be re-invested as you put it, but wasted and thrown away on a lost cause.

My views are as follows ,do the job your supposed to do but do it properly collecting all types of waste in their correct bins we recycle everything in our house I am very strict about that but collect all of them every week like a proper bin man would do . Money should be spent on providing something for young people to do espically in N18. Stopping so many takeaways and betting shopsp opening in N18 and N9 they are no use to anybody.

Doesn't solve the problem less waste collection will increase these problems

## What are your views on this and do you have any other suggestions of where to re-invest?

Collection of separate food waste would assist with recycling food waste during the winter when insufficient green waste is generated to enable the green bin to be put out for collection. However it would be interesting to understand from other authorities how successful separate food collection has been. From driving around Barnet on a bin collection day there appears to be reasonably low take up of separate food recycling. I would be concerned that fortnightly collection of household rubbish may result in more fly tipping or people attempting to dispose of general household waste into street litter bins and therefore the saving and reinvestment may actually have nil overall effect.

Fly tipping will get worse with fortnightly collections

Pot holes

If you do fortnight household rubbish you going to end cleaning the street every day household should be every week to keep clean Enfield if you mention to pay for garden waste charge all gardens going to be messy not everyone can effort

I do not understand why Enfield Residents should pat for people, who are breaking the law, The council should put in stronger Measures to prosecute.

## If you have any other comments, suggestions and/or alternative proposals you would like to make that you feel you have not been able to make elsewhere in this survey, please let us know below.

Any additional charges for waste/rubbish collection will most likely result in increased fly-tipping.

Do not target refuse collection This is only part of councils work that most of rate payers see ! 1/ As there are more houses being built and more people living in our borough there will be more rubbish to be collected. 2/ If you change / reduce the collecting days this will mean the bins will have to be larger for same amount of rubbish. The refuse collectors will be moving heavier bins, not good for these people. 3/ If do change this will bring more fly tipping, That costs more to clean up than collecting How to reduce cost of the councils expenditure 1/ No salary employee should be paid in total with perks like pension and healthcare more than the Prime Minister 2/ Their bonus system should be stopped for all salary employees 3/ If there is any bonus system, it should be agreed by more than 65 per cent of the rate payers of Enfield 4/ The final golden salary pension should be stopped, and transferred to the normal pension system. If they wish to obtain a better pension they can go private and pay for themselves, as the private sector. 5/ Publish the accounts of this final golden pension fund. 6/ Look if Council members are in Private Health care policy's, this should be stopped, and placed into the National Health Service. If they wish to have private Health care, they pay for it out of their pay 7/ Have a good look at the top management, can some of these be reduced in numbers. No extra pay outs on top for redundancy's, to be at the normal rate 8/ The Union Represented on/in the councils organisation should be paid by the Unions, and not paid by the rate payer. 9/ No more council property to be sold off, they should be upgraded and let out as a rented property, to bring in money into the council. 10/ The wages of the top earners with perks [over £90,000] should be published, there should be savings in this department. 11/ Proposal 4 is the only option if you do not address the above issues 12/ Remind the council that they work for the Enfield rate payer's. Respect the local people's opinions and work with us, and not on their own agenda against us.

How secure would the food waste collection bin be? A concern; would be that foxes or strong wind would tip them over creating a mess and attract vermin.

As usual some people like me will follow rules but others will do as they like as usual leaving rubbish anywhere but in the bins. I live in an area with lots of rented accommodation and most do not take any pride in their surrounds leaving rubbish all round bins.

**If you have any other comments, suggestions and/or alternative proposals you would like to make that you feel you have not been able to make elsewhere in this survey, please let us know below.**

1. Schedule street cleaning post refuse collection not the day before Fortnightly recycling collection ok Green waste monthly collection would be ok as grass cut on average mthky in summer/spring In winter months you could reduce this with dates 'when' green box collection will be available? Change collection time of refuse- why rush hour period? There's a traffic calming scheme... do this from 10am?

This is no easy task. We do have a great service at the moment but I understand the need to save money and also increase the potential to recycle. However, the government needs to look at the causes of so much waste. If there wasn't so much unnecessary plastic packaging of our food and other items, the general public would have less to recycle!!! The issue is not really about what to do with our waste but how to reduce it in the first place! If supermarkets and manufacturers were held more responsible for their packaging, the rest of us would not be trying to deal with the surplus waste.

Only that the incidence of fly tipping in Enfield is high and horrible . I don't know the best way to reduce this but increased communication regarding reporting of fly tipping would be helpful. Thank you for giving the opportunity to comment on your proposals. I look forward to knowing the outcome

Incentives for glass/ plastic/cardboard recycling would be great

I have struggled to find any publicity around this consultation outside of a few obscure pages on the council website. Much of the consultation period has happened over the Christmas period when people would have been away or busy with other things. This looks like an attempt by the council to do consultation "under the radar" so they can say they consulted without actually reaching the affected audience.

If fortnightly waste collections are imposed then large bins have to be issued

Question 16 was very difficult to answer because of the double negative in the question, not well written I'm afraid.

Most long term residents have seen such a marked deterioration all over the borough in the last ten-fifteen years. Meridian water will just compound all these issues. Upper Edmonton used to be a very community minded borough, and considered a sort after area to live in, having good public services and high street conveniences. Now there is rubbish everywhere and the high street only caters for the few with no variety or choice. We should not feel compelled to move house just to receive the basic services paid for.

What would be the cost of providing separate bins for weekly food waste collections? Is this taken into account?

Making it easier for households to have larger items collected from their home, should result in less fly tipping.

Do the council still provide a service for collection of large objects, such as sofas and fridges? This should be better publicised. Also, I feel it might be an idea to offer a once a year only opportunity for households to have a clear out or a rubbish amnesty for a nominal charge of £100 or just have a date where you publicise an amnesty where everything is collected, thus saving overall. Warnings and fines for non compliance. Seasonal changes for green waste. Eg once a week during peak summers vs once every three weeks in November to Feb. This would demonstrate some savings or be cost neutral overall. Publicise dates or put prominently on the council website. Composting bins and composting exchange.

Increase commercial waste costs and services enforce contracts and prosecute Use funds to support core service. - the least you can expect as a resident is a basic cleansing service

I reiterate that there needs to be a weekly collection of the grey bin and recycling. Monthly garden waste collection and a weekly food bin collection are other options to consider.

N/a

Somewhere to put broken glass is always an issue for me

**If you have any other comments, suggestions and/or alternative proposals you would like to make that you feel you have not been able to make elsewhere in this survey, please let us know below.**

I understand that budgeting is an issue but since I have been a resident I have been impressed with the service Enfield offers in comparison to other regions. It'll be a pity to see standards dropping too low so hopefully you can find a compromise that meets the needs of residents.

Yes. Increase the business waste disposal charges for all the food outlets, chicken and chip shops, restaurants, kebab shops etc the create an enormous amount of waste and from what I see around Fore Street, they do not manage it well

I would suggest using the word 'Landfill' on the grey lidded bins, as this is a reminder of where that refuse ends up. Who knows, it might encourage some people to be more careful in sorting their refuse. I know Kingston do this.

Should focus on fining people who fly tip/ drop litter

This is a very biased survey which will appeal to those with no gardens or those able to pay for a sub standard service.

The council should look around the borough. It is already a disgrace with rubbish being dumped and people not managing rubbish.....you will not change the habits of these people from countries where they are not used to this....they will just continue to dump black bins of rubbish where they want.

To be honest, I said everything i the earlier questions. I just wouldn't change a thing with the current collection service we have. In my opinion, Enfield borough is well maintained, roads etc. Please don't take away our weekly collection service, it will really affect my family.

Extend the consultation. Most of my neighbours had not heard of these proposals and with the deadline so soon after the holidays most have not had a chance to respond when I've told them about it.

None

Instead of the proposed charging people for disposal of garden waste which must be one of the most disposable bi-products, why hasn't anyone thought of basing the charge for how many people reside in the household for household waste. The whole refuse collection service should be based on how many persons are living in the household producing the refuse ...twice as many people..twice as much rubbish!

See comments made on Q23

We need to encourage less waste. The council should be working with supermarkets and delivery services like Amazon to reduce packaging, greatly reduce the use of plastic packaging, and if plastic packaging has to be used, it should be recyclable.

Only collect garden waste once a month in the spring/ summer or even less. We barely use it. Don't collect garden waste in the winter , save money that way

Bring someone in who knows what they are talking about.

Local planning has allowed homes to extend and grow, and the council have failed to follow up on whether these expansions are paying there fair share of council tax, maybe you should be looking at the failure to collect tax as your first port of call,and look at any possible cost saving, if needed, once EVERYONE is PAYING their FAIR SHARE. I would leave the current collections as they are, and urge the council to seek out, and make the council tax dodgers pay their bit. ( This could possibly be the £500k you are looking for) The current trend is to hit those who are doing the right thing, as it is the easiest way forward, and not face up the fact the borough has a massive waste problem, due partly to the fact they do NOT know how many people they truly have residing in the borough. GET YOUR ACT TOGETHER.

Stop wasting money on cycle lanes in enfield and start fixing roads and services. High level managment get paid to much for doing to little.

recycling should be made a priority, we should be given incentives to recycle, fly tipping is a nuisance, Keep collection as they are and add weekly green collection during summer months

**If you have any other comments, suggestions and/or alternative proposals you would like to make that you feel you have not been able to make elsewhere in this survey, please let us know below.**

See previous views and comments.

The council has already had a consultation on charging for green bin collection and the result was to change the collection to fortnightly and not charge. How many times is the council going to have consultations on this subject? If the council decide it is acceptable to charge for green bin collection then those people not willing to pay will be driving to Barrowell Green resulting in avoidable pollution being added to the environment in a residential area.

The council should absolutely not charge for garden waste collection. The council should also be more responsive to requests to remove fly tipped rubbish. The focus of the council's policy should be to encourage sustainability and recycling and reduce non-recyclable household rubbish.

Weekly food waste collections without charging for garden waste would be preferred, the smell that emanates from the bins during the warmer months is not pleasant after one week let alone two and only encourages flies and vermin.

Charging landlords with multiple occupants more for their waste collection as landlord still pays the same amount of Council Tax yet their properties generate more rubbish. For example we have noticed that multiple occupants generate more rubbish in form of ready meals and takeaways which are often not recyclable. For those whom English is not the first language this survey is quite complicated - would have been better to allow people to put and number in terms of priority their first 3 options

Sharing bins in more areas is worth exploring.

Start actively prosecuting fly tippers instead of investing in expensive clean up operations.

I'm very unhappy with fortnightly food waste collection, as it means smelly, rotting waste hanging around either in the house or messing up the bin. However all the options offering weekly food waste collection involve imposition of £65 charge for garden waste collection, which I object to on principle and see as the thin end of the wedge.

Enough said!

You also need to educate new residents to the area on how to recycle.

I have no issue with the reductions. But i feel it will just increase flytipping

a fine for overflowing bins and rubbish left on the Streets

Strongly prefer the current service.

We have a big problem with fly tipping due to the very strict regimes in our refuse centres. We did not have this problem before

At long last the government appear to be taking an interest in waste management. Enfield should be moving forward with this not going backwards

No comment

As ever a waste of a time survey as we really as taxpayers have no say. I would bet on decision has already been made. Imagine what money could have been save by not undertaking this survey? It could have been put to not inconveniencing taxpayers and put towards reducing street litter and fly tipping. Just a thought

never had maggots in green bin till collections went fortnightly

Graying for garden waste should be optional. I do not want to have a food waste bin in my house with young children and animals in the house.

You might actually do away with the "Our Enfield" magazine and reinvest that money into refuse services. Make better use of the internet and notice boards for the stuff you do put in the magazine.

The council.should be making cuts in senior.members of staff.and the waste on contact workers.

Get rid of the large food waste bin and introduce a small food waste bin.

**If you have any other comments, suggestions and/or alternative proposals you would like to make that you feel you have not been able to make elsewhere in this survey, please let us know below.**

Money by the council should not have been wasted on replacing pavements from slabs to tarmac or in the case of The Mall putting bricks that lead to house driveways, (dropped kerb). Or on the super cycle highway hanging flower beds etc which has resulted in more traffic jams and more pollution.

This consultation is fundamentally flawed and lacking in fairness for the following reasons: As a household in Enfield we were not advised of the consultation, we happened to see it on Facebook. Surely every household should have been informed and given the opportunity to respond. There was no reference to the website where the reasoning for the changes are set out. The consultation has been held over the holiday period when people may be away. There is nothing to prevent someone giving multiple responses and indeed not living in the borough since there are no address or other details.

It seems that the council is very keen to introduce charging for waste collection and I would strongly urge you not to do so.

Bigger fines for fly tipping

Having had one amendment to our collection service, I am extremely disappointed that the council is seeking further potential reductions in collections. I gets arevtight but as householders we recognise the value in the current collection pattern, and would pay the additional £65 per annum to retain what we currently benefit from

Whilst we appreciate that councils are under increasing pressure to save money with budget cuts, council tax in Enfield is already very high and we are not willing to pay any more towards services which we are already paying for. Perhaps the council should look to reduce the salaries of high earning council officials rather than squeezing more money out of residents who simply cannot afford it.

The survey is good but I have been sent it by a friend which means that we overlooked it initially. My guess is that it will have a low response rate as it was not widely advertised. Hi

Increased costs should be covered by increases in council tax not by service reductions and charges to individual households. We are in Palmerston Road, Enfield N22 which is not included in your list of postcodes

Litter and fly tipping is at present an ever increasing issue, reducing waste collection services will only make this matter worse.

Household waste should be collected weekly

Flats need to recycle!!!!

Use Community Service to collect roadside rubbish. We walked in Trent Park this week and were disgusted by the amount of rubbish that has been thrown into the ditches by the lay-bys on Ferney Hill.

Stop trying to make money off people struggling . Make it a better place to live and may be you would get cleaner more affluent people living here who could afford to pay .

I feel refuse and recycling collections should be left as they are

Make sure that those that do not comply with the current rule are fined. Catch and fine fly tippers.

Please consider making the financial savings that are necessary elsewhere. Keeping rubbish and waste collections frequent hugely improves the environment of Enfield and makes it a nice place to live.

Any thing that reduces waste to landfill and educate us all to act responsibly over wastage is a good move.

You should NOT Charge us

**If you have any other comments, suggestions and/or alternative proposals you would like to make that you feel you have not been able to make elsewhere in this survey, please let us know below.**

Please focus upon how to deliver effective household waste collection services in a more cost-effective and environmentally friendly way. Do not be distracted by any other ancillary considerations. Thank you.

Perhaps a stick on the green bin for garden waste that lets the refuse collectors know that the household have paid for the collection and the sticker changes each year i.e 2019-2020 , something along this line because if the government in the end is going to make councils take away the household s food waste away each week then it is only garden waste that we as householders have to pay for

No

Have you considered larger household rubbish bins as this would open up the possibility of biweekly collections?

Charge for garden waste of those huge gardens and not for flats without gardens.

If the grey lidded bin collection is going to fortnightly, then a bigger bin would be appreciated.

We just about cope with the system we have in place at the moment which is not ideal as we have to make regular visits to the tip as do most of our neighbours and family in the area. Fly tipping is a problem where we live and this will increase if the system is changed. Access to tips is limited in the borough and there is only one site we can visit which is some distance from where we live. Enfield council should open there eyes and provide more sites for recycling and general waste for the residents of the borough to use.

I feel that we, as tax-payers, should not have to pay more for these services which have been provided until this point without issue.

Think of the bigger picture, less collections means more street rubbish so you would certainly need cash to invest into targeting a new problem created by offering a lesser service. Offering fewer collections yet charging for a lesser service is outrageous. How are larger families and the elderly meant to adapt to this. In our street , Shirley Road, we are told there is no budget to maintain the trees which is supposed to be covered in our council tax. We already pay and large council tax and quite honestly don't feel there is much value or service to the residents for it. We have to pay to park in the street we live in. Enfield council are squeezing residents too tightly already

The Council Tax is not a reasonable charge to residents it is however very expensive for services rendered. Years of cut backs but no reduction on Council Tax have led to this. I propose NO CHANGE in cost to residents with an opt out clause at lower cost to those not making full use of all rubbish collections.

Encourage recycling by allowing a weekly collection and every two weeks for households waste the green lid can be every four weeks

I feel you have to tackle certain parts of Enfield's residents sense of pride in living and working in those areas. Start with teaching the kids in the schools the old fashioned ideals of taking your rubbish home, not spitting on the floor.

No

Fortnightly household rubbish if larger bins the same size as the blue & green lid bins are provided Weekly dry recycling (blue-lid) Weekly food waste Free weekly garden waste (green-lid) from March to October. No green-lid bin collection November to February. This system is used in some local authorities in Scotland & is successful.

Grey and blue bin collections should remain weekly - see above. The social, household, hygiene and environmental impact of changing this far outweighs the modest 'estimated' savings being suggested. As for garden waste, this may be something you can streamline, perhaps during the winter months.

**If you have any other comments, suggestions and/or alternative proposals you would like to make that you feel you have not been able to make elsewhere in this survey, please let us know below.**

---

I am disappointed that this whole issue has been 'over complicated' and there are far too many options presented. This will put many people off from commenting at all. I would suggest the following: Keep the existing arrangements for collection Enable pedestrian access to the Barrowell Green Recycling Centre Introduce recycling bins in Parks (at present all waste collected by LBE in Parks goes for incineration/landfill). Shame on you Introduce composting bins in all parks for LBEs/Friends of Parks green waste.

---

Cutting back trees in Ridge Crest.

---

The grey general rubbish bin we have at the moment is smaller than the other two bins. We are a two person household with a cat so we only put one bin bag out a week. Not sure how larger households will manage if the collection becomes fortnightly.

---

Green Lid Bin collection every two weeks is fine, House hold waste must be weekly, to avoid all the consequences which may occur eg increase in vermin, pests, dumping, fly tipping. Blue Lid Bin collection every two weeks can accept

---

Proposal 7 is asking for problems. I recommend a gradual change is recommended, starting with Proposal 1 until you get to grips with the fly tipping and have evidence that most of the weekly black lid (household waste) bins are only half full. Only then would it justifying changing for a fortnightly black lid (household waste) bins collection, as in Option 5 as the rest would remain the same, with a saving of 2 million pounds and 50% recycled waste. Note: Barnet has discontinued food waste collection costing 300K as only 25% participated and food waste will instead be disposed of in the black residual waste bin and sent to an energy from waste facility. Clearing fly tips up is not the answer to fly tipping, deterrents are, cameras help, hefty fines and prosecutions send out a strong message. The intended charge £65 for garden waste disposal should be part of the council tax bill as very few will want to pay it and will encourage more fly tipping. Concentrate on eradicating fly tipping and the savings will be abundant. Residents that are not recycling should be approached and educated on what is required. The dustmen must know what households are not recycling by the content of their bins.

---

Do you job but do it properly.

---

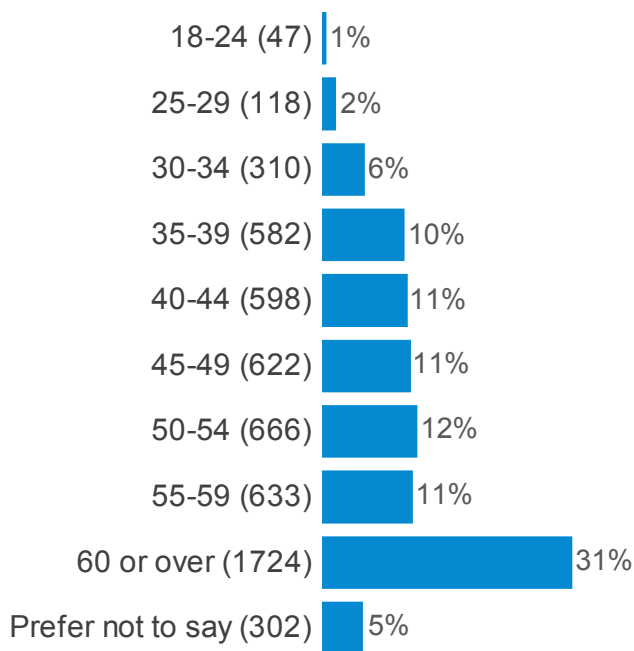
Listen to people. Waste needs to collected weekly

---

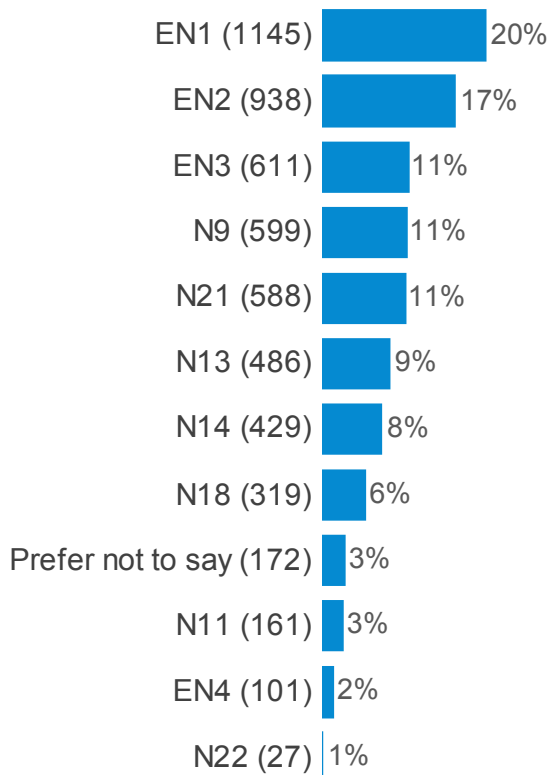
The reduction in Food waste could cause major Health and Safety issues in Enfield.



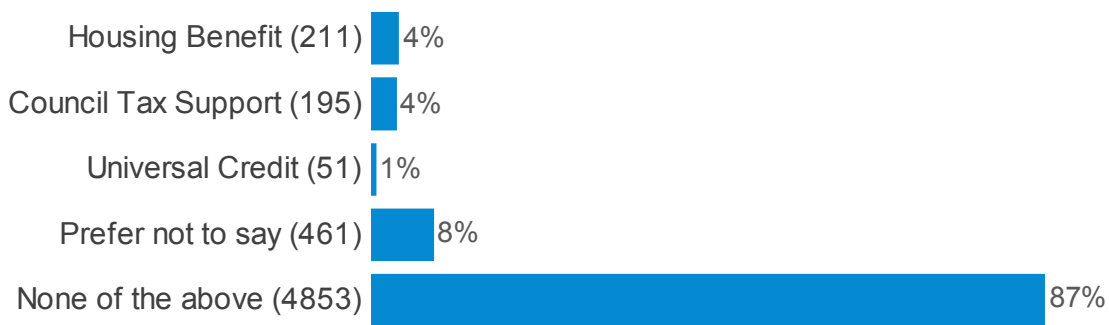
## How old are you?



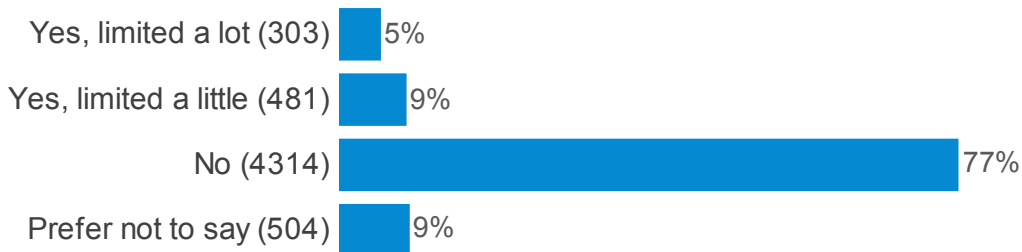
## In which postal district do you live?



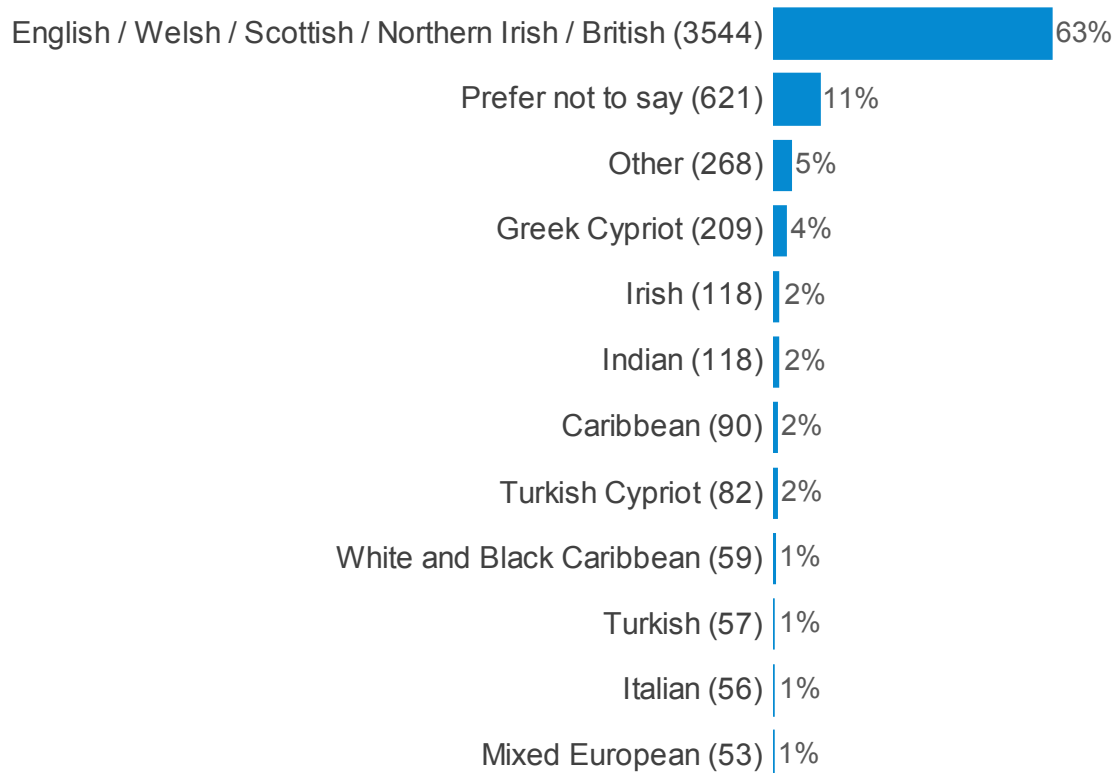
Please let us know if you receive any of the following? **Please select all those that apply**



**Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months?**



**How would you describe your ethnic origin?**



**If 'Other', please specify**

---

White other

---

Asian and White rather than White and Asian

---

Romanian

---

Albanian

---

British Black

---

Black Caribbean british

---

White European

---

British white London born.

---

African

---

European

---

African

---

Algerian

---

Romanian

---

Scottish

---

Persian

---

Bulgarian

---

German/Chinese/Dutch

---

Bulgarian

---

Anglo indian

---

Mauritian

---

British Ghanaian

---

French

---

more than one ethnicity in house and yet can only tick one

---

European

---

Jewish

---

Anglo/German

---

I don't see how this is relevant

---

N/A

---

White other (German)

---

European

---

British Greek Cypriot

---

Cornish

---

Northern European

---

Scandinavian/White / Western Europe.

---

Black British

---

Asian - Indonesia

---

Mixed

---

Australia

---

European

---

Rather not say

---

East African asian

---

**If 'Other', please specify**

---

English/Cypriot

---

Why does this matter?

---

What has this to do with anything

---

English.

---

British

---

british asian

---

How about West Europe. Portugal and Spain not on ur list/just white origin no need to put 20 countri

---

Half Turkish, Half Turkish Cypriot

---

Latine European

---

White

---

Don't see why you need to know!!

---

why is this relevant?

---

Mixed British and half Arab

---

Black Caribbean

---

Not relevant

---

Why do u need to know this very invasive and not relavant

---

English / Irish

---

British born Mauritian

---

Mixed Asian & black Malawian

---

Other white

---

Not relevant

---

What relevance is this to the survey

---

French

---

Spanish

---

Scandinavian

---

Swiss

---

Sikh

---

Swiss/German w French ancestry. A TRUE minority in Britain.

---

Anglo Indian

---

Swedish

---

Latinamerican

---

Black British

---

My partner and kids are white and black caribbean

---

Black British

---

Other asian background

---

Iranian

---

British Asian

---

Human being

---

Black British! Not sure why it's not an option here?

---

African

---

Jewish

---

**If 'Other', please specify**

---

Filipino

---

British/Indian

---

Equality for all should not need this question!

---

Irish and Greek Cypriot

---

No

---

English and Greek Cypriot

---

I object to this question we should all take pride in our surroundings

---

Mixed race household

---

British mauritian

---

Indian Caribbean

---

This question is a complete waste of time - but if you must know then its Irish / Dutch !

---

Asian other

---

Pilipino

---

White African

---

British Asian

---

Algerian

---

European

---

British of West Indian, Indian Descent

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**MUNICIPAL YEAR 2018/19 REPORT NO:**

160

**MEETING TITLE AND DATE:**

Cabinet: 13 February 2019

Council: 27 February 2019

**REPORT OF:**

Director of Finance

<b>Agenda – Part: 1</b>	<b>Item: 5</b>
<b>Subject: Budget 2019/20 and Medium Term Financial Plan 2019/20 to 2022/23 (General Fund)</b>	
<b>Key Decision No: 4744</b>	
<b>Wards: All</b>	

**Contact Officers:**

Jayne Fitzgerald Tel: 0208 379 5571

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 2019/20 financial year. It also updates the Council's Medium Term Financial Plan in the light of those decisions. In summary, it recommends:

- A net revenue budget of £230.988m, a 1.37% increase when compared with 2018/19.
- A core council tax of £1,298.87 at band D, a 2.99% increase
- A further £12.61 at band D to pay for Adult Social Care as allowed by Central Government, a 1.00% increase on 2018/19.

This results in a charge for Enfield Council of £1,311.48 at Band D, a 3.99% increase; equivalent to an increase of £0.97p per week for a Band D property.

Additionally, the Council will levy a council tax of £320.51 at Band D on behalf of the Greater London Authority which is an 8.93% increase on last year.

In total the impact of these proposals will be total council tax of £1,631.99 at Band D, a 4.92% increase on the 2018/19 level, equivalent to an increase of £1.47p per week for a Band D property.

1.2. These proposals are the culmination of the 2019/20 budget planning process and provide information on:

- the outcome of the recent budget consultation
- the details of the Local Government Finance 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 Schools' Budget.
- 1.4. Please note, the Capital Strategy (2019/20) and 4-Year Capital Programme (2019/20 to 2022/23) and Treasury Management Strategy 2019/20 are now contained in separate reports on this agenda.
- 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:

	Section
Recommendations	2
National Context and Local Government Finance Settlement	3
Local Context and Budget Process 2019/20	4
Budget Consultation	5
Budget Summary	6
Grant Funding (including Schools Budget)	7
Council Tax Base, Business Rates and Collection Fund	8
Revenue Budget Proposals (pressures, savings and income generation proposals, service impact, flexible use of capital receipts)	9
Medium Term Financial Plan (MTFP)	10
Budget Risks, Uncertainties and Opportunities	11
Contingencies, Reserves and Balances	12
Comments of the Director of Finance and other Departments	13
Alternative Options Considered	14
Reasons for Recommendations	15
Key Risks	16
Impact on Council Priorities	17
Equalities Impact Implications	18
Performance Management Implications	19
Health & Safety Implications	20
Human Resources Implications	21
Public Health Implications	22



**Budget & Council Tax Report Tables and Appendices <sup>1</sup>**

<b>No.</b>	<b>Table Title</b>	<b>Section</b>
1	Reductions in Government Spending 2010/11 – 2019/20	3
2	Government Funding Allocations for Enfield	3
3	Budget Position & Council Tax 2019/20	6
4	Council Tax Band D Charge 2019/20	6
5	Council Tax Base 2019/20	8
6	Enfield Collection Fund	8
7	Pressures by Category	9
8	Pressures by Department	9
9	Phase 4 Savings	9
10	New Savings Proposals by Department	9
11	New Income Generation Proposals by Department	9
12	Full Year Effects of Savings Agreed in Prior Years	9
13	Summary Medium Term Financial Plan 2019/20 to 2022/23	10
14	Sensitivity Indicators	11
15	Medium Term Financial Plan Budget Gap 2019/20 to 2022/23	13
<b>No.</b>	<b>Appendices</b>	
1a	Budget Consultation - Summary of Results	
1b	Budget Consultation – Minutes of OSC Budget Meeting (to be tabled at the Cabinet meeting)	
2a	New Budget Savings and Income Generation Proposals	
2b	Full Year Effects of Prior Year Savings	
3	Pressures in the MTFP	
4	Draft Budget – Departmental Control Totals	
5	Schools Budget	
6	Budget Risks	
7a	Earmarked Reserves	
7b	Estimated Movements in Earmarked Reserves	
8a	Statement of Robustness of Budget Estimates	
8b	Adequacy of Reserves – Risk Evaluation	
9	Specific Grants 2019/20 to 2022/23	
10	Capital Receipts Flexibility Efficiency Statement	
11	Place Department Fees and Charges	
12	Adult Social Care Fees and Charges	
13a	Chief Executive's Fees and Charges	
13b	Resources Fees and Charges	
14	People (Children's) Fees and Charges	

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<sup>1</sup> Tables may not sum exactly due to rounding

## 2. RECOMMENDATIONS

### **Cabinet is asked to make the following resolutions:**

- 2.1 With regard to the revenue budget for 2019/20 to recommend that Council:
- (i) Set the Council Tax Requirement for Enfield at £127.311m in 2019/20;
  - (ii) Set the Council Tax at Band D for Enfield's services for 2019/20 at £1,311.48 (section 6), being a 2.99% general Council Tax increase and a 1.00% Adult Social Care Precept.
- 2.2 To agree the Medium Term Financial Plan (MTFP), including:
- (i) the pressures set out in Appendix 3, £26.8m in 2019/20, which includes:
    - an investment of £1m for Children's Social Workers in order to reduce caseloads
    - an additional £11.4m allocated in 2019/20 to address Adults and Children's Social Care pressures, partly funded from the new Social Care Support Grant and increased Better Care Fund totalling £5.3m.
  - (ii) an allocation of £0.5m per annum within the 2019/20 and 2020/21 budgets which is recommended to provide mentoring related to serious youth violence and improve data to better target resources (para 9.1.3).
  - (iii) the savings of £10.7m and income proposals of £2.4m in 2019/20 set out in Appendix 2a.
  - (iv) full year effects of prior year savings and income generation totalling £3.4m set out in Appendix 2b.
  - (v) adopt the key principles set out in section 10.
  - (vi) note the additional £0.3m capital budget needed to deliver an annual saving of £0.4m on the CCTV budget, which will be recommended as part of the Capital Strategy (2019/20) and 4 year Capital Programme (2019/20 – 2022/23) report on this agenda.
- 2.3 With regard to the robustness of the 2019/20 budget and the adequacy of the Council's earmarked reserves and balances to:
- (i) note the risks and uncertainties inherent in the 2019/20 budget and the MTFP (section 11) and agree the actions in hand to mitigate them;
  - (ii) note the advice of the Director of Finance regarding the recommended levels of contingencies, balances and earmarked reserves (section 12 and Appendix 8a) and have regard to the comments of the Director of Finance (section 13) when making final decisions on the 2019/20 budget;
  - (iii) agree the recommended levels of central contingency and general balances (section 12).

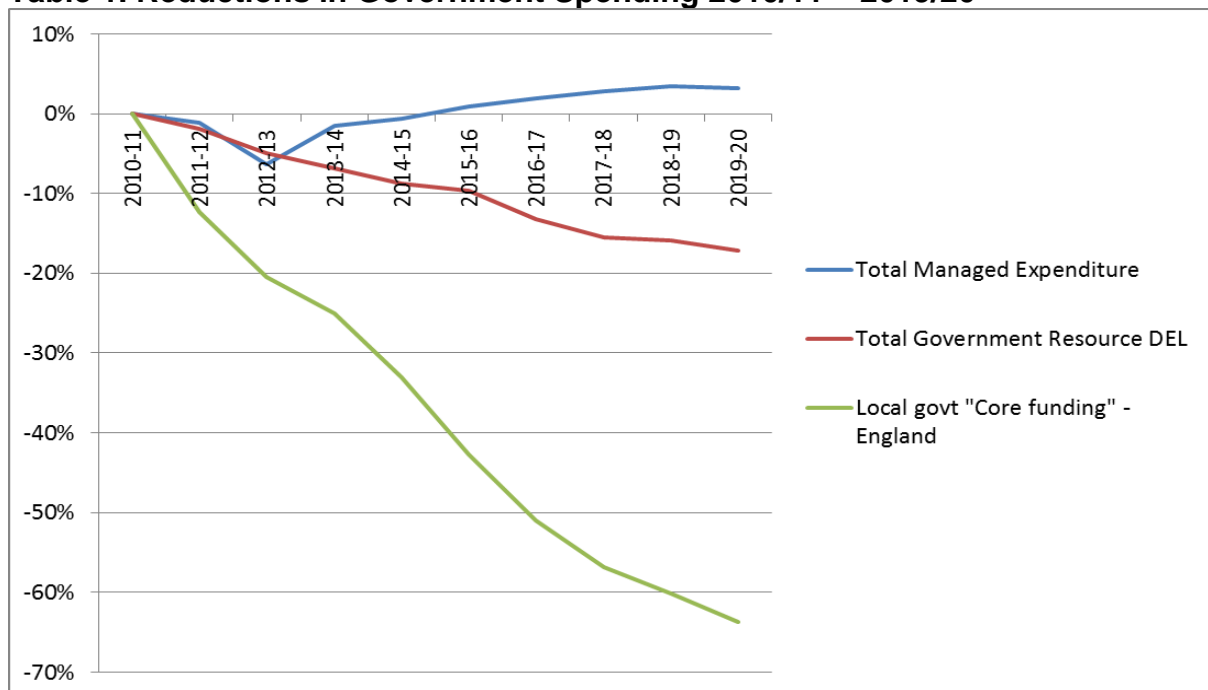
- 2.4 To recommend that Council agrees the Schools Budget for 2019/20 (Section 7.6 and Appendix 5).
- 2.5 To agree the changes in Fees and Charges for 2019/20 as set out in Sections 9.3 to 9.8 and Appendices 11 to 14.
- 2.6 To note the gap remaining in the MTFP for 2020/21 to 2022/23 and the actions being taken to address this.
- 2.7 To recommend that Council agrees that the New Homes Bonus £1.594m is applied as a one-off contribution to the General Fund in 2019/20.
- 2.8 To recommend that Council agrees the planned flexible use of capital receipts in 2018/19 being £4.212m and approves the planned flexible use of capital receipts in 2019/20, being £1.851m (Section 11 and Appendix 10).
- 2.9 To note the feedback and minutes from the Budget Consultation and Overview and Scrutiny Committee Budget Meeting on 31<sup>st</sup> January 2019 as set out in Appendices 1a and 1b. Appendix 1b (OSC Minutes) is to be tabled at the Cabinet meeting.

### 3. NATIONAL CONTEXT AND LOCAL GOVERNMENT FINANCE SETTLEMENT

3.1 The Final Local Government Finance Settlement (LGFS) 2019/20 was announced on 29<sup>th</sup> January 2019. The settlement announcement outlines the Settlement Funding Assessment (SFA) and Core Spending Power (CSP) allocations for local authorities for 2019/20, which is the final year of the current Spending Review period and the last year of the four-year settlement for 2016/17 to 2019/20. The settlement confirms real terms cuts to Settlement Funding Assessment (SFA) of 6.5% across London and nationally in 2019/20 and cumulative real terms cuts to core funding of 63% across London between 2010 and 2020.

3.2 Table 1 below compares the like-for-like cumulative cuts to core funding with total public and departmental spending, clearly showing that Local Government has shouldered a disproportionate share of funding reductions. Further details of 2019/20 funding are set out in Section 7.

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



3.3 The four-year funding 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.

- 3.4 Enfield's Settlement Funding Assessment is £90.3m for 2019/20, £92.6m including compensation for under-indexing the business rates multiplier (s31 grant). This represents a further reduction of £6.3m (6%) over 2018/19.
- 3.5 Table 2 below shows the impact of the four-year settlement on Enfield over the 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 four-year period.

**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	104.3	98.7	92.6
Annual cash reduction on the previous year		-15.1	-11.1	-5.6	-6.3
Annual percentage reduction on the previous year		-12%	-10%	-5%	-6%
Cumulative cash reduction on 2015/16 settlement		-15.1	-26.2	-31.8	-38.1
Cumulative percentage reduction on the 2015/16 settlement		-12%	-20%	-24%	-29%
Source: Provisional Local Government Financial Settlement, December 2019, 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 (RSG). These elements vary in presentation over financial years to reflect the change to the 100% pool in 2018/19, and 75% pool in 2019/20, in which years RSG is rolled into the retained rates. Therefore, for comparison, the combined total figures for the settlement funding assessment rather than the component elements, are shown here. Figures include compensation for under-indexing the business rates multiplier (s31 grant)

- 3.6 Alongside the Local Government Finance Settlement (LGFS), the Government published two consultations on the future funding of local government: A technical consultation on the assessment of local authorities' relative needs, relative resources and transitional arrangements and a consultation on business rates retention reform. The reform of the business rates retention system will sit alongside wider changes to the local government finance system which the Government aims to introduce in 2020. There will be a full reset of the business rates system in 2020/21. This will allow full implementation of both reforms to the business rates retention system and the outcome of the review into relative needs and resources. The outcome of the review into local authorities' relative needs and resources will give all local authorities new funding allocations. The consultation seeks views on how business rates baselines should be reset and the Ministry of Housing, Communities and Local Government (MHCLG) have promised to work with the sector on the design of the future business rates retention system through 2019.
- 3.7 Further consultations will follow in the year on transition arrangements. The results of the consultations and the proposed changes will not be known until the autumn

of 2019 when the Spending Review 2019 is also due to be published. This will make planning for 2020/21 and beyond very difficult.

#### **4. LOCAL CONTEXT AND BUDGET PROCESS 2019/20**

4.1 Cabinet on 12th December 2018 received a report on the progress of the 2019/20 budget and updates of the Medium Term Financial Plan. At the start of the budget process a budget gap of £18m was identified and savings workstreams were established to develop savings and income generation proposals to bridge the gap. Phase 1 – 3 savings have already been reported to Cabinet for approval. Executive Directors, in consultation with their portfolio holders and working with the Director of Finance, have finalised next years' service budget requirements and put forward savings and additional income proposals to balance the overall budget for 2019/20. Details are set out in Section 9.2 and Appendix 2 and summarised in Table 10.

4.2 Work has also been carried out to identify ongoing pressures within the budget and allocate resources to address these in the 2019/20 budget. Details are set out in section 9.1 and Appendix 3 and are summarised in Tables 7 and 8. Recognition of these pressures in the budget will put the budget on a more resilient and sustainable footing by reducing reliance on one-off resources such as capital receipts whilst giving some protection to front line services and investing in key projects and priorities. However, the remaining funding gap in future years demonstrates the difficult service decisions ahead if funding resources continue at 2019/20 levels.

4.3 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 (ASC) have been much publicised, but it is important to recognise that other growing demands, including services for children and the homeless, continue to 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.

4.4 The budget process 2019/20 has taken into account:

- The Council's Corporate Strategy
- The Chancellor's 2015 Spending Review and the 2018 Autumn Budget
- The Final Local Government Finance Settlement for 2019/20
- The forecast and prioritisation of the Council's revenue and capital resource requirements over the next four years

Budget Consultation feedback is provided for Cabinet's consideration in finalising the budget – see section 5.

4.5 The budget decisions in this report are aligned with the Administration's vision and priorities for Enfield. The Council's Corporate Plan, "A lifetime of opportunities in Enfield" sets out Enfield Council's vision, aims and priorities for the next four years, naming the key priorities as:

- Good homes in well-connected neighbourhoods
- Sustain strong and healthy communities
- Build our local economy to create a thriving place

4.6 The Council's commercial strategy is an integral part of helping to deliver a sustainable budget going forward. This starts from understanding needs and how we meet them, through to designing services and delivery models that improve outcomes and value for money. Integral to all of this is preventing spend or reducing unit cost, generating income, maximising the utilisation of our assets and shaping the market. The current focus is to build on our strengths and get the basics right. To do this we need to embed commercial thinking and skills throughout the organisation in the way we deliver services and procure and manage contracts, as well as ensuring current income budgets are realised and good governance of our companies. In the 2019/20 budget additional income of £2.4m has been included as part of the contribution towards closing the budget gap. The approach to fees and charges set out in section 9.3 of the report has also been improved this year.

## **5. BUDGET CONSULTATION**

5.1 The Council's 2019/20 Budget Consultation was open from 26<sup>th</sup> October 2018 to 8<sup>th</sup> January 2019 (10 weeks). This year residents' views were collected through a questionnaire available online as well as a budget simulator exercise which challenged respondents to find £18m of savings.

5.2 A number of different communication channels were used to raise awareness of the consultation and budget simulator including a feature in Our Enfield magazine, story in the Enfield Independent, press adverts, posters/flyers in libraries, information sent to community organisations, e-newsletters and social media. Meetings were also held with interest groups including Enfield Disability Action.

5.3 Residents were given information on our 2018/19 budget including the pressures the Council faces and some of the achievements the Council have delivered despite the financial pressures.

In total 388 responses were received through the online questionnaire and 61 via the Budget Simulator. All comments have been considered and common themes have been taken out and categorised under 3 headings:

- How the Council should prioritise spending
- In which areas the Council should look to make savings
- How the Council could raise extra income

5.4 The feedback from the consultation was presented to the Overview and Scrutiny Committee Budget Meeting on 31<sup>st</sup> January 2019. Appendix 1a to this report provides a summary of the findings from the consultation and the simulator. The minutes and recommendations of the OSC Budget Meeting will be tabled at the meeting.

## 6 SUMMARY OF BUDGET PROPOSALS AND IMPACT ON COUNCIL TAX

6.1 The Localism Act requires Council approval of the Council Tax Requirement.

Table 3 sets out the Council's budget position and council tax requirement after taking into account the proposed changes detailed in this report:

**Table 3: Budget Position & Council Tax 2019/20**

	2018/19	2019/20
	£000's	£000's
<b>Net revenue budget</b>		
Schools Budget	331,541	334,187
Other Services (base budget)	228,425	227,861
Dedicated Schools' Grant	(331,541)	(334,187)
	<b>228,425</b>	<b>227,861</b>
<b>Budget Movements:</b>		
New Demographic and Cost Pressures	2,600	25,267
Investment in Services	1,000	1,500
Social Care Support Grant & iBCF		(5,339)
Flexible Use of Capital Receipts		(1,851)
Full Year Effect of previous budget decisions	4,443	(3,370)
Proposals for New Savings ( <b>Appendix 2</b> )	(8,607)	(13,080)
<b>Net Budget</b>	<b>227,861</b>	<b>230,988</b>
<b>Less Corporate Funding:</b>		
Business Rates Top Up	(25,885)	(35,649)
Retained Local Business Rates <sup>1</sup>	(72,515)	(58,961)
London Pilot Pool Growth		(2,950)
Reserves		(1,000)
Corporate Specific Grants	(4,178)	(3,803)
Collection Fund Net (Surplus) / Deficit <sup>2</sup>	(4,204)	(1,314)
<b>Corporate Funding</b>	<b>(106,782)</b>	<b>(103,677)</b>
<b>Council Tax Requirement</b>	<b>121,079</b>	<b>127,311</b>
Tax Base (Band D equivalents)	96,005	97,074
<b>Council Tax (Band D)</b>	<b>£1,261.17</b>	<b>£1,311.48</b>

<sup>1</sup> includes s31 grants

<sup>2</sup> breakdown found in table 6

6.2 The GLA Assembly reviewed the Mayor's draft GLA budget on 20<sup>th</sup> December 2018 with the final draft budget due to be agreed by the London Assembly on 25<sup>th</sup> February 2019. 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 for approval by Council. The budget was recommended with an increase in the Band D precept from £294.23 to £320.51. The Band D Council Tax



payable by Enfield residents for 2019/20 based on the budget proposals (including GLA precept) is £1,631.99. This is made up as set out in Table 4:

### 6.3 Table 4: Council Tax Band D Charge 2019/20

	2018/19 £	2019/20 £	Change* %
Core Council Tax	1,237.15	1,298.87	2.99%
Adult Social Care Precept	24.02	12.61	1.00%
<b>London Borough of Enfield Total</b>	<b>1,261.17</b>	<b>1,311.48</b>	<b>3.99%</b>
Greater London Authority	294.23	320.51	8.93%
<b>Total</b>	<b>1,555.40</b>	<b>1,631.99</b>	<b>4.92%</b>

\*The percentage change shown is calculated in reference to the total 2018/19 LBE Total Band D charge of £1,261.17 not the individual elements shown.

- 6.4 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 will be reported to Full Council on the 27<sup>th</sup> February 2019 for approval.

## 7 GRANT FUNDING

### 7.1 Non-Ring-Fenced Grants

The local government finance system distributes much of government funding. As noted above, participation in the business rates retention pilot pool for London means that Revenue Support Grant, which was the main source of government funding, is no longer received. Other significant “stand-alone” or specific government grants are set out in detail in Appendix 9. The non-ring-fenced revenue grants can be used to fund the Council’s annual budget in the same way as the Revenue Support Grant, even though the grants may refer to specific services such as benefit administration. Further information on specific funding for certain areas is set out below.

### 7.2 Adult and Children’s Social Care Funding

- 7.2.1 Additional funding for Adult Social Care (ASC), in the form of Improved Better Care Fund (BCF) allocations was announced in the Spring 2017 budget. 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 BCF allocations, which were back loaded towards the end of the four-year settlement period. The conditions of the additional improved BCF include meeting social care needs, reducing pressures on the NHS by 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 Clinical Commissioning Group (CCG) and signed off by the Health and Wellbeing board. Enfield’s older adult population (over 65s) is increasing at the rate of about 3,000 people per year (ONS). The funding will also fund additional costs from increased demographics from older people and adults with Learning Disabilities and Mental Health.

7.2.2 In addition, the Autumn budget 2018 confirmed a national allocation of £240m for Winter Pressures in both 2018/19 and 2019/20 and announced further one-off funding of £410m nationally for Social Care (Social Care Support Grant), which can be used to address Adults or Children's Social Care pressures. Enfield's allocation from these pots was confirmed in the LGFS as £1.3m in each year for Winter Pressures and £2.2m for the Social Care Support Grant, which has been allocated 50:50 to Adults' and Children's services in the 2019/20 draft budget. In addition, £1.2m has been allocated to Adult Social Care in respect of the additional council tax raised from increasing the ASC precept by 1%.

### 7.3 **New Homes Bonus**

The New Homes Bonus (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. For 2019/20 Enfield's allocation is as expected, a forecast grant of £1.6m. The methodology for calculating the New Homes Bonus changed in 2018/19 resulting in falling levels of funding in future years. Changes included reducing the number of years that councils would receive funding for eligible increases in the council tax base and reviewing the base line threshold for growth, below which NHB is no longer paid.

### 7.4 **Public Health Grant**

The Public Health Grant is ring fenced for use on public health functions exclusively, for all ages. This grant has reduced by 8.4% since 2016/17 and by 3.6% in 2019/20. Per head of the population, Enfield's grant is 10<sup>th</sup> lowest in London at £47 per head. If Enfield had the London average Public Health Grant per head, £73, this would be the equivalent of an extra £9m per year.

### 7.5 **Flexible Homelessness Support Grant**

The grant is reducing by £1.253m in 2019/20, giving a new total of £7.163m. This grant is aimed at reducing homelessness which is a key priority for the borough.

### 7.6 **Ring-Fenced Grants**

The main ring-fenced grants are Housing Benefits Grant, which is passported directly to claimants, and Dedicated Schools Grant which is ring-fenced to set the schools budget as detailed below and summarised in Appendices 5a & 5b for approval.

### 7.7 **Dedicated Schools Grant and the Schools Budget**

7.7.1 The Dedicated Schools Grant (DSG) allocation in Enfield is £334.187m for 2019/20, which represents a 0.8% increase on the 2018/19 DSG and 4.2% increase on the 2017/18 DSG. Key issues impacting on the DSG are

- The implementation of a National Funding Formula for Schools
- High Needs Cost pressures relating to pupils with SEN
- Deficit DSG Position
- Schools Forum Budget Setting Process

7.7.2 In August 2017, the Government confirmed that they would continue with their proposal to implement a National Funding Formula (NFF) for the Schools and High Needs Blocks. The Government provided £1.3m over 2 years to support

this implementation and Enfield received an additional £7m in 2018/19 and £3m in 2019/20. Overall Enfield is a net gainer from the NFF (2%) but this varies on an individual school basis as the NFF targets funding to deprivation factors and moves funding from primary to secondary sectors.

- 7.7.3 In 2018/19 a 'soft' NFF was introduced so local authorities' allocations were based on the NFF, but authorities had some local flexibility regarding the distribution of these funds. There is, however, very limited flexibility to move funds between block and other than an allowable 0.5% transfer to the High Needs Block, funding received in the Schools Block must all be delegated to schools.
- 7.7.4 In Enfield various funding formula options were considered and following a consultation process with schools we moved approximately 50% towards NFF unit rates. In July 2018, the Department for Education confirmed that they would continue with the use of a 'soft' NFF for 2019/20 and 2020/21 as they were satisfied with the progress that individual local authorities had made in moving towards the NFF. Following a second consultation exercise with schools, Schools Forum agreed at their meeting on 16 January 2019 to move further towards NFF values in 2019/20 with full implementation in 2020/21. To support a smooth transition to the NFF, the 2019/20 formula allocations include a -0.6% minimum funding guarantee and 2.5% gains cap, so no school will lose more than 0.6% per pupil between 2018/19 and 2019/20. The draft budget and further details of the funding blocks are included in Appendix 5 for approval.
- 7.7.5 There are ongoing risks in the school's budget for 2019/20 mainly due to the ongoing increase in numbers of children presenting with special educational needs (SEN). This has resulted in a brought forward DSG deficit of £1.5m in 2018/19 but following the announcement of additional DfE funding of £1.8m over 2 years we expect the current projected deficit to significantly reduce. 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.

## 7.8 Other Schools' Funding

### 7.8.1 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 2019/20 will remain at 2018/19 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 will continue at the 2018/19 rate of £2,300 in 2019/20. 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 2019/20.

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 2018/19 totals £12.1m but this is expected to reduce in 2019/20 due to reductions in FSM eligibility and schools who have converted to academy status and will receive this funding direct from the Education, Skills and Funding Agency. Allocations for 2019/20 will be based on January 2019 pupil data and will be published in June 2019.

#### **7.8.2 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 2019/20.

#### **7.8.3 Sixth Form Funding**

The Education, Skills and Funding Agency (ESFA) 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 2019/20 funding is being maintained at 2018/19 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 2019/20 indicative allocations by the end of January 2019 followed by final allocations in March 2019. Similarly to 2018/19 the ESFA will set a deadline in April to receive business cases where exceptional circumstances have affected their 2019/20 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

#### **7.8.4 Universal Infant Free School Meals**

Funding for free school meals for infant pupils will continue in 2019/20 based on a rate of £2.30 per day.

#### **7.8.5 Primary PE and Sport Premium**

This grant will continue in 2019/20 for schools with pupils in years 1 to 6. The funding rates are expected to continue as a lump sum of £16,000 plus £10 per pupil.

## **8 COUNCIL TAX, BUSINESS RATES AND COLLECTION FUND**

### **8.1 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 Referendums Relating to Council Tax Increases (Principles) (England) Report 2019/20, published with the settlement, sets out the principles which the Secretary of State has determined will apply to local authorities in England in 2019/20.

For 2019/20, the increase in the relevant basic amount of council tax is excessive if the increase in the authority's relevant basic amount of council tax for 2019/20 is 3% or more above the relevant basic amount of council tax for 2018/19. In addition to this, an additional amount, known as the Adult Social Care Precept, can be raised for expenditure on Adult Social Care, which should not exceed 6% over the period 2017/18 to 2019/20. Enfield has previously raised 5% for the ASC precept in 2017/18 and 2018/19, meaning that a further 1% can be raised in 2019/20 in addition to the 2.99% general council tax increase. For 2019/20 Enfield Council is therefore increasing the Council Tax by 3.99%; this is made up of 2.99% general council tax increase and 1.00% on ASC precept.

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.

Enfield froze council tax for 6 years from 2010/11 to 2015/16, saving taxpayers a potential 15.5% increase. This was partially compensated for between 2012/13 and 2015/16 by a government grant paid to all councils who froze their council tax but has resulted in foregone income of around £14m in the base budget. Enfield's Council Tax Band D charge was in the bottom quartile of charges across English authorities in 2018/19 (40/326).

### **8.2 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, subject to a total limit of 6% over the 3 year period 2017/18 to 2019/20. This report is recommending a 1% Adult Social Care (ASC) precept in 2019/20, which is the maximum increase remaining as Enfield raised the precept by 3% in 2017/18 and 2% in 2018/19. 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 provision of Adult Social Care.

### 8.3 The Council Tax Base

This is the sixth 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 2019/20 scheme was approved by Council on 30<sup>th</sup> January 2019, with the contribution frozen as 26.5% for 2019/20.

On the 30<sup>th</sup> January 2019, the Council agreed a Council Tax Base of 97,074 Band D properties for 2019/20 (96,005 in 2018/19), based on the latest composite collection rate of 98.0%. The increase in the Tax Base of 1,069 is broken down in the table below:

**Table 5: Council Tax Base 2019/20**

<b>Council Tax Base Change - Band D Equivalent</b>	<b>Band D Equivalent</b>
<b>Tax base 2018/19</b>	<b>96,005</b>
Increase in Band D Equivalent Properties	570
Change in Council Tax Discounts, including CTS	(251)
Discounts, Exemptions & Empty Homes Premium	(176)
Collection rate increase	926
<b>Tax Base 2019/20</b>	<b>97,074</b>

### 8.4 National Non-Domestic Rates (NNDR) and Business Rates Retention

8.4.1 As noted in section 3.6, the Government is consulting on proposals to move from the 50% retention system to 75% from 2020/21. There will also be a full business rates reset from 2020 as part of the review of local government funding. A number of 100% pilot schemes were agreed for 2018/19 in advance of the national roll out of the new system and Enfield is participating in a London Pilot Business Rates Pool for 2018/19, which includes all London Boroughs and the GLA (This was the subject of a Cabinet report in November 2017). The terms of the 2018/19 pool are based on 100% retention of new growth above the baseline (split 64% London Boroughs and 36% GLA) and a "no detriment" clause guaranteeing that participants can be no worse off than under the previous 67% retention scheme (30% London Boroughs and 37% GLA). Enfield's share of the additional growth across London will be based on the total growth to be distributed and will not be known until April but is expected to be in the region of £4m.

8.4.2 Enfield has also opted to participate in the second year of the London Pilot Pool for Business Rates Retention in 2019/20. The revised terms of the 2019/20 pool arrangements include a reduction from 100% to 75% retention and the removal of the 'no detriment' clause. Despite these disappointing changes it is expected that the potential financial benefit, compared to having no pilot, continues to be significant. From 1 April 2019, as part of the 75% London pilot scheme Enfield will retain 48% of business rates growth above the baseline, GLA will retain 27% and Central Government will take the remaining 25%. Latest modelling by London Councils indicates that Enfield's share of the growth could amount to around £3m in 2019/20.

8.4.3 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. With the 75% Business Rates retention pilot, 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.

## 8.5 The Collection Fund

### 8.5.1 Council Tax

The Council's 2017/18 audited accounts reported a surplus of £5.6m (Enfield's share £4.5m) on the Council Tax Collection Fund. After taking account of the budgeted distribution of £5.0m from the fund in 2018/19 (£4.1m to LBE and £0.9m to the GLA) the latest review of the Fund indicates that there will be an estimated surplus balance of £3m at 31<sup>st</sup> March 2019. 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 (£2.5m) and the Greater London Authority (£0.6m) in proportion to their 2018/19 Band D council tax charges.

### 8.5.2 Business Rates

The Council's 2017/18 audited accounts reported a deficit of £5.3m (Enfield's share £1.6m) on the local Business Rates Collection Fund. The latest review of the Fund indicates that there will be an estimated deficit balance of £4.9m at 31<sup>st</sup> March 2019. Enfield's share (30% of prior year deficit plus 64% of in-year surplus) is £1.17m.

### 8.5.3 Collection Fund Surplus

Enfield's share of the overall net estimated surplus on the Collection Fund as at 31<sup>st</sup> March 2019 is £1.314m, summarised in Table 6, and is included in the 2019/20 council tax requirement calculation in Table 3.

**Table 6: Enfield Collection Fund 31<sup>st</sup> March 2019**

	<b>£000's</b>
Council Tax Surplus	(2,484)
Local Business Rates Deficit	1,170
<b>Total Surplus</b>	<b>(1,314)</b>

## 9 REVENUE BUDGET PROPOSALS

### 9.1 PRESSURES

- 9.1.1 The demographic and other pressures the Borough faces are regularly reviewed and updated throughout the lifetime of the Medium Term Financial Plan (MTFP). The Council faces additional service pressures in 2019/20, especially from demographic growth, increased demand on services, changing needs and cost inflation. Services are expected to manage pressures within existing budgets where possible, but for those pressures that are ongoing and considered to be unmanageable additional funding has been included in the MTFP in order to set a realistic and sustainable budget.
- 9.1.2 £16.7m has been allocated to services in 2019/20 to offset demographic and cost pressures. An investment of £1m has also been made in Children's Services in 2019/20 to fund additional social workers in response to the ongoing workload pressures in the service as identified in the recent interim Ofsted inspection. In addition, £2.54m has been allocated in 2019/20 to address pressures from prior year savings that are considered to be undeliverable.
- 9.1.3 £6.1m has been allocated to corporate pressures in 2019/20 to cover inflation, pay awards, pension contributions and the London Living Wage, most of which will be allocated out to services in year when details are confirmed. Within Corporate Pressures, an allocation of £8.28m has been included for 2019/20 to 2022/23 for estimated pay awards and the London Living Wage. This takes account of the two-year pay deal for 2018/19 and 2019/20 and the revision to the national pay scales which will take effect from 2019/20. A further £17.2m is allocated for these items across the remaining three years of the MTFP, giving a total of £23.3m. A central provision is held for unavoidable inflationary increases e.g. in business rates. Any other inflationary increases must be managed by the service within its existing budget. This has been included as a risk in Appendix 8b and is partly mitigated by the allocation of additional funding to service pressures as detailed in Appendix 3.
- 9.1.4 It is also proposed that £0.5m per annum is allocated within the 2019/20 and 2020/21 budgets to fund an enhanced mentoring programme and data analytics to enable targeted early intervention for young people at risk of involvement in serious youth violence. This will be held in corporate contingency pending finalisation of how this funding will be allocated.
- 9.1.5 These pressures are, in part, off-set by new funding including funding for Adult Social Care and by the flexible use of capital receipts. The following tables summarise pressures and funding over the next four years by category (Table 7) and by department (Table 8). For full details of the pressures please refer to Appendix 3.



**Table 7: Pressures in the MTFP by Category**

Pressure Category	2019/20	2020/21	2021/22	2022/23	Total
	£000	£000	£000	£000	£000
Corporate Pressures	6,080	5,500	5,500	6,200	23,280
Demographic Growth	5,468	3,897	2,000	2,000	13,365
Investment in Services	1,500	0	(500)	0	1,000
Cost and Other Pressures	11,183	379	130	0	11,692
Unachieved Prior Year Savings	2,536	0	0	0	2,536
<b>Total Gross Pressures</b>	<b>26,767</b>	<b>9,776</b>	<b>7,130</b>	<b>8,200</b>	<b>51,873</b>
Improved Better Care Fund (assumed ongoing)	(1,839)	0	0	0	(1,839)
One off Social Care Funding 2019/20 Drops out in 2020/21	(3,500)	3,500	0	0	0
Procurement & Commissioning co-managed contract funded from capital receipts	(1,461)	0	0	0	(1,461)
Edge of Care Transformation Project funded from capital receipts	(390)	0	0	0	(390)
<b>Total Net Pressures</b>	<b>19,577</b>	<b>13,276</b>	<b>7,130</b>	<b>8,200</b>	<b>48,183</b>

**Table 8: Pressures in the MTFP by Department**

Department	2019/20	2020/21	2021/22	2022/23	Total
	£000	£000	£000	£000	£000
CEX	230	0	0	0	230
Corporate	6,580	5,500	5,000	6,200	23,280
People - ASC	6,400	3,500	2,000	2,000	13,900
People - Children's	3,878	397	0	0	4,275
People - Early Intervention and Partnerships	0	0	0	0	0
People - Education	2,083	0	0	0	2,083
People - Public Health	0	0	0	0	0
Place	3,605	379	130	0	4,114
Resources	3,991	0	0	0	3,991
<b>Total Gross Pressures</b>	<b>26,767</b>	<b>9,776</b>	<b>7,130</b>	<b>8,200</b>	<b>51,873</b>
Improved Better Care Fund (assumed ongoing)	(1,839)	0	0	0	(1,839)
One off Social Care Funding 2019/20 Drops out in 2020/21	(3,500)	3,500	0	0	0
Procurement & Commissioning co-managed contract funded from capital receipts	(1,461)	0	0	0	(1,461)
Edge of Care Transformation Project funded from capital receipts	(390)	0	0	0	(390)
<b>Total Net Pressures</b>	<b>19,577</b>	<b>13,276</b>	<b>7,130</b>	<b>8,200</b>	<b>48,183</b>

## 9.2 SAVINGS AND INCOME GENERATION PROPOSALS

9.2.1 As noted in section 4.1, savings workstreams have developed proposals to bridge the starting budget gap of £18m and Phase 1 – 3 savings have already been reported to Cabinet for approval in December 2018. Final savings are detailed in Appendix 2 and include two additional Phase 4 saving as follows:

**Table 9: Phase 4 Savings Proposals**

Department	Savings Proposal	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
Corporate Services	<b>Corporate Budgets</b> A review of interest forecasts has identified further capacity to reduce interest payment budgets. The budget may need to increase in future years. (Additional Phase 4 Saving Proposal)	(1,744)	0	0	0	(1,744)
Place	<b>School Crossing Patrols</b> Building on the works already undertaken in the borough for safer streets, quieter neighbourhoods and 20mph speed zones, it is considered that the remaining 11 school crossing patrols can be withdrawn (Additional Phase 4 Saving Proposal)	(34)	(34)	0	0	(68)
<b>Total New Savings Proposals</b>		<b>(1,778)</b>	<b>(34)</b>	<b>0</b>	<b>0</b>	<b>(1,812)</b>

9.2.2 Tables 10 and 11 summarise the final savings and income generation proposals:

**Table 10: New Savings Proposals by Department**

Department	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
CEX	(803)	0	0	0	(803)
Corporate Services	(2,944)	0	0	0	(2,944)
People - ASC	(842)	0	(113)	(377)	(1,332)
People - Children's	(91)	0	0	0	(91)
People - Early Intervention and Partnerships	(470)	(20)	0	0	(490)
People - Education	0	0	0	0	0
People - Public Health	(1,850)	937	0	0	(913)
Place	(2,906)	(1,064)	(711)	0	(4,681)
Resources	(767)	(50)	(200)	0	(1,017)
<b>Total Savings</b>	<b>(10,673)</b>	<b>(197)</b>	<b>(1,024)</b>	<b>(377)</b>	<b>(12,271)</b>

**Table 11: New Income Generation Proposals by Department**

Department	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	Total £000
CEX	0	0	0	0	0
Corporate Services	0	0	0	0	0
People - ASC	(150)	0	0	0	(150)
People - Children's	0	0	0	0	0
People - Early Intervention and Partnerships	0	0	0	0	0
People - Education	0	0	0	0	0
People - Public Health	0	0	0	0	0
Place	(2,182)	694	(116)	(62)	(1,666)
Resources	(75)	0	0	0	(75)
<b>Total Income Generation</b>	<b>(2,407)</b>	<b>694</b>	<b>(116)</b>	<b>(62)</b>	<b>(1,891)</b>

9.2.3 In addition to these new savings proposals the MTFP includes the full year effects (FYE) of savings agreed in previous years which total £4.5m with £3.4m in 2019/20. Table 12 summarises FYE by department:

**Table 12: Full Year Effects of Savings and Income Generation agreed in Prior Years**

Savings Proposals	2019/20	2020/21	2021/22	2022/23	Total
	£000	£000	£000	£000	£000
CEX	(327)	0	0	0	(327)
Corporate Services	(500)	(75)	0	0	(575)
People - ASC	(250)	(157)	0	0	(407)
People - Children's	(48)	(65)	0	0	(113)
People - Early Intervention and Partnerships	(246)	0	0	0	(246)
People - Education	(401)	0	0	0	(401)
People - Public Health	0	0	0	0	0
Place	(1,291)	(827)	0	0	(2,118)
Resources	(308)	0	0	0	(308)
<b>Total</b>	<b>(3,370)</b>	<b>(1,124)</b>	<b>0</b>	<b>0</b>	<b>(4,494)</b>

### 9.3 REVIEW OF FEES AND CHARGES 2019/20

9.3.1 As part of the budget setting process, officers from the Commercial Services Team and the Finance Team have worked together to review the Council's traded services fees and charges. The review has assessed the Council's current fees and charges to establish whether the service delivery costs are covered by the charges set, considered whether income generation opportunities are being maximised, and undertaken a benchmarking exercise with other Councils.

9.3.2 The review has been structured into the following six work packages:

- **Capture all fees** – ensure all trading services are captured on the Council's register of fees to ensure open and transparent charging,
- **Cost Recovery** – ensure services are covering the full costs of their delivery,
- **Appropriateness of charges** – assessment of the Council's charges and the identification of areas where charges could justifiably be increased in line with the market,
- **New opportunities** – determine if Enfield is charging for all the services that other Councils do and identify new income opportunities,
- **Benchmarking** – compare Enfield's overall level of income and charges for traded services to other London Councils,
- **Process** – consider how the annual fee setting process could be improved to ensure service managers carefully review their fees on an annual basis.

9.3.3 The review has identified that the majority of services understand the costs of delivering their services and have fee structures in place that cover their costs and support corporate overheads. However, in the coming months the Commercial Team and Finance Team will work with those services where further work is required to understand the full costs of delivering their service or to develop fee structures that maximise income for the Council.

9.3.4 The current charges for 2018/19 and proposed charges for 2019/20 for services provided are set out in Appendices 11 to 14 of this report with the main changes

noted below in paragraphs 9.4 to 9.8. The commercially sensitive fees and charges are included in the Part 2 paper to ensure commercial confidentiality.

#### **9.4 Place Department Fees and Charges 2019/20**

Fees and charges for the majority of services within the Place department have been increased in line with inflation. However, following analysis, charges specifically related to the Parks Events, Highways, Commercial Waste and Cemetery Services have been reviewed and increased to reflect the relevant cost analysis or benchmarking data and any relevant market conditions.

The Statutory Planning Application Fees have been updated to reflect the 20% fee increase set by central government which were applied in January 2018.

The proposed fees and charges as set out in Appendix 11 will contribute towards the Medium Term Financial Plan which includes an expectation of £0.25m that was agreed in the 2018/19 budget setting process for increased fees and charges across the Place department as well as other service specific increased income which are based on price and volume increases.

The proposed charges as set out in Appendix 11 will become live on 1st April 2019 unless otherwise stated.

#### **9.5 Adult Social Care Fees and Charges 2019/20**

Charges are made for residential and community-based adult social care services. All charges will reflect the commissioned cost of services provided, in keeping with the requirements of the Care Act 2014. Each recipient of a statutory adult social care service will be financially assessed and their income, such as pension and benefits will be taken into consideration. Reassessments take place annually. There is a minimal savings and capital threshold that is applied for fees and charges in line with national guidance.

For residential services, the recipient's assets will also be considered. The Council operates a deferred charge loan in accordance with the Care Act.

The proposed charges as set out in Appendix 12 will become live on 1st April 2019 unless otherwise stated.

#### **9.6 Resources and Chief Executive's Fees and Charges 2019/20**

The Print and Design service charges are remaining at the same level as last year as these are still regarded as appropriate in the context of external market conditions and business costs.

A review of Registrars fees and charges is currently being undertaken and as such remain at the same level until the review has been concluded.

The Catering Service meal charges are currently being reviewed to consider the competitiveness of the service and an adjustment to charging is expected to be implemented at some point during the new financial year.

Library charges have been reviewed in light of consortium unity to align relevant charges and consider customer demand and the impact of ICT enhancements across the range of services provided. Fees and charges will continue to be reviewed annually and adjusted as required to remain competitive in the market and to maintain where possible cost neutrality.

The Library Service is also keen to promote space in libraries and will work collaboratively with partners to develop income generation by renting out available space.

A strategic review is underway to more closely examine the charging surrounding Leisure, Sports and Culture and amendments to charging will be implemented during 2019/20.

The proposed charges as set out in Appendix 13 will become live on 1st April 2019 unless otherwise stated.

#### 9.7 People Department (Children's) Fees and Charges 2019/20

Following the annual review, the fees and charges for the Angel Community Centre will remain unchanged, whilst the centre, room and facility hire offered across the Youth Centres are available with the price on application.

The proposed charges as set out in Appendix 14 will become live on 1st April 2019 unless otherwise stated.

#### 9.8 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 1<sup>st</sup> April 2019 the court costs reasonably incurred by the Council to be charged are as follows (minor reduction from 2018/19):

	Issues of a Summons	Issue of a Liability Order	Total Costs
	£	£	£
Council Tax	67.50	25.00	92.50
Business Rates	87.50	45.00	132.50

#### 9.9 FLEXIBLE USE OF CAPITAL RECEIPTS

9.9.1 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. The 2018/19 LGFS extended the temporary capital receipts flexibility, under which local authorities can fund transformative revenue costs from capital receipts, for a further three years to 2021/2022.

9.9.2 To take advantage of the flexibility local authorities must produce a strategy which discloses the individual projects that will be funded, or part funded, through capital receipts flexibility and this must be approved by 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. Enfield is planning to use £4.2m of capital receipts to fund transformation projects in 2018/19 and £1.9m in 2019/20. The strategy is therefore set out in Appendix 10, for consideration and for recommendation to Council. The strategy includes details of the proposed schemes for 2018/19 and 2019/20 and a backward look at 2017/18. The aim is to reduce the reliance on the use of capital receipts to fund transformation over time and to place the budget on an increasingly resilient financial position.

## **10 MEDIUM TERM FINANCIAL PLAN**

10.1 The Corporate Plan is linked to the budget through the Medium Term Financial Plan and the annual budget process. The Budget and Medium Term Financial Plan (MTFP) 2019/20 to 2022/23 forecasts funding requirements for the Council's General Fund services and provides the mechanism to redirect limited resources to priorities. The Corporate Plan sets out the Council's financial objectives, which aim to "target resources smartly and reinvest income wisely to deliver excellent value for money and reduce inequality" by:

- Continuing to make best use of all available financial resources and balance risks and opportunities
- Ensuring effective governance is in place to support the efficient and smart delivery of our services
- Maximising the procurement of services and assets to support local businesses and residents wherever possible

10.2 In setting the Council's 2019/20 Budget and MTFP, 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.

10.3 All risks related to the delivery of proposals in the MTFP and any future uncertainties will be reviewed on a regular basis. The MTFP is based upon the principle that savings identified will be implemented to allow benefit realisation as soon as possible.

10.4 There are risks inherent in the MTFP exemplified in Section 11 of this report and Appendix 6. 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. In addition, the Council will need to maintain adequate reserves for future commitments.

- 10.5 The Council will work to minimise Council Tax increases in later years. No final decision has been taken on taxation levels for 2020/21 and later years, but a 1.99% annual increase has been included in 2020/21 to 2022/23 for planning purposes. The following tables summarise the MTFP position over the coming 4 years and the current forecast of the budget gaps for the period of the MTFP (2019/20 to 2022/23):

**Table 13: Medium Term Financial Plan 2019/20 to 2022/23**

	2019/20	2020/21	2021/22	2022/23
	£000's	£000's	£000's	£000's
<b>Council Tax Base Provision</b>	<b>121,079</b>	<b>127,311</b>	<b>130,245</b>	<b>133,247</b>
<b>Movements:</b>				
Inflation/Pay Awards	5,080	4,500	4,500	5,200
Demographic Pressures	5,154	2,614	2,000	2,000
Service Pressures <sup>1</sup>	9,343	6,162	630	1,000
New Savings and Income Generation	(13,080)	852	(1,140)	(439)
Specific Grants	375	0	0	0
Use of Reserves	(1,000)	1,000	0	0
Business Rates <sup>2</sup>	3,790	0	0	0
Business Rates London Pilot Pool	(2,950)	0	2,950	0
Full Year Effect of Previous years' savings decisions and pressures	(3,370)	(1,479)	0	0
Gap Still to be Found	0	(12,029)	(5,938)	(4,692)
Collection Fund	2,890	1,314	0	0
<b>Council Tax Requirement</b>	<b>127,311</b>	<b>130,245</b>	<b>133,247</b>	<b>136,316</b>
<b>Council Tax Base</b>	<b>97,074</b>	<b>97,374</b>	<b>97,674</b>	<b>97,974</b>
<b>Band D Charge</b>	<b>1,311.48</b>	<b>1,337.58</b>	<b>1,364.20</b>	<b>1,391.35</b>
<b>% tax change</b>	<b>3.99%</b>	<b>1.99%</b>	<b>1.99%</b>	<b>1.99%</b>

<sup>1</sup> Social Care Funding has been netted off the service pressures figure

<sup>2</sup> Revenue Support Grant is rolled into the Business Rates Estimate for 2019/20

## 11 BUDGET RISKS, UNCERTAINTIES AND OPPORTUNITIES

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

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

The 2019/20 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 an impact on service delivery. Corporate and Service budget risks are detailed in Appendix 6.

- 11.2 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 (2019/20) 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 14: Sensitivity Indicators**

	<b>Budget Impact</b>	<b>Council Tax Impact</b>
	<b>£'000</b>	<b>%</b>
1% Change in Pay	1,300	1.0%
1% Increase in Departmental Price Inflation across Income and Expenditure	550	0.4%
1% Increase in Community Based Costs	460	0.4%
1% Increase in Residential Care Costs	410	0.3%
1% Change in Settlement Funding Assessment based on 2018/19	980	0.8%

- 11.3 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 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.
- 11.4 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 2019/20 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. This process was reinforced by the creation in 2018/19 of a Pressures Challenge Board which seeks to find ways to manage in year and ongoing pressures.

## 12 CONTINGENCIES, RESERVES AND BALANCES

- 12.1 The Budget includes a central contingency for unforeseen circumstances; this has been increased in 2018/19 to £3m in recognition of the current level of national and local financial risks. 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. These will be allocated to services during the year.
- 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 2019/20 and through the period of the MTFP. Appendix 6 provides details of the high-risk areas identified corporately and by departments. In view of the level of risks it is recommended that the central contingency be retained at £3m for 2019/20.

- 12.3 The Council's General Fund Balances (excluding schools) stood at £14m as at 31 March 2018. The latest 2018/19 Revenue Monitoring report to Cabinet which is on this meeting agenda forecasts an overall overspend position of approximately £4.1m as at the end of December, which may require a drawdown of balances if the position has not improved at outturn.
- 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 Appendices 8a and 8b, it is recommended that the General Fund balance be maintained at £14m.
- 12.5 Earmarked 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 7a. Planned movements in the reserves balances over the period of the MTFP are shown in Appendix 7b. 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 £64.3m as at 31<sup>st</sup> March 2018 to £48m by 31<sup>st</sup> March 2023 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. Outlook and Budget Process 2020/21**

- 13.1 The impact of changes to business rates, the funding formula and the future of social care funding cannot yet be determined, leaving great uncertainty over the future of local government finance. The Council's medium-term financial planning process recognises this uncertainty, but it is clear that savings in addition to those in this report will be needed between 2020/21 and 2022/23 to balance the budget. For example, as shown in Table 15, the budget gap for 2020/21 to 2022/23 is currently expected to be in the region of £23m, assuming the level of core government funding remains static. This is a challenging target for Enfield in the context of £178m of savings already delivered since 2010 and a further £13m to be delivered in 2019/20. Savings workstreams will commence with immediate effect and there will be work corporately to develop and implement new savings proposals as soon as possible.

**Table 15: Medium Term Financial Plan Budget Gap 2019/20 to 2022/23**

	2019/20 £000's	2020/21 £000's	2021/22 £000's	2022/23 £000's
Budget (Gap) / Surplus - future years	0	(12,029)	(5,938)	(4,692)

13.2 The approach to the 2019/20 budget has been to increase transparency, enabling enhanced levels of scrutiny and appropriate challenge of budget decisions, and this will continue throughout future budget processes. The current capital programme will be extended to include a ten-year forecast of expenditure that will enable the long-term impact on borrowing to be factored into an extended medium-term plan. This aims to ensure that decisions are made in the context of a longer-term financial view. For 2020/21 workstreams will:

- aim to address cost pressures in the longer term to bring down our cost drivers
- ensure continuation of the commercial culture and workstreams
- use digitalisation and review of system failures as opportunities to improve customer experience and reduce cost
- reduce the use of agency staff across the council
- seek opportunities to partner with others where this makes financial and operational sense

## **14. COMMENTS OF THE DIRECTOR OF FINANCE AND OTHER DEPARTMENTS**

### **14.1 Financial Implications**

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 8a.

The 2019/20 budget has been prepared taking into account the following:

- Specific cost pressures set out in section 9.1
- 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.

## 14.2 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 consider 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 2019/20, 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.

## **15. ALTERNATIVE OPTIONS CONSIDERED**

- 15.1 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 2019/20 and future years the Council has considered future levels of Council Tax.

## **16. REASONS FOR RECOMMENDATIONS**

- 16.1 To set the Council's Budget Requirement and level of Council Tax for 2019/20 within the timescales set out in legislation.

## **17. KEY RISKS**

As outlined in section 11 and Appendix 6.

## **18. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

- 18.1 The budget development process for the 2019/20 budget and for future years has been developed in support of the Council's priorities:

- Good homes in well-connected neighbourhoods
- Sustain strong and healthy communities
- Build our local economy to create a thriving place

## **19. EQUALITIES IMPACT IMPLICATIONS**

- 19.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. It is important to consider the needs of the diverse groups with protected characteristics when designing and delivering services or budgets so people can get fairer opportunities and equal access to services.

- 19.2 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 or take decisions that 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.

- 19.3 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 changes to services or policies have been required to carry out an Equality Impact Assessment to evaluate how the proposal will impact on all parts of the

community, or members of staff and to identify what actions will be taken to mitigate against any adverse impacts. Heads of Service have a duty to complete the EQIA and ensure in their decision making they have due regard to the Equalities Act 2010. The EQIAs are intended to be working documents with deliverable action plans to ensure the council effectively executes its responsibility of the Equalities Act 2010 from proposal through to implementation. Further EQIAs may be required for larger schemes or where one proposal results in multiple project streams being delivered. Ongoing corporate advice and support will be given to managers to support them in this.

## **Budget Consultation**

### **1. BACKGROUND**

The Council's Budget Consultation 2019/2020 was open between 26<sup>th</sup> October 2018 and 8<sup>th</sup> January 2019 (10 weeks). Residents' views and priorities were sought as the task of setting the budget for 2019/20 started, against a backdrop of needing to find savings of £18m. An example of the scale of savings was provided; £18m is more than the current combined net spend on Housing Services, Leisure, Culture, Libraries, Parks and Open Spaces.

It was made clear in the consultation that, since 2010, Enfield has had to save £178m because of Government spending cuts and increasing pressure on services, and that the core funding the Council receives from Government to provide vital services for its residents has been cut by an average of £800 per household in Enfield. These cuts, coupled with increasing pressure on services from a growing population, mean that difficult decisions are having to be made by the Council on the future of many services. Much of the Council's annual budget is ring fenced for spend on specific services such as schools and housing benefit payments. As a result, we are limited in where we can make savings.

This year, views were collected through an online questionnaire and an online budget simulator. The simulator provided participants with the opportunity to attempt to balance the Council budget.

### **2. Communications**

Communications for the consultation were extensive and included advertising through the mediums listed below. The total spend on the marketing campaign was £2,376.

- Enfield Independent advert;
- Londra Gazette advert (Turkish);
- Parikiaki advert (Greek);
- Lead story on Have Your Say e-newsletter (132 click throughs);
- Posters in libraries;
- Leaflets in libraries;
- Enfield Independent digital adverts (10,000 running until start of Dec);
- Press release;
- Press story in Enfield Independent (31 October);
- Slide on internal screens;
- Livery on refuse vehicle;
- Love Your Doorstep (Facebook / Newsletter promotion);
- Enfield Independent (second advert);
- Outdoor advertising campaign;
- Inclusion on Enfield Council e-newsletter;
- Enfield Dispatch advert;
- Our Enfield coverage;
- Housing News advert (6th December);
- VCS newsletter (end of November);
- Inclusion in Enfield Council newsletters;
- Enfield Dispatch advert;

- Our Enfield coverage;
- Housing News advert;
- Ongoing Enfield Council social media support.

Finance colleagues also attended the following meetings:

- Health and Wellbeing Board;
- Voluntary Sector Strategy Group;
- Enfield Disability Action;
- Over 50's Forum.

A decision was made that no public meetings or focus groups would be held for the 2019/20 budget consultation due to poor attendance at such events in previous years.

Social media:

There were 5,848 impressions<sup>1</sup> on Twitter and 88 engagements<sup>2</sup>, and 4,810 impressions on Facebook and 265 engagements

In total 388 responses were received for the online survey, of which 10 were received via the easy read version of the survey. 61 responses were received to the budget simulator; 56 of these responses provided demographic information and 26 respondents also provided comments.

Below are some details of the respondents to the questionnaire:

- 11 representatives responded on behalf of organisations: 10 from the Enfield Youth Parliament and one from Enfield Racial Equality Council;
- Of the 377 individuals who responded, 84 live in the south and east of the borough (22%);
- 12 claim either Housing Benefit or Council Tax Support;
- 63 have a disability.

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

- How the Council should prioritise spending
- In which areas the Council should look to make savings
- How the Council could raise extra income

Respondents to the questionnaire were asked to select up to four areas in response to each question, including the option of "Other" which gave the opportunity to write a comment.

The following tables summarise the answers to the online questionnaire, showing the percentage of the total response base to choose a given option, and the number of people to provide a comment around a theme.

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<sup>1</sup> An impression is how many times the subject post is displayed in updates, newsfeed and/or shares

<sup>2</sup> An engagement is how many times the public performed an action on the subject post, such as liking or sharing.

## Budget Consultation 2019 to 2020 Toplines (Combined Standard and Easy Read Versions)

We received 378 responses via the standard questionnaire and 10 through the easy read version.

<b>Q1: Looking at the broad areas of spend below, what do you feel the Council should prioritise its increasingly limited resources on? Multiple response (base: 388)</b>	
Street cleaning, waste services and regulatory services	47%
Leisure, culture, libraries, parks and open spaces	42%
Highways, street lighting, traffic and transport	40%
Older people	33%
Mental health	32%
Children with disabilities and SEN	26%
Youth services and youth offending	25%
Housing services	22%
Child protection	20%
Physical disabilities	12%
School attendance and pupil places	12%
Planning, property and regeneration	11%
Grants to VCS and payments to carers	9%
Learning disabilities	8%
Children's centres	8%
Independence and wellbeing	7%
Customer services	5%
<b>Other (31 responses) - see below for top 5 key themes</b>	
<i>Policing and security</i>	6
<i>More funding for mental health</i>	5
<i>Improve waste collections</i>	3
<i>More funding for adult social care</i>	2
<i>Enfield Council is severely understaffed</i>	2



<b>PRIORITISE INCREASINGLY LIMITED SPENDING</b>			
<b>Q1: Looking at the broad areas of spend below, what do you feel the Council should prioritise its increasingly limited resources on? <i>Multiple response (base: 388)</i></b>			
<b>West 263 respondents</b>		<b>East 84 respondents</b>	
Street cleansing	46%	Street cleansing	49%
Leisure and Culture	45%	Highways	43%
Highways	39%	Leisure and Culture	38%

<b>Q2: Looking at the broad areas of spend below, what do you feel the Council should prioritise for reduction? <i>Multiple response (base: 388)</i></b>	
Customer services	37%
Leisure, culture, libraries, parks and open spaces	25%
Grants to VCS and payments to carers	25%
Independence and wellbeing	24%
Planning, property and regeneration	23%
School attendance and pupil places	20%
Housing services	19%
Street cleaning, waste services and regulatory services	16%
Children's centres	16%
Highways, street lighting, traffic and transport	15%
Older people	10%
Youth services and youth offending	10%
Mental health	7%
Physical disabilities	5%
Learning disabilities	4%
Children with disabilities and SEN	4%
Child protection	3%
<b><i>Other (NB: 59 respondents selected 'Other' but no details were provided)</i></b>	

<b>PRIORITISE FOR REDUCTION</b>			
<b>Q2: Looking at the broad areas of spend below, what do you feel the Council should prioritise for reduction? Multiple response (base: 388)</b>			
<b>West 263 respondents</b>		<b>East 84 respondents</b>	
Customer Services	35%	Street cleansing	33%
Independence and wellbeing	26%	Highways	31%
Grants to VCS	25%	Leisure and Culture	29%

<b>Q3: Another option to help minimise the impact of budget pressures is to raise income or charges for services. If you have any suggestions for increasing our income, let us know.</b>	
<b>NB: Open ended question - 214 responses – see below for top 16 key themes</b>	
Increase Council Tax for the wealthy	28
Increase fines for fly tipping and make bulky waste collection free	18
Charge cyclists to use the roads / stop spending on cycle lanes	17
Reduce Enfield Council top management salaries and councillors	15
Increase parking charges and fines	15
More public events / promote places to visit more	10
Rent out more of the Civic Centre / allow space to be rented for events 24/7	5
Provide joint services with other boroughs	5
Develop the shopping centre / stop all the shops closing	4
Charge for garden waste collections	4
Sell off public buildings and empty properties	3
24/7 parking attendants, especially around schools	3
Stop wasting money on Council magazines	2
Reduce waste collections	2
Advertise on the website	2
Increase planning fines and charges to stop the Enfield overdevelopment	2

## Budget Simulator Responses

The Budget Simulator is an online tool used as part of the consultation for the 2019/20 budget. The simulator was open for 10 weeks from 26<sup>th</sup> October 2018 to 6<sup>th</sup> January 2019. The simulator showed residents front line services where the council spends money, gives the chance to say if more or less should be spent on these services by making percentage adjustments to budgets, and explains the impact of any budget changes made. The opportunity to leave comments to explain decisions was also given.

Respondents were given the context of the Council's position and asked to show how they would find savings of £18 million to balance the Council's 2019/2020 budget. The simulator presents the opportunity to experience the scale of the financial challenge faced by Enfield Council. Respondents were encouraged to reach the full target, however appreciating this is not an easy task budgets could be submitted at any time.

61 responses were received for the budget simulator. The options for budget changes were reductions of 10%, 20% or 30%, an increase of 10% or no budget change. The average change made for each front line service area from those submitted has been calculated and presented below.

Service Group	Service Item	Average Budget Change %
<b>Adult Social Care</b>		<b>-4.87%</b>
	Learning Disabilities	-4.92%
	Mental Health	-4.10%
	Physical Disabilities	-5.08%
	Older People	-4.26%
	Independence and Wellbeing Services	-5.74%
	Grants to Voluntary Sector and Support to Carers	-7.54%
<b>Community Wellbeing</b>		<b>-7.27%</b>
	Housing Services	-7.54%
	Leisure, Culture, Libraries, Parks and Open Spaces	-6.56%
<b>Children and Family Services</b>		<b>-4.12%</b>
	Child Protection Services	-3.77%
	Services for Children with Disabilities and/or Special Education Needs	-3.28%
	Youth Services and Youth Offending	-4.10%
	Children's Centres	-5.41%
	School Attendance and Places	-9.84%
<b>Customer Services</b>		<b>-11.15%</b>
	Customer Services	-11.15%
<b>Regeneration and Environment</b>		<b>-4.83%</b>
	Highways, Street Lighting, Traffic and Transport	-4.75%
	Street Cleaning, Waste Services and Regulatory Services	-4.75%
	Planning, Property and Regeneration	-7.70%

Savings and Income Generation Proposals	2019/20	2020/21	2021/22	2022/23	Total
	£000	£000	£000	£000	£000
<b>Chief Executive's Department Savings</b>					
<b>Internal Audit</b> The proposal is based on changing the current Internal Audit arrangements and moving to a shared management function with a neighbouring borough (£50k). A further £42k saving will be achieved by replacing a bought in service with in-house provision.	(92)	0	0	0	(92)
<b>Legal Team</b> This saving is based on recharges made for internal legal support to the Housing Revenue Account and capital projects.	(200)	0	0	0	(200)
<b>Communications</b> This saving is based on changing the Council newsletter (Our Enfield) to a digital newsletter and increasing the frequency and the reach of the e-newsletters as well as stepping up our social media activity.	(80)	0	0	0	(80)
<b>Communications</b> This saving is based on stopping producing and distributing two editions of the Enjoy Enfield place marketing publication and changing two editions of the Enjoy Enfield marketing publication to a digital newsletter.	(100)	0	0	0	(100)
<b>Communications: Meridian Water media and marketing support</b> A dedicated Meridian Water communications officer will be recruited. There is potential to fill this post with one of the existing marketing officers with a recharge to the project. Additional communications support for Meridian Water in line with the project reduces costs spent on external agencies, with a recharge to the project.	(84)	0	0	0	(84)
<b>Voluntary and Community Sector Commissioning</b> The Council will continue to support existing commitments with the voluntary sector. The saving is due to making a minor reduction in one grant, and funding some other grant streams from the Community Capacity Building reserve.	(200)	0	0	0	(200)
<b>Review of Recharges to HRA</b> A review of the methodology for calculating recharges for support services to the HRA has been carried out and results in a revised charge.	(47)	0	0	0	(47)
<b>Total Chief Executive's Department Savings</b>	<b>(803)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(803)</b>
<b>Chief Executive Department Total Savings and Income</b>	<b>(803)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(803)</b>
<b>Corporate Services Savings</b>					
<b>Corporate Budgets</b> This is based on reducing the budget for interest charges. The budget may need to increase in future years.	(1,200)	0	0	0	(1,200)
<b>Corporate Budgets</b> A review of interest forecasts has identified further capacity to reduce interest payment budgets. The budget may need to increase in future years. (Additional Phase 4 Saving Proposal)	(1,744)	0	0	0	(1,744)
<b>Total Corporate Services Savings</b>	<b>(2,944)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,944)</b>
<b>Corporate Services Total Savings and Income</b>	<b>(2,944)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(2,944)</b>
<b>People Department - Adult Social Care Savings</b>					
<b>Reardon Court - Extra Care</b> This is a proposal to develop housing with support on the Reardon Court site to reduce residential placements and provide more intensive community support.	0	0	(113)	(377)	(490)
<b>Direct Payments</b> The transfer of Direct Payment users from bank accounts to e-cards supports more efficient use of funding.	(50)	0	0	0	(50)
<b>Healthcare Reviews</b> This proposal involves the identification of appropriate funding streams to meet the needs of service users with complex health and social care support needs.	(50)	0	0	0	(50)
<b>Assistive Technology</b> This is based on an increased use of assistive technologies as part of a wider community support offer to support independent living.	(50)	0	0	0	(50)
<b>Reduction in Placements from Hospital</b> This saving is based on a reduction of five placements.	(37)	0	0	0	(37)
<b>Contract Management</b> This is the management of annual contract uplift arrangements to service providers.	(450)	0	0	0	(450)
<b>Physical Disability Clients</b> The provision of appropriately adapted accommodation with support for younger disabled clients in residential care to reduce more expensive less appropriate placements.	(105)	0	0	0	(105)
<b>Voluntary and Community Sector</b> This saving will come from a reduction in funding provided to the voluntary and community sector.	(100)	0	0	0	(100)

<b>Savings and Income Generation Proposals</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Total</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>People Department - Children's Services Savings</b>					
<b>Staffing Underspend</b> This reflects overprovision of budget which is no longer needed.	(16)	0	0	0	(16)
<b>Looked After Children</b> This is based on reducing expenditure in the core budget but increasing the provision via grant funding streams.	(75)	0	0	0	(75)
<b>People Department - Early Intervention and Partnerships Savings</b>					
<b>Children's Services</b> This is based on reducing the number of operational support managers and staff.	(50)	0	0	0	(50)
<b>CCTV</b> This saving is achieved by using capital funding to purchase equipment.	(400)	0	0	0	(400)
<b>Youth Offending Unit</b> This is a proposal to reduce the use of sessional workers and running costs in the Youth Offending Unit.	(20)	(20)	0	0	(40)
<b>People Department - Public Health Savings</b>					
<b>Public Health</b> Savings realised from contract renegotiation and redesign of preventative services will be used as substitute funding in areas and activities of the Council that support improved achievement of public health outcomes across the wider determinants of health.	(1,850)	937	0	0	(913)
<b>Total People Department Savings</b>	<b>(3,253)</b>	<b>917</b>	<b>(113)</b>	<b>(377)</b>	<b>(2,826)</b>
<b>People Department Income Generation</b>					
<b>Increased Income from Fees and Charges</b> This is additional income due to pensions and attendance allowance increases which flow into the assessment of how much clients should contribute to care packages.	(150)	0	0	0	(150)
<b>Total People Department Income Generation</b>	<b>(150)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(150)</b>
<b>People Department Total Savings and Income</b>	<b>(3,403)</b>	<b>917</b>	<b>(113)</b>	<b>(377)</b>	<b>(2,976)</b>
<b>Place Department Savings</b>					
<b>Remodelling Regulatory Services</b> An operational re-organisation of Regulatory Services will be developed on a risk based model with resources targeted to minimise the impact.	(250)	0	0	0	(250)
<b>Parks - Remodelling the Service</b> This proposal involves remodelling the parks and grounds maintenance service.	(100)	0	0	0	(100)
<b>Traffic and Transportation</b> This proposal relates to a restructuring in Traffic and Transportation, which could impact on time to progress applications and capacity to bid for external funding although mitigating measures will be put in place.	(45)	0	0	0	(45)
<b>Planning Policy</b> This is a reduction in the Local Plan Consultancy budget.	(50)	0	0	0	(50)
<b>Temporary Accommodation Reduction Strategy</b> This covers a range of work streams: use of decants, large scale buy and lease back, portfolio shaping of supply, matching supply and demand, moving on, increasing private sector leasing/ private leased annexe.	(1,132)	(780)	(711)	0	(2,623)
<b>Capital Charges</b> Capitalisation of the Urban Design Team's staff time on the Meridian Water project.	(24)	0	0	0	(24)
<b>Highways - Street Lighting</b> An invest to save business case is being developed; it is estimated that full year savings of £0.5m can be achieved following capital investment in LED lighting.	(250)	(250)	0	0	(500)
<b>Decants</b> Use of HRA decants on Estate Regeneration Sites for TA tenants generates a saving and additional income to the General Fund.	(975)	0	0	0	(975)
<b>Review of Recharges to HRA</b> A review of the methodology for calculating recharges for support services to the HRA has been carried out and results in a revised charge.	(46)	0	0	0	(46)
<b>School Crossing Patrols</b> Building on the works already undertaken in the borough for safer streets, quieter neighbourhoods and 20mph speed zones, it is considered that the remaining 11 school crossing patrols can be withdrawn (Additional Phase 4 Saving Proposal)	(34)	(34)	0	0	(68)
<b>Total Place Department Savings</b>	<b>(2,906)</b>	<b>(1,064)</b>	<b>(711)</b>	<b>0</b>	<b>(4,681)</b>

Savings and Income Generation Proposals	2019/20	2020/21	2021/22	2022/23	Total
	£000	£000	£000	£000	£000
<b>Place Department Income Generation</b>					
<b>Growth of the Pest Control Service</b> The customer base will be increased to achieve a higher income target.	(25)	0	0	0	(25)
<b>Growth of the Commercial Waste Services</b> The proposal is to increase the customer base and income target for operations.	(50)	0	0	0	(50)
<b>Edmonton Cemetery Expansion and Other Cemetery Income</b> This relates to additional income from sales of mausolea and vaulted graves. 2019/20 figure includes £50k income from other cemetery sites.	(354)	(6)	(6)	(6)	(372)
<b>Additional Recharge Income</b> This relates to Traffic and Transportation income generation from recharges to capital.	(25)	0	0	25	0
<b>Highways</b> This is additional income generation from recharges to capital and other external and internal funded projects.	(50)	0	0	0	(50)
<b>Parking Strategy</b> There will be a review of the parking strategy across borough and council owned car parks, e.g. introduce parking charges to car parks in parks such as Trent Park and others to be identified.	(50)	0	0	0	(50)
<b>Cemeteries Mausoleum and Vaulted Graves Sales</b> This is additional income from Southgate Cemetery. This proposal requires additional capital investment of £1.1m, which has been added to add to the capital programme.	(338)	(390)	(60)	(31)	(819)
<b>Parks Assets Income</b> This proposal relates to marketing of empty and end of lease assets within the Borough's parks portfolio to generate income, reduce the maintenance burden and improve social benefits derived from the properties.	(60)	0	0	0	(60)
<b>Meridian Water Meanwhile Use</b> This involves using income generated by Meridian Water meanwhile use to support the General Fund.	(1,190)	1,190	0	0	0
<b>Filming</b> This is based on achieving additional income from filming on council sites.	(40)	0	0	0	(40)
<b>Building Control Income</b> Growing market share through service improvements and marketing.	0	(50)	0	0	(50)
<b>Market Rentals for Council Properties</b> A number of Council Properties are let to organisations at less than market rental. This proposal involves moving leases towards market rentals.	0	(50)	(50)	(50)	(150)
<b>Total Place Department Income Generation</b>	<b>(2,182)</b>	<b>694</b>	<b>(116)</b>	<b>(62)</b>	<b>(1,666)</b>
<b>Place Department Total Savings and Income</b>	<b>(5,088)</b>	<b>(370)</b>	<b>(827)</b>	<b>(62)</b>	<b>(6,347)</b>
<b>Resources Department Savings</b>					
<b>Increase Finance Recharges</b> This is based on allocating management costs to the Pension Fund.	(10)	0	0	0	(10)
<b>Payments Programme</b> A new system will allow efficiencies to be made in Exchequer and wider council administrative functions.	0	(200)	(200)	0	(400)
<b>Operational Support Team</b> This saving follows a restructure and decentralisation of the operational support team.	(120)	0	0	0	(120)
<b>Energy</b> This saving will be achieved through various energy saving initiatives.	(150)	150	0	0	0
<b>Customer Services/Access Centres</b> This reflects the increased level of support in recharges to the HRA.	(162)	0	0	0	(162)
<b>Review of Recharges to HRA</b> A review of the methodology for calculating recharges for support services to the HRA has been carried out and results in a revised charge.	(325)	0	0	0	(325)
<b>Total Resources Department Savings</b>	<b>(767)</b>	<b>(50)</b>	<b>(200)</b>	<b>0</b>	<b>(1,017)</b>
<b>Resources Department Income Generation</b>					
<b>Library Service</b> This is based on increasing the income target.	(75)	0	0	0	(75)
<b>Total Resources Department Income Generation</b>	<b>(75)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(75)</b>
<b>Resources Department Total Savings and Income</b>	<b>(842)</b>	<b>(50)</b>	<b>(200)</b>	<b>0</b>	<b>(1,092)</b>
<b>Grand Total Savings and Income Generation Proposals</b>	<b>(13,080)</b>	<b>497</b>	<b>(1,140)</b>	<b>(439)</b>	<b>(14,162)</b>

## FULL YEAR EFFECTS

## APPENDIX 2B

Full Year Effects of Prior Year Savings Decisions	2019/20	2020/21	2021/22	2022/23	Total
	£000	£000	£000	£000	£000
<b>Chief Executive's Department</b>					
Organisational Review Savings	(327)	0	0	0	(327)
<b>Total Chief Executive's Department</b>	<b>(327)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(327)</b>
<b>Corporate Services</b>					
Taxbase Growth	0	(75)	0	0	(75)
Corporate Temporary Accommodation amount reduced to compensate for reversed saving (community housing)	(500)	0	0	0	(500)
<b>Total Corporate Services</b>	<b>(500)</b>	<b>(75)</b>	<b>0</b>	<b>0</b>	<b>(575)</b>
<b>People Department - Adult Social Care</b>					
Organisational Review Savings	(250)	(157)	0	0	(407)
<b>Total People Department - Adult Social Care</b>	<b>(250)</b>	<b>(157)</b>	<b>0</b>	<b>0</b>	<b>(407)</b>
<b>People Department - Children's Services</b>					
Joint Service for Disabled Children- staffing restructure	(65)	0	0	0	(65)
Independent Reviewing efficiencies	0	(65)	0	0	(65)
Organisational Review Savings	17	0	0	0	17
<b>Total People Department - Children's Services</b>	<b>(48)</b>	<b>(65)</b>	<b>0</b>	<b>0</b>	<b>(113)</b>
<b>People Department - Early Intervention and Partnerships</b>					
Service Development Review	(37)	0	0	0	(37)
Organisational Review Savings	(209)	0	0	0	(209)
<b>Total People Department - Early Intervention and Partnerships</b>	<b>(246)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(246)</b>
<b>People Department - Education</b>					
EPS / CAMHS Service	(220)	0	0	0	(220)
Organisational Review Savings	(181)	0	0	0	(181)
<b>People Department - Education</b>	<b>(401)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(401)</b>
<b>Place Department</b>					
Management actions to contain pressure	(446)	(379)	0	0	(825)
Increase income across Regeneration and Environment	(250)	(250)	0	0	(500)
Changes to Parking Measures	(300)	0	0	0	(300)
Organisational Review Savings	(295)	(198)	0	0	(493)
<b>Total Place Department</b>	<b>(1,291)</b>	<b>(827)</b>	<b>0</b>	<b>0</b>	<b>(2,118)</b>
<b>Resources Department</b>					
Arts & Culture Business Plan - Future Years Savings by increased income	(58)	0	0	0	(58)
Efficiencies following implementation of time-saving financial software.	(50)	0	0	0	(50)
Leisure services	58	0	0	0	58
Organisational Review Savings	(258)	0	0	0	(258)
<b>Total Resources Department</b>	<b>(308)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(308)</b>
<b>Grand Total Full Year Effects</b>	<b>(3,370)</b>	<b>(1,124)</b>	<b>0</b>	<b>0</b>	<b>(4,494)</b>

## PRESSURES 2019/20 - 2022/23

## APPENDIX 3

Department	Category	Proposal Summary	2019/20	2020/21	2021/22	2022/23	Total
			£000	£000	£000	£000	£000
CEX	Unachieved Prior Year Savings	Impact of market decline on Land Charges income	230	0	0	0	230
		<b>Total CEX Pressures</b>	<b>230</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>230</b>
Corporate	Inflation	Price Inflation 1% future years	1,000	3,000	3,000	3,000	10,000
Corporate	North London Waste Authority (NLWA) Levy	NLWA levy - impact of North London Heat and Power Project	1,000	1,000	1,000	1,000	4,000
Corporate	Pay	Pay Awards and London Living Wage	3,080	1,500	1,500	2,200	8,280
Corporate	Pension	Review of Employers Pension Rates	1,000	0	0	0	1,000
Corporate	Investment in Services	Serious Youth Violence	500	0	(500)	0	0
		<b>Total Corporate Pressures</b>	<b>6,580</b>	<b>5,500</b>	<b>5,000</b>	<b>6,200</b>	<b>23,280</b>
People - ASC	Cost and Other Pressures	Safe and Connected	150	0	0	0	150
People - ASC	Cost and Other Pressures	Customer Pathway, Learning Disabilities & Mental Health	2,198	0	0	0	2,198
People - ASC	Demographic Growth	Customer Pathway, Learning Disabilities & Mental Health	3,802	3,500	2,000	2,000	11,302
People - ASC	Unachieved Prior Year Savings	Decommissioning of Housing Related Support services	250	0	0	0	250
		<b>Total People - ASC Pressures</b>	<b>6,400</b>	<b>3,500</b>	<b>2,000</b>	<b>2,000</b>	<b>13,900</b>
People - Children's	Cost and Other Pressures	Agency Fostering	342	0	0	0	342
People - Children's	Cost and Other Pressures	No Recourse to Public Funds increased demand	480	0	0	0	480
People - Children's	Cost and Other Pressures	Edge of Care Transformation Project	390	0	0	0	390
People - Children's	Demographic Growth	Homes and Hostels	202	0	0	0	202
People - Children's	Demographic Growth	Remand cases in Children's Services	225	0	0	0	225
People - Children's	Demographic Growth	Special Guardianship Orders	701	30	0	0	731
People - Children's	Demographic Growth	Semi Independent Care Placements	201	0	0	0	201
People - Children's	Demographic Growth	Additional care leaver numbers and regulatory changes	337	367	0	0	704
People - Children's	Investment in Services	18 frontline Social Workers	1,000	0	0	0	1,000
		<b>Total People - Children's Pressures</b>	<b>3,878</b>	<b>397</b>	<b>0</b>	<b>0</b>	<b>4,275</b>
People - Education	Cost and Other Pressures	SEN Transport	2,000	0	0	0	2,000
People - Education	Unachieved Prior Year Savings	Schools Traded Services income target	83	0	0	0	83
		<b>Total People - Education Pressures</b>	<b>2,083</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,083</b>
Place	Cost and Other Pressures	Facilities - Cleaning and Security costs and non deliverable income	436	0	0	0	436
Place	Cost and Other Pressures	DCLG Funding for weekly collection drops out	850	0	0	0	850
Place	Cost and Other Pressures	Street Lighting PFI Reserve	343	291	0	0	634
Place	Cost and Other Pressures	Planning Policy	103	88	0	0	191
Place	Cost and Other Pressures	Traffic and Transportation Income		0	130	0	130
Place	Cost and Other Pressures	Repairs & Maintenance of corporate buildings	200	0	0	0	200
Place	Unachieved Prior Year Savings	Whitewebbs - leasing arrangement	50	0	0	0	50
Place	Unachieved Prior Year Savings	Rental income from the Civic Centre	631	0	0	0	631
Place	Unachieved Prior Year Savings	Bunding income	992	0	0	0	992
		<b>Total Place Pressures</b>	<b>3,605</b>	<b>379</b>	<b>130</b>	<b>0</b>	<b>4,114</b>
Resources	Cost and Other Pressures	Leisure services non deliverable income	250	0	0	0	250
Resources	Cost and Other Pressures	Procurement & Commissioning (P&C) co-managed contract	1,461	0	0	0	1,461
Resources	Cost and Other Pressures	Contract Review - one off saving in 2018/19	300	0	0	0	300
Resources	Cost and Other Pressures	Financial Assessments additional demand	240	0	0	0	240
Resources	Cost and Other Pressures	Income Collection additional demand	250	0	0	0	250
Resources	Cost and Other Pressures	Income Collection non deliverable income	300	0	0	0	300
Resources	Cost and Other Pressures	ICT Restructure	600	0	0	0	600
Resources	Cost and Other Pressures	Resources Staffing Pressures	290	0	0	0	290
Resources	Unachieved Prior Year Savings	Commercialisation of IT	300	0	0	0	300
		<b>Total Resources Pressures</b>	<b>3,991</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,991</b>
		<b>Total Gross Pressures</b>	<b>26,767</b>	<b>9,776</b>	<b>7,130</b>	<b>8,200</b>	<b>51,873</b>
People	Cost and Other Pressures	Improved Better Care Fund (assumed ongoing)	(1,839)	0	0	0	(1,839)
People	Cost and Other Pressures	One off Social Care Funding 2019/20 Drops out in 2020/21	(3,500)	3,500	0	0	0
People - Children's	Cost and Other Pressures	Edge of Care Transformation Project funded from capital receipts	(390)	0	0	0	(390)
Resources	Cost and Other Pressures	P&C co-managed contract funded from capital receipts	(1,461)	0	0	0	(1,461)
		<b>Total Net Pressures</b>	<b>19,577</b>	<b>13,276</b>	<b>7,130</b>	<b>8,200</b>	<b>48,183</b>



REVENUE BUDGET- DEPARTMENTAL CONTROL TOTALS 2019/20

APPENDIX 4

	2018/19 Original Controllable Budget	2018/19 Hierarchy Changes	2018/19 Permanent Virements	Revised Base	Full Year Effects	New Services Pressures	New Savings	Reserves & Collection Fund	Core Grants & Business Rates	2019/20 Original Controllable Budget
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Chief Executive	7,153	609	1,179	8,941	(327)	230	(803)			8,042
People - Adult Social Care	65,809	3,930	2,584	72,323	(250)	6,400	(992)		(4,239)	73,242
People - Children & Families	30,821	(4)	505	31,322	(48)	3,488	(91)		(1,100)	33,571
People - Early Intervention & Partnerships	4,329	0	2,764	7,093	(246)	0	(470)			6,377
People - Education	7,489	0	204	7,692	(401)	2,083	0			9,375
People - Public Health	(2,471)	0	(30)	(2,501)	0	0	(1,850)			(4,351)
Place	17,635	7,972	2,757	28,365	(1,422)	3,605	(5,088)			25,459
Resources	52,677	(12,508)	(2,280)	37,889	(176)	2,530	(842)			39,400
<b>Total Departmental:</b>	<b>183,441</b>	<b>0</b>	<b>7,683</b>	<b>191,124</b>	<b>(2,870)</b>	<b>18,336</b>	<b>(10,136)</b>	<b>0</b>	<b>(5,339)</b>	<b>191,115</b>
<b>Corporate Items:</b>										
Levies	8,245		(23)	8,222		1,000	0			9,222
General Contingency	1,000		2,000	3,000		0	0			3,000
Contingent Items	10,585		(5,654)	4,932	(500)	5,580	0			10,012
Bad Debt Provision	791		0	791		0	0			791
Treasury Management	12,423		(4,006)	8,417		0	(2,944)			5,473
Minimum Revenue Provision	11,376		0	11,376		0	0			11,376
<b>Corporate Items:</b>	<b>44,420</b>	<b>0</b>	<b>(7,683)</b>	<b>36,737</b>	<b>(500)</b>	<b>6,580</b>	<b>(2,944)</b>	<b>0</b>	<b>0</b>	<b>39,873</b>
<b>Budget Requirement</b>	<b>227,861</b>	<b>0</b>	<b>0</b>	<b>227,861</b>	<b>(3,370)</b>	<b>24,916</b>	<b>(13,080)</b>	<b>0</b>	<b>(5,339)</b>	<b>230,988</b>
Collection Fund Surplus	(4,204)		0	(4,204)				2,890	0	(1,314)
London Business Rates Pilot Pool	0		0	0					(2,950)	(2,950)
Business Rates	(98,400)		0	(98,400)					3,790	(94,610)
Use of Reserves	0		0	0				(1,000)		(1,000)
Other Core Grants	(4,178)		0	(4,178)					375	(3,803)
<b>Totals</b>	<b>121,079</b>	<b>0</b>	<b>0</b>	<b>121,079</b>	<b>(3,370)</b>	<b>24,916</b>	<b>(13,080)</b>	<b>1,890</b>	<b>(4,124)</b>	<b>127,311</b>

## SCHOOLS BUDGET 2019/20

## APPENDIX 5A

<b>INCOME</b>	<b>£000</b>
Schools Block - 5-16 year olds	259,009
Central Services Schools Block	2,925
Early Years Block	25,410
High Needs Block	44,898
<b>TOTAL DSG</b>	<b>332,241</b>
Post 16 pupils in Spec Schls & pupils in Spec Acad/ARPs (ESFA)	1,945
<b>TOTAL RESOURCES</b>	<b>334,187</b>
<b>EXPENDITURE</b>	
<b>SCHOOLS BLOCK</b>	
Total Funding	259,009
0.5% Transfer to High Needs Block	(1,295)
LAC transfer to High Needs Block	(140)
<b>Net Funding</b>	<b>257,574</b>
Schools Delegated Formula Funding	257,274
Growth Fund-New Expansions, Ongoing Protection and Sept Adjustment	300
<b>TOTAL SCHOOLS BLOCK EXPENDITURE</b>	<b>257,574</b>
<b>CENTRAL SERVICES SCHOOLS BLOCK (CSSB)</b>	
<b>Total Funding</b>	<b>2,925</b>
Statutory Functions	2,012
Historic Commitments	913
<b>TOTAL CSSB</b>	<b>2,925</b>
<b>EARLY YEARS BLOCK</b>	
<b>Total Funding</b>	<b>25,410</b>
3 & 4 Year Allocations - PVI & Maintained	16,801
3 & 4 Year Allocations - PVI & Maintained - 30 Hours	3,216
2 Year Old Allocations - PVI & Maintained	4,126
Early Years Central Functions	1,054
Early Years Pupil Premium	140
Disability Access Fund	73
<b>TOTAL EARLY YEARS BLOCK</b>	<b>25,410</b>
<b>HIGH NEEDS BLOCK</b>	
Block Allocation	44,898
Direct funding from ESFA	1,945
<b>Total High Needs Funding</b>	<b>46,843</b>
0.5% transfer from Schools Block	1,295
LAC transfer from Schools Block	140
<b>Total Funding</b>	<b>48,278</b>
Allocations Update to be provided at next meeting	48,278
<b>TOTAL HIGH NEEDS BLOCK</b>	<b>48,278</b>
<b>TOTAL BUDGET</b>	<b>334,187</b>

## **Dedicated Schools Grant and the Schools Budget**

The Dedicated Schools Grant (DSG) is a ring-fenced grant, the majority of which is used to fund Individual Schools Budgets. In August 2017, the Government confirmed that they would continue with their proposal to implement a National Funding Formula (NFF) for the Schools and High Needs Blocks and create a Central Schools Services Block. In 2018/19 a 'soft' NFF was introduced and implemented. By implementing a 'soft' NFF in 2018/19, the funding provided to local authorities was calculated using the NFF but authorities had some local flexibility regarding the distribution of these funds. Options for the schools' funding formula ranged from continuing with the local funding formula to partly, or fully, implementing the NFF. Following a consultation process with schools, Enfield moved approximately 50% towards NFF unit rates. The Government provided £1.3bn over 2 years to support the implementation of the school funding reforms and implementation of the NFF and Enfield received an additional £7m in 2018/19 and £3m for 2019/20.

In July 2018, the DfE published information on the funding arrangements for 2019/20, together with indicative information using October 2017 census data on funding individual local authorities would receive. The DfE confirmed that they would continue with the use of a 'soft' NFF for 2019/20 and 2020/21 as they were satisfied with the progress that individual local authorities had made in moving towards the NFF.

Under Department for Education 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 2019/20 School's Budget was presented to Schools Forum on 16<sup>th</sup> January 2019 for agreement of the School Block formula funding allocations prior to submission of the data to the Education, Skills Funding Agency (ESFA) by their deadline of 21<sup>st</sup> January 2019. The draft budget is detailed in Appendix 5a for approval.

Enfield's initial 2019/20 DSG settlement was announced on 18<sup>th</sup> December 2018 as £334.187m. The Early Years Block allocations for 2, 3 and 4 year olds are based on January 2018 data and will be updated during 2019/20 to reflect January 2019 census data. The DSG allocation will be adjusted during 2019/20 to reflect the January 2019 census for early years and academy recoupment. Updates will be provided to the Schools Forum as and when revised allocations are received.

There are ongoing, considerable risks in the school's budget for 2019/20, mainly due to the ongoing increase in numbers of children presenting with special educational needs. This has resulted in a brought forward DSG deficit of £1.5m and an in-year pressure in 2018/19 of £0.8m in the High Needs Block. The DfE has recently announced additional funding for local authorities to help address high needs pressures and Enfield has received additional funding of £0.89m in both 2018/19 and 2019/20 which will help to reduce the cumulative deficit and address pressures going forward. 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 of borough provision and reduce costs.

Additional information about the individual blocks is detailed below.

## **Schools Block**

### Grant Income

- For 2019/20 the majority of funding is based on a per pupil allocation calculated on the number of pupils recorded on the October 2018 census. Separate per pupil funding rates have been introduced and for Enfield these are £4,444.11 for primary and £5,765.04 for secondary, which include small increases to the 2018/19 funding rates
- The per pupil funding increases for 2018/19 and 2019/20 were introduced to ensure a 0.5% increase per pupil overall. This was 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. For 2019/20, the premises and mobility allocations will continue to be based on historic spend but for growth funding a new formulaic approach has been introduced which has resulted in a reduction of funding of £0.9m.

### Funding Allocations

- With effect from 2018/19, new funding regulations required 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. For both 2018/19 and 2019/20, this transfer was agreed by the Forum to support the current arrangements for pupils with exceptional needs (special educational needs). In 2019/20, the Forum have also agreed to a transfer of £140k to the High Needs Block in respect of funding previously allocated through the formula for Looked After Children (LAC). This will enable this funding to be ringfenced and targeted to support these pupils.
- 3 formula models were considered for 2019/20 and following consultation with schools and discussion with Schools Forum, it was agreed
  - for 2019/20 – that a model that moves 100% to NFF rates for Low Prior Attainment and English as an Additional Language factors and 60% towards NFF for other factors will be implemented
  - for 2020/21 - that the NFF would be implemented if there was sufficient funding to do this.

## 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 rate is £39.57 per pupil. Funding for historical commitments is based on historic spend in 2017/18.

### Funding Allocations

- For 2019/20 there was a reduction in funding of £52k 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 2018 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 2018 census and then updated for the January 2019 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 2019/20, Enfield will receive £5,339 per Full Time Equivalent (FTE) pupil for 3 and 4-year olds. We are required to pass the majority of funding to providers but can hold back 5% for central early years expenditure in 2019/20.
- The 2019/20 allocation also includes an allocation to reflect the ongoing effect of the 30 hours early years initiative for working parents, which was introduced in September 2017. This allocation will also be revised to reflect the January 2019 census.
- The initial allocation for the 2-year-old free entitlement is also based on January 2018 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 (£140k) and Disability Access Fund (£73k).

### Funding Allocations

- 5% of funding received for 3 and 4 years olds 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.
- Funding received for 2-year olds is fully passed to providers.
- 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 and 2019/20 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 2018/19 plus 0.5%.
- The authority has also received an additional £1.8m funding across 2018/19 and 2019/20 from the DfE following the release of additional funding to target high needs pressures.

### Funding Allocations

- Funding will be delegated to special schools and mainstream schools for Additional Resource Provisions 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 2018/19 budgets.

## **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 2019/20 will remain at 2018/19 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 will continue at the 2018/19 rate of £2,300 in 2019/20. 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 2019/20.

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 2018/19 totals £12.1m but this is expected to reduce in 2019/20 due to reductions in FSM eligibility and schools who have converted to academy

status and will receive this funding direct from the Education, Skills and Funding Agency (ESFA). Allocations for 2019/20 will be based on January 2019 pupil data and will be published in June 2019.

### **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 2019/20.

### **Sixth Form Funding**

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

In 2019/20 funding is being maintained at 2018/19 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 2019/20 indicative allocations by the end of January 2019 followed by final allocations in March 2019. Similarly to 2018/19 the ESFA will set a deadline in April to receive business cases where exceptional circumstances have affected their 2019/20 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 2019/20 based on a rate of £2.30 per day.

### **Primary PE and Sport Premium**

This grant will continue in 2019/20 for schools with pupils in years 1 to 6. The funding rates are expected to continue as a lump sum of £16,000 plus £10 per pupil.

## **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
- Service Specific

### **CORPORATE RISKS**

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

- **Effects of the Current Economic Climate**

Enfield Council faces a general financial risk if businesses fail in the borough, which is heightened in the current economy. This would result in a loss of rental income, which would also be incurred by businesses moving out of Council owned commercial premises, and a loss of business rates. The current economic climate risks losses of other forms of income to the Council and increased difficulty in income collection. There is also an ongoing increase in the number of residents reliant on Council services.

- **Brexit**

The Council has set up a Brexit Panel, chaired by the Deputy Leader, which first met in December 2018. This group was established to advise the council on managing its response to the UK leaving the European Union. Workstreams have been set up to research the likely impact of Brexit on council services and local residents. Any identified risks are recorded in a risk register with recommendations of mitigating actions made by the Panel to Cabinet.

Some of the main concerns identified for local government regarding Brexit include data access and storage, insurance provided by companies registered in the EU, the risk of European Parliamentary elections being required to run at short notice, and the resource implications of preparing for Brexit on both staff and finances. There is also the risk of increased community tensions and public disorder, and concerns over the complexity of the settlement scheme application process for vulnerable groups the authority has a statutory responsibility for.

As part of the Local Government Finance Settlement, £56.5m funding was announced in January 2019 to help local authorities prepare for Brexit. Of this amount, Enfield Council expects £0.2m across 2018/19 and 2019/20.

- **Spending Review 2020 and Changes to Local Government Funding**

Despite draconian cuts to government funding the four-year funding deal for the period 2019/20 to 2022/23 did provide some certainty over the period. There is considerable uncertainty about funding beyond 2020, as we enter the new SR period and a new local government finance regime. The Fair Funding Review will establish new funding baselines for local authorities in time for the start of the new 75% business rate retention scheme from 2020. Proposed changes to



the distribution formula for government funding will inevitably lead to winners and losers unless the overall funding pot is increased. The green paper on the future of Social Care funding is also still awaited, increasing uncertainty over future finances.

- **Retention of Business Rates**

With the proposed move to 75% business rates retention by 2020/21, the risk from lower yields will transfer to local government. There are safety net arrangements, but local authorities will still need to bear a share of any shortfalls. Enfield were part of the pilot London pool for business rates in 2018/19 and will be entering similar arrangements for 2019/20. There is a potential budget risk relating to business rates appeals where responsibility for significant backdated refunds fall on local authorities.

- **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).

- **New Savings included in the 2019/20 Budget**

New savings and additional income totalling £13.1m have been identified for 2019/20. 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 have been taken into account in setting the level of contingencies and general balances. Monitoring the achievement of these savings will, as in previous years, form an integral part of the 2019/20 revenue monitoring process. If required, appropriate action will be taken to ensure that they are delivered, 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 outside the Council's control and therefore represents a continuing area of significant risk. An Interest Rate 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. Although the low interest rate environment

especially in short term rates gives a reduced return on investment it also does allow the Council to borrow at historically low rates which has resulted in savings in interest costs over the past two years. The Council is, however, aware of the risk that interest rates may start to rise and is taking advantage of opportunities to fix into longer term low interest loans.

- **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. A two year pay deal was agreed for 2018/19 and 2019/20. Estimated costs of future pay deals have 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 2019/20 departments have been asked to contain price inflation. This could be a financial risk and the revenue monitoring process for 2019/20 will be important in the early identification of these potential cost pressures.

- **Increased Costs of Waste Disposal**

Within the MTFP an additional £1m has been added each year to cover the estimated cost of the North London Heat and Power Project (NLHPP). This project will build a new Energy Recovery Facility in Edmonton, replacing the existing Energy from Waste plant at the EcoPark that has served North London for around 50 years but is coming to the end of its operational life. The estimated cost of building this new facility will significantly increase the Council's North London Waste Authority levy requirement and with all major construction projects comes with significant risks. Whilst the provision in the MTFP aims to meet these increased costs, as with all major projects there is a risk that estimated costs could rise further in the future

- **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 in the current economic climate 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 Council. The next Actuarial Review is due in 2019. The funding level of the pension fund has improved since the last valuation, but the final position will not be known until 31<sup>st</sup> March 2019.

- **VAT Exemption Limit**

As a Section 33 Body, the Council is allowed to recover VAT on expenditure related to its exempt supplies & services, **provided** this VAT amount does not exceed 5% of total annual VAT expenditure. This is known as the 'Partial Exemption Threshold'. Theoretically if the Council breached this threshold it

would be unable to recover VAT on any of its expenditure, but in reality there is little risk of this happening.

- **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 (UC) are being experienced. The additional funding received for UC burdens is less than the reduction in Housing Benefit Admin Subsidy, so overall funding is reducing. There is also additional work generated dealing with UC with approximately 4,000 households in Enfield receiving it. Additional roll out of UC for certain categories is coming in. From 1st February 2019 those of Working age with 3+ children will claim UC if they have a relevant change of circumstances. Managed migration to UC was due to start July 19 but has now been deferred until 2020, to be completed by 2023.

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, costs will continue to rise as a result.

## **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 & Families Services**

- **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, paying Special Guardianship Orders allowance, 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. Children's Social Care budgets have been prepared based on known levels of activity, demographic forecasts and historical trends. However, these factors plus changes in welfare benefits, social economics, market factors and population increases will continue to pose a risk because they cannot be fully quantified at this stage, particularly in respect of services supporting homeless families and looked after children. Whilst additional resources have been included in the budget reflecting forecast demand, the following demand led areas have experienced pressures in year, that may continue in 2019/20.

- **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. There has been a significant increase in high cost placements with a number of young people being placed in secure accommodation in order to protect and prevent serious harm. In addition, the complexities of the cohort increased, and more young people are placed in specialised or highly staffed semi-independent provision.

- **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. 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 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 reducing numbers of new cases, and some families having their final immigration status confirmed, the risk remains that demand may exceed what has been allowed for in the budget.

- **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 critical vacant posts are filled with agency workers putting further pressure on the budgets. The continuing high number of referrals to the service has resulted in an increased pressure on staffing budgets and additional resources have been allocated to Children's services to address these pressures.

- **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. This has resulted in the recognition of an ongoing pressure by the addition of £2m to the SEN transport budget for 2019/20. Despite this the risk of increased costs remain and management actions to address this include:

- Reverse auction procurement and broadening of contractors' base to increase competition, reduce prices and improve the transport contract monitoring process.
- Review Panel for partnership working between SCS, Transport and Brokerage for robust management/challenging of new applications
- Initiatives to increase in-Borough Provisions
- Collaborative working to reduce/control costs through the Transport Steering Group comprised of SCS, Transport, Adults, P&C Hub, Brokerage and Finance.
- Introduction of personal travel budgets (cheaper alternatives) and Independence travel training

## **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 has now passed to secondary schools from 2018/19 onwards and 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 for both 2018/19 and 2019/20 the authority has received additional high needs funding but 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 2019/20, with the intention to moving fully to NFF unit rates with effect from 2020/21. For 2019/20 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 £3m in 2019/20. Whilst this increase in funding has enabled the authority to apply some protection to school funding allocation, there will be both gains and losses on an individual school basis as we move towards NFF unit rates. 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.

## **Adult Social Care**

- **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 individuals with disabilities are living throughout 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 2019/20 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. As 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 to provide care and support services, however there is a possibility of interruptions to these 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

- **Public Health Grant**

There will be a further reduction in the Public Health Grant from Central Government of £0.4m 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 30% of the public health budget. The new clinic at Silverpoint, which opened in February 2018 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.

## Place Department

- **Temporary Accommodation (TA)**

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

Work is ongoing across London to manage the prices paid for TA and to source viable alternatives for families who would otherwise be moved into temporary/nightly paid accommodation. Demand management is on-going, although it is envisaged that pressures will continue into 2019/20. However, actions have already been taken and will continue to be taken to reduce the financial impact and this is reflected in the Medium Term Financial Plan.

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).

The Council receives the Flexible Homelessness Support Grant which has been made available to deal with and prevent homelessness. This has been a three-year funding allocation, with the final year being 2019/20. There is uncertainty around whether the grant will continue into 2020/21 and if this



doesn't continue it will give rise to significant financial pressures in the TA services.

- **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 one CPO case which the Council may be liable to make payments for in the future.
- **Commercial Property Portfolio**

The Council's commercial property portfolio is expected to generate gross rental income of approximately £10.6m in 2019/20. 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.
- **Meridian Water**

In July 2018, Cabinet took the decision to place the Council as the master developer for Meridian Water and for the Council to lead the project on a phase by phase basis. Since then the Council started a procurement process to appoint a developer to deliver Phase 1 and an appointment is expected in summer 2019. 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 new Meridian Water station will open to passengers in May 2019.
- **Strategic Planning**

Continued delay or additional evidence requirements on the Enfield Local Area Action Plan could attract additional costs. The budget allocated for the Local Plan process and evidence base may not be sufficient depending on nature and detail of responses to consultation on the current draft Local Plan. Any delay to the Local Plan process or need to do further consultation will attract additional budget pressure and continued difficulties recruiting permanent staff will require continued reliance on agency staff with associated budget pressures.
- **Development Management**

The following risks are noted for development management. Economic downturn or uncertainty could impact on income from planning fees, pre-app fees, Planning Performance Agreement fees and Building Control fees; continued difficulties recruiting permanent staff will require continued reliance on agency staff with associated budget pressures and costs associated with appeals, hearings, public inquiries over-and-above what would normally be expected.

- **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 remainder of 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 has allocated £6.8m of mini-Holland funding to Cycle Enfield in 2019/20, in-line with expectations.

Due to the pressures on TfL's revenue budgets, the annual LIP Corridors and Neighbourhoods funding is being pegged at £63m across London in 2019/20 (and will remain at this level for the life of the Business Plan). As a consequence, the Council's Corridor and Neighbourhoods allocation for 2019/20 remains at £2.6m, as anticipated. The withdrawal by TfL of Principal Road Maintenance funding continues to impact on the delivery programme, with some works needing to be 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 last 10-year inspection was carried out in April 2018. No major works are required, some minor works have been identified but these are likely to cost no more than £20k.

## **Resources Department**

- **Income Generation**

There are significant income generation expectations across Leisure, IT and other traded services. There will be a risk that these are not achieved as planned due to events outside the services control e.g. economic climate.

- **IT & Transformation**

There are savings expectations from contract reviews, but these have yet to be concluded and therefore remain a risk for 2019/20. There is a risk that the annual maintenance/licence costs associated with the capital programme continue to be a financial pressure should the efficiencies anticipated to be delivered not be realisable. This could be magnified by the dual running of applications and annual licence costs not included in the budget. There is also a risk of increased costs of Contracts and Licence renewals through market pressure.

## Council Investment in Companies

- **energetik**

The energetik Business Plan and investment value 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. Due to the master developer negotiations being incomplete in 2016, the funding strategy for energetik was amended to be based on two tranches. This was to allow the Meridian Water development strategy to take form and be agreed before energetik receive funding approval for Tranche 2 and commit to the bulk of their capital expenditure. This delay to commencing the build of Meridian Water has been mitigated through the following measures:

- energetik has delayed the build of its energy centre to match the delay to the first homes being connected. The first phase of Meridian Water, Meridian One, is near to completing its developer procurement phase. Assuming this continues on programme Meridian One is predicted to commence building in 2020 with the first substantive number of homes being delivered in 2022. energetik's energy centre and heat network is presently programmed to be completed towards the end of 2021 to align with this programme.
- A revised Meridian Water delivery programme based on this strategy has been developed by the Council and energetik's financial baseline has been updated based on this information.

- **Housing Gateway Ltd**

Housing Gateway Ltd (HGL) has £113m invested in property in and around Enfield. The business plan spans 50 years to align with asset life and as such, any short-term market fluctuations will not impact the 50-year business model. However, in the short-term, pressures such as loan financing, property prices and rental incomes may pose immediate risk to the model as detailed below:

- Loan financing – Enfield Council currently lends to HGL. This position places certain restrictions on both HGL and the Council. The current repayment structure places pressures on HGL's cash flow. In order to mitigate this risk, HGL has undertaken significant financial modelling to establish the cash flow pressure points and has a working capital facility to utilise as and when required. Analysis indicates the agreed working capital loan will be sufficient to mitigate the cash flow pressures. Additionally, HGL is reviewing alternative finance streams to provide longer term options.
- Property market fluctuations – HGL's portfolio is valued annually in line with audit expectations and, as such, any depreciation in local property prices may have an impact on the value of HGL's asset base. However, HGL has

reached a point of significant gearing where expected minor market fluctuations will not impact the overall model. In the long term, the market is expected to increase over 50 years and HGL's asset base will appreciate accordingly.

- Rental Income – HGL's initial business model aligned rents to Local Housing Allowance (LHA) rates, which were predicted to increase at a rate of 2% per annum. As the expected increase in rates were frozen by Central Government, HGL's income has not increased as predicted. LHA rates are due to be increased in 2020 and in the meantime HGL is analysing alternative rent models.

- **Enfield Innovations Ltd**

Enfield Innovations is part of a wider housing development strategy. It is focused on developing new, energy efficient homes to increase the supply of good quality housing. Some of the key risks are set out below, together with the ways in which these risks are being mitigated.

- Delay in practical completion – any delay in practical completion will mean an extended period where EIL incurs additional operational costs and interest charges on its loan repayment, further increasing its liabilities. It will also reduce EIL's ability to repay its loan to the Council and meet any tax obligation. In order to mitigate this, the Council are contract managing the project and are fully briefed on the interdependencies. A Cabinet report agreed the renegotiation of loan financing to ensure additional pressure is not placed on EIL if the delay does materialise.
- Deflation in the housing market – EIL requires the remaining properties held to be sold for current values in order to repay its outstanding loan commitments. EIL is closely monitoring the market and the implications on the financial model.
- Delay in sale of properties – if EIL is unable to find a buyer for its properties before practical completion, it will incur additional operational costs, interest charges on its loan repayments, and be unable to repay its loan to the Council. Similarly, if the Council do not consent to the sale of the properties to the identified purchaser, additional costs will be incurred. As mitigation against this risk, EIL has already placed all properties on the market for bulk purchase and received offers.

- **Independence & Well Being Ltd**

Independence & Well Being Limited (IWE) is a Care Quality Commission (CQC) registered service whose business activities necessitate minimum levels of compliance of 'Good' from the CQC. As a result, IWE must ensure sufficient funding to cover sickness absence and vacancies to ensure front line care delivery. Under section 18 of CQC regulations, vacancy factors

cannot be applied to these budgets, and owing to the nature of Care Delivery, enhanced hours is an additional and recurring cost to IWE due to the ongoing reality for these services.

- IWE as provider of last resource for Enfield must ensure that there is clarity on contractual arrangements including service specifications to ensure sufficient budget to facilitate delivery of services. All risk is aided with agreed terms and conditions, a full due diligence of financial implications and the approval of Shareholder and Executive Boards.
- As a Teckal Company, IWE is able to generate 20% of its revenue from external sources. The strategy to grow this revenue stream will require appropriate pricing of services to ensure there is no risk of loss of income. Clear and robust systems are currently being deployed to ensure all IWE's customers are charged appropriately and efficiently. A tracker of Teckal compliance may be a helpful performance measure as the company increases its yield from sources outside of Enfield Council.
- Service Level Agreements with Enfield is the largest expenditure for IWE's core services. The ability to have true and consistent valuation of these SLAs is essential to enable IWE to flexibly review and manage its cost base to remain competitive.

## **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 7b summarises forecast use and commitment of the reserves.

<b>Specific Reserves</b>	
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 Capital Strategy 2019/20 and Four Year Capital Programme Report 2019/23.
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.
Waste Recycling Reserve	This funding is set aside for invest to save initiatives to improve waste recycling and contamination rates, which are designed to mitigate or reduce the implications of recycling and contamination costs.
European Social Fund Match Funding	This fund has not been used for several years. It is proposed to move this to the Risk Reserve.
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

## APPENDIX 7A

	conditions including the carry forward of underspends to future years.
<b>Reserves set aside to smooth expenditure between years and meet contingent risks</b>	
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. With an ageing portfolio of buildings, the risk of expensive repairs and maintenance is increasing.
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.
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 in the 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 in 2013/14. The balance of this fund will be continuously rolled forward for use in future years.
Collection Fund Equalisation Reserve	This reserve was created in 2017/18 primarily in order to smooth business rates receipts during the transition to the new funding regime. Additional business rates growth income received via the London Pilot Pool will be initially held in the reserve and allocated to the general fund in the following year in accordance with budget decisions.
Minimum Revenue Provision Equalisation Reserve	Following a change in MRP policy in 2017/18 this reserve was created to smooth annual MRP requirements
<b>Other Reserves</b>	
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.

MOVEMENT IN EARMARKED RESERVES 2018/19 and FUTURE USE  
FORECAST

APPENDIX 7B

RESERVE	2019/2023 Programmes					
	Balance at 31 March 2018	Estimated Net Transfers 2018/19	Forecast Balance at 31 March 2019	Revenue	Capital	Forecast Reserves as at 31 March 2023
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
<b>General Fund Reserves</b>						
<b>Projects / Programmes</b>						
Council Development Reserve	415	(70)	345	(280)		65
Regeneration Reserve	902	0	902		(902)	0
Vehicle and Equipment Replacement Fund	5,193	(5,193)	0	4,700		4,700
Capital Reserve - General Fund	257	(150)	107		(107)	0
ICT Investment Fund	871	0	871		(871)	0
Waste Recycling Reserve	221	(150)	71	(71)		0
European Social Fund match funding	342	(342)	0			0
Enfield Community Capacity Building Fund	566	(128)	438	(228)		210
Troubled Families	1,401	(1,401)	0			0
Industrial Estates Improvements	78	(30)	48	(48)		0
Empty Properties (New Homes Bonus 2011/12)	113	(113)	0			0
Performance reward grant receivable (LSP)	310	(30)	280	(220)		60
Residents Priority Fund	153	(87)	66	(66)		0
New Homes Bonus	1,456	(700)	756	(756)		0
Other General Fund Reserves for small projects	4,926	(2,159)	2,768	(2,156)		612
	17,206	(10,553)	6,653	876	(1,880)	5,649
<b>Risk / Smoothing reserves</b>						
PFI Investment Reserves	591	(100)	491	(300)		191
Insurance Fund	6,475	0	6,475	0		6,475
Repair & Maintenance of Council buildings	1,362	(900)	462	0		462
Interest Rate Equalisation Reserve	7,413	0	7,413	0		7,413
Restructuring and redundancy reserve	591	(591)	0	0		0
Repairs Fund for private sector housing leased to the Council	612	(90)	522	(360)		162
Risk Reserve	13,986	(3,191)	10,796	(4,000)		6,796
Welfare Reforms & Hardship Fund	2,177	(1,163)	1,014	(1,014)		0
Collection Fund Equalisation Reserve	6,000	5,120	11,120	(6,000)		5,120
Minimum Revenue Provision Equalisation Reserve	7,919	9,000	16,919	(1,197)		15,722
	47,127	8,086	55,213	(12,871)	0	42,342
<b>GENERAL FUND RESERVES</b>	64,333	(2,467)	61,866	(11,995)	(1,880)	47,991
<b>Other Ring-Fenced Reserves</b>						
Dedicated Schools Grant	(741)	101	(640)	640		0
Public Health	1,335	200	1,535	(1,535)		0
S106 Receipts	466	(243)	223	(18)		205
	1,060	58	1,118	(913)	0	205
<b>TOTAL GENERAL FUND RESERVES</b>	65,393	(2,409)	62,984	(12,908)	(1,880)	48,196
<b>Housing Revenue Account Reserves</b>						
HRA - Repairs Fund	9,405	(130)	9,275	(2,000)		
HRA - Capital Reserve	4,228	50	4,278	1,200		5,478
<b>TOTAL EARMARKED RESERVES</b>	79,026	(2,489)	76,537	(13,708)	(1,880)	53,674
<b>GENERAL FUND BALANCES</b>	14,000	0	14,000	0	0	14,000
<b>GENERAL FUND BALANCES and RESERVES</b>	79,393	(2,409)	76,984	(12,908)	(1,880)	62,196



**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 2019**

## **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 this report. 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.

## **2 Processes**

Budget estimates are made at a point in time and 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 including the importance of proposed savings and income generation proposals to be realistic and deliverable;
- the use of budget monitoring in 2018/19 to re-align budgets with current demand where possible, and, for 2019/20 to update the Medium-Term Financial Plan (MTFP) and build in known pressures;
- development of savings and income generation proposals by savings workstreams;
- scrutiny and review via weekly meetings of the Executive Management Team (EMT) and by member budget challenge sessions of the proposed savings and their achievability;
- review of the budget by the respective Cabinet Member responsible for the budget, along with weekly meetings with the Cabinet Member for Finance and

regular meetings with the Leader 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 2019/20 draft budget includes £13.1m of new service savings and increased income proposals. Service and corporate pressures totalling £26.8m have been reflected in the 2019/20 budget to address demand and cost pressures as detailed in section 9.1 of the report. The savings identified to balance the 2019/20 budget have been closely scrutinised by both officers and members, and where appropriate Equality Impact Assessments (EQIAs) have been completed by departments. Savings and income generation proposals approved in the budget round will be closely monitored through 2019/20 until they are fully embedded into the Council's budget.

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 2019/20 revenue monitoring process, which culminates in quarterly reporting to Cabinet. During 2018/19 the Pressures Challenge Board was established to work with budget holders and directors to identify and address pressures, including unachieved savings and income generation, and to develop action plans to ensure that savings are delivered, or pressures contained. Where no recourse was identified to manage 2018/19 pressures and unachieved savings these were built into the MTFP in 2019/20, and remaining pressures will be monitored alongside new savings in 2019/20 to ensure delivery.

In the event that management action fails to ensure delivery of savings, income generation and containment of pressures, a contingency of £3m has been retained in the Corporate Budget. Should a temporary in-year call on general fund balances be required, 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. A small allowance has been provided for inflation in the MTFP and this is restricted to covering unavoidable increases such as rates and utilities.

## APPENDIX 8A

Interest rates for 2019/20 have been assumed at 0.75% for temporary investment. Most of the Council's debt is long term with fixed interest rates, with 3.0% 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. Interest rate risk is mitigated by a reserve specifically set aside for this purpose.

#### The Availability of other Funds and Insurance to deal with Major Contingencies

Besides the general budget contingency of £3m, there are also General Balances of £14m and General Fund Earmarked Reserves estimated at 31<sup>st</sup> March 2019 to be £63m (Appendix 7b).

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 is subject to regular actuarial reviews. 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 2019/20, it also has a Capital Programme that requires significant borrowing in 2019/20 and future years. 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 2019/20 is 98.0% 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

## APPENDIX 8A

deficit be corrected through the Council Tax in the next year. The Council Tax Collection Fund is forecast to be in surplus (£3m, including GLA share) at 31st March 2019. 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 2019/20 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.

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. In 2019/20 the Council will be part of the London business rates pilot scheme for the second year and in the event that London's business rates income fell, the pool will have a "safety net" threshold of 95% of the overall baseline funding level – higher than the 92.5% threshold which existed in 2017/18, before the London Pool, reflecting the greater reliance local authorities will have on business rates. A business rate risk reserve is held for the purpose of smoothing the impact of significant changes in business rates as key funding source.

### The Authority's Track Record in Budget and Financial Management

The latest revenue monitoring forecasts a departmental overspend of £4.1m in 2018/19 (position as at December 2018). 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 Pressures Challenge Board was introduced in 2018/19 to provide additional rigour to monitor financial management.

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 MTFP 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.

## 4 Risk

The key risks are detailed in Appendix 6 and can be summarised as follows:

- **Demographic Pressures** affecting adult and children social care and temporary accommodation provision
- **Impact of Brexit**
- **Local Government funding changes**, including fair funding review and business rates retention;
- future **legislation** creating extra burdens that are not fully funded
- Scope to make **savings** while maintaining services

- **Capital programme.** Managing the programme to meet deadlines within agreed allocations, income and capital receipt targets. See section 5 for details (below).

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 2019/2023

The approved capital 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 MTFP 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 Strategy (2019/20) and 4 Year Capital Programme (2019/20-2022/23) report (also on this agenda) considers risk and mitigations specifically for the capital programme. In 2018-19 a Capital Board was set up to enable the strategic oversight of the prioritisation, affordability and monitoring of the Capital Programme to provide additional rigour.

The Capital Programme clearly sets out those projects where approval has already been agreed and funding fully incorporated within the MTFP. 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 resources 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. 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. This includes Meridian Water, the Council's major regeneration scheme.

## 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.

## APPENDIX 8A

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.

<b>MTFP Risk summary (Excluding Schools &amp; HRA)</b>	<b>Likely £m</b>
Risk Evaluation 2019/20 (appendix 8(b), column 5)	9.841
Estimated General Fund Balance at 31 March 2019	(14.000)
Forecast Reserves uncommitted at 31 March 2019 (Appendix 7(b)) *	(32.269)
2018/19 latest forecast outturn	4.100
<b>MTFP Resources to risks at 31 March 2019</b>	<b>(32.328)</b>
Future risks if not addressed in 2020/21 MTFP	22.099
<b>MTFP Resources Shortfall/ (Surplus) to risks in longer term</b>	<b>(10.229)</b>

\*MRP reserve balance is excluded from this figure as it is committed outside of the MTFP period

It should be noted that the consequences of not keeping a minimum prudent level of balances can be serious. Appendix 8b 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.

In the audit of the 2017/18 statement of accounts there were three sub criteria that BDO considered as part of their overall risk assessment:

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

In their 2017/18 Audit Completion Report BDO concluded that there were no significant unaddressed risks and 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; prevent/reduce demand, to invest in vital infrastructure; to seek alternative funding mechanisms for services and/or assets previously funded by the Council; and to continue to develop commercial revenue streams to offset the loss in government funding.

Taking account of all the above considerations, the Director of Finance is of the view that the 2019/20 budget is robust.

In light of the risks facing the authority, the Director of Finance 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 2018/19 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
				2019/20	2020/21	2021/22	2022/23	
1	2	3	4	5	6	7	8	9
		£'000		£'000	£'000	£'000	£'000	£'000
<b>General Fund Revenue</b>								
Inflation. No provision for service inflation in 19/20 which must be contained by service savings. 2% risk assumption	One-off	2,000	D	300	0	0	0	300
Reduction in Income / Non-Payment	One-off	2,000	D	300	0	0	0	300
Non-Achievement of Service Savings	Total	38,450	D	2,468	1,800	750	750	5,768
Amber Rated pressures	One-off	5,000	C	2,000	0	0	0	2,000
Non collection of Council Tax	pa	1,000	D	38	38	38	38	150
Temporary Accommodation Costs exceed budget provision	pa	6,000	C	0	800	800	800	2,400
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
Childrens Services Ofsted	One-off	7,000	D	1,050	0	0	0	1,050
Funding Review	Total	6,000	D	0	300	300	300	900
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
<b>General Fund Total</b>		<b>175,768</b>		<b>9,841</b>	<b>7,991</b>	<b>7,016</b>	<b>7,091</b>	<b>31,940</b>



## Specific Grants

## APPENDIX 9

Description and Comment	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
<b>Non Ring-Fenced Specific Grants</b>				
<b>New Homes Bonus Grant (NHB)</b> 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 for 2019/20, LBE estimate for further years based on a reduction of £400k per annum. There is a possibility that NHB will be discontinued as part of the review of local government finance from 2020.	1,594.0	1,194.0	794.0	394.0
<b>Housing Benefit Administration Grant</b> Notice of the 2019/20 grant allocation was received in early February 2019. Recent Autumn Budget and Universal Credit announcements will impact on the HB administration subsidy allocations. To reflect this, an 8% reduction to the grant year on year has been estimated.	1,575.0	1,449.0	1,333.1	1,226.4
<b>Local Council Tax Support Administration</b> Funding subject to confirmation. Estimate for future years rolls forward 2019/20 grant.	634.4	634.4	634.4	634.4
<b>Total Non Ring-Fenced Specific Grants</b>	<b>3,803.4</b>	<b>3,277.4</b>	<b>2,761.5</b>	<b>2,254.8</b>

## Specific Grants

## APPENDIX 9

Description and Comment	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000
<b>Ring-Fenced Specific Grants</b>				
<p><b>Public Health Grant</b></p> <p>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 &amp; annual expenditure returns, to the DCLG &amp; 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:</p> <p>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).</p> <p>Non-mandated services (Tobacco control &amp; Smoking Cessation services, increasing levels of physical activity and interventions to tackle obesity). 2019/20 is based on published figures from Dept of Health, future years are estimates. Currently assumed as constant through the MTFP period but is expected to be reviewed as part of the wider local government finance changes from 2020.</p>	16,384.0	16,384.0	16,384.0	16,384.0
<p><b>Flexible Homelessness Support Grant</b></p> <p>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 2019/20.</p>	7,163.4			
<p><b>Homelessness Reduction Act</b></p> <p>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>	398.3			
<p><b>The (Improved) Better Care Fund</b></p> <p>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, expected in 2019. At the moment the 2019/20 allocation has been projected forward as constant throughout the MTFP period.</p>	10,082.6	10,082.6	10,082.6	10,082.6
<b>Total Ring-Fenced Specific Grants</b>	<b>34,028.3</b>	<b>26,466.6</b>	<b>26,466.6</b>	<b>26,466.6</b>
<b>Total Specific Grants</b>	<b>37,831.7</b>	<b>29,744.0</b>	<b>29,228.1</b>	<b>28,721.4</b>

## **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. This enables the utilisation of 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 in a way that reduces costs or demand for services in future years for the Council and any of the public sector delivery partners.

Enfield Council has a proven track record in successfully responding to the financial pressures in local government, demonstrated by managing with significantly reduced resources and delivering savings of £178m since 2010.

The Government has extended this capital receipts flexibility until 2021/22. However, the Council is mindful of over reliance on and sustainability of this one-off funding. The EDGE contract, Edge of Care and co-managed procurement and commissioning arrangements are time limited costs. However, the Council's ongoing investment in transformation and ICT indicates that longer term solutions to fund these pressures will be needed in future years.

This Strategy reports on how capital receipts were used to fund investment in 2017/18 and are planned to be used to fund investment in 2018/19 and 2019/20. In using this flexibility, £1.851m of capital receipts have been earmarked as one-off funding in 2019/20.

### **Impact on the Prudential Indicators**

The Prudential Indicators for 2018/19 to 2020/21 are set out in the Treasury Management Strategy Report, also on this agenda. 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.

**Use of Capital Receipts in 2017/18**

The table below shows how we used capital receipts in 2017/18

<b>2017/18 Initiatives Funded from Capital Receipts</b>	<b>£</b>	<b>Planned Savings and Demand Reductions</b>
<b>Housing, Health and Adult Social Care Services</b>		
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.
<b>Schools and Children's Services</b>		
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	157,700	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.

2017/18 Initiatives Funded from Capital Receipts	£	Planned Savings and Demand Reductions
<b>Finance, Resources and Customer Services</b>		
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	679,377	Operational and Demand Management Initiatives which delivered savings of £562 in 2016/17, £1,050k in 2017/18 and £1,329k in 2018/19.
Contract and commissioning reviews, innovative procurement and programme management of MTFP savings programme.	1,437,500	Contract and commissioning reviews, innovative procurement and programme management of MTFP savings programme.
Cultural Survey and Organisational review	200,933	This work will inform the design and implementation of the new leadership and management staffing structure.
ICT Costs to support Transformation	1,252,390	ICT projects that will deliver transformation and more efficient ways of working that will generate revenue savings and improve performance.
Redundancy	1,146,048	These redundancies will enable future years' savings in the MTFP to be achieved.
<b>Total funded from Capital Receipts in 2017/18</b>	<b>6,739,000</b>	

**Planned Use of Capital Receipts in 2018/19**

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

<b>2018/19 Estimated Cost of Start-Up Initiatives to be funded:</b>	<b>£</b>	<b>Planned Savings and Demand Reductions</b>
<b>People</b>		
Edge of Care (Children's)	390,000	The Edge of Care transformation project will commission a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision.
<b>Place</b>		
EDGE Transport Contract	182,000	The EDGE Transport Contract is an invest to save initiative relating to the Councils People Transport Service, carried out by EDGE Public Solutions with and on behalf of the Council. This is the third and final year of the project and has been successful in terms of both savings and improvement of customer experience.
<b>Resources</b>		
IT Services and Transformation Team	1,750,000	ICT projects that will deliver transformation and more efficient ways of working that will generate revenue savings and improve performance.
Procurement and Commissioning co-managed service contract	1,890,000	Procurement services/roles across the Council were brought together to form the Procurement & Commissioning Hub as part of the Enfield 2017 transformation programme. The Procurement & Commissioning Hub is made up of Enfield employees and the Council's co-managed partner EY. A focus of the work carried out by the hub is on contract and commissioning reviews, innovative procurement and programme management of MTFP savings.
<b>Total to be funded from Capital Receipts 2018/19</b>	<b>4,212,000</b>	

**Planned Use of Capital Receipts in 2019/20**

The table below shows how we plan to use capital receipts in 2019/20.

<b>2019/20 Estimated Cost of Start-Up Initiatives to be funded:</b>	<b>£</b>	<b>Planned Savings and Demand Reductions</b>
<b>People</b>		
Edge of Care (Children's)	390,000	The Edge of Care transformation project will commission a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision.
<b>Resources</b>		
Procurement and Commissioning co-managed service contract	1,461,000	Procurement services/roles across the Council were brought together to form the Procurement & Commissioning Hub as part of the Enfield 2017 transformation programme. The Procurement & Commissioning Hub is made up of Enfield employees and the Council's co-manage partner EY. A focus of the work carried out by the hub is on contract and commissioning reviews, innovative procurement and programme management of MTFP savings.
<b>Total to be funded from Capital Receipts 2019/20</b>	<b>1,851,000</b>	

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
1	1	<b>STREET NAMING &amp; NUMBERING</b>							
		List of streets, places & footpaths in LBE (- Alphabetical Street Index) on hard copy or CD		£51.30	£0.00	£51.30	£52.90	£0.00	£52.90
		Amendments to the LSPF (annual charge)		£57.00	£0.00	£57.00	£58.80	£0.00	£58.80
		Postage & Packing		Standard Council charges apply			Standard Council charges apply		
		Numbering New Residential & Commercial Units – per unit		£120.00	£0.00	£120.00	£123.80	£0.00	£123.80
		Naming a Street – per street		£300.00	£0.00	£300.00	£309.60	£0.00	£309.60
		Naming a Block – per block		£200.00	£0.00	£200.00	£206.40	£0.00	£206.40
		Penalty for retrospective engagement with Street Naming & Numbering Process		£150.00	£0.00	£150.00	£154.80	£0.00	£154.80
		Provision of historical information for Street Naming & Numbering		£26.70	£0.00	£26.70	£27.60	£0.00	£27.60
2	1	<b>PROVISION OF PLANNING / BUILDING CONTROL INFORMATION</b>							
		<b>COPYING / SCANNING</b>							
		A4 Sheet (includes VAT at standard rate)	V	£5.50	£1.10	£6.60	£5.70	£1.14	£6.80
		Extra Copy (includes VAT at standard rate)	V	£0.50	£0.10	£0.60	£0.60	£0.12	£0.70
		A3 Sheet		£6.60	£0.00	£6.60	£6.80	£0.00	£6.80
		Extra Copy		£1.10	£0.00	£1.10	£1.20	£0.00	£1.20
		A3 Plan		£6.60	£0.00	£6.60	£6.80	£0.00	£6.80
		Extra Copy		£1.10	£0.00	£1.10	£1.20	£0.00	£1.20
		A2 Plan		£9.90	£0.00	£9.90	£10.20	£0.00	£10.20
		Extra Copy		£1.70	£0.00	£1.70	£1.80	£0.00	£1.80
		A1 Plan		£11.00	£0.00	£11.00	£11.40	£0.00	£11.40
		Extra Copy		£2.80	£0.00	£2.80	£2.90	£0.00	£2.90
		A0 Plan		£13.10	£0.00	£13.10	£13.50	£0.00	£13.50
		Extra Copy		£3.30	£0.00	£3.30	£3.40	£0.00	£3.40
		Postage for letters, large letters and packets.		Standard Council charges apply			Standard Council charges apply		
3	1	<b>BUILDING CONTROL SERVICES</b>							
		Viewing Building Control Plans	V	£28.60	£5.72	£34.30	£29.50	£5.90	£35.40
		Application check and comfort/ 6 year letter for non	V	£56.10	£11.22	£67.30	£57.90	£11.58	£69.50
		Building control information including Solicitor's enquiries	V	£60.60	£12.12	£72.70	£62.50	£12.50	£75.00
		Copy of Decision Notice	V	£12.50	£2.50	£15.00	£12.90	£2.58	£15.50
		Copy of Completion Certificate	V	£60.60	£12.12	£72.70	£62.50	£12.50	£75.00
		Demolition Notice		£259.80	£0.00	£259.80	£268.10	£0.00	£268.10
		<b>BUILDING CONTROL FEES</b>							
		<b>Standard Domestic Charges for Estimate of costs less than £200,000</b>							
		Loft conversions < 40m <sup>2</sup>							



Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Full plan	V	£228.60	£45.72	£274.30	£235.90	£47.18	£283.10
		Inspection charge	V	£342.90	£68.58	£411.50	£353.90	£70.78	£424.70
		Full Plan & Inspection Charge	V	£562.80	£112.56	£675.40	£580.80	£116.16	£697.00
		<u>Loft conversions 40m<sup>2</sup> - 60m<sup>2</sup></u>							
		Full plan	V	£270.10	£54.02	£324.10	£278.70	£55.74	£334.40
		Inspection charge	V	£405.20	£81.04	£486.20	£418.20	£83.64	£501.80
		Full Plan & Inspection Charge	V	£675.40	£135.08	£810.50	£697.00	£139.40	£836.40
		<u>Each additional 20m<sup>2</sup> over 60m<sup>2</sup></u>							
		Full plan	V	£24.90	£4.98	£29.90	£25.70	£5.14	£30.80
		Inspection charge	V	£37.40	£7.48	£44.90	£38.60	£7.72	£46.30
		Full Plan & Inspection Charge	V	£62.30	£12.46	£74.80	£64.30	£12.86	£77.20
		<u>Extension &lt;6m<sup>2</sup></u>							
		Full plan	V	£197.40	£39.48	£236.90	£203.70	£40.74	£244.40
		Inspection charge	V	£296.10	£59.22	£355.30	£305.60	£61.12	£366.70
		Full Plan & Inspection Charge	V	£493.50	£98.70	£592.20	£509.30	£101.86	£611.20
		<u>Extension 6m<sup>2</sup> - 40m<sup>2</sup></u>							
		Full plan	V	£228.60	£45.72	£274.30	£235.90	£47.18	£283.10
		Inspection charge	V	£342.90	£68.58	£411.50	£353.90	£70.78	£424.70
		Full Plan & Inspection Charge	V	£571.50	£114.30	£685.80	£589.80	£117.96	£707.80
		<u>Extension 40m<sup>2</sup> - 60m<sup>2</sup></u>							
		Full plan	V	£280.50	£56.10	£336.60	£289.50	£57.90	£347.40
		Inspection charge	V	£420.80	£84.16	£505.00	£434.30	£86.86	£521.20
		Full Plan & Inspection Charge	V	£701.30	£140.26	£841.60	£723.70	£144.74	£868.40
		<u>Extension 60m<sup>2</sup> - 100m<sup>2</sup></u>							
		Full plan	V	£363.70	£72.74	£436.40	£375.30	£75.06	£450.40
		Inspection charge	V	£545.50	£109.10	£654.60	£563.00	£112.60	£675.60
		Full Plan & Inspection Charge	V	£909.10	£181.82	£1,090.90	£938.20	£187.64	£1,125.80
		<u>Each additional 20m<sup>2</sup> over 100m<sup>2</sup></u>							
		Full plan	V	£24.90	£4.98	£29.90	£25.70	£5.14	£30.80
		Inspection charge	V	£37.40	£7.48	£44.90	£38.60	£7.72	£46.30
		Full Plan & Inspection Charge	V	£62.30	£12.46	£74.80	£64.30	£12.86	£77.20
		<u>Basements as extension above plus</u>							
		Full plan	V	£135.10	£27.02	£162.10	£139.40	£27.88	£167.30
		Inspection charge	V	£202.60	£40.52	£243.10	£209.10	£41.82	£250.90
		Full Plan & Inspection Charge	V	£337.70	£67.54	£405.20	£348.50	£69.70	£418.20
		<u>Attached garage &lt;30m<sup>2</sup></u>							
		Full plan	V	£166.20	£33.24	£199.40	£171.50	£34.30	£205.80
		Inspection charge	V	£249.40	£49.88	£299.30	£257.40	£51.48	£308.90
		Full Plan & Inspection Charge	V	£415.60	£83.12	£498.70	£428.90	£85.78	£514.70
		<u>Detached garage 30m<sup>2</sup> - 60m<sup>2</sup></u>							
		Full plan	V	£166.20	£33.24	£199.40	£171.50	£34.30	£205.80
		Inspection charge	V	£249.40	£49.88	£299.30	£257.40	£51.48	£308.90
		Full Plan & Inspection Charge	V	£415.60	£83.12	£498.70	£428.90	£85.78	£514.70

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<u>Through lounge</u>							
		Full plan	V	£93.50	£18.70	£112.20	£96.50	£19.30	£115.80
		Inspection charge	V	£140.30	£28.06	£168.40	£144.80	£28.96	£173.80
		Full Plan & Inspection Charge	V	£233.80	£46.76	£280.60	£241.30	£48.26	£289.60
		<u>Removal of chimney breasts</u>							
		Full plan	V	£93.50	£18.70	£112.20	£96.50	£19.30	£115.80
		Inspection charge	V	£140.30	£28.06	£168.40	£144.80	£28.96	£173.80
		Full Plan & Inspection Charge	V	£233.80	£46.76	£280.60	£241.30	£48.26	£289.60
		<u>Installation of new wc/shower/utility</u>							
		Full plan	V	£93.50	£18.70	£112.20	£96.50	£19.30	£115.80
		Inspection charge	V	£140.30	£28.06	£168.40	£144.80	£28.96	£173.80
		Full Plan & Inspection Charge	V	£233.80	£46.76	£280.60	£241.30	£48.26	£289.60
		<u>Garage conversion</u>							
		Full plan	V	£166.20	£33.24	£199.40	£171.50	£34.30	£205.80
		Inspection charge	V	£249.40	£49.88	£299.30	£257.40	£51.48	£308.90
		Full Plan & Inspection Charge	V	£415.60	£83.12	£498.70	£428.90	£85.78	£514.70
		<u>Replacement windows up to 5 windows</u>							
		Full plan	V	£83.10	£16.62	£99.70	£85.80	£17.16	£103.00
		Inspection charge	V	£124.70	£24.94	£149.60	£128.70	£25.74	£154.40
		Full Plan & Inspection Charge	V	£207.80	£41.56	£249.40	£214.40	£42.88	£257.30
		<u>per extra 10 windows</u>							
		Full plan	V	£36.40	£7.28	£43.70	£37.60	£7.52	£45.10
		Inspection charge	V	£52.00	£10.40	£62.40	£53.70	£10.74	£64.40
		Full Plan & Inspection Charge	V	£88.30	£17.66	£106.00	£91.10	£18.22	£109.30
		<u>Re-roofing</u>							
		Full plan	V	£114.30	£22.86	£137.20	£118.00	£23.60	£141.60
		Inspection charge	V	£171.40	£34.28	£205.70	£176.90	£35.38	£212.30
		Full Plan & Inspection Charge	V	£285.70	£57.14	£342.80	£294.80	£58.96	£353.80
		<u>New wiring (non competent person)</u>							
		Full plan	V	£114.30	£22.86	£137.20	£118.00	£23.60	£141.60
		Inspection charge	V	£171.40	£34.28	£205.70	£176.90	£35.38	£212.30
		Full Plan & Inspection Charge	V	£285.70	£57.14	£342.80	£294.80	£58.96	£353.80
		<u>Discount for each multiple works above</u>							
		Full plan	V	£33.20	£6.64	£39.80	£34.30	£6.86	£41.20
		Inspection charge	V	£49.90	£9.98	£59.90	£51.50	£10.30	£61.80
		Full Plan & Inspection Charge	V	£83.10	£16.62	£99.70	£85.80	£17.16	£103.00
		<b>NEW BUILD DWELLINGS</b>							
		(<300m <sup>2</sup> per dwelling)							
		<u>1 new dwelling</u>							
		Full plan	V	£342.90	£68.58	£411.50	£353.90	£70.78	£424.70
		Inspection charge	V	£514.30	£102.86	£617.20	£530.80	£106.16	£637.00
		Full Plan & Inspection Charge	V	£857.20	£171.44	£1,028.60	£884.60	£176.92	£1,061.50
		<u>2-5 dwellings per extra dwelling</u>							

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Full plan	V	£114.30	£22.86	£137.20	£118.00	£23.60	£141.60
		Inspection charge	V	£155.90	£31.18	£187.10	£160.90	£32.18	£193.10
		Full Plan & Inspection Charge	V	£270.10	£54.02	£324.10	£278.70	£55.74	£334.40
		<u>6 -20 new dwellings per extra dwelling</u>							
		Full plan	V	£800.00	£160.00	£960.00	£825.60	£165.12	£990.70
		Inspection charge	V	£1,137.70	£227.54	£1,365.20	£1,174.10	£234.82	£1,408.90
		Full Plan & Inspection Charge	V	£1,955.10	£391.02	£2,346.10	£2,017.70	£403.54	£2,421.20
		<b>Extra dwelling over 5</b>							
		Full plan	V	£83.10	£16.62	£99.70	£85.80	£17.16	£103.00
		Inspection charge	V	£124.70	£24.94	£149.60	£128.70	£25.74	£154.40
		Full Plan & Inspection Charge	V	£207.80	£41.56	£249.40	£214.40	£42.88	£257.30
		<u>Flat conversion to form 2 flats</u>							
		Full plan	V	£280.50	£56.10	£336.60	£289.50	£57.90	£347.40
		Inspection charge	V	£420.80	£84.16	£505.00	£434.30	£86.86	£521.20
		Full Plan & Inspection Charge	V	£701.30	£140.26	£841.60	£723.70	£144.74	£868.40
		<u>Plus for each additional flat</u>							
		Full plan	V	£83.10	£16.62	£99.70	£85.80	£17.16	£103.00
		Inspection charge	V	£124.70	£24.94	£149.60	£128.70	£25.74	£154.40
		Full Plan & Inspection Charge	V	£207.80	£41.56	£249.40	£214.40	£42.88	£257.30
		<b>Other works -Estimate of cost:</b>							
		<b>&lt;£5000</b>							
		Full plan	V	£97.00	£19.40	£116.40	£100.10	£20.02	£120.10
		Inspection charge	V	£146.10	£29.22	£175.30	£150.80	£30.16	£181.00
		<b>£5001 - £10,000</b>							
		Full plan	V	£116.70	£23.34	£140.00	£120.40	£24.08	£144.50
		Inspection charge	V	£175.50	£35.10	£210.60	£181.10	£36.22	£217.30
		<b>£10,001 - £20,000</b>							
		Full plan	V	£165.70	£33.14	£198.80	£171.00	£34.20	£205.20
		Inspection charge	V	£249.40	£49.88	£299.30	£257.40	£51.48	£308.90
		<b>£20,001 - £30,000</b>							
		Full plan	V	£214.70	£42.94	£257.60	£221.60	£44.32	£265.90
		Inspection charge	V	£322.40	£64.48	£386.90	£332.70	£66.54	£399.20
		<b>£30,001 - £40,000</b>							
		Full plan	V	£263.60	£52.72	£316.30	£272.00	£54.40	£326.40
		Inspection charge	V	£395.40	£79.08	£474.50	£408.10	£81.62	£489.70
		<b>£40,001 - £50,000</b>							
		Full plan	V	£311.80	£62.36	£374.20	£321.80	£64.36	£386.20
		Inspection charge	V	£468.50	£93.70	£562.20	£483.50	£96.70	£580.20
		<b>£50,001 - £60,000</b>							
		Full plan	V	£351.80	£70.36	£422.20	£363.10	£72.62	£435.70
		Inspection charge	V	£527.30	£105.46	£632.80	£544.20	£108.84	£653.00
		<b>£60,001 - £70,000</b>							
		Full plan	V	£391.00	£78.20	£469.20	£403.50	£80.70	£484.20

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Inspection charge	V	£586.10	£117.22	£703.30	£604.90	£120.98	£725.90
		<b>£70,001 - £80,000</b>							
		Full plan	V	£429.30	£85.86	£515.20	£443.00	£88.60	£531.60
		Inspection charge	V	£644.90	£128.98	£773.90	£665.50	£133.10	£798.60
		<b>£80,001 - £90,000</b>							
		Full plan	V	£468.50	£93.70	£562.20	£483.50	£96.70	£580.20
		Inspection charge	V	£703.60	£140.72	£844.30	£726.10	£145.22	£871.30
		<b>£90,001 - £100,000</b>							
		Full plan	V	£507.80	£101.56	£609.40	£524.00	£104.80	£628.80
		Inspection charge	V	£760.70	£152.14	£912.80	£785.00	£157.00	£942.00
		<b>£100,001 - £120,000</b>							
		Full plan	V	£546.90	£109.38	£656.30	£564.40	£112.88	£677.30
		Inspection charge	V	£819.50	£163.90	£983.40	£845.70	£169.14	£1,014.80
		<b>£120,001 - £140,000</b>							
		Full plan	V	£586.10	£117.22	£703.30	£604.90	£120.98	£725.90
		Inspection charge	V	£878.20	£175.64	£1,053.80	£906.30	£181.26	£1,087.60
		<b>£140,001 - £160,000</b>							
		Full plan	V	£625.30	£125.06	£750.40	£645.30	£129.06	£774.40
		Inspection charge	V	£936.10	£187.22	£1,123.30	£966.10	£193.22	£1,159.30
		<b>£160,001 - £180,000</b>							
		Full plan	V	£663.60	£132.72	£796.30	£684.80	£136.96	£821.80
		Inspection charge	V	£994.80	£198.96	£1,193.80	£1,026.60	£205.32	£1,231.90
		<b>£180,001 - £200,000</b>							
		Full plan	V	£703.60	£140.72	£844.30	£726.10	£145.22	£871.30
		Inspection charge	V	£1,054.60	£210.92	£1,265.50	£1,088.30	£217.66	£1,306.00
		<b>Standard Non Domestic Charges for work less than £200,000</b>							
		<b>Non Domestic New Builds &amp; extensions up to 100m<sup>2</sup></b>							
		<u>Other Residential/Institutional/Assembly/Recreational (&lt;6m<sup>2</sup>)</u>							
		Full plan	V	£197.40	£39.48	£236.90	£203.70	£40.74	£244.40
		Inspection charge	V	£296.10	£59.22	£355.30	£305.60	£61.12	£366.70
		Full Plan & Inspection Charge	V	£493.50	£98.70	£592.20	£509.30	£101.86	£611.20
		<u>Industrial and Storage(&lt;6m<sup>2</sup>)</u>							
		Full plan	V	£135.10	£27.02	£162.10	£139.40	£27.88	£167.30
		Inspection charge	V	£202.60	£40.52	£243.10	£209.10	£41.82	£250.90
		Full Plan & Inspection Charge	V	£337.70	£67.54	£405.20	£348.50	£69.70	£418.20
		<u>Office and Shops(&lt;6m<sup>2</sup>)</u>							
		Full plan	V	£197.40	£39.48	£236.90	£203.70	£40.74	£244.40
		Inspection charge	V	£296.10	£59.22	£355.30	£305.60	£61.12	£366.70
		Full Plan & Inspection Charge	V	£493.50	£98.70	£592.20	£509.30	£101.86	£611.20

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<i>Other Residential/Institutional/Assembly/Recreational (&lt;6-40m²)</i>							
		Full plan	V	£270.10	£54.02	£324.10	£278.70	£55.74	£334.40
		Inspection charge	V	£405.20	£81.04	£486.20	£418.20	£83.64	£501.80
		Full Plan & Inspection Charge	V	£675.40	£135.08	£810.50	£697.00	£139.40	£836.40
		<i>Industrial and Storage(&lt;6-40m²)</i>							
		Full plan	V	£197.40	£39.48	£236.90	£203.70	£40.74	£244.40
		Inspection charge	V	£296.10	£59.22	£355.30	£305.60	£61.12	£366.70
		Full Plan & Inspection Charge	V	£493.50	£98.70	£592.20	£509.30	£101.86	£611.20
		<i>Office and Shops(&lt;6-40m²)</i>							
		Full plan	V	£228.60	£45.72	£274.30	£235.90	£47.18	£283.10
		Inspection charge	V	£363.70	£72.74	£436.40	£375.30	£75.06	£450.40
		Full Plan & Inspection Charge	V	£571.50	£114.30	£685.80	£589.80	£117.96	£707.80
		<i>Other Residential/Institutional/Assembly/Recreational (&lt;40-100m²)</i>							
		Full plan	V	£457.20	£91.44	£548.60	£471.80	£94.36	£566.20
		Inspection charge	V	£685.70	£137.14	£822.80	£707.60	£141.52	£849.10
		Full Plan & Inspection Charge	V	£1,142.90	£228.58	£1,371.50	£1,179.50	£235.90	£1,415.40
		<i>Industrial and Storage(&lt;40-100m²)</i>							
		Full plan	V	£311.70	£62.34	£374.00	£321.70	£64.34	£386.00
		Inspection charge	V	£467.60	£93.52	£561.10	£482.60	£96.52	£579.10
		Full Plan & Inspection Charge	V	£779.30	£155.86	£935.20	£804.20	£160.84	£965.00
		<i>Office and Shops(&lt;40-100m²)</i>							
		Full plan	V	£363.70	£72.74	£436.40	£375.30	£75.06	£450.40
		Inspection charge	V	£545.50	£109.10	£654.60	£563.00	£112.60	£675.60
		Full Plan & Inspection Charge	V	£909.10	£181.82	£1,090.90	£938.20	£187.64	£1,125.80
		<i>Shop Fit out each 100m2 or part</i>							
		Full plan	V	£135.10	£27.02	£162.10	£139.40	£27.88	£167.30
		Inspection charge	V	£202.60	£40.52	£243.10	£209.10	£41.82	£250.90
		Full Plan & Inspection Charge	V	£337.70	£67.54	£405.20	£348.50	£69.70	£418.20
		<i>Shop Front</i>							
		Full plan	V	£103.90	£20.78	£124.70	£107.20	£21.44	£128.60
		Inspection charge	V	£155.90	£31.18	£187.10	£160.90	£32.18	£193.10
		Full Plan & Inspection Charge	V	£259.80	£51.96	£311.80	£268.10	£53.62	£321.70
		<i>Office Partitioning per 50m run</i>							
		Full plan	V	£103.90	£20.78	£124.70	£107.20	£21.44	£128.60
		Inspection charge	V	£155.90	£31.18	£187.10	£160.90	£32.18	£193.10
		Full Plan & Inspection Charge	V	£259.80	£51.96	£311.80	£268.10	£53.62	£321.70
		<i>New Windows up to 10</i>							
		Full plan	V	£103.90	£20.78	£124.70	£107.20	£21.44	£128.60
		Inspection charge	V	£155.90	£31.18	£187.10	£160.90	£32.18	£193.10
		Full Plan & Inspection Charge	V	£259.80	£51.96	£311.80	£268.10	£53.62	£321.70
		<i>Per Extra 10</i>							

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Full plan	V	£36.40	£7.28	£43.70	£37.60	£7.52	£45.10
		Inspection charge	V	£52.00	£10.40	£62.40	£53.70	£10.74	£64.40
		Full Plan & Inspection Charge	V	£88.30	£17.66	£106.00	£91.10	£18.22	£109.30
		Mezzanine Floor per 500m2 or part							
		Full plan	V	£207.80	£41.56	£249.40	£214.40	£42.88	£257.30
		Inspection charge	V	£311.70	£62.34	£374.00	£321.70	£64.34	£386.00
		Full Plan & Inspection Charge	V	£519.50	£103.90	£623.40	£536.10	£107.22	£643.30
		<b>Other Works-Estimate of cost:</b>							
		<b>&lt;£5,000</b>							
		Full plan	V	£97.00	£19.40	£116.40	£100.10	£20.02	£120.10
		Inspection charge	V	£146.10	£29.22	£175.30	£150.80	£30.16	£181.00
		<b>£5001-10,000</b>							
		Full plan	V	£116.70	£23.34	£140.00	£120.40	£24.08	£144.50
		Inspection charge	V	£175.50	£35.10	£210.60	£181.10	£36.22	£217.30
		<b>£10,001-£20,000</b>							
		Full plan	V	£165.70	£33.14	£198.80	£171.00	£34.20	£205.20
		Inspection charge	V	£249.40	£49.88	£299.30	£257.40	£51.48	£308.90
		<b>£20,001-£30,000</b>							
		Full plan	V	£214.70	£42.94	£257.60	£221.60	£44.32	£265.90
		Inspection charge	V	£322.40	£64.48	£386.90	£332.70	£66.54	£399.20
		<b>£30,001-£40,000</b>							
		Full plan	V	£263.60	£52.72	£316.30	£272.00	£54.40	£326.40
		Inspection charge	V	£395.40	£79.08	£474.50	£408.10	£81.62	£489.70
		<b>£40,001-£50,000</b>							
		Full plan	V	£311.80	£62.36	£374.20	£321.80	£64.36	£386.20
		Inspection charge	V	£468.50	£93.70	£562.20	£483.50	£96.70	£580.20
		<b>£50,001-£60,000</b>							
		Full plan	V	£351.80	£70.36	£422.20	£363.10	£72.62	£435.70
		Inspection charge	V	£527.30	£105.46	£632.80	£544.20	£108.84	£653.00
		<b>£60,001-£70,000</b>							
		Full plan	V	£391.00	£78.20	£469.20	£403.50	£80.70	£484.20
		Inspection charge	V	£586.10	£117.22	£703.30	£604.90	£120.98	£725.90
		<b>£70,001-£80,000</b>							
		Full plan	V	£428.40	£85.68	£514.10	£442.10	£88.42	£530.50
		Inspection charge	V	£643.10	£128.62	£771.70	£663.70	£132.74	£796.40
		<b>£80,001-£90,000</b>							
		Full plan	V	£468.50	£93.70	£562.20	£483.50	£96.70	£580.20
		Inspection charge	V	£703.60	£140.72	£844.30	£726.10	£145.22	£871.30
		<b>£90,001-£100,000</b>							
		Full plan	V	£507.80	£101.56	£609.40	£524.00	£104.80	£628.80
		Inspection charge	V	£760.70	£152.14	£912.80	£785.00	£157.00	£942.00
		<b>£100,001-£120,000</b>							
		Full plan	V	£546.90	£109.38	£656.30	£564.40	£112.88	£677.30

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Inspection charge	V	£819.50	£163.90	£983.40	£845.70	£169.14	£1,014.80
		<b>£120,001-£140,000</b>							
		Full plan	V	£586.10	£117.22	£703.30	£604.90	£120.98	£725.90
		Inspection charge	V	£878.20	£175.64	£1,053.80	£906.30	£181.26	£1,087.60
		<b>£140,001-£160,000</b>							
		Full plan	V	£625.30	£125.06	£750.40	£645.30	£129.06	£774.40
		Inspection charge	V	£937.00	£187.40	£1,124.40	£967.00	£193.40	£1,160.40
		<b>£160,001-£180,000</b>							
		Full plan	V	£663.60	£132.72	£796.30	£684.80	£136.96	£821.80
		Inspection charge	V	£994.80	£198.96	£1,193.80	£1,026.60	£205.32	£1,231.90
		<b>£180,001-£200,000</b>							
		Full plan	V	£703.60	£140.72	£844.30	£726.10	£145.22	£871.30
		Inspection charge	V	£1,054.60	£210.92	£1,265.50	£1,088.30	£217.66	£1,306.00
<b>4</b>	<b>1</b>	<b>Planning Application Fees</b>							
		<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>		£80.00	£0.00	£80.00	£80.00	£0.00	£80.00
		<i>Application Type</i>							
		<i>Householder</i>							
		<i>Relating to one dwelling</i>		£172.00	£0.00	£172.00	£206.00	£0.00	£206.00
		<i>Relating to 2 or more dwellings</i>		£339.00	£0.00	£339.00	£407.00	£0.00	£407.00
		<i>Certificate of Lawfulness</i>							
		<i>Section 191 (1) (c) - Establish Use</i>		£195.00	£0.00	£195.00	£234.00	£0.00	£234.00
		<i>Section 191 (1) (a) or (b) - Existing per unit</i>		£385.00	£0.00	£385.00	£462.00	£0.00	£462.00
		<i>Section 191 (1) (a) or (b) - Existing 50 units</i>		£19,049.00	£0.00	£19,049.00	£22,859.00	£0.00	£22,859.00
		<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	Max 300,000	£0.00	Max 300,000
		<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	£462.00	£0.00	£462.00
		<i>Site area of 2.5 ha</i>		£9,527.00	£0.00	£9,527.00	£11,432.00	£0.00	£11,432.00
		<i>Site in excess of 2.5ha - per 0.1ha</i>		115 Max 125,000	£0.00	115 Max 125,000	Max 150,000	£0.00	Max 150,000
		<i>Dwellings</i>							
		<i>Per dwelling created - below 50</i>		£385.00	£0.00	£385.00	£462.00	£0.00	£462.00
		<i>50 dwellings</i>		£19,049.00	£0.00	£19,049.00	£22,859.00	£0.00	£22,859.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<i>Per dwelling - above 50</i>		115 Max 250,000	£0.00	115 Max 250,000	Max 300,000	£0.00	Max 300,000
		<i>Change of use</i>		£385.00	£0.00	£385.00	£462.00	£0.00	£462.00
		<i>Other buildings</i>							
		<i>No additional floor space and Floor space up to 40 sq.m</i>		£195.00	£0.00	£195.00	£234.00	£0.00	£234.00
		<i>Floor space between 40 sq.m. and 75 sq.m.</i>		£385.00	£0.00	£385.00	£462.00	£0.00	£462.00
		<i>Floor space between 75 sq.m. and 3750 sq.m. - for each additional 75 sq.m.</i>		£385.00	£0.00	£385.00	£462.00	£0.00	£462.00
		<i>3750 sq.m. created</i>		£19,049.00	£0.00	£19,049.00	£22,859.00	£0.00	£22,859.00
		<i>Each additional 75 sq.m. (or part thereof) above 3750 sq.m.</i>		115 Max 250,000	£0.00	115 Max 250,000	Max 300,000	£0.00	Max 300,000
		<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	£96.00	£0.00	£96.00
		<i>Floor space between 465 sq.m. and 540 sq.m.</i>		£385.00	£0.00	£385.00	£462.00	£0.00	£462.00
		<i>Floor space between 540 sq.m. and 4215 sq.m. - for each additional 75 sq.m</i>		£385.00	£0.00	£385.00	£462.00	£0.00	£462.00
		<i>4215 sq.m. created</i>		£19,049.00	£0.00	£19,049.00	£22,859.00	£0.00	£22,859.00
		<i>Each additional 75 sq.m. (or part thereof) above 3750 sq.m.</i>		115 Max 250,000	£0.00	115 Max 250,000	Max 300,000	£0.00	Max 300,000
		<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	£96.00	£0.00	£96.00
		<i>Works creating more than 465 sq.m.</i>		£2,150.00	£0.00	£2,150.00	£2,580.00	£0.00	£2,580.00
		<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	£462.00	£0.00	£462.00
		<i>Site area of 5ha</i>		£19,049.00	£0.00	£19,049.00	£22,859.00	£0.00	£22,859.00
		<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	Max 300,000	£0.00	Max 300,000



Section Reference	Parts 1 or 2	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD			
			PLACE DEPARTMENT			PLACE DEPARTMENT			
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20			
			Description of Fees & Charges	Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
			<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	£234 up to a max of £2028	£0.00	£234 up to a max of £2028
			<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	£508.00	£0.00	£508.00
			<i>Site area of 7.5 ha</i>	£28,750.00	£0.00	£28,750.00	£38,070.00	£0.00	£38,070.00
			<i>Per 0.1ha in excess of 7.5ha</i>	115 Max 250,000	£0.00	115 Max 250,000	Max 300,000	£0.00	Max 300,000
			<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	£234.00	£0.00	£234.00
			<i>Site area of 15 ha</i>	£29,112.00	£0.00	£29,112.00	£34,934.00	£0.00	£34,934.00
			<i>Per 0.1 ha site area in excess of 15 ha</i>	115 Max 65,000	£0.00	115 Max 65,000	£138 up to a max of £78,000	£0.00	£138 up to a max of £78,000
			<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	£234.00	£0.00	£234.00
			<i>Site area of 15 ha</i>	£29,112.00	£0.00	£29,112.00	£34,934.00	£0.00	£34,934.00
			<i>Per 0.1 ha site area in excess of 15 ha</i>	115 Max 65,000	£0.00	115 Max 65,000	£138 up to a max of £78,000	£0.00	£138 up to a max of £78,000
			<i>Construction of car parks, service roads and access for the purpose of a single undertaking</i>	£195.00	£0.00	£195.00	£234.00	£0.00	£234.00
			<i>Extant Planning Permission</i>						
			<i>Householder</i>	£57.00	£0.00	£57.00	£68.40	£0.00	£68.40
			<i>Major development</i>	£575.00	£0.00	£575.00	£690.00	£0.00	£690.00
			<i>All other applications</i>	£195.00	£0.00	£195.00	£234.00	£0.00	£234.00
			<i>Non-Material Amendment</i>						
			<i>Householder</i>	£28.00	£0.00	£28.00	£34.00	£0.00	£34.00
			<i>All other applications</i>	£195.00	£0.00	£195.00	£234.00	£0.00	£234.00
			<i>Minor Material Amendment</i>	£195.00	£0.00	£195.00	£234.00	£0.00	£234.00
			<i>Reserved matters</i>	£385.00	£0.00	£385.00	£462.00	£0.00	£462.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<i>For non-compliance with conditions, variation or renewal of a temporary permission</i>							
		<i>Request for written confirmation of compliance with condition(s)</i>							
		<i>Householder</i>	£28.00	£0.00	£28.00	£34.00	£0.00	£34.00	
		<i>All other applications</i>	£97.00	£0.00	£97.00	£116.00	£0.00	£116.00	
		<i>Playing Fields</i>	£385.00	£0.00	£385.00	£462.00	£0.00	£462.00	
		<i>Telecoms prior approval</i>	£385.00	£0.00	£385.00	£462.00	£0.00	£462.00	
		<i>Buildings and roads constructed under PD for agriculture/forestry</i>	£80.00	£0.00	£80.00	£96.00	£0.00	£96.00	
		<i>Demolition prior approval</i>	£80.00	£0.00	£80.00	£96.00	£0.00	£96.00	
		<i>Advert to premises</i>	£110.00	£0.00	£110.00	£132.00	£0.00	£132.00	
		<i>Directional advert</i>	£110.00	£0.00	£110.00	£132.00	£0.00	£132.00	
		<i>All other adverts</i>	£385.00	£0.00	£385.00	£462.00	£0.00	£462.00	
5	1	<b>Coordinated Development Process &amp; Sustainability Assessment Services-Development Control</b>							
		Permission in Principal				£402.00 per 0.1 ha		£402.00 per 0.1ha	
		<b>Coordinated Plan Drawing and Approval Service</b>							
		<b>N.B. 20% discount on Building Control Application fees included in the fees shown below.</b>							
		Single Storey Extension	√	£1,603.30	£320.66	£1,924.00	£1,654.60	£330.92	£1,985.50
		Two Storey Extension	√	£1,923.90	£384.78	£2,308.70	£1,985.50	£397.10	£2,382.60
		Loft Conversion	√	£1,870.50	£374.10	£2,244.60	£1,930.40	£386.08	£2,316.50
		Combination Loft & Extension	√	£2,939.30	£587.86	£3,527.20	£3,033.40	£606.68	£3,640.10
		Lawful Development Certificate	√	£90.90	£18.18	£109.10	£93.80	£18.76	£112.60
6	1	<b>CONTAMINATED LAND INFORMATION</b>							
		Contaminated Land Enquiry - Site History - where no records held		£32.10	£0.00	£32.10	£33.10	£0.00	£33.10
		Contaminated Land Enquiry - Site History - where records are held		£136.80	£0.00	£136.80	£141.20	£0.00	£141.20
7	1	<b>DEVELOPMENT CONTROL SERVICES</b>							
		Provision of Information including Solicitors & Developers Inquires - per hour (1 hour minimum charge)		£58.80	£0.00	£58.80	£60.70	£0.00	£60.70

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Providing written confirmation of compliance with planning permission, including a site visit.	√	£264.90	£52.98	£317.90	£273.40	£54.68	£328.10
		Planning Decision Notice		£13.40	£0.00	£13.40	£13.80	£0.00	£13.80
		Retrieval of planning files from storage (1948 to 2005)		£5.40	£0.00	£5.40	£5.60	£0.00	£5.60
		London Local Authorities (Charges for Stopping Up Orders) Regulations 2000		£2,789.60	£0.00	£2,789.60	£2,878.90	£0.00	£2,878.90
		Application for temporary directional signage					£114.60	£0.00	£114.60
		Temporary signs for housing developments a returnable deposit of £100 per sign to cover our costs in removing the signs in default		Price on application		Price on application	£100.00		£100.00
<b>8</b>	<b>1</b>	<b>PUBLIC REGISTER COPIES</b>							
		IPC Authorised Premises Provision of copies – per premise – per officer half hour or part thereof		£24.60	£0.00	£24.60	£25.40	£0.00	£25.40
		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		£1,006.80	£0.00	£1,006.80	£1,039.00	£0.00	£1,039.00
<b>9</b>	<b>1</b>	<b>ENVIRONMENTAL PERMITTING (PPC)</b>							
		<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 &amp; 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 &amp; Waste installation</i>		£99.00	£0.00	£99.00	£99.00	£0.00	£99.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<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 &amp; 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 &amp; 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 I+II -Low Risk</i>		£108.00	£0.00	£108.00	£108.00	£0.00	£108.00
		<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 &amp; subsequent permits - Low Risk</i>		£218.00	£0.00	£218.00	£218.00	£0.00	£218.00
		<i>Annual Subsistence Fee - Mobile Crushing 8th &amp; subsequent permits - Medium Risk</i>		£349.00	£0.00	£349.00	£349.00	£0.00	£349.00
		<i>Annual Subsistence Fee - Mobile Crushing 8th &amp; 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

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<i>Where a Part B installation is subject to reporting under E-PRTR Regulation add an extra £99 to the above amounts</i>							
		<i>Where subsistence charges are paid in four equal instalments the total amount payable is increased by £36</i>							
		<b>Transfer &amp; Surrender</b>							
		Standard process transfer	£162.00	£0.00	£162.00	£162.00	£0.00	£162.00	
		Standard process partial transfer	£476.00	£0.00	£476.00	£476.00	£0.00	£476.00	
		New operator at low risk reduced fee activity	£75.00	£0.00	£75.00	£75.00	£0.00	£75.00	
		Surrender: all Part B activities	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
		Reduced fee activities: transfer	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
		Reduced fee activities: partial transfer	£45.00	£0.00	£45.00	£45.00	£0.00	£45.00	
		Temporary transfer for mobiles: first transfer	£51.00	£0.00	£51.00	£51.00	£0.00	£51.00	
		Temporary transfer for mobiles: repeat following enforcement or warning	£51.00	£0.00	£51.00	£51.00	£0.00	£51.00	
		<b>Substantial Change</b>							
		Standard process	£1,005.00	£0.00	£1,005.00	£1,005.00	£0.00	£1,005.00	
		Standard process where the substantial change results in a new PPC activity	£1,579.00	£0.00	£1,579.00	£1,579.00	£0.00	£1,579.00	
		Reduced fee activities	£98.00	£0.00	£98.00	£98.00	£0.00	£98.00	
		<b>LA-IPPC Charges:</b>							
		Application	£3,218.00	£0.00	£3,218.00	£3,218.00	£0.00	£3,218.00	
		Additional fee for operating without a permit	£1,137.00	£0.00	£1,137.00	£1,137.00	£0.00	£1,137.00	
		Annual subsistence fee: Low risk	£1,384.00	£0.00	£1,384.00	£1,384.00	£0.00	£1,384.00	
		Annual subsistence fee: Medium risk	£1,541.00	£0.00	£1,541.00	£1,541.00	£0.00	£1,541.00	
		Annual subsistence fee: High risk	£2,233.00	£0.00	£2,233.00	£2,233.00	£0.00	£2,233.00	
		Late payment fee	£50.00	£0.00	£50.00	£50.00	£0.00	£50.00	
		Substantial variation	£1,309.00	£0.00	£1,309.00	£1,309.00	£0.00	£1,309.00	
		Transfer	£225.00	£0.00	£225.00	£225.00	£0.00	£225.00	
		Partial transfer	£668.00	£0.00	£668.00	£668.00	£0.00	£668.00	
		Surrender	£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>							
<b>10</b>	<b>1</b>	<b>ADOPTED ROAD ENQUIRIES</b>							
		Up to 3 Questions	£26.70	£0.00	£26.70	£30.00	£0.00	£30.00	
		4 or more Questions	£53.40	£0.00	£53.40	£60.00	£0.00	£60.00	
<b>11</b>	<b>1</b>	<b>TEMPORARY TRAFFIC ORDER</b>							
		S115E Licence				£575.00	£0.00	£575.00	
		TTO / Notice Standard Charge	£2,100.00	£0.00	£2,100.00	£2,200.00	£0.00	£2,200.00	

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				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		A Special Event Orders - (excluding community street parties)		£830.00	£0.00	£830.00	£856.60	£0.00	£856.60
12	1	<b>TRANSPORTATION PLANNING</b>							
		<b>Road Closure for a Street Party or other Event</b>							
		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	<b>TRANSPORTATION SERVICES</b>							
		Monitoring outputs of travel plans secured by S106 Obligations - Framework Travel Plan				Flat contribution of £2,000 + annual contribution of £500 for the life of the travel plan			
		Monitoring outputs of travel plans secured by S106 London Local Authorities (Charges for Stopping Up Orders) Regulations 2000				£4,024.80	£0.00	£4,024.80	
		Application for temporary directional signage				£2,878.90	£0.00	£2,878.90	
		Temporary signs for housing developments a returnable deposit of £100 per sign to cover our costs in removing the signs in default				£114.60	£0.00	£114.60	
		Requests for Advice and Policy Guidance on Directional Signs				£100.00	£0.00	£100.00	
		S115E Licence		£55.50	£0.00	£55.50	£57.30	£0.00	£57.30
		Checking fee for S38 Agreements (value of works based on current LBE term contract rates) (not subject to VAT)				£575.00	£0.00	£575.00	
		Checking & supervision fee for S278 Agreements (value of works based on current LBE term contract rates) (not subject to VAT)		Flat rate of <b>£3,500.00</b> 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 <b>£3,500.00</b> for works up to £10,000 in value + 9% 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 <b>£3,500.00</b> 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 <b>£3,500.00</b> for works up to £10,000 in value + 11% of the value of works over £10,000 + actual cost to accrue street lighting etc. into PFI contract		
14	1	<b>Enforcement of Temporary Traffic Orders - Resident &amp; Business bays, waiting and loading:</b>							
		Admin fee		£74.20	£0.00	£74.20	£99.00	£0.00	£99.00
		Cancellation charge		£31.80	£0.00	£31.80	£49.00	£0.00	£49.00
		Enforcement by Civil Enforcement Officer per day		£75.20	£0.00	£75.20	£70.80	£0.00	£70.80
		Cost of an Enforcement notice	V				£30.00	£6.00	£36.00
		Use of removal vehicle (per removal)		£214.00	£0.00	£214.00	£200.00	£0.00	£200.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		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							
		<b>Lorry parking prices</b>	V						
		<b>Rigid vehicles</b>							
		1 day	V	£14.70	£2.94	£17.60	£15.20	£3.04	£18.20
		2 days	V	£29.40	£5.88	£35.30	£30.30	£6.06	£36.40
		3 days	V	£44.20	£8.84	£53.00	£45.60	£9.12	£54.70
		4 days	V	£58.90	£11.78	£70.70	£60.80	£12.16	£73.00
		5 days	V	£73.60	£14.72	£88.30	£76.00	£15.20	£91.20
		6 days	V	£88.30	£17.66	£106.00	£91.10	£18.22	£109.30
		1 week	V	£95.20	£19.04	£114.20	£98.20	£19.64	£117.80
		1 month	V	£381.00	£76.20	£457.20	£393.20	£78.64	£471.80
		3 months	V	£1,142.90	£228.58	£1,371.50	£1,179.50	£235.90	£1,415.40
		<b>Articulated vehicles</b>							
		1 day	V	£17.30	£3.46	£20.80	£17.90	£3.58	£21.50
		2 days	V	£34.60	£6.92	£41.50	£35.70	£7.14	£42.80
		3 days	V	£52.00	£10.40	£62.40	£53.70	£10.74	£64.40
		4 days	V	£69.30	£13.86	£83.20	£71.50	£14.30	£85.80
		5 days	V	£86.60	£17.32	£103.90	£89.40	£17.88	£107.30
		6 days	V	£103.90	£20.78	£124.70	£107.20	£21.44	£128.60
		1 week	V	£112.60	£22.52	£135.10	£116.20	£23.24	£139.40
		1 month	V	£450.20	£90.04	£540.20	£464.60	£92.92	£557.50
		3 months	V	£1,350.70	£270.14	£1,620.80	£1,393.90	£278.78	£1,672.70
		<b>Road Closure for a Street Party or other Event</b>							
		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.							
15	1	<b>FOOTPATH CROSSINGS &amp; PATHS ACROSS VERGES</b>							
		Costs associated with amending Traffic Management Orders to facilitate footway crossovers in Controlled Parking Zones		£137.10	£0.00	£137.10	£141.50	£0.00	£141.50
		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.		£185.00	£0.00	£185.00	£190.00	£0.00	£190.00

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				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<b>New:</b> Additional Site visits for approval and estimation of vehicle crossover applications. Up to half hour of officer's time per visit.		£36.00	£0.00	£36.00	£37.20	£0.00	£37.20
		Construction of a crossover <b>per square metre</b> in paving slabs/blocks or asphalt. Excluding existing obstructions e.g. street lighting columns, street furniture, trees or utility apparatus. <b>Note:</b> Where a footway is currently constructed in asphalt / tarmacadam a new footway crossing will only be permitted to be constructed in asphalt / tarmacadam		£206.00	£0.00	£206.00	£213.00	£0.00	£213.00
		Uplift on the cost per square metre for constructing a crossover on a traffic sensitive street.		£20.00	£0.00	£20.00	£20.00	£0.00	£20.00
		Provision of a footway crossover when constructed as part of a planned footway reconstruction scheme - <b>(20%discount</b> on full price shown above) (per square metre). Note: crossover specification to comply with scheme construction.		£164.80	£0.00	£164.80	£170.00	£0.00	£170.00
		<b>There will be no discount where it is identified that a resident is crossing the footway illegally and contributing to damage of the footway.</b>							
		Renewal of existing White line Entrance Marking on		£146.00	£0.00	£146.00	£150.00	£0.00	£150.00
		New White line Entrance Marking on Highway		£146.00	£0.00	£146.00	£150.00	£0.00	£150.00
		White line Entrance marking application charge (if work not progressed admin fee to be charged)		£59.00	£0.00	£59.00	£61.00	£0.00	£61.00
		Removal and replanting of shrub bed elsewhere in the Borough - per square metre		£108.10	£0.00	£108.10	£112.00	£0.00	£112.00
		Removal and replanting of grass verge elsewhere in the Borough - per square metre		£93.50	£0.00	£93.50	£96.00	£0.00	£96.00
		Application to request a tree removal in accordance with the tree strategy.		£160.00	£0.00	£160.00	£165.00	£0.00	£165.00
		Application for Heavy Duty Footway crossover - The Local Authorities (Transport Charges) Regulation 1998		£877.00	£0.00	£877.00	£905.00	£0.00	£905.00
		Construction and site supervision of Heavy Duty crossover excluding statutory utility diversions.		Price on Application			Price on Application		
<b>16</b>	<b>1</b>	<b>PROVISION OF STREET SEATS</b>							
		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		
<b>17</b>	<b>1</b>	<b>PROVISION OF STREET NAME PLATES</b>							



Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT FEES AND CHARGES 2018/19			PLACE DEPARTMENT FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				Price on Application			Price on Application		
		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		
<b>18</b>	<b>1</b>	<b>LICENCE FOR SKIPS</b>							
		Inspection fee for skip placed off highway		£56.00	£0.00	£56.00	£58.00	£0.00	£58.00
		Skip Licence - 14 days		£56.00	£0.00	£56.00	£58.00	£0.00	£58.00
		Continuation Licence - 14 days		£37.00	£0.00	£37.00	£58.00	£0.00	£58.00
<b>19</b>	<b>1</b>	<b>LICENCE FOR HOARDING/SCAFFOLDING</b>							
		<u>Deposit</u> before commencement of works (refundable against damage)							
		Per square metre of highway occupied by scaffold/hoarding(minimum deposit of £500)		£50.00	£0.00	£50.00	£51.60	£0.00	£51.60
		<b>Licence:</b>							
		<b>Application Fee</b> all scaffolds/hoardings (Non Refundable)		£122.00	£0.00	£122.00	£125.00	£0.00	£125.00
		<b>Licence Fee for 30 days</b> per square metre of highway occupied by scaffold/hoarding ( <b>minimum cost to be £230, max to be £2,000</b> ) <b>£23.00psqm</b>		£22.00	£0.00	£22.00	£23.00	£0.00	£23.00
		<b>Licence Extension Fee</b> for each 30 day period per square metre of highway occupied by scaffold/hoarding <b>UP TO 180 DAYS (minimum cost to be £230, max to be £2,000)</b> <b>£23.00psqm</b>		£22.00	£0.00	£22.00	£23.00	£0.00	£23.00
		<b>Charge for additional inspections - £68.00 per hour (min. 1 hr)</b>		£66.00	£0.00	£66.00	£68.00	£0.00	£68.00
<b>20</b>	<b>1</b>	<b>LICENCE FOR THE ISSUE OF A STREET WORKS LICENCE UNDER S50 OF THE NEW ROADS &amp; STREET WORKS ACT 1991</b>							
		Administration fee		£250.00	£0.00	£250.00	£260.00	£0.00	£260.00
		Capitalisation fee in lieu of annual charge		£800.00	£0.00	£800.00	£1,200.00	£0.00	£1,200.00
		Inspection Fee		£200.00	£0.00	£200.00	£300.00	£0.00	£300.00
		Refundable Deposit (subject to satisfactory inspection of works at end of guarantee period) - per square metre for reinstatements up to 5 M <sup>2</sup>		£200.00	£0.00	£200.00	£200.00	£0.00	£200.00
		Refundable Deposit (subject to satisfactory inspection of works at end of guarantee period) - per square metre for reinstatements over 5M <sup>2</sup>		£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		

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
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				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
21	1	<b>APPLICATION FOR AUTHORITY TO EXECUTE WORKS ON THE HIGHWAY</b>							
		Administration fee	£250.00	£0.00	£250.00	£260.00	£0.00	£260.00	
		Inspection Fee	£200.00	£0.00	£200.00	£210.00	£0.00	£210.00	
		Refundable Deposit (subject to satisfactory inspection of works at end of guarantee period) - per square metre	£500.00	£0.00	£500.00	£500.00	£0.00	£500.00	
22	1	<b>LICENCE FOR CRANES/OVERSAILING</b>							
		Application Fee for Cranes/Oversailing (Non refundable)	£163.00	£0.00	£163.00	£168.00	£0.00	£168.00	
		Licence for Cranes on the highway - per day	£164.00	£0.00	£164.00	£169.00	£0.00	£169.00	
		Licence for Oversail over the highway - per day. £10.00	£10.00	£0.00	£10.00	£10.00	£0.00	£10.00	
		Charge for additional inspections - complaints/enquiries. £66 per hour (min. 1 hr)	£66.00	£0.00	£66.00	£68.00	£0.00	£68.00	
		Deposit before commencement of works (refundable against damage)	£5,000.00	£0.00	£5,000.00	£5,000.00	£0.00	£5,000.00	
23	1	<b>HIGHWAY RELATED CHARGES</b>							
		<b>Emergency Call-Out Service</b>			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			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 & 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			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	
		<b>Replace Pedestrian Guardrails</b>			Price on Application			Price on Application	
		One panel			Price on Application			Price on Application	
		Two panels			Price on Application			Price on Application	

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
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				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		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			
		<b>Street Lighting &amp; Illuminated Street Furniture – (Removal of damaged items, &amp; replaced to working order)</b>		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			
		<b>Repairs to Footways – Patching &amp; Repairs on footways e.g. Bituminous, Artificial Stone Paving, Modular Block Paving, Block Paving and Seeding/Turfing as required</b>		Price on Application		Price on Application			
		Per m <sup>2</sup> (over 1m2)		Price on Application		Price on Application			
		<b>Bollards</b>							
		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			
		<b>Brickwork</b>							
		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			
		<b>Grounds &amp; Arboriculture Maintenance</b>							
		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			

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VATALE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD			
				PLACE DEPARTMENT			PLACE DEPARTMENT			
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20			
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total	
		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		
		Removal of Tree for Provision of Vehicle/Garage Crossover & Replacement Elsewhere			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		
		<b>Sponsored Tree Planting and Plaque</b>								
		<b>NEW CHARGE Bollard removal - charge per bollard (any type)</b>			£85.00	£0.00	£85.00	£88.00	£0.00	£88.00
		<b>Provision of Arborist Services (private works)</b>			Price on Application			Price on Application		
<b>24</b>	<b>1</b>	<b>CESSPOOL EMPTYING</b>								
		<b>Domestic Properties (No VAT)</b>								
		Normal time per hour			Price on Application			Price on Application		
		Call out (time and ½ rates)			Price on Application			Price on Application		
		Sundays, Bank Holidays or after Midnight			Price on Application			Price on Application		
		<b>Thames Water disposal charge to be added to above rates.</b>								
<b>25</b>	<b>1</b>	<b>DOMESTIC COLLECTIONS</b>								
		<b>N.B. Domestic Bin Hire/Collection is Non Business - i.e. no VAT to be charged</b>								
		<b>Special Bulky Waste Collections</b>								
		<b>Bulky waste collection in 12 months:</b>								
		1 item			£37.90	£0.00	£37.90	£39.10	£0.00	£39.10
		2 Items			£42.10	£0.00	£42.10	£43.40	£0.00	£43.40
		3 Items			£46.20	£0.00	£46.20	£47.70	£0.00	£47.70
		4 Items			£50.40	£0.00	£50.40	£52.00	£0.00	£52.00
		5 Items			£54.50	£0.00	£54.50	£56.30	£0.00	£56.30
		6 Items			£58.70	£0.00	£58.70	£60.60	£0.00	£60.60
		Premium Service (Fastrack service) bookable £9.50 fee			£9.90	£0.00	£9.90	£10.20	£0.00	£10.20

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Bulky waste collection cancellation charge for between 1-3 days notice		£16.10	£0.00	£16.10	£16.60	£0.00	£16.60
		Additional charge for non standard sized items		£57.70	£0.00	£57.70	£59.50	£0.00	£59.50
		<b>Electrical bulky item collections:</b>							
		1 item		£37.90	£0.00	£37.90	£39.10	£0.00	£39.10
		2 Items		£42.10	£0.00	£42.10	£43.40	£0.00	£43.40
		3 Items		£46.20	£0.00	£46.20	£47.70	£0.00	£47.70
		4 Items		£50.40	£0.00	£50.40	£52.00	£0.00	£52.00
		5 Items		£54.50	£0.00	£54.50	£56.30	£0.00	£56.30
		6 Items		£58.70	£0.00	£58.70	£60.60	£0.00	£60.60
		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		£16.40	£0.00	£16.40	£16.90	£0.00	£16.90
		<b>New bin and bin replacements:</b>							
		Delivery and provision of 1 domestic 140 or 240 litre wheeled bin		£54.50	£0.00	£54.50	£56.20	£0.00	£56.20
		Delivery of each additional 140 or 240 litre wheeled bin (limited to a maximum of two additions per property)		£27.00	£0.00	£27.00	£27.90	£0.00	£27.90
		Hire of additional 240 litre Green Bin (fortnightly service)		£36.00	£0.00	£36.00	£37.20	£0.00	£37.20
		Hire of additional 140 litre Green Bin (fortnightly service)		£30.00	£0.00	£30.00	£31.00	£0.00	£31.00
		New bin and bin replacement cancellation charge for between 1-3 days notice		£16.40	£0.00	£16.40	£16.90	£0.00	£16.90
26	1	<b>PARKS AND OUTDOOR FACILITIES</b>							
		<b>Charges marked ** do not include VAT, which will be added in certain circumstances in accordance with VAT Regulations</b>							
		<b>Public Liability Insurance is not included in these charges.</b>							
		<b>IN COMMEMORATION</b>							
		To supply and plant tree with 3 year after care. Tree species from contractors planting list. Plaque size 6"x 4" limited to 60 characters (additional charge over 60 characters)	V	£463.70	£92.74	£556.40	£650.00	£130.00	£780.00
		Memorial Bench	V	£1,324.70	£264.94	£1,589.60	£1,412.50	£282.50	£1,695.00
		Plaque for Bench					£270.00	£0.00	£270.00
		<b>CRICKET **</b>							
		<u>Season bookings can be made for 10 or 20 matches</u>							
		Grade 1 - Saturdays (10 Matches)		£657.10	£0.00	£657.00	£678.00	£0.00	£678.00
		Grade 1 - Sundays (10 Matches)		£715.00	£0.00	£715.00	£738.00	£0.00	£738.00
		Grade 2 - Saturdays or Sundays (10 Matches)		£561.50	£0.00	£561.50	£580.00	£0.00	£580.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<b>Casual matches, per day</b>							
		Grade 1	√	£84.00	£16.80	£100.50	£86.70	£17.34	£104.00
		Grade 2	√	£70.70	£14.14	£85.00	£73.00	£14.60	£87.60
		<b>BASEBALL – Enfield Playing Fields</b>							
		Grade 1 (Inc. changing rooms & showers) Sat or Sun per session	√	£66.30	£13.26	£79.60	£68.90	£13.78	£82.70
		<b>FISHING (15 June - 15 March)</b>							
		<b>Grovelands Park &amp; Trent Country Park</b>							
		Licensed adult, per day	√	£7.10	£1.42	£8.50	£7.30	£1.46	£8.80
		Licensed junior, per day	√		FREE			FREE	
		Season Ticket - adult	√	£53.00	£10.60	£63.50	£54.70	£10.94	£65.60
		Season Ticket - junior	√		FREE			FREE	
		<b>FOOTBALL / GAELIC FOOTBALL / RUGBY **</b>							
		Season bookings can be made for 16 or 32 games							
		<b>SENIOR</b>							
		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	£908.00	£0.00	£908.00
		Grade 1 - Saturdays (16 games)		£721.00	£0.00	£721.00	£721.00	£0.00	£721.00
		Grade 1 - Sundays (16 games)		£830.00	£0.00	£830.00	£856.00	£0.00	£856.00
		Grade 2 - Saturdays (16 games)		£480.00	£0.00	£480.00	£495.40	£0.00	£495.40
		Grade 2 - Sundays (16 games)		£520.00	£0.00	£520.00	£536.00	£0.00	£536.00
		<b>Casual matches, per match</b>							
		Grade 1 Saturday	√	£80.30	£16.06	£96.50	£82.90	£16.58	£99.50
		Grade 1 Sunday	√	£87.40	£17.48	£105.00	£90.00	£18.00	£108.00
		Grade 2 Saturday	√	£59.10	£11.82	£71.00	£61.00	£12.20	£73.20
		Grade 2 Sunday	√	£64.40	£12.88	£77.50	£66.70	£13.34	£80.00
		<b>JUNIOR</b>							
		Grade 2 - Saturdays or Sundays (16 games)		£283.00	£0.00	£283.00	£292.00	£0.00	£292.00
		<b>Casual matches, per match</b>							
		Grade 2	√	£32.70	£6.54	£39.00	£33.70	£6.74	£40.40
		<b>Mini-Soccer (7v7)</b>							
		Every Saturday or Sunday (32 Matches)		£350.00	£0.00	£350.00	£361.00	£0.00	£361.00
		Casual, per match	√	£15.10	£3.02	£18.00	£15.60	£3.12	£18.70
		<b>5-a-side Football, per pitch, casual</b>							

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Casual, per match	√	£15.10	£3.02	£18.00	£15.60	£3.12	£18.70
		<b>Every Saturday or Sunday (32 Matches)</b>		£350.00	£0.00	£350.00	£361.00	£0.00	£361.00
		<b>9-a-side Football, per pitch</b>							
		Grade 2 - Saturdays / Sundays (16 games)		£390.00	£0.00	£390.00	£402.50	£0.00	£402.50
		Grade 2 Saturday /Sunday, casual	√	£45.90	£9.18	£55.10	£47.50	£9.50	£57.00
		Post Football litter clearance	√	£55.00	£11.00	£66.00	£57.50	£11.50	£69.00
		<b>GOLF (WHITEWEBBS)</b>							
		<b>Golf Card: Adults only</b>							
		5 day Season	√	£57.50	£11.50	£69.00	£59.30	£11.86	£71.20
		Weekday per round discount for Golf card holders (5 day season)	√	£2.92	£0.58	£3.50	£3.00	£0.60	£3.60
		Maximum total payment (5 day season)	√	£487.92	£97.58	£585.50	£503.50	£100.70	£604.20
		<b>Annual Season Tickets:</b>							
		7 Days play	√	£580.10	£116.02	£695.00	£598.70	£119.74	£718.40
		5 Days play excluding week-ends	√	£406.90	£81.38	£488.00	£419.90	£83.98	£503.90
		<b>Green fees:</b>							
		Standard weekday (Adults)	√	£16.00	£3.20	£19.00	£16.50	£3.30	£19.80
		Standard weekend (Adults)	√	£21.20	£4.24	£25.00	£21.90	£4.38	£26.30
		Early bird weekends only (before 7am)	√	£13.80	£2.76	£16.50	£14.20	£2.84	£17.00
		Standard weekday (Adults) - loyalty offer six rounds for price of five							
		Winter Green fee off-peak	√	£10.00	£2.00	£12.00	£10.30	£2.06	£12.40
		<b>Weekend off peak ticket (variable times through year)</b>	√	£16.30	£3.26	£19.50	£16.80	£3.36	£20.20
		<b>Weekday off peak ticket (variable times through year)</b>	√	£9.80	£1.96	£11.50	£10.10	£2.02	£12.10
		Juniors weekday	√	£6.50	£1.30	£8.00	£6.70	£1.34	£8.00
		Juniors weekend (variable times throughout year)	√	£7.80	£1.56	£9.50	£8.00	£1.60	£9.60
		Twilight ticket (2pm GMT 4pm BST)	√	£9.80	£1.96	£11.50	£10.10	£2.02	£12.10
		60+ Monday to Thursday	√	£10.20	£2.04	£12.00	£10.50	£2.10	£12.60
		Super Twilight ticket 2 hours before dusk( BST)	√	£6.50	£1.30	£7.50	£6.70	£1.34	£8.00
		<b>Golf Lessons</b>							
		Adult per half hour	√	£17.30	£3.46	£20.50	£17.90	£3.58	£21.50
		Adult per 60 mins	√	£30.30	£6.06	£36.50	£31.30	£6.26	£37.60

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Up to 3 adults sessions per half hour	√	£43.30	£8.66	£52.00	£44.70	£8.94	£53.60
		Up to 3 adults sessions per 60 mins	√	£77.90	£15.58	£93.50	£80.40	£16.08	£96.50
		Up to 5 adults sessions per half hour	√	£64.90	£12.98	£78.00	£67.00	£13.40	£80.40
		Up to 5 adults sessions per 60 mins	√	£119.00	£23.80	£142.50	£122.80	£24.56	£147.40
		Juniors (under 16) per hour group lessons only (min 8)	√	£6.90	£1.38	£8.00	£7.10	£1.42	£8.50
		Junior Block booking (12 weeks)	√	£62.30	£12.46	£75.00	£64.30	£12.86	£77.20
		<b>Equipment Hire</b>							
		Buggy Hire - Peak	√	£18.20	£3.64	£21.50	£18.80	£3.76	£22.60
		Buggy Hire - Off Peak	√	£9.10	£1.82	£11.00	£9.40	£1.88	£11.30
		Buggy Hire 9 holes	√	£9.50	£1.90	£11.50	£9.80	£1.96	£11.80
		Trolley hire - 18 holes	√	£3.30	£0.66	£4.00	£3.40	£0.68	£4.10
		Club hire - 18 holes (13 clubs)	√	£5.60	£1.12	£6.50	£5.80	£1.16	£7.00
		<b>Golf Society Days</b>							
		Spoon	√	£38.10	£7.62	£45.50	£39.30	£7.86	£47.20
		Brassie	√	£31.20	£6.24	£37.50	£32.20	£6.44	£38.60
		Mashie	√	£29.40	£5.88	£35.50	£30.30	£6.06	£36.40
		Niblick	√	£26.00	£5.20	£31.00	£26.80	£5.36	£32.20
		Monthly play card	√	£69.30	£13.86	£83.00	£71.50	£14.30	£85.80
		Junior Season Ticket - under 18's	√	£86.60	£17.32	£104.00	£89.40	£17.88	£107.30
		Seven Day golf card (3.50 discount during week, and 6.50 discount at weekends)	√	£86.60	£17.32	£104.00	£89.40	£17.88	£107.30
		<b>NETBALL**</b>							
		Adult Teams per court, per hour (inc. changing rooms & showers)	√	£14.16	£2.83	£17.00	£14.60	£2.92	£17.50
		Junior Teams per court, per hour (inc. changing rooms & showers)	√	£9.16	£1.83	£11.00	£9.44	£1.89	£11.30
		<b>ROUNDERS</b>							
		Per match (all Parks sites)	√	£12.40	£2.48	£15.00	£12.80	£2.56	£15.40
		<b>ATHLETIC TRACK-QEII</b>							
		Per hour (Mon- Friday)	√	£29.16	£5.83	£35.00	£30.00	£6.00	£36.00
		<b>HIRE OF PITCHES FOR SCHOOLS</b>							
		(the charges are normally Vatable but the supply to LBE maintained schools is outside the scope of VAT)							
		<b>FOOTBALL</b>							
		Junior Pitch	√	£21.60	£4.32	£26.00	£22.30	£4.46	£26.80



Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is Vatable	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
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				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Senior Pitch	√	£42.00	£8.40	£50.50	£43.30	£8.66	£52.00
		<b>NETBALL</b>	√	£9.20	£1.84	£11.00	£9.50	£1.90	£11.40
		<b>ROUNDERS</b>	√	£7.50	£1.50	£9.00	£7.70	£1.54	£9.20
		<b>RUGBY</b>							
		Senior Pitch	√	£42.00	£8.40	£50.50	£43.30	£8.66	£52.00
		<b>Athletics</b>							
		Per hour (Mon- Friday)	√	£25.00	£5.00	£30.00	£25.80	£5.16	£31.00
<b>27</b>	<b>1</b>	<b>CEMETERY CHARGES</b>							
		The service is non-business for VAT where marked * i.e. no VAT to be charged.							
		<b>DIGGING FEES (including interment fee and soil box on request)</b>							
		<b>Depth:</b>							
		5'0" (Aged 2 years and under - fee waived for residents only)		£1,590.00	£0.00	£1,590.00	£1,640.00	£0.00	£1,640.00
		7'0" (Minimum depth applies to all new graves)		£1,700.00	£0.00	£1,700.00	£1,755.00	£0.00	£1,755.00
		9'0"		£1,820.00	£0.00	£1,820.00	£1,880.00	£0.00	£1,880.00
		10'6"		£1,925.00	£0.00	£1,925.00	£1,990.00	£0.00	£1,990.00
		12'0"		£2,080.00	£0.00	£2,080.00	£2,145.00	£0.00	£2,145.00
		14'0"		£2,185.00	£0.00	£2,185.00	£2,255.00	£0.00	£2,255.00
		Caskets or coffins in excess of 6'10" x 2'6" x 1'10"		£290.00	£0.00	£290.00	£300.00	£0.00	£300.00
		<b>SCATTERING OF CREMATED REMAINS ON GRAVES</b>		£110.00	£0.00	£110.00	£115.00	£0.00	£115.00
		<b>BURIAL OF CREMATED REMAINS IN GRAVES</b>		£280.00	£0.00	£280.00	£290.00	£0.00	£290.00
		<b>BURIAL OF CREMATED REMAINS IN COFFIN</b>		£150.00	£0.00	£150.00	£155.00	£0.00	£155.00
		<b>CHAPEL (per half hour)</b>		£125.00	£0.00	£125.00	£130.00	£0.00	£130.00
		<b>Additional fee in excess of 1½ timeslot per half hour</b>		£180.00	£0.00	£180.00	£190.00	£0.00	£190.00
		<b>Rose Petal service</b>		£27.00	£0.00	£27.00	£28.00	£0.00	£28.00
		<b>GREEN BURIALS</b>		As for Grave digging			As for Grave digging		
		TREE PLANTING ASSOCIATED WITH GREEN BURIALS		At cost			At cost		
		<b>PRIVATE GRAVES (Exclusive Right of Burial 100 years)</b>							
		<b>(Charge includes £48.00 for Grave Deed)</b>							
		Reservation fee for Traditional graves [subject to location and availability].		£520.00	£0.00	£520.00	£540.00	£0.00	£540.00
		Buyback of Unused Traditional Graves		50% of current market value			50% of current market value		

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Baby Graves (inc. wooden surround 3' x 1'8")		£375.00	£0.00	£375.00	£385.00	£0.00	£385.00
		Traditional Grave (inc. wooden surround except for pre-purchases) 6' 6" x 2' 6"		£3,710.00	£0.00	£3,710.00	£3,850.00	£0.00	£3,850.00
		Traditional Grave (inc. wooden surround except for pre-purchases) 6' 6" x 2' 6" Premium or Front Row		£4,460.00	£0.00	£4,460.00	£4,650.00	£0.00	£4,650.00
		Lawn Grave (inc. wooden surround except for pre-purchases)		£2,560.00	£0.00	£2,560.00	£2,650.00	£0.00	£2,650.00
		Traditional Grave Outer Circle (inc. wooden surround except for pre-purchases) 9' x 4'		£4,930.00	£0.00	£4,930.00	£5,200.00	£0.00	£5,200.00
		Traditional Grave Inner Circle (inc. wooden surround except for [pre-purchases) 9' x 4'		£3,885.00	£0.00	£3,885.00	£4,100.00	£0.00	£4,100.00
		Traditional Grave (inc. wooden surround except for pre-purchases) 7'x 3' Premium or Front Row		£6,945.00	£0.00	£6,945.00	£7,200.00	£0.00	£7,200.00
		<b>Non Residents may purchase graves where the Exclusive Right of Burial will be DOUBLED unless specified otherwise.</b> 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.							
		<b>Extension of Exclusive Right of Burial Graves 10 years</b>		£500.00	£0.00	£500.00	£520.00	£0.00	£520.00
		<b>Extension of Exclusive Right of Burial Graves 25 years</b>		£995.00	£0.00	£995.00	£1,030.00	£0.00	£1,030.00
		<b><u>MAINTENANCE on traditional graves</u></b>							
		Tidying p.a. 6'6" x 2'6"	V	£200.00	£40.00	£240.00	£208.30	£41.66	£250.00
		Tidying p.a. 9'0" x 4'0"	V	£287.50	£57.50	£345.00	£295.80	£59.16	£355.00
		Planting twice 6'6" x 2'6"	V	£291.70	£58.34	£350.00	£300.00	£60.00	£360.00
		Planting twice 9'0" x 4'0"	V	£383.30	£76.66	£460.00	£396.70	£79.34	£476.00
		Purchase of full wooden surround -Traditional	V	£120.80	£24.16	£145.00	£125.00	£25.00	£150.00
		Purchase of mini kerb wooden surround - Lawn	V	£50.00	£10.00	£60.00	£51.70	£10.34	£62.00
		<b><u>MEMORIAL RIGHTS (10 years)</u></b>							
		Lawn Grave		£125.00	£0.00	£125.00	£130.00	£0.00	£130.00
		Traditional		£190.00	£0.00	£190.00	£195.00	£0.00	£195.00
		Garden of Rest, Kerbed Memorial Plot, Garden of Remembrance plot or other plot for cremated remains		£42.00	£0.00	£42.00	£45.00	£0.00	£45.00
		<b><u>MEMORIAL permit fees [Includes Replacement Memorials]</u></b>							
		Up to 3'0" with headstone only		£210.00	£0.00	£210.00	£220.00	£0.00	£220.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Mini kerbs 1'6" x 2' 6"		£85.00	£0.00	£85.00	£90.00	£0.00	£90.00
		Kerbs only(Traditional)		£210.00	£0.00	£210.00	£220.00	£0.00	£220.00
		Up to 3'0" with headstone and kerb		£315.00	£0.00	£315.00	£325.00	£0.00	£325.00
		Up to maximum of 4' with headstone and kerb for 6'6" x 2'6" grave		£430.00	£0.00	£430.00	£445.00	£0.00	£445.00
		Up to maximum of 5' with headstone and kerb <b>up to</b> 9' x 4' grave		£470.00	£0.00	£470.00	£485.00	£0.00	£485.00
		Up to 9'0"		£835.00	£0.00	£835.00	£860.00	£0.00	£860.00
		Inscription fee		£90.00	£0.00	£90.00	£95.00	£0.00	£95.00
		Vase/Lawn plaque		£90.00	£0.00	£90.00	£95.00	£0.00	£95.00
		Headstone and kerb for baby grave		1/2 above rates			1/2 above rates		
		Clean/renovation		£42.00	£0.00	£42.00	£44.00	£0.00	£44.00
		<b>MEMORIAL REPAIRS</b>							
		Re-Fix	V	£67.50	£13.50	£81.00	£69.70	£13.94	£83.60
		Lawn headstone full repair including new base	V	£195.90	£39.18	£235.10	£202.20	£40.44	£242.60
		<b>EXHUMATION</b>		POA			POA		
		Pricing is specific to individual grave.		Special charge			Special charge		
		<b>COPY OF GRAVE DEED</b>		£48.00	£0.00	£48.00	£49.50	£0.00	£49.50
		<b>REGISTRATION OF TRANSFER OF RIGHTS:</b>							
		Assignment or Probate		£80.00	£0.00	£80.00	£82.00	£0.00	£82.00
		Statutory Declaration		£99.00	£0.00	£99.00	£102.00	£0.00	£102.00
		<b>SEARCH FEE PER ENTRY</b>	V	£18.20	£3.64	£21.80	£18.75	£3.75	£22.50
		<b>Grave inspection including photo or map</b>	V	£19.90	£3.98	£23.90	£20.50	£4.10	£24.60
		<b>GARDEN OF REMEMBRANCE</b>							
		Exclusive Right of Burial site fee [50 years] (DOUBLE for non residents)		£280.00	£0.00	£280.00	£289.00	£0.00	£289.00
		Scattering of cremated remains:		£110.00	£0.00	£110.00	£115.00	£0.00	£115.00
		Burial of cremated remains:		£280.00	£0.00	£280.00	£290.00	£0.00	£290.00
		Plaque with plinth	V	£291.70	£58.34	£350.00	£300.00	£60.00	£360.00
		<b>Memorial bench</b> with plaque including maintenance (10 years lease)	V	£1,366.70	£273.34	£1,640.00	£1,412.50	£282.50	£1,695.00
		Extension of lease 10 years		£210.00	£0.00	£210.00	£220.00	£0.00	£220.00
		Plaque Only		£260.00	£0.00	£260.00	£270.00	£0.00	£270.00
		Refurbished bench		£830.00	£0.00	£830.00	£850.00	£0.00	£850.00
		<b>MEMORIAL TREE</b>							
		10 year lease (Double for non residents)		£210.00	£0.00	£210.00	£220.00	£0.00	£220.00
		Tree planting with 3 year care		£415.00	£0.00	£415.00	£575.00	£0.00	£575.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Scattering of cremated remains		£110.00	£0.00	£110.00	£115.00	£0.00	£115.00
		Plaque with concrete plinth	V	291.7	£58.34	£350.00	£300.00	£60.00	£360.00
		<b><u>Kerbside memorial plot</u></b>							
		Exclusive Right of Burial site fee [50 years] (DOUBLE for non residents)		£280.00	£0.00	£280.00	£290.00	£0.00	£290.00
		Kerbside Memorial including plaque, inscription & vase	V	£358.30	£71.66	£430.00	£370.80	£74.16	£445.00
		<b><u>GARDENS OF REST:</u></b>							
		Exclusive Right of Burial site fee [50 years] (DOUBLE for non residents)		£700.00	£0.00	£700.00	£725.00	£0.00	£725.00
		Memorials		£136.00	£0.00	£136.00	£142.00	£0.00	£142.00
		Inscription fee		£90.00	£0.00	£90.00	£95.00	£0.00	£95.00
		Interment fees		£280.00	£0.00	£280.00	£290.00	£0.00	£290.00
		Reservation Fee		£210.00	£0.00	£210.00	£220.00	£0.00	£220.00
		Extension of Lease - 5 years		£170.00	£0.00	£170.00	£180.00	£0.00	£180.00
		<b><u>SHARED/COMMON GRAVES</u></b>							
		<b><u>Adult</u></b>							
		Contribution towards headstone	V	£70.80	£14.16	£85.00	£75.00	£15.00	£90.00
		Interment fee		£560.00	£0.00	£560.00	£580.00	£0.00	£580.00
		<b><u>Baby</u></b>							
		Maximum coffin size 18" x 9"		No charge			No charge		
		Remove / replace headstone		£105.00	£0.00	£105.00	£108.00	£0.00	£108.00
		Remove / replace monument		£290.00	£0.00	£290.00	£300.00	£0.00	£300.00
		<b><u>Boards</u></b>	V	£75.00	£15.00	£90.00	£77.50	£15.50	£93.00
		<b><u>Concrete chamber for shallow graves</u></b>	V	£316.70	£63.34	£380.00	£333.30	£66.66	£400.00
		<b><u>MAUSOLEUM/VAULTED BURIAL CHAMBER</u></b>							
		Mausoleum Chamber (one burial)		£7,400.00	£0.00	£7,400.00	£7,650.00	£0.00	£7,650.00
		25% discount on 2nd Mausoleum Chamber when purchasing two plots		£5,550.00	£0.00	£5,550.00	£5,730.00	£0.00	£5,730.00
		Double Vaulted Burial Chamber (for two burial)		£7,900.00	£0.00	£7,900.00	£8,200.00	£0.00	£8,200.00
		Premium Double Vaulted Chamber with Niche (for two burials and four cremated remains)		£8,700.00	£0.00	£8,700.00	£9,000.00	£0.00	£9,000.00
		Non residents additional purchase fee		£1,700.00	£0.00	£1,700.00	£1,800.00	£0.00	£1,800.00
		Keepsake Niche		£935.00	£0.00	£935.00	£965.00	£0.00	£965.00
		Interment fee - Burial		£730.00	£0.00	£730.00	£755.00	£0.00	£755.00
		Interment fee - Cremated Remains		£280.00	£0.00	£280.00	£290.00	£0.00	£290.00
		Inscription fee per line	V	£47.50	£9.50	£57.00	£49.20	£9.84	£59.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Posy holder (Bronze) 12.5cm high	V	£144.20	£28.84	£173.00	£149.20	£29.84	£179.00
		Vase (Bronze) 16cm x 8cm x 9cm with plastic insert	V	£165.80	£33.16	£199.00	£171.70	£34.34	£206.00
		Motifs up to 200mm high	V	£46.70	£9.34	£56.00	£48.30	£9.66	£58.00
		Custom motif	V		POA			POA	
		Remove and refit charge	V	£65.00	£13.00	£78.00	£67.50	£13.50	£81.00
		Remove and refit charge (Large tablet)	V	£130.00	£26.00	£156.00	£134.20	£26.84	£161.00
		Oval ceramic plaque 5cm x 7cm (colour)	V	£77.50	£15.50	£93.00	£80.00	£16.00	£96.00
		Oval ceramic plaque 5cm x 7cm (black and white)	V	£55.80	£11.16	£67.00	£58.30	£11.66	£70.00
		Oval ceramic plaque 7cm x 9cm (colour)	V	£100.00	£20.00	£120.00	£103.30	£20.66	£124.00
		Oval ceramic plaque 7cm x 9cm (black and white)	V	£73.30	£14.66	£88.00	£75.80	£15.16	£91.00
		Decorative Memorial Cross	V	£175.00	£35.00	£210.00	£180.80	£36.16	£217.00
		Decorative Candle Box	V	£108.30	£21.66	£130.00	£111.70	£22.34	£134.00
		Funeral and burial services outside of standard specified times		POA	POA		POA	POA	
		Assisted grave visits (for relatives who are unable to attend)-Photo provided			POA			POA	
		Assisted grave visits (for relatives who are unable to attend)-Photo (emailed) provided and Flower laid on grave for 2 important dates (premium)			POA			POA	
		Assisted 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	
<b>28</b>	<b>1</b>	<b>EVENTS</b>							
		<b>Commercial Events/National Charities (Inc. Funfair and Circus's)</b>							
		Administration Fee (Non refundable) Per application per venue		£130.00	£0.00	£130.00	£135.00	£0.00	£135.00
		<u>Booking Fee (non refundable) Per application per venue</u>							
		Small		£52.00	£0.00	£52.00	£54.00	£0.00	£54.00
		Medium		£207.80	£0.00	£207.80	£214.00	£0.00	£214.00
		Large		£520.00	£0.00	£520.00	£536.00	£0.00	£536.00
		<b>Funfairs &amp; Circus's</b>							
		Per Operating Day		£575.00	£0.00	£575.00	£600.00	£0.00	£600.00
		Non Operating Day		£150.00	£0.00	£150.00	£157.00	£0.00	£157.00
		Children's holiday long-term hire (12 days or more) - per operating day		£260.00	£0.00	£260.00	£270.00	£0.00	£270.00
		Children's holiday long-term hire (12 days or more) - per non-operating day		£130.00	£0.00	£130.00	£135.00	£0.00	£135.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<b>Commercial Events/National charities</b>							
		<b>Small 50- 200 attendance</b>							
		Per Operating Day	£270.10	£0.00	£270.10	£278.70	£0.00	£278.70	
		Per Non Operating Day	£135.10	£0.00	£135.10	£139.40	£0.00	£139.40	
		<b>Medium Between 201-999 attendance</b>							
		Per Operating Day	£675.40	£0.00	£675.40	£697.00	£0.00	£697.00	
		Per Non Operating Day	£337.70	£0.00	£337.70	£348.50	£0.00	£348.50	
		<b>Large 1000-4999 attendance</b>							
		Per Operating Day		POA			POA		
		Per Non Operating Day		POA			POA		
		<b>Major Events - Over 5000 people</b>							
		Per Operating Day		POA			POA		
		Per Non Operating Day		POA			POA		
		<b>Community/Charities/Schools/Sporting/Internal departments</b>							
		Administration Fee for events over 201 attendance (Non refundable)	£130.00	£0.00	£130.00	£135.00	£0.00	£135.00	
		75% Discount on Operating and Non Operating day (only applies for small and medium events)							
		Ticketed Events - 10% of Gate Receipts for Community and Local Charities and internal departments or £1000 minimum fee (whichever is greater)							
		Ticketed Events - minimum of 12% of Gate Receipts for National Charities or £1200 minimum fee (whichever is greater)							
		<b>Environmental Impact Fee (Commercial Events/National Charity only)</b>							
		<b>Large Events (Over 1000 people-£1,100.00 or £0.22 per</b>	£1,060.00	£0.00	£1,060.00	£1,100.00	£0.00	£1,100.00	
		Medium Event (between 200-999)	£215.00	£0.00	£215.00	£222.00	£0.00	£222.00	
		Small (between 50-200)	£55.00	£0.00	£55.00	£57.00	£0.00	£57.00	
		<b>Bonds</b>							
		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 10,000-14999	£7,500.00	£0.00	£7,500.00	£7,500.00	£0.00	£7,500.00	
		Major Events 15,000+ attending				£10,000.00	£0.00	£10,000.00	

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Activities - Private commercial Enfield based organisation (exercise/running classes) per day per park (annual fee)		£165.00	£0.00	£165.00	£170.30	£0.00	£170.00
		Activities - Charitable/Community (exercise/running classes) per day per park (annual fee)		£112.00	£0.00	£112.00	£115.00	£0.00	£115.00
		Activities - Private commercial National Organisation (exercise/running classes) per day per park (annual fee)		£545.00	£0.00	£545.00	£560.00	£0.00	£560.00
		Exemptions - Memorial /remembrance services		FREE			FREE		
		Post event parks staff clear up (per hour)	√	£33.33	£6.67	£40.00	£34.50	£6.90	£41.40
<b>29</b>	<b>1</b>	<b>ALLOTMENTS</b>							
		<b>These charges require 1 year notice to allotment plot holders, therefore the proposed charges in this schedule relate to 2018/19. Allotment charges for 2018/19 were agreed at Full Council meeting in February 2018. They are shown below for the purpose of comparison.</b>							
		<b>Residents:</b>							
		Grade A, 25 sq. metres (per pole)		£14.00	£0.00	£14.00	£14.40	£0.00	£14.40
		Grade B, 25 sq. metres (per pole)		£10.40	£0.00	£10.40	£10.70	£0.00	£10.70
		Concessionary rate - age concession/low Inc./unemployed (Enfield Residents only from 1 April 2012)							
		Water charge per pole		£2.40	£0.00	£2.40	£2.50	£0.00	£2.50
		Shed rentals		£21.80	£0.00	£21.80	£22.50	£0.00	£22.50
		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
		<b>Non-Enfield Residents</b>							
		Grade A, 25 sq. metres (per pole)		£20.00	£0.00	£20.00	£20.60	£0.00	£20.60
		Grade B, 25 sq. metres (per pole)		£15.00	£0.00	£15.00	£15.50	£0.00	£15.50
		Water charge per pole		£2.50	£0.00	£2.50	£2.60	£0.00	£2.60
		Shed rentals		£30.00	£0.00	£30.00	£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
<b>30</b>	<b>1</b>	<b>COMMUNITY HALLS</b>							
		<b>Community Halls Hire:</b>							
		Commercial rates per hour		£27.00	£0.00	£27.00	£27.90	£0.00	£27.90

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Concessionary rate per hour ( for voluntary organisations or those deemed to be providing services of organisational benefit)							
		<b>(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</b>							
		Daily rate 11am-11pm (for those paying full rate )	£272.20	£0.00	£272.20	£280.90	£0.00	£280.90	
		Daily rate 11am-11pm (for those paying concessionary rate )	£166.20	£0.00	£166.20	£171.50	£0.00	£171.50	
<b>31</b>	<b>1</b>	<b>FOOD CERTIFICATES</b>							
		Certificate	£90.40	£0.00	£90.40	£93.30	£0.00	£93.30	
		Additional Charge per certificate if physical examination is required	£207.80	£0.00	£207.80	£214.40	£0.00	£214.40	
<b>32</b>	<b>1</b>	<b>REQUEST FOR FOOD HYGIENE REVISIT</b>							
		Request for a revisit under the National Food Hygiene Rating System	£292.00	£0.00	£292.00	£301.30	£0.00	£301.30	
<b>33</b>	<b>1</b>	<b>FOOD HYGIENE COURSES AND BASIC HEALTH AND SAFETY COURSES – HELD AT CIVIC CENTRE</b>							
		<b>(i) BASIC HEALTH &amp; SAFETY COURSES</b> (include. materials & exam registration)							
		Total Fee per person	£72.70	£0.00	£72.70	£75.00	£0.00	£75.00	
		<b>(ii) FOOD HYGIENE COURSES</b> (include materials & exam registration)							
		Total Fee per person	£72.70	£0.00	£72.70	£75.00	£0.00	£75.00	
		(i) Replacement Certificates	£35.30	£0.00	£35.30	£36.40	£0.00	£36.40	
		(ii) Examination Certificates	£27.00	£0.00	£27.00	£27.90	£0.00	£27.90	
<b>34</b>	<b>1</b>	<b>FOOD HYGIENE COURSES AND BASIC HEALTH AND SAFETY TRAINING - OFF SITE</b>							
		<b>(i) BASIC HEALTH &amp; SAFETY COURSES</b> (include. materials & exam registration)							
		Per Course (No VAT applicable)	£779.30	£0.00	£779.30	£804.20	£0.00	£804.20	
		Exam Registration charged by CIEH							
		<b>(ii) FOOD HYGIENE COURSES</b> (include materials & exam registration)							
		Per Course (No VAT applicable)	£779.30	£0.00	£779.30	£804.20	£0.00	£804.20	
		Exam Registration charged by CIEH							
<b>35</b>	<b>1</b>	<b>ENVIRONMENTAL CRIME UNIT</b>							



Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		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)		£42.40	£0.00	£42.40	£43.80	£0.00	£43.80
		Removal and release fee to pound for vehicles and includes trailers and caravans or parts thereof (other than an abandoned vehicle or untaxed vehicle)		£212.00	£0.00	£212.00	£218.80	£0.00	£218.80
		<i>Abandoned vehicle disposal fee</i>		<i>£70.00</i>	<i>£0.00</i>	<i>£70.00</i>	<i>£70.00</i>	<i>£0.00</i>	<i>£70.00</i>
		<i>Abandoned vehicle removal fee</i>		<i>£200.00</i>	<i>£0.00</i>	<i>£200.00</i>	<i>£200.00</i>	<i>£0.00</i>	<i>£200.00</i>
		<i>Abandoned vehicle daily storage fee</i>		<i>£40.00</i>	<i>£0.00</i>	<i>£40.00</i>	<i>£40.00</i>	<i>£0.00</i>	<i>£40.00</i>
		<i>DVLA untaxed vehicle release fee within 24 hours</i>		<i>£100.00</i>	<i>£0.00</i>	<i>£100.00</i>	<i>£100.00</i>	<i>£0.00</i>	<i>£100.00</i>
		<i>DVLA untaxed vehicle release fee over 24 hours</i>		<i>£200.00</i>	<i>£0.00</i>	<i>£200.00</i>	<i>£200.00</i>	<i>£0.00</i>	<i>£200.00</i>
		<i>Storage of DVLA untaxed vehicle—for each period of 24 hours or part thereof</i>		<i>£21.00</i>	<i>£0.00</i>	<i>£21.00</i>	<i>£21.00</i>	<i>£0.00</i>	<i>£21.00</i>
		<i>Disposal of vehicle</i>		<i>£50.00</i>	<i>£0.00</i>	<i>£50.00</i>	<i>£50.00</i>	<i>£0.00</i>	<i>£50.00</i>
		<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>		<i>£160.00</i>	<i>£0.00</i>	<i>£160.00</i>	<i>£160.00</i>	<i>£0.00</i>	<i>£160.00</i>
		<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>		<i>£120.00</i>	<i>£0.00</i>	<i>£120.00</i>	<i>£120.00</i>	<i>£0.00</i>	<i>£120.00</i>
		Fee for investigation of suspected abandoned vehicle on private land		<i>£150.00</i>	<i>£0.00</i>	<i>£150.00</i>	<i>£154.80</i>	<i>£0.00</i>	<i>£154.80</i>
<b>36</b>	<b>1</b>	<b>LICENCES</b>							
		<b>A. ANIMAL BOARDING ESTABLISHMENT</b>							
		Animal Commercial Boarding - New/Variation/Renewal Application		£523.00	£0.00	£523.00	£650.00	£0.00	£650.00
		Animal Commercial Boarding - Re-Inspection		n/a	n/a	n/a	£375.00	£0.00	£375.00
		<b>Animal Day Care Boarding New/Variation/Renewal Application</b>							
		1- 6 animals					£564.00	£0.00	£564.00
		7 - 10 animals					£604.00	£0.00	£604.00
		11 + animals					£650.00	£0.00	£650.00
		<b>Animal Day Care Boarding Re-Inspection</b>							
		1- 6 animals					£289.00	£0.00	£289.00
		7 - 10 animals					£329.00	£0.00	£329.00
		11 + animals					£375.00	£0.00	£375.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			PLACE DEPARTMENT			PLACE DEPARTMENT		
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<b>B. BREEDING OF DOGS</b>	£319.00	£0.00	£319.00	£329.20	£0.00	£329.20
		Dog Breeding - New Application				£884.00	£0.00	£884.00
		Dog Breeding - Variation/Renewal Application				£664.00	£0.00	£664.00
		Dog Breeding - Re-Inspection (new licence)				£595.00	£0.00	£595.00
		Dog Breeding - Re-Inspection (existing licence)				£375.00	£0.00	£375.00
		<b>C. DANGEROUS WILD ANIMALS</b>	£456.10	£0.00	£456.10	£470.70	£0.00	£470.70
		New Application for Dangerous Wild Animals	£549.00	£0.00	£549.00	£566.60	£0.00	£566.60
		Renewal Application for Dangerous Wild Animals	£521.00	£0.00	£521.00	£537.70	£0.00	£537.70
		<b>D. PERFORMING ANIMALS</b>						
		Performing Animals - New/Variation/Renewal				£775.00	£0.00	£775.00
		Performing Animals - Re-Inspection				£500.00	£0.00	£500.00
		<b>E. PET SHOPS</b>	£290.90	£0.00	£290.90	£300.20	£0.00	£300.20
		Pet Shop - New/Variation/Renewal				£729.00	£0.00	£729.00
		Pet Shop - Re-Inspection				£375.00	£0.00	£375.00
		<b>F. STREET TRADING</b>						
		Vans/Stalls	£191.00	£0.00	£191.00	£197.10	£0.00	£197.10
		Forecourt of shops and cafes/restaurants in designated areas	£924.00	£0.00	£924.00	£953.60	£0.00	£953.60
		<b>G. OCCASIONAL SALES</b>						
		Initial Application	£431.00	£0.00	£431.00	£444.80	£0.00	£444.80
		Subsequent Applications	£187.00	£0.00	£187.00	£193.00	£0.00	£193.00
		<b>H. RIDING ESTABLISHMENTS</b>						
		<b>Riding Establishments - New/Variation/Renewal</b>						
		Under 15 horses				£1,101.00	£0.00	£1,101.00
		15 - 29 horses				£1,451.00	£0.00	£1,451.00
		30 + horses				£1,731.00	£0.00	£1,731.00
		<b>I. SEX SHOPS</b>						
		New application for sex establishment venue	£2,222.00	£0.00	£2,222.00	£2,293.10	£0.00	£2,293.10
		Renewal application for sex establishment venue	£1,436.00	£0.00	£1,436.00	£1,482.00	£0.00	£1,482.00
		<b>J. TABLES &amp; CHAIRS</b>						
		Up to 3 sq. m	£330.00	£0.00	£330.00	£340.60	£0.00	£340.60
		Between 3 and 10 sq. m	£500.00	£0.00	£500.00	£516.00	£0.00	£516.00
		Between 10 and 15 sq. m	£975.00	£0.00	£975.00	£1,006.20	£0.00	£1,006.20
		Between 15 and (maximum) 25 sq. m	£1,925.00	£0.00	£1,925.00	£1,986.60	£0.00	£1,986.60
		<b>K. Zoos</b>						
		Notification of intention to apply for a zoo licence	£100.00	£0.00	£100.00	£103.20	£0.00	£103.20
		New application for a zoo licence	£2,760.00	£0.00	£2,760.00	£2,848.30	£0.00	£2,848.30

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Renewal of licence		£2,094.00	£0.00	£2,094.00	£2,161.00	£0.00	£2,161.00
		Transfer of licence		£496.00	£0.00	£496.00	£511.90	£0.00	£511.90
		Variation of a zoo licence		£483.00	£0.00	£483.00	£498.50	£0.00	£498.50
		<b>L. Pleasure Boats</b>							
		Application for a boat hire licence		£236.90	£0.00	£236.90	£244.50	£0.00	£244.50
		Variation of a boat hire licence		£118.40	£0.00	£118.40	£122.20	£0.00	£122.20
		<b>M. Hypnotism</b>							
		Application for consent to conduct an exhibition, demonstration or performance of hypnotism		£118.40	£0.00	£118.40	£122.20	£0.00	£122.20
		<b>TEMPORARY STREET TRADING LICENSE</b>							
		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		£444.00	£0.00	£444.00	£458.20	£0.00	£458.20
		2. Market on the footway only		£334.00	£0.00	£334.00	£344.70	£0.00	£344.70
		3. Any other market / event, a licence fee will be set to recover the Council's costs		Price on application			Price on application		
		<b>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</b>							
		<b>MANDATORY HMO LICENCES</b>							
		Licence application fee (per let)		£135.10	£0.00	£135.10	£139.40	£0.00	£139.40
		Copy of HMO Register		£116.40	£0.00	£116.40	£120.10	£0.00	£120.10
		Copy of HMO Register		£116.40	£0.00	£116.40	£120.10	£0.00	£120.10
37	1	<b>APPROVALS</b>							
		<b>CIVIL MARRIAGE VENUES - Inspection Fee:</b>							
		New application for civil marriage venue		£955.00	£0.00	£955.00	£985.60	£0.00	£985.60
		Renewal application for civil marriage venue		£930.00	£0.00	£930.00	£959.80	£0.00	£959.80
38	1	<b>LICENSING ACT 2003 - FEES AND EXEMPTIONS (statutory fee VAT Exempt)</b>							
		<b>FEES PAYABLE:</b>							

Section Reference	Parts 1 or 2	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			PLACE DEPARTMENT			PLACE DEPARTMENT		
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
			Description of Fees & Charges			Basic	VAT@ 20%	Total
			<i>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:</i>					
			<b>RATEABLE VALUES</b>					
			<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>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:</i>					
			<b>RATEABLE VALUES</b>					
			<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>					
			£1,270.00	£0.00	£1,270.00	£1,270.00	£0.00	£1,270.00
			<i>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:</i>					
			<b>MAXIMUM NUMBER OF PERSONS</b>					
			<i>5,000 to 9,999</i>					
			£1,000.00	£0.00	£1,000.00	£1,000.00	£0.00	£1,000.00
			<i>10,000 to 14,999</i>					
			£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00
			<i>15,000 to 19,999</i>					
			£4,000.00	£0.00	£4,000.00	£4,000.00	£0.00	£4,000.00
			<i>20,000 to 29,999</i>					
			£8,000.00	£0.00	£8,000.00	£8,000.00	£0.00	£8,000.00
			<i>30,000 to 39,999</i>					
			£16,000.00	£0.00	£16,000.00	£16,000.00	£0.00	£16,000.00
			<i>40,000 to 49,999</i>					
			£24,000.00	£0.00	£24,000.00	£24,000.00	£0.00	£24,000.00
			<i>50,000 to 59,999</i>					
			£32,000.00	£0.00	£32,000.00	£32,000.00	£0.00	£32,000.00
			<i>60,000 to 69,999</i>					
			£40,000.00	£0.00	£40,000.00	£40,000.00	£0.00	£40,000.00
			<i>70,000 to 79,999</i>					
			£48,000.00	£0.00	£48,000.00	£48,000.00	£0.00	£48,000.00
			<i>80,000 to 89,999</i>					
			£56,000.00	£0.00	£56,000.00	£56,000.00	£0.00	£56,000.00
			<i>90,000 and over</i>					
			£64,000.00	£0.00	£64,000.00	£64,000.00	£0.00	£64,000.00
			<i>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:</i>					
			<b>RATEABLE VALUES</b>					
			<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

Section Reference	Parts 1 or 2	Service is VATABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD					
			PLACE DEPARTMENT			PLACE DEPARTMENT					
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20					
			Description of Fees & Charges			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
			<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
			<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
			<b>RATEABLE VALUES</b>								
			<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
			<b>MAXIMUM NUMBER OF PERSONS</b>								
			<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
			<b>FEES PAYABLE:</b>								
			<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
			<b>RATEABLE VALUES</b>								
			<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

Section Reference	Parts 1 or 2	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			PLACE DEPARTMENT			PLACE DEPARTMENT		
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
			<i>ANNUAL FEE PAYABLE</i>	<i>VAT</i>	<i>ANNUAL FEE PAYABLE</i>	<i>ANNUAL FEE PAYABLE</i>	<i>VAT</i>	<i>ANNUAL FEE PAYABLE</i>
			£70.00	£0.00	£70.00	£70.00	£0.00	£70.00
			£180.00	£0.00	£180.00	£180.00	£0.00	£180.00
			£295.00	£0.00	£295.00	£295.00	£0.00	£295.00
			£320.00	£0.00	£320.00	£320.00	£0.00	£320.00
			£350.00	£0.00	£350.00	£350.00	£0.00	£350.00
			<i>FEE PAYABLE</i>	<i>VAT</i>	<i>FEE PAYABLE</i>	<i>FEE PAYABLE</i>	<i>VAT</i>	<i>FEE PAYABLE</i>
			£10.50	£0.00	£10.50	£10.50	£0.00	£10.50
			£315.00	£0.00	£315.00	£315.00	£0.00	£315.00
			£10.50	£0.00	£10.50	£10.50	£0.00	£10.50
			£23.00	£0.00	£23.00	£23.00	£0.00	£23.00
			£23.00	£0.00	£23.00	£23.00	£0.00	£23.00
			£89.00	£0.00	£89.00	£89.00	£0.00	£89.00
			£23.00	£0.00	£23.00	£23.00	£0.00	£23.00
			£10.50	£0.00	£10.50	£10.50	£0.00	£10.50
			£10.50	£0.00	£10.50	£10.50	£0.00	£10.50
			£10.50	£0.00	£10.50	£10.50	£0.00	£10.50
			£21.00	£0.00	£21.00	£21.00	£0.00	£21.00
			£10.50	£0.00	£10.50	£10.50	£0.00	£10.50
			£37.00	£0.00	£37.00	£37.00	£0.00	£37.00
			£10.50	£0.00	£10.50	£10.50	£0.00	£10.50
			£10.50	£0.00	£10.50	£10.50	£0.00	£10.50
			£21.00	£0.00	£21.00	£21.00	£0.00	£21.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT FEES AND CHARGES 2018/19			PLACE DEPARTMENT FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
				<i>Italics denotes statutory fees</i>					
39	1	<b>SPECIAL TREATMENT LICENCE FEES &amp; EXEMPTIONS ANNUAL LICENCES</b>							
		<b>GROUP A</b>							
		<b>Establishments that offer invasive and high risk procedures such as lasers, electrolysis, tattooing, body piercing, body message. The treatments are:</b>							
		Anthroposophical Medicine							
		Polarity Therapy							
		Aromatherapy							
		Qi Gong							
		Body Massage							
		Remedial/Sports Massage							
		Bowen Technique							
		Rolfing							
		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							

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Tattoo Removal							
		Korean Hand Therapy							
		Tattooing							
		<b>NEW LICENCES</b>	£735.00	£0.00	£735.00	£758.50	£0.00	£758.50	
		<b>RENEWALS</b>	£587.00	£0.00	£587.00	£605.80	£0.00	£605.80	
		<b>VARIATIONS</b>	£364.00	£0.00	£364.00	£375.60	£0.00	£375.60	
		<b>TRANSFER</b>	£274.00	£0.00	£274.00	£282.80	£0.00	£282.80	
		<b>OCCASIONAL LICENCE</b>	£366.00	£0.00	£366.00	£377.70	£0.00	£377.70	
		<b>GROUP B</b>							
		Establishments that offer medium risk and non invasive treatments such as UV tanning, facials and others. The treatments are:							
		Ayurvedic Medicine							
		Reiki							
		Sauna							
		Chiropody/Podiatry							
		Spa							
		Steam Room/Bath							
		Foot Detox							
		Hydrotherapy							
		Thalassotherapy							
		Thermo Auricular Therapy/Hopi Ear candles							
		Infra Red							
		Micro Currant Therapy/Non-Surgical Face lifts							
		Colour Therapy							
		Detox Box							
		Facials							
		Faradism							
		Reflexology							
		Floatation Tank							
		Galvanism							
		Ultra Sonic							
		High Frequency							
		Ultra Violet Tanning							
		Trichology							
		<b>NEW LICENCES</b>	£540.00	£0.00	£540.00	£557.30	£0.00	£557.30	
		<b>RENEWALS</b>	£427.00	£0.00	£427.00	£440.70	£0.00	£440.70	
		<b>VARIATIONS</b>	£244.00	£0.00	£244.00	£251.80	£0.00	£251.80	
		<b>TRANSFER</b>	£154.00	£0.00	£154.00	£158.90	£0.00	£158.90	
		<b>OCCASIONAL LICENCE</b>	£271.00	£0.00	£271.00	£279.70	£0.00	£279.70	
		<b>GROUP C</b>							



Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Establishments that offer manicures, pedicures, nail extensions and/or ear piercing only. The treatments are:							
		Nail Extensions							
		Pedicure							
		Manicure							
		Ear Piercing							
		<b>NEW LICENCES</b>	£368.00	£0.00	£368.00	£379.80	£0.00	£379.80	
		<b>RENEWALS</b>	£313.00	£0.00	£313.00	£323.00	£0.00	£323.00	
		<b>VARIATIONS</b>	£218.00	£0.00	£218.00	£225.00	£0.00	£225.00	
		<b>TRANSFER</b>	£154.00	£0.00	£154.00	£158.90	£0.00	£158.90	
		<b>OCCASIONAL LICENCE</b>	£228.00	£0.00	£228.00	£235.30	£0.00	£235.30	
		<b>AMENDMENT</b>	£33.00	£0.00	£33.00	£34.10	£0.00	£34.10	
		<b>REPLACEMENT COPY OF LICENCE</b>	£33.00	£0.00	£33.00	£34.10	£0.00	£34.10	
<b>40</b>	<b>1</b>	<b>SCRAP METAL DEALERS</b>							
		<b>Now covered by Scrap Metal Dealers Act 2013</b>							
		Site Licence:							
		New	£701.00	£0.00	£701.00	£723.40	£0.00	£723.40	
		Variation	£344.00	£0.00	£344.00	£355.00	£0.00	£355.00	
		Renewal	£338.00	£0.00	£338.00	£348.80	£0.00	£348.80	
		<b>Collector's Licence:</b>							
		New	£701.00	£0.00	£701.00	£723.40	£0.00	£723.40	
		Variation	£344.00	£0.00	£344.00	£355.00	£0.00	£355.00	
		Renewal	£291.00	£0.00	£291.00	£300.30	£0.00	£300.30	
<b>41</b>	<b>1</b>	<b>WEIGHTS AND MEASURES FEES</b>							
		<b>Fees for the purpose of Section II(5) of the Weights and Measures Act 1985 &amp; EEC Measuring Instrument (Fees) (as amended)</b>							
		All weights and measuring equipment (£60.00 per hour or part thereof)	£62.30	£0.00	£62.30	£64.30	£0.00	£64.30	
		second officer if required (£36 per hour or part thereof)	£37.40	£0.00	£37.40	£38.60	£0.00	£38.60	
		specialist equipment required	Price on application			Price on application			
		<b>Calibration and certification fees for the purpose of section 74 of the Weights and Measures Act 1985</b>							
		All weights and measuring equipment (£60.00 per hour or part thereof)	£62.30	£0.00	£62.30	£64.30	£0.00	£64.30	
		second officer if required (£36 per hour or part thereof)	£37.40	£0.00	£37.40	£38.60	£0.00	£38.60	
		specialist equipment required	Price on application			Price on application			
<b>42</b>	<b>1</b>	<b>GREATER LONDON (GENERAL POWERS ACT) 1984</b>							
		Registration to hold sales by competitive bidding	£326.20	£0.00	£326.20	£336.60	£0.00	£336.60	

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Exemption from registration		£109.10	£0.00	£109.10	£112.60	£0.00	£112.60
43	1	<b>LICENSING OF STORES AND REGISTRATION OF PREMISES FOR THE KEEPING OF EXPLOSIVES</b>							
		<b>STATUTORY FEES</b>							
		<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
		<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

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<i>Any kind of variation</i>		<i>Reasonable cost of the work done by the licensing authority</i>		<i>Reasonable cost of the work done by the licensing authority</i>			
		<i>Transfer of licence or registration</i>	£36.00	£0.00	£36.00	£36.00	£0.00	£36.00	
		<i>Replacement licence document</i>	£36.00	£0.00	£36.00	£36.00	£0.00	£36.00	
		<i>All year Fireworks supply licence</i>	£500.00	£0.00	£500.00	£500.00	£0.00	£500.00	
44	1	<b>GAMBLING ACT 2005</b>							
		<b>FEES AND EXEMPTIONS (VAT exempt)</b>							
		<i>NB Fee capped by Government</i>							
		<i>New Applications</i>							
		<i>Bingo</i>	£3,500.00	£0.00	£3,500.00	£3,500.00	£0.00	£3,500.00	
		<i>Betting Shop</i>	£3,000.00	£0.00	£3,000.00	£3,000.00	£0.00	£3,000.00	
		<i>Adult Gaming Centre</i>	£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00	
		<i>Track</i>	£2,500.00	£0.00	£2,500.00	£2,500.00	£0.00	£2,500.00	
		<i>Family Entertainment Centre</i>	£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00	
		<i>New Applications - where provisional statement already issued</i>							
		<i>Bingo</i>	£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00	
		<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>Provisional Statement Applications</i>							
		<i>Bingo</i>	£3,500.00	£0.00	£3,500.00	£3,500.00	£0.00	£3,500.00	
		<i>Betting Shop</i>	£3,000.00	£0.00	£3,000.00	£3,000.00	£0.00	£3,000.00	
		<i>Adult Gaming Centre</i>	£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00	
		<i>Track</i>	£2,500.00	£0.00	£2,500.00	£2,500.00	£0.00	£2,500.00	
		<i>Family Entertainment Centre</i>	£2,000.00	£0.00	£2,000.00	£2,000.00	£0.00	£2,000.00	
		<i>Transfer Applications</i>							
		<i>Bingo</i>	£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00	
		<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>Reinstatement Applications</i>							
		<i>Bingo</i>	£1,200.00	£0.00	£1,200.00	£1,200.00	£0.00	£1,200.00	
		<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	

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<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
		<b>GAMBLING ACT 2005 - FEES AND EXEMPTIONS (STATUTORY FEE VAT exempt)</b>							
		<b>Alcohol Licensed Premises Gaming Machine Permit Fees</b>							
		<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 &amp; 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
		<b>Club Gaming &amp; Club Gaming Machine Permit Fees</b>							
		<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
		<b>Unlicensed Family Entertainment Centre Gaming Machine Permit Fees</b>							
		<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

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<i>Prize Gaming Permit Fees</i>							
		<i>New</i>	£300.00	£0.00	£300.00	£300.00	£0.00	£300.00	
		<i>New Existing Section 16 Lotteries &amp; 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	
		<i>Small Society Lotteries</i>							
		<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	
<b>45</b>	<b>1</b>	<b>SAFETY CERTIFICATES FOR SPORTS GROUNDS</b>							
		<b>Sports Grounds:</b>							
		Application for a sport ground safety certificate	£2,193.30	£0.00	£2,193.30	£2,263.50	£0.00	£2,263.50	
		Application to change a safety certificate for a sports ground	£1,642.70	£0.00	£1,642.70	£1,695.30	£0.00	£1,695.30	
		<b>Regulated Stands at sports grounds:</b>							
		Application to certify a regulated stand at a sports ground	£1,642.70	£0.00	£1,642.70	£1,695.30	£0.00	£1,695.30	
		Application to change a safety certificate for a regulated stand at a sports ground	£1,092.00	£0.00	£1,092.00	£1,126.90	£0.00	£1,126.90	
<b>46</b>	<b>1</b>	<b>STRAY DOGS SERVICE</b>							
		<b>Reclaim of a stray dog:</b>							
		Kennelling fee (per day)	£26.00	£0.00	£26.00	£12.00	£0.00	£12.00	
		Seizure fee	£90.00	£0.00	£90.00	£130.00	£0.00	£130.00	
		Veterinary fees(Depends on any treatment that is needed)	Price on application			Price on application			
		Microchipping	£8.00	£0.00	£8.00	£0.00	£0.00	£0.00	
<b>47</b>	<b>1</b>	<b>Charges for Notices served under the Housing Act 2004</b>							
		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)	£185.00	£0.00	£185.00	£190.90	£0.00	£190.90	
		Improvement Notice	£370.00	£0.00	£370.00	£381.80	£0.00	£381.80	
		Prohibition Order	£370.00	£0.00	£370.00	£381.80	£0.00	£381.80	
		Emergency Prohibition Order	£370.00	£0.00	£370.00	£381.80	£0.00	£381.80	
		Emergency Remedial Action	£370.00	£0.00	£370.00	£381.80	£0.00	£381.80	
		Demolition Order	£370.00	£0.00	£370.00	£381.80	£0.00	£381.80	
		Review of a suspended Improvement Notice	£212.00	£0.00	£212.00	£218.80	£0.00	£218.80	
		Review of a suspended Prohibition Order	£212.00	£0.00	£212.00	£218.80	£0.00	£218.80	

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				PLACE DEPARTMENT			PLACE DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Charge for any subsequent notice served at the same time for the same property		£159.00	£0.00	£159.00	£164.10	£0.00	£164.10

<b>Adult Social Care Proposed Charges, Allowance &amp; Disregards</b>			
	<b>2018/19 Charge</b>	<b>Proposed 2019/20 Charge</b>	
<b>IWE Residential/Nursing/Continuing Care</b>			
Bridgewood House: Residential EMI Nursing EMI (excl. FNC)	£775 per week £806.60 per week	£809 per week £842 per week	
Private or Voluntary sector home	Maximum is full cost as determined by the home	Maximum is full cost as determined by the home	
Charges for residents placed by other Local Authorities in Enfield Homes are made at the full cost of the service.			
<b>Community Based Services</b>			
<b>Day Services will be charged at the of provision</b>			
Physically disabled	At cost of provision	At cost of provision	
Mental Health	At cost of provision	At cost of provision	
Learning Disabilities	At cost of provision	At cost of provision	
Older People	At cost of provision	At cost of provision	
Meal contribution	£3.85	£4.00	
- Snacks at Centre	At cost of provision	At cost of provision	
Day care attendance for less than 4 hours will be charged at half the full day rate. Where clients attend a "drop in" service there is no charge as this service is usually for a brief period, e.g. 30 mins to 1 hour.			
<b>Transport</b>	£5.00 per journey	£5.20 per journey	
<b>Home Care:</b> Maximum (incl. Additional Support)	At cost of provision	At cost of provision	
<b>Brokerage of support plans</b> (for self-funding clients)	£255	£255	
<b>Supported Housing</b>	Charges may apply	Charges may apply	
<b>Respite</b>	A flat rate contribution for respite care for people with savings below £23,250. These are based on MIG rates minus personal allowance. As detailed below:	A flat rate contribution for respite care for people with savings below £23,250. These are based on MIG rates minus personal allowance. As detailed below: TBC	
<b>Age</b>	<b>Relationship status</b>	<b>Daily rate</b>	<b>Weekly rate</b>
18-24 <b>TBA dependent on benefit uplift</b>	Single	£ 9.30	£ 65.10
From 25 and under pension age <b>TBA dependent on benefit uplift</b>	Single	£11.45	£ 80.15
Pension age <b>TBA dependent on benefit uplift</b>	Single	£18.00	£126.00
From 18 and under pension age <b>TBA dependent on benefit uplift</b>	In a couple	£ 7.90	£ 55.30
Pension age <b>TBA dependent on benefit uplift</b>	In a couple	£12.90	£ 90.30

<b><u>Direct Payments</u></b>	Assessed as a weekly contribution in accordance with Care Act 2014 guidelines as part of a Personal Budget.
<b><u>Adults Placements</u></b>	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.
<b><u>Enablement</u></b>	Enablement may be provided for up to 6 weeks. There is no charge for this service.

	<b>2018/19 Charge per client</b>	<b>Proposed 2019/20 Charge per client</b>
Safe & Connected Monitoring Service only	£4.00 p.w	£4.25
Safe & Connected Monitoring & Response service	£6.00 p.w	£6.25
Safe & Connected Monitoring & Response & Keep in Touch service	£8.00 p.w	£8.25
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.		
<b><u>Emergency Card Scheme</u></b>	£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)
<b>Blue Badge</b>	Administration charge (valid for up to 3 years) £10	Administration charge (valid for up to 3 years) £10
<b>Treatment of an Individuals Capital Resources (determined by Department of Health)</b>		
(i) Capital Resources Retained	TBC	TBC
(ii) Income Assumed for every £250 in excess of (i) above	TBC	TBC
(iii) Maximum charge applies where Capital Resources exceed	TBC	TBC
<b>NB: The department applies the values above as determined by the Department of Health</b>		
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	1.85%	TBC
<b>Disability Related Expenditure Allowances</b>		
(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.		



	A	B	C	D	E	F	G	H	I	J
1	Section Reference	Parts 1 or 2		Service is VISIBLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
2			<i>Italics denotes statutory fees</i>		CEX DEPARTMENT			CEX DEPARTMENT		
3					FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
4			Description of Fees & Charges		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
5	1	1	<b>LAND CHARGES</b>							
6			<i>Residential LLC1</i>		50.00	0.00	50.00	50.00	0.00	50.00
7			<i>LLC1 additional parcel</i>		4.00	0.00	4.00	4.00	0.00	4.00
8			CON29	Y	150.00	30.00	180.00	154.80	31.00	185.80
9			Full search additional parcel	Y	14.00	2.80	16.80	14.40	2.90	17.30
10			<i>Commercial LLC1</i>		50.00	0.00	50.00	50.00	0.00	50.00
11			Commercial CON29	Y	190.00	38.00	228.00	196.10	39.20	235.30
12			Commercial CON29 additional parcel	Y	15.00	3.00	18.00	15.50	3.10	18.60
13			CON29 (O) enquiries	Y	10.00	2.00	12.00	10.30	2.10	12.40
14			Enquiry 22	Y	14.00	2.80	16.80	14.40	2.90	17.30
15			Expedited search fee	Y	29.17	5.83	35.00	30.10	6.00	36.10
16			<i>Applications for CLVG register</i>		1,000.00	0.00	1,000.00	1,000.00	0.00	1,000.00
17			Copy documents for CON29	Y	10.00	2.00	12.00	10.30	2.10	12.40
18			<i>Copy documents for LLC1</i>		10.00	0.00	10.00	10.00	0.00	10.00
19			<i>Light Obstruction Notices Reg of part 11 on register</i>		60.00	0.00	60.00	60.00	0.00	60.00
20			<i>Filing a Lands Tribunal Light Obstruction Notice</i>		14.00	0.00	14.00	14.00	0.00	14.00
21			<i>Filing a variation or cancelling a Light Obstruction Notice</i>		14.00	0.00	14.00	14.00	0.00	14.00
22			<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
23			Heritage partnership agreement	Y	8.00	1.60	9.60	8.30	1.70	10.00
24			Building Regulation Decisions & Pending Applications	Y	16.00	3.20	19.20	16.50	3.30	19.80
25			Roads	Y	6.00	1.20	7.20	6.20	1.20	7.40
26			Land acquired for Public Purposes	Y	6.00	1.20	7.20	6.20	1.20	7.40
27			Land to be acquired for road works	Y	6.00	1.20	7.20	6.20	1.20	7.40
28			Drainage agreements and consents	Y	6.00	1.20	7.20	6.20	1.20	7.40
29			Nearby road schemes	Y	19.00	3.80	22.80	19.60	3.90	23.50
30			Nearby railway schemes	Y	6.00	1.20	7.20	6.20	1.20	7.40
31			Traffic schemes	Y	19.00	3.80	22.80	19.60	3.90	23.50
32			Outstanding Notices	Y	19.00	3.80	22.80	19.60	3.90	23.50
33			Contravention of building regulations	Y	19.00	3.80	22.80	19.60	3.90	23.50
34			Notices, orders, directions and proceedings under planning acts	Y	16.00	3.20	19.20	16.50	3.30	19.80
35			Conservation area	Y	6.00	1.20	7.20	6.20	1.20	7.40
36			Compulsory purchase	Y	6.00	1.20	7.20	6.20	1.20	7.40
37			Highways Plan	Y	5.00	1.00	6.00	5.20	1.00	6.20
38			Copy Tree Preservation Order	Y	5.00	1.00	6.00	5.20	1.00	6.20
39			Copy Combined Drainage Order	Y	5.00	1.00	6.00	5.20	1.00	6.20
40			Copy Section 106 Agreement	Y	5.00	1.00	6.00	5.20	1.00	6.20
41			Road proposals by private bodies	Y	10.00	2.00	12.00	10.30	2.10	12.40

	A	B	C	D	E	F	G	H	I	J
1	Section Reference	Parts 1 or 2		Service is VATABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
2			<i>Italics denotes statutory fees</i>		CEX DEPARTMENT			CEX DEPARTMENT		
3					FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
4			Description of Fees & Charges		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
42		Public paths or byways	Y	10.00	2.00	12.00	10.30	2.10	12.40	
43		Advertisements	Y	10.00	2.00	12.00	10.30	2.10	12.40	
44		Completion notices	Y	10.00	2.00	12.00	10.30	2.10	12.40	
45		Parks and countryside	Y	10.00	2.00	12.00	10.30	2.10	12.40	
46		Houses in multiple occupation	Y	10.00	2.00	12.00	10.30	2.10	12.40	
47		Noise abatement	Y	10.00	2.00	12.00	10.30	2.10	12.40	
48		Urban development areas	Y	10.00	2.00	12.00	10.30	2.10	12.40	
49		Enterprise zones	Y	10.00	2.00	12.00	10.30	2.10	12.40	
50		Inner urban improvement areas	Y	10.00	2.00	12.00	10.30	2.10	12.40	
51		Simplified planning zones	Y	10.00	2.00	12.00	10.30	2.10	12.40	
52		Land maintenance notices	Y	10.00	2.00	12.00	10.30	2.10	12.40	
53		Mineral consultation areas	Y	10.00	2.00	12.00	10.30	2.10	12.40	
54		Hazardous substance consents	Y	10.00	2.00	12.00	10.30	2.10	12.40	
55		Food safety notices	Y	10.00	2.00	12.00	10.30	2.10	12.40	
56		Hedgerow notices	Y	10.00	2.00	12.00	10.30	2.10	12.40	
57		Smoke control orders	Y	10.00	2.00	12.00	10.30	2.10	12.40	
58		Common land, town and village greens	Y	14.00	2.80	16.80	14.40	2.90	17.30	
59										
60	2	1	<b>REGISTRARS</b>							
61										
62			<b>Certificates:</b>							
63										
64			<i>Birth and Death Registrations-Certificates issued on the day</i>		4.00	0.00	4.00	4.00	0.00	4.00
65			<i>Certificate issued after Registration</i>		10.00	0.00	10.00	10.00	0.00	10.00
66			<i>Short Certificate requested after registration (Birth only)</i>		10.00	0.00	10.00	10.00	0.00	10.00
67										
68			Express service Fee (Same day service)	Y	21.00	4.20	25.20	21.00	4.20	25.20
69			Recorded Delivery Service (Up to two certificates)	Y	3.00	0.60	3.60	3.00	0.60	3.60
70			Add £1 for each additional certificate	Y	1.00	0.20	1.20	1.00	0.20	1.20
71										
72			<b>Correction to a Certificate</b>							
73			<i>Fee for name changes to a birth certificate</i>		40.00	0.00	40.00	40.00	0.00	40.00
74			<i>(Applies for changes to child's forenames within 12 months of first registration)</i>							
75										
76			<i>Fee for consideration of a correction to a birth , death, marriage or civil partnership certificate.</i>							
77			<i>If considered by the Registrar</i>		75.00	0.00	75.00	75.00	0.00	75.00

	A	B	C	D	E	F	G	H	I	J
1	Section Reference	Parts 1 or 2		Service is VAILABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
2			<i>Italics denotes statutory fees</i>		CEX DEPARTMENT			CEX DEPARTMENT		
3					FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
4			Description of Fees & Charges		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
78		<i>If request has to be referred to GRO</i>	90.00	0.00	90.00	90.00	0.00	90.00		
79										
80		<b>Historical Searches</b>								
81		<i>Per Visit</i>	18.00	0.00	18.00	18.00	0.00	18.00		
82										
83		<b>Booking Fees</b>								
84		Fee for provisional ceremony bookings	50.00	0.00	50.00	50.00	0.00	50.00		
85		Admin fee for some wedding ceremonies								
86		(In addition to any statutory fee due, between £50 & £112)			Between £50 and £112			Between £50 and £112		
87		Fee for re-registration of appointments	50.00	0.00	50.00	50.00	0.00	50.00		
88		Fee for Saturday appointments ( only when appointments are at high demand)	50.00	0.00	50.00	50.00	0.00	50.00		
89										
90		<i>Marriages &amp; Civil Partnerships</i>								
91		<i>Notice fee per person</i>	35.00	0.00	35.00	35.00	0.00	35.00		
92		<i>Notice fee with referral to the Home Office per person</i>	47.00	0.00	47.00	47.00	0.00	47.00		
93										
94		<b>Consideration fee to accept or reject divorce or civil partnership dissolution documents obtained outside the UK, Channel Islands or Isle of Man.</b>								
95		<i>If considered by the Registrar</i>	50.00	0.00	50.00	50.00	0.00	50.00		
96		<i>If request has to be referred to GRO</i>	75.00	0.00	75.00	75.00	0.00	75.00		
97		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		
98		Enhanced ceremony in the Admiral's Suite on a Friday	260.00	0.00	260.00	260.00	0.00	260.00		
99		Enhanced ceremony in the Admiral's Suite on a Saturday	330.00	0.00	330.00	330.00	0.00	330.00		
100										
101		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		
102										
103		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		
104										
105		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		
106										
107		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		
108										

	A	B	C	D	E	F	G	H	I	J
1	Section Reference	Parts 1 or 2		Service is VISIBLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
2			Italics denotes statutory fees		CEX DEPARTMENT			CEX DEPARTMENT		
3					FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
4			Description of Fees & Charges		Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
109			Ceremony fee at an approved venue on a bank holiday		Price on application			Price on application		
110										
111			<i>Standard civil partnership conversion to a marriage without a</i>		45.00	0.00	45.00	45.00	0.00	45.00
112										
113			<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
114										
115			<i>Fee for Civil Partnership registration signing at Enfield Register Office</i>		80.00	0.00	80.00	80.00	0.00	80.00
116										
117			<i>Marriage or civil partnership certificates ordered before the ceremony</i>		4.00	0.00	4.00	4.00	0.00	4.00
118										
119			<i>Marriage or civil partnership certificates ordered after the event (each)</i>		10.00	0.00	10.00	10.00	0.00	10.00
120										
121			<b>Immigration Services</b>							
122										
123			<b>Nationality Checking Service</b>							
124			NCS Adult application	Y	55.00	11.00	66.00	55.00	11.00	66.00
125			NCS Child application	Y	30.00	6.00	36.00	30.00	6.00	36.00
126										
127			Fee per person for an appointment on a Saturday (Note: we only offer this service on Saturdays at times of very high demand)	Y	20.00	4.00	24.00	20.00	4.00	24.00
128										
129			Fee per application to add passport checking service	Y	30.00	6.00	36.00	30.00	6.00	36.00
130										
131			European Passport Return Service( per person)	Y	30.00	6.00	36.00	30.00	6.00	36.00
132			(Add £12-£45 for postage if parcel weighs over 1 Kg)							
133										
134			Private Citizenship Ceremony	Y	100.00	20.00	120.00	100.00	20.00	120.00
135										
136			<b>Renewal of vows &amp; Baby naming ceremonies</b>							
137			Fee for a ceremony in the Admiral's Suite on a Friday	Y	260.00	52.00	312.00	260.00	52.00	312.00
138										
139			Fee for a ceremony in the Admiral's Suite on a Saturday	Y	300.00	60.00	360.00	300.00	60.00	360.00
140										
141			Fee for a ceremony at an approved venue until 4.30pm Monday to Sunday, not including bank holidays (from £460)	Y	460.00	92.00	552.00	460.00	92.00	552.00
142										
143			Fee for a ceremony at an approved venue on a bank holiday		Price on application			Price on application		
144										

Section Reference	Parts 1 or 2	Description of Fees & Charges	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			RESOURCES DEPARTMENT			RESOURCES DEPARTMENT		
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
1	1	<b>LEISURE-SPORTS</b>						
		<b>Sports &amp; Development</b>						
		<b>Term time activities</b>						
		Badminton - Beginners (block of 14 weeks ,£5.50 per session)	70.00	0.00	70.00	77.00	0.00	77.00
		Badminton - Improvers (block of 14 weeks, £5.50 per session)	70.00	0.00	70.00	77.00	0.00	77.00
		Gymnastics - Beginners (block of 14 weeks, £5.50 per session)plus £2.50 one off costs for badge & certificate.	70.60	0.00	70.60	79.50	0.00	79.50
		Gymnastics - Improvers (block of 14 weeks, £5.50 per session)plus £2.50 one off costs for badge & certificate.	70.60	0.00	70.60	79.50	0.00	79.50
		Gymnastics - Preschool (block of 12 weeks, £5 per session)	57.00	0.00	57.00	60.00	0.00	60.00
		Gymnastics & Trampolining (block of 14 weeks, £5.50 per session)plus £2.50 one off costs for badge & certificate.)	70.60	0.00	70.60	79.50	0.00	79.50
		Trampolining - Tots (block of 12 weeks, £5 per session)	57.00	0.00	57.00	60.00	0.00	60.00
		Badminton - Adults (block of 15 weeks, £5 per session) a.m.	60.00	0.00	60.00	75.00	0.00	75.00
		Boxing - Adults (block of 14 weeks, £5.50 per session) p.m.	56.00	0.00	56.00	77.00	0.00	77.00
		Pilates - Adults (block of 15 weeks , £5.50 per session)	75.00	0.00	75.00	82.50	0.00	82.50
		Tai Chi - Adults (block of 13 weeks, £5 per session)	65.00	0.00	65.00	65.00	0.00	65.00
		Yoga - Adults (Women only)(block of 15 sessions, £6 per session) Grange Park	87.00	0.00	87.00	90.00	0.00	90.00
		Yoga - Adults (block of 15 weeks, £5 per session)David Lloyd	66.00	0.00	66.00	75.00	0.00	75.00
		Nordic Walking - adults (block of 15 weeks session, £3.50 per session)	45.00	0.00	45.00	52.50	0.00	52.50
		Keep Fit Mature Moves - 50+ (block of 15 weeks, £4.50 per session)	58.75	0.00	58.75	67.50	0.00	67.50
		Swimming - 50+ (block of 15 weeks, £4 per session)	53.10	0.00	53.10	60.00	0.00	60.00
		Tennis - Adults (block of 15 weeks, £4.50 per session)	58.75	0.00	58.75	67.50	0.00	67.50
		Bowls - Adults (block of 11 weeks, £5 per session)	52.25	0.00	52.25	55.00	0.00	55.00
		Normally block bookings of 10 or more are VAT exempt (subject to HMRC conditions being met)						
		<b>Holiday Activities</b>						
		Junior horse riding (per 3/4 hr)	18.00	0.00	18.00	19.00	0.00	19.00
		Tots horse riding (per 1/4 hr)	10.50	0.00	10.50	11.00	0.00	11.00
		Horse riding - half day (3 hrs)	26.00	0.00	26.00	27.00	0.00	27.00
		Tots 20-20-20 (per hour)	6.00	0.00	6.00	6.20	0.00	6.20
		Athletics - Junior (per 3 session course 2hr each)	30.00	0.00	30.00	37.00	0.00	37.00
		Tots Trampolining (per 2 session course 45min each)	12.00	0.00	12.00	12.00	0.00	12.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			RESOURCES DEPARTMENT			RESOURCES DEPARTMENT		
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Junior Trampolining (per 2 session course 1hr each)	12.00	0.00	12.00	14.00	0.00	14.00
		Gym camp (per hr)	18.00	0.00	18.00	18.60	0.00	18.60
		Preschool Gym (per 2 days course 45min each session)	12.00	0.00	12.00	12.00	0.00	12.00
		Gymnastics (per 2 days course 1hr each session)	12.00	0.00	12.00	14.00	0.00	14.00
		Tots Trampolining (single session 45min)	6.00	0.00	6.00	6.00	0.00	6.00
		Junior Trampolining (single session 1hr)	6.00	0.00	6.00	7.00	0.00	7.00
		Gymnastics and Trampolining (single Session 1.5hrs)	9.00	0.00	9.00	9.50	0.00	9.50
		Musical Sing and Dance (Frozen) ( 2 hrs)	15.00	0.00	15.00	15.50	0.00	15.50
		Street dance Tots (per 3/4 hr)	5.75	0.00	5.75	5.90	0.00	5.90
		Street dance Junior (per hr)	6.00	0.00	6.00	6.20	0.00	6.20
		Tennis - Junior (per 2 day course 1hr each)	12.00	0.00	12.00	12.50	0.00	12.50
		Tennis - Junior Plus (per 2 day course 1hr)	12.00	0.00	12.00	12.50	0.00	12.50
		Golf - Junior (2 day course 1.5hr each)	21.00	0.00	21.00	30.00	0.00	30.00
		Golf - Junior Plus (2 days course @ 1.5hr each day)	21.00	0.00	21.00	30.00	0.00	30.00
		Climbing Wall - Taster Session (per hr)	8.00	0.00	8.00	8.50	0.00	8.50
		Climbing Wall - Junior (per 3 days course @ 1hr each day)	24.00	0.00	24.00	25.00	0.00	25.00
		Musical Sing and Dance (Matilda) (2 hrs)	15.00	0.00	15.00	15.50	0.00	15.50
		Bowls - Family (2 hrs)	4.00	0.00	4.00	4.10	0.00	4.10
		Archery - Junior Plus (2 hrs)	33.00	0.00	33.00	34.10	0.00	34.10
		Archery - Junior Plus (2 hrs)	33.00	0.00	33.00	34.10	0.00	34.10
		Swimming - disability (5 weeks @ 1hr per session)	12.00	0.00	12.00	18.00	0.00	18.00
		Swimming - Adults (5 hours @ 1hr per session)	14.20	0.00	14.20	18.00	0.00	18.00
		Tennis - Adults (5 hours @ 1hr per session)	19.50	0.00	19.50	20.00	0.00	20.00
		Normally admission to sports and leisure activities/centres are standard VAT rated. Holiday activities for childcare purposes can be exempt from VAT						
		<b>LEISURE -CULTURE</b>						
		<b>DUGDALE-VENUE</b>						
		<b>Dugdale Venue Hire Rates &amp; Charges</b>						
		(These prices are relevant to the dates of hire, not the date of the booking.)						
		<b>Ground Floor</b>						
		Ground -Studio Theatre( Weekdays) per hour	80.00	0.00	80.00	82.60	0.00	82.60
		Ground -Studio Theatre( Weekends) per hour	105.00	0.00	105.00	108.40	0.00	108.40
		<b>1st Floor</b>						

Section Reference	Parts 1 or 2	Description of Fees & Charges	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			RESOURCES DEPARTMENT			RESOURCES DEPARTMENT		
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Executive Suite per hour	38.00	0.00	38.00	39.20	0.00	39.20
		Conference Room 1 per hour	36.00	0.00	36.00	37.20	0.00	37.20
		Conference Room 2 per hour	32.00	0.00	32.00	33.00	0.00	33.00
		Conference Room 3 per hour	32.00	0.00	32.00	33.00	0.00	33.00
		Conference Room 4 per hour	29.00	0.00	29.00	29.90	0.00	29.90
		<b>MILLFIELD THEATRE</b>						
		<b>Theatre Hire Rates:</b>						
		Mon/Tues/Wed/Thur/Friday( Performance of up to 3 hours including a 20 minute interval)	1,100.00	0.00	1,100.00	1,135.20	0.00	1,135.20
		Mon/Tues/Wed/Thur/Friday-Hourly rate after the 3 hours	285.00	0.00	285.00	294.10	0.00	294.10
		Sat/ Sun/Bank Holiday ( Performance of up to 3 hours including a 20 minute interval)	1,300.00	0.00	1,300.00	1,341.60	0.00	1,341.60
		Sat/ Sun/Bank Holiday-Hourly rate after the 3 hours	335.00	0.00	335.00	345.70	0.00	345.70
		Use of theatre prior to the performance per hour	100.00	0.00	100.00	103.20	0.00	103.20
		<b>MILLFIELD HOUSE</b>						
		<b>Venue Hire Rates &amp; Charges:</b>						
		<u>Ground- per hour:</u>						
		Strand	32.00	0.00	32.00	33.00	0.00	33.00
		Ambassadors	27.00	0.00	27.00	27.90	0.00	27.90
		<u>1st Floor- per hour</u>						
		Huxley	32.00	0.00	32.00	33.00	0.00	33.00
		Bridport	28.00	0.00	28.00	28.90	0.00	28.90
		Aylward	23.00	0.00	23.00	23.70	0.00	23.70
		<u>2nd Floor- Sawyer per hour</u>	27.00	0.00	27.00	27.90	0.00	27.90
<b>2</b>	<b>1</b>	<b>LIBRARIES</b>						
		Overdue Charges						
		Books, CDs, Talking Books:						
		Full charges (per day)	0.16	0.00	0.16	0.20	0.00	0.20
		Concessionary Charge						
		60+/Disabled/Unemployed	0.08	0.00	0.08	0.10	0.00	0.10
		Age0-17/Housebound				Free of charge		
		A £10 administration fee is added to all account Adult and Concessionary where accounts are referred to a third party to recover unreturned items or money owed.						

Section Reference	Parts 1 or 2	Description of Fees & Charges	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			RESOURCES DEPARTMENT			RESOURCES DEPARTMENT		
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		The amount customers can owe before their accounts are blocked is reducing from £20 to £10. This is an LLC wide decision.						
		<b>DVDS</b>						
		Full Charge				0.50	0.00	0.50
		Concessionary charge: Age 0-17/60+				0.25	0.00	0.25
		<b>DVDs and music recordings: loan charges</b>						
		DVD Price code B-1 week loan						
		Full Charge				2.50	0.00	2.50
		Concessionary charge: Age 0-17/60+/Disabled				2.00	0.00	2.00
		DVD Price code C-1 week loan						
		Full Charge				1.50	0.00	1.50
		Concessionary charge: Age 0-17/60+/Disabled				1.00	0.00	1.00
		<b>Compact Discs-2 weeks loan</b>						
		Full Charge	0.60	0.00	0.60	0.60	0.00	0.60
		Concessionary charge: Age 0-17/60+/Disabled	0.40	0.00	0.40	0.40	0.00	0.40
		Housebound and Registered Blind				Free of charge		
		<b>Spoken word: loan charges</b>						
		Full Charges						
		CD /Cassette sets - 3 weeks loan	0.50	0.00	0.50	Free of charge		
		Concessionary charge						
		CD /Cassette sets: Age 0-17 / 60+ / Unemployed /Disabled/Low Income/Housebound	Free of charge			Free of charge		
		<b>Cassette sets-3 weeks loan</b>						
		Full Charge				Free of charge		
		Concessionary charge						
		Age 0-17 / 60+ / Unemployed /Disabled/Low Income/Housebound				Free of charge		
		Disabled/Low income/Housebound						
		<b>Languages Courses: Loan charges</b>						
		Full Charges						
		9 weeks loan	2.00	0.00	2.00	2.00	0.00	2.00
		3 weeks loan	1.00	0.00	1.00	1.00	0.00	1.00
		<b>Concessionary Charge (Age 0-17 / 60+ / Unemployed /Low Income)</b>						
		9 weeks loan	1.00	0.00	1.00	1.00	0.00	1.00



Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VATABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				RESOURCES DEPARTMENT			RESOURCES DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		3 weeks loan		0.50	0.00	0.50	0.50	0.00	0.50
		<b>English Language Courses:</b>		Free of charge			Free of charge		
		IT Facilities							
		PC use							
		First Hour		Free of charge			Free of charge		
		Then 25p for 15 mins	Y	0.21	0.04	0.25	0.21	0.04	0.25
		<b>Introductory Sessions:</b>							
		Full Charges	Y	4.17	0.83	5.00	4.17	0.83	5.00
		Concessionary Charge							
		<u>Age 0-17 / 60+ / Unemployed /Low Income/Housebound/Students/Disabled</u>	Y	2.08	0.42	2.50	2.08	0.42	2.50
		<b>Supported Sessions for Enfield Residents</b>					Free of charge		
		Printouts:							
		A4 Black and white	Y	0.08	0.02	0.10	0.13	0.02	0.15
		A4 Colour	Y	0.21	0.04	0.25	0.42	0.08	0.50
		<b>Reservations:</b>							
		Full charge: Books( if copy available in Enfield)		0.60	0.00	0.60	0.80	0.00	0.80
		Concessionary Charge: books							
		Unemployed/Low income/Disabled/60+		0.40	0.00	0.40	0.40	0.00	0.40
		Age 0-17		Free of charge			Free of charge		
		Full charge: Books( if copy needs to be purchased )					1.50	0.00	1.50
		Concessionary Charge: Age 0-17/Low income/Disabled/60+					1.00	0.00	1.00
		<b>On-line Reservations</b>							
		Full charge:		0.40	0.00	0.40	0.50	0.00	0.50
		Concessionary Charge: Age 0-17/Low income/Disabled/60+		Free of charge			Free of charge		
		<b>Audio Visual /Spoken word reservations:</b>							
		Full charge:		0.40	0.00	0.40	0.80	0.00	0.80
		Concessionary Charge: Unemployed/Low Income/Disabled/60+					0.40	0.00	0.40
		Concessionary Charge: Age 0-17		Free of charge			Free of charge		
		Replacement Charges							
		Membership cards		2.00	0.00	2.00	2.50	0.00	2.50
		Lost items					Full replacement cost		
		Library Market place notice boards							

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VATABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				RESOURCES DEPARTMENT			RESOURCES DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Per week		1.00	0.00	1.00	2.00	0.00	2.00
		<b>Photocopies</b>							
		Black & White A4	V	0.08	0.02	0.10	0.13	0.03	0.15
		Black & White A3	V	0.17	0.03	0.20	0.25	0.05	0.30
		Colour A4	V	0.21	0.04	0.25	0.42	0.08	0.50
		Colour A3	V	0.42	0.08	0.50	0.83	0.17	1.00
		<b>Faxes</b>							
		Outgoing faxes-UK - 1st page	V	0.83	0.17	1.00	0.83	0.17	1.00
		Outgoing faxes-UK per page- subsequent page	V	0.42	0.08	0.50	0.42	0.08	0.50
		Outgoing faxes-Overseas -1st page	V	1.25	0.25	1.50	1.25	0.25	1.50
		Outgoing faxes-Overseas per page-subsequent page	V	0.83	0.17	1.00	0.83	0.17	1.00
		Incoming faxes-UK-1st page	V	0.42	0.08	0.50	0.42	0.08	0.50
		Incoming faxes-UK per page-subsequent page	V	0.17	0.03	0.20	0.17	0.03	0.20
		<b>Community Room hire charges:</b>							
		Edmonton Green:							
		Room 1		10.60	0.00	10.60	13.50	0.00	13.50
		Room1 concessionary		0.00	0.00	0.00	3.50	0.00	3.50
		Room 2		21.20	0.00	21.20	22.00	0.00	22.00
		Room 2 Concessionary		5.00	0.00	5.00	5.00	0.00	5.00
		Office 1		15.80	0.00	15.80	16.00	0.00	16.00
		Office 1 concessionary		0.00	0.00	0.00	16.00	0.00	16.00
		Office 2		15.80	0.00	15.80	16.00	0.00	16.00
		Office 2 concessionary		0.00	0.00	0.00	16.00	0.00	16.00
		Office 3		15.80	0.00	15.80	16.00	0.00	16.00
		Office 3 concessionary		0.00	0.00	0.00	16.00	0.00	16.00
		Office /month introductory price					750.00	0.00	750.00
		Office /month introductory price concessionary					750.00	0.00	750.00
		<b>Enfield Town:</b>							
		Room		10.60	0.00	10.60	13.50	0.00	13.50
		Room concessionary		0.00	0.00	0.00	3.50	0.00	3.50
		<b>Palmers Green:</b>							
		Room		10.60	0.00	10.60	13.50	0.00	13.50
		Room concessionary		0.00	0.00	0.00	3.50	0.00	3.50

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VATABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				RESOURCES DEPARTMENT			RESOURCES DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<b>Ordnance Unity Centre</b>							
		Room		10.60	0.00	10.60	13.50	0.00	13.50
		Room concessionary		0.00	0.00	0.00	3.50	0.00	3.50
		<b>Oakwood</b>							
		Room+ kitchenette		10.60	0.00	10.60	13.50	0.00	13.50
		Room+ kitchenette concessionary		0.00	0.00	0.00	3.50	0.00	3.50
		<b>Enfield Highway</b>							
		Room		10.60	0.00	10.60	13.50	0.00	13.50
		Room concessionary		0.00	0.00	0.00	3.50	0.00	3.50
		<b>Local Studies</b>							
		Photocopies & Printouts							
		Black & White A4	Y	0.08	0.02	0.10	0.13	0.02	0.15
		Black & White A3	Y	0.17	0.03	0.20	0.21	0.04	0.25
		Colour A3	Y	0.21	0.04	0.25	0.25	0.05	0.30
		Colour A4	Y	0.42	0.08	0.50	0.50	0.10	0.60
		Premium Photographic paper A4	Y	1.04	0.21	1.25	1.08	0.22	1.30
		By post (admin fee)	Y	0.83	0.17	1.00	0.92	0.18	1.10
		<b>Scanning</b>							
		By Email (per image)	Y	0.83	0.17	1.00	0.92	0.18	1.10
		CD/Memory Disk (per image)	Y	0.83	0.17	1.00	0.92	0.18	1.10
		<b>Photography</b>							
		Own equipment (per day)		2.00	0.00	2.00	2.10	0.00	2.10
		By staff (per image)		1.00	0.00	1.00	1.10	0.00	1.10
		<b>Research Service</b>							
		First Hour		Free of charge			Free of charge		
		2nd-3rd hour (per hour to a maximum of 2 hours)		15.00	0.00	15.00	15.50	0.00	15.50
		<b>Reproduction Charges</b>							
		Community website/exhibition (per image)	Y	4.17	0.83	5.00	4.33	0.87	5.20
		Commercial website /exhibition (per image)	Y	33.33	6.67	40.00	34.42	6.88	41.30
		Commercial publication (per image)	Y	33.33	6.67	40.00	34.42	6.88	41.30
		<b>Museums</b>							

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VATABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				RESOURCES DEPARTMENT			RESOURCES DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		Schools Sessions		3.50	0.00	3.50	3.60	0.00	3.60
<b>3</b>	<b>1</b>	<b>CONCESSIONARY TRAVEL</b>							
		<b>Blue Badge</b>		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		
<b>4</b>	<b>1</b>	<b>CATERING</b>							
		<b>Primary Schools</b>							
		Menu A:without repairs & maintenance		2.42	0.00	2.42			Price on Application
		Menu A:with repairs & maintenance		2.52	0.00	2.52			Price on Application
		Menu B:without repairs & maintenance		2.37	0.00	2.37			Price on Application
		Menu B:with repairs & maintenance		2.47	0.00	2.47			Price on Application
		Adult meal (Duty meal paid by school)		3.00	0.00	3.00			Price on Application
		Adult meal	Y	3.00	0.60	3.60			Price on Application
		After school club meal		As per individual arrangement			As per individual arrangement		
		Breakfast Club		As per individual arrangement			As per individual arrangement		
		<b>Special Schools</b>							
		Meals with repairs & maintenance		2.52	0.00	2.52			Price on Application
		Meals without repairs & maintenance		2.42	0.00	2.42			Price on Application
		Adult meal (Duty )	Y	3.00	0.60	3.60			Price on Application
		Adult meal	Y	3.00	0.60	3.60			Price on Application
		<b>Secondary schools</b>							
		Free school meal		2.50	0.00	2.50			Price on Application
		Adult meal (Duty)	Y	2.50	0.50	3.00			Price on Application
		Adult meal	Y	3.00	0.60	3.60			Price on Application
<b>5</b>	<b>1</b>	<b>MUSIC SERVICES</b>							
		<b>Instrumental Programmes:(All schools &amp; academies)</b>							
		<b>Recorder, Tin Whistle &amp; Ukulele (1 tutor):</b>							
		2 terms (1 class)		1,200.00	0.00	1,200.00	1,200.00	0.00	1,200.00
		2 terms (2 classes)		2,100.00	0.00	2,100.00	2,100.00	0.00	2,100.00
		2 terms (3 classes)		2,950.00	0.00	2,950.00	2,950.00	0.00	2,950.00
		2 terms (4 classes)		3,750.00	0.00	3,750.00	3,750.00	0.00	3,750.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			RESOURCES DEPARTMENT			RESOURCES DEPARTMENT		
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		3 terms (1 class)	2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
		3 terms (2 classes)	3,300.00	0.00	3,300.00	3,300.00	0.00	3,300.00
		3 terms (3 classes)	4,550.00	0.00	4,550.00	4,550.00	0.00	4,550.00
		3 terms (4 classes)	5,750.00	0.00	5,750.00	5,750.00	0.00	5,750.00
		<b>Keyboard (2 tutors)</b>						
		2 terms (1 class)	1,600.00	0.00	1,600.00	1,600.00	0.00	1,600.00
		2 terms (2 classes)	2,950.00	0.00	2,950.00	2,950.00	0.00	2,950.00
		2 terms (3 classes)	4,250.00	0.00	4,250.00	4,250.00	0.00	4,250.00
		2 terms (4 classes)	5,500.00	0.00	5,500.00	5,500.00	0.00	5,500.00
		<b>All Other Instruments:</b>						
		<u>1EMS Tutor+1 specialist member of school staff:</u>						
		3 terms (1 class)	2,000.00	0.00	2,000.00	2,000.00	0.00	2,000.00
		3 terms (2 classes)	3,300.00	0.00	3,300.00	3,300.00	0.00	3,300.00
		3 terms (3 classes)	4,550.00	0.00	4,550.00	4,550.00	0.00	4,550.00
		3 terms (4 classes)	5,750.00	0.00	5,750.00	5,750.00	0.00	5,750.00
		<b>2EMS Tutors:</b>						
		3 terms (1 class)	2,700.00	0.00	2,700.00	2,700.00	0.00	2,700.00
		3 terms (2 classes)	4,800.00	0.00	4,800.00	4,800.00	0.00	4,800.00
		3 terms (3 classes)	6,850.00	0.00	6,850.00	6,850.00	0.00	6,850.00
		3 terms (4 classes)	8,800.00	0.00	8,800.00	8,800.00	0.00	8,800.00
		<b>EMS Vocal programmes: (All schools &amp; Academies)</b>						
		Songsack-1 class-40 mins	750.00	0.00	750.00	750.00	0.00	750.00
		Songsack-2 classes-40 mins	750.00	0.00	750.00	750.00	0.00	750.00
		Enfield Sings-3 classes-60 mins	990.00	0.00	990.00	990.00	0.00	990.00
		<b>Partnership Festivals:</b>						
		Cost of taking part (per school)	40.00	0.00	40.00	45.00	0.00	45.00
		<b>Instrument Hire:(All Schools &amp; Academies)</b>						
		Cost per term	36.00	0.00	36.00	37.20	0.00	37.20
		<b>Tuition:(All Schools &amp; Academies)</b>						
		Cost per hour	35.00	0.00	35.00	36.00	0.00	36.00
		<b>School based ensembles:</b>						
		<b>Cost per week(All schools &amp; Academies):</b>						
		30 mins rehearsal	40.00	0.00	40.00	40.00	0.00	40.00

Section Reference	Parts 1 or 2	Description of Fees & Charges	Service is VATABLE	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
				RESOURCES DEPARTMENT			RESOURCES DEPARTMENT		
				FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
				Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		45 mins rehearsal	51.00	0.00	51.00	51.00	0.00	51.00	
		60 mins rehearsal	61.00	0.00	61.00	61.00	0.00	61.00	
		<b>CHARGES TO PARENTS</b>							
		<b>Tuition fees for 10 lessons</b>							
		10 x small group lessons	64.00	0.00	64.00	67.00	0.00	67.00	
		10 x paired lessons (30 minutes)	84.00	0.00	84.00	87.00	0.00	87.00	
		10 x 20 minutes individual lessons	112.00	0.00	112.00	116.00	0.00	116.00	
		Additional termly fee for lessons							
		Taking place out of school hours	12.00	0.00	12.00	12.50	0.00	12.50	

Section Reference	Parts 1 or 2	Description of Fees & Charges	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			PEOPLE (CHILDREN'S) DEPARTMENT			PEOPLE (CHILDREN'S) DEPARTMENT		
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
1	1	Angel Community Centre						
		<b>Conference Room (meeting space for up to 16 people)</b>						
		Monday - Friday - hourly rate	11.50	0.00	11.50	11.50	0.00	11.50
		Saturday - Sunday - hourly rate	17.00	0.00	17.00	17.00	0.00	17.00
		<b>Small Hall (meeting space for up to 40 people)</b>						
		Monday - Friday - hourly rate	17.00	0.00	17.00	17.00	0.00	17.00
		Saturday - Sunday - hourly rate	25.50	0.00	25.50	25.50	0.00	25.50
		<b>Large Hall (meeting space for up to 150 people)</b>						
		Monday - Friday - hourly rate	32.00	0.00	32.00	32.00	0.00	32.00
		Saturday - Sunday - hourly rate	34.50	0.00	34.50	34.50	0.00	34.50
		<b>Large Hall (social functions for up to 140 people)</b>						
		Monday - Friday - hourly rate	38.00	0.00	38.00	38.00	0.00	38.00
		Saturday - Sunday - hourly rate	67.00	0.00	67.00	67.00	0.00	67.00
		<b>Kitchen Hire (hourly rate)</b>						
		Kitchen Hire (all facilities such as fridge, cookers, ovens, hot cabinet)	10.00	0.00	10.00	10.00	0.00	10.00
		Part Kitchen Hire (for serving of pre-prepared food/drink only)	21.00	0.00	21.00	21.00	0.00	21.00
		<b>Corkage Fee (one off charge)</b>						
			50.00	0.00	50.00	50.00	0.00	50.00
		<b>Discount Weekend Packages</b>						
		Social Full Day 12 hours ( Large Hall + Kitchen)	790.00	0.00	790.00	790.00	0.00	790.00
		Social Half Day 7 hours ( Large Hall + Kitchen)	465.00	0.00	465.00	465.00	0.00	465.00
		Conference Full Day 12 hours ( Large Hall + Kitchen)	410.00	0.00	410.00	410.00	0.00	410.00
		Conference Half Day 7 hours ( Large Hall + Kitchen)	240.00	0.00	240.00	240.00	0.00	240.00
2	1	Youth Centres						
		<b>Alan Pullinger Youth Centre</b>						
		Room/Facility hire			Price On Application			Price On Application
		Whole Centre hire			Price On Application			Price On Application

Section Reference	Parts 1 or 2	Description of Fees & Charges	LONDON BOROUGH OF ENFIELD			LONDON BOROUGH OF ENFIELD		
			PEOPLE (CHILDREN'S) DEPARTMENT			PEOPLE (CHILDREN'S) DEPARTMENT		
			FEES AND CHARGES 2018/19			FEES AND CHARGES 2019/20		
			Basic	VAT@ 20%	Total	Basic	VAT@ 20%	Total
		<i>Italics denotes statutory fees</i>						
		<b>Bell Lane Youth Centre</b>						
		Room/Facility hire		Price On Application		Price On Application		
		Whole Centre hire		Price On Application		Price On Application		
		<b>Craig Park Youth Centre</b>						
		Room/Facility hire		Price On Application		Price On Application		
		Whole Centre hire		Price On Application		Price On Application		
		<b>Croyland Youth Centre</b>						
		Room/Facility hire		Price On Application		Price On Application		
		Whole Centre hire		Price On Application		Price On Application		
		<b>Ponders End Youth Centre</b>						
		Room/Facility hire		Price On Application		Price On Application		
		Whole Centre hire		Price On Application		Price On Application		



**MUNICIPAL YEAR 2018/2019 - REPORT NO. 161****MEETING TITLE AND DATE**

Cabinet – 13 February 2019  
Council – 27 February 2019

**REPORT OF:**

Director of Finance  
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**Agenda - Part: 1****Item: 6****Subject: Treasury Management Strategy 2019/20****Wards: All****Key Decision No: 4829****Cabinet Member consulted:  
Cllr M. Maguire****1. EXECUTIVE SUMMARY**

- 1.1. The Council's cashflow management, use of banks, investments and borrowing is governed by the Treasury Management Strategy (TM Strategy)
- 1.2. The CIPFA Code of Practice for Treasury Management in Public Services (the "TM Code") requires the Council to determine its Treasury Management Policy and Strategy for 2019/20 and the following 2 years.
- 1.3. The Local Government Act 2003 also requires Local Authorities to adopt Prudential Indicators and Minimum Revenue Provision Statements.
- 1.4. The Investment strategy will continue to give priority to security and liquidity of investment capital over return. It will also be prudent and transparent.
- 1.5. The strategy assumes growing external borrowing as part of the planned capital scheme. Investments will continue to be prudent and diversify Council surplus cash within the parameters permitted.

**2. RECOMMENDATIONS**

Cabinet is asked to agree and recommend to Council to:

1. Agree the Treasury Management Strategy 2019/20,
2. Note the Economic context & Interest rate forecast (Appendices A and B)
3. Agree the Prudential Indicators (Appendix D)
4. Agree the Minimum Revenue Provision Statement (Appendix E)
5. Agreed Counterparty List and limits (Appendix F)

### **3. BACKGROUND**

- 3.1 The Council has adopted the TM Code which requires the Council to approve a Treasury Management Strategy before the start of each financial year.
- 3.2 In addition, the Department for Communities and Local Government (DCLG) issued revised Guidance on Local Authority Investments in March 2010 that requires the Council to approve an Investment Strategy before the start of each financial year.
- 3.3 The Treasury Management Strategy fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the TM Code and the DCLG Guidance.
- 3.4 The Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's Treasury Management Strategy and to mitigate these risks.
- 3.5 The Council is currently required to receive and approve, as a minimum, three main reports each year. The Treasury Management Strategy is one of them.
- 3.6 The Treasury Management Strategy covers the following main sections
  - a) treasury indicators which limit the treasury risk and activities of the Council
  - b) prospects for interest rates
  - c) the borrowing strategy
  - d) policy on borrowing in advance of need
  - e) debt rescheduling
  - f) the investment strategy
  - g) creditworthiness policy
  - h) the minimum revenue provision (MRP) policy
  - i) the capital plans and the prudential indicators
- 3.7 As at 31st December 2018 the Council had £804m of borrowing in total. This is split between £669m in Long Term Loans (83%) and £135m (17%) held in Short Term Loans. There were also £65m of investments held with six 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.
- 3.8 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.

#### **4 ALTERNATIVE OPTIONS CONSIDERED**

There are no other options, the Treasury Management Reports needs to be approved prior to the next financial year. Section 7 of the TM Strategy sets out the alternatives considered.

#### **5 REASONS FOR RECOMMENDATIONS**

These items have been brought to the attention of the Audit & Risk Management Committee in line with the requirements of the CIPFA code of Practice.

#### **6 COMMENTS OF AND OTHER DEPARTMENTS**

##### **6.1 Financial Implications**

See the main section of the Treasury Management Strategy

##### **6.2 Legal Implications**

The council will be in breach of the CIPFA TM code if it does not approve the strategy before the start of the year.

##### **6.3 Property Implications**

Not applicable

#### **7 KEY RISKS**

7.1 Included within the Treasury Management Strategy Statement

#### **8 IMPACT ON COUNCIL PRIORITIES**

- **Good homes in well-connected neighbourhoods**
- **Build our Economy to create a thriving place**
- **Sustain Strong and healthy Communities**

8.1 **The Treasury Strategy indirectly contributes to the Council's ability to address the values set out within the Council's priorities**

#### **9 EQUALITIES IMPACT IMPLICATIONS**

9.1 There are no direct Equalities implications arising from this report

#### **10 PERFORMANCE MANAGEMENT IMPLICATIONS**

10.1 The report provides clear evidence of sound financial management, efficient use of resources, promotion of income generation and adherence to Best Value and good performance management.

#### **11 HEALTH AND SAFETY IMPLICATIONS**

11.1 There are no direct Health & Safety implications arising from this report.

#### **12 HUMAN RESOURCES IMPLICATIONS**

12.1 There are no direct HR implications arising from this report

#### **13 PUBLIC HEALTH IMPLICATIONS**

13.1 There are no direct Public Health implications arising from this report.

#### **EQUALITIES IMPACT IMPLICATIONS**

- 13.2 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

**Background Papers**

None

# **Treasury Management Strategy Statement**

Minimum Revenue Provision Policy Statement and  
Annual Investment Strategy

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London Borough of Enfield  
2019/20

## Treasury Management Strategy - 2019/20

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### Contents:

<b>Section</b>	
<b>1.</b>	<b>Introduction</b>
<b>2.</b>	<b>Economic Outlook</b>
<b>3.</b>	<b>Borrowing Strategy</b>
<b>4.</b>	<b>Investment Strategy</b>
<b>5.</b>	<b>Treasury Management Indicators</b>
<b>6.</b>	<b>Related Matters</b>
<b>7.</b>	<b>Financial Implications</b>
<b>8.</b>	<b>Other Options Considered</b>

### Appendices:

<b>Appendix A.</b>	<b>Economic Context</b>
<b>Appendix B.</b>	<b>Interest Rate Forecast – December 2018</b>
<b>Appendix C.</b>	<b>Existing Investment &amp; Debt Portfolio Position</b>
<b>Appendix D.</b>	<b>Prudential Indicators</b>
<b>Appendix E.</b>	<b>Minimum Revenue Provision</b>
<b>Appendix F.</b>	<b>Approved Investment Counterparties and Limits</b>

## Treasury Management Strategy Statement 2019/20

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### 1. Introduction

- 1.1. Treasury management is the management of the Authority's cash flows, borrowing and investments, and the associated risks. The Authority has borrowed and/or invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Authority's prudent financial management.
- 1.2. Treasury risk management at the Authority is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2017 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the *Local Government Act 2003* to have regard to the CIPFA Code.
- 1.3. 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.
- 1.4. 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.
- 1.5. 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."*
- 1.6. Investments held for service purposes or for cashflow purposes are considered in a different report, the Investment Strategy (**Section 4**).

## 2. Economic Outlook

- 2.1. **Appendix A** sets out the economic national context within which this Strategy has been constructed. There remains uncertainty with the Brexit negotiation still underway, UK GDP growth is behind trend and there are still low expectations for significant increase in base rate although this naturally dependent on inflationary pressures which are broadly under control at this point.
- 2.2. A forecast of future interest rates provided by the Council's Treasury Management advisers Arlingclose is set out in **Appendix B**. For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.75%, and that new long-term loans will be borrowed at an average rate of 3%.

## 3. Borrowing Strategy

- 3.1. The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing.
- 3.2. The Authority has an increasing CFR due to the requirements of the Authority's capital programme and will therefore be required to borrow up to £731m over the forecast period. As set out in **Table 1**.

**Table 1:** Financing of capital Expenditure

	2018/19	2019/20	2020/21	2021/22	2022/23	Total
	£m	£m	£m	£m	£m	£m
Council financing requirements	69.7	203.2	164.8	154.8	61.5	654.0
Companies financing requirements	5.4	43.3	11.1	47.5	47.5	154.8
<b>Total Financing requirement</b>	<b>75.1</b>	<b>246.5</b>	<b>175.9</b>	<b>202.3</b>	<b>109.0</b>	<b>808.8</b>

- 3.3. CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Authority's total debt should be lower than its highest forecast CFR over the next three years – **Table 2** sets out the position over the forecasted period.



**Table 2: Relation between Total Borrowing & Capital Financing Requirement.**

Relationship between total borrowing & Capital Financing Requirement	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
<b>Capital Financing Requirement:</b>				
Capital Programme	402.8	500.5	513.0	504.4
Commercial Housing & Regeneration	401.5	484.1	578.7	742.3
Housing Revenue Account (HRA)	157.7	219.7	276.7	305.2
<b>Total Capital Financing Requirement (CFR)</b>	<b>962.0</b>	<b>1,204.3</b>	<b>1,368.4</b>	<b>1,551.9</b>
<b>External Borrowing</b>	<b>860.0</b>	<b>1,100.0</b>	<b>1,260.0</b>	<b>1,437.0</b>

- 3.4. As at 31 December 2018 the Authority holds £804 million of loans, an increase of £107 million on the previous year, as part of its strategy for funding previous years' capital programmes. This is set out in detail in **Appendix C**, which includes level of investments held at that time too. The balance sheet forecast in Table 1 shows that the Authority expects to borrow up to £188m in 2019/20. The Authority may also borrow additional sums to prefund future years' requirements, providing this does not exceed the authorised limit for borrowing of £1.2 billion.
- 3.5. The Treasury Management Prudential Indicators – shown in **Appendix D** set out the limits on Council borrowing and helps inform the its decision making process around the affordability of the capital programme over the budgeted period.
- 3.6. **Appendix E** sets out how the Council accounts for the repayment of debt. This is termed the Minimum Revenue Provision (MRP). This ensures the Council repays loan debt over a period of in line with the economic life of the assets.
- 3.7. **Objectives:** The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
- 3.8. **Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer term stability of the debt portfolio. With short term interest rates currently much lower than long term rates, it is likely to be more cost effective in the short term to either use internal resources, or to borrow short term loans instead.

- 3.9. By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal/short term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long term borrowing rates are forecast to rise modestly. Arlingclose will assist the Authority with this 'cost of carry' and breakeven analysis. Its output may determine whether the Authority borrows additional sums at long term fixed rates in 2019/20 with a view to keeping future interest costs low, even if this causes additional cost in the short term.
- 3.10. **Sources of borrowing:** The approved sources of long term and short-term borrowing are:
- i. Public Works Loan Board (PWLB) and any successor body
  - ii. any institution approved for investments (see below)
  - iii. any other bank or building society authorised to operate in the UK
  - iv. any other UK public sector body
  - v. UK public and private sector pension funds (except the London Borough of Enfield Pension Fund)
  - vi. capital market bond investors
  - vii. UK Municipal Bonds Agency plc and other special purpose companies created to enable local authority bond issues
  - viii. Mayor of London Energy Efficiency Fund (MEEF)
- 3.11. **Other sources of debt finance:** In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:
- i. leasing
  - ii. hire purchase
  - iii. Private Finance Initiative
  - iv. sale and leaseback
- 3.12. The Authority has previously raised the majority of its long term borrowing from the PWLB but it continues to investigate other sources of finance, such as local authority loans and bank loans, that may be available at more favourable rates.
- 3.13. **Municipal Bonds Agency:** UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a joint and several guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report to full Council.

- 3.14. **Short term and variable rate loans:** These loans leave the Authority exposed to the risk of short term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below.
- 3.15. **Debt rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

#### 4. **Investment Strategy**

- 4.1. The Authority holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. All cash balances the Authority holds during the year are invested with approved financial institutions as set out in **Appendix F**. The Authority plans to have a zero daily current bank closing balance every day ensuring all surplus cash is always appropriately invested. The level of cash deposit will fluctuate during the course of the year. During 2018/19 the Authority on average held £40m in investments and this position is likely to continue in the forthcoming year. Appendix C sets the position as at 31 December 2018. The year end actual invested cash balance will be in line with the previous year of £15m.
- 4.2. **Objectives:** The CIPFA Code requires the Authority 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 Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Authority will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
- 4.3. **Negative interest rates:** If the UK enters into a recession in 2019/20, there is a small chance that the Bank of England could set its Bank Rate at or below zero, which is likely to feed through to negative interest rates on all low risk, short term investment options. This situation already exists in many other European countries. In this event, security will be measured as receiving the contractually agreed amount at maturity, even though this may be less than the amount originally invested.
- 4.4. **Strategy:** Given the low interest rate environment and that the Authority continues not to hold any non core cash (i.e. deposits that will not be used in year). The Authority continues to diversify cash deposits between short term unsecured bank deposits and money market funds.
- 4.5. **Business models:** Under the new IFRS 9 standard, the accounting for certain investments depends on the Authority's "business model" for managing them. The

Authority aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

- 4.6. **Approved counterparties:** The Authority may invest its surplus funds with any of the counterparty types set out in **Appendix F**, subject to the cash limits (per counterparty).
- 4.7. **Credit rating:** Investment limits are set by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.
- 4.8. **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. See below for arrangements relating to operational bank accounts.
- 4.9. **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 higher 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.
- 4.10. **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 generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
- 4.11. **Pooled funds:** Shares or units in diversified investment vehicles consisting of the 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. Short term Money Market Funds that offer same-day liquidity and very low or no volatility 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.
- 4.12. Bond, equity and property funds offer enhanced returns over the longer term but are more volatile in the short term. These allow the Authority 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 Authority's investment objectives will be monitored regularly.

- 4.13. Operational bank accounts:** The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments but are still subject to the risk of a bank bail in, and balances will therefore be kept below £15 million per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed in than made insolvent, increasing the chance of the Authority maintaining operational continuity.
- 4.14. Risk assessment and credit ratings:** Credit ratings are obtained and monitored by the Authority'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.
- 4.15.** 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.
- 4.16. Other information on the security of investments:** The Authority 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, reports in the quality financial press and analysis and advice from the Authority's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.
- 4.17.** 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 Authority 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

Authority'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.

- 4.18. **Investment limits:** The Authority will limit the risk of loss from a default from lending to any one organisation (other than the UK Government) will be £15 million. 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. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.
- 4.19. **Liquidity management:** The Authority uses its own in house cash flow forecasting software model (Predictor) to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long term investments are set by reference to the Authority's medium term financial plan and cash flow forecast.

## 5. Treasury Management Indicators

- 5.1. The Authority measures and manages its exposures to treasury management risks using the following indicators.
- 5.2. **Security:** The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the value weighted average credit score of its investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit score	6

- 5.3. **Liquidity:** The Authority has adopted a voluntary measure of its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within 3 months	£25m

- 5.4. **Interest rate exposures:** This indicator is set to control the Authority's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit
------------------------------	-------

Upper limit on one year revenue impact of a 1% <u>rise</u> in interest rates	+£2.6m
Upper limit on one year revenue impact of a 1% <u>fall</u> in interest rates	-£2.6m

- 5.5. The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at current rates. The effect of an increase in interest rates will be mitigated through the Authority's risk budget.
- 5.6. **Maturity structure of borrowing:** This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Refinancing rate risk indicator	Upper limit	Lower limit
Under 12 months	30%	0%
12 months and within 24 months	35%	0%
24 months and within 5 years	40%	0%
5 years and within 10 years	45%	0%
10 years and above	100%	0%

- 5.7. 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.
- 5.8. **Principal sums invested for periods longer than a year:** The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long term principal sum invested to final maturities beyond the period end will be:

Price risk indicator	2019/20	2020/21	2021/22
Limit on principal invested beyond year end	£15m	£10m	£5m

## 6. Related Matters

- 6.1. The CIPFA Code requires the Authority to include the following in its treasury management strategy.
- 6.2. **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).
- 6.3. The Authority 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 Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken

into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

- 6.4. Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit.
- 6.5. **Financial Derivatives:** In the absence of any explicit legal power to do so, the Authority will not use standalone financial derivatives (such as swaps, forwards, futures and options). Derivatives embedded into loans and investments, including pooled funds and forward starting transactions, may be used, and the risks that they present will be managed in line with the overall treasury risk management strategy.
- 6.6. **Housing Revenue Account:** On 1st April 2012, the Authority 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 the Authority's average interest rate on investments, adjusted for credit risk
- 6.7. **Markets in Financial Instruments Directive:** The Authority has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority's treasury management activities, the Director of Finance believes this to be the most appropriate status.
- 6.8. **Local Authority Companies:** The Authority will only lend to wholly own companies by the Authority or where the Authority has a controlling majority interest in the company.
- 6.9. All borrowing to companies owned by the London Borough of Enfield will require a formal on-lending agreement.
- 6.10. Prior to that they will have to achieve to meet the following requirements:
  - An independently reviewed business case and cashflow forecast.
  - To be able to demonstrate the ability to repay both interest and principal over the agreed repayment scheduled.
  - Where possible the Council will secure the loan on the Council



**6.11. Lending to Schools with the HSBC Banking Scheme:** Where LEA schools with a HSBC bank account are in a structural overdraft position then the Council will provide a credit facility to endure they remain in a credit position. In interest will be charged at ½% above the prevailing bank rate.

## **7. Were Other Options Considered**

7.1. The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Director of Finance having consulted the Cabinet Member for Finance, 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.

<b>Alternative</b>	<b>Impact on income and expenditure</b>	<b>Impact on risk management</b>
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 may 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 may 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 may 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 may 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 may be less certain

## Economic Context

**Economic background:** The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Authority's treasury management strategy for 2019/20.

UK Consumer Price Inflation (CPI) for October was up 2.4% year/year, slightly below the consensus forecast and broadly in line with the Bank of England's November Inflation Report. The most recent labour market data for October 2018 showed the unemployment rate edged up slightly to 4.1% while the employment rate of 75.7% was the joint highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.3% as wages continue to rise steadily and provide some pull on general inflation. Adjusted for inflation, real wages grew by 1.0%, a level still likely to have little effect on consumer spending.

The rise in quarterly GDP growth to 0.6% in Q3 from 0.4% in the previous quarter was due to weather-related factors boosting overall household consumption and construction activity over the summer following the weather-related weakness in Q1. At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the BoE, in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.

Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy has been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.

While US growth has slowed over 2018, the economy continues to perform robustly. The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the current 2%-2.25% in September. Markets continue to expect one more rate rise in December, but expectations are fading that the further hikes previously expected in 2019 will materialise as concerns over trade wars drag on economic activity.

**Credit outlook:** The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ringfencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ringfenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ringfenced banks generally being better rated than their non-ringfenced counterparts.

The Bank of England released its latest report on bank stress testing, illustrating that all entities included in the analysis were deemed to have passed the test once the levels of

capital and potential mitigating actions presumed to be taken by management were factored in. The BoE did not require any bank to raise additional capital.

European banks are considering their approach to Brexit, with some looking to create new UK subsidiaries to ensure they can continue trading here. The credit strength of these new banks remains unknown, although the chance of parental support is assumed to be very high if ever needed. The uncertainty caused by protracted negotiations between the UK and EU is weighing on the creditworthiness of both UK and European banks with substantial operations in both jurisdictions.

**Interest rate forecast:** Following the increase in Bank Rate to 0.75% in August 2018, the Authority's treasury management adviser Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England's MPC has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.

The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose's view is that the economy still faces a challenging outlook as it exits the European Union and Eurozone growth softens. While assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a "no deal" Brexit still hangs over economic activity. As such, the risks to the interest rate forecast are considered firmly to the downside.

Gilt yields and hence long-term borrowing rates have remained at low levels but some upward movement from current levels is expected based on Arlingclose's interest rate projections, due to the strength of the US economy and the ECB's forward guidance on higher rates. 10-year and 20-year gilt yields are forecast to remain around 1.7% and 2.2% respectively over the interest rate forecast horizon, however volatility arising from both economic and political events are likely to continue to offer borrowing opportunities.

A more detailed economic and interest rate forecast provided by Arlingclose is attached at Appendix B.

**Arlingclose Economic and Interest Rate Forecast December 2018****Underlying assumptions:**

1. Our central interest rate forecasts are predicated on there being a transitional period following the UK's official exit from the EU.
2. The MPC has a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. We believe that MPC members consider that: 1) tight labour markets will prompt inflationary pressure in the future, 2) ultra-low interest rates result in other economic problems, and 3) higher Bank Rate will be a more effective policy weapon if downside risks to growth crystallise.
3. Both our projected outlook and the increase in the magnitude of political and economic risks facing the UK economy means we maintain the significant downside risks to our forecasts, despite the potential for slightly stronger growth next year as business investment rebounds should the EU Withdrawal Agreement be approved. The potential for severe economic outcomes has increased following the poor reception of the Withdrawal Agreement by MPs. We expect the Bank of England to hold at or reduce interest rates from current levels if Brexit risks materialise.
4. The UK economic environment is relatively soft, despite seemingly strong labour market data. GDP growth recovered somewhat in the middle quarters of 2018, but more recent data suggests the economy slowed markedly in Q4. Our view is that the UK economy still faces a challenging outlook as the country exits the European Union and Eurozone economic growth softens.
5. Cost pressures are easing but inflation is forecast to remain above the Bank's 2% target through most of the forecast period. Lower oil prices have reduced inflationary pressure, but the tight labour market and decline in the value of sterling means inflation may remain above target for longer than expected.
6. Global economic growth is slowing. Despite slower growth, the European Central Bank is conditioning markets for the end of QE, the timing of the first rate hike (2019) and their path thereafter. More recent US data has placed pressure on the Federal Reserve to reduce the pace of monetary tightening – previous hikes and heightened expectations will, however, slow economic growth.
7. Central bank actions and geopolitical risks have and will continue to produce significant volatility in financial markets, including bond markets.

**Forecast:**

8. The MPC has maintained expectations of a slow rise in interest rates over the forecast horizon, but recent events around Brexit have dampened interest rate expectations. Our central case is for Bank Rate to rise twice in 2019, after the UK exits the EU. The risks are weighted to the downside.

9. Gilt yields have remained at low levels. We expect some upward movement from current levels based on our central case that the UK will enter a transitional period following its EU exit in March 2019. However, our projected weak economic outlook and volatility arising from both economic and political events will continue to offer borrowing opportunities.

**Risk**

10. The table below sets out and assumes:

PWLB Certainty Rate (maturity loans) = Gilt yield + 0.80%

PWLB Infrastructure Rate (maturity loans) = Gilt yield + 0.60%

	Dec-18	Mar-19	Jun-19	Sep-19	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Average
<b>Official Bank Rate</b>														
Upside risk	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.17
<b>Arlingclose Central Case</b>	<b>0.75</b>	<b>0.75</b>	<b>1.00</b>	<b>1.00</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.25</b>	<b>1.13</b>
Downside risk	0.00	-0.50	-0.75	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-0.85
<b>3-mth money market rate</b>														
Upside risk	0.10	0.10	0.10	0.10	0.15	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.17
<b>Arlingclose Central Case</b>	<b>0.90</b>	<b>0.95</b>	<b>1.10</b>	<b>1.30</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>1.27</b>
Downside risk	-0.20	-0.45	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.76
<b>1-yr money market rate</b>														
Upside risk	0.20	0.30	0.30	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.35	0.33
<b>Arlingclose Central Case</b>	<b>1.15</b>	<b>1.25</b>	<b>1.35</b>	<b>1.50</b>	<b>1.70</b>	<b>1.60</b>	<b>1.50</b>	<b>1.40</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>1.35</b>	<b>1.40</b>
Downside risk	-0.35	-0.50	-0.60	-0.80	-0.90	-0.90	-0.90	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.77
<b>5-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
<b>Arlingclose Central Case</b>	<b>1.15</b>	<b>1.25</b>	<b>1.35</b>	<b>1.50</b>	<b>1.50</b>	<b>1.40</b>	<b>1.35</b>	<b>1.35</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>	<b>1.30</b>	<b>1.33</b>
Downside risk	-0.50	-0.60	-0.65	-0.80	-0.80	-0.70	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.65	-0.66
<b>10-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
<b>Arlingclose Central Case</b>	<b>1.50</b>	<b>1.65</b>	<b>1.70</b>	<b>1.80</b>	<b>1.80</b>	<b>1.75</b>	<b>1.75</b>	<b>1.70</b>	<b>1.70</b>	<b>1.70</b>	<b>1.70</b>	<b>1.70</b>	<b>1.70</b>	<b>1.70</b>
Downside risk	-0.55	-0.70	-0.70	-0.80	-0.80	-0.75	-0.75	-0.70	-0.70	-0.70	-0.70	-0.70	-0.70	-0.71
<b>20-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
<b>Arlingclose Central Case</b>	<b>2.00</b>	<b>2.10</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.20</b>	<b>2.18</b>
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73
<b>50-yr gilt yield</b>														
Upside risk	0.25	0.30	0.30	0.35	0.35	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.37
<b>Arlingclose Central Case</b>	<b>1.90</b>	<b>1.95</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.99</b>
Downside risk	-0.60	-0.70	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.75	-0.73

## Appendix C

## Existing Investment &amp; Debt Portfolio Position

<b>Treasury Management: Borrowing Summary</b>				
<b>Type of Loan</b>	<b>1<sup>st</sup> April 2018</b>	<b>New Borrowing</b>	<b>Repaid Borrowing</b>	<b>31<sup>st</sup> December 2018</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>Short-terms loans</b>	<b>68,000</b>	115,000	(48,000)	<b>135,000</b>
<b>PWLB</b>	<b>556,752</b>	60,000	(4,534)	<b>612,218</b>
<b>European Investment bank</b>	<b>9,238</b>	-	(317)	<b>8,921</b>
<b>Commercial Loan</b>	<b>30,000</b>	-	-	<b>30,000</b>
<b>LEEF</b>	<b>4,626</b>	-	(469)	<b>4,157</b>
<b>Local Authority</b>	<b>28,000</b>	-	(15,000)	<b>13,000</b>
<b>SALIX</b>	<b>153</b>	300	(52)	<b>401</b>
<b>Total*</b>	<b>696,769</b>	<b>175,300</b>	<b>(68,372)</b>	<b>803,697</b>

## Investments

<b>Treasury Management: Investment Summary</b>				
<b>Type of Loan</b>	<b>1<sup>st</sup> April 2018</b>	<b>30<sup>th</sup> June 2018</b>	<b>30<sup>th</sup> Sept. 2018</b>	<b>31<sup>st</sup> Dec 2018</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
<b>On-call accounts</b>	<b>15,000</b>	10,150	20,350	<b>30,350</b>
<b>Money Market Funds (MMFs)</b>		10,000	-	<b>35,000</b>
	<b>15,000</b>	<b>20,150</b>	<b>20,350</b>	<b>65,350</b>

**Prudential Indicators****Appendix D**

## 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.

<b>Financing of Capital Expenditure</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>
<b>Total General Fund &amp; HRA Expenditure</b>	<b>184.1</b>	<b>303.0</b>	<b>207.9</b>	<b>189.7</b>
Funded From:				
Grants & Contributions	(31.7)	(31.8)	-	-
Revenue Funding	(8.2)	(11.2)	(6.2)	(4.5)
Capital Receipts	(13.7)	(11.4)	(12.7)	(15.6)
Earmarked Reserves	(60.8)	(45.5)	(24.0)	(14.8)
<b>Financing Requirement</b>	<b>69.7</b>	<b>203.1</b>	<b>164.8</b>	<b>154.8</b>
<b>Companies Finance Requirement</b>	<b>5.4</b>	<b>43.4</b>	<b>11.1</b>	<b>47.5</b>
<b>Total Financing Requirement</b>	<b>75.1</b>	<b>246.5</b>	<b>175.9</b>	<b>202.3</b>

**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.



<b>Estimated Capital Financing Requirement</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>
Capital Programme	402.8	500.5	513.0	504.4
Commercial Housing and Regeneration	401.5	484.1	578.7	742.3
Housing Revenue Account	<b>157.7</b>	<b>219.7</b>	<b>276.7</b>	<b>305.2</b>
<b>Total Capital Financing Requirement</b>	<b>962.0</b>	<b>1,204.3</b>	<b>1,386.4</b>	<b>1,551.9</b>

### **Gross Debt and the Capital Financing Requirement**

In order 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.

<b>Estimated Debt</b>	<b>2018/19 £m</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>
Capital Financing Requirement	962.0	1,204.3	1,368.4	1,551.9
PFI and Finance Leases	44.6	42.9	41.3	39.7
<b>Total Capital Debt Requirement</b>	<b>1,006.6</b>	<b>1,247.2</b>	<b>1,409.7</b>	<b>1,591.6</b>
External Borrowing	860.0	1,100.0	1,260.0	1,437.0
Other Long-Term Liabilities	44.6	42.9	41.3	39.3
<b>Total Debt</b>	<b>904.6</b>	<b>1,142.9</b>	<b>1,301.3</b>	<b>1,476.7</b>

### **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.

<b>Operating Boundary</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Borrowing	1,067	1,200	1,350	1,500
Other Long Term Liabilities	75	75	75	75
<b>Total Operating Limit</b>	<b>1,142</b>	<b>1,275</b>	<b>1,425</b>	<b>1,575</b>

### **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.

<b>Authorised Limit</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Borrowing	1,147	1,300	1,500	1,700
Other Long-Term Liabilities	100	100	100	100
<b>Total Authorised Limit</b>	<b>1,247</b>	<b>1,400</b>	<b>1,600</b>	<b>1,800</b>

### **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.

<b>Estimated Ratio of Financing Costs to Net Revenue Stream</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>%</b>	<b>%</b>	<b>%</b>	<b>%</b>
General Fund	6.7	8.3	10.4	12.9
Housing Revenue Account	15.4	18.4	20.7	20.7

**Appendix E****Annual Minimum Revenue Provision Statement (With effect from 1 April 2019)**

- 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 Ministry for Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG 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 2019.
  - 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 MHCLG 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) 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. Loans made to third parties to enable them to incur capital expenditure are repaid by the borrower and so MRP provision does not need to be made by the Council from Council Tax. In the case of loans for investment assets, a prudent amount will be set aside for MRP in accordance with Government Guidance based on asset life.
- 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 effect from 2019/20. 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. Based on the Authority's latest estimate of its Capital Financing Requirement on 31st March 2019, the MRP for 2019/20 is estimated as follows:

	<b>Estimated CFR 31 Mar 2019 £m</b>	<b>Estimated MRP 2019/20 £m</b>
<b>General Fund</b>		
Capital expenditure before 1 April 2008 and Supported capital expenditure from 1 April 2008 to 31 March 2011	141.0	3.9
Unsupported capital expenditure after 31 March 2008	261.8	8.6
Land acquisition for regeneration and disposal	260.0	-
Loans to Council owned companies (met by repayments from the companies)	141.5	-
<b>Total General Fund</b>	<b>804.3</b>	<b>12.5</b>
<b>HRA</b>		
Assets in the Housing Revenue Account	124.8	-
HRA subsidy reform payment	32.9	-
<b>Total Housing Revenue Account</b>	<b>157.7</b>	<b>0.0</b>
<b>PFI</b>	<b>44.6</b>	<b>1.6</b>
<b>Total</b>	<b>1,006.0</b>	<b>14.1</b>
PFI Contract Payment		<b>(3.2)</b>
Overprovision set aside in MRP Reserve		<b>(9.9)</b>

Charge to General Fund

1.0

**Counterparties**  
**F**

**Appendix**

**Approved Investment Counterparties and Limits**

General Counterparty List	Credit Rating	Cash Limit	Max Time Limit
Banks Unsecured	AAA	£25m	5 years
	AA+		5 years
	AA		4 years
	AA-		3 years
	A+		2 years
	A	£15m	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

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	Shares in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the

Funds	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.

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**MUNICIPAL YEAR 2018/2019 REPORT NO.****162****MEETING TITLE AND DATE:****Cabinet 13<sup>th</sup> Feb 2019****Council 27<sup>th</sup> Feb 2019****REPORT OF:**

Director of Finance

**Agenda – Part: 1****Item: 7****Subject: Capital Strategy (2019/20) and  
4-Year Capital Programme (2019/20 -  
2022/23)****Wards:****Key Decision No:4828****Cabinet Member consulted: Cllr Maguire**

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Fay Hammond- Tel: 0208 379 2662; [fay.hammond@enfield.gov.uk](mailto:fay.hammond@enfield.gov.uk)Olu Ayodele- Tel: 0208 379 6133; [olu.ayodele@enfield.gov.uk](mailto:olu.ayodele@enfield.gov.uk)Richard Kyei-Tel: 0208 379 3138; [richard.kyei@enfield.gov.uk](mailto:richard.kyei@enfield.gov.uk)**1. EXECUTIVE SUMMARY**

The purpose of this report is to set the 2019/20 - 2022/23 Capital programme and agree the Capital Strategy 2019/20.

The Capital Strategy is a new requirement which became mandatory for 2019/20 onwards and introduced as part of the update of the Prudential Code. Its purpose is to give an overview of how the Council's capital expenditure contributes to the delivery of its objectives and ensure effective investment of the Council's Capital resources.

The new four-year proposed approved capital programme includes the balance of budgets for ongoing projects approved in previous financial years. Appendix 2-Table B lists those projects which are currently going through Council governance, which will be added to the Capital programme if they are approved.

**2. RECOMMENDATIONS**

With regards the Capital Programme, Cabinet is asked to:

- i. agree the 2019/20 Capital Strategy
- ii. recommend to Council the Capital Programme for 2019/20 to 2022/23 as set out in Appendix 2-Table A, including new projects arising from revenue savings
- iii. note the projects in the approval cycle as detailed in Appendix-2 Table B, which will be added to the 2019/20 Capital Programme pending approval
- iv. note the projects in the pipeline as detailed in Appendix-2, Table C.

### **3. BACKGROUND**

The report is seeking approval for the 2019/20 - 2022/23 Capital Programme and the Capital Strategy 2019/20.

In previous years the approval for the Capital programme has formed part of the annual budget and medium term financial plan report. However due to the new requirement in the recent update of the Prudential Code for all Local Authorities to have an approved capital strategy, this has been separated out from the revenue report.

The aim of Enfield's Capital Strategy is to provide a framework within which the Council's investment plans can be delivered. The Capital Strategy sets out the medium to long term context in which capital expenditure and investment decisions are made. It will assist in ensuring the Council understands the long-term implications and risks of its investment decisions.

## **SECTION A**

### **1. Capital Strategy 2019/20**

The Prudential Code is a framework designed by the Chartered Institute of Public Finance (CIPFA), which underpins local authority capital investment. The capital strategy is a new report for 2019/20 onwards and was introduced as part of the updates to the 2017 Prudential Code. Its purpose is to ensure effective investment of the Council's capital resources to those programmes and projects that maximise the achievement of Council objectives outcomes.

The aim of Enfield's Capital Strategy is to provide a framework within which the Council's investment plans can be delivered, which are informed by the Council's strategic objectives as detailed in the Enfield Corporate Plan 2018-2022. The Capital Strategy sets out the medium to long term context in which capital expenditure and investment decisions are made. It will assist in ensuring the Council understands the long-term implications and risks of its investment decisions.

It is a corporate document and will form part of the Council's strategic planning, integrating with other key documents including the Corporate Plan, Medium Term Financial Plan (MTFP), Asset Management Plan and the Treasury Management Strategy. It will be refreshed on an annual basis and is an integral part of the Council's annual budget setting cycle.

It is a high-level overview of how capital expenditure; capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability.

The strategy sets out the Council's plans for Capital expenditure over the next four years and beyond, including the financing of the expenditure and the

associated risks. It will demonstrate how the Capital strategy forms part of the Council's overall governance framework for delivering its Corporate objectives.

## 2. Capital Expenditure and Financing

Capital expenditure is where the Council spends money on tangible assets, such as property or vehicles, or intangible assets such as computer software that will be used for more than one year. It also includes loans and grants to other bodies enabling them to buy assets, for example the loans to Housing Gateway Limited (HGL), Enfield Innovations Limited (EIL) and Lea Valley Heat Network Limited (LVHN), as well as the Housing Revenue Account (HRA).

The Table below provides an overview of the Capital programme. In the four-year period 2019/20-2022/23, the Council is planning capital expenditure of £343m as summarised below. This will be increased by projects currently going through approval as detailed in Appendix 2- Table B.

### Capital Programme Summary

	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	TOTAL (2019/20- 2029/30)
General Fund Services	108,215	112,490	22,152	9,281	1,481	145,403
Council Housing (HRA)	75,907	67,849	40,883	34,905	0	143,637
Commercial Investments in Companies	5,429	43,357	11,101	0	0	54,458
<b>TOTAL</b>	<b>189,551</b>	<b>223,696</b>	<b>74,136</b>	<b>44,185</b>	<b>1,481</b>	<b>343,498</b>

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing).

### Capital Programme Financing Summary

	2018/19 forecast	2019/20 budget	2020/21 budget	2021/22 budget	2022/23 budget	TOTAL (2019/20- 2029/30)
External Sources	31,765	31,748	0	0	0	31,748
Own Resources	82,641	68,080	43,143	34,905	0	146,128
Debt	75,146	123,867	30,993	9,281	1,481	165,622
<b>TOTAL</b>	<b>189,551</b>	<b>223,696</b>	<b>74,136</b>	<b>44,185</b>	<b>1,481</b>	<b>343,498</b>

Appendix-1 Table B lists the sources of capital financing, the Council's external and own resources (excluding debt) consists of:

### Grants

The Council has already been notified of most of the grant allocations that can be expected to be received in 2019/20. It is possible that additional capital grant allocations may be announced for 2019/20 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 2019/20, 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 realises capital receipts through the sale of property each year. In 2019/20 the Council will approve a Strategic Asset Management Plan to guide those disposals and ensure good value for the Council. The Council has taken 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. However, it is recognised that this is not a sustainable financial position and therefore the Medium-Term Financial Plan aims to reduce reliance on capital receipts over time, recognising that transformation will remain an ongoing feature of future budgets.

Further details regarding the Council's policy on utilising capital receipts is included in the 2019/20 and Medium-Term Financial Plan 2019/20 – 2022/33 report.

The Council is also undertaking alternative methods of capital investment including the use of wholly owned Council Private Companies to develop housing and to support the provision of temporary accommodation, whilst also generating profits.

### **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, with required conditions attached.

As at Q3 2018-19, there was £2.2m of S106 receipts available for housing projects and a further £405K for education services.

When conditions are met, spend approval is sought from the responsible Director for any expenditure up to £100k, £100k-£500k is referred to the Cabinet member for the department and anything over £500k is approved by Cabinet.

### **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.

Current Council policy is to utilise CIL receipts on the development of the new train station at Meridian Water. In accordance with CIL regulations, a proportion of receipts is also used on community projects.

CIL receipts as at Q3 2018-19 is £1.8m.

### **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.

## **3. The Council's Corporate Objectives and Priorities**

The approved capital budgets, underpinned by the capital strategy, contribute to the achievement of the Council's objectives as detailed in the 2018-22 Enfield Corporate Plan.

- **Good homes in well-connected neighbourhoods**

The Council has an ambitious estate renewal and regeneration programme, with a current approved investment of over £235m in the four-year period 2019/20-2022/23, split between £144m, funded by the HRA and £91m funded by the General Fund. This will assist the Council in delivering its objective to create thriving neighbourhoods and increase the supply of affordable housing.

The Council has spent £231m on Meridian Water to date acquiring land, remediation, building the new train station and professional fees. The project has moved firmly into the delivery stage with a partner for the first 725 homes due to be confirmed this spring. The Council will find out in March if government awards the project over £100m for investment in new infrastructure.

- **Sustain strong and healthy communities**

To meet the Council's healthy living vision for the borough; transport services will continue the annual Highways and Street Scene programme. Our Local Transport Implementation Plan, adopted in 2018, sets out how we will invest, which will encourage walking, cycling and the use of public transport to increase levels of active travel and to improve the health of residents.

To encourage cycling in the borough, transport services will continue to deliver cycle tracks in the borough including new lanes on the south and north sections of the A1010 Hertford Road.

Each year, transport services receives grant funding from Transport for London to assist in achieving the above and to implement the Mayor's transport strategy.

- **Build our local economy to create a thriving place**

Through property services, the Council is investing to build a new office building in Enfield Town on the site of the Genotin Road car park. There are plans to also develop an old depot into housing. The Strategic Asset Management Plan to be adopted this year will further establish how the Council will use its property holdings to support our local economy.

Education services has an ambitious capital programme to carry-out expansion works on Enfield's schools to meet increasing demand for school places. It continues to undertake the necessary maintenance works to ensure school buildings meet the required standards.

£60m will be invested in the schools' capital programme over the next three years. This funding is primarily made up of the Council's central government grant allocation and S106 contributions from private developers. The programme is estimated to deliver 322 schools places, some of which are provided through the expansion works to West Lea, Durants and Springfield schools.

The Council's delivery of these objectives is underpinned by 3 guiding principles to

- Communicate with you
- Work with you and
- Work smartly for you

The Customer Experience and Change Strategy (as represented by capital investment in ICT and Libraries) addresses the need for a robust, high performing and secure digital infrastructure for the borough. It aims to empower customers with initiatives that enable users to succeed the first time they engage with services, including through the use of assisted technologies and encouraging self-service options.

Appendix-1 Table C provides details of the schemes supporting the delivery of each objective.

#### **4. Governance**

A report is currently presented annually to full Council, to approve the four-year rolling capital programme. This will include the balance of approved budgets for ongoing projects where budgets have previously been approved, as well as new schemes that have been through the relevant governance as detailed in Section 5 of the financial regulations.

The financial regulations state that the allocation of additional Council resources to schemes (not part of a rolling block programme) in the approved programme or to new schemes is subject to the following approval process for:

- Increases up to, but not exceeding £100k, the relevant Director in consultation with the Director of Finance, Resources and Customer Services
- Increases above £100k but not exceeding £500k, a Cabinet decision
- Increases above £500k, a Council decision, following a Cabinet Decision

The Council has recently created the Capital Finance Board, which is responsible for the overall strategic financial management of the General Fund Capital Programme. Project managers are required to submit a project evaluation form for all new capital projects. Each scheme is evaluated against both financial and non-financial criteria and either recommended to EMT/Cabinet/Council for approval or rejected.

The Board is chaired by the Director of Finance and can approve projects up to £100k, without reference to EMT. The Board acts as the gatekeeper of the Capital Programme ensuring all affordability and risks are duly considered and mitigated. The Board reports to EMT on a quarterly basis.

#### **5. The Housing Revenue Account**

Housing Revenue Account (HRA) is a ring-fenced account which ensures that Council housing does not subsidise, or is itself subsidised, by other local services. Rental income from tenants, funds the cost of housing services, investment in major works and minor works (£70m) to improve our housing stock, as well as large-scale renewal of estates to provide additional housing for residents.

The Council currently has an ambitious estate regeneration and renewal programme. The current approved programme is for a new supply of 3,711 homes (1,822 affordable). This is primarily across the Alma Estate, Ladderswood Estate and New Avenue Estate. In 2018/19 the Council completed 133 homes (affordable rent). Affordable homes here are defined as a mix of social rent, affordable rent, and shared equity products.

#### **6. Asset Management**

The Council has a substantial corporate property portfolio and given the challenging financial position facing all local authorities, the Council must optimise use of those assets while ensuring that all Health and Safety responsibilities are properly managed.

The two key components under review are property asset management and health & safety statutory compliance.

CIPFA identify several common corporate premises issues affecting local authorities and recommend a Corporate Landlord model to address these issues. The Council's Corporate Landlord Policy sets out how LBE manage Corporate Landlord responsibilities to 'PLAN' 'DO' 'CHECK'. The Corporate Landlord model centralises the premises functions under a Property Director, which should improve strategic decision making and provide more certainty on statutory compliance. All premises will be managed by Property, which means that Service managers and staff will only be required to provide a consultation lead at each site.

To ensure proper asset management, an asset management plan is required, and this will be produced during 2019. The Strategic Asset Management Plan (SAMP) will describe the Council's approach to management of its assets and provide links to the operational and technical details that underpin the overall strategy. The SAMP is intended to provide the framework for decision-making across the estate and for individual buildings, and shape delivery of a resource at the heart of the Council's current and future offer to residents.

The Council's assets are the frame within which service delivery takes place. They have a significant, and growing, value and represent a means to drive investment and resources despite the significant pressures on public finances. Good asset management requires an accompanying capital investment strategy. This has been initiated for 2019/20 in the form of a Corporate Property Investment Programme (CPIP) for the Council. This long-term capital programme will invest capital in the property portfolio, to achieve increased financial return, cost efficiencies as well as equality for all staff and customers in terms of standards, condition and safety. At present, Enfield has the Buildings Improvement Programme (BIP) - which is a capital funded, planned property maintenance programme that is driven from building condition survey data. The Council has not had an investment budget for a significant period. Both programmes will however complement each other.

To ensure that capital assets continue to be of long-term use, the Council is in the process of refreshing its Asset Management Strategy.

The table below lists the schemes within the Corporate Property Investment Programme.



Corporate Property Investment Programme	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL (2019/20-2022/23)
	£'000	£'000	£'000	£'000	£'000	£'000
Broomfield House	70	47	0	0	0	47
Building Improvement Programme	2,561	0	0	0	0	0
Bury Street West Depot	70	18,973	0	0	0	18,973
Care Home Reprovisions	452	0	0	0	0	0
Corporate Schemes	149	0	0	0	0	0
Edmonton Cemetery	1,064	800	0	0	0	800
Edmonton Cemetery Chapel Conversion	95	155	0	0	0	155
Extra Care Housing: Reardon Court	100	1,175	5,342	9,281	1,481	17,278
Forty Hall	4	67	0	0	0	67
Genotin Road (Metaswitch)	0	12,500	12,500	0	0	25,000
Libraries	116	516	0	0	0	516
Mental Health and Wellbeing Centre	0	1,490	0	0	0	1,490
Montagu Industrial Estate	1,508	12,550	0	0	0	12,550
Parks	22	0	0	0	0	0
Town Centre Regeneration	66	6,804	0	0	0	6,804
<b>TOTAL</b>	<b>6,277</b>	<b>55,077</b>	<b>17,842</b>	<b>9,281</b>	<b>1,481</b>	<b>83,680</b>

## Asset disposals

When a capital asset is no longer needed, it may be sold so that the proceeds known as capital receipts, can be spent on new assets or to repay debt. The Council is currently also permitted to spend capital receipts on revenue service transformation projects until 2021/22. Full details of the Council's flexible use of Capital receipts policy are contained within 2019/20 Budget report. Repayments of loans and investments also generate capital receipts.

## 7. Treasury Management

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

The Council currently (as at 31 December 2018) has £804m borrowing at an average interest rate of 3.4% and £65m treasury investments at an average rate of 0.7%.

## 8. Borrowing Strategy

The Council's main objectives when borrowing is to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around

0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0% to 3.0%).

Projected levels of the Council's total outstanding debt (which comprises borrowing, PFI liabilities, leases are shown below, compared with the capital financing requirement.

*Prudential Indicator: Gross Debt and the Capital Financing Requirement*

Capital Financing Requirement	31.3.18 Actual £m	31.3.19 Estimate £m	31.3.20 Forecast £m	31.3.21 Forecast £m	31.3.22 Forecast £m
Capital Financing Requirement	889.1	962.0	1,204.3	1,368.4	1,551.9
PFI & Finance Lease	46.2	44.6	42.9	41.3	39.7
<b>Total Capital Debt Requirement</b>	<b>935.3</b>	<b>1,006.6</b>	<b>1,247.2</b>	<b>1,409.7</b>	<b>1,591.6</b>
External Borrowing	696.8	860.0	1,100.0	1,260.0	1,437.0
Other Long Term Liabilities	46.2	44.6	42.9	41.3	39.3
<b>Total Debt</b>	<b>743.0</b>	<b>904.6</b>	<b>1,142.9</b>	<b>1,301.3</b>	<b>1,476.3</b>

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen, the Council expects to comply with this in the medium term.

## 9. Investment Strategy

Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer term is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which investments to buy and the Council may request its money back at short notice.

*Treasury Management Investments*

	31.3.2018 actual £'000	31.3.2019 forecast £'000	31.3.2020 budget £'000	31.3.2021 budget £'000	31.3.2022 budget £'000
Near-term investments	15,000	15,000	15,000	15,000	15,000
Longer-term investments	-	-	-	-	-
<b>TOTAL</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>

**Governance:** Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who must act in line with the treasury management strategy approved by Council. Reports on treasury management activity are presented to Council. The audit committee is responsible for scrutinising treasury management decisions.

## **10. Commercial Activities**

The Council is open to consider commercial capital investment opportunities where they meet wider Council priorities. 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.

All proposed commercial investment activities will pay regard to the CIPFA prudential code and the Statutory Guidance on Local Authority investment. This is particularly pertinent because capital investments will require the Council to borrow and any such proposals will be proportionate to the Council's resources. Integral to our approach to capital investment is the preparation of business models, using investment tools such as Net Present Value (NPV) and Internal Rate of Return (IRR) calculations which consider the full implications on the annual revenue budget position in terms of interest, Minimum Revenue Provision (MRP), revenue income as well as the longer-term financial implications.

Section 9 above details the Council's investment strategy, the objective of which is to 'minimise risk rather than maximise returns', which ensures the Council's funds are not exposed unnecessary risks. The Council's treasury management policy provides further details on how Council ensures borrowing remains affordable.

The Council currently has three wholly owned subsidiaries, Housing Gateway Limited (HGL), Lea Valley Heat Network (LVHN) and Enfield Innovations Limited (EIL) which are funded through Council loans.

HGL was established in April 2014 to acquire and manage properties in the private rented sector, to be used by the Council to discharge its statutory homeless duties. The total value of loans granted as December 2018 was £115m, at which point 523 properties had been purchased. The Company is repaying its loan.

LVHN was established in August 2015 to provide low carbon energy from waste to Enfield residents, through developing, owning and operating a series of community energy networks throughout Enfield. The company is funded through Council loans, with £15m approved to date. Actual loan drawdown as

at the end November 2018 is £8.96m. It currently has 40 connections at Ladderswood and 61 at the Electric Quarter.

EIL Ltd was established in October 2014 to develop, own and manage a portfolio of properties made available for private rent. It has a current Portfolio of 57 private homes and is part of the Small Sites Housing project phase 1 Enfield. Changes to the Small housing sites project (approved at July 2017 Cabinet) mean EIL will sell all 57 properties, to enable the repayment of outstanding debt, capped at £17.3M, by the end of 2019/20.

Section B, 3 of the report provides further information regarding the financing of the capital programme.

## 11. Revenue Budget Implications

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants.

Prudential Indicator: Ratio of financing costs to net revenue stream

	<b>2018/19 forecast</b>	<b>2019/20 budget</b>	<b>2020/21 budget</b>	<b>2021/22 budget</b>
<b><u>GENERAL FUND</u></b>				
Financing costs (£m)	15.03	18.35	23.28	29.16
Proportion of net revenue stream	6.7%	8.3%	10.4%	12.9%
<b><u>HRA</u></b>				
Financing costs (£m)	8.1	9.7	11.7	12.7
Proportion of net revenue stream	15.4%	18.4%	20.7%	20.7%

## 12. Sustainability

Historically the approach has been to prepare a capital programme that spans four years, however, over the next year, the intention is to extend the forecast to ten years and undertake a major refresh periodically. This will support long-term thinking and particularly identify future financing and borrowing risks which will impact on the council's revenue position. Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 25 years into the future.

The addition of new projects to the Capital Programme is subject to the Council's approval process as detailed in the governance section of the report. A new Capital finance board has been setup to strengthen the strategic financial management of the capital programme and to ensure the programme remains sustainable and affordable in the long term. The affordability of the Capital Programme will be reviewed as part of the Council's overall assessment of the implications of the Fairer funding formula review due to conclude in 2021. In future, the Council is also intending to report the Capital Programme over a longer time frame to improve longer term planning.

## **Risks and Mitigation**

### Revenue cost of borrowing arising from interest rate rises

The economic uncertainty is heightened from the UK leaving the EU and could lead to increases in interest rates. This would increase the Council's financing costs, therefore placing further pressure on delivering the capital strategy. To mitigate this and in conjunction with information from treasury management advisers, the Council has used interest rate forecasts which include a prudent provision against interest rate rises. The Council has also set-up an interest rate equalisation reserve to mitigate the impact of potential rises.

### Fair funding review of formula

Revenue funding is uncertain for 2020/21 because the methodology for measuring relative needs and resources for local authorities is under review for implementation in 2020/21. In addition, the spending review is due for implementation in 2020/21. (The Spending Review is a five-year projection of government spending and impacts on the quantum of funding available for Local authorities.) This risk is mitigated through the proposed budget for 2019/20 which aims to put the council in a resilient financial footing.

### Meridian Water

The Council has submitted a bid to the GLA seeking funding from the Housing Infrastructure Fund to support the required infrastructure for this programme. The Council has submitted a robust application but will have to fund any funding shortfall. To mitigate this, the council engaged extensively with officers from the GLA and development partners to ensure the application meets the required standards.

### Brexit Uncertainty

Following the UK's decision to leave the European Union in June 2016, uncertainty surrounding the economic climate has remained. This may result in volatility in the property market where sale prices and construction costs could become unstable and consequently impacting the capital strategy. This risk is being identified and monitored as part of the Council's Brexit Panel and will be considered as an integral part of procurement and development planning.

### Programme Deliverability and Monitoring

Financial forecasts for all capital projects are reviewed and updated on a quarterly basis identifying areas subject to the risk of overspending, underspending or to be delayed. The finance team are continuously working with service departments to improve the quality of the forecasts.

#### Capital Finance Board

The board provides scrutiny over capital projects to ensure they have been prudently costed and contributes to achieving the Council's objectives.

### **13. Knowledge and Skills**

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. The Council supports staff to study towards relevant professional qualifications including CIPFA, as well as supporting attendance at Continuing Professional Development events to increase general understanding of construction, project appraisal methods, as well as on the job coaching etc.

In addition to supplement Council staff skills required, use is made of external advisers and consultants that are specialists in their field. This approach ensures that the Council has access to knowledge and skills commensurate with its risk appetite.

- Further details on staff training can be found [here](#) on the Council's website.

## SECTION B

### 1. Capital Programme 2019/20-2022/23

The capital programme is reported on a four-year rolling cycle. The current year's programme is included for reference. The report includes a summary overview of proposed four-year budgets, which is followed by a more detailed breakdown of the programme by service. This includes commentary of the changes in the programme from that recently approved in March 2018, risks and how these will be mitigated, and the financial implications of the programme.

The capital programme is split into two distinct blocks as follows:

- i. Approved schemes:** these are projects 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.

#### *Approved Capital Programme Summary*

Approved Capital Programme (Departments)	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total (2019/20- 2022/23) £'000
Resources	12,976	12,220	25	0	0	12,245
People	18,085	29,952	5,342	9,281	1,481	46,055
Place	33,126	65,498	16,329	0	0	81,827
Place - Meridian Water	44,028	4,819	456	0	0	5,275
Place - HRA	75,907	67,849	40,883	34,905	0	143,637
<b>General Fund &amp; HRA</b>	<b>184,122</b>	<b>180,339</b>	<b>63,035</b>	<b>44,185</b>	<b>1,481</b>	<b>289,040</b>
Companies	5,429	43,357	11,101	0	0	54,458
<b>Approved Capital Programme</b>	<b>189,551</b>	<b>223,696</b>	<b>74,136</b>	<b>44,185</b>	<b>1,481</b>	<b>343,498</b>

The approved schemes are detailed in Appendix-2 Table A.

- ii. Projects in the approval cycle:** these projects are due to be presented for approval before the 31<sup>st</sup> of March 2019. Those which are approved will be added to the 2019/20-2022/23 Approved Capital Programme.

The projects in the approval cycle are detailed in Appendix-2 Table B.

- iii. Projects in the pipeline:** these projects 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 projects and funding can be approved in accordance with Financial Regulations. Projects where grant allocations are anticipated but not yet confirmed are also included here.

The projects in the pipeline are detailed in Appendix-2 Table C.

## **2. Departmental Capital Programme Outcomes**

This section of the report provides an overview of the capital programme by Department highlighting key outcomes and how the projects will deliver the Council's corporate objectives.

### **Place**

The department is responsible for the majority of Council services related to the built environment. It includes the Council's ambitious estate regeneration programme, street scene maintenance and improvements, Meridian Water and the Council's property portfolio.

Key deliverables at Meridian Water over next four years include the completion of the Meridian Water station and commencement via procurement of Phase 1 of the Meridian Water project, Meridian One, to deliver 725 Homes.

In other areas, the Council will continue with the estate regeneration taking place on Ladderswood, Alma Estate, New Avenue and the Small Sites Programme to deliver over 3,000 homes. The Electric Quarter will complete, bringing new residents and life to Ponder's End. A new office building in Enfield Town will expand highly skilled local employment, support the town centre, and deliver a good financial return. Through a joint venture, we plan to comprehensively redevelop the Montague Industrial Estate to support higher value activity for Enfield's economy. Works to cemeteries will increase income for the Council and maintenance and improvement to the public realm, parks and streets which will encourage active travel and sustain communities.

### **People**

Education Services- An estimated £60m is forecast to be spent over the next four years to deliver several school improvement projects, including the increase of Special educational needs school places. Expansion works are ongoing across a number of schools including; refurbishment of Durants School to provide 120 new places, works to West Lea school to provide 70 new places and expansion works to Springfield school to provide 20 new school places.

Adult Social Care- The number of people in Enfield over 65 years of age is forecast to increase by 23% over the next 10 years and this will therefore increase demand for care services. To help meet demand for quality accessible care services, the Council is investing, with the support of GLA funding in the provision of a new extra care housing development at Reardon Court in Winchmore Hill. This facility will provide 91 new self-contained accommodation to support independent living and facilitate social inclusion for older people and adults with disabilities.



## Resources

The Council's investments in ICT is to facilitate the Council's ability to deliver to these guiding principles, by enabling smart working and improved communication with Enfield's residents.

### 3. Approved Capital Programme Funding

The Capital Programme is funded from several sources, each described below. 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 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.

Programmes Funded by Borrowing	2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total (2019/20- 2022/23) £'000
General Fund	25,689	75,691	19,436	9,281	1,481	<b>105,889</b>
Companies	5,429	43,357	11,101	0	0	<b>54,458</b>
Meridian Water	44,028	4,819	456	0	0	<b>5,275</b>
<b>TOTAL</b>	<b>75,146</b>	<b>123,867</b>	<b>30,993</b>	<b>9,281</b>	<b>1,481</b>	<b>165,622</b>

#### General Fund

This is the element of external debt to be repaid by the revenue budget over a period. Monies will be set aside through the Minimum Revenue Provision to cover the interest costs and principal repayments over the life of the assets acquired. Assets acquired have on average, asset lives of 5-50 years and therefore outstanding debt will be repaid over this period.

#### Companies

This covers Council Investment in projects via its wholly owned subsidiaries, Enfield Innovations Limited (EIL) and Lea Valley Heat Network Limited (LVHN). 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 debt repayments.

#### Meridian Water

With this programme, the Council is acquiring and developing land to increase housing supply in the borough. Debt financing of this programme will be repaid from the receipts generated as this programme develops.

#### **4. ALTERNATIVE OPTIONS CONSIDERED**

Not applicable to this report.

#### **5. REASONS FOR RECOMMENDATIONS**

To set the 2019/20 – 2022/23 Capital programme and agree the Capital Strategy 2019/20.

#### **6. COMMENTS FROM OTHER DEPARTMENTS**

##### **Financial Implications**

The Section 151 Officer is required to keep under review the financial position of the Authority. The Capital Programme supports the discharge of this duty, the revenue implications of the Capital Programme proposed have been incorporated into the Medium Term Financial Plan.

##### **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.

The Chartered Institute of Public Finance and Accounting (CIPFA) *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code) underpins the system of capital finance. Local authorities determine their own programmes for capital investment in non-current assets that are central to the delivery of quality local public services. As mentioned above in this report, The Prudential Code has been developed as a professional code of practice to support local authorities in taking decisions, such as those relating to capital strategies and programmes contained in this report. Authorities are required by regulation to have regard to the Prudential Code when carrying out their duties in England and Wales under Part 1 of the Local Government Act 2003.

The legal implications for each individual scheme within the capital programme will be considered when approval is sought for that particular scheme. Each scheme within the Capital programme will be approved in accordance with the Council's constitution.

##### **Property Implications**

All property implications are included within the main report.

## **7. KEY RISKS**

All the key risks are included within the main report.

## **8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

Section 2.0 of this report sets on how the Capital Programme supports the delivery of the Council's Corporate Plan.

## **9. EQUALITIES IMPACT IMPLICATIONS**

The Capital Programme seeks to reduce inequalities in the borough by investing in regeneration for example.

## **10. PERFORMANCE AND DATA IMPLICATIONS**

The delivery of the Capital Programme will be integrated into the monitoring of the Council's Corporate Plan.

## **11. PUBLIC HEALTH IMPLICATIONS**

The Capital Programme seeks to improve or impact upon the health and well-being of the public in Enfield. This includes, for example, improving the environment to encourage healthy lifestyles and delivering high quality housing.

APPENDIX-1

Table A: Financing of the Capital Programme

Financing						
Approved Capital Programme (Departments)	Grants & External Contributions £'000	Revenue Contributions £'000	Capital Receipts £'000	Earmarked Reserves £'000	Borrowing £'000	Total (2019/20-2022/23) £'000
Resources	2,001	0	0	0	10,244	12,245
People	28,777	0	0	0	17,278	46,055
Place	970	0	155	2,336	78,366	81,827
Place - Meridian Water	0	0	0	0	5,275	5,275
Place - HRA	0	21,929	39,818	81,890	0	143,637
<b>General Fund &amp; HRA</b>	<b>31,748</b>	<b>21,929</b>	<b>39,973</b>	<b>84,227</b>	<b>111,164</b>	<b>289,040</b>
Companies	0	0	0	0	54,458	54,458
<b>Approved Capital Programme</b>	<b>31,748</b>	<b>21,929</b>	<b>39,973</b>	<b>84,227</b>	<b>165,622</b>	<b>343,498</b>

Table B: Analysis of Internal and External Resources, Excluding Debt

2019-20 to 2022-23						
Capital Programme	Grants & External Contributions £'000	Revenue Contributions £'000	Capital Receipts £'000	Earmarked Reserves £'000	TOTAL £'000	Funding Source
Edmonton Cemetery Chapel Conversion	0	0	155	0	155	Capital Receipts
Education	27,287	0	0	0	27,287	Basic Needs & Maintenance Grants
Flood Alleviation	70	0	0	0	70	ThamesWater, Environment Agency, Greater London Authority
Housing Adaptations (DFG)	2,001	0	0	0	2,001	Disabled Facilities Grant
HRA Estate Renewals	0	20,130	37,918	15,625	73,673	RTB Receipts, Revenue Contribution
HRA Major Works	0	1,799	0	63,680	65,479	HRA Reserves, Revenue Contribution
HRA Minor Works	0	0	1,900	2,585	4,485	HRA Reserves
Mental Health and Wellbeing Centre	1,490	0	0	0	1,490	Better Care Fund Grant
TFL: Cycle Enfield	900	0	0	0	900	Transport for London
Vehicle Replacement Programme	0	0	0	2,336	2,336	Revenue Contribution
<b>TOTAL</b>	<b>31,748</b>	<b>21,929</b>	<b>39,973</b>	<b>84,227</b>	<b>177,876</b>	

Table C: Capital Programme Analysed by Corporate Objectives

Council Objective	Capital Programme	2018-19	2019-20	2020-21	2021-22	2022-23	TOTAL (2019/20-2022/23)
		£'000	£'000	£'000	£'000	£'000	£'000
<b>BUILD OUR LOCAL ECONOMY TO CREATE A THRIVING PLACE</b>							
	Alley Gating	35	0	0	0	0	0
	Broomfield House	70	47	0	0	0	47
	Building Improvement Programme	2,561	0	0	0	0	0
	Bury Street West Depot	70	18,973	0	0	0	18,973
	Community Safety	200	0	0	0	0	0
	Corporate Schemes	149	0	0	0	0	0
	Edmonton Cemetery	1,064	800	0	0	0	800
	Edmonton Cemetery Chapel Conversion	95	155	0	0	0	155
	Education	17,334	27,287	0	0	0	27,287
	Flood Alleviation	420	90	0	0	0	90
	Forty Hall	4	67	0	0	0	67
	Genotin Road (Metaswitch)	0	12,500	12,500	0	0	25,000
	Highways & Street Scene	7,383	343	0	0	0	343
	Libraries	116	516	0	0	0	516
	Montagu Industrial Estate	1,508	12,550	0	0	0	12,550
	Recycling	0	243	0	0	0	243
	Southgate Cemetery	27	1,113	0	0	0	1,113
	Town Centre Regeneration	66	6,804	0	0	0	6,804
	Traffic and Transportation	50	0	0	0	0	0
	Vehicle Replacement Programme	8,304	76	2,260	0	0	2,336
<b>TOTAL</b>		<b>39,456</b>	<b>81,564</b>	<b>14,760</b>	<b>0</b>	<b>0</b>	<b>96,324</b>
<b>GOOD HOMES IN WELL CONNECTED NEIGHBOURHOODS</b>							
	Electric Quarter & Ponders End	1,350	10,634	1,569	0	0	12,203
	Extra Care Housing: Reardon Court	100	1,175	5,342	9,281	1,481	17,278
	Housing Assistance & Adaptations	2,467	2,001	0	0	0	2,001
	Housing Enabling	109	0	0	0	0	0
	Housing Revenue Account	75,907	67,849	40,883	34,905	0	143,637
	Meridian Water	44,028	4,819	456	0	0	5,275
	Energetik	3,679	5,107	0	0	0	5,107
	Housing Gateway Ltd	1,750	38,250	11,101	0	0	49,351
<b>TOTAL</b>		<b>129,390</b>	<b>129,834</b>	<b>59,351</b>	<b>44,185</b>	<b>1,481</b>	<b>234,852</b>
<b>SUSTAIN STRONG AND HEALTHY COMMUNITIES</b>							
	Care Home Reprovisions	452	0	0	0	0	0
	Mental Health and Wellbeing Centre	0	1,490	0	0	0	1,490
	Parks & Play Areas	501	0	0	0	0	0
	Tennis Courts Works at Firs Farm	230	270	0	0	0	270
	TFL: Cycle Enfield	7,080	900	0	0	0	900
	TFL: Local Implementation Plans	2,054	0	0	0	0	0
<b>TOTAL</b>		<b>10,317</b>	<b>2,660</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,660</b>
<b>OUR GUIDING PRINCIPLES</b>							
	IT Investment	10,389	9,637	25	0	0	9,662
<b>TOTAL</b>		<b>10,389</b>	<b>9,637</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>9,662</b>
<b>TOTAL APPROVED CAPITAL PROGRAMME</b>		<b>189,552</b>	<b>223,696</b>	<b>74,136</b>	<b>44,185</b>	<b>1,481</b>	<b>343,498</b>

Appendix-2

Table A: Approved Capital Programme 2019/20 – 2022/23

Approved Capital Programme	2018-19	2019-2020	2020-2021	2021-2022	2022-2023	Total 2019-20 to 2022-23	2019-20 to 2022-23									
	£'000	£'000	£'000	£'000	£'000	£'000	Capital Grants & External Contributions	Revenue Contributions	Capital Receipts	Earmarked Reserves	2019-2020	2020-2021	2021-2022	2022-2023	Total Funding	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>RESOURCES</b>																
<b>Assessment Services</b>																
Housing Adaptations (DFG)	2,379	2,001	0	0	0	2,001	2,001	0	0	0	0	0	0	0	0	2,001
<b>Total Assessment Services</b>	<b>2,467</b>	<b>2,001</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,001</b>	<b>2,001</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,001</b>
<b>Commercial</b>																
Forty Hall	4	67	0	0	0	67	0	0	0	67	0	0	0	0	0	67
<b>Total Commercial</b>	<b>4</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>67</b>
<b>Customer Experience &amp; Change</b>																
IT Investment	10,389	9,637	25	0	0	9,662	0	0	0	9,637	25	0	0	0	0	9,662
Libraries	116	516	0	0	0	516	0	0	0	516	0	0	0	0	0	516
<b>Total Customer Experience &amp; Change</b>	<b>10,505</b>	<b>10,152</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>10,178</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,152</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,178</b>
<b>Total RESOURCES</b>	<b>12,976</b>	<b>12,220</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>12,245</b>	<b>2,001</b>	<b>0</b>	<b>0</b>	<b>10,219</b>	<b>25</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,245</b>
<b>PEOPLE</b>																
<b>Adult Social Care</b>																
Extra Care Housing: Reardon Court	100	1,175	5,342	9,281	1,481	17,278	0	0	0	1,175	5,342	9,281	1,481	0	0	17,278
Mental Health and Wellbeing Centre	0	1,490	0	0	0	1,490	1,490	0	0	0	0	0	0	0	0	1,490
<b>Total Adult Social Care</b>	<b>552</b>	<b>2,665</b>	<b>5,342</b>	<b>9,281</b>	<b>1,481</b>	<b>18,768</b>	<b>1,490</b>	<b>0</b>	<b>0</b>	<b>1,175</b>	<b>5,342</b>	<b>9,281</b>	<b>1,481</b>	<b>0</b>	<b>0</b>	<b>18,768</b>
<b>Education</b>																
School Expansions	12,602	3,693	0	0	0	3,693	3,693	0	0	0	0	0	0	0	0	3,693
Schools Maintenance	4,732	400	0	0	0	400	400	0	0	0	0	0	0	0	0	400
Schools' Future Programme	0	23,194	0	0	0	23,194	23,194	0	0	0	0	0	0	0	0	23,194
<b>Total Education</b>	<b>17,334</b>	<b>27,287</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,287</b>	<b>27,287</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>27,287</b>
<b>Total PEOPLE</b>	<b>18,085</b>	<b>29,952</b>	<b>5,342</b>	<b>9,281</b>	<b>1,481</b>	<b>46,055</b>	<b>28,777</b>	<b>0</b>	<b>0</b>	<b>1,175</b>	<b>5,342</b>	<b>9,281</b>	<b>1,481</b>	<b>0</b>	<b>0</b>	<b>46,055</b>
<b>PLACE</b>																
<b>Environment &amp; Operations</b>																
<b>Highways:</b>																
Flood Alleviation	420	90	0	0	0	90	0	0	0	0	0	0	0	0	0	90
Highways & Street Scene	7,383	343	0	0	0	343	0	0	0	343	0	0	0	0	0	343
<b>Parks:</b>																
Edmonton Cemetery	1,064	800	0	0	0	800	0	0	0	800	0	0	0	0	0	800
Southgate Cemetery	27	1,113	0	0	0	1,113	0	0	0	1,113	0	0	0	0	0	1,113
Tennis Courts Works at Firs Farm	230	270	0	0	0	270	0	0	0	270	0	0	0	0	0	270
<b>Waste, Recycling &amp; Fleet:</b>																
Recycling	0	243	0	0	0	243	0	0	0	243	0	0	0	0	0	243
Vehicle Replacement Programme	8,304	76	2,260	0	0	2,336	0	0	2,336	0	0	0	0	0	0	2,336
<b>Traffic &amp; Transportation:</b>																
TFL: Cycle Enfield	7,080	900	0	0	0	900	900	0	0	0	0	0	0	0	0	900
<b>Total Environment &amp; Operations</b>	<b>27,147</b>	<b>3,835</b>	<b>2,260</b>	<b>0</b>	<b>0</b>	<b>6,095</b>	<b>970</b>	<b>0</b>	<b>2,336</b>	<b>2,789</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,095</b>
<b>Meridian Water</b>																
Meridian Works (GLA LRF) Phase 1	517	3,319	456	0	0	3,775	0	0	0	3,319	456	0	0	0	0	3,775
MWater Station Public Realm Works	2,000	1,500	0	0	0	1,500	0	0	0	1,500	0	0	0	0	0	1,500
<b>Total Meridian Water</b>	<b>44,028</b>	<b>4,819</b>	<b>456</b>	<b>0</b>	<b>0</b>	<b>5,275</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,819</b>	<b>456</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,275</b>
<b>Property &amp; Economy</b>																
Broomfield House	70	47	0	0	0	47	0	0	0	47	0	0	0	0	0	47
Town Centre Regeneration	66	6,804	0	0	0	6,804	0	0	0	6,804	0	0	0	0	0	6,804
Electric Quarter & Ponders End	1,350	10,634	1,569	0	0	12,203	0	0	0	10,634	1,569	0	0	0	0	12,203
Bury Street West Depot	70	18,973	0	0	0	18,973	0	0	0	18,973	0	0	0	0	0	18,973
Edmonton Cemetery Chapel Conversion	95	155	0	0	0	155	0	0	155	0	0	0	0	0	0	155
Montagu Industrial Estate	1,508	12,550	0	0	0	12,550	0	0	0	12,550	0	0	0	0	0	12,550
Genotin Road (Metaswitch)	0	12,500	12,500	0	0	25,000	0	0	0	12,500	12,500	0	0	0	0	25,000
<b>Total Property &amp; Economy</b>	<b>5,870</b>	<b>61,663</b>	<b>14,069</b>	<b>0</b>	<b>0</b>	<b>75,732</b>	<b>0</b>	<b>0</b>	<b>155</b>	<b>61,508</b>	<b>14,069</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>75,732</b>
<b>Housing &amp; Regeneration</b>																
<b>Housing Revenue Account:</b>																
Major Works	16,549	28,468	20,404	16,607	0	65,479	0	1,799	0	63,680	0	0	0	0	0	65,479
Minor Works	4,792	1,285	1,300	1,900	0	4,485	0	0	1,900	2,585	0	0	0	0	0	4,485
Estate Renewals	54,566	38,096	19,179	16,398	0	73,673	0	20,130	37,918	15,625	0	0	0	0	0	73,673
<b>Total Housing &amp; Regeneration</b>	<b>76,016</b>	<b>67,849</b>	<b>40,883</b>	<b>34,905</b>	<b>0</b>	<b>143,637</b>	<b>0</b>	<b>21,929</b>	<b>39,818</b>	<b>81,890</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>143,637</b>
<b>Total PLACE</b>	<b>153,060</b>	<b>138,166</b>	<b>57,668</b>	<b>34,905</b>	<b>0</b>	<b>230,740</b>	<b>970</b>	<b>21,929</b>	<b>39,973</b>	<b>84,227</b>	<b>69,116</b>	<b>14,525</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>230,740</b>
<b>Total General Fund and HRA</b>	<b>184,122</b>	<b>180,339</b>	<b>63,035</b>	<b>44,185</b>	<b>1,481</b>	<b>289,040</b>	<b>31,748</b>	<b>21,929</b>	<b>39,973</b>	<b>84,227</b>	<b>80,510</b>	<b>19,892</b>	<b>9,281</b>	<b>1,481</b>	<b>0</b>	<b>289,040</b>
<b>COMPANIES</b>																
Energetik	3,679	5,107	0	0	0	5,107	0	0	0	5,107	0	0	0	0	0	5,107
Housing Gateway Ltd	1,750	38,250	11,101	0	0	49,351	0	0	0	38,250	11,101	0	0	0	0	49,351
<b>Total COMPANIES</b>	<b>5,429</b>	<b>43,357</b>	<b>11,101</b>	<b>0</b>	<b>0</b>	<b>54,458</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>43,357</b>	<b>11,101</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>54,458</b>
<b>APPROVED CAPITAL PROGRAMME</b>	<b>189,551</b>	<b>223,696</b>	<b>74,136</b>	<b>44,185</b>	<b>1,481</b>	<b>343,498</b>	<b>31,748</b>	<b>21,929</b>	<b>39,973</b>	<b>84,227</b>	<b>123,867</b>	<b>30,993</b>	<b>9,281</b>	<b>1,481</b>	<b>0</b>	<b>343,498</b>

Note: 2018-19 figures are for reference only, and not included in totals.

Table B: Projects pending approval

<b>Projects in the Approval Cycle</b>	<b>Profiling to be agreed £'000</b>
<b>PEOPLE</b>	
Education	60,000
<b>PEOPLE TOTAL</b>	<b>60,000</b>
<b>PLACE</b>	
Building Improvement Programme	1,500
Corporate Property Investment Programme	1,900
Enfield Rural Catchment	TBC
Highways & Street Scene	6,450
Meridian Water	34,382
Waste and Recycling Collections	TBC
Community Safety - CCTV	300
<b>PLACE TOTAL</b>	<b>44,532</b>
<b>HOUSING REVENUE ACCOUNT</b>	
Major Works	39,833
Minor Works	3,115
Estate Renewals	146,005
Small Sites	3,700
<b>HRA TOTAL</b>	<b>192,652</b>
<b>TOTAL</b>	<b>297,184</b>

*NB: A portion of the education programme relates to ongoing approved schemes.*

Table C: Projects in the Pipeline

<b>Pipeline Projects</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>Profiling to be agreed</b>	<b>Total 2019-20 to 2022-23</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>PLACE</b>						
Building Improvement Programme	0	3,000	3,000	3,000	0	<b>9,000</b>
Corporate Property Investment Programme	0	5,000	5,000	5,000	0	<b>15,000</b>
Highways & Street Scene	0	6,450	6,450	6,450	0	<b>19,350</b>
Meridian Water	0	83,053	116,116	41,324	0	<b>240,493</b>
Montagu Industrial Programme	16,000	0	0	0	0	<b>16,000</b>
Operational Building Review	0	0	0	0	TBC	<b>TBC</b>
Vacant Properties	0	0	0	0	1,200	<b>1,200</b>
<b>PLACE TOTAL</b>	<b>16,000</b>	<b>97,503</b>	<b>130,566</b>	<b>55,774</b>	<b>1,200</b>	<b>301,043</b>
<b>PEOPLE</b>						
Community Safety - CCTVs	0	300	300	300	0	<b>900</b>
<b>PEOPLE TOTAL</b>	<b>0</b>	<b>300</b>	<b>300</b>	<b>300</b>	<b>0</b>	<b>900</b>
<b>RESOURCES</b>						
ICT Infrastructure	0	0	0	0	TBC	<b>TBC</b>
<b>RESOURCES TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>COMPANIES</b>						
Energetik	0	0	0	0	43,500	<b>43,500</b>
Housing Gateway Ltd	0	0	0	0	51,450	<b>51,450</b>
Investment in Commercial Property	0	0	0	0	25,000	<b>25,000</b>
<b>COMPANIES TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>119,950</b>	<b>119,950</b>
<b>TOTAL</b>	<b>16,000</b>	<b>97,803</b>	<b>130,866</b>	<b>56,074</b>	<b>121,150</b>	<b>421,893</b>



## MUNICIPAL YEAR 2018/2019 REPORT NO. **163**

**MEETING TITLE AND DATE:**

Cabinet 13<sup>h</sup> February 2019  
Council 27<sup>th</sup> February 2019

**REPORT OF:**

Executive Director of Place and Director of Finance

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<b>Agenda – Part:1</b>	<b>Item: 8</b>
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**Subject:**

**Housing Revenue Account (HRA)  
Business Plan Budget 2019/20, Rent Setting  
and Service Charges**

**Wards: All**

**Key Decision No:4741**

**Cabinet Members consulted:**

Cllr Lemonides & Cllr Maguire

### 1. EXECUTIVE SUMMARY

- 1.1 This report sets out the proposed HRA 30-Year Business Plan, the detailed HRA Revenue Budget for 2019/20, the five-year Capital Programme and Right to Buy (RTB) One for One Receipts programme (2019/20 to 2023/24).
- 1.2 It also presents the levels of rents, service charges and heating charges to be operative with effect from 1st April 2019 for HRA Council Tenants and Leaseholders.
- 1.3 This report should be read with Cabinet report KD4830 Better Council Homes Workplan and Budgets 19-20 which sets out plans for improving services for residents and investment proposals.

### 2. RECOMMENDATIONS

- 2.1
  - a) Cabinet approve and recommend to full Council the HRA 30-Year Business Plan shown in Appendix 1
  - b) To approve the detailed HRA Revenue Budget for 2019/20
  - c) To approve the 5 year HRA Capital Programme, RTB One for One receipts programme and additional borrowing requirements to deliver c. 2,300 additional units
  - d) To note the social and affordable rent levels for c.10,100 properties in 2019/20 and the introduction of the London Affordable Rent levels (only applicable to new properties included in the GLA programme)
  - e) To approve the level of service charges for 2019/20 for those properties receiving this service
  - f) To note the heating charges for 2019/20 for those properties on communal heating systems
  - g) To note the proposal to hold the weekly cost of private garages and note the increase garage costs for council lets and parking bay rents

### 3. BACKGROUND

- 3.1 This report is presented to Cabinet on annual basis for the following reasons
- a) To ensure that a balanced 30-Year HRA Business Plan is approved by Council
  - b) To ensure that the HRA Budget is set by the Council and that this budget does not put the HRA into deficit
  - c) To set the affordable and social rent and service charge levels for HRA properties. This decision must be taken early enough for the tenants to be advised of the change at least 4 weeks prior to the date of that change.
- 3.2 In 2015 the Government announced a change to Social Rent policy. 2019/20 will be the fourth and final year of the 1% rent reduction which was agreed over four years and its impact has been factored into the 30-Year Business Plan and budget setting.
- 3.3 In October 2017 the Government announced that from April 2020 local authorities would be allowed to increase rents by CPI+1%. The impact of this announcement has been included in the Business Plan assumptions and sensitivities.
- 3.4 Below are the key changes for Housing since the 2018/19 Rent Setting report:
- In October 2018 the Government announced the removal of the HRA debt cap which will give Council Housing the ability to borrow more to develop more affordable homes
  - The government announced that the High Value Voids policy would no longer proceed removing the risk from the HRA Business Plan
  - The GLA announced its Building Council Homes for Londoners scheme which allowed Councils to bid for funding for new affordable homes. Enfield were successful in securing £18m of GLA grant.
  - The GLA also offered Councils the opportunity to enter into an agreement to ring fence RTB receipts, allowing Councils a further 3 years to spend receipts. Enfield opted into this agreement.

### 4. HRA 30-YEAR BUSINESS PLAN

- 4.1 The overarching assumptions in the HRA Business Plan are as follows:

#### ASSUMPTIONS

Item	Assumption	Information
Inflation on supplies and services	2.4% Consumer Prices Index (CPI) increase per annum	In line with rent increases

Item	Assumption	Information
Salaries	2% Pay Award	In consultation period
Rent – Existing council housing tenants	Reduced by 1% for a further year(19-20) and then (CPI) plus 1% assumed from 2020/21 for 5 years, then CPI only	CPI is assumed at 2.4%
Rents - Council new build affordable homes	Reduced by 1% for a further one year and then (CPI) plus 1% from 2020/21	
Repairs & Maintenance cost increases	2.4% Consumer Prices Index (CPI) increase per annum	
Capital Programme – Major Works	Annual amounts based on the updated estimated cost of replacing components, kitchens, roofs, windows, bathrooms etc. in the year that they fall due for replacement	Stock condition survey is currently being completed, once finalised this will set the budgets for future years
Fire Safety Works	Based on estimated costs of additional fire safety works	All costs budgeted for included in the capital programme
Capital Programme – Estate Renewal	Costs of current Estate Renewals included in the Business Plan based on the latest capital monitoring information.	
RTB Sales	100 for 2019/20 100 from 2020/21 to 2021/22 then 60 from 2022/23 onwards	it is assumed that sales would reduce due to market prices rendering the RTB less affordable.
Operation of the Governments RTB One for One Replacement scheme.	The Council will operate the scheme without returning receipts to the Government. The RTB receipts are currently match funded by the HRA on a 30/70 basis. In 2018/19 £2.1m was match funded by registered providers who received grant from the Council to provide new affordable housing.	
Interest rate on borrowing	5.5% on existing debt 3.48% on self -financing debt 3% on new debt	Reflects actual debt costs and estimates from Treasury Management
Interest rate on balances	0.75%	Estimated 7-Day London Inter Bank Bid (LIBID) rate
Repayment of Debt	The loan principal will be paid back in full when it falls due. Interest is charged annually over the life of the loan.	HRA debt is expected to increase by £157.5m by 2023-24

## 4.2 SENSITIVITIES

The potential changes (sensitivities) which have the biggest impact on the HRA 30-year business plan are: headroom capacity, major works and inflation increases. The following scenarios have been modelled:

As the borrowing cap has been lifted and the HRA can afford to develop affordable housing scenarios have been modelled around the number of homes this could deliver. The modelling identified the potential in the business plan to deliver an additional 100 units per year at social rent levels and 200 per year at affordable rent levels.

Currently the results of the stock condition survey are unknown, this could however identify a number of significant major works to be completed. Modelling increases of 10/20/30% in the capital programme over 5 years would result in additional budget requirement of: 10% - £12.5m, 20% - £25m, 30% - £37.5m.

The Government has agreed that rents will increase from 2020-21 by CPI+1% for 5 years then CPI only thereafter. The current CPI is 2.4%, modelling an increase in CPI of 1% over 30 years would create additional balances of £104m and a reduction in CPI would reduce balances by £84m.

## 5. 2019/20 BASE BUDGET

5.1 The table below sets out the base budget for 2019/20 compared to 2018/19 figures.

Category	2018-19 Budget £000's	2019-20 Proposed Budget £000's	Reason for difference
Bad Debt Provision	1,392	812	The provision has been decreased to reflect the actual debt position since the implementation of Universal Credit
Corporate & Democratic Core	319	367	Management charge increase
Cost of Capital	8,495	9,414	Increase in interest payments due to an increase in level of debt required
Depreciation	13,311	14,101	The amount set aside for depreciation is expected to increase due to the increase in property numbers held in the HRA - new properties will be generated from the GLA and RTB programme
Interest on Balances	-114	-331	The amount of interest receivable is expected to increase due to an increase in interest rates from 0.2% to 0.75%
Rent Rates and other Charges	554	710	Increase in council tax on regeneration void properties charges due to the introduction of a premium on empty properties
Rents Dwellings	-56,339	-56,477	Income from dwellings rent is expected to increase this year due to additional properties being brought into the HRA stock, this includes buying street properties as part of the RTB programme. The 1% rent reduction and loss of RTB properties has been included in this calculation
Rents Shops/Commercial	-2,236	-2,309	Shop income is expected to increase
Repairs and Maintenance	13,260	14,489	contract inflation increase
Supervision & Management General & Special	19,424	21,679	2% pay award applied to all staff, increase in recharges to the GF and additional Civica costs
Service Charges	-4,555	-4,671	Increase in service charge income from leaseholders due to contract inflation
Self Financing Contribution	7,459	3,110	Balance the Housing Revenue Account
Non Dwelling Rents	-969	-972	Increase in tenant garage charges
Grand Total	0	0	

## 5.2 EFFICIENCY SAVINGS

The emerging Target Operating Model currently being undertaken will identify efficiency savings in the Council Housing Service in addition to the review of the Sheltered Housing Service.

Phased efficiency savings of 10% are being implemented across various Housing departments to ensure a healthy level of balances are held.

## 6. CAPITAL FINANCE AND PRUDENTIAL CODE

- 6.1 The Prudential Code for Capital Finance requires the authority to have regard to affordability, prudence and sustainability when considering its capital investment plans and to set and keep under review a range of prudential indicators. In December 2017 the prudential code changed, and It is recognised that indicators of affordability are best determined in the light of local constraints around precepts and ring-fenced and statutory funds such as the HRA and Police Fund. Authorities are encouraged to use local indicators that reflect how capital finance is permitted to be financed locally. For example, for those authorities with a HRA, the ratio of financing costs to revenue budget should be calculated within the HRA ring-fence and an impact on rents calculated.
- 6.2 The General Fund Budget report for 2019/20 along with the Treasury Management and Capital Strategy elsewhere on the agenda sets out the background to the prudential code and shows the indicators for the HRA and the General Fund.
- 6.3 LB Enfield had a debt cap of £198m and Councils had been lobbying for some time that the restrictions on borrowing should be lifted arguing that the cap should be removed giving boroughs the ability to build new housing. Through the Building Council Homes for Londoners programme the mayor successfully negotiated £500m additional HRA borrowing for councils across London, however on 3<sup>rd</sup> October 2018 the Government scrapped the HRA borrowing cap to enable more affordable homes to be built. As a result, local authorities are now able to borrow for housebuilding in accordance with the Prudential code.
- 6.4 As a result of the borrowing cap being lifted it will now enable Enfield to fund additional affordable homes within the borough. The current level of HRA debt is £157.7m and the expected level of borrowing will increase to £315.2m. The increase in debt is affordable within the current business plan and ensures that the HRA retains a healthy level of reserves to fund the future development programme.
- 6.5 The HRA budget will continue to develop increasing stock levels, a low-cost maintenance service and prioritise investment opportunities to maintain a healthy sustainable business plan.

## 7. CAPITAL PROGRAMME

7.1 The table below sets out the overall capital expenditure planned for the next five years. The programme is broken down into four areas detailed below.

### HRA 5-YEAR CAPITAL PROGRAMME

Capital Programme	2019-20	2020-21	2021-22	2022-23	2023-24	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Major Works to Stock	41,048	25,717	23,966	22,181	12,245	<b>125,157</b>
Estate Renewal Schemes	30,642	6,227	4,379	1,746	1,712	<b>44,706</b>
GLA Funded Development Programme	13,500	22,540	6,567	0	0	<b>42,607</b>
RTB Funded Development Programme	31,524	42,856	31,652	31,767	32,864	<b>170,663</b>
<b>Total</b>	<b>116,714</b>	<b>97,340</b>	<b>66,564</b>	<b>55,694</b>	<b>46,821</b>	<b>383,133</b>

7.2 The 5-year capital programme totalling £383m will be funded as follows:

Funding	£000's
Major Repairs	74,792
Grants	10,608
RTB one for One Receipts	51,199
Capital Receipts	56,291
Revenue	31,963
S106	780
Borrowing	157,500
<b>Total</b>	<b>383,133</b>

7.3 The Council Housing Capital Programme of works will be outlined in the Better Council Homes workplan KD4830 and will outline the affordable housing programme including estate renewal, major works and fire safety programme.

#### 7.4 Major Works to the Stock

The major works programme will aim to deliver the following:

- Priority fire safety works and development of piloting a high-rise homes standard
- Decent homes work on c.7,000 properties, including kitchens and bathrooms
- Environmental and energy improvements

A stock condition survey is currently in progress, the results will enable a more strategic and planned approach to investment in our stock and assist in budget planning for the 30-year business plan.

	2019-20	2020-21	2021-22	2022-23	2023-24	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Committed Major Works Projects	18,638	4,317	0	0	0	<b>22,955</b>
Proposed Major Works Projects	15,860	16,400	18,966	18,731	12,245	<b>82,202</b>
Fire Safety Works	6,550	5,000	5,000	3,450	0	<b>20,000</b>
<b>Total</b>	<b>41,048</b>	<b>25,717</b>	<b>23,966</b>	<b>22,181</b>	<b>12,245</b>	<b>125,157</b>

## 7.5 Estate Renewal Programme

In addition to works to the stock it is anticipated that £44.7m will be spent on the estate renewal programme over the next 5 years. This figure is reflected in the Business Plan and a list of schemes and budgets are shown below:

	2019-20	2020-21	2021-22	2022-23	2023-24	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Alma	22,753	3,492	4,078	1,491	1,347	<b>33,161</b>
Ladderswood	360	2,401	0	0	0	<b>2,761</b>
New Avenue	5,253	333	301	255	365	<b>6,507</b>
Small Sites 1	1,826	0	0	0	0	<b>1,826</b>
Feasibility	450	0	0	0	0	<b>450</b>
<b>Total</b>	<b>30,642</b>	<b>6,226</b>	<b>4,379</b>	<b>1,746</b>	<b>1,712</b>	<b>44,705</b>

These figures represent gross expenditure as included in the latest HRA capital monitor. If there are any underspend on the projects in 2018-19, these resources will be carried forward to 2019-20.

The estate renewal programme is expected to deliver c.1,500 additional properties within the borough in the next 5 years.

## 7.6 GLA Programme

The Councils submitted a bid to the GLA reflecting Council Housing's development strategy for the next 3 years which would deliver a minimum of c.150 homes.

The council was successful in securing £18.1m of GLA grant for the next 3 years as part of the Building Council Homes for Londoners scheme. The funding was split between the HRA and GF with the HRA securing £10.6m and the GF £7.5m of grant. Funding is based on £100k per home for social and affordable rent and £38k for shared ownership then £28k thereafter. Rents will be set at social or London Affordable rents.

The table below summarises the GLA programme and grant funding secured for the next 3 years:

	2019-20	2020-21	2021-22	Total
	£000's	£000's	£000's	£000's
Proposed Development Scheme (expenditure)	13,500	22,540	6,567	42,607
GLA Grant Funding (income)*	(2,250)	(5,024)	(3,334)	(10,608)

## 8. RTB One for One Replacement Receipts and Expenditure

- 8.1 The Government requires local authorities to spend right to buy receipts within three years of them being received. This is calculated on a quarterly basis. Failure to expend the receipts means the Council must pay them back to Government along with a 4% compound interest charge. Unlike many councils to date the Council has not handed back receipts.

In the next 5 years receipts will be used to fund development schemes, acquiring land and properties to add to our current assets and funding Registered Providers to assist in developing sites or acquiring properties. The benefit of funding Registered Providers is that there is no obligation for the HRA to match fund. These schemes are expected to deliver c. 675 additional affordable properties within the borough.

Below is the proposed programme, this could be subject to change as there may be delays or unavoidable changes within the development schemes. Different options will be considered. For example, with our continued work with Registered Providers development opportunities may arise. This option would be most financial favourable to the HRA.

In order to continue to spend Right to Buy receipts approval is required for the proposed 5-year programme outlined below:

Schemes (100%)	2019-20	2020-21	2021-22	2022-23	2023-24	Total
	£000's	£000's	£000's	£000's	£000's	£000's
Purchase of Properties and Land	14,633	16,981	0	31,767	32,864	96,245
Proposed Development Schemes	14,992	25,874	31,652	0	0	72,518
Payments to Housing Associations	1,900	0	0	0	0	1,900
<b>Total</b>	<b>31,525</b>	<b>42,855</b>	<b>31,652</b>	<b>31,767</b>	<b>32,864</b>	<b>170,663</b>
<b>RTB receipt funding (30%)</b>	<b>9,457</b>	<b>12,857</b>	<b>9,496</b>	<b>9,530</b>	<b>9,859</b>	<b>51,199</b>

- 8.2 The Council has also entered into an agreement with the GLA to enable the Council to ringfence right to buy receipts plus any interest for a further 3 years. Enfield's current plan is to spend all RTB receipts within the current criteria but by opting in to the agreement will give the Council additional time to spend receipts and work with the GLA to take a more strategic approach to utilising the spending of receipts.

## 9. HRA BALANCES

- 9.1 The estimated position on balances is set out below:

	Balance at 31/03/2018 £m	Movement in 2018/19 £m	Estimated balance as at 31/03/19 £m
HRA General Balances	7.01	-0.11	6.90
Repairs Fund	9.41	0.13	9.53
Major Repairs Reserve	12.64	-0.50	12.14
Capital Reserve	4.23	-0.50	3.73
RTB one for One Receipts	-0.73	0.73	0.00
RTB Usable Receipts	12.73	-3.64	9.08
Non RTB Receipts	2.21	0.50	2.71
<b>Total</b>	<b>47.50</b>	<b>-3.39</b>	<b>44.09</b>



- 9.2 It is considered prudent to retain at least £6m in general balances given the risks and uncertainties associated with running a business of this size.
- 9.3 In addition to the above reserves, a bad debt provision of £1.9m is assumed at 31<sup>st</sup> March 2019. The adequacy of this amount will be reassessed at the end of the financial year to reflect the level of rent arrears.

## 10. PROPOSED RENT CHARGES FOR HRA PROPERTIES FOR 2019/20

- 10.1 Following the Welfare Reform and Work Bill in 2015 the council are required by law to reduce rents by 1% per annum for four years commencing in 2016/17. The table below shows examples of the rents for 2019/20 for different types and sizes across the borough. It should be noted that these will vary for each tenant. The new rents will be operative from 1st April 2019 (the first Monday in the month)

Property Type	Average Rent 2018-19	Average Rent 2019-20	£ Decrease	% Decrease
Bedsit	81.58	80.77	0.82	1.01%
1 Bed Flat	86.48	85.61	0.86	1.01%
1 Bed House	97.86	96.88	0.98	1.01%
2 Bed Flat	95.54	94.58	0.96	1.01%
2 Bed House	108.85	107.76	1.09	1.01%
3 Bed Flat	105.83	104.72	1.11	1.01%
3 Bed House	119.25	118.06	1.19	1.01%
4 Bed Flat	112.24	111.11	1.12	1.01%
4 Bed House	125.16	123.91	1.25	1.01%
5 Bed House	136.64	135.27	1.37	1.01%
6 Bed House	158.15	156.57	1.58	1.01%
Grand Total	99.90	98.90	1.00	1.01%

\*Average rent is adjusted to reflect the removal of properties under RTB

- 10.2 In October 2016, Cabinet agreed Affordable Rent levels to apply to all New Homes built or acquired by the Council. The Rent Setting Policy agreed that 'When the Council builds or acquires new or additional properties then consideration will be given to letting these at the higher affordable rent level inclusive of service charges. Affordable rents are based on Local Housing Allowance (LHA) rates and median income in Enfield.

These rents are inclusive of service charges and have been reduced by 1% as follows:

Bedroom size	2018-19	2019-20
1 bed	158.40	156.82
2 bed	192.06	190.14
3 bed	208.89	206.80
4 bed	223.74	221.50

- 10.3 In 2016 the Mayor of London introduced the London Affordable Rent on all new schemes funded with Greater London Authority (GLA) grants. These affordable rents will only be applicable on properties delivered through our

GLA programme which have received grant. It should be noted that these rents are weekly and exclude service charges.

The following table shows the published rents for 18-19, the GLA are yet to confirm the rent levels for 19-20.

<b>Beds</b>	<b>2018-19 London Affordable Rent</b>
1 bed	150.03
2 bed	158.84
3 bed	167.67
4 bed	176.49
5 bed	185.31
6 bed	194.13

- 10.4 The below table shows the increase in properties in the Borough over the next 5 years based on Housing's Better Council Homes Workplan. These will be a mix of affordable, shared ownership and private sale units across the

Current stock numbers	10,161
RTB sales	-420
Current estate renewal programme	1,537
GLA grant funded & RTB programme	826
<b>Expected stock numbers</b>	<b>12,104</b>

borough:

## 11. PROPOSED SERVICE CHARGES 2019/20

- 11.1 It is recommended that the following service charges are made to those tenants in receipt of the services below

### PROPOSED TENANTS SERVICE CHARGES

<b>Service</b>	<b>2018/19 £</b>	<b>Proposed 2019/20 £</b>	<b>Change £</b>	<b>Change %</b>	<b>Reason for change</b>
Concierge	11.56	11.84	0.28	2.4%	Contract inflation
CCTV	From 0.13 to 1.95	From 0.14 to 2.00	From 0.01 to 0.5	2.6%	Increase in line with costs
Grounds Maintenance	1.89	1.90	0.01	0.5%	Increase in line with costs
Caretaking Service	From 2.12 to 5.64	From 2.20 to 5.85	From 0.13 to 0.36	3.7%	Increase in line with costs
Sheltered Caretaking	From 1.53 to 3.36	From 1.57 to 3.44	From 0.04 to 0.08	2.4%	Increase by CPI
Sheltered Cleaning – Level 1 *	0.86	0.88	0.02	2.4%	Increase by CPI
Sheltered Cleaning – Level 2 *	1.99	2.04	0.05	2.4%	
Sheltered Cleaning – Level 3 *	2.83	2.90	0.07	2.4%	
Landlord Communal Service Charge	From 0.26 to 3.14	From 0.27 to 3.21	From 0.01 to 0.07	2.4%	Increase by CPI
Communal Electricity (average)	13.06	14.10	1.04	8.0%	Increase due to energy price increases

\* Sheltered Cleaning has three different charges based on a combination of the number of weekly cleaning hours and the number of properties within a block.

- 11.2 Work has continued as part of the service charge review and as a result a new service charge will be introduced in 19-20. Currently the management cost of the sheltered service isn't recovered but after some benchmarking of other London boroughs it is consistent for Enfield to introduce this charge. This will be introduced to new tenants only, this will not be introduced to existing tenants in 2019-20. The charge will range from £23 to £29 per week to ensure full cost recovery.
- 11.3 The Council's Housing Board and Customer Voice have been consulted on these proposals and consider that the new charges are acceptable.
- 11.4 In addition to the above service charges, water and sewerage charges will continue to be collected through the rents on behalf of the water authorities.
- 11.5 The garages which are let to Council tenants, leaseholders and private tenants are standard lock-up.
- 11.6 A non-Council tenant premium' is also charged on all lets to private tenants, and any Council tenant or leaseholder who rents more than 2 garages. The proposed charges for 2019-20 are:

:	2018-19 Weekly Rent per week £	2019-20 Proposed Rent per week £
Standard lock-up Garages	12.00	13.00
Private Garage Rental	25.00	25.00
Parking Bay	7.00	8.00

- 11.7 A policy change has been agreed to enable void garages to be let for the use of storage. This enables the HRA to increase rental income and avoid void charges on the current empty garages. The charge for the use of garages for storage will be £25.00 per week.
- 11.8 The community halls charges have been increased by CPI, the charges are as follows:

Community Hall Hourly Rate	2018-19	2019-20 Proposed Charges
Private Hire	30.00	30.75
Charitable	17.50	17.93
Low Rent Agreement	15.00	15.37

## 12. LEASEHOLDER SERVICE CHARGES

- 12.1 The administration and management charge is a flat rate added to the cost of services to cover the preparation of estimates and actual costs, billing consultation on repairs and improvement works and estate management.
- 12.2 It is estimated that in 2018/19 a total of 4899 properties will have been sold under leasehold arrangements.
- 12.3 At the end of each financial year, the actual cost is determined and an appropriate adjustment made to the charge.
- 12.4 The cost of administration and management for 2019/20 is estimated at £1.048m and it is therefore recommended that the charge for 2019/20 is set at £205.49 per leasehold unit.
- 12.5 The charges below are estimates for 2019/20. Adjustments will be made mid-year to reflect actual charges.

### ADMINISTRATION/MANAGEMENT/SERVICE CHARGES FOR LEASEHOLD UNITS

	Charge per week 2018-19 £	Charge per week 2019-20 £
Administration & Management Charge	3.64	3.95
Caretaking Service	From 2.12 to 5.64	From 2.25 to 6.00
Communal Electricity	From 0.26 to 3.14	From 0.28 to 3.39
Concierge	11.56	11.84
CCTV	From 0.13 to 1.95	From 0.14 to 2.00
Grounds Maintenance	1.89	1.9
Paladin Bins	0.56	0.57
<i>INSURANCE</i>		
1 Bed	4.01	4.11
2 Bed	4.72	4.83
3 Bed	5.7	5.84
4 beds	6.19	6.34
Flat Repairs (Annual Charge)	0.02	0.02
Ground Rent (Annual Charge)	0.19	0.19
Estate Charge (Annual Charge)	0.25	0.25

## 13. HEATING CHARGES

- 13.1 The Council has some 1800 properties in 68 blocks of flats serviced by communal heating systems.

### 13.2 Electricity Charges

The advice that LASER (the Council's energy advisors) have provided shows that the non-commodity element (standing charge) of the electricity

price is likely to increase by 11% in October 2019. The non-commodity charges cover the cost of delivering electricity, balancing the grid, all network costs including maintenance and development and Government taxes and levies. This element represents 50% of the total electricity price. In addition to this there is a predicted commodity price increase of 21%. As the Housing contracts run from October 1st – September 30th, the impact of this will be for 6 months of 2019/20 with an overall increase in electricity will be 8% in 2019/20.

The energy market is extremely volatile being influenced heavily by the uncertainties around Brexit. At present prices only appear to be increasing with no indication of a drop. Consequently, the budget data should be treated with some caution as it is possible that pricing from 1st October 2019 – 30th September 2020 may see greater increases than indicated by LASER.

### 13.3 Gas Charges

Similarly, gas prices have been affected with predicted increases from 1st October 2019 (through to 30th September 2020) non-commodity charge of 23% and commodity charge for most sites of 17.3%, there are a couple of sites predicting a higher price the highest of these being 22%. The impact of this will be for 6 months of 2019/20 with an overall (estimated) increase in electricity of be 9% in 2019/20.

### 13.4 Other Charges

The gas standing charge will rise in line with the Gas increase of 9% for 19-20, and fuel oil will increase by 4%

## 14. ALTERNATIVE OPTIONS CONSIDERED

Since the Government implemented the Social Housing Policy which implemented a rent reduction of 1% the Councils income has considerably reduced. This created a shortfall in the business plan of c. £25m which was funded from maximising other income sources and the use of HRA balances. Several different options have been considered around increasing the level of reserves within the HRA to ensure a sustainable business plan.

Phased efficiency savings of 10% are being implemented across various departments to ensure a healthy level of balances are held.

## 15. REASONS FOR RECOMMENDATIONS

- 15.1 The Council must comply with the law in setting its rents for Council tenants. Setting an annual budget, capital programme and balanced HRA 30-Year Business Plan are also legal requirements. Increasing service charges will allow the Council to provide new and better services to tenants,

and the charges set out in this report are supported by the Council's Housing Board and Customer Voice (the Tenant and Leaseholder representative body).

- 15.2 Cabinet is also requested to delegate authority to the Cabinet Member for Housing to approve tenders for Major Works and Fire Safety works in order that contracts can be let and works carried out more efficiently. This delegation has been in place for several years.

## **16. COMMENTS OF OTHER DEPARTMENTS**

### **16.1 Financial Implications**

The Local Government Act 2003 requires the Chief Finance Officer to report on the robustness of estimates and the adequacy of proposed financial reserves. The 2019/20 HRA estimates have been prepared considering the following:

- The estimated impact of inflationary pressures. Allowance has been made for cost increases over and above the general rate of inflation where these are known;
- The estimated impact of increasing demands on resources where these are unavoidable;
- The estimated impact of underlying costs pressures, evidence by financial monitoring reports in the current year; and
- An assessment of key risks and uncertainties.

It is therefore the view of the Director of Finance that the HRA budget is robust and that the balances held are prudent.

### **16.2 Legal Implications**

Section 111 of the Local Government Act 1972 ("LGA") gives a local authority power to do anything which is calculated to facilitate or is conducive or incidental to the discharge of any of its functions.

Section 21 of the Housing Act 1985 provides the Council with powers for the general management, regulation and control of its dwelling stock.

Section 24 of the Housing Act 1985 allows the Local Authority to set their own rents, and to review these rents periodically and make necessary changes if circumstances allow.

The HRA consists of expenditure on Council-owned housing and there is a statutory requirement whereby the Council is obliged to keep its HRA separate from other housing activities in accordance with Part VI and Schedule 4 of the Local Government and Housing Act 1989. This schedule 4 prescribes all the income and expenditure items that are to be included in the HRA. In addition, there is a requirement not to allow cross-subsidy to or from, the Council's General Fund resources.

The Council is required to prepare proposals in January/February of each year relating to the income of the authority from rents and other charges, expenditure in respect of repair, maintenance, supervision and management of HRA property (Local Government and Housing Act 1989 S76). The Council has to secure that the HRA for any year does not show a debit balance except in unforeseen circumstances. Therefore, any debit balance must be carried forward within the ring-fenced HRA to the following year.

The [Welfare Reform and Work Act 2016](#) and [amendment regulations](#) require registered providers of social housing in England to reduce social housing rents by 1% a year for 4 years from a frozen 2015 to 2016 baseline and to comply with maximum rent requirements for new tenancies. The policy applies from 1 April 2016. If a tenancy starts or ends during the year, the reduction would be on a pro-rata basis.

For social rent properties, the reduction applies to the rent element and not to service charges. For most Affordable Rent properties, the reduction applies to the total amount, inclusive of service charges. Where the social rent is used as a rent 'floor' for an Affordable Rent property, the reduction applies to the rent element only.

The requirements set out by the Welfare Reform and work Act 2016 do not apply to temporary accommodation, the social landlord has the power to review the rent, so long as notice is given, the authority will therefore not need to decrease the rent by 1% for the next 2 years.

The Equality Act 2010 requires the Council to have due regard to its duty of the public-sector equality when carrying out its functions. They must also show they have carried out an Equality Impact Assessment in reaching such decisions as introducing charges to tenants.

### 16.3 Property Implications

Whilst Strategic Property Services (SPS) supports the HRA Rent Setting Report and its objectives, the range of underlying assumptions and their sensitivities means that it is impractical at this stage to speculate on the likely property implications arising from each possible scenario. It would be prudent therefore to re-visit the impact on the HRA arising from specific changes, impacts or initiatives at the appropriate time as and when they occur.

Consideration should also be given to confirming the likelihood or otherwise of income from the commercial portfolio remaining at current levels or whether it would be prudent to introduce a forecast increase/decrease depending upon the status of the portfolio over the programme period.

Consideration should be given to ensuring that programmed land acquisition values adhere to the Council's Property Procedure Rules (PPR's) in relation to third party acquisitions and those between the HRA and General Fund. In particular any transfer between the HRA and General

fund will be at market value at the moment of appropriation and at a figure in accordance with a valuation report and market circumstances as they apply at the time. In addition the PPR's make reference to the procedure for Appropriation at section 8 which must also be adhered to.

## **17. KEY RISKS**

### **Estate Renewals**

This report outlines the predicted spend on estate renewal projects over the next five years. They are factored into the HRA Business Plan and assumptions regularly updated as the schemes progress, but any additional costs or loss of receipts can have a significant effect on the business plan. Detailed monitoring is key and, if there are any potential changes to a scheme's finances, scenario planning must be used to see what short, medium and long-term effects there are, both to the scheme and to the HRA Business Plan. Significant impact on the business plan could result in planned major works not being completed.

### **HRA 30-Year Business Plan and self-financing**

The reform of the HRA has had a major impact on the operation of the Housing Revenue Account from 2012/13. The freedoms and flexibilities for the HRA have been in operation for five years and are a major change for the plan. The tragedy at Grenfell House has put added pressure on the major works programme and, once the outcome of the Hackett report is known, it is likely there will be a need to increase the capital programme budget to account for more fire safety works

### **Universal Credit Implementation**

Since Universal Credit was implemented across the borough collection performance and arrears for council tenant rent has stabilised this year. Although the risk to the HRA Business Plan has reduced in terms of bad debt it is too early to draw any conclusions from this regarding longer-term performance.

### **Right to Buy**

Right to Buy applications reduced during 2018/19 for the first time since the discount was increased. However, there is still a risk that they may increase again during 2019/20 and sensitivity testing is used to understand the likely impact on the business plan in the event of an increase.

### **Additional Health & Safety Works**

Following the tragedy of the Grenfell Fire a number of health and safety recommendations are being considered by the council to ensure our blocks remain safe. Additionally, once the outcome of the inquiry is known further fire safety measures may be a government requirement which could impact on the major works budget and the plan.



## **Economic Uncertainty**

Risks around Brexit, possible increase in interest rates and details of the removal of the HRA Headroom Cap will all be kept under constant review during 2019/20 as part of the business planning process.

There is always a risk that at any point during the 30-year Business Plan the Government proposes a plan of action it intends to take which could influence the HRA balance. It is imperative that, at the point where there is reliable knowledge that a change is likely to occur, a full review must be taken to allow mitigation against all potential risks.

## **18 IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

### **Good homes in well-connected neighbourhoods**

We will ensure the delivery of regeneration to create thriving, affordable neighbourhoods and places by maximising development opportunities.

We will increase the supply of affordable housing including shared ownership by delivering planned estate regeneration programmes. Well maintained council homes have an important impact on the standard of property in the borough. Council rent income is a key income for the housing revenue account to maintain housing stock.

### **Sustain strong and healthy communities**

Setting fair charges, investing in the Council's housing stock and effective management are some areas of this report that will have a positive effect on the local community.

### **Build our local economy to create a thriving place**

Minimising tenant debt by maximising benefit take up will help the local economy.

## **19 EQUALITIES IMPACT IMPLICATIONS**

The HRA 30-Year Business Plan supports the delivery of high quality services that promote equality and values diversity

## **20 PERFORMANCE & DATA IMPLICATIONS**

Setting a balanced budget for 2019/20 should enable the HRA performance targets to be met. Sound medium term financial plans are essential to support the delivery of excellent services and efficient use of resources. The budget proposals will ensure that limited resources are targeted at key priorities.

**21 HEALTH AND SAFETY IMPLICATIONS**

Noted within the report about fire safety to include safety works and installation of sprinklers in all high-rise blocks.

**22 HR IMPLICATIONS**

Additional resources to deliver comprehensive developments is a requirement and review of the team's capacity is being undertaken to ensure the team has the key staff it requires.

**23 PUBLIC HEALTH IMPLICATIONS**

Good quality housing plays an essential role in improving public health and wellbeing.

Managing council rental income and mitigating welfare reform is an important part of avoiding debt issues and contributes to the general well-being of residents

**Background Papers**

Cabinet Report - KD4830 Better Council Homes Workplan and Budgets 2019/20 (elsewhere on the agenda)

## APPENDIX 1

<b>30 Year Capital Programme</b>	<b>18-19</b>	<b>19-20</b>	<b>20-21</b>	<b>21-22</b>	<b>22-23</b>	<b>23-28</b>	<b>28-33</b>	<b>33-38</b>	<b>38-43</b>	<b>43-48</b>
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
<b>CAPITAL PROGRAMME</b>										
HRA Planned Renewals	-20,980	-41,048	-25,717	-23,966	-22,181	-18,728	-19,696	-20,298	-22,815	-29,815
New Build Properties - Eligible	-13,785	-30,376	-42,889	-31,661	-31,793					0
New Build Properties - Non-Eligible	-39,081	-43,390	-28,733	-10,916	-1,720					-3,000
Receipts Used For Replacement Homes	-2,062	-1,900				-6,121	-1,360	-1,900	-2,543	
<b>Total Capital Programme</b>	<b>-75,907</b>	<b>-116,714</b>	<b>-97,339</b>	<b>-66,543</b>	<b>-55,694</b>	<b>-24,849</b>	<b>-21,056</b>	<b>-22,197</b>	<b>-25,358</b>	<b>-32,815</b>
<b>CAPITAL RESOURCES</b>										
HRA Use Of Major Repairs Reserve	13,316	14,101	14,603	15,135	15,416	16,247	17,311	18,443	19,646	20,822
Borrowing		62,000	57,000	28,500						
Grant Funding	1,774	2,250	5,024	3,334						
Useable One-to-One RTB Receipts	5,429	7,557	12,857	9,496	9,530					
Other RTB Useable Capital Receipts	2,378	2,317	2,379	1,571	1,612	797	890	997	1,119	1,257
Receipts Used For Replacement Homes	2,062	1,900				6,121	1,360	1,900	2,543	
Other Sources Of Finance	20,406	18,168	2,647	2,298	23,347	522	522	522	522	3,106
Revenue Contributions To Capital Total	30,544	8,420	2,829	6,209	5,789	1,163	973	336	1,528	7,629
<b>Total Capital Resources Detail</b>	<b>75,907</b>	<b>116,714</b>	<b>97,339</b>	<b>66,543</b>	<b>55,694</b>	<b>24,849</b>	<b>21,056</b>	<b>22,197</b>	<b>25,358</b>	<b>32,815</b>
HRA Balance	13,140	7,751	8,587	8,093	9,678	40,997	96,770	153,724	239,316	323,584

<b>30 Year Revenue Budget</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2028</b>	<b>2033</b>	<b>2038</b>	<b>2043</b>	<b>2048</b>
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Dwelling Rents	53,594	53,286	57,182	61,836	64,326	71,016	77,326	84,417	92,147	100,352
Service Charges Tenants	3,447	3,687	3,781	3,837	3,901	4,196	4,573	4,983	5,429	5,884
Service Charges Leaseholders	4,671	4,673	4,766	4,862	4,959	5,475	6,045	6,674	7,369	8,096
Voids	-561	-560	-599	-645	-670	-739	-804	-878	-958	-1,043
Non Dwelling Rents	3,264	3,292	3,417	3,485	3,555	3,925	4,334	4,785	5,283	5,804
RTB Administration Income	428	285	285	171	171	57	57	57	57	38
<b>Total Income</b>	<b>64,843</b>	<b>64,663</b>	<b>68,832</b>	<b>73,546</b>	<b>76,241</b>	<b>83,931</b>	<b>91,531</b>	<b>100,039</b>	<b>109,327</b>	<b>119,131</b>
Responsive Repairs	-13,266	-14,490	-15,198	-15,920	-16,388	-18,093	-19,976	-22,055	-24,351	-26,754
Supervision And Management	-13,675	-14,584	-15,028	-15,477	-15,665	-16,970	-18,698	-20,606	-22,713	-24,917
Special Services	-7,028	-7,750	-7,905	-8,063	-8,224	-9,081	-10,026	-11,069	-12,221	-13,427
Rents Rates Taxes & Other Charges	-554	-710	-710	-710	-710	-710	-710	-710	-710	-710
Bad Debt	-874	-819	-861	-912	-942	-1,036	-1,128	-1,230	-1,341	-1,459
Depreciation of Fixed Assets Total	-13,316	-14,101	-14,603	-15,135	-15,416	-16,246	-17,311	-18,443	-19,646	-20,822
<b>Expenditure</b>	<b>-48,712</b>	<b>-52,453</b>	<b>-54,305</b>	<b>-56,217</b>	<b>-57,345</b>	<b>-62,136</b>	<b>-67,848</b>	<b>-74,113</b>	<b>-80,982</b>	<b>-88,089</b>
<b>Net (Cost) Of Services</b>	<b>16,130</b>	<b>12,210</b>	<b>14,527</b>	<b>17,329</b>	<b>18,896</b>	<b>21,795</b>	<b>23,683</b>	<b>25,926</b>	<b>28,345</b>	<b>31,043</b>
Loan Interest	-8,145	-9,414	-11,124	-11,942	-11,891	-12,191	-11,496	-11,274	-11,209	-10,641
Interest Income	120	177	243	299	341	318	311	324	339	371
Notional Cash Interest	79	109	71	83	84	274	552	879	1,506	2,108
<b>Net Operating Income / (Expenditure)</b>	<b>8,184</b>	<b>3,082</b>	<b>3,717</b>	<b>5,768</b>	<b>7,429</b>	<b>10,196</b>	<b>13,050</b>	<b>15,855</b>	<b>18,981</b>	<b>22,881</b>

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**MUNICIPAL YEAR 2018/2019 REPORT NO. 164****MEETING TITLE AND DATE:**

**Cabinet**  
**13<sup>th</sup> February 2019**

**REPORT OF:**

Executive Director of  
 Resources  
 Director of Finance

**Agenda – Part: 1****Item: 9**

**Subject:** Revenue Monitoring 2018/19:  
 Quarter 3 (December 2018)

**Wards:** ALL

**Key Decision No:** 4764

Cabinet Member Consulted: Cllr Mary  
 Maguire

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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 2018.
- 1.2 After the application of capital receipts for transformation purposes of £4.2m; the revenue budget forecast reflects an outturn position of £4.1m overspend for 2018/19 which will be funded using the Council's reserves. This a significant improvement on the £8.9m overspend reported as at the Quarter 2 position in September. The key reasons for the improvement include, the application of additional funding regarding winter pressures £1.3m, reduction in overspend resulting from management action £0.9m and updated forecast of corporate budgets.
- 1.3 Since 2010, the Council has saved £161m; for 2018/19 a further £8m savings were agreed and £1m of income and £9m savings agreed from prior years. As time has progressed delivering these savings and additional income generation year on year continues to be challenging. Subject to substitute savings and management action being taken, prior year savings totalling £5.1m and current year savings totalling £5.1m have been identified as being at risk of delivery.

**2. RECOMMENDATIONS**

Cabinet is recommended to note:

- 2.1 The financial backdrop to the Council's budget position (described in paragraphs 3.1 to 3.9).
- 2.2 The £4.1m overspend revenue outturn projection and the use of £4.2m of capital receipts to support organisation transformation.
- 2.2 That Cabinet Members will continue to work with Executive Directors to implement action plans to reduce the forecast overspend in 2018/19 and implement savings.

### **3. BACKGROUND**

- 3.1. On 21 February 2018, the Council's 2018/19 budget was set by Full Council. This budget was set in the challenging context of a reduction in core funding of £6m in 2018/19; following funding reductions of £87m since 2010.
- 3.2. New savings of £7.8m were agreed for 2018/19 and income generation of £0.8m. Savings and income agreed from previous years totalled £9.4m, of which £7.5m relates to savings and £1.9m to income.
- 3.3. Enfield, reflecting the national picture, continues to experience rising cost pressures from Temporary Accommodation, SEN transport, families with no recourse to public funds, and cost and demographic pressures in social care. The adult social care precept and flexible homelessness grant have contributed in part to relieving these cost pressures. There has been no financial recognition nationally of the cost pressures within children's services.
- 3.4. Since 2013/14, Enfield has continued to lobby for fairer funding, with the current transitional arrangements resulting in a £11.6m embedded (damped) reduction in funding. The impact of the new funding arrangements due to be implemented in 2020/21 will not be known until Autumn 2019, creating further funding uncertainties for all councils.
- 3.5. 2018/19 is the pilot first year of a 100% London Business Rates Pool with growth being shared across London Boroughs. It is expected that Enfield will benefit in the order of £4m from this arrangement. There will be a draft notification in late spring, but the final confirmation won't be until September 2019 once the business rates returns have been audited. A 75% London Pilot Pool for 2019/20 was announced as part of the Local Government Finance Settlement in December 2018 and is taken into account in the Budget Report.
- 3.6. Local authority financial management has become headline news over 2018/19 (Northants, and more recently Somerset and East Sussex County Council). In the context of the economic situation and the cumulative impact of the sustained funding reductions since 2010, balancing councils budget remains a significant challenge.
- 3.7. As reported to Cabinet on 25 July 2018, the Council services overspent by £2.9m offset by underspends in corporate; capital receipts of £6.7m were utilised. During 2017/18 the Council's risk reserves increased in the main due to corporate item underspends in Minimum Revenue Provision and interest.
- 3.8. In this context, managing the Council's budget position is a high-risk priority for the Council. The Council's revenue expenditure against budget is monitored by regular reports to the Executive Management Team and Cabinet. These reports provide a snapshot of the revenue position and implementation of savings for each Department and for the Council and provide details of any projected additional budget pressures and risks, or any significant underspends.

- 3.9. 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 to provide a greater strategic focus.
- 3.10. The next report to Cabinet will be the 2018/19 Revenue Outturn report which will provide the final position for this financial year. This will also include the year end position on the Council's reserves.
- 3.11. On the 17<sup>th</sup> October 2018, additional monies for Adult Social Care winter pressures was announced and Enfield has been allocated £1.298m (see paragraph 5.2 for detail) which has impacted favourably on the forecast outturn.

#### 4.0 December 2018 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 The forecast budget overspend is £4.1m (in Quarter 2 the forecast was £8.9m); after the application of £4.2m capital receipts. Below is a summary of the projected outturn variances broken down between departments:

**Table 1: Forecast Projected Departmental Outturn Variances**

	Original Budget	Approved Changes	Approved Budget	Projected Outturn	December variation (Gross)	September variation (Gross)	Change in Variation	Flexible use of Capital Receipts (UCR)	December variation (Net of UCR)
Department	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
Chief Executive	7,153	1,698	8,851	8,824	(27)	37	(64)	0	(27)
People	105,976	10,523	116,499	122,803	6,304	8,333	(2,029)	(390)	5,914
Place	17,635	10,600	28,235	31,235	3,000	3,390	(390)	(182)	2,818
Resources	52,677	(16,751)	35,926	43,808	7,882	8,648	(766)	(3,644)	4,238
<b>Total Department Budgets</b>	<b>183,441</b>	<b>6,070</b>	<b>189,511</b>	<b>206,670</b>	<b>17,159</b>	<b>20,408</b>	<b>(3,249)</b>	<b>(4,216)</b>	<b>12,943</b>
Contribution from reserves	0	0	0	(300)	(300)	(300)	0	0	(300)
Corporate Items & Treasury	43,420	(7,970)	35,450	29,836	(5,614)	(4,140)	(1,474)	0	(5,614)
Corporate Contingency	1,000	1,900	2,900	0	(2,900)	(2,900)	0	0	(2,900)
<b>Net Budget</b>	<b>227,861</b>	<b>0</b>	<b>227,861</b>	<b>236,206</b>	<b>8,345</b>	<b>13,068</b>	<b>(4,723)</b>	<b>(4,216)</b>	<b>4,129</b>

() is an underspend

- 4.3 Management actions are ongoing to continue to address these budget pressures. In addition, a review of corporate items has been undertaken which has identified potential contributions towards the departmental overspends and improve the budget position further.
- 4.4 Management action taken to reduce costs include: additional scrutiny on any agency arrangements, review of all outsourcing arrangements, implementation of the review of management structures previously agreed as part of the Enfield 2017 workstreams and where appropriate vacant posts are being held in advance of future restructures. In addition, a Pressures Challenge Board has been established (see 4.6 below).
- 4.5 The overspend has been driven by the following key factors:
- £5.940m savings and £4.255m income generation at high risk of not being realised (Appendix G, Table 6), due to change of circumstances or optimism bias in terms of the level or speed of delivery and £9.710m of these items relate to decisions taken in financial years prior to the 2018/19 budget setting process (Appendix G, Table 5).
  - ongoing budget pressures previously identified in 2017/18 in SEN Transport, No Recourse to Public Funds and Housing Related Support which have been recognised as part of the 2019/20 proposed budget.

The Quarter 3 forecasts show an improvement of £0.991m as a result of management actions. A service by service detailed analysis of this can be seen in section 5 appendices B to F.

Since the Quarter 2 report consultation with the CCG was undertaken regarding the new Winter Funding money that was announced by the Department of Health & Social Care. It has been agreed that the full £1.298m can be retained by the Council and this is now reflected in the forecast position and has reduced the overspend for Adult Social Care.

- 4.6 A Pressures Challenge Board has been established to review the top twelve highest pressures forecast in the Quarter 1 Monitoring Report. The Board consists of the Chief Executive and two independent Executive Directors depending on the area being challenged, along with the Directors of Finance and Head of Budget Challenge. The purpose of the sessions is to identify any further solutions to reduce the overspend in 2018/19 but also to identify whether there will be an ongoing pressure that will need to be taken in to account in the 2019/20 budget setting process.
- 4.7 An overarching action plan has been agreed following the initial Pressure Challenge Board sessions. This action plan is regularly monitored and reported back to EMT on a fortnightly basis.
- 4.8 Four key areas Procurement, IT, Leisure and Schools Traded Services are providing specific updates on the progress made to date to EMT in January and February 2019.



- 4.9 Where progress has already been made across all areas of the action plan these are reflected in the relevant Departments variances.
- 4.10 As an outcome of the Pressure Challenge Board and the ongoing budget pressures three areas of pressure have been allocated contingency/corporate during Quarter 3. These areas are Housing Related Support, Property and IT and totals £0.960m which contributes to the improved position for Quarter 3.
- 4.11 The forecast variance at the year-end 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.
- 4.12 This report provides further information on the budget position as follows:
- Summary narrative for each service area supported by Appendices B to F providing additional data
  - Monitoring information on the progress towards meeting agreed savings and income generation agreed
  - Update on DSG and HRA
  - The financial management key performance indicators set out in appendix A.

## **5. DEPARTMENTAL MONITORING INFORMATION – BUDGET PRESSURES & MITIGATING ACTIONS**

### **5.1. Chief Executive's Department (Appendix B)**

This department is reporting a minor underspend for December (budget of £8.9m) compared to the £0.03m overspend reported in September, details of which are provided in Appendix B.

### **5.2. People (Appendix C)**

The department is forecasting a £6.3m overspend (budget of £116.5m).

#### **Adult Social Care (ASC)**

£3.3m relates to Adult Social Care and the position has remained static over the course of the year. Although substantial savings have been made in year, the demand for services continues due to demographic pressures in the Learning Disabilities and Older People and people with Physical Disabilities (the customer pathway).

The Department of Health announced £240m of additional Winter funding for councils to spend on adult social care services to help alleviate winter pressures on the NHS, enabling patients to return home more quickly and freeing up hospital beds across England. Enfield's share of this additional funding is £1.3m and following consultation with the CCG it has been agreed that the Council will retain the funding in full for 2018/19 and therefore this reduces the Adult Social Care overspend to £2.0m.

An Independent assessment was undertaken by the LGA and a range of areas were identified for the Council to consider. These are being worked through, however it was evident from the review that the department is providing cost effective services.

**Savings:** £5.1m savings achieved but £2.9m of savings are at high risk of non delivery and form part of the pressure (of which £2.8m relates to prior years). A further £1.8m is amber risk of delivery but are assumed to be delivered within the forecast within this monitor. These will continue to be monitored during the year and any movement will be reported on in future updates.

### **Children's and Families**

Children's and Families services is forecasting a £3.4m overspend. The most significant variance relates to £2.1m pressure relating to SEN Transport. Any actions delivered have helped stem the continued growth in expenditure. Demand in Special Guardianship Allowances continues to grow and despite allocating additional budget in 2018/19 the forecast still exceeds the budget available by £0.3m and an increase in demand for external child care placements has increased cost by a further £0.5m, though the impact is mitigated because of favourable forecast variances in the Section 17, adoption allowances, Unaccompanied Asylum Seeking Children (UASC) and Youth Offending Unit budgets.

**Savings:** £1.0m have been achieved. However, unachievable savings of £0.7m generating additional income in the Schools Traded Services and the continued demand in No Recourse to Public Funds cases means a forecast overspend of £0.5m because savings included in the MTFP reflected the expectation that costs would decrease following management actions that were implemented.

**Use of capital receipts:** Included in the forecast is £0.4m relating to the Edge of Care transformation project which will commission a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision. It is proposed that the cost of this project is funded through the Flexible Use of Capital Receipts.

Children's Social Care are on a trajectory of continuous improvement with strong stable leadership in place. Services for looked after children, care leavers, fostering and adoption are good.

Following a focused visit on 25th and 26th September 2018, Ofsted found that there had been considerable progress in many areas of practice, the changes to the SPOE and early help services have significantly improved the quality and timeliness of responses to most children in need. They specifically highlighted the Change and Challenge Service, Parent Support Service, Joint Service for Disabled Children and Child Sexual Exploitation Team

as making a real difference to children and their parents.

The inspectors who carried out the focused visit identified weaknesses that were confined to one service area, the Referral and Assessment Service, where the high volume of work is unsustainable, impacting on the quality and timeliness of assessments and visits to some vulnerable children.

A robust action plan was put into place immediately following the focused visit to address the areas that required improvement. It should be noted that a separate Cabinet report has addressed the demands and relieved pressure by securing further investment of £0.6m in 2018/19 in Children's Social Care to permanently recruit 18 frontline social workers with a full year impact of £1.0m in 2019/20. It will help maintain Enfield's strong reputation and further improve it, in readiness for a full Ofsted inspection expected within 6 months. The £0.6m for 2018/19 will be funded from corporate budgets and therefore does not form part of any forecasted variance. The £1.0m for 2019/20 and beyond has been considered in the budget setting process for 2019/20.

### **Housing Related Support**

The Housing Related Support schemes (Supporting People) budget is forecast to overspend by £0.95m. This is a result of the accumulated pressures created by delays in decommissioning and recommissioning of Housing related support contracts which will only come into effect part way through 2018/19 and difficulties in identifying a provider during the tender exercise for the floating support service. Following the Pressures Challenge Board review of Housing Related Support £0.250m has been allocated to mitigate the pressure in 2018/19 and will then be resolved in 2019/20 through the MTFP.

**Savings:** The Medium Term Financial Plan has reflected the significant programme of change that is being implemented in Housing Related Support schemes over several years. The pace of delivery has not been able to keep pace with the expectation in budget reductions.

Further details are provided in Appendix C.

### **5.3. Place (Appendix D)**

The Place department is forecasting an overspend position of £3.0m (budget of £28.2m) with the most significant pressures being reported in Property Services (£2.9m) and the costs arising from dealing with traveller incursions (£0.3m).

The reason for the Property related variances is mainly due to unrealised income generation as described below. However, the position has improved since Quarter 2 through the provision of £0.210m of contingency held specifically for property income being allocated on a permanent basis to the department.

Further details are provided in Appendix D.

**Savings:** Assumptions around the success of income generating schemes such as the Bunding initiative and the renting out of office space in the Civic Centre have not materialised as originally budgeted for, creating a pressure in 2018/19 of approximately £2.1m.

A further £0.6m relates to savings proposals such as the disposal of Gentleman's Row, alternative use of corporate buildings and investment income from commercial property which have not been implemented.

The remaining overspend relates to operational issues such as the cost of cleaning and security, rent collection and forecast repair and maintenance expenditure.

**Use of capital receipts:** The Regeneration and Environment services are reporting an overspend of £0.1m but this will reduce to £0.1m underspend following the application of £0.2m to fund the EDGE transport transformation contract from the flexible use of capital receipts.

#### 5.4. Resources (Appendix E)

The Resources department is forecasting an overspend of £4.2m (budget £35.9m) after the planned use of capital receipts is applied to fund transformational related expenditure. This is an improvement of £0.75m on the Quarter 2 reported overspend.

Demand for services continues and impacts on services such as income collection, financial assessments and deputyship accounts for a £0.9m of the forecast overspend. Other significant forecast overspends include; a £0.8m overspend in IT because of ongoing cost of annual maintenance and licences for systems implemented as part of the capital programme. A key reason for the budget variance relates to unrealised savings and income as described below. In the review of ongoing pressures and following the outcome of the Pressure Challenge Board £0.5m has been allocated to IT to address staffing structural underfunding following the part year effect of a staff restructure designed to reduce reliance on agency staff within the service. The full year impact of the restructure is proposed to be funded by an additional £0.6m through the MTFs for 2019/20. Specific details by services are listed in Appendix E.

**Savings:** savings of £0.1m have been achieved and a further £0.5m through the allocation of corporate funding following the Pressures Review Board but savings of £3.6m and income targets of £1.4m agreed through the MTFP that are now considered to be at risk of delivery or undeliverable contribute to the overspends forecast in the IT, Procurement and Leisure & Culture services.

**Use of capital receipts:** Within the £4.2m proposed use of

capital receipts, £3.6m relates to items within the Resources department to support IT services, Transformation and Procurement.

#### 5.5. Corporate Items (Including Contingency & Contingent Items) General Fund

The Council maintains a general contingency of £3.0m, of this £0.15m has been allocated as one-off funding for youth projects, of which £0.10m has been drawn down to date.

The underspend currently being reported consists of a forecast £6m underspend against interest payments (an increase of £2m from quarter 2) which has been netted off against adjustments in contingent items. This may change depending on the call on contingency during the year.

Funding set aside in the budget for pay awards, inflation and other corporate pressures are also held in the contingent items budget to be allocated out during the year. The forecast outturn reflects the best estimate of the call against contingent items during the year. Corporate items also include levy payments and treasury management costs, which are made up of interest payments on council borrowing and receipts on investments.

#### 5.6. Proposed Flexible Use of Capital Receipts

With effect from 2016/17 the Government provided a general capitalisation directive to all councils, giving them the option to utilise capital receipts for revenue purposes. These receipts can be used 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. £4.216m is forecast to be applied in 2018/19 of which £1.7m has already been agreed in the Council Budget report for 2018/19 to fund the Procurement & Commissioning co-managed service. The table below illustrates where the funding is applied to:

Service Area	£ms
IT Services:	1.175m
Transformation Team:	0.575m
EDGE transport contract:	0.182m
Edge of Care (Children's)	0.390m
Procurement & Commissioning co-managed service	1.700m
Variation to the Procurement & Commissioning Hub Contract	0.194m
<b>Total</b>	<b>4.216m</b>

The Government has extended this flexibility until 2021/22. However, the Council is mindful of over reliance on and sustainability of this one-off funding. The EDGE contract, Edge of Care and co-managed procurement and commissioning arrangements are time limited costs. However, the Council's ongoing investment in transformation and ICT

indicates that longer term solutions to fund these pressures will be needed in future years.

#### **5.7. Dedicated Schools Grant (DSG) Budgets (Appendix F)**

- 5.8 For 2018/19 Enfield received a total Dedicated Schools Grant allocation of £331.54m and the funding is allocated across four blocks; £255.80m for the Schools Block, £2.97m for the Central Schools Services Block, £26.95m for Early Years and £45.82m for the High Needs Block.
- 5.9 In 2017/18 there was a bought forward DSG deficit of £3.3m. This looked likely to increase but due to a top slice from the 2017/18 DSG allocation and the cost of out of borough placements being lower than originally estimated the cumulative deficit bought forward to 2018/19 reduced to £1.5m. There continues to be cost pressures in supporting and providing suitable placements for SEN pupils but wherever possible pupils are placed in borough. There are plans in place to develop additional provision in the borough over the next 3-year period which will help to reduce costs.
- 5.10 The in-year forecast outturn position is a reduced deficit of £0.639m. This is partly due to an additional High Needs DSG allocation of £0.890m from the DfE to address high needs pressures. In the High Needs Block, expenditure on out of borough high needs placements has reduced significantly, but this has been offset by other pressures including an increase in special school places, an increase in exceptional needs pupils in mainstream schools, increased demand for Post 16 SEN provision and higher expenditure on the Home and Hospital Service. Overall there is a net underspend projected for the High Needs Block of £0.259m. The Schools Block is also projecting an underspend of £0.589m due to lower demand on the growth fund and reduced rates liability due to schools converting to academies. This results in a net in year underspend of £0.848m.
- 5.11 Therefore, the cumulative forecast deficit at year end is £0.639m and will be the first call on the 2019/20 grant allocation and therefore reduce the funding available for next year's allocation.

#### **6. ACHIEVEMENT OF SAVINGS (Appendix G)**

- 6.1 A risk-based approach to the monitoring of savings is undertaken as part of the monthly budget monitoring, where the delivery of each saving is given a risk rating of:
- Blue - Banked i.e. fully achieved
  - Yellow - Substitute saving identified
  - Green - On track
  - Amber - At risk of delivery
  - Red - Undeliverable
- 6.2 The savings include those that are new for 2018/19 plus the full year effect of previous decisions and savings from 2017/18 that continue to have an adverse impact on the current year budget.

- 6.3 Of the £28.1m departmental savings, £10.0m is expected to be fully delivered at this stage. This consists of £1.4m which has been fully achieved, a further £8.6m which is on track for delivery and £0.8m substitute savings have been found within the service. In addition, £3.2m of corporate savings have been fully achieved.
- 6.3 However, £7.1m and £10.2m are amber or red risk status. These risk ratings are reflected in the forecast outturns for each department and form part of the reasons for variances as described in the narrative above. Of the red savings - £4.3m relates to income generation, the risks of delivery include timing and speed of implementation (e.g. bundling income delays, Civic Centre lettings), change in market conditions (e.g. school funding reductions placing pressure on schools' budgets and therefore reducing opportunities). The £5.9m of red savings which are unrealisable are characterised by service areas that have existing offsetting cost and demographic pressures, such as No Recourse to Public Funds, SEN transport, adult social care.
- 6.4 Further details for each department are summarised in the charts and tables in Appendix 6.

## **7. HOUSING REVENUE ACCOUNT (HRA)**

- 7.1 The HRA projection for December shows an overspend of £27k.
- 7.2 The repairs and maintenance budget is showing an overall underspend of £126k. Some planned schemes have been put on hold (including the painting programme) to mitigate the pressure in the voids budget. Enfield's properties are being returned in a poor state and there has been a rise in the number of evictions which increases the cost of repairs and clearance. The service has seen an increase in responsive repairs and servicing costs.
- 7.3 A reduction of £105k in garage rental income is mainly due to the reduction in private garages being let. The charge was significantly increased in 2018/19 and this has seen an increase in the expected void rate. The estimated void rate was 60% with the actual void rate showing 62.42%. The shop projection is showing a loss of income of £48k due to shops becoming vacant throughout the year.
- 7.4 The bad debt provision was increased to account for the expected increase in level of arrears due to the introduction of Universal Credit. UC was introduced in Enfield in November 17 and although the level of arrears has increased it hasn't been as high as originally expected. The budget has been reduced by £800k to reflect this change.

## **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 OTHER DEPARTMENTS**

### **10.1 Financial Implications**

It is imperative to continue to keep under review the financial position of the Authority. The revenue monitoring is a key part of this review process. There is further work to be done to ensure a budget can be set within available resources.

Management of this financial year's position, and the long-term sustainability of the Council's finances (as expressed in the budget and MTFs) will require ongoing focus and effort by officers and councillors. The corporate failure of Northamptonshire County Council has provided a timely reminder for all local authorities of the need to continue to manage their finances tightly, and to make sometimes difficult decisions despite the prevailing circumstances (e.g. the sustained reductions in funding since 2010, the uncertainty created by Brexit, and growth pressures in many areas).

### **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 – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

**Good homes in well-connected neighbourhoods (to be updated)**



Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

**Sustain strong and healthy communities (to be updated)**

Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

**Build our local economy to create a thriving place (to be updated)**

Effective financial management provides the basis for the Council to achieve its priorities and objectives. This report explains a key part of effective financial management and the progress that has been made during the year.

**13. EQUALITIES 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**

The Council's budget continues to contribute towards public health outcomes throughout the borough, through the £16.8m Public Health

grant as well as through services provided within the Councils general fund budget.

**Background Papers**

None







## Appendix A

## Financial Resilience Key Performance Indicators

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**

Financial Indicator	Status @ Dec 18	Key Highlights
Income & Expenditure Position – General Fund Year end forecast variances		Year-end variances of £4.1m 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.
Progress to Achieving Savings MTFP (current Year)		Savings monitoring has identified a total of £10.2m that have been risk rated as undeliverable and a further £7.1m that are at risk of delivery. These are reflected in the reported overspend for December 2018.
Income & Expenditure Position – HRA		The HRA is projecting a £0.027m overspend at year-end outturn against budget.
Income & Expenditure Position – DSG		The DSG is forecasting a £0.848m underspend at year-end outturn against budget. Though this is an improved position the cumulative deficit is £0.639m and therefore overall status remains at Amber.
Cash Investments; Borrowing & Cash Flow		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.
Balance Sheet - General Fund balances year end projections		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 2018/19.

## Appendix B

<b>Chief Executive's</b>	<b>Budget Variation (£'000)</b>
The department is currently projecting a saving of £300k achieved by changing the funding arrangements from revenue to capital for CCTV replacement programme.	(300)
<b>Agency Rebate</b> – the forecast value of rebate has reduced in line with reductions in agency staff because of the drive across the Council to reduce the number of temporary staff.	141
<b>Electoral Services</b> - overspend relates to the cost of May local elections which exceeded the balance held in the elections reserve.	82
<b>Land charges</b> - The income target for land charges is currently projecting a shortfall just as experienced during 2017/18 with further declines in the market being exhibited.	216
<b>Internal Audit</b> – underspend is due to planned reductions in the Audit contract costs and securing additional funding for Fraud Prevention.	(59)
Other minor variances	(107)
<b>Chief Executive Total</b>	<b>(27)</b>

## Appendix C

<b>People - Adult Social Care</b>	<b>Budget Variation (£'000)</b>
<b>Adult Social Care</b>	
Key assumptions within the forecast are based on projected activity and year to year trends. In future years there is an increased budget pressure due to demographic pressures, provider cost pressures and a growing demand for social care services.	
<b>Strategy &amp; Resources</b> - These services include, transport, grants to voluntary organisations, Safe Guarding and Service Development. The projected underspend is within Safeguarding Adults. The expenditure, on safeguarding adults reviews, which is undertaken by external experts varies depending upon the number of reviews.	(86)
<b>Mental Health</b> - The service is currently projecting an overspend for the year on care packages.	322
<b>Learning Disabilities</b> - The service continues to project an overspend position because of managing demand led services. There are 30 transition cases in 2018/19. Substantial savings have been made in year however, demand for services continues to rise as a result of demographics and Ordinary Residence clients. Savings from successful Ordinary Residences within forecasts.	720
<b>Older People and Physical Disabilities (the Customer Pathway)</b> - The service is projecting care purchasing overspends due to pressures in demand led services, within residential and community based services. Substantial savings have been made in year however, demand for services continues to rise because of demographics.	2,340
<b>Winter Pressures Grant 2018/19</b> - The Department of Health has announced £240m of additional Winter funding for councils to spend on adult social care services to help alleviate winter pressures on the NHS, enabling patients to return home more quickly and freeing up hospital beds across England. The relevant expenditure is reflected in the Older People and Physical Disabilities forecast overspend above.	(1,298)
<b>IWE/Bridgewood</b> - This includes the management fee to IWE plus client income at Bridgewood House. IWE are experiencing significant cost pressures that are not reflected in the monitor, Officers are working through the implications and it is currently assumed that IWE will manage their financial position within the existing management fee.	0

<b>Public Health Grant</b> - The Departmental forecast also includes ring fenced Public Health Grant. Public Health grant allocated in 2018/19 is now £16.8m, this reflects a reduction in grant of £499k. There is a risk that demand led sexual health services could result in additional pressures.	0
Other minor variances	(21)
<b>Housing Related Support</b> - this is a result of difficulties in identifying a provider during the tender exercise for the floating support service.	945
<b>Adult Social Care &amp; Public Health</b>	<b>2,922</b>

<b>People- Children's and Families Services</b>	<b>Budget Variation (£'000)</b>
<b>SEN Transport</b> - demand for transport provision continues in 2018/19 and savings agreed within the Medium Term Plan have not been achieved or where savings have materialised these have only resulted in stemming the growth in expenditure. The latest projection for 2018/19 is based on current pupil numbers/routes. The position may change in the following quarter due to pupil transition/new starters, but additional costs should be offset by re-routing efficiencies. Due to timing of this report it should be noted that the forecast does not take into account a recent provider failure.	2,132
<b>Schools Traded Services</b> - this is due to setting income targets that have proved to be unachievable. This includes £230k from 2017/18 and a further £500k from 2018/19.	730
<b>Joint Venture Cleaning Contract</b> – Overspend projected due to reduced profit share income and staffing cost.	52
<b>No Recourse to Public Funds (NRPF)</b> - The service has committed to an invest to save model, funding both a fraud officer and an 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 is starting to show through a reduction in the numbers of new cases, and there are some families that have had their final immigration status confirmed, there remains insufficient funding within the budget to meet demand. Savings of £240k per year over 2017/18 and 2018/19 were agreed in the MTFP, however the number of cases has continued to grow and therefore the savings have not materialised as intended.	445
<b>Special Guardianship Allowances</b> - despite increasing budget in 2018/19 continued demand has resulted in a forecast overspend.	292

<b>External Child Care Placements</b> - a saving of £150k was applied in 2018/19 and, based on information currently available, the area is projected to be overspend due to young people remanded into Local Authority care with delayed court dates and a high cost of agency fostering placements and crisis intervention.	497
<b>Prevention of Care Section 17</b> - The projection has been based on average monthly spend for child arrangement orders and supporting children to remain in the care of their families. The underspend is related to the reduced number of families requiring social care support around housing.	(100)
<b>Adoption Allowances</b> - underspend due to fewer adoptive parents meeting the criteria for adoption allowances this year.	(218)
<b>Youth Offending Unit</b> - There is an underspend in the Youth Justice Grant due to a current difficulty in the recruitment of staff and staff leaving and a contract not starting. Posts which had expected to have been filled had funding profiled against them that has not been used. Additionally, a new contract regarding an Educational Psychologist in the YOU did not start when planned. Additionally, due to the funding for sessional workers in the YOU being reduced from 2019 by £20k (and £20k the following year) YOU staff have started to reduce spend in that area as well as they begin to prepare for that budget reduction.	(304)
<b>People's Services Business Support</b> – The underspend is due to the vacant posts including the Head of YFSS which has been offered for savings in 2019/20.	(150)
<b>Community Safety</b> – The underspend is a result of a vacant post and a historical goods receipt reversal.	(71)
<b>In House Fostering</b> - Enfield ended the automatic fee reduction for the second and subsequent child placed with in-house fostering families to boost the Council's recruitment and retention of its own foster carers. It is expected that the number of children who need to be placed in costly independent fostering agency placements will decrease. However, it might take several years for the effect to take place.	111
<b>Edge of Care</b> – transformation project to commission a Family Breakdown prevention team to reduce the short and long-term costs of Looked After Children provision.	390
<b>UASC</b> - The eligible expenditure for 2018/19 is greater than originally estimated and as such this is matched by the Home Office grant resulting in underspend against the general fund budget.	(263)
<b>Other Minor Variances</b>	(161)
<b>Children's and Families Services</b>	<b>3,382</b>
<b>People Department Total</b>	<b>6,304</b>
<b>Flexible Use of Capital Receipts – Edge of Care</b>	<b>(390)</b>
<b>People Department Net Total</b>	<b>5,914</b>

## Appendix D

Place	<b>Budget Variation (£'000)</b>
<b>Exec Director, Former Employees and Place Operational Hub:</b> £50k favourable variance; this is due to underspends in the Place Operational Hub salary budget.	(50)
<b>Development Management:</b> £50k adverse variance 1) £80k of the forecasted overspend is due to legal costs associated with Revocation Order 40 Nelson Road (in 2017/18 the estimated liability was set @ £150k), but the actual cost came to £230k (over by £80k). 2) Staffing over spend in the Planning team, offset by improved income from PPA. 3) Building control income shortfall is down by about £160k from 2017/18 income 4) S106 income for Planning Enforcement and TFL Air quality funding 5) POCA funded Planning Enforcement officer	50
<b>Parking:</b> £76k favourable variance; this is due to increase in receipts from Parking measures introduced to control the flow of traffic and Car Parking across the Borough, plus other minor efficiencies.	(76)
<b>Health and Safety Team:</b> £83k favourable variance is forecast, 1) The main under spend is due to salary under spend £104k (vacant posts). 2) Occupational Health Contract under spend is estimated at £30k (including a £10k allocation for contingency (for additional/ad hoc requirements). 3) These are offset by income shortfall and other running costs pressures.	(83)
<b>Management Team (Street Scene Services and Parks):</b> £52k favourable variance is forecast due to salary underspend as a result of a vacant post.	(52)
<b>Parks Operations and Outreach:</b> £50k favourable variance is forecast due to additional grants from the Heritage Lottery.	(50)
<b>Commercial Services Parks:</b> £56k adverse variance; This is a combination of unrealised income in parks offset in part by favourable variance in maintenance costs and increased allotment income.	56
<b>Commercial Services Parks (Whitewebbs Golf Course):</b> £173k adverse variance due to the delay in awarding the leasing of the Whitewebbs Golf Course contract.	173



<p><b>Waste Processing and CA Site:</b> £70k adverse variance, recycling costs are forecast to increase during 2018/19, this is due to the changes in the China policy towards recycling materials, which has increased the cost of processing from £26.52 to £48.44.</p>	70
<p><b>Commercial Waste Services:</b> a £163k favourable variance is forecast due to additional income generated from the successful marketing of the commercial waste services and an increase in fees and charges, North London Waste Authority commercial waste disposal rebate (related to 2017/18) £69k and other operational efficiencies.</p>	(163)
<p><b>People Transport:</b> This relates to the cost of the EDGE contract for 2018/19 and is proposed to be funded through the Flexible Use of Capital Receipts.</p>	182
<p><b>Regeneration:</b> a favourable variance of £120k is forecast which is due to more time being allocated to the capital schemes and therefore greater level of recharges to be funded via the capital programme.</p>	(120)
<p><b>Facilities Management:</b> £1.247m adverse variance, the main reasons for this are:-</p> <ol style="list-style-type: none"> <li>1) Not renting the 5th floor costs results in lost income of approximately £360k</li> <li>2) Rent free period for Wates and EBSCO cost £245k per annum</li> <li>3) Cleaning and Security contract over spend contract of circa £100k due to the London Living Wage increasing contract costs.</li> <li>4) Loss of £206k income previously received from the HRA for space used at the Edmonton centre. One of the floors is now used as a library and therefore no longer used for Housing purposes.</li> <li>5) £150k saving pressure related to alternative use of buildings (not done) and £120k related to Gentleman's row disposal (not actioned)</li> <li>6) Enfield Business Centre is now used as a library and the income implication hasn't been offset (£65k)</li> <li>7) Unfunded cleaning costs for Enfield Highway &amp; Edmonton Libraries £65k</li> <li>8) Plus other minor adverse and favourable variances adding back to the net pressure of £1.247m</li> </ol>	1,247
<p><b>Property Holly Hill Income (Bunding Income):</b> Income shortfall due to the delays in the Holly Hill project, estimated income for 2018/19 is £100k and is subject to Planning and the number of lorries driving to the site and the construction phase start date.</p>	1,605
<p><b>Property Surplus Assets:</b> £200k adverse variance, the overspend is due to the expected spend on R&amp;M (NON-HRA properties) and Septic tank installation costs @ 1,2,3,4,5,6 Shawswood and Eastpole Cottages.</p>	200

<b>Property Corporate Commercial Portfolio:</b> £51k favourable variance, due to an increase in ground rent for Palace Gardens following a rent reconciliation and relates to previous years.	(51)
<b>Strategic Property Services (SPS):</b> £191k favourable variance due to underspend in salary costs and an increase in SPS recharges, as a result of a recent review of salary recharges.	(191)
<b>Trespass and Enforcement Actions on Council land: £279k adverse variance</b>	279
<b>Other Minor variances below £50k</b>	(26)
<b>Place Total:</b>	<b>3,000</b>
<b>Flexible Use of Capital Receipts</b>	<b>(182)</b>
<b>Place Net Total</b>	<b>2,818</b>

## Appendix E

<b>Resources</b>	<b>Budget Variation (£'000)</b>
<b>Finance Hub</b> - deputyship team established on a full cost recovery basis that has not been possible to implement plus increases in demand have required additional resources to be employed which has further increased the pressure on the service budget.	84
<b>Financial Assessments</b> - overspend is forecast due to the continued level of demand experienced and staffing resources required to meet it. Costs have been mitigated through creating fixed term opportunities rather than reliance on temporary staff.	272
<b>Income Collection</b> - overspend forecast due to reduction in level of court fees received through court summonses and court costs and staffing overspend forecast because of a continued level of demand for services.	528
<b>ICT operational budget</b> - overspend forecast due to new IT posts which are to be created with a part year effect in 2018/19 of £500k and a further £400k required to support GDPR and the additional resources required to transition into the new structure. Following the Pressures Challenge Board, £500k has been allocated for part-year effect of the ICT restructure which aims to reduce reliance on agency staff.	515
<b>ICT Contracts</b> - this relates to savings expectation of £1.0m in IT contract costs which are considered to be at risk of delivery. It is proposed to apply £1.0m of flexible use of capital receipts to mitigate this pressure in 2018/19. Further analysis is being undertaken to quantify the savings that are achievable. The overspend is also due to income targets relating to the commercialisation of IT related services which are currently considered at risk of delivery within 2018/19.	1,600
<b>ICT Applications/Licences</b> - revenue impact of the annual maintenance/licence costs associated with the capital programme and this will be partly funded where applicable through the use of capital receipts.	750
<b>Transformation Team</b> - these relate to staffing costs and improved forecast reflects review of capital and HRA recharges and this will be funded through the use of capital receipts.	575
<b>Procurement</b> – £0.715m overspend relates to savings target that are considered at risk, including the commercialisation of the service which has been part delivered and procurement savings across all Council services.	715

<b>Procurement &amp; Commissioning Co-managed Service Contract</b> The Council's 2018/19 Budget Report agreed that this contract would be funded from the Flexible Use of Capital Receipts.	1,894
<b>Leisure &amp; Culture</b> - adverse variance relates to not achieving expected 2017/18 income targets and the impact this has on the likelihood of meeting the increased expectations that are reflected in the Medium Term Financial Plan. Mitigating actions are in progress to get the service operating within budgeted expectations.	951
<b>Customer Operations</b> – the underspend has resulted from an increase in HRA recharges and controls on agency expenditure.	(226)
Other Minor Variances	224
<b>Resources Total</b>	<b>7,882</b>
<b>Flexible Use of Capital Receipts – IT, Procurement, Transformation</b>	<b>(3,644)</b>
<b>Resources Net Total</b>	<b>4,238</b>

## Dedicated Schools Grant

<b>Dedicated Schools Grant 2018/19</b>	<b><i>Budget Variation</i> (£'000)</b>
<b><i>Schools Block</i></b>	
Demand on Growth Fund is lower than estimated (350k) & reduced rates liability for academy converters (239k).	(589)
<b><i>High Needs Block (HNB)</i></b>	
Overall HNB variance includes additional high needs funding allocated by the DfE (890k) and a reduction in out-borough placement costs (930k) offset by increased costs for exceptional needs 500k, Post 16 SEN 505k, special school places 474k & Home and Hospital Service 100k	(259)
<b>DSG NET TOTAL</b>	<b>(848)</b>

**Summary of Savings by Department impacting on 2018/19****Table 3**

Department	CEX	ASC	Childrens	SP	People	Place	Resources	Total
Blue	0	0	584	0	584	796	0	1,380
Green	478	5,094	416	850	6,360	1,692	100	8,630
Yellow	0	0	325	0	325	0	500	825
Amber	0	1,842	250	0	2,092	1,335	3,628	7,055
Red	150	2,888	1,831	950	5,669	2,971	1,405	10,195
<b>Total</b>	<b>628</b>	<b>9,824</b>	<b>3,406</b>	<b>1,800</b>	<b>15,030</b>	<b>6,794</b>	<b>5,633</b>	<b>28,085</b>

**Red Savings by Year (2017/18 relate to savings that impact 2018/19 but relate to 2017/18)****Table 4**

Department	CEX	ASC	Childrens	SP	People	Place	Resources	Total
2017/18	150	250	990	950	2,190	1,700	1,044	5,084
2018/19	0	2,638	841	0	3,479	1,271	361	5,111
<b>Total</b>	<b>150</b>	<b>2,888</b>	<b>1,831</b>	<b>950</b>	<b>5,669</b>	<b>2,971</b>	<b>1,405</b>	<b>10,195</b>

**Red Savings summarised by when decision was agreed in Medium Term Financial Plan****Table 5**

Department	CEX	ASC	Childrens	SP	People	Place	Resources	Total
Up to 2017/18	150	2,783	1,831	950	5,564	2,891	1,105	9,710
2018/19 (New)	0	105	0	0	105	80	300	485
<b>Total</b>	<b>150</b>	<b>2,888</b>	<b>1,831</b>	<b>950</b>	<b>5,669</b>	<b>2,971</b>	<b>1,405</b>	<b>10,195</b>

**Red Savings by Savings and Income Generation****Table 6**

Department	CEX	ASC	Childrens	SP	People	Place	Resources	Total
Savings	0	2,638	1,831	950	5,419	521	0	5,940
Income	150	250	0	0	250	2,450	1,405	4,255
<b>Total</b>	<b>150</b>	<b>2,888</b>	<b>1,831</b>	<b>950</b>	<b>5,669</b>	<b>2,971</b>	<b>1,405</b>	<b>10,195</b>

## Detailed List of Savings by Department

## Appendix H

### Chief Executive's

Directorate	Savings/Income	Title and Short Description	Budget Saving 2017-18 £'000	Budget Saving 2018-19 £'000	Budget Impact 2019-20 £'000	Budget Impact 2020-21 £'000	Budget Impact 2021-22 £'000	Risk of delivery
CEX	Income	Increased volume of Land Charges fees	(150)					Red
CEX	Saving	£1m Agency Cost Saving - CEX Portion		(28)				Green
CEX	Saving	Reductions in HR. Staffing Cuts		(120)				Green
CEX	Saving	Remove in year underspends		(200)				Green
CEX	Saving	Remove in year underspends		(130)				Green
<b>CEX Total</b>			<b>(150)</b>	<b>(478)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

### People – Children's Services

Directorate	Savings/Income	Title and Short Description	Budget Saving 2017-18 £'000	Budget Saving 2018-19 £'000	Budget Impact 2019-20 £'000	Budget Impact 2020-21 £'000	Budget Impact 2021-22 £'000	Risk of delivery
People	Saving	NRPF	(240)	(240)				Red
People	Saving	SEN Transport	(250)	(101)	0	0		Red
People	Saving	Traded Services with schools and other Education Services	(500)	(500)	(600)			Red
People	Saving	Reducing number of children in care		(250)				Amber
People	Saving	Regionalisation of Adoption Services			(50)			Amber

People	Saving	Joint Service for Disabled Children- staffing restructure		(75)	(65)			Yellow
People	Saving	Reprofiling Shared Services saving (SCS28)		(250)				Yellow
People	Saving	Community Safety: re-apportionment of policing contract costs to reflect the support provided to HRA		(188)				Green
People	Saving	EPS / CAMHS Service		(200)	(220)			Green
People	Saving	Independent Reviewing efficiencies				(65)		Green
People	Saving	Service Development Review			(37)			Green
People	Saving	Single Point of Entry new System		(28)				Green
People	Saving	Merging support and management of Children and Adults Safeguarding Boards		(29)	0			Blue
People	Saving	Careers Service re-modelling		(10)				Blue
People	Saving	Children's Centres		(500)				Blue
People	Saving	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)				Blue
<b>People - Childrens Services Total</b>			<b>(990)</b>	<b>(2,416)</b>	<b>(972)</b>	<b>(65)</b>	<b>0</b>	



## People – Adult Social Care

Directorate	Savings/Income	Title and Short Description	Budget Saving 2017-18 £'000	Budget Saving 2018-19 £'000	Budget Impact 2019-20 £'000	Budget Impact 2020-21 £'000	Budget Impact 2021-22 £'000	Risk of delivery
People	Income	Increase Income (higher rate Attendance Allowance)	(250)					Red
People	Saving	Learning Disabilities Care Purchasing		(586)	(713)			Red
People	Saving	Older People Care Purchasing		(1,587)	(1,587)			Red
People	Saving	Physical Disabilities Care Purchasing		(360)	(360)			Red
People	Saving	Relocation of residential clients		(105)				Red
People	Saving	Supporting People Phase 3	(950)					Red
People	Saving	Brokerage Redesign	(600)					Amber
People	Saving	Closure of Bridge House and Coppice Wood Lodge (Transferred to FYE)	(300)					Amber
People	Saving	Further use of Assistive Technology		(75)				Amber
People	Saving	Increase availability of 18 nursing beds through re-provision	(400)					Amber
People	Saving	IWE benefit/surplus at least 1% per year		(130)				Amber
People	Saving	Reduction in placements from hospital		(37)				Amber
People	Saving	Residential Home Re-provision - Closure----	(200)					Amber
People	Saving	£1m Agency Cost Saving - HHASC Portion		(100)				Amber
People	Saving	Review high cost packages that may be eligible for health needs		(75)				Green

		funding						
People	Saving	Management of sustainable provider rates		(225)				Green
People	Saving	Supporting People Phase 3	(350)	(500)				Green
People	Saving	£1m Agency Cost Saving - HHASC Portion		(100)				Green
People	Saving	Direct Payment clawbacks by reviewing bank accounts		(75)				Green
People	Saving	HHASC Management Restructure, Director and Assistant Director Posts		(196)	30	90		Green
People	Income	Improved BCF funding		(4,106)	(3,700)			Green
People	Income	Increased Income		(150)	(125)			Green
People	Saving	Independent Living Fund		(50)				Green
People	Saving	retender of extra care facilities		(117)				Green
<b>People - Adults Social Care Total</b>			<b>(3,050)</b>	<b>(8,574)</b>	<b>(6,455)</b>	<b>90</b>	<b>0</b>	

## Place

Directorate	Savings/Income	Title and Short Description	Budget Saving 2017-18 £'000	Budget Saving 2018-19 £'000	Budget Impact 2019-20 £'000	Budget Impact 2020-21 £'000	Budget Impact 2021-22 £'000	Risk of delivery
Place	Saving	accommodation savings to be achieved through alternative use of buildings	(150)	(150)				Red
Place	Income	Assets Income		(80)				Red
Place	Income	Civic Centre - let 2 further floors of the building		(500)				Red
Place	Income	Commercial Property	(500)					Red
Place	Saving	Gentleman's Row		(121)	0			Red
Place	Income	Property - Bund Income Ph 2	(200)	(420)	(220)	200		Red
Place	Saving	Withdraw Whitewebbs Golf Course Subsidy	(100)					Red
Place	Income	Property - Bund Income Ph 1	(750)	(235)	0	985		Amber
Place	Saving	Re-Use Collections		(20)				Amber
Place	Income	Civic Centre - let of floors of the building	(800)	0	(150)			Amber
Place	Income	Building / Dev Control income	(100)	(100)				Amber
Place	Income	Additional Commercial Income (waste & parks)		(80)				Amber
Place	Saving	£1m Agency Cost Saving - ENV Portion		(434)				Green
Place	Saving	£1m Agency Cost Saving - CH Portion		(90)				Green
Place	Income	Additional Commercial Income (waste & parks)		(80)				Green
Place	Saving	Aqua Fund		(23)				Green

Place	Saving	Barrowell Disposal Haulage Saving		(23)				Green
Place	Saving	Changes to Parking Measures		(100)	(300)			Green
Place	Income	Cross Over Income		(50)				Green
Place	Saving	Efficiencies arising from a new Parking Contract to be implemented in July 2017.		(50)	0	0		Green
Place	Income	Improved sales of existing and additional burial plots		(100)				Green
Place	Income	Increase income across R& E		(250)	(250)	(250)		Green
Place	Saving	Management actions to contain pressure		(188)	(446)	(379)		Green
Place	Income	New revenue stream arising from the Council's new contract for street advertising, other large format advertising and sponsorship schemes.		(35)				Green
Place	Income	Parks events additional income.		(50)				Green
Place	Saving	Street Lighting Reduction of Scouting		(50)				Green
Place	Income	Traffic and Transportation Income (3 years only)		(130)			130	Green
Place	Income	Tree Team Income		(39)				Green
Place	Saving	Green bin service change		(306)				Blue
Place	Saving	Integration of Regeneration and Economic Development		(100)				Blue
Place	Saving	Regeneration and Environment Service		(200)				Blue
Place	Saving	Regeneration and Planning Restructures		(140)				Blue
Place	Saving	Vehicle Leasing-Cage Tippers		(50)				Blue
<b>Place Total</b>			<b>(2,600)</b>	<b>(4,194)</b>	<b>(1,366)</b>	<b>556</b>	<b>130</b>	

## Resources

Directorate	Savings/Income	Title and Short Description	Budget Saving 2017-18 £'000	Budget Saving 2018-19 £'000	Budget Impact 2019-20 £'000	Budget Impact 2020-21 £'000	Budget Impact 2021-22 £'000	Risk of delivery
Resources	Income	Arts & Culture Business Plan - Future Years Savings by increased income	(194)	(61)	(58)			Red
Resources	Income	Arts Income		(300)				Red
Resources	Income	Future income generated from IT	(300)					Red
Resources	Income	Leisure and culture	(250)					Red
Resources	Income	New income from marketing of the digital platform	(300)					Red
Resources	Saving	£1m Agency Cost Saving - FRCS Portion		(248)				Amber
Resources	Saving	Commercialisation of Procurement and Contracts Hub		(250)				Amber
Resources	Saving	Contract Review		(300)				Amber
Resources	Saving	IT Contracts	(500)	(1,000)				Amber
Resources	Saving	Procurement Forward Plan		(530)				Amber
Resources	Saving	Reduction in cost of ICT third party contracts	(100)					Amber
Resources	Saving	IT Staffing	(700)					Amber
Resources	Saving	IT Staffing	(500)					Yellow
Resources	Saving	Audit and Risk management service restructure		(50)				Green
Resources	Saving	Efficiencies following implementation of time-saving financial software.			(50)			Green
Resources	Saving	Transactional Services		(50)				Green
<b>Resources Total</b>			<b>(2,844)</b>	<b>(2,789)</b>	<b>(108)</b>	<b>0</b>	<b>0</b>	



**MUNICIPAL YEAR 2018/2019 REPORT NO. 165****MEETING TITLE AND DATE:**

**Cabinet – 13th February  
2019**

**REPORT OF:**

Executive Director of  
Place

<b>Agenda – Part:1</b>	<b>Item: 10</b>
<b>Subject: Better Council Homes Workplan and Budgets 19/20</b>	
<b>Wards: All</b>	
<b>Key Decision No: KD4830</b>	
<b>Cabinet Member consulted: Cllr Lemonides</b>	

Contact officer and telephone number:

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**1. EXECUTIVE SUMMARY**

- 1.1 The provision and growth of good quality, affordable Council homes is a key priority for the Council. The council manages a portfolio of c10,100 council homes and c5,000 leasehold homes.
- 1.2 This report sets out plans to secure improved outcomes for residents as measured through regular satisfaction testing. It will result in:
- Investment in quality homes which will see up to 7,000 homes benefiting from improvements during the year and improved levels of Decent Homes achievement.
  - A new Operating Model and IT system to support staff in delivering an improved service to residents;
  - Housing stock information that will enable a more strategic and planned approach to investment over the life the HRA Business Plan. This will enable us to bring forward to Cabinet an accelerated programme during the year.
  - The development of plans to secure effective responsive repairs services with proposals on this to come to Cabinet in April 2019.
  - The delivery of additional social and affordable rented homes owned by the Council and further plans to bring forward estate regeneration proposals.
- 1.3 Proposals include reinvigorating the Housing Advisory Board to ensure that residents including tenants and leaseholders have a role in advising Cabinet on housing policy and performance issues.

## 2. RECOMMENDATIONS

It is recommended that Cabinet:

### **Better Quality Homes and Environments**

- 2.1 Consider the recommendations from the Repairs Task Force regarding the preferred option for the delivery of the responsive repairs service at the Cabinet meeting in April.
- 2.2 Delegate authority to Cabinet Member for Housing in consultation with the Director of Housing and Regeneration to approve the Major Works programme for 19/20 based on a priority approach including fire safety works as outlined in Appendix 2.
- 2.3 Delegate authority to the Cabinet Member for Housing in consultation with Director of Law & Governance to approve the major works procurement plan noting that all such procurement activity will be carried out in accordance with the statutory OJEU framework and the Council's procurement rules to ensure that the programme delivers value for money for tenants and leaseholders and to note that arising from this process the Executive Director of Place will authorise the award of the contracts.
- 2.4 Note that in the light of the results of the stock condition survey an accelerated programme will also be considered and brought back to Cabinet as appropriate.

### **Better Council Housing Services**

- 2.5 Note the review of the Council housing service Target Operating Model to be undertaken during 2019 and the aim to monitor and deliver an increase in resident satisfaction.
- 2.6 Recommend to Council to approve the capital and revenue budget of £1.3m on the Civica Cx project, Workflow 360, Choice Based Lettings module and the development of the Target Operating Model.

### **Building New Homes**

- 2.7 Note the positive outcome of the Council's bid for grant funding and retention of right to buy receipts from the GLA "Building council homes for Londoners" programme.
- 2.8 Approve the 19/20, 20/21 and 21/22 Greater London Authority Building Council homes for Londoners programme and the Council Housing affordable housing programme as outlined in Appendix 1.
- 2.9 Delegate to the Cabinet Member for Housing in consultation with Director of Housing and Regeneration and Director of Finance to approve individual schemes included in the Building Council Homes for Londoners and affordable housing programme, and any substitute schemes as outlined in Appendix 1
- 2.10 Delegate authority to the Director of Housing and Regeneration in consultation with Director of Law and Governance to approve the procurement and award of works contracts and consultants in support of the development programme
- 2.11 Delegate authority to the Director of Housing and Regeneration in consultation with the Director of Finance to approve third party land and property acquisitions subject to due diligence and valuations.



## **2. RECOMMENDATIONS**

### **Regenerating Estates**

- 2.12 Approve the allocation of a feasibility budget of £450k in the HRA to develop additional proposals for Estate based regeneration schemes which increase affordable housing for Enfield.

### **Governance**

- 2.13 Approve the establishment of a Housing Advisory Board effective from May 2019.

## **3. BACKGROUND**

### **3.1 SUMMARY**

- 3.1.1 The provision and growth of good quality, affordable Council homes is a key priority for the Council. This report sets out plans to secure improved services for residents, investment in quality homes and environments, and the growth of additional social and affordable rented homes owned by the Council. This report sets out the work programme for 2019/20 to achieve these aims.
- 3.1.2 The last tenants and leaseholder's satisfaction survey was carried out in January 2017 and indicated an overall level of satisfaction with the Council's housing service of 75%. This is a mid ranging level of overall satisfaction and is something we would want to increase as we implement our programme of improvement. The last stock condition survey was carried out in 2012 and as of December 2018, 70% of homes met the Decent Homes Standard. The Social Housing Green paper proposes the review of the Decent Homes standard which is likely to see higher standards being set including for safety. Enfield has been pro-active in establishing 3 pilots on high rise blocks to establish a new standard which incorporates safety, maintenance and management criteria.
- 3.1.3 A full council housing tenants and leaseholder's satisfaction survey has been commissioned which will give us an up to date view on levels and drivers of satisfaction. This is important to ensure that we target improvement activity to specifically address levels of dissatisfaction. We will undertake periodic testing to assess how the measures outlined in this report have impacted on satisfaction.
- 3.1.4 The present Housing Strategy, drafted in 2012, is being reviewed due to major changes in housing legislation, homelessness and the local population since then. The new Housing and Good Growth Strategy will clearly set out how the council will deliver the good homes in well-connected neighbourhoods that will enable Enfield to meet the aspirations in its corporate plan.
- 3.1.5 Proposals for the appointment of residents and independents will be considered during 2019 with the existing membership of the Housing Board forming the new Group. Member appointments will be agreed, as usual at Annual council.

### **3.2. BETTER QUALITY HOMES AND ENVIRONMENTS**

- 3.2.1 The implementation of investment programmes is key to ensuring good quality housing. As we catch up with the investment required, we continue to face the

need to deal with a high volume of responsive repairs and the new MOT repairs service will be key to addressing this need. It will also have a role in ensuring that planned programmes address repeat and problem issues. As a result of the MOT service, we will, over time, allow for a reduced utilisation of contractors for responsive repairs and it will build our capability for further insourcing of services.

- 3.2.2 As described in November's Cabinet report (KD 4773), a review of the current provision of repairs services is currently underway as the current responsive repair's contracts are due to end April 2020. Options for consideration are being considered by the Repairs Task Force. What is clear from the Task Force is the need for the Council to have more control over the repairs service and a service which can deliver additional value into our local communities. We are focussing on reviewing future options, which can offer this and intend to report on proposals to Cabinet in April 2019.
- 3.2.3 To support the development of the review of our Homes Standard and longer-term investment programmes to be implemented from 2020/21 as part of an Asset Management Strategy we have commissioned a stock condition survey. In the light of the results of this survey we will advise Cabinet on the options to bring forward a further programme of priority works during the year.
- 3.2.4 In the meantime through information we have about the stock, responsive repair patterns and problem sites and having analysed complaints we propose a Capital Programme that delivers the following
- Addressing priority fire safety works in blocks – Brittany House, Bliss House, Purcell House and Walbrook House whilst also piloting a holistic high-rise homes standard in conjunction with residents.
  - Decent Homes on a priority needs basis
  - Interim fire safety measures to 24 higher risk high risk blocks pending the review of the pilots and roll out of a holistic programme over a 3-5-year programme
  - Environmental and energy improvements against which will seek match funding
- 3.2.5 We continue to develop our approach to identifying and tackling fire prevention works in our tower blocks. From our fire risk assessments and surveys, we have identified 30 blocks, which are considered high risk, needing intrusive planned works to bring them up to our standard. As identified above, we will be taking a holistic approach to tackling these in the short to medium term, dealing with both the fire risk works and failing infrastructure in a planned programme. We are also watching closely government advice on fire safety as it emerges.
- 3.2.6 The 2019/20 Capital programme can be seen at Appendix 2. This will benefit up to 7000 Council Homes and move our Decent Homes compliance rate from 70% to 78%. From a resident's perspective this programme will have some very real, positive benefits. Decent Homes including ground source heat pumps and new gas boilers provides homes that are cheaper to heat. New kitchens and bathrooms will be designed to reflect how residents live their lives – for example additional pipework connections for water filters and additional sinks. We will continue our commitment to help residents stay in their homes through making appropriate adaptations following OT

assessments. These works range from wet rooms to access ramps, reconfiguring kitchens to grab rails and raised toilet seats.

- 3.2.7 Environmental improvements introducing works which will help reduce crime and anti-social behaviour and will work closely with resident groups to ensure those living in the areas have a genuine input into local solutions.

### **3.3. BETTER QUALITY HOUSING SERVICES**

- 3.3.1 During 2019 we intend to fully implement the Civica CX housing management IT system, which will give us increased capability to serve customers in an efficient way. In conjunction with the implementation we intend to review the housing Target Operating Model, which will give us the opportunity to, working with residents, members and staff review the priorities of the service, enable efficiencies to be made and consider our service model. Again, this new model will be informed by the feedback we get from residents.

- 3.3.2 In May 2018 the Strategic Delivery Board made a decision to transfer the Civica CX programme & project management function to Transformation to ensure that the corporate change management approach was adopted as well as significantly reducing the number of external consultants. In April 2018 Cabinet approved an initial budget of £237,600 to fund this team for 6 months to re-baseline and re-plan the programme, and its projects to ensure more effective delivery and progress. As such Transformation became Council Housing's project & programme management delivery partner.

- 3.3.3 It is proposed that the established programme team deliver the design and support implementation of a new Target Operating Model, Civica Cx and Workflow 360 systems. A budget of £1.3m is required to implement the Civica Cx project, Choice Based Lettings system, Workflow 360 and the Target Operating Model.

### **3.4. DELIVERING MORE AFFORDABLE HOMES**

- 3.4.1 Council Housing has a multi-million pounds programme of mixed tenure/mixed use housing development of 2046 homes out of which 632 will be affordable rent. Our current projection of future new supply is 3,711 homes (1,822 affordable) plus new homes delivered through estate regeneration proposals estimated to achieve circa 5,000 new homes. In 2018/19 the Council completed 133 homes (affordable rent). Affordable homes here are defined as a mix of social rent, affordable rent, and shared equity products following the GLA's grant funding definition.

- 3.4.2 Work on expanding the development pipeline is currently underway. This involves bringing together and assessing all existing known sites, identifying opportunities arising from the HRA stock condition survey – e.g. garages and infill sites and results of work to review rooftop conversion. Additional opportunities arising from wider initiatives such as the care village, supported housing and homes for keyworkers are also being considered.

- 3.4.3 In September 2018 cabinet approved a report, KD 4747 which set out proposals to submit bids to the GLA for affordable housing grant additional headroom borrowing and Right to Buy ring fence offer. This package supports our expansion of the development pipeline.

- 3.4.4 The Council submitted bids for HRA Additional Headroom and Affordable Housing grant on identified sites. On the 23<sup>rd</sup> October 2018 the GLA announced the results of the bids and the Council secured **£18,108,000** of grant. The bid amount reflects our bid and development strategy which will focus primarily on using our RtB receipts and additional HRA headroom borrowing (supported by the grant) to fund the housing programme which will deliver a minimum of 600 homes in the next 3 years. This approach maximises the viability of our programme meeting the corporate objectives of increasing the supply of affordable, quality housing for ownership, social rent and private rent.
- 3.4.5 This allocation ushers in a new season of opportunity for the Council will allow us to lever other development opportunities (grant funded, and non-grant funded) as part of the Council's overarching housing growth strategy. Officers are now focusing on the programme governance and controls, the delivery strategy, procurement of additional resources, establishing the process to ensure success in this endeavour.
- 3.4.6 To support the pace of delivery the GLA has announced a Capacity Building Fund which we are bidding for, the results of which will be known in the spring. In the meantime, it is a high priority for the right capability and skills set to be acquired for the development and regeneration service at a time of high competition for these skills both amongst other Council's and Housing Associations.

#### Right to Buy Programme

- 3.4.7 In March 2015 Cabinet approved a report that set out proposals for how RTB receipts would be spent on a range of schemes over short to long term time periods. The report approved expenditure of £19.771,000 to the end of the 2016-17 and £87,725,000m between 2017-18 and 2019-2020.
- 3.4.8 Right to Buy Expenditure 2015/19 (schemes set out below have been funded to date)

<b>Scheme</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>
Brought Forward from Last year	0	1,414,912	3,751,317	2,444,919
Dujardin Mews	2,549,343	1,839,517	661,241	34,746
New Avenue	176,541	25,517	3,510,451	27,760
Ordnance	0	1,096,120	1,909,635	417,179
Feasibility Work	0	785,440	636,591	248,243
New Rooftops	0	1,444,783	1,449,997	250,000
Buying Street Properties	1,353,205	2,306,652	16,476,170	12,362,041
Small sites 1	3,883,571	0	613,639	2,311,096
Payments to RPs	842,381	7,221,000	4,068,629	6,871,889
Less Carry Forward to Next Year	-1,414,912	-3,751,317	-2,444,919	0
<b>Total spend</b>	<b>7,390,129</b>	<b>12,382,624</b>	<b>30,632,751</b>	<b>24,967,873</b>

- 3.4.9 In the years 19/20, 20/21, 21/22 the receipts will be used to fund estate renewal schemes, buying properties and land to add to our current stock and,

funding Registered Providers to assist in either developing sites or acquiring properties. Appendix 1 attached outlines RTB expenditure, which supports the GLA programme and the Council Housing affordable housing programme.

### **3.5. REGENERATING ESTATES**

**3.5.1** The development of plans for the Joyce and Snells estate regeneration is underway and, subject to viability, during 2019/20 we shall be bringing forward plans to take forward this regeneration programme which will be of substantial benefit to existing residents.

**3.5.2** We are assessing other opportunities for estate regeneration programmes and are proposing a feasibility budget of £450k during 2019/20 to be funded from the HRA to bring forward new schemes that will increase our housing supply and enhance residents' quality of life.

### **3.6. Rent Levels and Rent Increases for 19/20**

Cabinet report KD4741 - Housing Revenue Account (HRA) Business Plan Budget 19/20, Rent Setting and Service Charges presents the levels of rents including garages, community halls service charges and heating charges to be operative with effect from 1<sup>st</sup> April 2019 for HRA Council Tenants and Leaseholders.

### **3.7. Revised 30 Year HRA Business Plan**

The report elsewhere on the Cabinet agenda brings together the HRA Business Plan and budget for 2019/20. This demonstrates that our short-term plans as described in this report can be accommodated.

We will revise the HRA Business Plan during the year in the light of the stock condition survey results, the costs of the housing operating model and with a view to maximising our capacity to deliver new council owned homes.

### **3.8. Review of Governance Arrangements**

**3.8.1** As part of the Council's restructure process Council Housing, Homelessness and Estate Regeneration became a new division known as Housing & Regeneration. As part of a review of the Governance process it has been proposed that a group called the Housing Advisory Group will replace Housing Board and will consider the range of housing issues that the Council is responsible for including homelessness prevention, the temporary accommodation service, the council housing service, the Housing Gateway service and the quality of new build council housing.

**3.8.2** The purpose of this group is to act as a Sounding Board for the Cabinet by working alongside residents for which we have a housing responsibility. It is a Group, which can provide feedback to officers on the development of strategy, policy and service delivery issues and can make recommendations as appropriate to Cabinet.

#### **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1 Not spending the GLA external funding of £18m will restrict the delivery of affordable housing on key housing sites and damage the council's reputation as an investment partner with the GLA.
- 4.2 If the council does not spend the Right to Buy Receipts on Council Homes in the specified period it will be required to repay receipts plus interest to government. Although the GLA Right to Buy offer will give us longer to spend any returned receipts we will be given less flexibility on the projects we can fund.

#### **5. REASONS FOR RECOMMENDATIONS**

- 5.1 This report sets out how Council Housing will improve services for our residents by improving the quality of existing and new homes and increasing the delivery of affordable homes for those in housing need.
- 5.2 The Council has signed up to participate in the RTB expenditure scheme and is committed to retaining receipts to address the growing demand for affordable rented homes in the borough.
- 5.3 To ensure that RTB receipts are being spent with the appropriate authorisation, approval is needed to cover the next 3-year period.
- 5.4 In October 2018 the GLA announced the outcome of the bids for grant which totalled £18m. Failure to spend the grant in the required timescales would mean a loss of affordable housing and the need to return the allocation.

#### **6. COMMENTS FROM OTHER DEPARTMENTS**

##### **6.1.1 Financial Implications**

##### **6.1.1 Major Works Programme**

As set out in Appendix 2 the major works programme for 19-20 is expected to cost £41m. This will fund existing and proposed projects including £6.5m for fire safety works. This will be funded from HRA reserves.

##### **6.1.2 IT Project**

This report is requesting funding of £1.3m to deliver the design and support implementation of a new Target Operating Model, Civica CX and Workflow 360. This will be funded from HRA reserves.

##### **6.1.3 GLA Funding**

The council was successful in securing £18m of GLA grant as part of the Building Council Homes for Londoners scheme. Funding is based on £100k per home for social and affordable rent and £38k for shared ownership in 29-20 then £28k thereafter. Rents will be set at social or the London Affordable rent. The new London Affordable Rent cap will be introduced from April 2019 to ensure the Council's Affordable Rent policy is in line with the London Affordable Rent cap.

Appendix 1 sets out the proposed GLA funded programme with the required headroom, this will be funded from additional HRA borrowing.

### 6.1.3 RTB Expenditure

In the next 3 years the receipts will be used to fund estate renewal schemes, buying properties and land to add to our current stock and, funding Registered Providers to assist in either developing sites or acquiring properties. The benefit of funding Registered Providers is that there is no obligation for the HRA to match fund and avoids repayment of receipts plus interest (4% compounded interest rate).

Appendix 1 sets out the proposed GLA funded programme with the required headroom, this will be funded from additional HRA borrowing.

## 6.2 Legal Implications

- 6.2.1 The Council has a statutory duty to arrange for the proper administration of its financial affairs and a fiduciary duty to local taxpayers with regards to the use of and accounting for public funds. This report assists with the discharge of those duties.
- 6.2.2 The Council has a statutory duty under the Landlord and Tenant Act 1985 to ensure repairs to its properties are carried out effectively and in a timely manner. The Council also has the power (contained in the Housing Act 1985) to alter, repair or improve its housing stock. Furthermore, under the terms of the leases granted under the right to buy scheme, the Council has a legal obligation to leaseholders to repair and maintain its housing stock.
- 6.2.3 The Council has power under s.111 Local Government Act 1972 to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The Council also has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals generally may do, provided it is not prohibited by legislation and subject to Public Law principles. The recommendations set out in this report are consistent with the Council's powers and duties.
- 6.2.4 In relation to any procurement of goods or services envisaged by the subject matter of this report, the Council must comply with its Constitution (including the Contract Procedure Rules) and, where applicable, the Public Contracts Regulations 2015. The Council must also be mindful of its obligation to comply with the Public Services (Social Value) Act 2012 (where applicable) and of the duty to obtain best value, under the Local Government (Best Value Principles) Act 1999.
- 6.2.5 Any extension or variation of contracts envisaged by the subject matter of this report must also comply with the Council's Contract Procedure Rules and, if applicable, Regulation 72 of the Public Contracts Regulations 2015.
- 6.2.6 Any acquisition of property envisaged by the subject matter of this report must comply with the Council's Constitution (including the property Procedure Rules).
- 6.2.7 Any resultant contract must be in a form approved by the Director of Law and Governance.

### **6.3 Property Implications**

6.3.1 Strategic property Services supports the provision and growth of good quality, affordable Council homes and acknowledges this is a key priority for the Council.

6.3.1 The acquisition of land and property to increase the supply of homes, which is assumed within the business plan, is subject to the requirements of the Council's constitution and in particular the Property Procedure Rules, sections 4.1 4.3.5 apply in this regard.

## **7. KEY RISKS**

7.1 Failure to receive the appropriate approval for expenditure of right to buy receipts risks the Council handing unspent receipts back to the Government.

7.2 Approval is required to ensure that a continuing programme is agreed for identified Council schemes and with external partners.

7.3 Failure to deliver the Building Council Homes programme in timescales would result in the allocation being returned to the GLA.

7.4 Delays in the capital programme will have significant effects on the delivery of new homes and decent homes works. Close working relationships with the contractors and developers is essential.

## **8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

### **8.1 Good homes in well-connected neighbourhoods**

This programme will increase the supply of a range of housing tenures including affordable housing and create thriving neighbourhoods and places

### **8.2 Sustain strong and healthy communities**

Developing and sustaining good quality housing in areas where people desire to live will help to create and maintain strong sustainable communities and increase the portfolio of stock it has to discharge its statutory housing responsibility to households that live in the borough.

### **8.3 Build our local economy to create a thriving place**

Support residents to take more responsibility to increase the local economy and improve their communities by more active engagement in project delivery.

## **9. EQUALITIES IMPACT IMPLICATIONS**

All affordable housing schemes proposed within this report either have been or will be subject to Equalities Impact Assessments. However, providing good quality, affordable housing within the Borough is targeted at those most in need of a home and least able to afford property on the open market.



## **10. PERFORMANCE AND DATA IMPLICATIONS**

- 10.1 The proposals contained in this report will increase the portfolio of stock that is available to assist the Council to discharge its statutory housing obligations i.e. decanting of households directly affected by the Councils regeneration proposals and supporting those in need of temporary accommodation.
- 10.2 The delivery of housing within the schemes will be subject to strict performance management to ensure that timelines are adhered to and ability to retain RTB receipts maximised.

## **11. HEALTH AND SAFETY IMPLICATIONS**

All properties owned and rented by Enfield and RP partners are subject to rigorous health and safety checks as a matter of course. The proposed fire safety programme is supported as a means of tackling various fire safety concerns that have been raised in Fire Risk Assessments completed on the blocks in recent years. The safety benefits and learning experiences from the project will be valuable and shared with the London Fire Brigade to continue our good working relationship.

## **12. HR IMPLICATIONS**

Additional resources will be required to deliver programme included within this Cabinet report, funding coming from the HRA Business Plan. A capacity study of the Development & Estate regeneration team to ensure they have the skills and resources to deliver the ambitions housebuilding programme has commenced.

## **13. PUBLIC HEALTH IMPLICATIONS**

The provision of safe, clean affordable housing has a clear connection to individuals' health and wellbeing. Providing new affordable housing on the scale proposed in this report will have a positive impact on health outcomes.

### **Background Papers**

Cabinet Report KD4742 - Housing Revenue Account (HRA) Business Plan Budget 19/20, Rent Setting and Service Charges (elsewhere on this agenda)

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## GLA &amp; RTB Programme

## APPENDIX 1

Project	Units	GLA Grant			RTB Receipts (30%)			Headroom required		
		2019-20	2020-21	2021-22	2019-20	2020-21	2021-22	2019-20	2020-21	2021-22
Alma Estate - Additional LSO	20	0	0	560,000	0	0	0	0	0	6,007,313
Alma Estate - Phase 2 LAR	44	0	2,200,000	2,200,000	0	0	0	0	8,800,000	0
Kempe Hall, Elsing Estate LSO	6	0	84,000	84,000	0	0	0	0	1,046,916	0
New Avenue Phase 2 LAR	45	2,250,000	2,250,000	0	0	0	0	9,000,000	0	0
Highview Gardens LSO	8	0	112,000	112,000	0	0	0	0	1,716,987	0
Dendridge Close LSO	12	0	168,000	168,000	0	0	0	0	2,398,426	0
Small Sites Ph4 LSO	15	0	210,000	210,000	0	0	0	0	3,029,250	0
Willoughby Lane- Meridian Water (GF)	75	0	3,750,000	3,750,000	0	0	0	0	0	0
Small Sites Ph4 rent	35	0	0	0	0	0	2,453,895	0	0	5,725,755
Alma Estate - Additional AR	50	0	0	0	0	0	4,719,279	0	0	11,011,651
Gatwood Green AR	5	0	0	0	524,504	0	0	1,223,843	0	0
Kempe Hall, Elsing Estate AR	12	0	0	0	0	833,933	0	0	1,945,844	0
Newstead House AR	12	0	0	0	1,281,865	0	0	2,991,018	0	0
Roofspace Conversions AR	150	0	0	0	1,408,186	2,816,371	2,322,446	3,285,766	6,571,532	9,857,299
High Road AR	9	0	0	0	703,221	0	0	1,640,849	0	0
Highview Gardens AR	19	0	0	0	0	1,332,152	0	0	3,108,355	0
Logan Road AR	7	0	0	0	579,665	0	0	1,352,552	0	0
Dendridge Close AR	40	0	0	0	0	2,779,802	0	0	6,486,205	0
Land & street property acquisitions & other opportunities	100	0	0	0	3,059,756	5,094,390	0	11,572,764	11,886,910	1,287,498
Rregistered Providers	22	0	0	0	1,900,000	0	0	0	0	0
	<b>0 686</b>	<b>2,250,000</b>	<b>8,774,000</b>	<b>7,084,000</b>	<b>9,457,197</b>	<b>12,856,648</b>	<b>9,495,620</b>	<b>31,066,792</b>	<b>46,990,425</b>	<b>33,889,516</b>
			<b>18,108,000</b>			<b>31,809,465</b>			<b>111,946,733</b>	

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## Capital Works Budgets 2019/2020

Committed projects	£ 18,637,904.00
Proposed projects	£ 15,860,000.00
<b>Total projects</b>	<b>£ 34,497,904.00</b>
<b>Total Budget required (inc fire works)</b>	<b>£ 41,047,904.00</b>

Fire stopping works (from committed £20m)	£	6,550,000.00	Detail	Number of properties	Benefit to residents
Fire stopping (doors, communal doors, collars, etc), and new cladding	£	850,000.00	Bliss House Pilot - cladding replacement and misc fire stopping works to develop full specification and approach on future schemes	72	Improved fire safety
Fire stopping (doors, communal doors, collars, etc), and new cladding	£	850,000.00	Purcell House Pilot cladding replacement and misc fire stopping works to develop full specification and approach on future schemes	72	Improved fire safety
Fire stopping (doors, communal doors, collars, etc), and new cladding	£	850,000.00	Walbrook House Pilot cladding replacement and misc fire stopping works to develop full specification and approach on future schemes	126	Improved fire safety
Cladding Replacement at Woolbrook House	£	3,000,000.00			
Channel Island Highrise blocks			Emergency Lighting, monies to be drawn down once full costs established	200	Improved fire safety
Channel Island Highrise blocks	£	1,000,000.00	Fire stopping works	200	
Brittany			High priority project including Sprinklers system for fire stopping etc. May require additional drawdown from £20m reserve subject to progress/timescales on pilot projects	89	
Scott			High priority project including Sprinklers system for fire stopping etc. May require additional drawdown from £20m reserve subject to progress/timescales on pilot projects	82	
Cheshire			High priority project including Sprinklers system for fire stopping etc. May require additional drawdown from £20m reserve subject to progress/timescales on pilot projects	84	
<b>Committed projects (on site) /approved projects (tendered, prestart, S20)</b>					
	£	Score	Detail	Number of properties	Benefit to residents
Brimsdown PODS Ph 1	£	1,103,000.00	Installation of bathroom pods, kitchens	60	Core decent homes
New Southgate - externals	£	2,198,000.00	Roof, windows, balconies	245	Core decent homes
Enfield North Externals	£	230,000.00	Roof, balconies, brickworks	130	Core decent homes
Channel Islands - Heat pumps etc	£	193,062.00	New heating to eight tower blocks	400	Improved heating, reduced heating costs
Winchmore Hill - externals	£	148,000.00	Roof, windows, concrete repairs	147	Core decent homes
Exeter Rd - GSHF	£	150,000.00	RHI Operational and Maintenance Contract	400	As above and grant income to HRA
Water tank replacements - legionella works	£	120,000.00	End of life replacement of water tanks from L8 legionella assessments	TBI	Reduce risk of legionella to residents
Decent Homes out of borough - Waltham Cross	£	1,500,000.00	DH works - roof, windows, k&b, electric, heating	72	Core decent homes
Upper Edmonton - externals	£	4,134,618.00	Roof, windows, concrete and brickwork repairs	276	Core decent homes
Cambridge Road West - Externals	£	4,575,000.00	Roof, windows, concrete and brickwork repairs	240	Core decent homes
Exeter Road - fire stopping	£	35,000.00	Fire stopping to heating pipes	200	Improved fire safety
Dry riser project	£	200,000.00	Installation of dry risers to 16 blocks	552	Improved fire safety
Cladding removal	£	800,000.00	Bliss, Purcell, Walbrook cladding removal	270	Improved fire safety
Lift replacement project	£	1,091,224.00	8 lifts renewed in 4 blocks - end of life replacements	208	Improved facilities/access
Mains water replacement Exter road	£	160,000.00	Repair of fractured main to ensure constant supply	230	Continuity of service
Voids Capitalisation	£	650,000.00	DH homes works which is identified at void stage	150	Core decent homes
Aids and Adaptations	£	750,000.00	LBE annual commitment	Dependant upon OT recommendations	Assists residents to stay in their own homes
Older schemes	£	600,000.00			
<b>Proposed Projects</b>					
	£	Score	Detail	Number of properties	Benefit to residents
Stacks/long term leak issues	£	3,000,000.00	24 Initially Bliss, Purcell, Walbrook as pilots and ongoing programme following fire stopping project	270	Long term structural element failures repaired
Decent homes catch up works - Internal decent homes catch up (currently 70% Decent but subject to full validation)	£	1,400,000.00	31 Kitchens	350	Core Decent homes requirement
Decent homes catch up works - Internal decent homes catch up (currently 70% Decent but subject to full validation)	£	1,050,000.00	31 Bathrooms	350	Core Decent homes requirement
Decent homes catch up works - Internal decent homes catch up (currently 70% Decent but subject to full validation)	£	1,200,000.00	31 Rewires	300	Core Decent homes and Health and safety
Decent homes catch up works - Internal decent homes catch up (currently 70% Decent but subject to full validation)	£	1,550,000.00	31 Heating	310	Core Decent homes and help tackle fuel poverty
Decent homes catch up works - Internal decent homes catch up (currently 70% Decent but subject to full validation)	£	350,000.00	31 Insulation	700	Core Decent homes and help tackle fuel poverty
Decent Homes Stock Condition Surveys	£	450,000.00	31 Stock surveys	3000	Identification of projects for future programme
Fire and Smoke alarms and warden call	£	2,210,000.00	27 End of life replacement of alarm and warden call systems	TBI	
Replacement communal boiler	£	700,000.00	24 Replacement of Communal boiler at Pruden Close	43	Reliable system, less breakdown, more efficient system
Communal electric upgrades	£	200,000.00	23 Upgrade of Communal electric at various blocks, electrical safety regulations requirement	TBI	Health and safety of residents (potentially reduce fire risk)
Garages	£	250,000.00	27 Circa 30 sites identified as needing immediate works, budget to provide temporary measure ahead of agreeing fully garage strategy	TBI	Tackle Health and safety and ASB issue
Environmental improvements	£	500,000.00	Environmental improvement works associated with external works		Help improved environments and tackle ASB issues
Newdales - full external inc environment - phase 1	£	3,000,000.00	27 Significant works to the external envelop of the Newdales estate, including environmental improvements, decoration, structural concrete repairs, roofing. Subject to full validation and specification exercise	148	Significant improvement in environment, tackle ASB issue,

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**MUNICIPAL YEAR 2018/2019 REPORT NO. 166**

**MEETING TITLE AND DATE:**

**Cabinet 13<sup>th</sup> February  
2019**

**REPORT OF:**

Commercial Director

Contact officer and telephone number:

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<b>Agenda – Part: 1</b>	<b>Item: 11</b>
<b>Subject: Approval of List of Shareholder Reserved Matters</b>	
<b>Wards: All</b>	
<b>Non Key</b>	
<b>Cabinet Members consulted: Cllrs Caliskan, Anderson, Oykenner, Lemonides, Maguire, Cazimoglu</b>	

**1. EXECUTIVE SUMMARY**

The Council must be able to exercise appropriate control and influence over its wholly-owned companies in order for them to contribute to its objectives and manage risks whilst at the same time allowing the companies appropriate freedoms and flexibilities to operate commercially.

This should be reflected in the 'shareholder reserved matters' i.e. decisions/matters which must be referred back to the Council as shareholder for approval before being actioned by each company.

A list of shareholder reserved matters has been produced which balances the need for the Council to retain strategic control with the importance of providing each company with the commercial freedom to maximise its chances of success.

The Recommendations contained in this Report were taken to, and approved by, the Shareholder Board on 29th January 2019.

**2. RECOMMENDATIONS**

**(As approved by the Shareholder Board on 29th January 2019):**

2.1 That each company adopts the list of shareholder reserved matters attached at Appendix 1 to this Report.

2.2 That changes are made to the company Articles (if required) in order to give effect to the list of shareholder reserved matters.

2.3 That authority is delegated to the Council's Commercial Director, acting in consultation with the Director of Law and Governance and the Director of Finance, to finalise and implement the list of shareholder reserved matters.

2.4. That the Council works with each company to develop a Shareholder Agreement and timetable for changes needed to governance arrangements.

2.5 That authority is delegated to the Council's Commercial Director, acting in consultation with the Director of Law and Governance and the Director of Finance, to agree the terms of and implement the Shareholder Agreement with each of the companies.

### **3. BACKGROUND**

3.1 The Council has a number of wholly-owned trading companies. As sole shareholder, the Council must be able to exercise appropriate control and influence over its entities in order for them to contribute to its objectives and manage risks whilst at the same time allowing the companies appropriate freedoms and flexibilities to operate commercially. This should be reflected in the extent of the 'shareholder reserved matters' i.e. decisions/matters which must be referred back to the Council as shareholder for approval before being actioned by each company.

3.2 To this end, it is proposed that each company is asked to adopt the attached list of shareholder reserved matters (Appendix 1). In the interests of ensuring a consistent governance framework as far as possible, the lists for all companies are broadly aligned.

3.3 In order to implement these shareholder reserved matters, it is acknowledged that clarity is needed on arrangements and roles within the Council and how the Council will work with companies so that they have the freedoms, flexibility and a constructive relationship with the Council. As set out in 3.10 below, it is therefore proposed that a Shareholder Agreement is developed with each company that helps to implement reserved matters, agrees the roles and responsibilities of Company and Council individuals and arrangements for supporting the companies to thrive and deliver their objectives.

#### **Current Shareholder Reserved Matters**

3.3 The shareholder reserved matters currently in force for each company are listed below, as set out in the governance documents (primarily the Articles of Association). In addition, there are certain matters which are reserved to the shareholder as a matter of company law and apply to all companies (such as approval of substantial transactions involving directors, and directors' service contracts of more than 2 years).

#### **3.4 Housing Gateway Limited**

The Council as shareholder has a general power under the Articles to direct the directors to take or refrain from taking specified action.

#### **3.5 Enfield Innovations Limited**

The Council as shareholder has a general power under the Articles to direct the directors to take or refrain from taking specified action.

#### **3.6 Enfotec**



The Council as shareholder has a general power under the Articles to direct the directors to take or refrain from taking specified action.

### 3.7 Independence and Well Being Enfield ('IWBE')

It should be noted that IWBE is a 'Teckal company', which means that contracts can be awarded freely between the Council and IWBE without the need to go through a competitive procurement process. In order to maintain the Teckal status of IWBE, the Council must exercise a control over IWBE similar to that which it exercises over its own departments (i.e. it needs to demonstrate a decisive influence over both strategic objectives and significant decisions). The shareholder reserved matters must reflect this requirement.

The Council as shareholder has a general power under the Articles to direct the directors to take or refrain from taking specified action.

In addition, the Articles contain a comprehensive list of matters to be referred to the Council as shareholder:

- Adopt or amend Company's business plan.
- Making of any political or charitable donation.
- Change in company status from a limited company to a Plc or from a company limited by guarantee to any other form of legal entity.
- The admittance of a new shareholder or the issue of any shares.
- Issuing any loan capital in the Company or entering into any commitment with any person with respect to the issue of any capital.
- Making or borrowing any indebtedness.
- Altering the company name or its registered office.
- Changing the nature of the Company's business or commencing any new business...which is not ancillary or incidental to its current business.
- Forming any subsidiary or acquiring shares in any other company or participating in any partnership or joint venture (incorporated or not).
- Amalgamating or merging with any other company or business undertaking.
- Any acquisition/disposal of any material asset(s) otherwise than in the course of the business.
- Creating or granting any encumbrance over the whole or any part of the business, undertaking or assets of the Company or agreeing to do so other than liens arising in the ordinary course of business.
- Making any loan or granting any credit or giving any guarantee (other than in the normal course of trading) or indemnity.

- Appointing any agent or other intermediary to conduct any of the Company's business.
- Entering into any arrangement, contract or transaction not in accordance with Company's business plan during the relevant financial year or outside the normal course of its business or otherwise on arm's length terms other than arrangements to sub-let or rent the rooms in certain premises occupied by the Company but subject to the terms of the leases of such premises... (1) Waverley Road, "Formont"); (2) 25 Connop Road ("New Options"); (3) Ground Floor 65c Park Avenue ("Park Avenue") and (4) 55b The Sunny Road ("Rose Taylor").
- Declaring or paying any distribution.
- Incurring any capital expenditure in excess of £10,000 (in respect of individual items and /or where aggregate capital expenditure for the same project exceeds this sum).
- Taking any step to wind up the Company (except where it is insolvent).
- Taking any step to place the Company into administration.
- Proposing or entering into any arrangement, scheme or moratorium, compromise or composition with its creditors.
- Applying for an interim order under Part 1 Insolvency Act 1986 or inviting the appointment of a receiver or administrative receiver over all or any part of the Company's assets or undertaking.
- Approving any merger, liquidation, dissolution or acquisition of the company.
- Employing the managing director of the Company and setting or amending the terms applicable to such employee or dismissing such employee.
- Instituting, settling or compromising any legal proceedings (other than debt recovery...) instituted or threatened against the Company or submitting to arbitration or ADR any dispute... except in the case of employment disputes or proceedings ...whereby the quantum of any compromise agreement and/or settlements is under £10,000 provided the council is notified...at least 5 working days in advance.
- Making any decision regarding the use of trust funds received by the Company which were gifted to the council for the benefit of service users.

### 3.8 Lee Valley Heat Network Operating Company Limited (trading as 'Energetik')

Energetik was originally set up as a two-tier corporate structure, with a holding company (HoldCo) as the sole shareholder of the operating company (Energetik). That structure enabled strategic direction, accountability and oversight to remain with the Council through the HoldCo Board which was mainly comprised of LBE representatives. Following the creation of this Shareholder Board, the role of HoldCo is obsolete, and a Report has been taken to the Shareholder Board recommending that HoldCo is dissolved.

The shareholder reserved matters were set out in a Delegations Matrix (DM), adopted by both HoldCo and Energetik in 2015. This DM was designed to maximise efficiency by ensuring that operational decisions could be made swiftly by either HoldCo or Energetik, whilst key decisions affecting strategy, or involving financial or reputational risk, remained with the Council as shareholder. It reflected the following list of shareholder reserved matters specifically approved by Cabinet and Full Council ('Mobilisation & Operation of Lee Valley Heat Network', Cabinet – 17 June 2015, Council - 24 June 2015):

- Amendments to the shareholder reserved matters.
- Approval and adoption of the LVHN Business Plan and material amendments thereto.
- Material alteration of the nature/scope of the business, closing down/commencing any new business, which is not ancillary or otherwise incidental to the Business Plan and/or Articles.
- Formation of a subsidiary not within the contemplation of the Business Plan.
- Acquiring shares in any other company (subscription or transfer) or any other similar interest in another entity including a limited liability partnership or limited partnership, entering into joint ventures or partnerships or profit sharing.
- 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, of HoldCo.
- Making any petition or passing any resolution to wind up Holdco or making any application for an administration or winding up order or any order having similar effect in relation to Holdco or giving notice of intention to appoint an administrator or file a notice of appointment of an administrator.
- Entering into of material contracts not contemplated by the Business Plan or "Investment Decision(s)" taken by the Cabinet/Council in respect of LVHN.

- Termination by LVHN companies of any of their material contracts, where this will have a material impact on the delivery of LVHN or the Council.
- Amendments to contracts where material and in excess of £100,000.
- Commencing any claim, proceedings or other litigation brought by or settling or defending any claim, proceedings or other litigation brought against Holdco (or OpCo), except in relation to debt collection in the ordinary course of business (where the claim, proceedings or other litigation has a potentially material impact on the reputation of LBE/HoldCo/OpCo or has a potential material cost implication for LBE/HoldCo/OpCo).
- Disposing of a substantial part of the Business and/or assets outside of the scope of Business Plan.
- Approving the repayment of the external loans (other than in accordance with the terms of the agreement signed by LBE).
- Entering into (or agreeing to enter into) any borrowing arrangement in relation to working capital on behalf of Holdco and giving any security in respect of any such borrowing (including creating any encumbrance over the whole or any part of the undertaking or assets of Holdco or over any capital of Holdco) - above £300,000 (Cabinet and Full Council where above £500,000 and not already in Capital Programme).
- Giving a guarantee, surety ship, bond or indemnity to secure the liabilities of any person or assume the obligations of any person, where above a cumulative value of £500,000.
- Write down of HoldCo asset value, or writing off debts (above £25,000 per event).

The Report to the Shareholder Board recommending that HoldCo is to be dissolved has also recommended that necessary amendments are made to the 2015 DM in the interim to reflect the removal of HoldCo from the company structure.

The Council as shareholder also has a general power under the Articles to direct the directors to take or refrain from taking specified action.

### **3.9 Proposed Shareholder Reserved Matters**

A list of shareholder reserved matters has been produced (Appendix 1) which balances the need for the Council to retain strategic control with the importance of providing each company with the commercial freedom to maximise its chances of success.

In the interests of streamlining governance across all the companies, the shareholder reserved matters for each are broadly aligned, with company-specific commercial and financial matters kept to a minimum and listed separately at the end of Appendix 1.

The list of shareholder reserved matters taken to the Shareholder Board on 29th January 2019 originally included the item 'Payment of a political donation'. Members of the Shareholder Board requested that this should instead be addressed via a blanket prohibition included in all company Articles.

### **3.10 Shareholder Agreement**

The purpose of this Report is to update the way the Council works with its companies as a Shareholder. The Council has obligations to ensure, as a shareholder and in some cases investor and supplier of services, that governance is appropriate to ensure risks are adequately addressed and that companies are successful in delivering their objectives and financially viable.

The Council has over the last few months reviewed its arrangements and engaged with company and council stakeholders, to identify changes that need to be made. This Report proposes new corporate standards for reserved matters.

In order to implement the reserved matters, it is acknowledged that clarity is needed on arrangements and roles within the Council and how the Council will work with companies so that they have the freedoms, flexibility and a constructive relationship with the Council. It is therefore proposed that a Shareholder Agreement is developed with each company that helps to implement reserved matters, agrees the roles and responsibilities of Company and Council individuals and arrangements for supporting the companies to thrive and deliver their objectives.

A Shareholder Agreement is good practice between Councils and their companies and helps address many of the types of areas where more clarity has been needed. For example, clarifying the various roles in the Council, such as Commissioner, Shareholder Board, and support services. It will be developed in partnership with companies addressing the queries they have of the Council and satisfying the Council that its reserved matters are being implemented. An action plan will be produced with each company for implementation of the reserve matters and a shareholder agreement.

## **4. ALTERNATIVE OPTIONS CONSIDERED**

Do Nothing. The companies continue to operate with divergent and in some cases minimal shareholder reserved matters. This option will not improve governance and strategic alignment with the Council's objectives.

## **5. REASONS FOR RECOMMENDATIONS**

These governance changes are required to improve the way the Council works with its companies as a Shareholder and to ensure that suitable and streamlined governance is in place across the companies.

## **6. COMMENTS FROM OTHER DEPARTMENTS**

### **6.1 Financial Implications**

No financial implications arising from this report

### **6.2 Legal Implications**

6.2.1 The recommendations within this report are within the Council's powers and duties. The Council has a general competence powers in s1 Localism Act 2011 which empower it to undertake the actions recommended in this report.

6.2.2 The Council must be mindful of its obligations as shareholder under company law, and seek advice from Legal Services when taking action/steps as shareholder.

6.2.2 The Council must also ensure the directors retain operational control over the companies to avoid being deemed a shadow director, thereby incurring duties and responsibilities similar to those of actual directors. Shadow directors are defined in the Companies Act as "a person (which could include a corporate body) in accordance with whose directions or instructions the directors of the company are accustomed to act". It is theoretically possible for a shareholder (in this case LBE) to be a shadow director, although whether they are or not will always depend on the exact facts and level of influence actually exerted over the company. The Companies Act also says that a parent company will not be regarded as a shadow director of a subsidiary for the purposes of the general duties of directors (and for certain other specified purposes) by reason only that the directors of the subsidiary are accustomed to act in accordance with its directions or instructions. This does not cover all potential shadow director liabilities (e.g. liabilities on insolvency) but is nonetheless helpful. The mere presence of negative controls or veto rights such as those in the list at Appendix 1 will not make a shareholder a shadow director. Reserved matters such as these are extremely common in companies where the shareholders are not involved in day to day management. They are not a list of matters which the Council can insist on, but a list of matters which require the Council's consent to protect its position as shareholder. In the view of company law specialists at Browne Jacobson LLP, the nature of the reserved matters proposed in this Report are entirely normal shareholder protection matters and therefore the risk of any determination that LBE is a shadow director of the

companies as a result of these reserved matters is low. This is on the understanding that LBE does not actually direct the activities of the company and tell the directors how to act.

### **6.3 Property Implications**

There are no property implications arising from this report.

## **7. KEY RISKS**

The key risks are linked to not updating the reserved matters of the Council's wholly owned companies. If the reserved matters are not updated the risk is that the Council as Shareholder may not be able to fulfil its 'ownership function' and influence the strategic objectives for the companies.

## **8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

### **8.1 Good homes in well-connected neighbourhoods**

The reserved matters will encourage and allow the companies to deliver the Council's priorities whilst giving them the freedom to operate as independent companies. This will encourage them to deliver and assist in delivering, depending on the company, good quality sustainable homes in well connected neighbourhoods

### **8.2 Sustain strong and healthy communities**

The reserved matters will mean the Council can improve health by influencing the companies to deliver the Council's aims whilst allowing them the operational freedom to do it their way.

### **8.3 Build our local economy to create a thriving place**

The updated reserved matters will ensure the Council retains their control of shareholder matters but allows the companies freedom to deliver the business that they were originally set up to deliver. The companies help build strong and sustainable communities ensuring access to good quality services.

## **9. EQUALITIES IMPACT IMPLICATIONS**

There are no equalities impact implications arising directly from this report however the companies align themselves with the Council's aims to protect those most in need by continuing to deliver the services and safeguarding measures they rely on.

**10. PERFORMANCE AND DATA IMPLICATIONS**

Companies performance and Data will be reported through the Annual Business Plan Updates and the Quarterly updates to the Shareholder Board.

**11. PUBLIC HEALTH IMPLICATIONS**

There are no Public Health Implications in the report.

**Background Papers**

None

Appendix 1: Proposed List of Shareholder Reserved Matters



References to '**Business Plan**' mean to the overall strategic Business Plan of the company.  
 [References to '**Annual Plan**' mean to the annual plan prepared by each company setting out details for delivery of the Business Plan.]

*Drafting note: It is common for companies to have a longer-term business plan supplemented by an annual budget. There are three options here –*

- 1. LBE approves the long-term Business Plan and an Annual Plan (which would include annual budget)*
- 2. LBE approves the long-term Business Plan and annual budget*
- 3. LBE approves the long-term Business Plan only, and grants freedom to the company in relation to the delivery of its Business Plan*

*The option chosen may differ from company to company.*

**Where there is a discrepancy between Table A (applicable to all Council companies) and Table B (company specific), the provisions in Table B take precedence.**

Type	Item
<b>General</b>	The Council as shareholder has a general power under the Articles to direct the directors to take or refrain from taking specified action
<b>Company Administration</b>	Amendments to company Articles or Shareholder Reserved Matters  Changing company name  Changing registered office  Re-registration as a private company or public company or change to any other form of legal entity.
<b>Shares</b>	Disapplication of pre-emption rights  Reduction in share capital  Transfer of shares  Issuing different share classes and varying class rights  Granting options or rights to subscribe to the issuing of share capital  Allotment of share capital or securities  Payment of dividends or dividends in kind  Capitalisation of profit or appropriation of capitalised sums  Alteration of authorised or issued share capital, or classification

	<p>thereof</p> <p>Bonus issues</p> <p>Sale or transfer of any shares held in treasury</p> <p>Apply for the listing or trading of any shares or debt securities on any stock exchange or market</p>
<b>Auditor</b>	<p>Appointing an auditor</p> <p>Dismissing an auditor (before term expires)</p> <p>Approving a liability limitation agreement between an auditor and the company</p>
<b>Directors</b>	<p>Appointment of a director, including the appointment of the Chairperson and the Managing Director</p> <p>Dismissing a director (before term expires)</p> <p>Director service contract of more than 2 years</p> <p>Substantial property transactions with directors or connected persons within the meaning of s190 of the Companies Act 2006 (RM amends)</p> <p>Loans/quasi loans to, or credit transactions with, directors or connected persons</p> <p>Making any loan to any person or granting any credit (other than in the normal course of trading)</p> <p>Payment for loss of office</p> <p>Remuneration policy</p>
<b>Insolvency</b>	<p>Making any petition or passing any resolution to wind up the company or making any application for an administration or winding up order or any order having similar effect in relation to the company or giving notice of intention to appoint an administrator or file a notice of appointment of an administrator in each case except where the company is insolvent (within the meaning of section 123 of the Insolvency Act 1986).</p> <p>Proposing or entering into any arrangement, scheme, moratorium, compromise or composition with its creditors (whether under Part I of the Insolvency Act 1986 or otherwise).</p> <p>Applying for an interim order under Part 1 of the Insolvency Act 1986</p>

	or to invite the appointment of a receiver or administrative receiver over all or any part of the Company's assets or undertaking
<b>Litigation</b>	Commencing any claim, proceedings or other litigation brought by or settling or defending any claim, proceedings or other litigation brought against the company, except in relation to debt collection in the ordinary course of business, where the claim, proceedings or other litigation has a potentially material impact on the reputation of LBE/the company or has a potential material cost implication for LBE/the company.
<b>Financial and commercial - general</b>	<p>Approval of Business Plan [and Annual Plan]</p> <p>Material variation to the nature/scope of the business, including closing down/commencing of any new business which is not ancillary to or otherwise incidental to the Business Plan [and Annual Plan].</p> <p>Approval of annual budget</p> <p>Forming a subsidiary</p> <p>Acquiring a share/shares in any other company (subscription or transfer) or any other similar interest in another entity, entering into joint ventures or profit sharing arrangements</p> <p>Appointing any agent or other intermediary to conduct the whole or material part of any of the company's business</p> <p>Issuing any loan capital in the company or entering into any commitment with any person with respect to the issue of any capital</p> <p>Approval of borrowing beyond that envisaged in the approved Business Plan</p> <p>Borrowing any monies from any person other than the Council and any early repayment of any monies borrowed from any person other than the Council</p> <p>Mergers and acquisitions</p> <p>Entering into any borrowing or leasing arrangement in relation to working capital on behalf of the company and giving any security in respect of any such borrowing or leasing (including creating any encumbrance over the whole or any part of the undertaking or assets or any capital of the company).</p> <p>Write down of company asset value or writing off debts , in each case above £25,000 per event.</p> <p>Giving a guarantee, suretyship, bond or indemnity to secure the</p>

	<p>liabilities of any person or assume the obligations of any person.</p> <p>Entering into any material contract where outside the scope of the Business Plan [and/or Annual Plan].</p> <p>Termination of or variation to any material contract where this is likely to have a material impact on the company or LBE</p> <p>Action outside the normal course of business taken in relation to any regulatory inspection/matter which would adversely affect the Council, reputationally or otherwise.</p> <p>Changing accounting and reporting policies</p> <p>Engaging any employee or consultant, or varying the terms of any person so engaged with the Company so that:</p> <ul style="list-style-type: none"> <li>• more than three months' notice is required to terminate the contract; or</li> <li>• the emoluments and/or commissions or bonuses are or are likely to be more than £[AMOUNT] per annum.</li> </ul> <p>Entering into any contract or arrangement that is not on an arm's length basis.</p> <p>Adopting or amending any standard terms of business.</p> <p>Granting any rights (by licence or otherwise) in or over any intellectual property owned or used by the company.</p> <p>Factoring or assigning any of the book debts of the company.</p> <p>Establishing or amending any profit-sharing, share option, bonus or other incentive scheme of any nature for directors or employees.</p> <p>Establishing or amending any pension scheme or granting any pension rights to any director, officer, employee, former director, officer or employee, or any member of any such person's family.</p> <p>Dismissing any director, officer or employee in circumstances in which the company incurs or agrees to bear redundancy or other costs in excess of £[AMOUNT] in total</p> <p>Making any agreement with any revenue or tax authorities or making any claim, disclaimer, election or consent exceeding £[AMOUNT] for tax purposes in relation to the company or its business.</p>
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**Financial and Commercial – company specific**

Company	Item
<b>Energetik</b>	<p>Approval of sale of assets above [£ ] not contemplated in the Business Plan [and/or Annual Plan].</p> <p>Spending in excess of [£ ] not contemplated in the business plan/operating plan or not within the approved borrowing.</p> <p>Material variation to the Heat Supply Agreement, lease or agreement for lease with the NLWA/LEL where such variation has an impact on the liabilities of LBE Nomination of a board observer</p>
<b>Independence and Well-being Enfield Limited</b>	<p>Approval of sale of assets above [£ ] not contemplated in the Business Plan [and/or Annual Plan.]</p> <p>Spending in excess of [£ ] not contemplated in the business plan/operating plan or not within the approved borrowing.</p> <p>Incurring any capital expenditure in excess of £10,000 (in respect of individual items and /or where aggregate capital expenditure for the same project exceeds this sum).</p> <p>Entering into any arrangement, contract or transaction not in accordance with Business Plan and/or Annual Plan during the relevant financial year or outside the normal course of its business or otherwise on arm’s length terms other than arrangements to sub-let or rent the rooms in certain premises occupied by the Company but subject to the terms of the leases of such premises... (1) Waverley Road, “Formont”); (2) 25 Connop Road (“New Options”); (3) Ground Floor 65c Park Avenue (“Park Avenue”) and (4) 55b The Sunny Road (“Rose Taylor”).</p>

	<p>Employing the managing director of the Company and setting or amending the terms applicable to such employee or dismissing such employee.</p> <p>Instituting, settling or compromising any legal proceedings (other than debt recovery...) instituted or threatened against the Company or submitting to arbitration or ADR any dispute... except in the case of employment disputes or proceedings ...whereby the quantum of any compromise agreement and/or settlements is under £10,000 provided the council is notified...at least 5 working days in advance.</p> <p>Making any decision regarding the use of trust funds received by the Company which were gifted to the council for the benefit of service users.]</p>
<b>Housing Gateway Limited</b>	<p>Approval of sale of assets above [£ ] not contemplated in the Business Plan and/or Annual Plan.</p> <p>Spending in excess of [£ ] not contemplated in the business plan/operating plan or not within the approved borrowing.</p>
<b>Enfield Innovations Limited</b>	<p>Approval of sale of assets above [£ ] not contemplated in the Business Plan and/or Annual Plan.</p> <p>Spending in excess of [£ ] not contemplated in the business plan/operating plan or not within the approved borrowing.</p>

## MUNICIPAL YEAR 2018/2019 REPORT NO. **167**

**MEETING TITLE AND DATE:**

Cabinet 13<sup>th</sup> February 2019

**REPORT OF:**

Doug Wilkinson Director of  
Environment and Operational Services

Contact officer and telephone number:  
Ian Russell tel. 020 8379 3499

<b>Agenda – Part: 1</b>	<b>Item: 12</b>
<b>Subject:</b> Enfield Rural Catchment Project	
<b>Wards:</b> Chase, Cockfosters and Highlands	
<b>Key Decision No:</b> 4795	
<b>Cabinet Member consulted:</b> Cllr Guney Dogan	

### 1. EXECUTIVE SUMMARY

- 1.1 It is proposed to use Natural Flood Management measures such as creating ponds, wetlands and woodland to reduce flood risk in the Salmons Brook catchment. It is also proposed to carry out a feasibility study to investigate the additional benefits and costs associated with creating a significant amount of publicly accessible woodland in rural areas of Enfield.
- 1.2 The Salmons Brook Natural Flood Management project has been awarded £303k funding by the Thames Regional Flood and Coastal Committee and the Environment Agency. Additional external funding will be sought and used to expand the scope of the project where bids are successful.

### 2. RECOMMENDATIONS

- 2.1 To approve the works to deliver the Salmons Brook Natural Flood Management project.
- 2.2 To note the proposal to use grants to fund a feasibility study to investigate the benefits and costs of creating up to 100 hectares of woodland in rural areas of Enfield with associated access improvements.
- 2.3 To delegate authority to the Cabinet Member for Environment to approve delivery of the Woodland Creation scheme based on the findings of the feasibility study in consultation with the Cabinet Member for Property and Assets.
- 2.4 To delegate authority to the Director of Environment and Operational Services to authorise the placing of orders through any of the Council's existing relevant term contracts or to invite and evaluate tenders/quotations and, where suitable tenders/quotations are received, to authorise the award of contracts for the works in compliance with the Council's procurement rules.

### **3. BACKGROUND**

#### **3.1 Context and Opportunities**

- 3.1.1 The rural north-west of Enfield is designated as Green Belt land and consists primarily of Council-owned leasehold farms with a number of large public parks including Trent Park and Whitewebbs – please refer to the attached maps for further information on the extent and location of these features. The farmland is a mixture of arable and pastoral land. Public access to these agricultural areas is currently very limited as most of the public rights of way are un-paved footpaths of varying quality.
- 3.1.2 These hilly fields are the highest part of the borough. All of the rain falling here ultimately drains to the Lee valley in the east. The rainfall runoff from this catchment area is a major cause of flood risk in local rivers such as the Salmons Brook. The current Environment Agency fluvial flood mapping for this catchment estimates that there are 20 properties with a ‘very significant’ risk of flooding (annual probability higher than 1 in 20) and 1,075 properties with a ‘moderate’ risk of flooding (annual probability between 1 in 75 and 1 in 200) in the Salmons Brook catchment. The properties with the highest risk are in the Grange ward near Enfield Town; however, most of the properties at risk are in the Edmonton area further downstream. Another issue is that the water draining from these areas is often polluted by diffuse sources such as fertiliser and sediment; these are associated with agricultural activities which are significant contributors to poor water quality in Enfield’s rivers.
- 3.1.3 There is potential to increase the benefit of this resource for both people and the environment by improving access and converting a proportion of farmland into woodland, meadow and wetlands. This approach can deliver the following benefits:
- Reduced flood risk to all at risk properties in the Salmons Brook catchment through the use of natural flood management techniques such as the creation of ponds, wetlands and woodlands that slow the flow of water and reduce rainfall runoff
  - Improved places for recreation such as walking and cycling
  - Linking communities through improved access, encouraging active lifestyles
  - Increased access to nature including creating opportunities for education in a natural environment
  - Addressing the adverse impact of rural diffuse pollution on Enfield’s streams and rivers
  - Enhanced areas of biodiversity through the creation of a wide range of habitats including woodland, meadow and wetlands
  - Economic benefits associated with the creation of productive woodland; an appropriate proportion of any new woodland could be productive to benefit the local economy and provide useful, sustainable products for local residents, these could include biomass fuel, firewood and other timber products



3.1.4 Through discussions with the Greater London Authority (GLA) and Environment Agency (EA) two main themes have been developed to form this project outline:

- Focus on the Salmons Brook catchment – this is due to the high flood risk downstream in this catchment relative to the adjacent Turkey Brook catchment
- Create a swathe of woodland following the route of the London Loop footpath from Trent Park towards Whitewebbs Park – this would create publicly accessible areas of enhanced amenity and biodiversity; this approach increases the overall benefit and the potential funding available

## **3.2 Salmons Brook Natural Flood Management**

3.2.1 Natural Flood Management (NFM) refers to the alteration, restoration or use of landscaped features to slow runoff rates and reduce flood risk downstream, this involves using techniques such as:

- Creating ponds and wetlands which store water during extreme rainfall
- Creating woodland which increases infiltration and reduces runoff
- Restricting the capacity of drainage channels to restore natural flood storage features
- Changing land management practices – for example maintaining vegetative cover over the winter to reduce runoff and soil erosion

3.2.2 NFM is recognised as a cost-effective method of reducing flood risk and is therefore recommended by Enfield's Local Flood Risk Management Strategy that was published in 2016. The Salmons Brook catchment is considered to be the most suitable location for implementing NFM measures. This is largely because of the extent of flood risk in the lower part of the catchment, but also because it is almost wholly within Enfield's boundaries on land owned by Enfield Council so there is significant potential for the Council to take action to mitigate this risk in a cost-effective way.

3.2.3 In recognition of this opportunity the Salmons Brook Natural Flood Management project was initiated by Enfield Council in partnership with the waterways charity Thames21 in 2018. Thames21 were selected as a partner based on their previous experience in successful catchment management projects in Enfield and their involvement in several other NFM projects across London. This is a 4-year project running from 2018 to 2022, the focus in the early stages is to evaluate the feasibility of implementing various NFM measures and identify the most suitable locations. In years 2, 3 and 4 the focus will shift to delivery and monitoring. This will involve working with local landowners and residents to test the effectiveness and deliverability of different NFM measures and using hydraulic modelling to assess the impacts on flood risk in the lower part of the catchment.

3.2.4 The Salmons Brook Natural Flood Management (NFM) project has been awarded £303k funding by the Thames Regional Flood and Coastal Committee and the Environment Agency. It is expected that the overall scope will expand during the project as further external funding is sought. To support

the Salmons Brook NFM project a £240k funding bid has recently been submitted to Natural England for a Water Environment Grant (WEG). This grant is aimed at reducing the impact of diffuse rural pollution on Enfield's rivers. It is expected that a decision regarding the WEG will be made in early 2019. If successful the funding would be used to create up to 30 small ponds distributed across the six Council owned farms in the Salmons Brook catchment.

- 3.2.5 Successful delivery of this project will reduce flood risk to potentially hundreds of properties in the Edmonton area, a further 20 properties in the Grange ward will also benefit from reduced flood risk. These measures form part of a wider strategy to manage flood risk by reducing rainfall runoff and storing water in parks and open spaces – as described in Enfield's Local Flood Risk Management Strategy. They complement and extend the benefits of recently completed projects such as the wetlands at Firs Farm Playing Fields and Prince of Wales Open Space. The flood map shows the location of several flood alleviation schemes that have been completed by Enfield Council in recent years as well as ongoing and planned projects such as the Enfield Town Park flood storage area and Albany Park river restoration scheme.

### **3.3 Woodland Creation**

- 3.3.1 There are several areas of existing woodland in Enfield's rural areas; however, aside from larger woods such as those in Trent Park and Whitewebbs, these mainly consist of small fragmented pieces of woodland – increasing their extent and linking them together would significantly increase their value to both local people and the environment.
- 3.3.2 The benefits of creating new woodland on Enfield's rural land needs to be considered against potential adverse impacts on farming. An initial economic assessment has been carried out to identify and evaluate potential sources of income to compensate for lost income associated with reduced areas of farmland – this is included with the attached background papers to this report. However, further feasibility work is required to establish the costs and long-term viability of creating new woodland, a programme for developing this is described below.
- 3.3.3 Additional funding to support woodland creation in London has recently been allocated by the Greater London Authority (GLA). In July 2018 the Mayor of London invited public-sector landowners to submit expressions of interest for a woodland creation project. The GLA have set aside £1.5m from the Greener City Fund to support the woodland creation project in London. It is estimated that 33% of all Council-owned Green Belt land in London is in Enfield; consequently Enfield is considered to be one of the main opportunity areas for woodland creation. Initial discussions between Council officers and the GLA have identified opportunities to create up to 100 hectares of new woodland – in comparison the existing area of farmland in the Salmons Brook catchment is around 600 hectares. As one of the GLA's main aims is to create publicly accessible woodland it is proposed to focus woodland creation alongside existing public rights of way such as the London Loop footpath.

- 3.3.4 The London Loop is a 150-mile (242km) footpath that runs around Outer London. There is a 3.3km section that passes through Council owned farmland that offers an excellent opportunity to create a publicly accessible swathe of woodland. This approach also helps to link together some of the many fragmented segments of existing woodland that have been retained in this area. Much of this footpath runs alongside the Salmons Brook itself, creating woodland here would further enhance the benefits associated with amenity, biodiversity and reduced flood risk.
- 3.3.5 An Expression of Interest (EOI) for the Woodland Creation project was submitted to the GLA in October 2018. The EOI has been developed in line with the funding and benefit realisation opportunities described in this paper. Initial feedback from the GLA has been very positive, they are now proposing to provide funding in two stages as described below:
- Stage 1 Feasibility Study (2019) – develop woodland creation proposals by engaging with land managers, identifying preferred sites, designing woodlands and carrying out an Environmental Impact Assessment
  - Stage 2 Woodland Creation (2019-2021) – finalise designs and carry out planting
- 3.3.6 The EOI submitted to the GLA includes an indicative outline project budget of £1,975,000 that is based on the hypothetical creation of 100 hectares of woodland; please refer to the table in the Economic Assessment included in the background papers for further information about the project outline. If this amount of woodland was to be created, up to £860,000 of funding would potentially be sought from the GLA, the rest would be derived from Government grants administered by the Forestry Commission. It is expected that the capital cost of creating new woodland would be covered by the Forestry Commission grants. The GLA funding would be used primarily to improve access to the new woodland to ensure that they can be accessed and enjoyed by a wide range of people. The section of the London Loop running through this area connects to a longer stretch that was widened and re-surfaced in 2014 as part of a Transport for London funded project to create a Quietway route for walking and cycling. Bringing the 3.3km section through Enfield's farmland up to a similar standard would create a high quality green link connecting Trent Park in the west half of the borough all the way through to the Lee Valley in the east, passing through Forty Hall and Albany Park on the way – as shown in the attached maps.
- 3.3.7 It is expected that any new woodlands will be managed by the current land managers; however, it is possible that in some cases alternative arrangements that require modifications to the existing leases between Enfield Council and the tenant farmers will be required. These options will be explored as part of the Project Development phase.
- 3.3.8 The measures described in this report can only be carried out in full cooperation with the tenant farmers. Due to the potential mutual benefits of implementing these measures it is expected that there will be considerable

scope for delivering a significant number of these measures across the seven farms in the area of interest.

- 3.3.9 Many of the proposed interventions described in this report can be carried out under the Council's powers of Permitted Development – for example modifying existing watercourses, creating ponds and small areas of woodland. Larger interventions such as creating more extensive wetland areas or significant areas of woodland would require planning permission. The permissions required for these larger interventions will be further explored during the project development phase.

#### **4. ALTERNATIVE OPTIONS CONSIDERED**

Do nothing: This scheme is part of a series of improvements to reduce the risk of flooding in the Salmons Brook catchment. To do nothing will lose an opportunity to attract significant funding to the London Borough of Enfield, improve the environment, for both people and wildlife, and reduce flood risk to local residents and infrastructure. Furthermore, it would mean the loss of an opportunity to comply with one of the actions identified in the Local Flood Risk Management Strategy.

#### **5. REASONS FOR RECOMMENDATIONS**

- 5.1 Improved flood protection through the creation of Natural Flood Management features which will reduce the risk of flooding to properties downstream. This complies with the recommendation in Enfield's Local Flood Risk Management Strategy to reduce flood risk using this approach.
- 5.2 Improvements to the environment through the creation of ponds, wetland and woodland features that contribute to a diverse range of habitats and improve biodiversity within Enfield's rural areas.
- 5.3 Increased access to nature including creating opportunities for education in a natural environment.
- 5.4 External investment of £303k through the Thames Regional Flood and Coastal Committee's Local Levy and the Environment Agency.
- 5.5 Improved public perception and understanding of flood risk and increased interaction with local waterways.

#### **6. COMMENTS FROM OTHER DEPARTMENTS**

##### **6.1 Financial Implications**

- 6.1.1 The Salmons Brook Natural Flood Management (NFM) project has been awarded £303k funding by the Thames Regional Flood and Coastal Committee and the Environment Agency. To support this external funding a £40k contribution from the Council is required. A contribution of £20k has

been allocated from the Council's Watercourses Borough Capital funding for 2018/19; it is proposed that a further £20k will be allocated in 2019/20.

- 6.1.2 It is expected that the overall scope will expand during the project as further external funding is sought – for example a £240k funding bid has recently been submitted to Natural England for a Water Environment Grant (WEG).
- 6.1.3 The cost of carrying out the proposed woodland creation feasibility study is estimated to be £25k. It is expected that this will be fully funded by grants that are available from the Forestry Commission and the GLA.
- 6.1.4 It is expected that maintenance costs from this project will be contained within existing budgets.

## **6.2 Legal Implications**

- 6.2.1 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.
- 6.2.2 The Council has a general power of competence under section 1(1) of the Localism Act 2011 to do anything that individuals may do, provided it is not prohibited by legislation and subject to Public Law principles. The proposals in this report are compliant with the Council's general power.
- 6.2.3 Furthermore, the recommendations in this report relating to the Salmons Brook Natural Flood Management Project will enable the Council to fulfil its statutory duty as a Lead Local Flood Authority (LLFA). The Flood and Water Management Act 2010 requires LLFAs to act in a manner that is consistent with the Local Flood Risk Management Strategy. The proposals in this report implement the actions identified in the Local Flood Risk Management Strategy.
- 6.2.4 This will be a Key Decision and therefore compliance with the Council's Key Decision process is required including publication in the Forward Plan. If the Council will be procuring contracts using the grant monies, it must comply with all requirements of its Constitution, Contract Procedure Rules ("CPRs") and the Public Contracts Regulations 2015 ("Regulations"), should the value of any contracts be above the relevant EU Thresholds.
- 6.2.5 The receipt of grant funding by the Council does not appear to contravene the EU State Aid rules as set out in the Treaty for the Functioning of the EU (TFEU) Article 107(1) as the Council is not an undertaking engaged in economic activity.
- 6.2.6 The Council must at all times also adhere to the Duty of Best Value in accordance with the Local Government Act 1999.
- 6.2.7 All legal agreements arising from the matters described in this report must be approved in advance of contract commencement by Legal Services

### **6.3 Property Implications**

- 6.3.1 Much of the land proposed to have new Natural Flood Management (NFM) measures implemented on is designated as green belt and lies within the Council's freehold title ownership. Predominantly such land is occupied by agricultural tenants by way of agricultural tenancy agreements.
- 6.3.2 Initial consultations with the Council's tenant farmers, who occupy much of the green belt land adjoining Salmon's Brook is currently being undertaken and through the consultation process, proposals are being invited for how to deliver the project's objectives. It will be necessary to undertake a review of the emerging proposals against the relevant tenancy agreements and governing legislation to assist project officers in feasibility studies and project delivery.
- 6.3.3 It will need to be established whether project infrastructure can be delivered without the explicit voluntary agreement of LBE's tenants and what if any consideration needs to be offered to realise the project's goals. Due to the constraints of traditional agricultural tenancy agreements (and the security of tenure that goes with them) there is concern that delivery may not be feasible without tenants' voluntary agreement.
- 6.3.4 Alterations to the farms, to include creating ponds/diverting water courses and tree planting will also have to be given formal consent from the Council as Landlord in accordance with the leases affected. All such requests would ordinarily be considered on a case by case basis and any terms of such consent will have to be given careful consideration by Strategic Property Services.
- 6.3.5 It is noted that an extensive woodland creation project could significantly reduce the capital value and income generation capacity (for landlord and tenant) of an agricultural holding with woodland typically valued at a discount to productive arable farmland. There may be circumstances where income arising from NFM measures can be obtained and secured for the benefit of the Council and its farm tenants although this needs to be reviewed and is not yet established due to insufficient information about what is proposed. Further, changes to the UK's agricultural subsidy/entitlements schemes are ongoing (the Agriculture Bill is being consulted on) and the likely changes to such agricultural subsidy schemes needs to be considered. It must be remembered that any woodland will take many years to mature until a commercial return can be expected.
- 6.3.6 External stakeholder engagement is recommended due to the sensitivities of alterations to sensitive green belt land in the Council's ownership.
- 6.3.7 The project needs to be mindful of emerging strategic asset management plans and the possibility that NFM could conflict with any longer term strategic property objectives. Strategic Property Services need to review any proposals with this in mind at an early stage to minimise the likelihood of abortive costs.

6.3.8 It is essential that careful consideration is given to any measures that may improve the NFM capacity while limiting any negative impact to LBE's freehold income potential and capital value. Similarly, the extent of the opportunity to improve the Councils freehold value and income through project delivery also needs to be established.

6.3.9 Any alterations to the leases will need to be documented in a format agreed by the Director of Law and Governance. The Council May need to pay for the tenants costs in this matter.

## **7. KEY RISKS**

7.1 The following key risks relate to not implementing the project:

- Loss of opportunity to reduce flood risk downstream and compliance with an action in Enfield's Local Flood Risk Management Strategy
- Loss of attraction of up to £303k of external funding to Enfield
- Loss of opportunity to increase biodiversity and wildlife habitat
- Loss of opportunity to cooperate with the local community

## **8. INTERNAL DEPARTMENT IMPLICATIONS/CONSULTATION**

### **8.1 Parks and Street Scene**

8.1.1 The proposals have been discussed with the Parks Operations team. It has been agreed that although the proposals will require a change in the pattern of maintenance activities, the overall cost of future maintenance will not be significantly increased.

### **8.2 Strategic Planning**

8.2.1 The proposals have been discussed with the Strategic Planning team in the context of Enfield's emerging new Local Plan and the emerging spatial options for growth. It has been agreed that these early proposals and EOI would be supported by emerging policies to proactively manage climate change and enhancing the borough's green and blue spaces, in particular measures for reducing flood risk and enhancing opportunities for greater accessibility to the Enfield's Green Belt. As detailed proposals emerge for the Local Plan the Project will be closely coordinated to ensure no conflicts arise with the borough's future growth options.

## **9. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

### **9.1 Good homes in well-connected neighbourhoods**

9.1.1 By reducing flood risk, and potentially improving infrastructure for walking and cycling, this project contributes to the aim of creating good homes in well-connected neighbourhoods.

## **9.2 Sustain strong and healthy communities**

- 9.2.1 This project has potential to significantly improve the green environment in Enfield's rural areas. Encouraging residents to visit these areas improves quality of life and supports community activities. Reducing flood risk and pollution also helps to sustain strong and healthy communities.

## **9.3 Build our local economy to create a thriving place**

- 9.3.1 Reducing flood risk and investigating opportunities to diversify the rural economy helps to create a thriving place to live and supports the local economy.

## **10. EQUALITIES IMPACT IMPLICATIONS**

- 10.1 Corporate advice has been sought in regard to equalities and an agreement has been reached that an equalities impact assessment is neither relevant nor proportionate for the approval of this report to approve the Salmons Brook Natural Flood Management project and investigate opportunities for woodland creation in rural areas of Enfield.
- 10.2 The scheme will be designed in accordance with good practice to ensure it is reasonably accessible for all users; any new footpaths will be compliant with the Equalities Act 2010.
- 10.3 It should be noted that any contracts awarded should include a duty on the successful applicant to assist us with meeting our obligations under the Equalities Act 2010.

## **11. PERFORMANCE AND DATA IMPLICATIONS**

- 11.1 The implementation of this project will satisfy actions derived from the Local Flood Risk Management Strategy by reducing surface water runoff rates (Objective 4) and helping to protect existing properties from flooding (Objective 5).

## **12. HEALTH AND SAFETY IMPLICATIONS**

- 12.1 The scheme will be designed in accordance with the Construction Design and Management Regulations 2015, and industry good-practice standards, to be safe for members of the public. For example, open water features are surrounded by vegetated margins and slopes are designed to be shallow to reduce the risk of accidental entry into the water.
- 12.2 As the flood alleviation measures have potential to reduce flood risk to a large number of residential properties, the scheme will have a significant positive impact on health and safety during flood events.



### **13. PUBLIC HEALTH IMPLICATIONS**

- 13.1 These improvements to the environment will reduce the risk of flooding, improve the environment and encourage residents to visit this area so increasing the physical activity offer in Enfield. Creating opportunities for recreational activities such as walking and cycling, by improving green links between the east and west of the borough, is an important aspect of promoting improved public health for a wide range of Enfield's residents. The creation of a large area of publicly accessible woodland on land that is currently relatively inaccessible to most residents would significantly enhance the amenity value of this Council asset and align very well with the aim of creating well-connected, liveable neighbourhoods. Climate change has been described as the greatest public health threat of the 21st century; these measures will help to mitigate that threat.

#### **Background Papers**

None

#### **Appendices**

1. Woodland Creation in Enfield – Preliminary Economic Assessment
2. Enfield Flood Map
3. Enfield Rural Catchment Map

## Woodland Creation in Enfield – Preliminary Economic Assessment

The importance of creating new woodland is recognised at a national level and consequently this activity is supported by the following Forestry Commission administered grants:

- Woodland Creation Planning Grant (WCPG) – this is used to develop proposals, £1,000 is available for a Stage 1 desk survey, £150 per hectare is available at Stage 2 (capped at £30,000)
- Woodland Carbon Fund (WCF) – this is for direct woodland creation, up to £8,500 per hectare is available for publicly accessible woodland (plus a £1,000 one-off payment after Year 5 following a successful inspection), this is for capital funding to establish new woodland, including planting trees and installing tree guards, fencing and gates (up to 80% of the standard costs for these items and a contribution of 40% of the cost of roads and tracks needed to support the woodland's establishment)
- Woodland Carbon Code (WCC) – this is for direct woodland creation, this amount depends on the price of Carbon Credits, typical sum is £2,500 per hectare (range is £900-5,000)

A feasibility study is required to identify the preferred areas of planting and evaluate costs. The WCPG funding will be used to deliver this study. Based on current information it is estimated that the cost of woodland creation will be fully covered by the grants described above.

It is proposed that an appropriate proportion of the new woodland will be productive, this will provide a sustainable source of income to cover management costs and replace some, if not all, of the income lost to traditional farming. Productive woodland includes:

- Firewood or charcoal – such as Ash/Hornbeam coppice woodland
- Biomass – fast growing species such as Willow/Poplar
- Timber – mixed hard and softwood for construction and other uses

The estimated potential income derived from standing (i.e. un-processed) timber is £250-350/ha/year (based on figures from the Forestry Commission). Harvesting and processing the timber, whether for firewood, construction or other uses, significantly increases its value and has potential to make a significant contribution to the local economy – this can offset the impact of lost farmland and diversifies the rural economy. In addition, farming payments received under the Basic Payment Scheme can still be claimed – these are in the order of £150-200/ha/year. Once the woodland is established, future management costs are relatively low – the main activity required is thinning, this is required only every 10-15 years and typically pays for itself due to the timber recovered during the process.

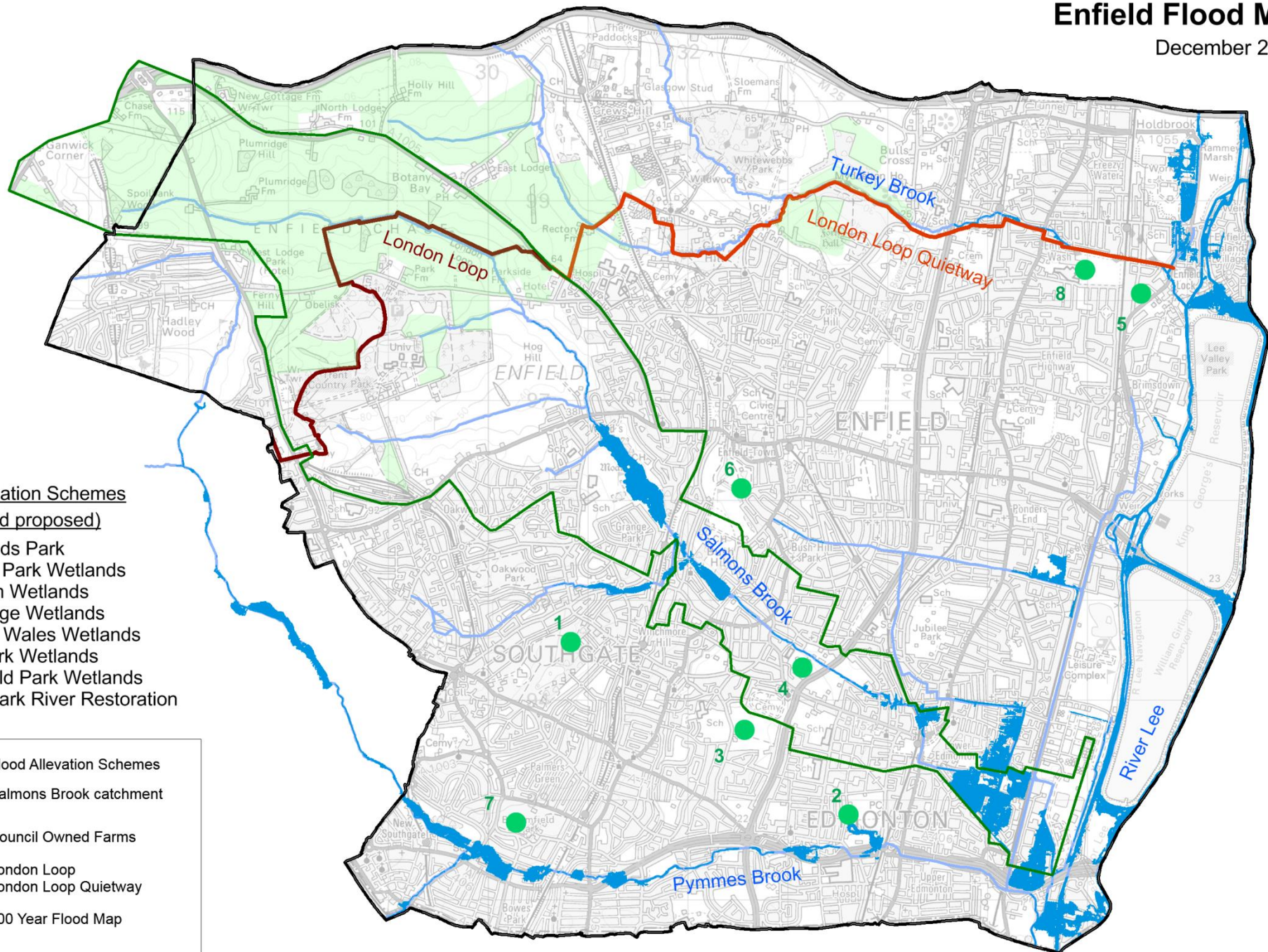
With opportunities for new sources of income, continued farm payments and relatively low management costs, it is considered that the creation and management of new woodland in Enfield is likely to be financially viable; however further feasibility work is required to confirm this.

<b>Component</b>	<b>Funding Source</b>	<b>Details</b>	<b>Estimated Funding</b>
Public access improvements	GLA	Estimated cost of constructing a 3.3km long, 2.5m wide bound-gravel footpath along the route of the London Loop through Enfield Council owned farmland	£500,000
Project development and management	GLA	Estimated costs for a project development and management resource required to deliver this project	£30,000
Community planting events and community engagement	GLA	Estimated allowance to fund community engagement activities through working in partnership with a suitably experienced organisation	£30,000
Leasing sites	GLA	The potential benefits of leasing land will be assessed as part of the feasibility study	£300,000
<b>Potential funding requested from the GLA</b>			<b>£860,000</b>
Woodland Creation Planning Grant	Forestry Commission	This is for development of woodland creation proposals, based on creation of 100 ha at £150/ha	£15,000
Woodland Carbon Fund	Forestry Commission	This is for direct woodland creation, based on creation of 100 ha of publicly accessible woodland at £8,500/ha	£850,000
Woodland Carbon Code	Forestry Commission	This is for direct woodland creation, based on 100 ha at £2,500/ha	£250,000
<b>Total</b>			<b>£1,975,000</b>

Table 1 – Indicative outline budget based on creation of 100 hectares of woodland

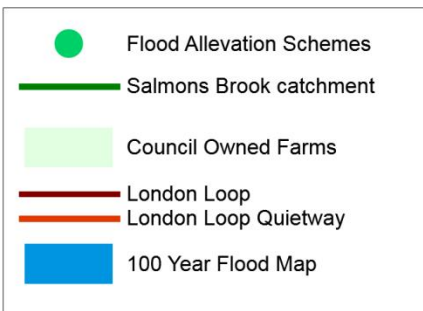
# Enfield Flood Map

December 2018

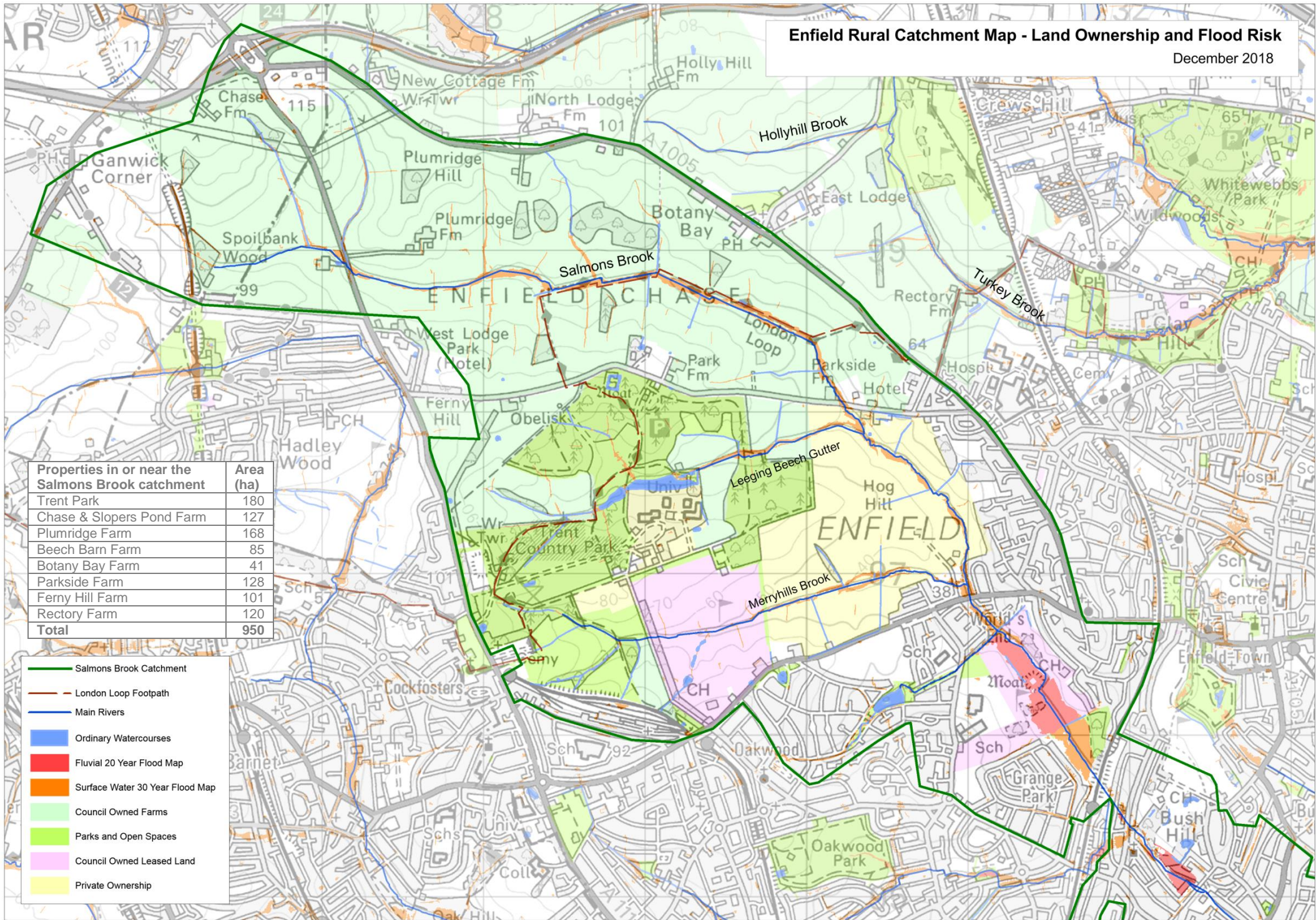


## Flood Alleviation Schemes (existing and proposed)

1. Grovelands Park
2. Pymmes Park Wetlands
3. Firs Farm Wetlands
4. Bury Lodge Wetlands
5. Prince of Wales Wetlands
6. Town Park Wetlands
7. Broomfield Park Wetlands
8. Albany Park River Restoration



**Enfield Rural Catchment Map - Land Ownership and Flood Risk**  
December 2018



Properties in or near the Salmons Brook catchment	Area (ha)
Trent Park	180
Chase & Slopers Pond Farm	127
Plumridge Farm	168
Beech Barn Farm	85
Botany Bay Farm	41
Parkside Farm	128
Ferny Hill Farm	101
Rectory Farm	120
<b>Total</b>	<b>950</b>

- Salmons Brook Catchment
- - - London Loop Footpath
- Main Rivers
- Ordinary Watercourses
- Fluvial 20 Year Flood Map
- Surface Water 30 Year Flood Map
- Council Owned Farms
- Parks and Open Spaces
- Council Owned Leased Land
- Private Ownership

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**MUNICIPAL YEAR 2018/2019 REPORT NO. 168****MEETING TITLE AND DATE:**

Cabinet: 13 February 2019

**REPORT OF:**

Executive Director Place

Contact officer and telephone number:

Stephen Skinner x3480  
Head of Highway Services**Agenda – Part: 1****Item: 13****Subject:**

Business Case for Capital Funding for Highways and Street Scene (including Bridges and Flood Management) for 2019/20

**Wards: All****Key Decision No: 4821****Cabinet Member consulted:**

Cllr Dogan

E mail: Stephen.skinner@enfield.gov.uk

**1. EXECUTIVE SUMMARY**

This report sets out the business case and seeks approval for capital funding of £6.45million for the 2019/20 programme for Highways and Street Scene, which includes maintenance activities for roads, pavements, bridges and other associated highway assets, public realm improvements, flood management and alley-gating. The budget also includes £0.25m to contribute to the Albany Park River Restoration Scheme.

**2. RECOMMENDATIONS**

- 2.1 To approve the business case for a sustained level of capital funding for Highways and Street Scene as shown in the Council's Indicative Capital Programme up to and including 2021/2022.
- 2.2 To approve, for recommendation to Council, the 2019/20 capital budget of £6.45million for highways and street scene, and for its inclusion in the Capital Report to Council.
- 2.3 To delegate authority to the Cabinet Member for Environment to approve programmes and schemes within the approved allocation for 2019/20.

### 3. BACKGROUND

- 3.1 Enfield's Highway Infrastructure Asset Management Plan (HIAMP) policy and strategy were approved by Cabinet in April 2015. These are high level documents which set out the Council's approach to the management of highway infrastructure assets through long term planning based on a sustained level of funding.
- 3.2 A key recommendation of the Government's Potholes Review – Prevention and a Better Cure, published in 2012, is that local highway authorities should adopt the principle that 'prevention is better than cure' in determining the balance between structural, preventative and reactive maintenance activities in order to improve the resilience of the highway network and minimise the occurrence of potholes in the future. Enfield's Highway Maintenance Plan supports this approach and sets out the arrangements for maintaining carriageways and footways based on a sustainable whole life approach to design, specification and methods. It identifies the key elements of reactive maintenance (eg. repairing defects), routine maintenance (eg. cyclic activities such as gully cleaning to maintain serviceability) and programmed maintenance (eg. more extensive treatments that have a greater longer term benefit to extend asset life, such as resurfacing). A sustained level of capital investment is therefore essential.
- 3.3 The Council's indicative capital programme shows a budget of £6.45million for Highways and Street Scene for 2019/20 through to 2021/22. This funding is essential to provide an ongoing and sustained maintenance programme.
- 3.4 In 2018/19, The Cabinet Member for Environment, under delegated powers, approved work programmes within the overall approved capital budget allocation for Highways and Street scene. Table 1, below, shows the breakdown. It is envisaged that the breakdown for 2019/20 will be similar as indicated below, but will also be used to fund the Albany Park River Restoration and Flood Alleviation Scheme.

Item Description	2018/19 Allocation (£000)	2019/20 Proposed Allocation (£000)	Proposed Allocation for 2020/21 and 2021/22 (£000)
Carriageways- Renewal / Resurfacing Programme	£2,450	£2,285	£2,400
Carriageways – Defect Repairs	£455	£455	£455
Footways – Renewal /	£1,300	£1,150	£1,300



Resurfacing Programme			
Footways – Defect Repairs	£1,362	£1,360	£1,360
Structures & Watercourses	£550	£550	£550
Verge and Shrub Beds	£50	£50	£50
Highway Trees	£125	£125	£110
Street Nameplates	£23	£25	£25
Minor Highway Improvements	£100	£100	£100
Alley Gating	£35	£100	£100
Albany Park River Restoration and Flood Alleviation Scheme	0	£250	0
<b>Total</b>	<b>£6,450</b>	<b>£6,450</b>	<b>£6,450</b>

Table 1

3.5 The borough of Enfield has one of the largest public highway networks in London comprising of the following:

- 585km of roads
- Over 1,170 km of footways and cycleways;
- Over 52km of footpaths, bridleways and byeways
- Over 340 bridges and other structures.
- Associated verges, shrub beds and flower beds;
- 23,500 highway trees;
- Highway drainage, including road gullies;
- Over 19,400 unlit road signs and street nameplates;
- Other items of street furniture such as benches, historic features etc;
- Plus 31,800 streetlights and illuminated signs maintained under a PFI contract.

#### Specific Work Programme Areas

#### 3.6 Carriageways – Renewal/Resurfacing Programme

3.6.1 Enfield continues to have a large backlog of roads (carriageways) requiring extensive maintenance treatment. Analysis by an independent consultant, Metis Ltd, in May 2016, using Enfield's road condition information estimated that an investment in the order of £5.0million per year is required for planned treatments to maintain Enfield's carriageways in a steady state condition. It is acknowledged that such an investment is not achievable taking into account the other maintenance activities to be funded from the overall £6.45million. However, an investment of approximately

£2.5million per annum, whilst short of the ideal investment, will contribute to the ongoing maintenance of the road network and slow the increase in the growing backlog.

- 3.6.2 Enfield, like other London Boroughs, relies on funding from Transport for London (TfL) to fund the resurfacing of its principal road network (A class roads), which is 68km. Enfield relies on its own capital funding to resurface/reconstruct non-principal roads, a length of 517km. Table 2 below shows the results of the latest condition survey of Enfield's non-principal road carriageways.

<b>Condition of Non-Principal Road carriageway network</b>	<b>Percentage of network %</b>
Red	20
Amber	25
Green	55

Table 2

- 3.6.3 Roads classified as being in 'red' condition are those roads where structural maintenance should be considered. The cost to resurface/reconstruct 20% of Enfield's carriageway network is estimated to be in the order of £25m.
- 3.6.4 Resurfacing/reconstruction schemes are an essential part of highway asset management as they are based on a properly planned and programmed approach enabling us to prioritise our funding to treat the highest priority locations first. The programme also includes 'partial' resurfacing schemes, ie using appropriate treatments at specific locations or short sections of resurfacing in order to target the worst areas of carriageway where treatment of the whole length of a longer road cannot be justified. This allows a cost effective approach to be taken, based on sound asset management principles, whereby specific defective lengths of carriageways are targeted.
- 3.6.5 The allocation of £2.45million in 2018/19 has allowed for approximately 10km of carriageways to be resurfaced. This represents 2% of the borough's unclassified road network and, on this basis, each road, on average, would only be re-surfaced every 50 years. This is less than the average for London boroughs reported in 2018 of every 31 years (for non-principal roads) and supports the findings above that a larger budget is required for steady state maintenance.
- 3.6.6 This allocation needs to be seen in the context of the substantial reduction in Central Government funding since 2010 that has

resulted in significant reductions in services and evidenced in reduced annual revenue budgets for highway maintenance. Furthermore, Transport for London has advised that 2019/20 will be the second of a three year period during which they will provide minimal funding for resurfacing principal roads. In previous years Enfield typically received £1million per year but last year received only £200,000, which was entirely allocated to support the Cycle Enfield scheme along A1010, Hertford Road. This creates an additional pressure on Enfield's highway maintenance budgets.

### 3.7. Footway Replacement Programme

3.7.1 The allocation of £1.3million in 2018/19 has allowed for approximately 10km of footways to be re-laid. This represents only 1% of the borough's footway network and, on this basis, it would take 100 years to relay every footway on a rolling programme covering both principal and non-principal roads. In order to maximise whole life costs, Enfield's Highway Maintenance Plan specifies the use of asphalt rather than paving slabs for most footways apart from shopping centres etc. This form of construction is more resilient to being damaged by vehicle over-runs and leads to lower on-going maintenance costs. Unfortunately Enfield still has a high proportion of paved footways which are broken and in a poor condition, leading to a high demand on this budget.

3.7.2 Table 3 below shows the results of the latest condition survey of Enfield's footways.

<b>Condition of footway network</b>	<b>Percentage of network %</b>
Red	25
Amber	45
Green	30

Table 3

3.7.3 The cost to resurface/reconstruct 25% of Enfield's footway network is estimated to be in the order of £38m.

### 3.8 Highway Defect Repairs

3.8.1 Table 1 shows that in 2018/19, £1.817million was allocated for the repair of highway defects. This reactive maintenance work stream is based on Enfield's Highway Inspectors undertaking regular safety inspections to identify defects as well as those reported by members of the public. This amount covers a

monthly contractual lump sum payment to the Council's highways contractor, which covers approximately 2,000 defect repairs per month.

3.8.2 As identified above, the Council's reactive maintenance work-stream is an essential element of the Highway Maintenance Plan and enables the Council to achieve a quick response to fixing urgent defects to ensure the safety of highway users. It enables the Council to demonstrate its compliance with the Highways Act and generally provides a defence to claims of negligence from third parties. It is unreasonable for the Council to repair all defects of any size and therefore Enfield's Highway Maintenance Plan specifies 'intervention criteria' on a risk-based approach that is consistent with best practice. Table 1 shows that 75% of the funding for highway defects relates to pavements and kerbs, ie a much larger percentage than the number arising on carriageways. However the combined amounts of funding for 'reactive and schemes' is similar for carriageways and footways.

3.8.3 The continuation of this element for reactive maintenance is therefore essential.

### 3.9 Structures and Watercourses

3.9.1 The Code of Bridge Maintenance Management sets out standards for maintaining highway structures based on sound asset management principles of providing desired levels of service, eg safety and reliability. Following a review of the majority of Enfield's highway structures we now estimate the maintenance backlog to be in the region of £16million. Officers inspect Enfield's bridges on a cyclic basis and the results of the current round of inspections are being used to review the highest maintenance priorities based on the up to date condition information. The allocation during 2018/19 funded various critical bridge repairs, including the complete replacement of Houndsden Road Footbridge, the refurbishment of several footbridges including the historic bridges over the New River in Enfield Town and the resurfacing of several footbridges over railways where the bridge structure is owned by Network Rail. All of these footbridges are crucial to maintaining important walking links within the borough. This allocation also includes for inspecting and maintaining small footbridges within parks. This work supports the Council's maintenance duty under of the Highways Act, however the forthcoming updated analysis of bridge condition on a borough-wide basis will demonstrate a funding requirement far in excess of that currently available. There is no separate revenue budget for reactive maintenance to bridge structures.

3.9.2 This allocation also funds essential work as a result of Enfield's flood management responsibilities such as maintaining culverts and river structures. Enfield has been very successful in submitting bids to DEFRA and Thames Water for sustainable drainage schemes and part of Enfield's own capital is used as match funding. Flood prevention supported by adequate maintenance of existing structures is an extremely high profile and essential work activity as set out in the Council's Local Flood Risk Management Strategy.

### 3.10 Highway Trees, Verges and Shrub Beds

This allows for the continuation of a tree management programme for the removal of the deteriorating tree stock, and its replacement with young healthy trees. This is recognized as good arboricultural practice and, if maintained on an annual basis, will provide a constant stock of healthy, well maintained trees on the borough's highways, resulting in reduced maintenance costs and reduced potential claims against the borough. It supports a key Council commitment to plant more trees across the borough. This also provides a small budget for the replanting of deteriorated and damaged verges and shrub beds.

### 3.11 Street Nameplates

2018/19 included a reduced allocation for the renewal of street nameplates arising from inspections and Member requests. The demand for this work exceeds the available allocation.

### 4.12 Minor Highway Improvements Programme

The allocation for Minor Highway Improvements is used to implement minor improvements where highway assets are continually being damaged and works are needed to implement schemes which deal with the cause of the problem. The allocation will also be used to improve the street scene through improvements to street furniture, signs and guard railing, and on other enhancement initiatives.

### 3.13 Alley Gating

3.13.1 There is strong evidence that alley gating reduces burglary and disorder and increases the perception of safety and satisfaction within the area of residence. Police statistics indicate that a sizeable number of burglaries are associated with access to the rear of properties as these are usually hidden from the public view. Installation of gates improves security to all properties which back onto the alley.

3.13.2 There were 2,467 residential burglaries in the Borough in the 12 months ending November 2018, compared to 2,001 in the previous year. This is an increase of 23.3%. This is significantly above the London residential burglary rate which recorded an

increase of 11.5% in the same period. Residential burglaries in the borough have seen a significant increase in the last two months from October 2018 and have continued to increase in November 2018. This seasonal pattern has also been mirrored in London.

#### **4. ALTERNATIVE OPTIONS CONSIDERED**

It is recognised that the level of funding required far exceeds the level of funding available taking into account the many other pressures and priorities for the Council. Alternative levels of funding would allow programmes to be progressed at different rates with corresponding implications on the maintenance backlog. Like all highway authorities, Enfield therefore deploys a combination of asset management techniques to deal with this scenario, including reactive and programmed treatments and, in the worst case scenario, closure.

#### **5. REASONS FOR RECOMMENDATIONS**

Confirmation of the capital budget will allow the Council to continue with its programme of maintaining the condition of its carriageways, footways, bridges and associated assets, thereby supporting our ability to comply with legal obligations and codes of practice. A sustained level of capital funding is essential to maintain the highway network and avoid potentially more costly maintenance in future years.

#### **6. COMMENTS FROM OTHER DEPARTMENTS**

##### **6.1 Financial Implications**

The cost of the 2019-20 highways and streetscene capital programme will be fully funded via external borrowing. The programme requires investment of £6.45m. The cost of borrowing £6.45m based on a 40 year annuity at 3.5% interest in line with treasury management strategy is £277k which would be contained within the current corporate capital financing budget.

Annual maintenance costs from this programme will be contained within existing highways budgets.

##### **6.2 Legal Implications**

6.2.1 Section 1 of the Localism Act 2011 permits the Council to do anything that individuals generally may do provided it is not prohibited by legislation and subject to Public Law principles.

6.2.2 The Council has a duty under Section 41 of the Highways Act 1980, to maintain the highway structures within its boundaries.

6.2.3 The report recommendations are in accordance with these powers and duties.

6.2.4 The Council also has a duty as a Lead Local Flood Authority (LLFA). The Flood and Water Management Act 2010 requires LLFAs to act in a manner that is consistent with the Local Flood Risk Management Strategy. The proposals in this report will help to implement the actions identified in the Local Flood Risk Management Strategy.

Legal Implications supplied by Lynn Shepherd 12th December 2018  
Based on a Report circulated on 6th December 2018

## **7. KEY RISKS**

An adequate level of funding which supports a properly planned and sustained programme of highway maintenance works is essential in reducing the Council's risk of related personal injury, damage and accident claims, and in providing a defence if and when claims are submitted.

## **8. IMPACT ON COUNCIL PRIORITIES – CREATING A LIFETIME OF OPPORTUNITIES IN ENFIELD**

**8.1 Good homes in well-connected neighbourhoods**

**8.2 Sustain strong and healthy communities**

**8.3 Build our local economy to create a thriving place**

Enfield's highway network is probably the largest and most visible community asset for which Enfield is responsible. It is used daily by the majority of people in Enfield and keeping it in good condition is fundamental to the economic, social and environmental well-being of the community. A well managed and maintained highway network is essential to:

- promote new growth and regeneration in the borough;
- to ensure the safety of our highway users, whether vehicular traffic or pedestrian traffic;
- to maintain and improve customer satisfaction with the Council (previous Mori Polls have demonstrated that well maintained highways rank highly in what residents feel is most important to them);
- reduce the potential for complaints and for third party liability claims;

- to shape the character and quality of a local area (eg by greening up areas, planting trees, incorporating sustainable drainage features etc);
- to comply with our legal obligations as set out in the Highways Act where we have a 'duty to maintain' the highway.

These benefits support all three of the Council's priorities listed above

## **9. EQUALITIES IMPACT IMPLICATIONS**

9.1 Local authorities have a responsibility to meet the Public Sector Duty of the Equality Act 2010. The Act gives people the right not to be treated less favourably because of any of the protected characteristics. It is important to consider the needs of the diverse groups with protected characteristics when designing and delivering services or budgets so people can get fairer opportunities and equal access to services.

9.2 The Council's budget is not subject to a single Equality Impact Assessment, as it is far too complex for this approach. Instead, Equalities implications will be considered as part of the Portfolio Report approving individual programmes once this allocation has been approved as part of the 2018/19 budget report.

## **10. PERFORMANCE AND DATA IMPLICATIONS**

The delivery of these works will be managed from inception to completion in accordance with the Council's processes for programme and project management. The contractor's delivery will be managed through appropriate contract monitoring and management arrangements.

## **11. HEALTH AND SAFETY IMPLICATIONS**

11.1 Enfield has a duty under s41 of the Highways Act to maintain a safe and usable highway for all users. Having a sustained programme of highway maintenance is an essential part of the overall maintenance strategy. Adequately funded maintenance regimes are crucial to ensure acceptable levels of safety for all asset groups, where neglect could lead to significant consequences. The consequences of potholes and paving trips are widely reported whereas the potential safety implications associated with the management of trees or bridges can be particularly catastrophic.

11.2 A sustained level of funding will therefore support the ongoing management and maintenance of Enfield's highway network and associated assets and, as far as reasonably practical, ensure



the safety of our highway users, whether vehicular traffic or pedestrian traffic.

## **12. PUBLIC HEALTH IMPLICATIONS**

Highways and the street scene can have profound implications for population levels of physical activity and how people feel about where they live. London-wide strategies from the London Mayor emphasise this indicating that any spend should reflect the Mayor's Transport Strategy, Healthy Streets and The London Plan. These are being taken forward through the Enfield Local Plan.

### **Background Papers**

None

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## THE CABINET

**Draft list of Items for future Cabinet Meetings  
(NOTE: The items listed below are subject to change.)**

<b>MUNICIPAL YEAR 2018/2019</b>
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<b>MARCH 2019</b>
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**1. Joining a Regional Adoption Agency** Tony Theodoulou

The Department for Education (DfE) requires all local authorities to join a regional adoption agency by 2020. Enfield has been progressing plans with the Adopt North London Regional Adoption Agency and exploring alternative options. This report seeks agreement to join a regional adoption agency. **(Key decision – reference number 4814)**

**2. Future Commissioning of the 0-19 Services** Tony Theodoulou

This will seek approval to the proposals for future commissioning arrangements for the 0-19 Service in Enfield. These commissioning arrangements will improve community health services for children and young people through a more flexible and integrated approach **(Key decision – reference number 4721)**

**3. Extension of the Integrated Sexual Health Community Services Contract** Tony Theodoulou

This will seek approval to the extension of the integrated sexual health community services contract. **(Key decision – reference number 4794)**

**4. Data Protection Officer Annual Report**

This will present the Data Protection Officer Annual report. (Non key).

**5. Loneliness and Social Isolation Scrutiny Work stream Report** Jeremy Chambers

This will present the Scrutiny Work Stream report. (Non key)

**6. Update on the Council's Investment Decision and Approach to Tranche 2 Funding Options for the Energetik Business Plan** Nicky Fiedler

This will provide an update and seek approval. **(Key decision – reference number 4859)**

<b>APRIL 2019</b>
-------------------

1. **Quarterly Corporate Performance Report** Fay Hammond  
This will provide the latest quarterly corporate performance report. (Non key)
2. **ICT and Digital Strategy** Kari Manovitch  
This will seek approval of the ICT and Digital Strategy. **(Key decision – reference number 4680)**
3. **Meridian Water Phase 1 Procurement** Sarah Cary  
**(Key decision – reference number tbc)**
4. **Internal Audit Shared Service for Enfield and Waltham Forest Councils** Ian Davis  
  
The London Boroughs of Enfield and Waltham Forest propose to develop a shared service for Internal Audit and Anti-Fraud. This will set out the preferred model for implementation and seek Member approval. **(Key decision – reference number 4824)**
5. **Meridian Water Compulsory Purchase Order (CPO)** Sarah Cary  
This will seek agreement to a compulsory purchase order to enable strategic infrastructure for Meridian Water. **(Key decision – reference number 4832)**
6. **Parking Strategy** Sarah Cary  
This will review all of the car parks controlled in the Borough. **(Key decision – reference number 4818)**
7. **Infrastructure Programme** Kari Manovitch  
This will seek approval to the proposed infrastructure programme. **(Key decision – reference number 4838)**

<b>MUNICIPAL YEAR 2019/2020</b>
---------------------------------

1. **Preventing Homelessness Strategy** Sarah Cary  
This will set out how the council will help to prevent homelessness. **(Key decision – reference number 4809)**
2. **Meridian Water Financial Review** Sarah Cary  
This will provide an update for Members. **(Key decision – reference number 4469)**

3. **Disposal of Land at Montagu Industrial Estate** Sarah Cary

This will consider the disposal of land at Montagu Industrial Estate. **(Key decision – reference number 4616)**

4. **Housing Strategy** Sarah Cary

This strategy will set out how the council will deliver an ambitious new approach to housing and good growth in Enfield. **(Key decision – reference number 4841)**

5. **Review of the MOT Service for Council Housing** Sarah Cary

This will review the in-house MOT service to assist with the improvement of Council House homes. **(Key decision – reference number 4772)**

6. **Invest to Save in Solar Photovoltaics** Nicky Fiedler

This will seek consideration of the commercial investment opportunities for Enfield Council in solar photovoltaics. **(Key decision – reference number 4604)**

7. **Travel Assistance Policy** Tony Theodoulou

This policy will set out how the Council will identify and support those children and young people who need travel assistance to their school or setting and, provide it in a consistent, transparent and fair way. **(Key decision – reference number 4851)**

8. **Joint Health and Wellbeing Strategy** Tony Theodoulou

This joint strategy will set out how the local system will work together to improve the health and wellbeing of the local community and reduce health inequalities. **(Key decision – reference number 4852)**

9. **Temporary Accommodation Placement Policy** Sarah Cary

This policy will explain how the Council will assist homeless households in finding accommodation. **(Key decision – reference number 4676)**

10. **Housing Allocations Scheme** Sarah Cary

The allocations scheme will set out who can apply for affordable and social rented housing in Enfield, how applications are assessed and how the Council sets the priorities for who is housed. It also sets out other housing options, including private rented sector, intermediate rent and shared ownership. **(Key decision – reference number 4682)**

**11. Strategic Asset Management Plan** Sarah Cary

The Strategic Asset Management Plan will be designed to make sure that the property asset strategy is reflected in the decisions of all parts of the organisation. It sets down the 'rules of behaviour' for the organisation, as far as property decision-making is concerned, to ensure that the strategy can be implemented. **(Key decision – reference number 4806)**

<b>TO BE ALLOCATED</b>
------------------------

**1. Joyce Avenue and Snells Park Estate Regeneration** Sarah Cary

This will update on progress with potential housing schemes in the Housing Zone Edmonton Futures. **(Key decision – reference number 4590)**

**2. Modular Housing Pan London Group** Sarah Cary

This will seek approval for Enfield to become a member of the Pan London Group and sign up to the London Council's Modular Housing Special Purpose Vehicle (SPV). **(Key decision – reference number 4674)**

**3. Bury Street West - Development** Sarah Cary

This will outline the proposed way forward for approval. **(Key decision – reference number 4008)**

**4. Heritage Strategy** Sarah Cary

This will review the existing Heritage Strategy. **(Key decision – reference number 4428)**

**5. Claverings Industrial Estate** Sarah Cary

**(Key decision – reference number 4381)**

## CABINET - 23.1.2019

**MINUTES OF THE MEETING OF THE CABINET  
HELD ON WEDNESDAY, 23 JANUARY 2019****COUNCILLORS****PRESENT**

Nesil Caliskan (Leader of the Council), Daniel Anderson (Deputy Leader of the Council), Yasemin Brett (Cabinet Member for Public Health), Alev Cazimoglu (Cabinet Member for Health and Social Care), Achilleas Georgiou (Cabinet Member for Children's Services), Nneka Keazor (Cabinet Member for Community Safety and Cohesion) and Ahmet Oykener (Cabinet Member for Property and Assets)

**Associate Cabinet Members (Non-Executive and Non-Voting):** Dinah Barry (Enfield West), George Savva (Enfield South East)

**ABSENT**

Guney Dogan (Cabinet Member for Environment), Dino Lemonides (Cabinet Member for Housing) and Mary Maguire (Cabinet Member for Finance and Procurement), Ahmet Hasan (Associate Cabinet Member – Enfield North)

**OFFICERS:**

Ian Davis (Chief Executive), Sarah Cary (Executive Director Place), Tony Theodoulou (Executive Director People), Fay Hammond (Director of Finance), Jeremy Chambers (Director of Law and Governance), Doug Wilkinson (Director of Environment & Operational Service), Mark Bradbury (Director of Property & Economy), Geoff Waterton (Head of Collection Services), Ian Russell (Principal Engineer), Keith Rowley (School Expansions and Asset Management) and Andrea De Lucy (Press and New Media Officer) Jacqui Hurst (Secretary)

**Also Attending:**

Councillors Derek Levy, Lindsay Rawlings, Clare De Silva and Charith Gunawardena  
Press representative

**1****APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Mary Maguire (Cabinet Member for Finance and Procurement), Councillor Guney Dogan (Cabinet Member for Environment) and Councillor Dino Lemonides (Cabinet Member for Housing).

**2****DECLARATION OF INTERESTS**

There were no declarations of interest in respect of any items listed on the agenda.

**CABINET - 23.1.2019**

**3  
DEPUTATIONS**

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

**4  
CAPITAL PROGRAMME MONITOR MONTH 8 (NOVEMBER) 2018**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Director of Finance (No.130) setting out the Council's Capital Programme (2018/19-2021/22) as at November 2018. The report included the latest information for all capital schemes including the funding arrangements.

NOTED

1. That the overall expenditure for the approved programme, at year end was projected to be £189m. This consisted of General Fund £108m, HRA £76m and Enfield Companies £5m, for 2018/19.
2. That the approved capital budget for the current financial year 2018/19 was summarised in Table 1 of the report.
3. Section 6 of the report setting out the key forecast outcomes to year-end.
4. the detailed financing of capital expenditure as set out in the report.
5. That a report was due to be considered at the next Cabinet meeting on the Council's "Capital Strategy and Capital Programme 2019-20 to 2023-24". The Director of Finance advised that consideration would also be given in the future to a longer-term programme covering a ten-year period.
6. In response to paragraph 6.1 of the report regarding ICT, Members asked that a more detailed report on the funding for ICT over recent years be provided to Members.
7. The Council's policy of reducing the number of external consultants and agency staff. The Cabinet requested that Overview and Scrutiny be asked to monitor the progress of this over the coming year.

**Alternative Options Considered:** NOTED, that this was a monitoring report and therefore no alternative options had been considered.

**DECISION:** The Cabinet agreed to note:

1. The revised four-year approved programme totalling £533m as set out in Appendix A of the report.



**CABINET - 23.1.2019**

2. The addition of £44.9m to the capital programme, as itemised in Table 3 of the report, of which £1.4m was grant.

**Reason:** To inform the Cabinet of the current position of the Council's Capital Programme.

**(Key decision – reference number 4788)**

**5**

**COUNCIL TAX SUPPORT AND COLLECTION FUND**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Director of Finance (No.131) on the Council Tax Support and Collection Fund.

**NOTED**

1. That Appendix E to the report had been circulated as a "to follow" document.
2. That the report recommended the Council Tax Support Scheme for 2019/20 remained unchanged from the 2018/19 scheme.
3. That paragraph 3.4 of the report addressed the impact of the roll out of Universal Credit.
4. The proposed statutory/administrative amendment to the scheme for 2019/20 as set out in section 5 of the report.
5. That section 6 and Appendix C of the report outlined a change in legislation which allowed the current Empty Homes Premium to be amended for council tax and recommended an increase to 100%. This would further encourage these properties to be brought back into use.
6. That the report recommended that the Council agree its Council Tax Base for 2019/20 at 97,074, as set out in Appendix D of the report. It was recommended that the overall collection percentage for 2019/20 be increased to 98% reflecting the higher overall collection rate. Members praised the high collection rates and acknowledged the excellent work of Geoff Waterton and his team.
7. That section 8 and Appendix E of the report recommended that the Council agreed the Business Rate estimated income for 2019/20 and amendments to the Discretionary Rate Relief Policy.
8. In discussion, Members welcomed the increase in the empty homes premium; noted the potential impact of the roll out of Universal Credit; and, valued the Council's discretionary hardship scheme and its sensitive and appropriate implementation by officers. Members asked that consideration be given to how the Council could advertise,

**CABINET - 23.1.2019**

particularly to certain community groups, the empty homes premium to encourage a greater number of properties being brought back into use.

9. That Appendix A to the report provided a summary of the Council Tax Reduction Scheme for 2019/20. A discussion followed on the increasing levels of poverty and the thresholds to be met in terms of affordability. The work currently being undertaken by the Council in the development of a housing growth strategy for the Borough and its aspirations were noted.

**Alternative Options Considered:** The Council had to agree a Local Council Tax Support Scheme each year. Next year's scheme had to be agreed by 11 March 2019 or the Government's default scheme would be applied which was likely to cost the Council over £10m per year.

**RECOMMENDED TO COUNCIL:**

1. That Council agrees the Local Council Tax Support Scheme for 2019/20 as summarised in Appendix A of the report to provide financial support for households on low incomes in paying their Council Tax taking into account the Equality Impact Assessment (Appendix B of the report). The 2019/20 scheme was based on the 2018/19 scheme, updated for legislative amendments, income uprating and administrative changes.
2. For the 2019/20 scheme:
  - 2.1 the minimum contribution for working age households not in a protected group would be maintained at 26.5%.
  - 2.2 The maximum earned income for Universal Credit claimants to receive council tax support would be £1,264.99 net per month for 2019/20.
  - 2.3 Administrative changes set out in paragraph 5.1 of the report be incorporated into the scheme to improve service delivery.
  - 2.4 Agree the higher amount to be charged for council tax in respect of long-term empty dwellings (Appendix C to the report referred).
  - 2.5 Pursuant to this report (Appendix D of the report) 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 shall be 97,074 Band D equivalents.
  - 2.6 Agree the Ministry of Housing, Communities and Local Government NNDR1 Business Rate base return for 2019/20 (Appendix E of the report).
  - 2.7 Agree the amendment to the discretionary rate relief scheme as set out at paragraph 2.2 of Appendix E of the report.

**Reason:** The recommendations contained in the report followed an assessment of options, experience of operating the scheme to date and the Equality Impact Assessment. The recommended changes introduced in 2014

**CABINET - 23.1.2019**

for defined protected groups and the further extension of care leavers under the Equality Impact Assessment supported the Council's aims to build strong, stabled communities and were recommended to be continued next year.

**(Key decision – reference number 4762)**

**6**

**ALBANY PARK RIVER RESTORATION AND FLOOD ALLEVIATION SCHEME**

Councillor Daniel Anderson (Deputy Leader of the Council) introduced the report of the Executive Director – Place (No.132) proposing to restore up to 350 metres of Turkey Brook within Albany Park and create a flood storage area that would reduce flood risk to over 200 local properties.

**NOTED**

1. That this was a significant and worthwhile project which would have wide-ranging benefits for the local area and its residents, as set out in detail in the report. Members praised the work of Ian Russell and his team in developing such projects.
2. Members welcomed and praised the project and noted the positive transformation that such schemes could achieve.
3. The proposed funding for the scheme as set out in the report.

**Alternative Options Considered:** Do nothing. This scheme was part of a series of improvements to reduce the risk of flooding in the Enfield Highway area. To do nothing would lose an opportunity to attract significant funding to the London Borough of Enfield, improve the environment, for both people and wildlife, and reduce flood risk to local residents and infrastructure. Furthermore, it would mean the loss of an opportunity to comply with one of actions identified in the Local Flood Risk Management Strategy.

**DECISION:** The Cabinet agreed to:

1. Approve the works to restore Turkey Brook and create a new flood storage area in Albany Park.
2. Approve capital funding of £250k for 2019/20 to ensure that the project was adequately funded and that the match-funding requirements related to the external funding were met.
3. Delegate authority to the Director of Environment and Operational Services to authorise the placing of orders through any of the Council's existing relevant term contracts or to invite and evaluate tenders/quotations and, where suitable tenders/quotations were received, to authorise the award of contracts for the works in compliance with the Council's procurement rules.

**CABINET - 23.1.2019**

**Reason:** NOTED the detailed reasons for the recommendations as set out in section 5 of the report.

**(Key decision – reference number 4807)**

**7**

**STRATEGIC PROPERTY - CORPORATE PROPERTY INVESTMENT PROGRAMME**

Councillor Ahmet Oykener (Cabinet Member for Property and Assets) introduced the report of the Executive Director – Place (No.133) setting out proposals for early projects to address urgent needs.

NOTED

1. That Report No.137 also referred, as detailed in Minute No.14 below.
2. That a new Strategic Property Framework including a Strategic Asset Management Plan was currently being formulated with a view to presenting it to a future Cabinet meeting, as set out in the report.
3. That this report addressed some immediate property issues: the relocation of the Integrated Learning Disabilities Service from St. Andrew's Court to Enfield Highway Carnegie Building; and, the refurbishment of John Wilkes House.
4. Members noted the background to the proposals as set out in the report including the consultation that had taken place on the future use of the Enfield Highway Library, as detailed in Appendix 1 of the report. The use of the building for health and wellbeing facilities was the most popular option. The proposals would support the aspiration for a health-related service at this building whilst also ensuring that the property was retained by the Council.

**Alternative Options Considered:** NOTED, the alternative options which had been considered with regard to St. Andrews Court and John Wilkes House as set out in section 4 of the report.

**DECISION:** The Cabinet agreed

1. To establish a capital "Corporate Property Investment Programme" (CPIP) and gave approval for that to be incorporated into the Medium Term Financial Plan (MTFP) for 2019/20 onwards.
2. To note that this was a first step towards the emerging Strategic Property Framework that included the Strategic Asset Management Plan (SAMP) and that ongoing action was required to ensure Council services were not disrupted. In future, an annual CPIP update report would be submitted to Cabinet.

**CABINET - 23.1.2019**

3. To the relocation of the Integrated Learning Disabilities Services (ILDS) from St. Andrew's Court, River Front, Enfield into a refurbished Enfield Highway Carnegie Building, 258 Hertford Road, Enfield, EN3 5BN.
4. To the additional capital funding required from Council resources for the 2019/20 "Corporate Property Investment Programme" (CPIP) which would be taken forward for Council approval as part of the MTFP budget setting process. This included the initial projects to relocate the ILDS, refurbishment of John Wilkes House plus additional pre-construction services for other future (CPIP) schemes. (Report No.137, also referred, as detailed in Minute No.14 below).
5. To support delegated authority to the Executive Director – Place in consultation with the Director of Finance:
  - 5.1 Approval for the 2019/20 CPIP within the capital block budget allocation, including programme arrangements and operational resourcing including feasibility studies, planning pre-applications, submission of planning applications, cost estimates, budgets and spend for projects in advance of updates to the Capital programme.
  - 5.2 Approval of the final proposals for relocation of the ILDS and integration of other health related facilities where appropriate into Enfield Highway Carnegie Building and improvements to John Wilkes House or other schemes identified in 2019/20.
  - 5.3 Conducting suitable procurement exercises and awarding contracts to successful consultants/contractors for any capital services/works required for the CPIP projects.
  - 5.4 The appropriate procurement routes for technical services and construction works for individual schemes.
  - 5.5 Approval of alternative schemes within the CPIP programme if schemes cannot be progressed subject to the available resources within the capital block budget allocation.

**Reason:** The detailed reasons for the recommendations were set out in section 5 of the report. The Council had a statutory duty to provide the services affected by these property projects.

**(Key decision – reference number 4792)**

**8**

**UPDATED SCHOOL CONDITION AND FIRE SAFETY PROGRAMME 2018/19 TO 2020/21 (SCHOOLS CAPITAL PROGRAMME)**

Councillor Achilleas Georgiou (Cabinet Member for Children's Services) introduced the report of the Executive Director – People (No.134) providing an updated School Condition and Fire Safety Programme 2018/19 to 2020/21.

NOTED

**CABINET - 23.1.2019**

1. That Appendix A to the report, setting out the financial details of the projects, contained exempt information and was referred to in Minute No.15 below.
2. That a programme of projects for community and foundation schools, had been collated for consideration in 2018/19, 2019/20 and indicative allocations for 2020/21 as set out in the report. The funding sources for the programme were noted as detailed in the report.
3. The priorities used for formulating the programme of works as detailed in section 3.4 of the report.
4. The proposals for Special School Expansions and other works set out in paragraph 3.11 of the report.
5. Members noted the proposals for a whole school rebuild for Walker Primary School as detailed in paragraph 3.10 of the report. Members expressed their concern at the recent developments in Walker Primary School becoming an academy despite the concerns of parents and residents.
6. Current issues were highlighted, and the example of Galliard School was noted. Members were concerned at the academisation of schools against the wishes of parents, residents, school staff and Members. Examples were also given of issues experienced in other local authorities. The actions that could be taken were limited.

**Alternative Options Considered:** NOTED, that in considering potential bids, the Schools and Children's Services Asset Management Unit reviewed all un-resourced Technical Priority 2 schemes identified in condition surveys. Because the value of schemes exceeded the resources available, it had been necessary to prioritise certain categories of schemes and defer proposals having lesser technical priority.

**DECISION:** The Cabinet agreed that approval be given to:

1. The proposed programme of works including professional and technical expenses detailed in the restricted Appendix A to the report (Minute No.15 below refers) or any other emergency schemes proceeding up to the total three-year indicative programme value of £60 million.
2. The Executive Director – People to:
  - 2.1 approve tenders for individual schemes or schemes of aggregated value up to a maximum of £500,000 including professional and technical expenses.
  - 2.2 Manage the programme in a flexible way within the overall budget available, to take account of variations between estimates and tender costs and the need to substitute schemes

**CABINET - 23.1.2019**

having a greater technical priority if the need arises using the tender acceptance report pro forma; and

- 2.3 Allocate any contingency provision (up to a maximum of £250,000 including professional and technical expenses) to emergency projects and/or to schemes identified as priority but not yet programmed.
3. To note that this report combined Schools' condition and expansion projects into one capital programme.
4. To note that a portfolio decision by the Cabinet Member for Children's Services would be sought in relation to the approval of tenders for any proposals exceeding £500,000 in value including professional and technical expenses.

**Reason:** The recommendations had been made to enable work to be commissioned on condition works of an urgent nature in schools for 2018/19.  
**(Key decision – reference number 4755)**

**9**

**SMALL SITES HOUSING DEVELOPMENT UPDATE 2019**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.135) providing an update on the small sites housing development.

**NOTED**

1. That Report No.139 also referred as detailed in Minute No.16 below.
2. That in 2017 the Council had renegotiated the Small Sites Phase 1 contractual arrangements, as noted in paragraph 1.6 of the report. Approval was now being sought to the additional budget set out in Report No.139 (Minute No.16 below referred) to bring the scheme to a conclusion. The small sites programme continued to return a positive net present value to the Housing Revenue Account.
3. The Council's commitment to the delivery of affordable homes. Phase 2 of small sites comprised 13 homes for private sale (paragraph 1.4 of the report referred). Phase 1 of small sites comprised 94 homes across seven sites (paragraph 1.5 of the report referred). The programme was due to complete this year.
4. The background to the small sites programme as set out in detail in the report. Members noted that officers would continue to pursue the contractor for liabilities for which they were potentially liable.

**Alternative Options Considered:** NOTED, the alternative options considered as detailed in section 4 of the report.

**CABINET - 23.1.2019**

**DECISION:** The Cabinet agreed to

1. Approve the additional budget as set out in Report No.139, Minute No.16 below refers, to complete the remaining sites. This would not require any additional HRA borrowing.
2. Delegate to the Executive Director – Place authorisation to spend the additional budget to complete the six remaining small sites set out in Report No.139, Minute No.16 below refers.
3. Delegate authority to renegotiate if necessary the loan agreement between Enfield Innovations Ltd. and Enfield Council to the Executive Director – Resources.
4. Note that the “Small Sites Phase 1” continued to positively contribute to the Housing Revenue Account.
5. Note that officers continue to negotiate on claimed costs with the two contractors, and that final costs would not be agreed with the contractors until after the homes were completed, as is standard practice.
6. Note that the Small Sites 1 programme would provide 94 homes for local people. 37 homes were for Enfield affordable rent, 16 homes were shared ownership/shared equity and 41 homes were for outright sale.
7. Instruct officers to carry out a comprehensive “lessons learnt evaluation” to take forward to future small sites schemes and report to Scrutiny by April 2019.

**Reason:** To continue with construction, recover costs to date where possible and build much needed homes for Enfield residents.

**(Key decision – reference number 4789)**

**10**

**CABINET AGENDA PLANNING - FUTURE ITEMS**

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

**11**

**MINUTES**

**AGREED**, that the minutes of the previous meeting of the Cabinet held on 12 December 2018 be confirmed and signed by the Chair as a correct record.

**12**

**DATE OF NEXT MEETING**



**CABINET - 23.1.2019**

NOTED, that the next meeting of the Cabinet was scheduled to take place on Wednesday 13 February 2019 at 7.15pm.

**13**

**EXCLUSION OF THE PRESS AND PUBLIC**

**RESOLVED**, in accordance with Section 100(A) of the Local Government Act 1972 to exclude the press and public from the meeting for the item listed on part two of the agenda on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 (information relating to the financial or business affairs of any particular person (including the authority holding that information) of Part 1 of Schedule 12A to the Act (as amended by the Local Government (Access to Information) (Variation) Order 2006).

**14**

**STRATEGIC PROPERTY - CORPORATE PROPERTY INVESTMENT PROGRAMME**

Councillor Ahmet Oykenar (Cabinet Member for Property and Assets) introduced the report of the Executive Director – Place (No.137).

NOTED

1. That Report No.133 also referred as detailed in Minute No.7 above.
2. The proposed investment, for the first time in many years, for the benefit of staff, service users and residents.
3. The current negotiations that were taking place as detailed in the report. Officers present responded to the detailed issues raised by Members in discussion of the proposed way forward.
4. That the Integrated Learning Disabilities Service staff were aware of the proposals and would be fully engaged in the proposals for their new premises. This was a bespoke service and the Council would ensure that the new premises for the service were fit for purpose and replicated all the current safeguards that were in place.
5. Members highlighted paragraph 3.4.11 of the report and noted the Council's expectations and terms currently under negotiation. Members further noted the key risks outlined in section 7 of the report.
6. The proposals for John Wilkes House as set out in section 3.6 of the report. The proposed works would have a positive impact for both staff and service users.

**Alternative Options Considered:** As detailed in Report No.133, Minute No.7 above referred.

**CABINET - 23.1.2019**

**DECISION:** The Cabinet agreed, further to the recommendations contained in the part one report (Report No.133, Minute No.7 above referred):

1. To support delegated authority to the Executive Director – Place in consultation with the Director of Finance and the Cabinet Members for Property and Assets and, for Finance and Procurement:
  - 1.1 Conducting any necessary land transactions, including acquisitions by way of freehold or leasehold up to the value set out in recommendation 2.5.6 of the report, as individual schemes were developed, including the negotiated short-term extension to the lease at St. Andrew’s Court.
  - 1.2 Should the Council be unable to extend the lease and Integrated Learning Difficulties Services have to vacate in June 2019, then authority be delegated to the Executive Director – Place to conduct simplified and speedier procurement exercises and award contracts as necessary in order to deliver the basic minimum alterations to Enfield Highway Carnegie Building that minimises disruption to service delivery.

**Reason:** As detailed in Report No.133, Minute No.7 above referred.  
**(Key decision – reference number 4792)**

**15**

**UPDATED SCHOOL CONDITION AND FIRE SAFETY PROGRAMME 2018/19 TO 2020/21 (SCHOOLS CAPITAL PROGRAMME)**

Councillor Achilleas Georgiou (Cabinet Member for Children’s Services) outlined the restricted Appendix A to Report No.134, as detailed in Minute No.8 above.

NOTED, the information contained within the Appendix in support of the recommendations set out in the part one report.

**16**

**SMALL SITES HOUSING DEVELOPMENT UPDATE 2019**

Councillor Nesil Caliskan (Leader of the Council) introduced the report of the Executive Director – Place (No.139).

NOTED

1. That Report No.135 also referred as detailed in Minute No.9 above.
2. The detailed financial implications set out in section 6 of the report and, in particular, paragraph 6.1.10 of the report. Members were advised of the monitoring that was being undertaken and, the mitigating measures to minimise any risks to the proposals as set out in the report. Brexit

**CABINET - 23.1.2019**

planning was also taking place within the Council and contingency plans being put in place. This was a challenging time within a period of significant uncertainty.

3. The proposals for the greater involvement of local supply companies in the future.
4. Members discussed the Council's aspirations for sustainable development and a discussion took place on specific environmental and climate change issues. The Executive Director – Place agreed to discuss specific issues further with Councillor Brett. Members noted the environmental issues particularly in relation to energy that had been addressed in earlier developments in the Borough.

**Alternative Options Considered:** As detailed in Report No.135, Minute No.9 above referred.

**DECISION:** The Cabinet agreed to

1. Approve the additional budget, as set out in recommendation 2.1 of the report, to fund additional costs (which included the contingency detailed in the report) to be funded from the existing HRA capital programme. The specified sum would be funded from 2018/20 and the remaining specified sum would be in 2019/20. This would not require any additional HRA borrowing.
2. Delegate authority to the Executive Director – Place authorisation to spend up to the sum detailed in recommendation 2.2 of the report to complete the six remaining small sites, being the specified sum of known cost liabilities and a further prudent cost contingency of the sum specified in the recommendation.
3. As set out in the part one report (Report No.135, Minute No.9 above referred).

**Reason:** As detailed in Report No.135, Minute No.9 above referred.  
**(Key decision – reference number 4789)**

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